



智享会

HR Excellence
Center

关键人才的领导力培养与 保留

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话题内容

- 谁是关键人才
- 关键人才的领导力培养与保留的重要性
- 波音公司人才培养的有效工具
 - 全方面的发展环境
 - 个人发展价值观
 - 关键人才信息与九宫格
 - 70/20/10
- 保留

谁是关键人才

- 超过半数的（**53%**）的公司对关键人才有清晰的定义
- 大多数（**77%**）的公司高管级别以下确认关键人才
- 大多数（**55%**）公司确认他们的保留机制是针对关键人才
- 通常在全员范围内的**30~45%**定义关键人物，再在此基础上优选出占公司总人数的**5~10%**作为公司的关键人才
- 从两个方面来审视你的人才：一是替代成本；二是变动可能性

未来的领导

优秀业绩人员

高管

奇迹制造者

高潜质人才

关键岗

未发光的宝石

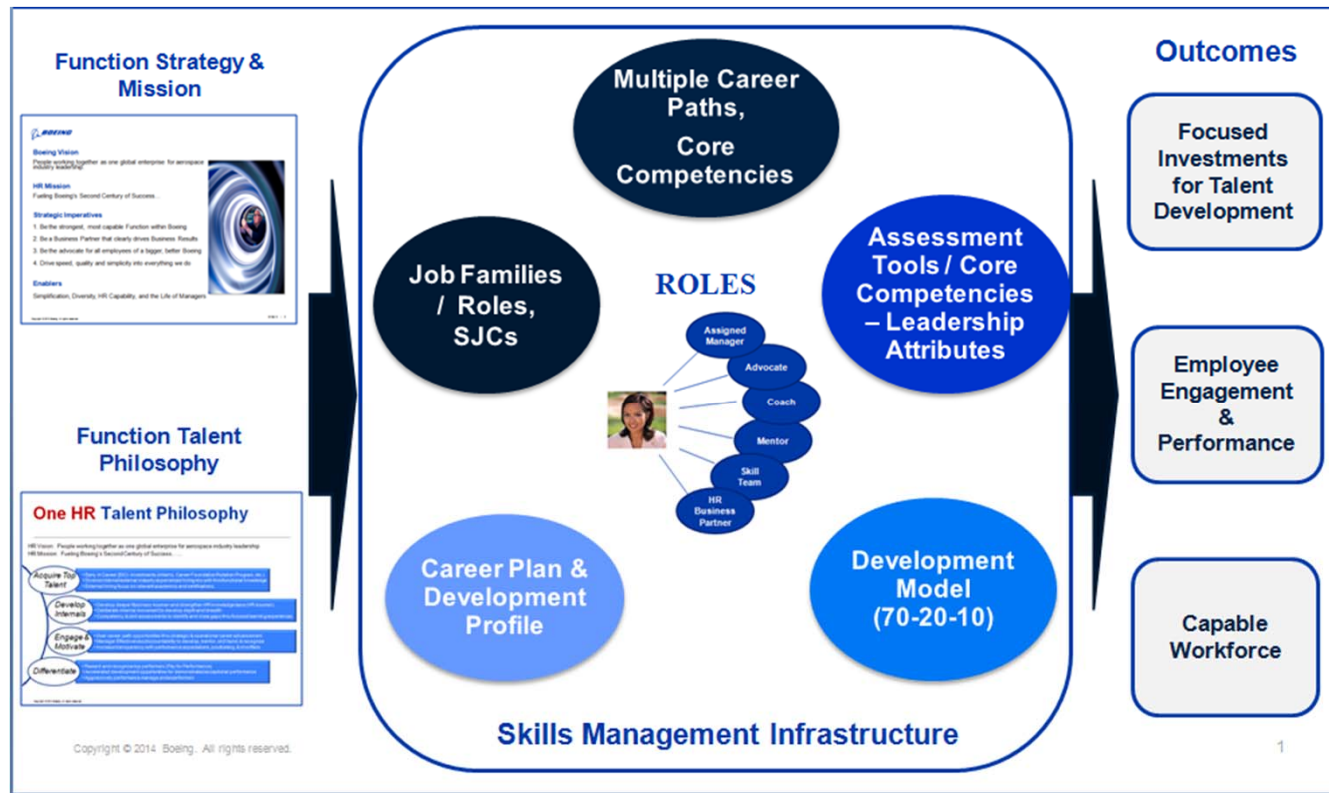
（技能或关系）

资料备注：

世界薪酬协会2012年6月关键人才的保留及奖励机制的角色
麦肯锡2010年8月在变更中关键员工的保留

关键人才的领导力培养与保留的重要性

- 员工替代成本根据所在岗位的级别和类型，通常是员工年薪的 50%~200% (资料备注: 世界薪酬协会2012年6月关键人才的保留及奖励机制的角色)



