



知享会

HR Excellence
Center



HR Partnership

-It is All About Business



2007



"More than eight out of 10 of the executives questioned view people as vital to all aspects of organizational performance. Yet fewer than a quarter (23 percent) believe that HR can play a crucial role in strategy formulation and operational success.

And further highlighting the low esteem in which many HR departments are held, a mere three percent of participants described their organization as world-class in people management and HR, while nearly half (46 percent) said that their capabilities are only adequate and need to improve.

"It's a stunning paradox that HR is not being looked to for leadership on the people agenda," observes Jeff Schwartz, a principal with Deloitte Consulting and co-director of the study.

-Business leaders take a dim view of HR

Finding from DeloitteTouche Tohmatsu and the Economist Intelligence Unit Survey, (30 May 2007)

2008



"Of the 15 large-company chief HR officer changes that consultant Brian Wilkerson has tracked in the past five years, about one-third have been filled by non-HR executives, he says. That compares with maybe 10% of such appointments before, says Mr. Wilkerson, global practice director for talent management at Watson Wyatt Worldwide"

"Many organizations are looking for their HR leader to be able to understand in great detail the business and the challenges of the business," says Fran Luisi, principal of Charleston Partners, a Rumson, N.J., search firm that specializes in HR executives. Mr. Luisi says he increasingly looks for candidates whose experience extends beyond HR"

-HR Departments Get New Star Power at Some Firms

(from Wall Street Journal, 23 June 2008)

Now



“Thanks to the recent economic “ perfect storm”, combined with a number of other compelling forces, conditions finally appear ripe for the HR function to achieve its true potential. Well –qualified, deeply experienced and highly motivated Human Resources leaders increasingly find themselves working directly with CEOs and boards of directors to help achieve the corporation’s core objectives, now and in the future.

-Trend Talk, “ As strategic business partners, HR executives deliver enhanced value to CEOs and Boards”

(Comments from CTP Partners Survey, Oct 2009)

Why Changed

- Economic Downturn
- Globalization
- Regulation change
- Talent War

Most Important, It is All About People

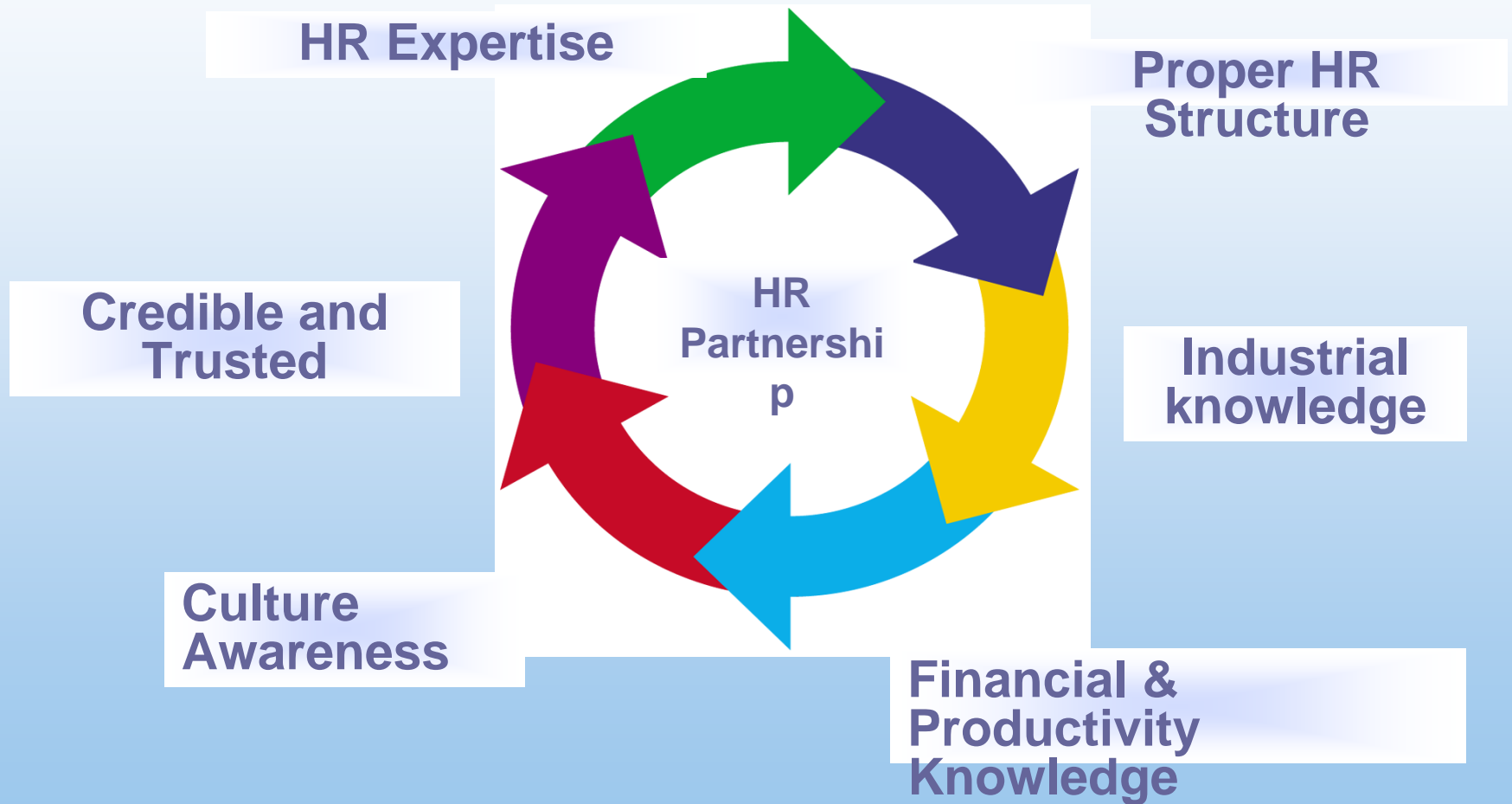
“At the end of the day, you bet on People, *not*
Strategies.”

