



智享会

HR Excellence
Center

发展内训师团队，达成共赢
结果

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Agenda

- Why Internal Faculty is important to Danone
- DIF (Danone Internal Faculty) Mechanism
- Supporting System/KSFs
- Remaining Challenges

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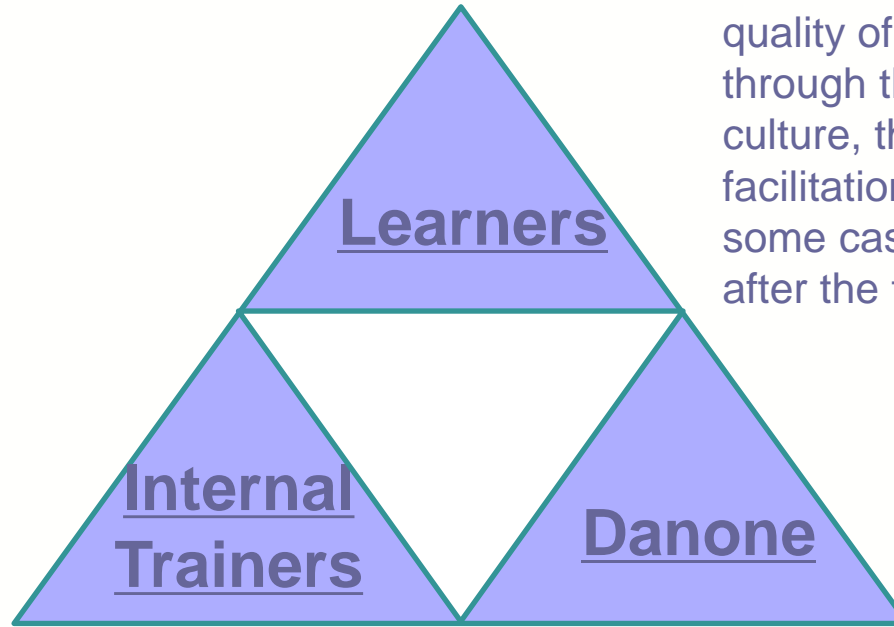


Ambition

Learning faster than the pace of change

OLAD: One learning a day





- Internal Trainers ensure a distinctive quality of the learning programs through the sharing of Danone culture, the relevance of the facilitation (Danone cases) and, in some cases, a proximity follow-up after the training.

- It is also a powerful learning opportunity. It enables them to master the subject, practice useful facilitation skills for daily management and network with other Danoners.

- Internal-led programs enables training sessions to be more affordable, and better adapted to local context, culture and language.

• Today, we have more than 1300 over 35 countries, committed to facilitating learning programs

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Learn together, Grow faster

Broad Based
Equip with leadership and functional competencies required via learning programs

Selected Talents
Acc growth and dev. via dev. programs

Core Programs

Optional Programs

Functional Programs

E-learning Modules

Talent Dev. Programs

DIF (Danone Internal Faculty) delivery mechanism

124

10

13

X-CBU L&D platform

China DIFs' contribution

They've been making a difference!

- Learning sessions delivered by DIFs (2011 July~2013 Year end)
 - 232 sessions out of 268 sessions (86%)
- Person times delivered by DIFs (2011 July~2013 Year end)
 - 3841 person times out of 4276 person times (90%)
- Feedback from participants (full score: 4)
 - 3.6 vs. 3.6 (2013 DIF vs. External Facilitator) , 3.6 vs. 3.6 (2012) , 3.4 vs. 3.6 (2011)
- DPS result
 - Significant improvement in L&D aspects in 2013 DPS vs. 2011



