



知享会

HR Excellence  
Center

Visiting us at  [www.hrecchina.org](http://www.hrecchina.org)

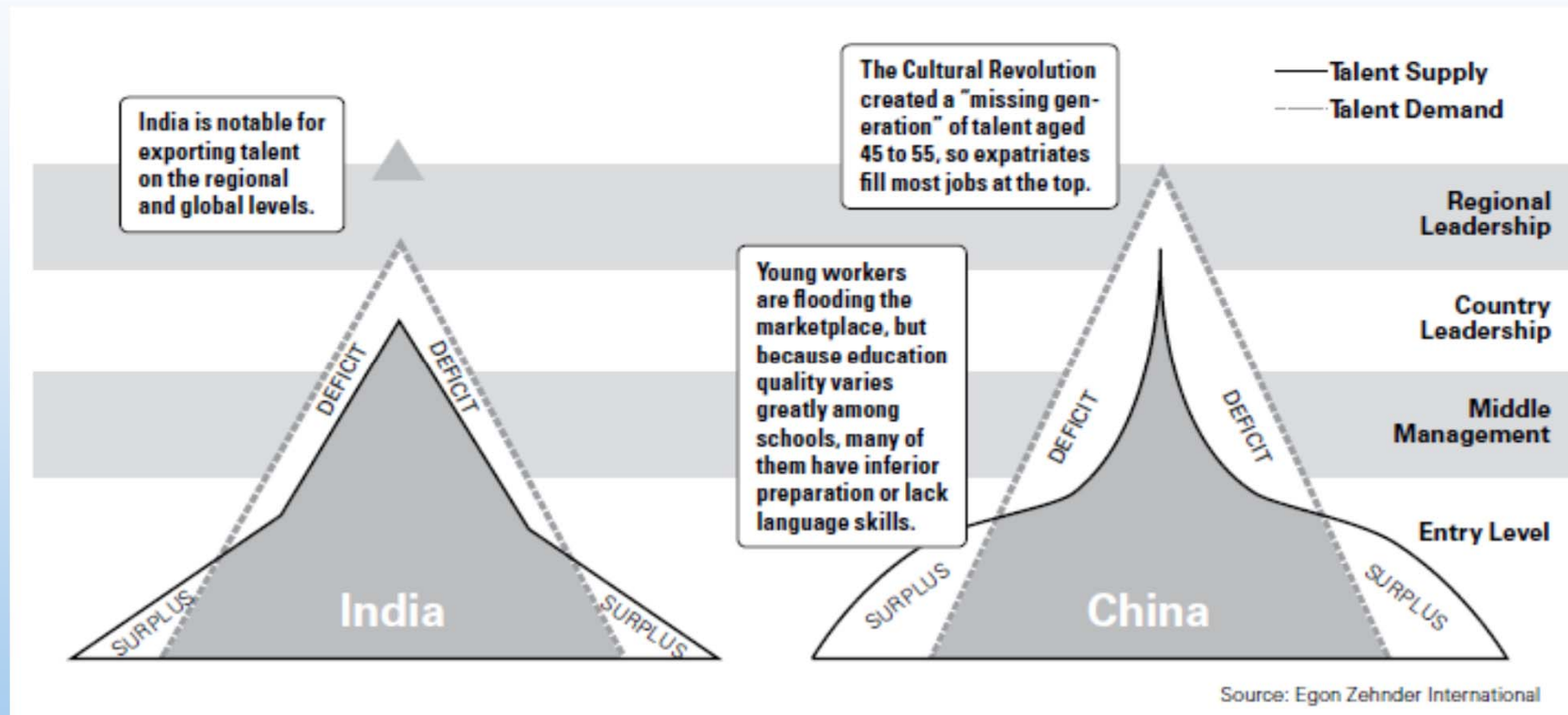


# Developing Leaders to Pave the Road for