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# Our Practice on Talent Retention



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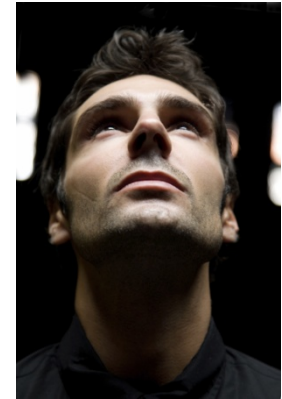
# Unique Challenges Our “China” Faced

No role models to learn from and no roadmaps to follow in China...

Through the grapevine I just heard a new hire makes more money than me. We're at the same level and I've been here 10 years.



Can't see a clear career path in Our, not satisfied with promotion speed compared with some colleagues



Difficult to balance work & life, especially after integration, e.g, lots of ConCalls at early morning and late night with WW team.

It seems like our teams are not working effectively is becoming a key issue which could affect critical projects.



# What We Achieved Since Integration



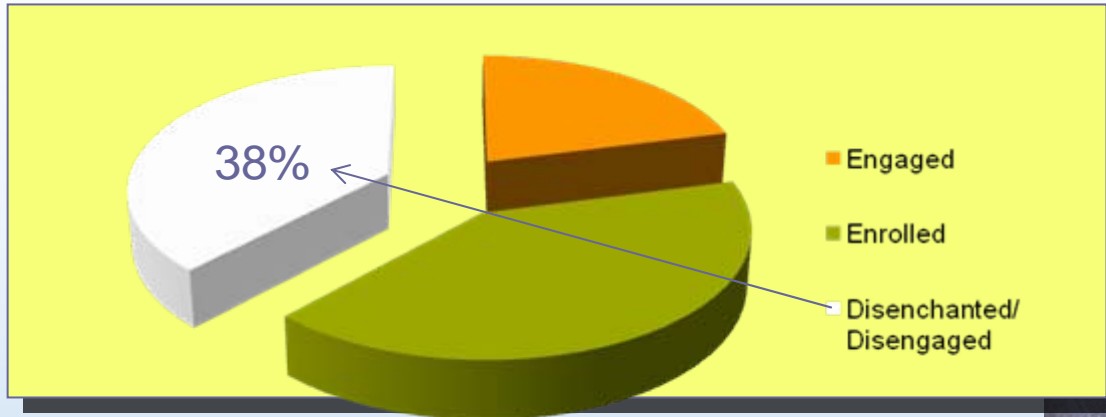
**Total employee attrition rate (including involuntary leave) lower than industry**