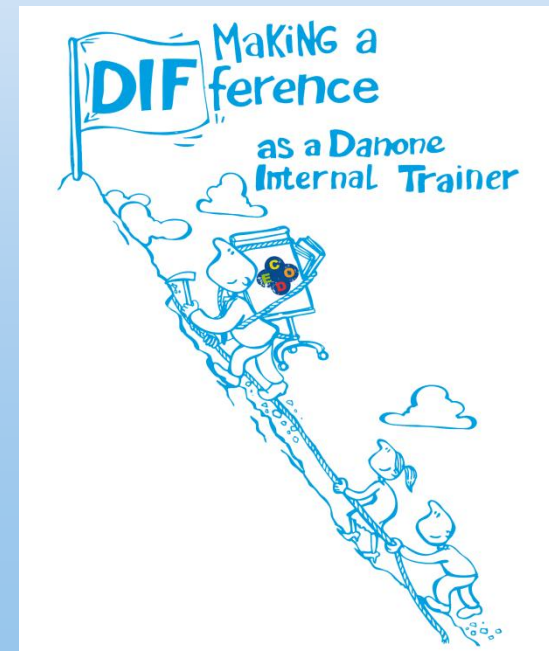
China DIFs' Recruitment

•Prioritized Group:

- CODI
- Level 7 managers
- Level 8 HP/DP

•Initial Selection Criteria:

- Commitment (deliver at least 16 delivery hours per year) and motivation
- Articulate, passionate, good facilitation skill
- Subject expertise & English proficiency
- Previous delivery experience is a plus



China DIFs' Development



TTT



Group
preparation



Co -
preparation



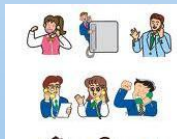
On site
support



DIF online
community



Refueling/
involvement
in program
upgrade



Best practice
sharing/
networking



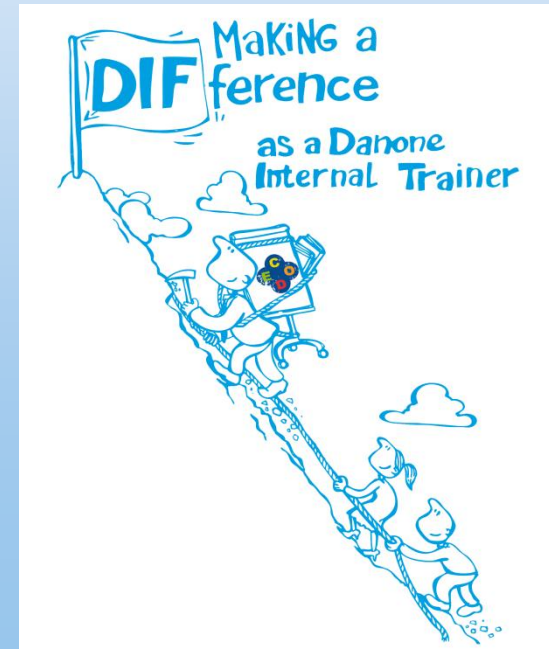
Feedback &
Thank U

China DIFs' Recognition

Teacher's Day

Annual DIF convention

Send to CBU about evaluation form



Annual DIF Convention

-A Growing journey

For **LEARNING, NETWORKING & ENERGIZING**



2014 DIF Convention

70 internal trainers, 8 CBUs

Day 1 AM

Energizing & Recognition:

- Celebration for China DIF community's achievement
- Acknowledgement from China GMs/COE

One Learning a day 60/20/10/10:

- US expert online sharing
- Tencent (local) case sharing

Day 1 PM

Breakout session:

- Using 60/20/10/10 to improve current programs

Day 2 AM

Personal learning experience on OLAD:

- Join Yoga/calligraphy/painting/cloth dyeing etc. as per interests
- Reflection on what is OLAD, and how to make the learning experience more effective

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Supporting Mechanism/KSFs



Culture support

Toolkits support

Top management support

Shared commitment support

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Remaining Challenges

Limited DIF pool due to most TTTs in English

How to keep the momentum of existing DIFs

Turnover of DIFs

DIFs' commitment impacted by biz challenges