



知享会

HR Excellence
Center

Visiting us at  www.hrecchina.org



Developing Local Business & Technical Leaders

Action Learning Program & Technical Mentorship Program

Action Learning Program

Developing Global Leaders for China

What problem are we solving?



Past growth is dependent on 'Borrowing' talent for China Business

Increasing China Market Opportunity requires sustainable supply of talent tackle local problem for global growth

Leadership ACTION learning is about

- Having local top talents helping develop future China strategies
- Drive Cross-functional business thinking and networking
- Direct engagement of corporate executives in China leadership development

How do we organize this?



Program Size:

- 20-30(max) for 4-5 strategic business topics with 5-6 member each

Target Talent Selection

- Local functional heads & senior technical individuals with proven performance record in 3+ years;
- 2-5 year readiness for next level job;
- Those to be challenged in the areas of enterprise-level thinking, influencing, business and strategic acumen
- Business with vested organization & focus in PRC
- 70/30 to 80/20 China-global mix

Multi-year Plan align with Succession Planning

What's the design?

Week 1					
	Day 1	Day 2	Day 3	Day 4	Day 5
AM	Intro to China LAP Personal Mastery	Formulation of the Strategic Biz Opportunity (problem, external/internal scans, biz case oppty)			
PM	Intro of Strategic Biz Ops Team Formation Coach Assignments				

Week 2					
	Day 1	Day 2	Day 3	Day 4	Day 5
AM	Prez of Rev 0 of Strategic Biz Ops	Exploration of the Strategic Biz Opportunity -- Strategic Projects/Solutions			Cross Team Sharing of Strategic Biz Ops
PM	Strategic Biz Ops Working Session				

Week 3					
	Day 1	Day 2	Day 3	Day 4	Day 5
AM	Strategic Biz Ops with MCM Consultations	Finalizaion of Strategic Biz Ops with Coaches and MCM Consultation		Strategic Biz Ops Presentation with MCM (Fish Bowl Process)	Celebration and Graduation (offsite session)
PM					

Who did we engage?

▪ Executive Sponsor (Corporate)

- Key conduit to Corporate Executive Members & CEO
- Enable execution of topics among Executive Members
- Conduct program kick-off, Program intro & management expectations

▪ Executive Program Lead: (China)

- Key sponsor and driver in China Executive Team
- Point of contact to Executive sponsor
- Ensure execution/funding of topics across China biz groups
- Engagement in program development & planning
- Business expert & coach during development of strategic topics
- Session roles/assignments during program

▪ Project/Topic Sponsors: China Executive Team & Selective Corporate Executive

- Strategic topic development & framing
- Guide/coach topic teams/participants
- Attend key sessions during program

▪ Program Workgroup

- Lead Facilitators: HR OD/MLD Manager
- Workgroup members/Topic facilitators: select China HR & biz managers

Technical Mentorship Program

Developing Technical Leads for China

What problem are we solving?



**China R&D growth was driven by cost & customer a proximity
Product validation & Customer Support were primary tasks
Change of competitive landscape – work moving into product
& software development**

Two Tiers of talent Needs

- **Technical Leaders:**
 - Recognized Technical Expertise Internally/Externally
 - Bring up Organization Capability
- **Technical Leads**
 - Strong Technical Knowledge & ability to Execute

How do we organize this?



Two Tier Approach

- HR Facilitated Formal Mentorship:
 - Pairing of senior managers & technologist with Technical Pipeline candidates
 - (20~ functional heads & sr. technical individuals)
 - HR facilitation on Matching & Checking in
- Web-tool Facilitated Online Mentorship:
 - Connecting TL with senior technologists and junior engineers Allows as much pairs as those interested to sign up
 - Initial HR/Business co-design, sustained with Web-Tool & bi-annual review of progress


What's the design

Shark - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Forward Stop Refresh Home Search Favorites Print Mail Stop

Address <http://shark.sh.intel.com/index.php/mentorship> Go Links

 **Shark**
Intel® Knowledge Sharing Infrastructure

Search

mentee_demo Profile | Sign Out

Home Mentorship Forum Blog Group Email Album Ask Expert

Forum

Mentorship Forum

Mail Box

New email

Inbox(6)

Outbox

Drafts

Engagement

Find Friends using Engagement tool

My engaging colleagues

Find a Mentor


Mentee Profile


Match With a Mentor

Find your friends among your colleagues and enjoy your new working environment... [User's Manual](#)


Location: mentorship » Home *mentee_demo's Mentee credit:18* Contact facilitator


General

 **Online Quiz** ⓘ
Want to know how to find a mentor and make friends using Shark mentoring tool? You can find answers from quiz.