Future



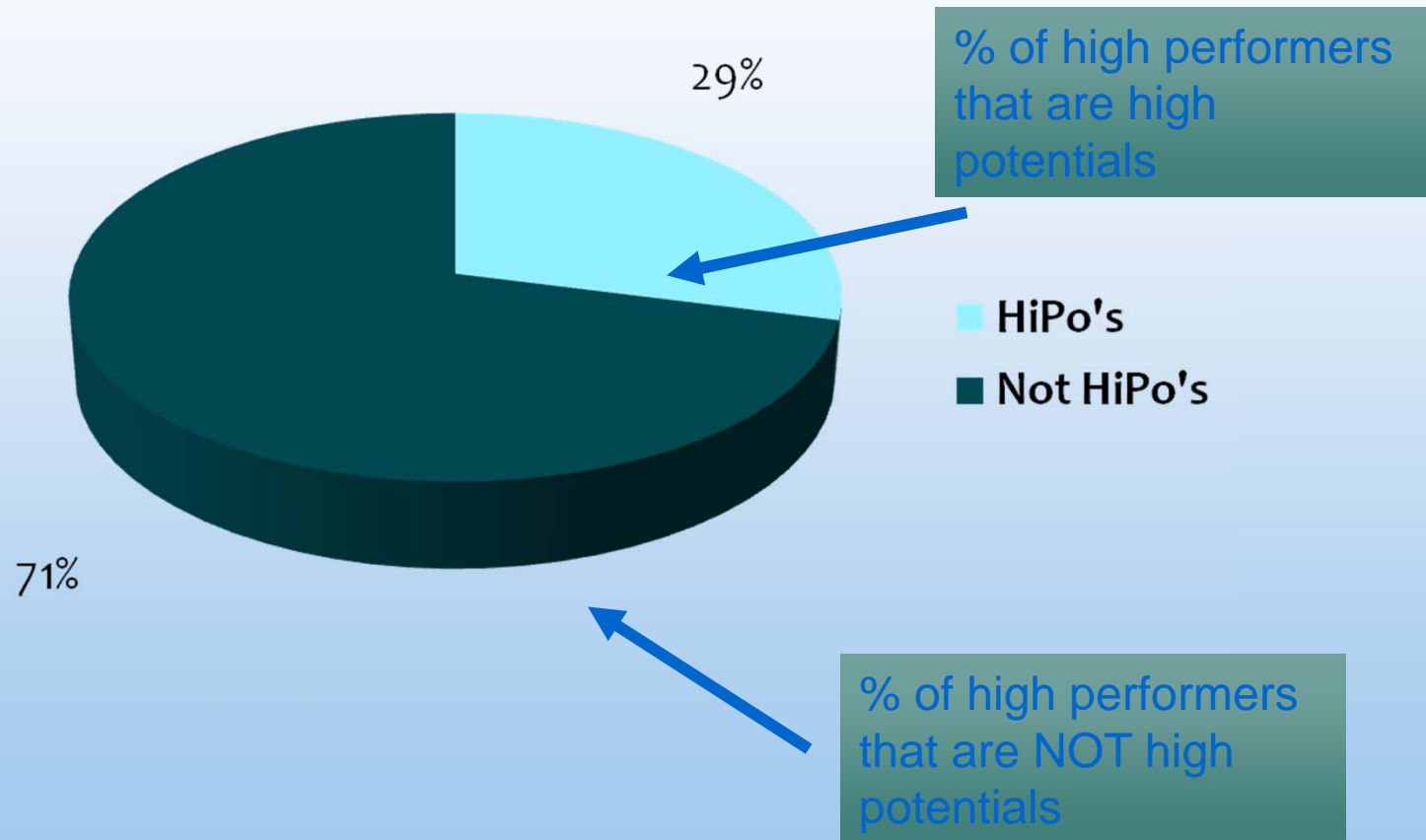
# Develop Global Leaders Locally

# The Talent Market in India and China (Examples)



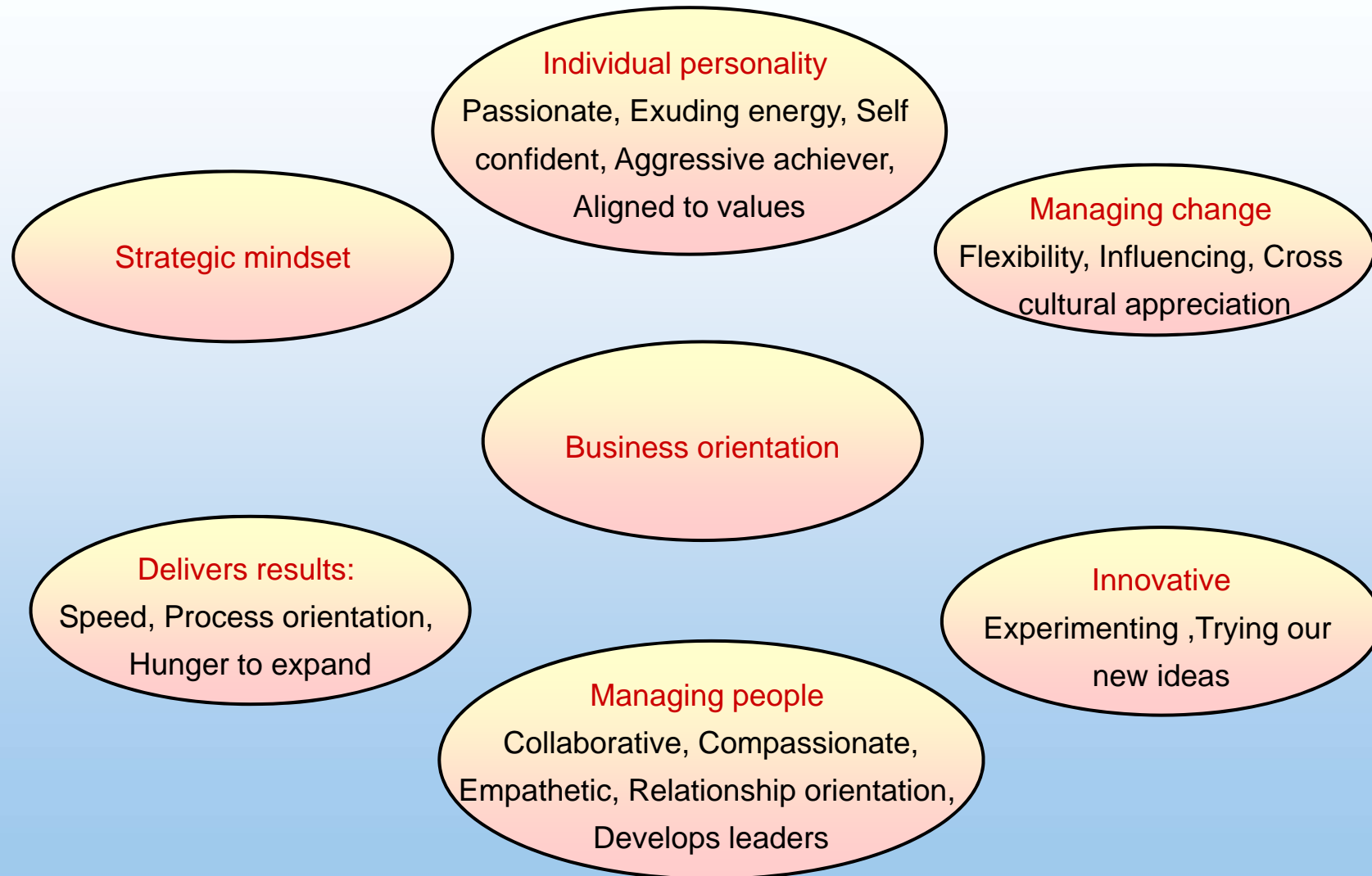
# High Performers and High Potentials

High performers are NOT always high potentials



High-Potential Management Survey - Corporate Leadership Council  
-- Resource: Korn/Ferry International

