

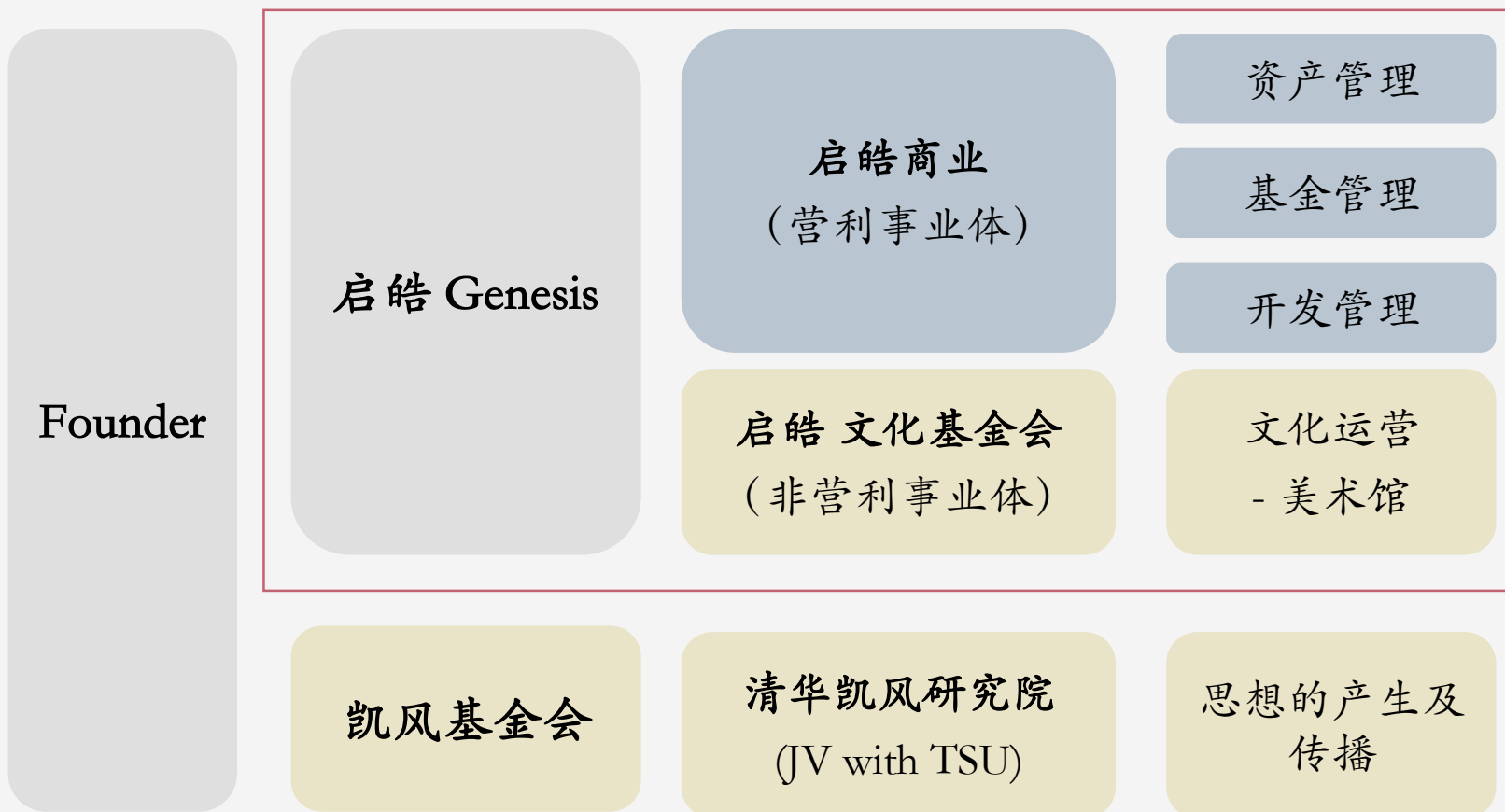
人才鉴别与人才评鉴中心的构建和运营
启皓案例分享



我们是谁



本源



■ 营利事业体 ■ 非营利事业体

启皓愿景、使命和目标

愿景

让城市回归人文

使命

在空间的承载下，用人文的力量激发灵感，
