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Look Inside the Talent War



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What makes this a fierce war?

- Foreign companies
 - Localization
 - New entry into China market
 - Aggressively into new sectors
 - “China importance”

- Development and evolvement of local Chinese enterprises

- Local talent’s own characters
 - Serious about their career
 - ...

... We are fighting for TALENTS!

This is what we can learn from survey findings - 1

1. What attracts talents in China?

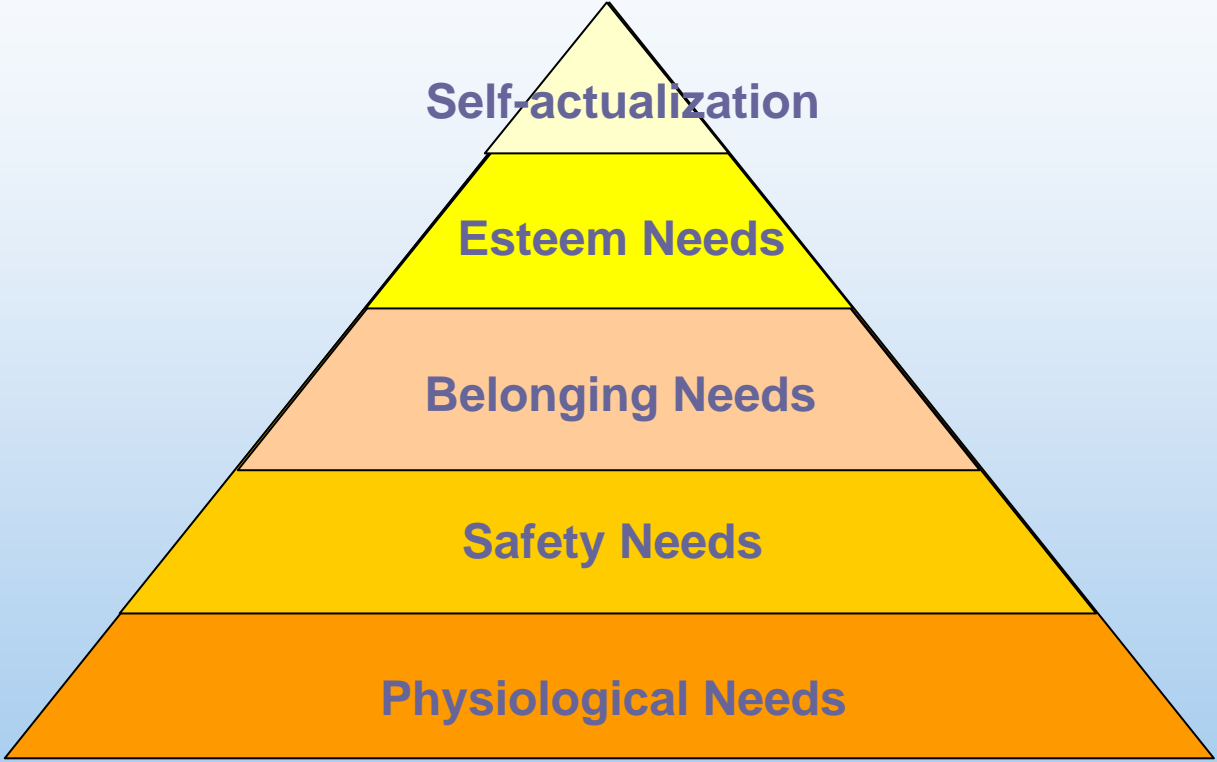
- Learning and growth
- Reward and recognition
- Effective leadership
- Challenge and responsibility
- Company reputation
- Work/ life balance

This is what we can learn from survey findings - 2

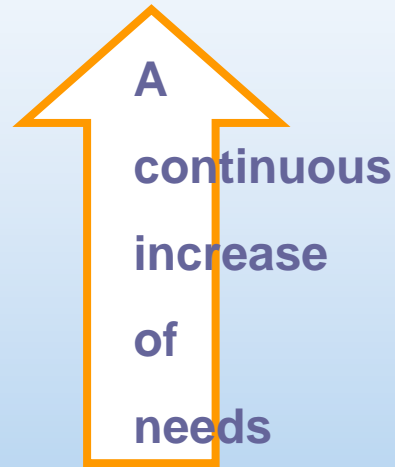
2. What causes talents to leave?

- Lack of training & development opportunities
- Limited career chance
- Unhealthy cultures & poor working environment
- Ineffective management
- Lack of rewards
- ...

A further look at the needs



Senior Positions



Junior Positions

Maslow's Hierarchy of Needs

Interpretation of the needs at various career stages

- Physiological Needs
- Safety Needs
- Belonging Needs
- Esteem Needs
- Self-actualization



Junior Professionals

Middle Management

Senior Management



Apply our understanding to recruitment



1. What can the company offer vs. what does the candidate need
 - Short-term
 - Mid-term
 - Long-term
2. To help the candidate with one's own career positioning and expectation
 - Where are you on the career ladder?
 - What kind of options you can have along the path?
3. To share our knowledge with company management
 - Familiar with this “why Chinese always look for promotion? You know, our engineers at the headquarters have stayed at the same position for over 20 years!”
 - Which talent pool shall we target? To jump into the war or can we have some other smart alternative solutions?

Apply our understanding to development & retention

- To look after the needs from different career stages
 - Training and development programs
 - Pay attention to both hard skill and soft skill development
 - Job rotation and broader exposure, domestic and abroad
 - ...
 - To help add value to employee's career
 - To plan and share in advance
 - Yet, to keep a good balance

- Be ready if talent still decides to leave
 - Have we done everything? Not just for keeping the talent, but for letting him/her go with no regrets
 - Understand and respect
 - ... you never know what will bring you from a “nice” talent leave

Apply our understanding to...



- Care about talents in between HR programs
 - Continue to look after your talents, e.g. after they are on board, the recruitment program is done, but not the talent related tasks
 - Keep close contacts and communications with at least your key talents, be their friends
- Be a business partner to line managers
 - HR is not a service function, educate your line managers about the importance of talents at the workplace
 - Show your value in terms of talent issues, be their partner at work
- The whole organization should work together on winning the talent war
 - Win consensus from your top management
 - Establish the corporate culture, not just set up HR programs
 - Be an indispensable force of planning and driving the company strategy

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