



知享会
HR Excellence
Center

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A Talent Development Case



It's all about people



Great people make great things happen!

- ✓ *What we strive for?*
- ✓ *Who we need?*
- ✓ *How we develop the needed people?*

It starts with our common goal



We exist as an organization for a reason
– something we strive for



In company we call it Vision/Mission/Common Goal



- ✓ We attract people with the Common Goal in mind
- ✓ We build up people to form the Common Goal
- ✓ We develop people to lead us for that Common Goal
- ✓ We call them Talents

Talents = Common Goal + Leadership Capability

So... Who we are? What we strive for?

Climb Every Mountain: 2011 – 2014 and beyond...



ACT: Achieve, Climb, Together

*A program we tailored to **SELECT** and
DEVELOP our key Talents to **Climb Every
Mountain!***

What

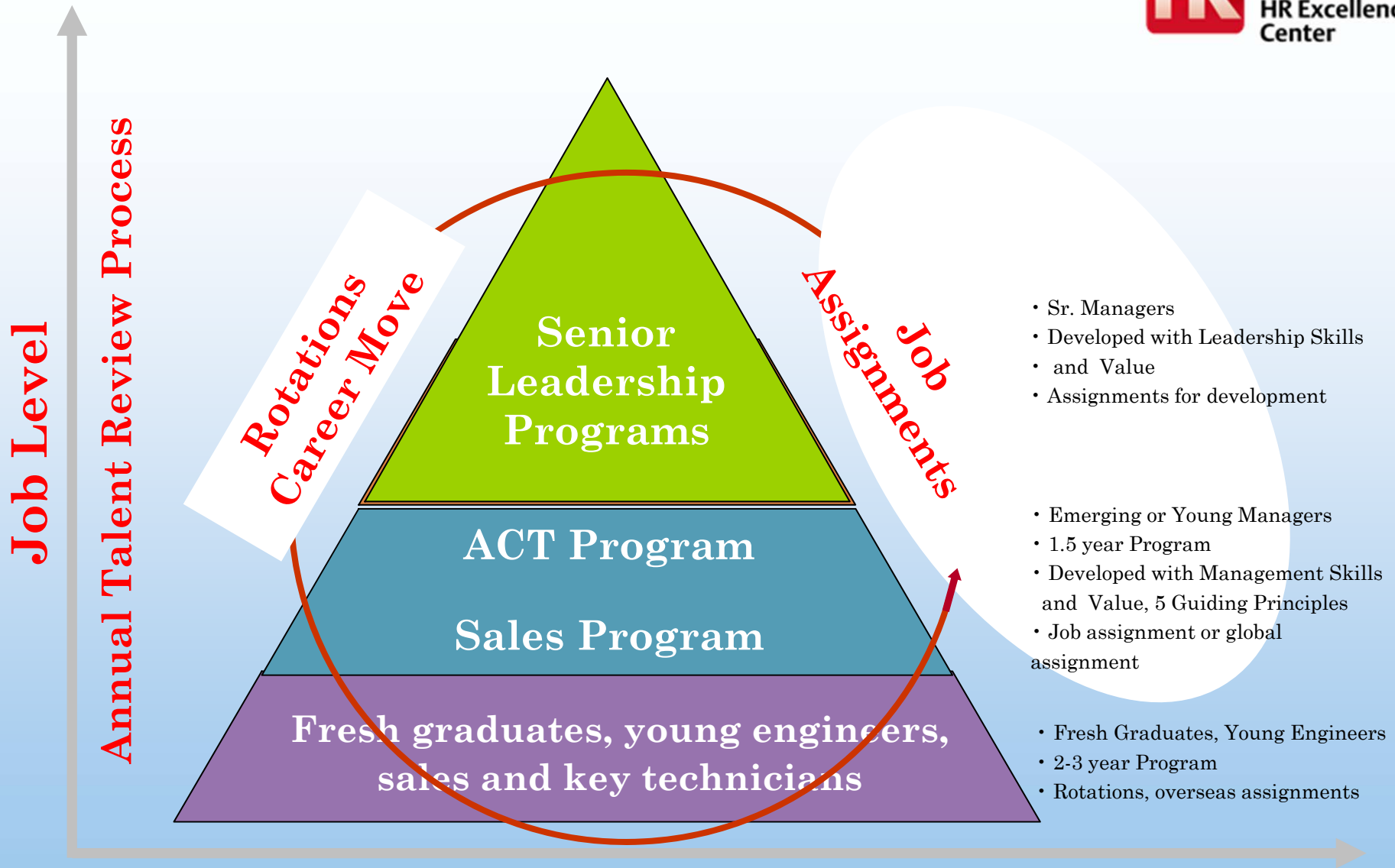
Achieve, Climb, Together is a talent development program, aiming at emerging potential managers. ACT mainly consists topics of management skill, professional excellence, basic leadership, culture & value, and developmental assignments.