# Interviews of Management Team: 14 Nos



# Doing Business in Asia (DBA) Program Outline

# Program Objective

- To create an Asia **leadership pipeline** for leaders presently working in Asia or Executives who aspire to be in Asia.
- Develop capability and readiness to deal with the high growth environment in Asia with its specific challenges.
- Develop leadership and functional competencies to excel Strategic Goals 2015.
- Familiarize leaders with business etiquettes and uniqueness of various cultures in Asia.



# Program Theme

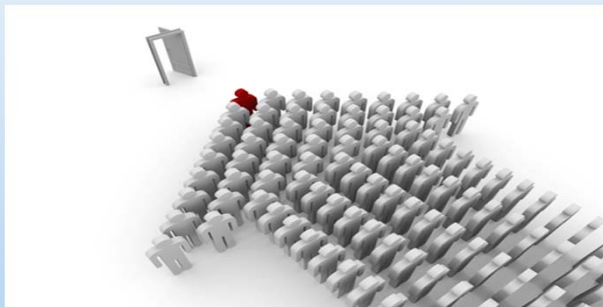
## Module 1: The Challenge of Leadership

Self awareness and leadership style

- Transition to higher roles: Facilitators and Leadership derailers
- Organisational diagnosis: Rational/Irrational dynamics in organisation
- Emotional climate of organizations at the individual and collective level
- Intervention strategies for enhancing individual, team and organisational change and transformation

**Duration: 6 days**

**Location: Singapore**



## Module 2: Strategy and Marketing

Business strategy and competitive advantage

- Industry analysis: Asia perspective
- Competing in the BRICs
- Value innovation
- Price competition : Strategies for Asia
- Inside the multinational: Innovation from the periphery

**Duration: 6 days**

**Location: China**

## Module 3: Value Creation and M&A

- Understand the various facets of finance to maximize value for the organisation
- Value creation and inorganic growth with a focus on Mergers and Acquisitions
- Financial analysis of SKF from sales to cash flow
- Financing decisions and discount rate
- Value enhancement strategic flexibility
- Capital markets and value creation