**Declined key talent attrition rate from 2005 to 2008**



**How we realized this ?**

# Retention: What Research Tells Us

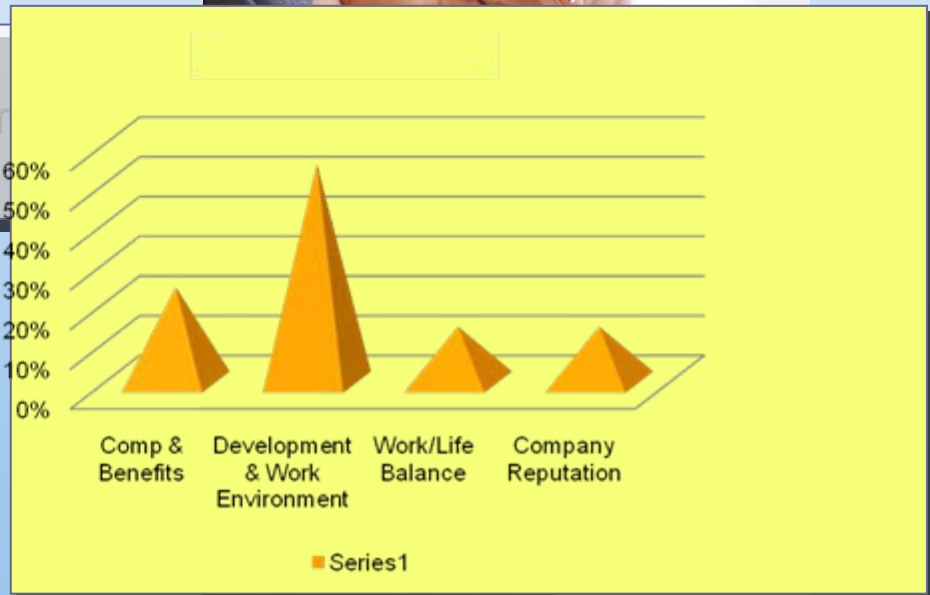


**Leadership – 3 Out of Top 4 Factors Employees Stay**



**80% Executives Consider Retention “Top” Priority**

**Quality Managers, Opportunity for Accomplishment, Recognition – Top 3 Retention Drivers**



# What Talent Want ...

People stay with a company for different reasons,  
primarily ...

- **Development and Growth**
  - Meaningful Work
  - Learning and Training
  
- **Leadership and Environment**
  - Pride in the Company
  - Respected Manager
  - Affiliation
  - Open Communication
  - Work/Life Balance
  