Participants are identified as high potential or potential talents during annual talent review session. The participants are nominated by site GMs or functional leaders and are selected by a committee.

It provides

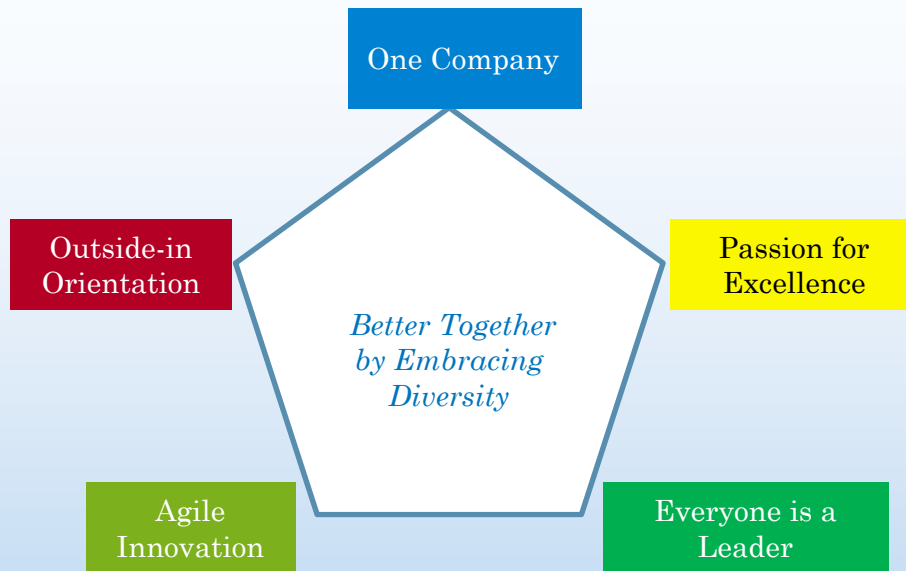
- ✓ Very good basic management/leadership training and career opportunities for young talents
- ✓ Hard tools for talent management
- ✓ Succession planning
- ✓ Retention

A position of ACT in Talent Development



Key Factors of ACT	How It Works
Select the right talents	Talent Review > Nomination-> Committee Review & Approval
Select the right platform	DNA: 5 Guiding principles & leadership model
Select the right content	Personal Skills/ Basic Mgt/ Basic Leadership/ Culture & Value
Select the right resources	Internal: Mgt commitment/ Sharing/ Coaching/ HR observation External: Courses/ Trainer, tailor made
Select the evaluation	5 guiding principles base: angles from management, HR and Trainers in formal format
Select the right sharing	Real Case study+ Mgt sharing+ Participants Sharing
ROI - Evaluate ACT	Turnover/ Promotion Rate/ High performance ratio/ Job transfer