全方面的发展环境

- 通过全方面的提供工具，服务及解决方案来形成全方面的发展环境，由此可激发员工在职业发展规划的需求，并满足公司业务在全球的发展和目标，这也同时激发公司在各个级别的人才发展与准备。

Engage and Motivate Talent

- Develop & deploy career development solutions that enables candid development discussions in conjunction with an employee's career aspirations
- Actively develop Boeing-branded leaders

Accelerate Development

- Identification and prioritization of program nominations for those with capability for exceptional performance
- Promote and leverage coaching and Sr Exec Mentoring Program opportunities

Inspire through Self-Awareness

- Promote solutions for increased self-awareness and situational understanding, changing behavior, achieving goals
- Build culture of coaching and personal accountability

Enable HR

- Identify systems and metrics that inform talent reviews/discussions at various levels in the organization
- Simplify tools and solutions
- Drive consistency in tools across the enterprise

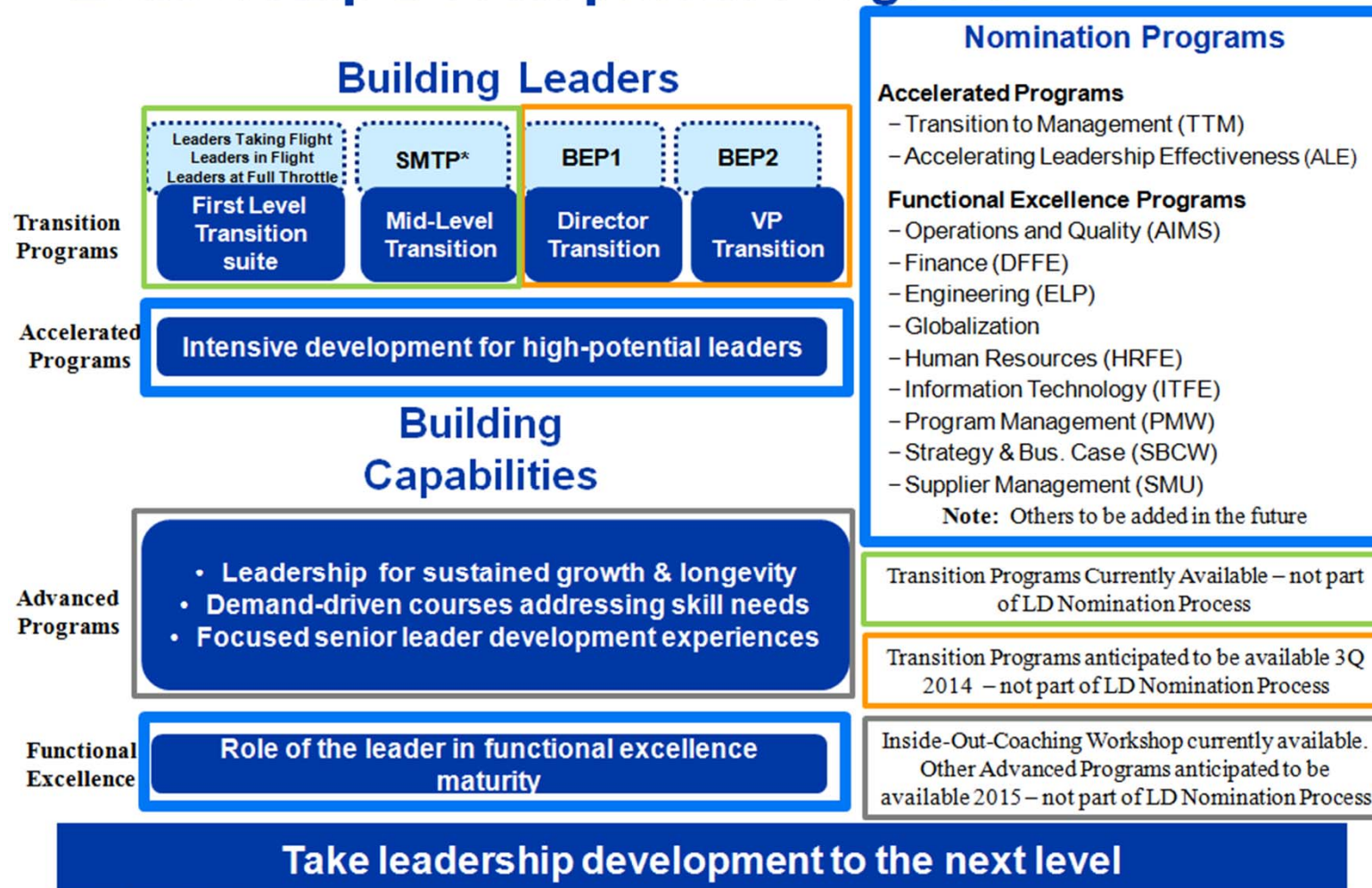
Empower & Deploy new generation of leaders