- **Compensation and Benefits**
  - Fairness
  - Opportunities



# What We Mean “Talent” in Our company Today



**Comfortable with the Language of International Management**

**Effective in Cross-boundary Work and Cooperation**

**Work Comfortably in Matrix Organizations**

**Develop and Grow “Global Leaders”**

**Appreciate Diversity**

**Strong Cultural Adaptability**

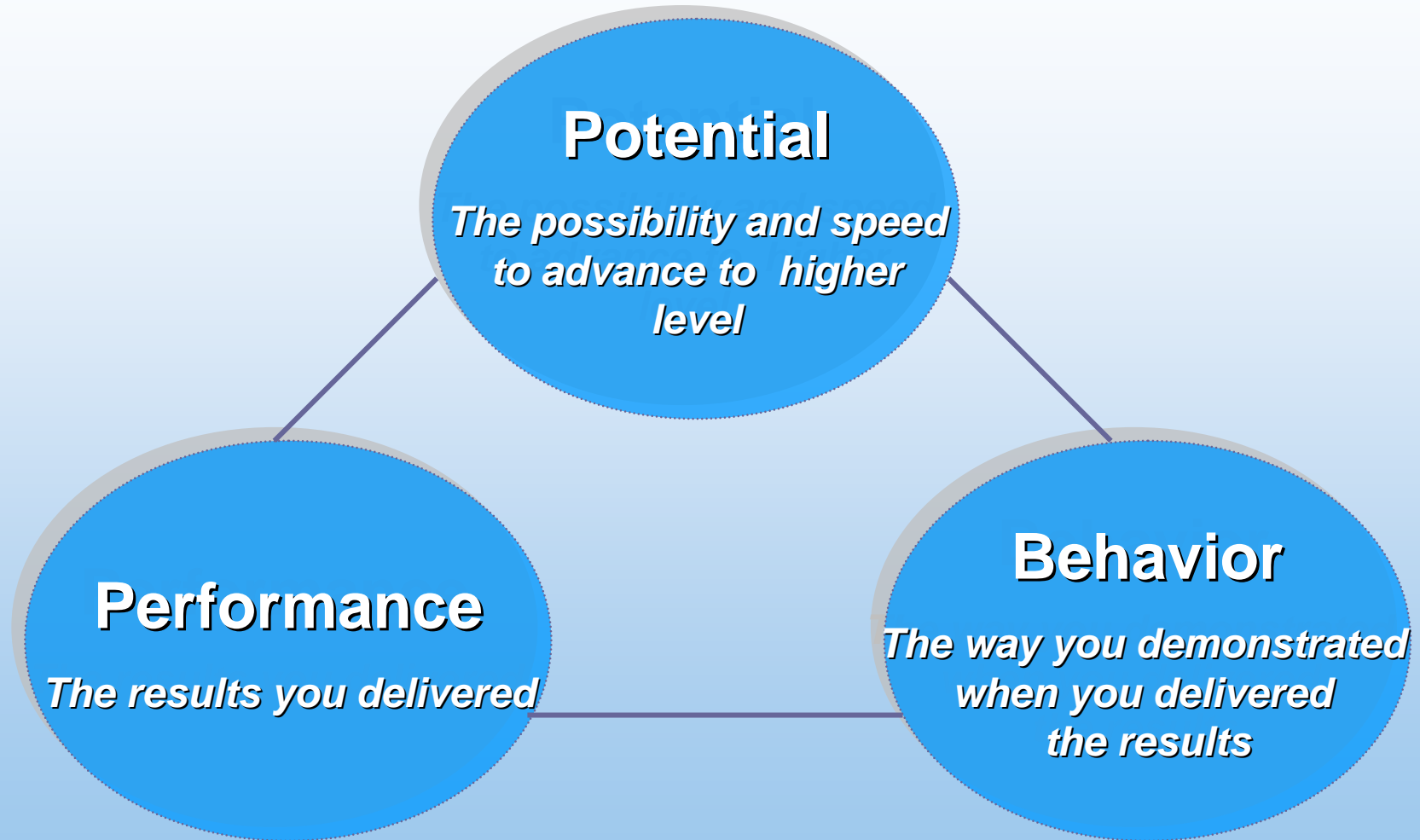
**Emotional Balance**

.....

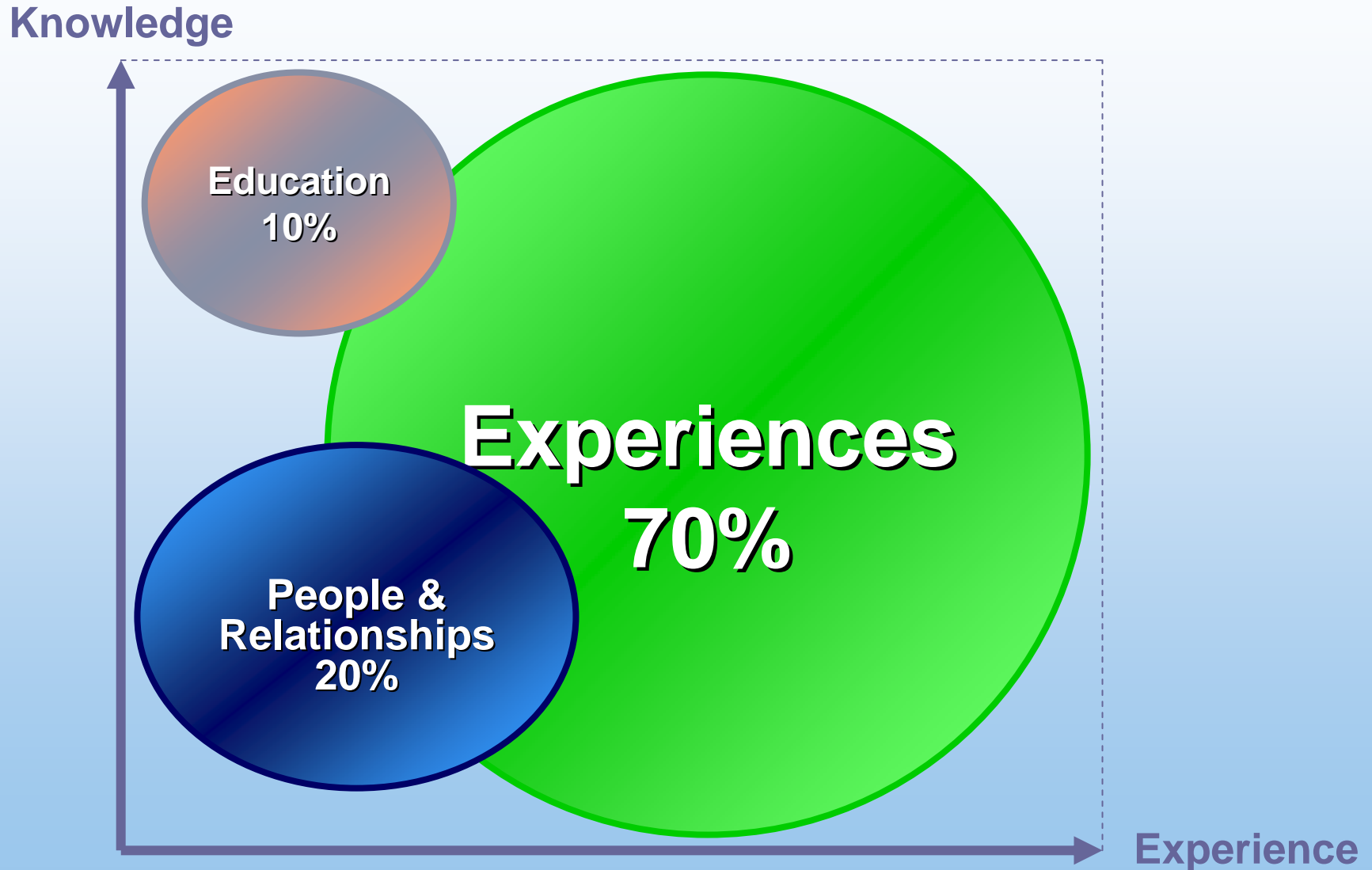
They are able to lead and manage across functional, national and cultural boundaries.