Select platform: Leaders with DNA



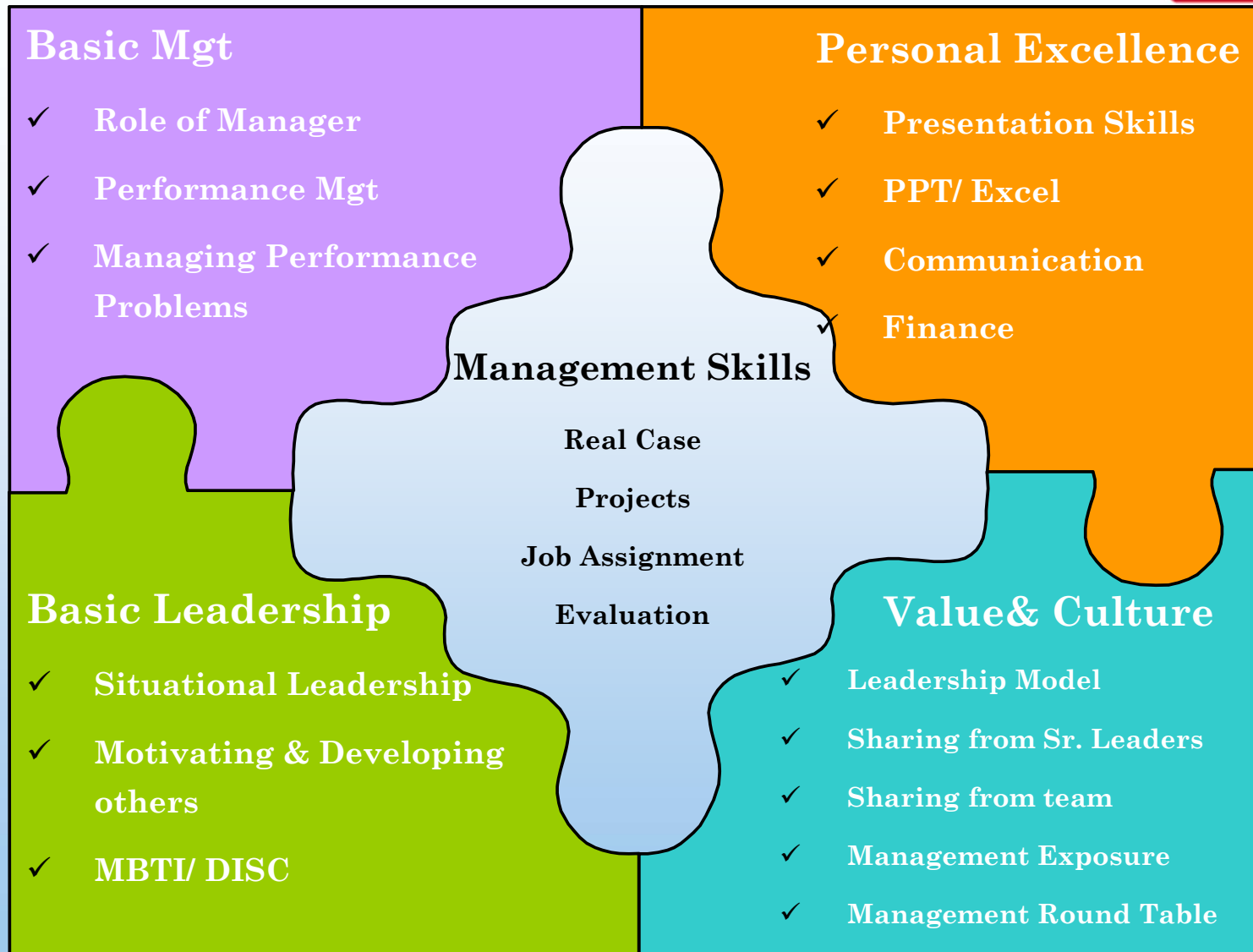
What We Value



Talent Inside

Integrated into:

- Mgt sharing+ Mgt Coaching
- Real Case
- Real Projects
- Participants' sharing
- Evaluation



Internal

- ✓ **Management Commitment: Business Head and HR Head join each session**
- ✓ **Senior managers join and share in each session**
- ✓ **HR Managers join sessions to learn and share**

External

- ✓ **Interview each external or internal trainer before the program, full alignment on contents delivered**
- ✓ **Tailor-made outline/content together with trainer, “DNA”, Real case, Projects**

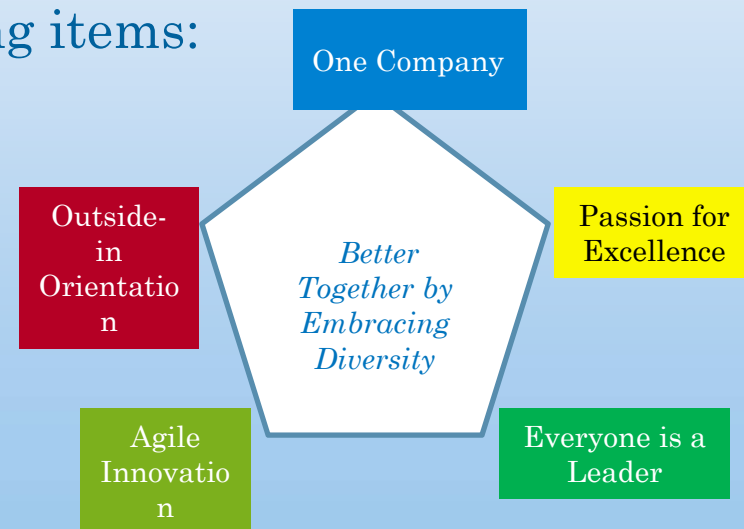
Select evaluation: Talent Assessment



Formal and consistent evaluation, in written form

- ✓ Senior management
- ✓ HR
- ✓ Trainer

On strength/ weakness of the following items:



Desired Outcome

- ✓ Immediate management/leadership development
- ✓ Irrigated with Value & Culture
- ✓ Career opportunities
- ✓ Succession planning
- ✓ Retention

Indicators

- ✓ Turnover Rate
- ✓ High performers ratio
- ✓ Promotion Rate+ Job Transfer

Welcome to Leadership World Performance Mgt Personal Excellence Team Leader Hard Skills for Mgr Graduation & Award

Practice Workshop	Workshop						
Networking Group Learning	Sharing Leadership			Sharing from leaders Sharing from team			
Skills	Training						
Real World	Case Project	Real Case	Real Case +Project	Real Case +Project			Award
Coaching	Champion						
Management Exposure	Round Table						

Evaluation: Senior Management Team + HR + Trainer

- ✓ Quarterly session in different sites
- ✓ Engagement from Senior Management Team
- ✓ Local support needed from site (speech, sharing, plant visit, etc.)