波音领导力发展模型

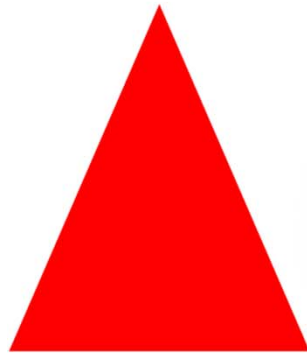


Human Resources

Leadership Development Programs



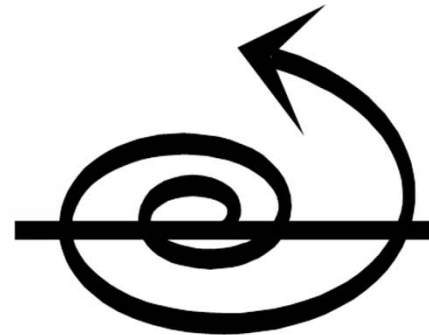
个人发展价值观



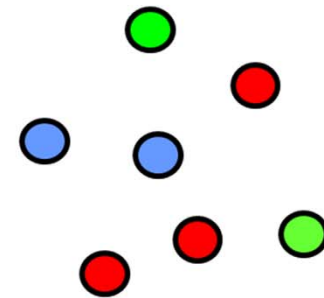
Linear
upward
promotions



Centered
increased expertise
in a specific field

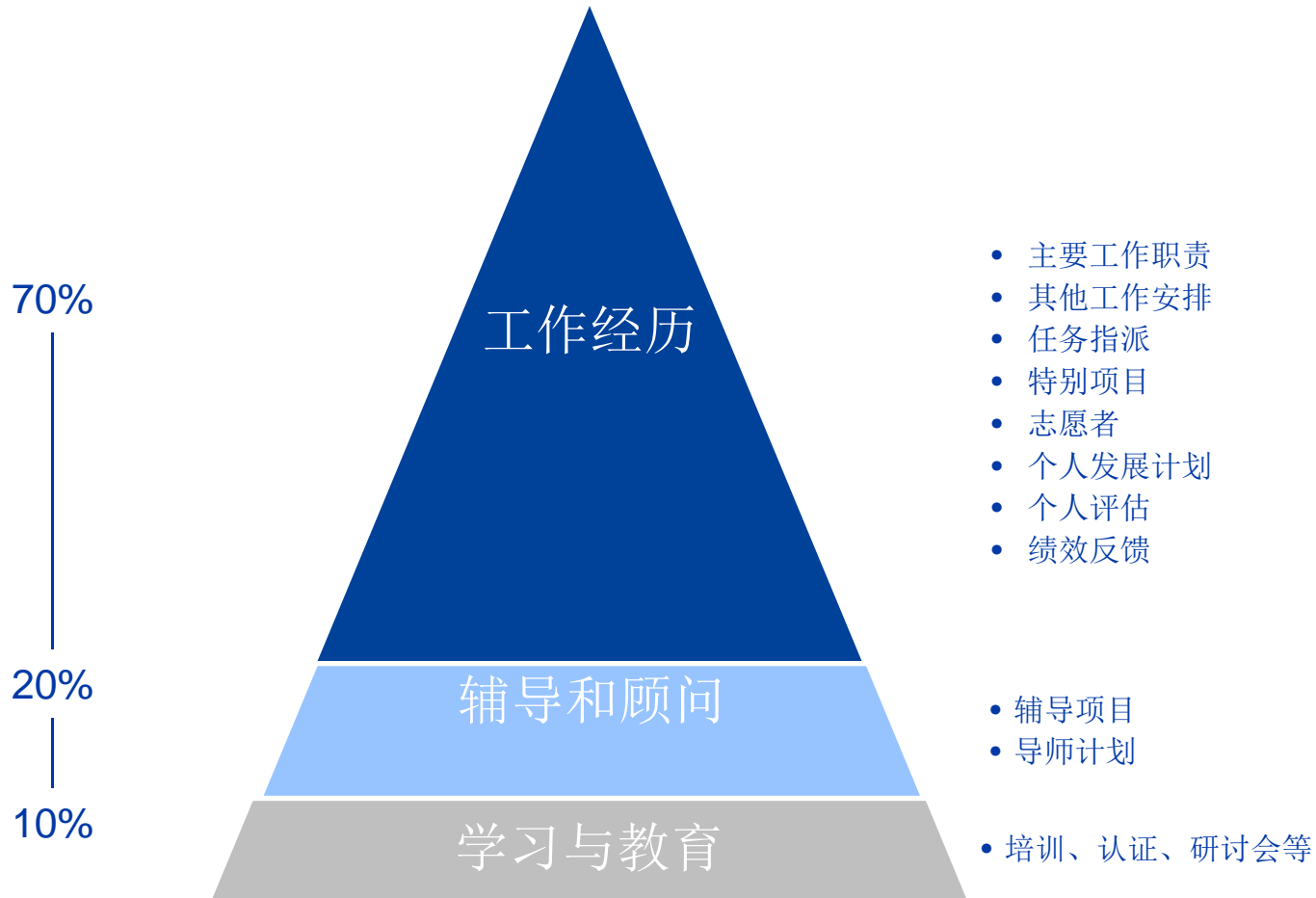


Spiral
different positions
with closely linked
ties of knowledge,
skills & abilities



Transitory
different positions
with no connectivity

70/20/10



Source: Corporate Leadership Council

工作经历是员工发展的最首要的路径

70/20/10 案例分享

Targeted Outcome

New Experiences

Assessment

Coaching

Self-Reflection

70%

Learning from New Experiences (Assignments)

- **Scope (complexity) Change** - first time project leadership
- **Significant People Demands** - cross-functional team leadership
- **Influencing without Authority** - negotiating with internal & external parties
- **Cross Moves**- team & project leadership rotations
- **Scale (size)**- overall projects team leadership or program leadership (Chair)
- **Projects/Corporate Committees** – finding solutions and implementing new ideas, processes or events
- **Start-Ups**- heading a team to create new program systems, operations/guidelines (international)