Larry Bossidy

“It is a Heck of a Lot Easier to *Hire the Right*
People to Begin with Than to Try to Fix Them
Later.”

Brad Smart

The Meaning of HR Partnership



How Can We Make Difference

-  **HR Expertise**
 - Recognize ability
 - Influence, make impact in leadership development
-  **HR Structure**
 - Distinguish transitional HR and Business HR
 - Dedicated resources focus on business needs
-  **Industrial Knowledge**
 - Industrial trend, how it impact talent requirement
 - Industrial talent pipeline
-  **Financial & Productivity Knowledge**
 - Overall Financial knowledge, especially in cost pipeline
 - Benchmark productivity data within Industry
 - Knowledge of organization effectiveness
-  **Culture Awareness**
 - Flexible and sensitive about the difference
-  **Credible and**
 - High personal integrity
 - Say do ratio, speed and quality
 - Passion of business and people

2005

Business Challenges

- Merger & Acquisition
- Lack of culture awareness
- Weak operation rhythm
- Lack of functional support

HR Priorities

- Integrate Team
- Identify proper leadership team member
- Build HR Operation process, session C, EMS etc
- Shift HR Focus and change HR structure, business HR and COE

2006

Business Challenges

- New Asia Leader
- Fragmented Asia team
- Product roadmap & NPI
- No comment business G&O in region
- Low compliance awareness

HR Priorities

- Get to know new leader
- Coach new leader
- Rebuild Asia leadership team
- Build technology center, product team
- Address compliance issue
- Build new variable comp plan to align with new G&O

2007

Business Challenges

- Growth vs. Expectation
- Asia vs. Regional
- Weak industrial knowledge
- Talent pipeline

HR Priorities

- Productivity benchmark and analysis, focus on sales force effectiveness
- Realign regional structure, future road map of country structure
- Security DNA online training system
- Commercial leadership program (management trainee)

2008

Business Challenges

- Grow India
- Efficiency and Productivity challenge
- Vertical vs. regional sales model

HR Priorities

- Build India leadership team, fighting for local resources
- Layer and Span analysis, functional productivity and cost analysis, drive sales forces effectiveness
- Industrial & Vertical hiring
- 3 non-negotiable criteria

2009

Business Challenges

- Keep company safe
- Merger & Acquisition
- Employee Engagement

HR Priorities

- Divestitures
- Reposition resource between function and commercial
- Redefine the delegation & authority
- Drive performance and productivity excellence
- Enhance employee communication

Thoughts - 1

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The most important is build a profitable business

Although people is most important, HR team must have strong awareness of cost and productivity, drive profitability is not just sales and finance's job.

Thoughts - 2



Hold a strong personal integrity,
it is all about credibility

People are less likely to believe the message when
they don't believe the messenger.

Thoughts - 3



Understand human is
foundation of our job

One of the foundation of HR job is have strong ability to recognize ability. It is a critical area for us to add value.

Thoughts - 4



Build an transparent environment

It is difficult to make everyone happy in organization. It is doable to create an environment to allow business leader to hear the true voice from employee and make fair judgment.