**Is he/she the next generation that Our needs or not?**

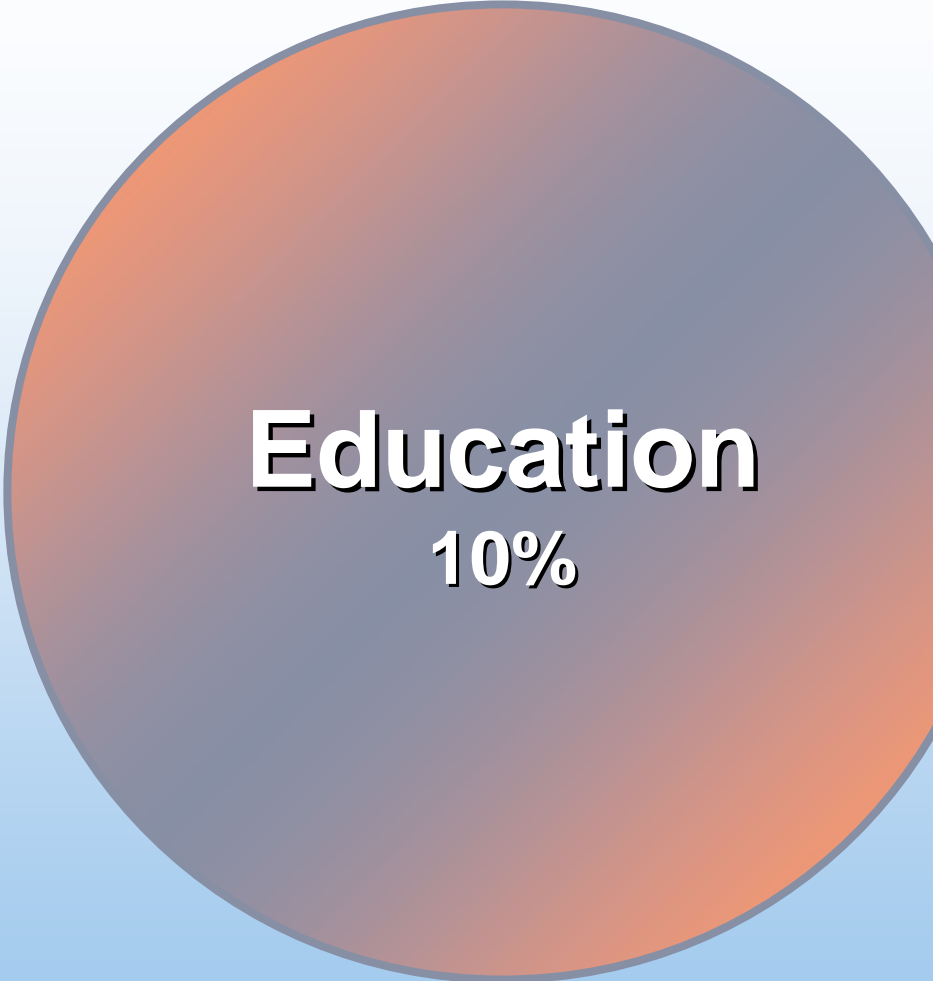
# 3 Key Factors to Assess Talent



# Development: Critical to Retain Key Talent



# What We've Done ...



**Education**  
**10%**

## Examples ...

- **Culture Workshop**
  - “East Meets West”
  - Speed of Trust
- **Training Programs**
  - New World, New Thinking for Our Managers
  - Presentation Skills
  - Facilitation skills
- **University Coursework**
  - Overseas EMBA
  - Mini-MBA

## Examples ...

- **Take Feedback as Gift**
  - 360 Feedback
  - Development Feedback Interviews
- **Building a Diverse Team**
  - Managing Across Cultures
- **Mentoring**
- **Coaching**
  - Executive individual and team Coaching
- **New Leader Assimilation**



**People and  
Relationships**  
20%

**Experiences**  
70%

- **Learn from self's experience**
  - International Assignments
  - Intensive programs
- **Learn from others' experience**
  - Visit MNC's
- **Guided by an experienced Coach**

# Leadership & Environment

Throughout the year, Our uses a variety of vehicles to improve the open and straight communications ...

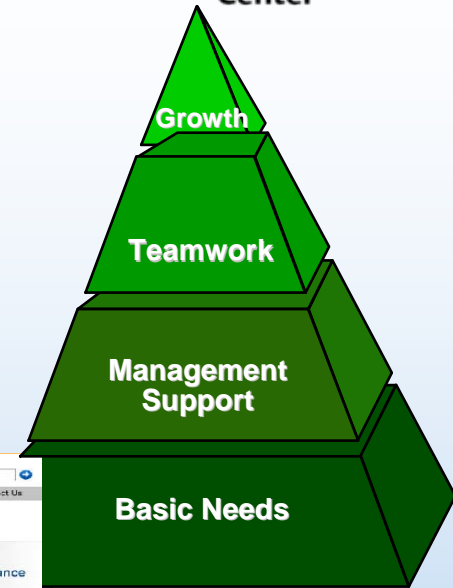
## Global Q12 survey New World Culture

- Culture Audit / Interviews
- Culture Compass

## Leadership Transformation

- All Hands Meetings
- Roundtables
- 1-on-1's

Flex working time pilot to help employee balance work & life



lenovo Culture Compass

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Culture Communications Ac Culture Compass

Drive For Performance

What is Drive for Performance - Forums?

Forums

Topic	Title	Replies	Views	Last Post
Ability to include a picture	<a href="#">Link to image</a>	45	504	11/20/77 7:44 pm
Ability to include a picture	<a href="#">Image address</a>	45	504	11/20/77 7:34 pm
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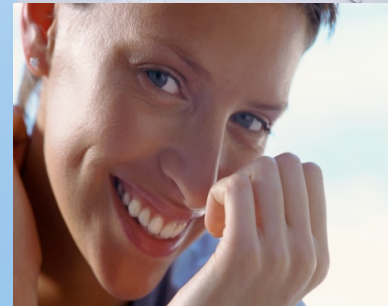


# Compensation & Benefits

**Close key talent's pay gap with same level international colleagues & external hirers**

- 3-year's plan to close the gap

**Pay and holding power analysis, provide retention comp on top of regular comp programs**



# Key Learning

- Identifying the right “HI-potentials” is the foundation
- No one-size retention strategies fit all, to be ‘creative, multi-faceted’
- Be Prepared to Lose Good People
- Building the Culture of Enhancing the Change Is the Key for success



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