用共享价值的理念为人们创造精神家园

目标

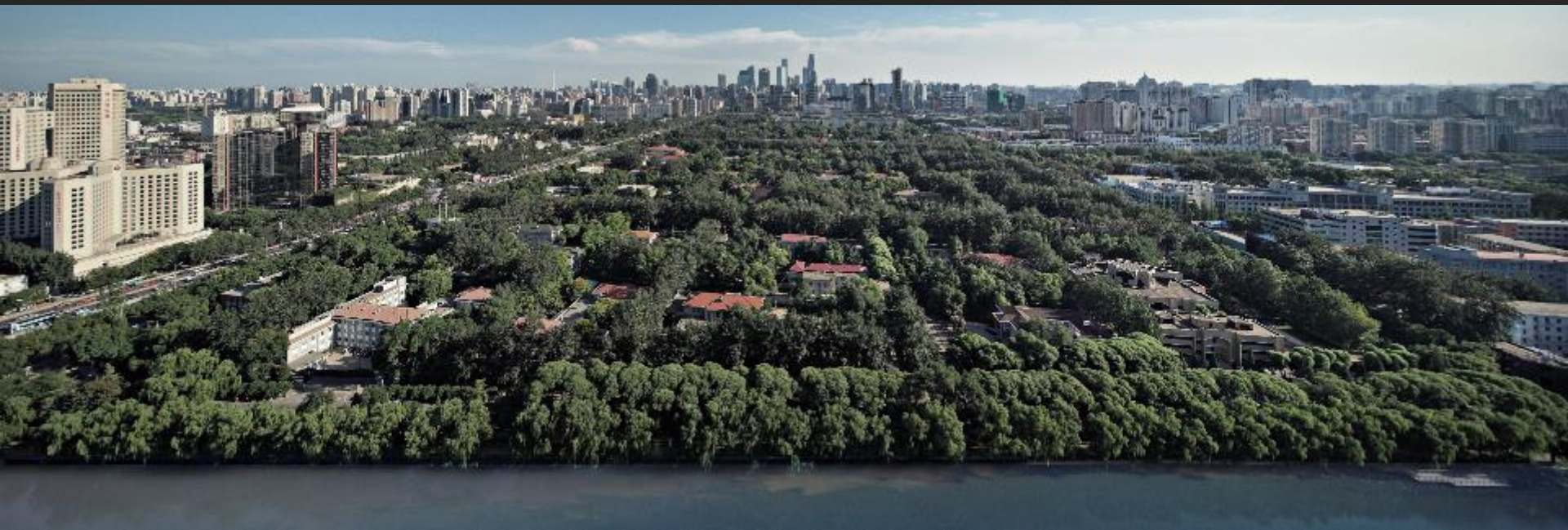
人类发展

- 人与己、人与人、人与自然的和谐共处

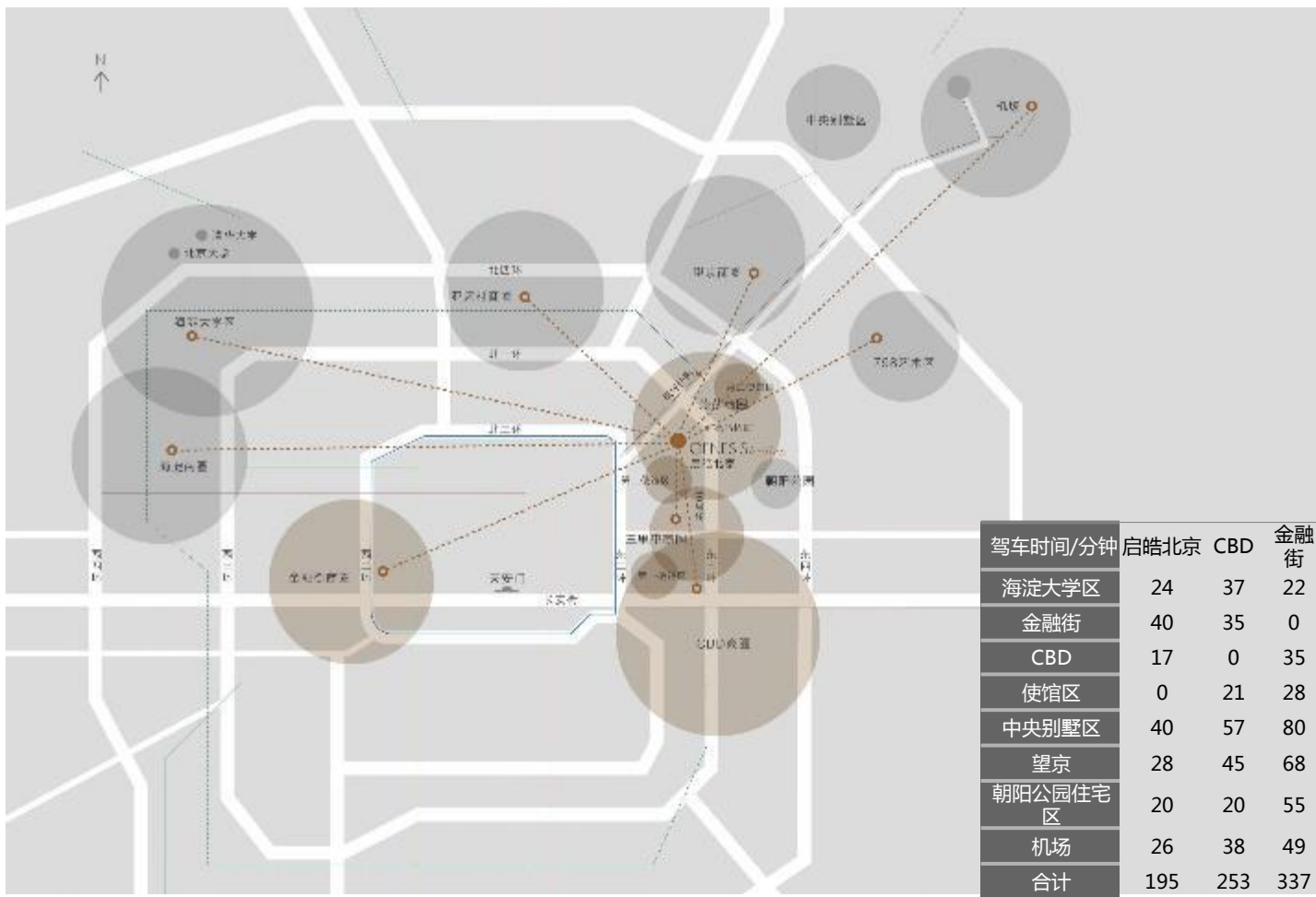
社会发展

- 推动共同价值的理解及多元文化的共生从而实现一个公正及良善的社会





第一半径 重新定义城市中心



- 位于三元桥-燕莎商圈核心区，第二和第三使馆区的腹地，联结不同的商务目的地
- 步行3分钟到达地铁10号线，紧邻机场快轨唯一经停站，1站直达机场快线
- 形成由三环路、地铁、快速路、高速路组成的立体交通网络