**Duration: 6 days**

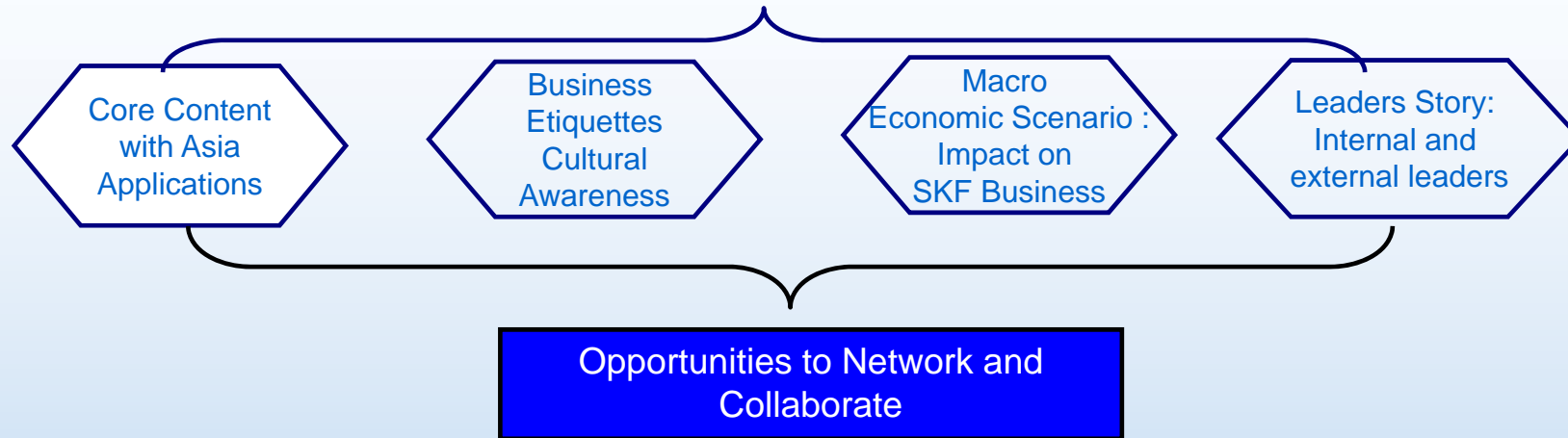
**Location: India**



# Structure of Each Module



6 day module in each Country



## Project Work:

- The Asia Executive Council will identify projects that are critical to SKF business in Asia and will act as sponsors for each project
- The participants will be grouped in teams to work on these project through the Program under Asia Executive Council's sponsorship
- Examples of 4 projects undertaken in 2011
  1. Winning customers across Asia
  2. Volume growth with selected customers
  3. Accelerated Growth VSM Business Asia
  4. Creating a strategic supplier base for meeting the growth demands of Asia

## Program Partners



- INSEAD, Singapore
- China Europe International Business School (CEIBS), Shanghai, China
- Indian School of Business (ISB), Hyderabad, India



# Learning Sharing

## Participants' feedback



“The DBA program has given me a greater understanding of the Asian cultural, history and business mentality. The program has been intellectually challenging and each module has had an interesting focus on different aspects of doing business within Asia.

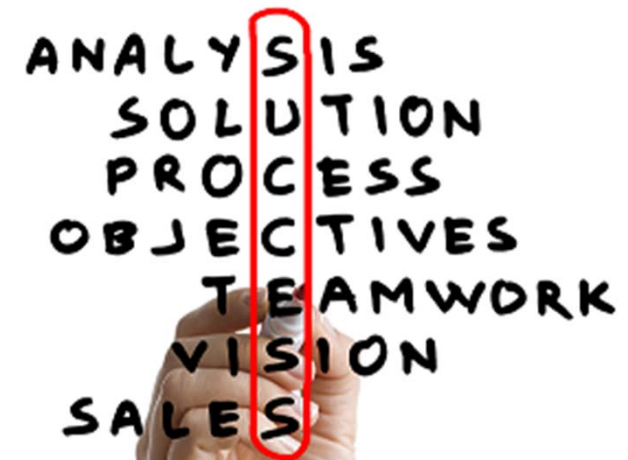
The Universities and its professors that have executed the 3 different modules were top class, .....

However the best about the program is the extension of my network with other senior managers from different units and divisions across Asia. The group work over 6 months on the project has really helped to get to know our business colleagues much better and helps to take the, sometimes, "invisible" barriers between units and divisions away.

A great program to support future growth in Asia!”

# Continuous Improvements from DBA 1

- High level **International Candidates** (3 candidates) from Sweden, US and Germany
- Implement candidates **Selection Process**
  - individual background
  - written assignment: SKF A Clear Leader in Asia
  - panel interview
- Set up regular **project review** process
- Interact with DBA 1 **alumni** and **MBA students** in INSEAD, CIEBS and ISB
- Mentoring process after DBA
- Well anchored in Business Units



ANALYSIS  
SOLUTION  
PROCESS  
OBJECTIVES  
TEAMWORK  
VISION  
SALES

Vision

Enjoy your learning in DBA !



子曰：

“知之者不如好之者，好之者不如乐之者”

（“懂得它的人，不如爱好它的人；爱好它的人，又不如以它为乐的人。”）

It is better to like to learn than to merely pursue knowledge. Much better still to enjoy the learning. The same goes for work and life.

- Confucius



## DBA – Doing Business in Asia



To create an Asia leadership pipeline for leaders presently working in Asia or Executives who aspire to be in Asia.