- **Heavy Strategic Demands**- working on capstone projects with high leadership visibility (briefings)
- **Line to Staff Switch**- visible role as part of Leadership Council or Special Project Lead
- **Fix-it/Turnarounds**- Special assignment to solve problem or address people issues

20%

Learning from Others (Coaching/Mentoring)

- Formal Mentoring – Reverse Mentoring & Peer-to-Peer
- Assessment Feedback & Coaching (LA360, Performance)
- Leaders Teaching Leaders
- Executive Speakers, Panel Discussions
- Exposure to Boeing sites, products, and services
- Corporate Sponsored Events
- Leadership Exchanges
- Job Shadowing
- Career Development Discussions
- Candid Conversations

10%

Learning through Courses & Materials

- Leadership Development Courses
- Conferences/Seminars
- Boeing Leadership Meetings
- Research & Self Study
- Business Simulations
- Learning Together Program
- External training/consultants

保留

- 千篇一律的激励计划通常不够有效。只有针对员工需求和激励机制定制的计划才能发挥作用。
 - 员工需求：从员工个人需求出发
 - 保留不仅仅是用钱
 - 经理的表扬
 - 高管的关注
 - 不断的晋升
 - 带领项目的机会
 - 加入快速提升领导力的培训项目

资料备注：2009年麦肯锡季度调研，当主要目标以保留人才为主时，最有效的六个激励工具中的五个非现金型工具。

保留

- 领导力发展机会有很强大的吸引力
- 一套定制化的包含现金和非现金的奖励机制是关键
- 员工保留不是一次性的工作
 - 持续关注和及时沟通是重点
 - 经理发挥主要角色