启皓北京·写字楼大堂

光影中庭
艺术秀场



2000平米的壮丽办公楼中庭，透过玻璃穹顶，阳光与空间产生奇妙的光影效果
音乐会、艺术展和时尚秀的show台等多样活动，带来新的灵感，激发创造力

启皓北京·河岸剧场

风过树梢
河流虫鸣
才是最美伴奏



开放式的音乐演奏、戏剧表演和露天电影，让艺术成就走下殿堂、走到我们身边，触手可及
仿若回归古希腊圆形剧场，又如置身纽约中央公园，自由随性的气息唤醒创意和灵感

启皓北京·宝格丽酒店

延续百年的意大利传奇
即将展开与北京人文地理的对话



卓越的品质、新颖的造型、优质的服务

极富意大利传奇魅力的全球奢华精品酒店

这是宝格丽酒店落座中国的第二家，致力于创造北京精品酒店的新标杆

这里将成为追求永恒、超越时空的近密天堂，在这里邂逅自然，鉴赏生活艺术

综合会议空间

从此开会成为乐事

活动更聚人气



位于办公楼顶层，极富艺术和人文氛围
各领域的知识、信息、文化交流中心
多样空间及齐全设施，可满足各种社会、商务活动需求

启皓学校

重回校园

近在咫尺



与国内外知名教育机构和各行业前沿领袖合作
提供不同时限的商务与生活艺术课程、讲座和培训
课程安排灵活多样，更具互动性与体验性

启皓图书馆

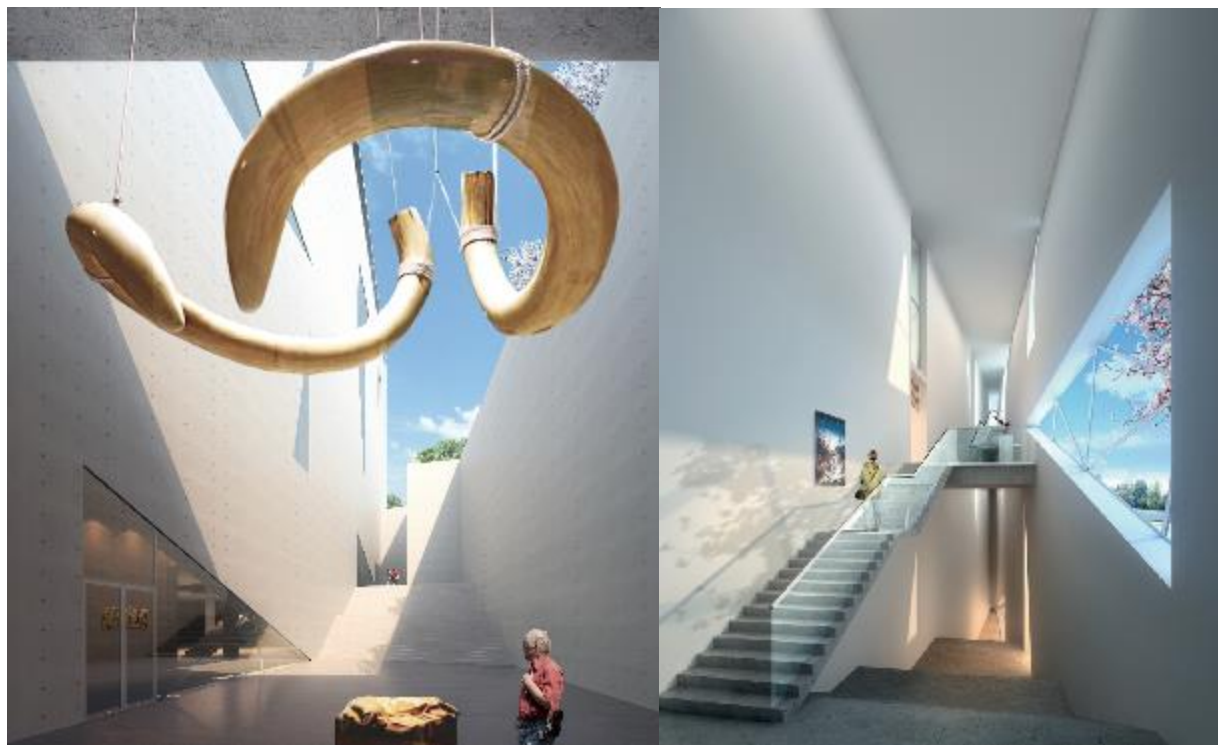
全新工作

学习

交流体验



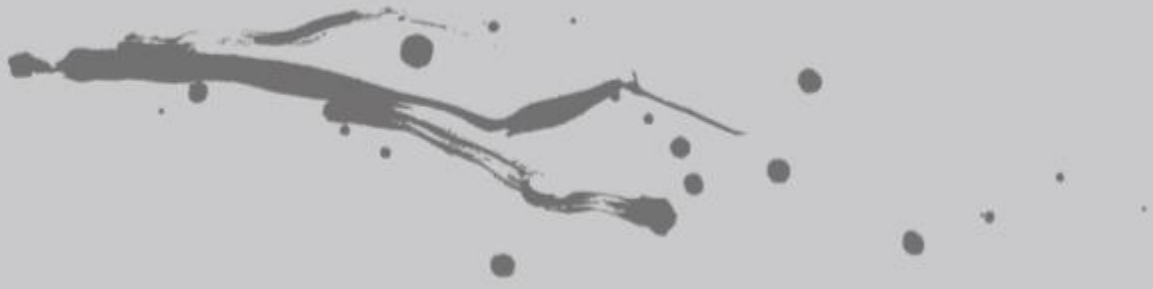
独有的办公、学习、信息交流及放松空间
更新及时的图书配以互不干扰的咖啡区
文化氛围浓郁，安心、自在、灵活的提升自我