 **Update my profile** ⓘ
My profile can be found and updated here.
Profile must be updated firstly, before any engagement and mentor matching activity.


Engagement ⓘ

 **Find Friends** ⓘ
Using engagement tool to find and communicate with Intel colleagues and friends.

 **List my friends** ⓘ
Using engagement tool to browse my friends.

Mentorship ⓘ

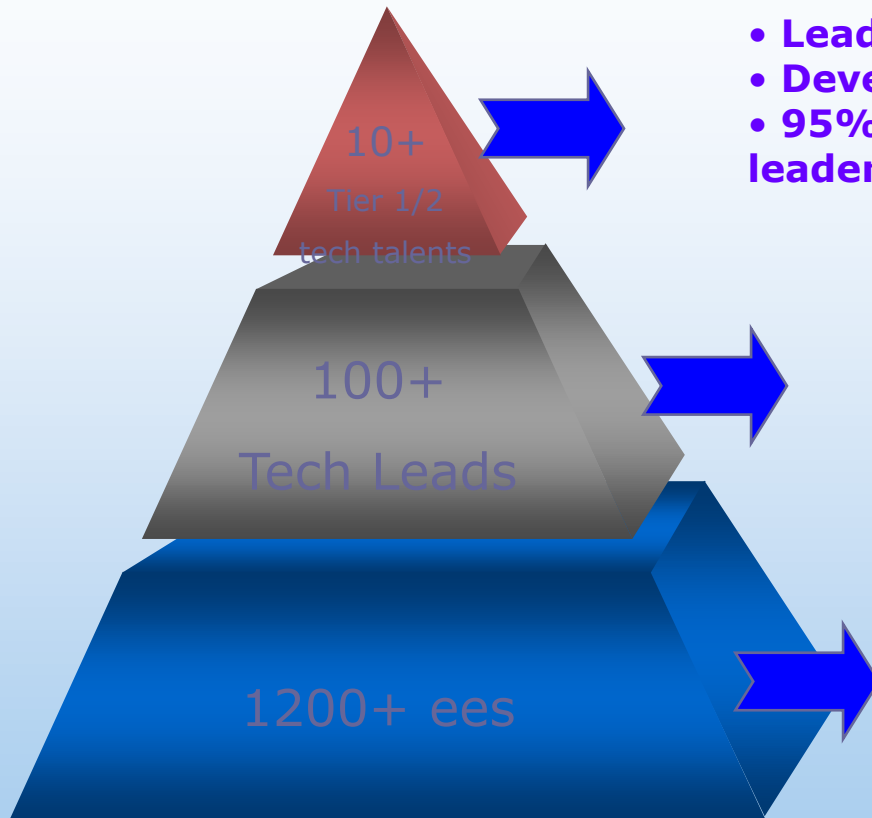
 **Match with a Mentor** ⓘ
I can only request ONE mentor for a 6 months length mentorship relation

 **List my activities with mentor** ⓘ
I can set my mentorship objective and do related survey

Discussions | Discussions not available on <http://shark.sh.intel.com/>

Done www.hrecchina.org Trusted sites

Tiered People Development and Mentoring Programs



- Leadership training/programs provided
- Development tracking by HR and review with FIR
- 95% being mentored by senior GM and technical leaders; 50% role model in mentoring others

- Quarterly gathering on technical speech and career path experience discussion
- Lead Site level Technical Task Force team and technical sharing
 - 50% being mentored; 20% role model in mentoring

- soft skill development (joint effort with IU)
- Make mentoring a habit using Shark tool

As of today, 2200+ users, 160+ mentors, 90+ pairs engaged in online mentoring...

In the 2-month survey to our 79 mentoring pairs, 97% express the interest to continue mentorship; In the 6-month survey to our 57 mentoring pairs, 98% rate mentorship effective, among them, 23% rate very effective.