启皓北京·元美术馆

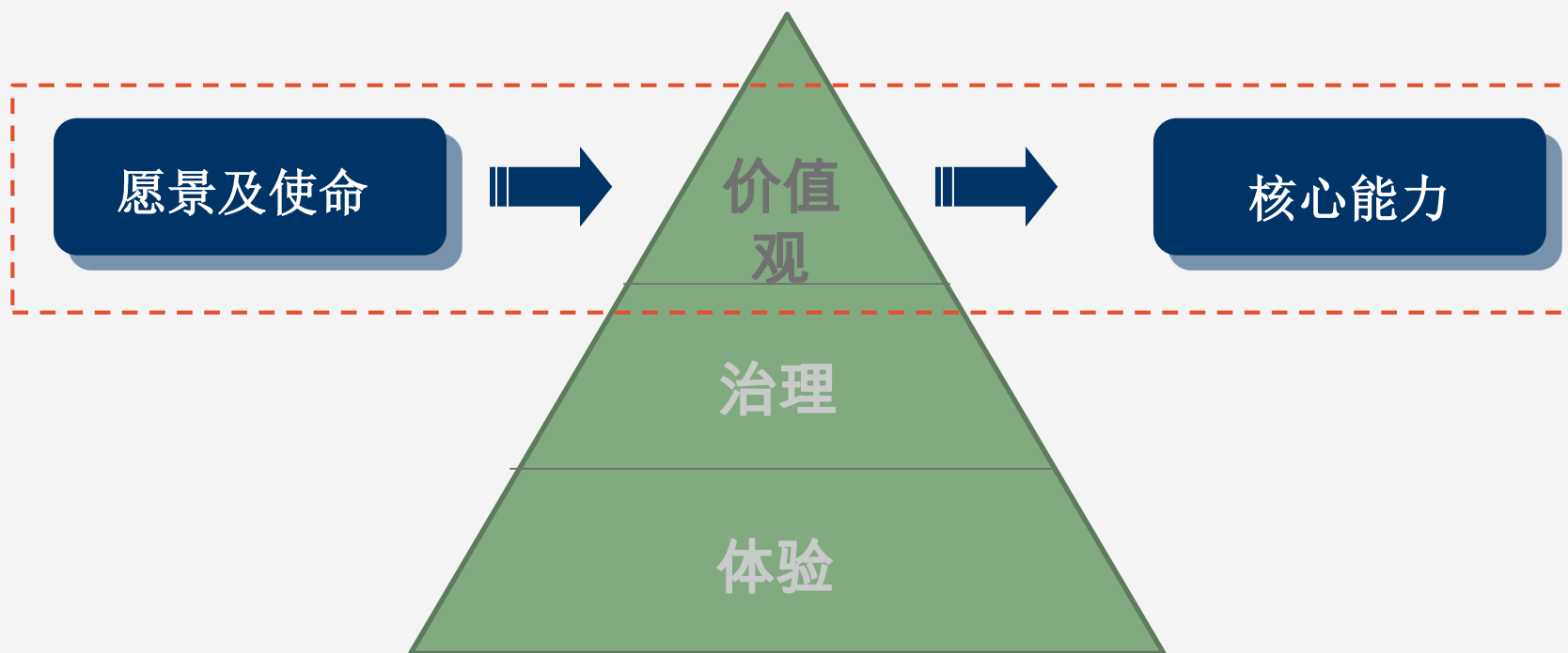
艺术走进生活
激发无限创意

日本著名建筑师安藤忠雄设计
与当代艺术大师曾梵志合作成立并运营
展示和探讨中国当代艺术的过去、现在和未来
推动中国公共艺术教育的发展和研究

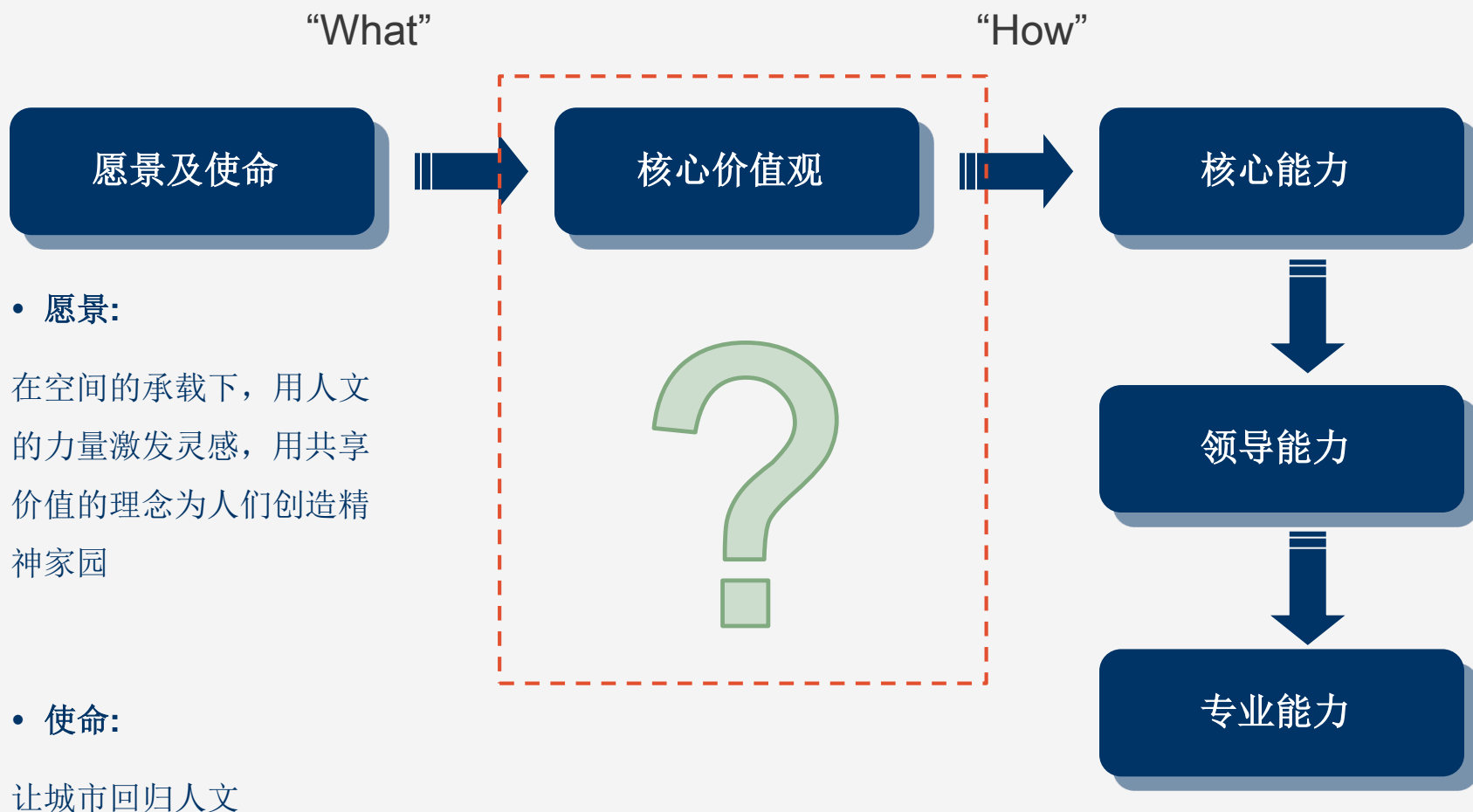


构建

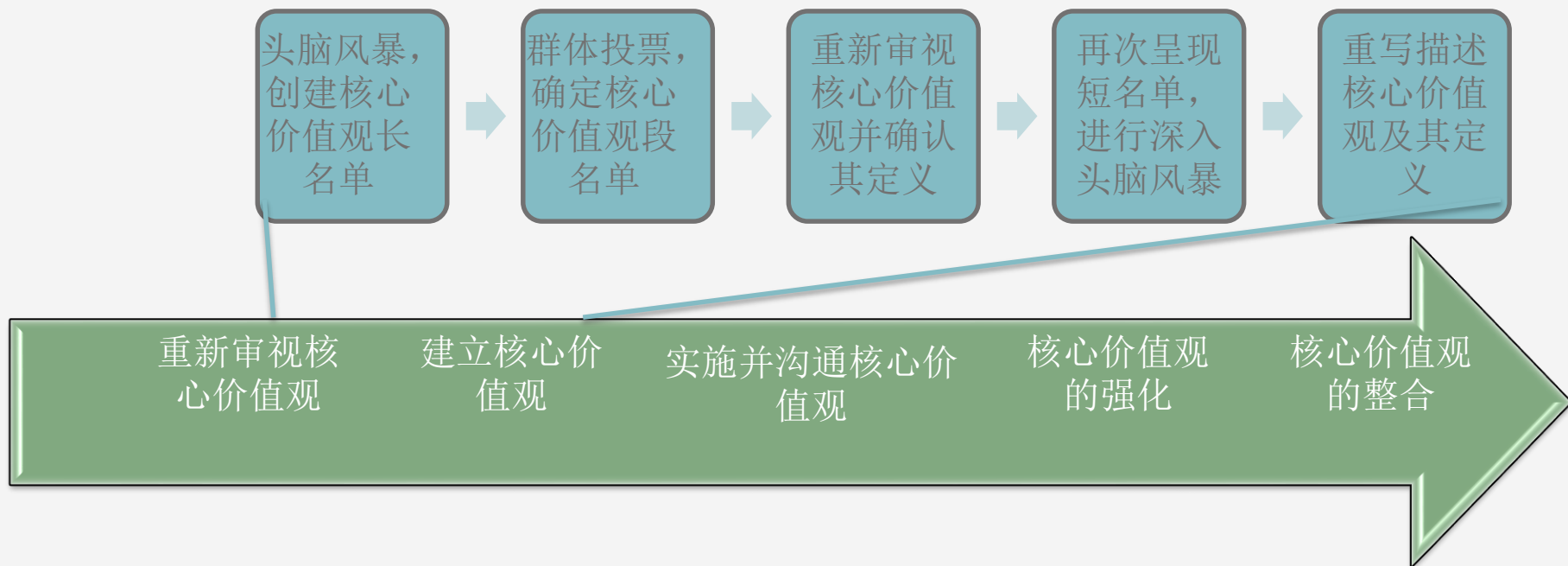
起点 - 审视我们的核心价值观



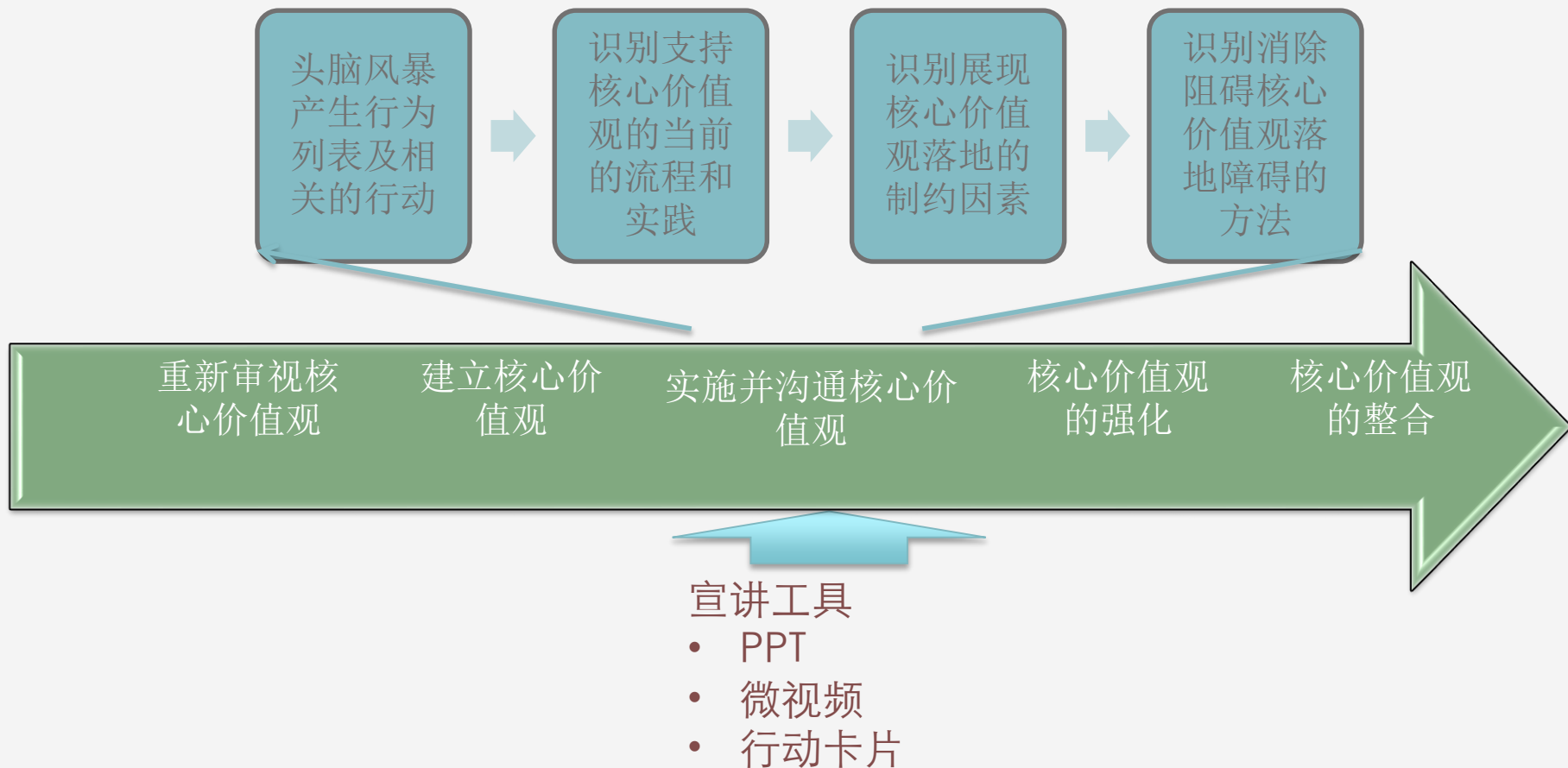
需要重新识别的关键一环



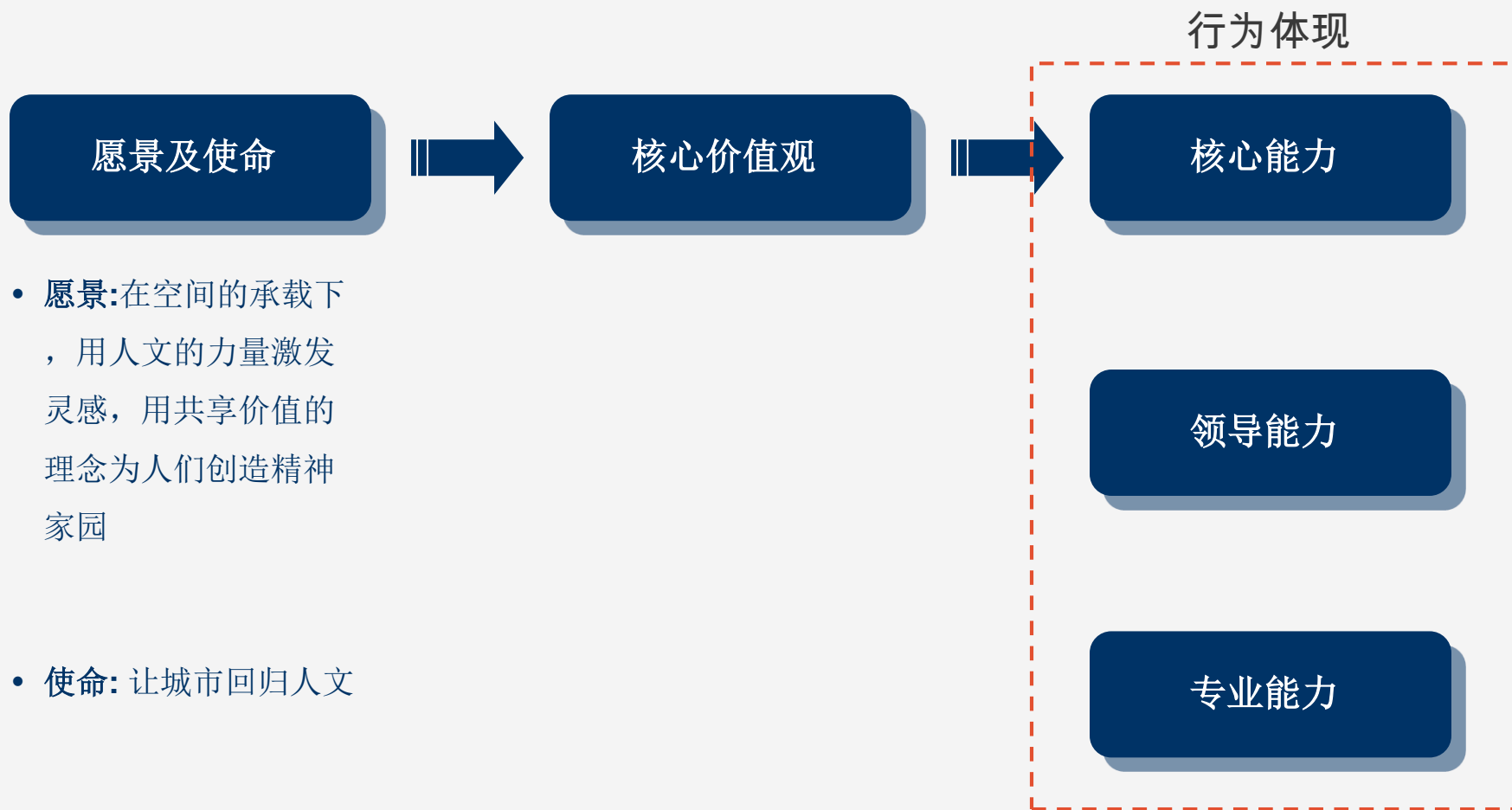
Workshop 1



Workshop2



定义我们的能力要求



名词解释

能力是能把某岗位中表现优异者和表现平平者区别开来的个体潜在的、较为持久的行为特征 (Behavioral Characteristics)。这些特征可以是认知的、意志的、态度的、情感的、动力的或倾向性的。

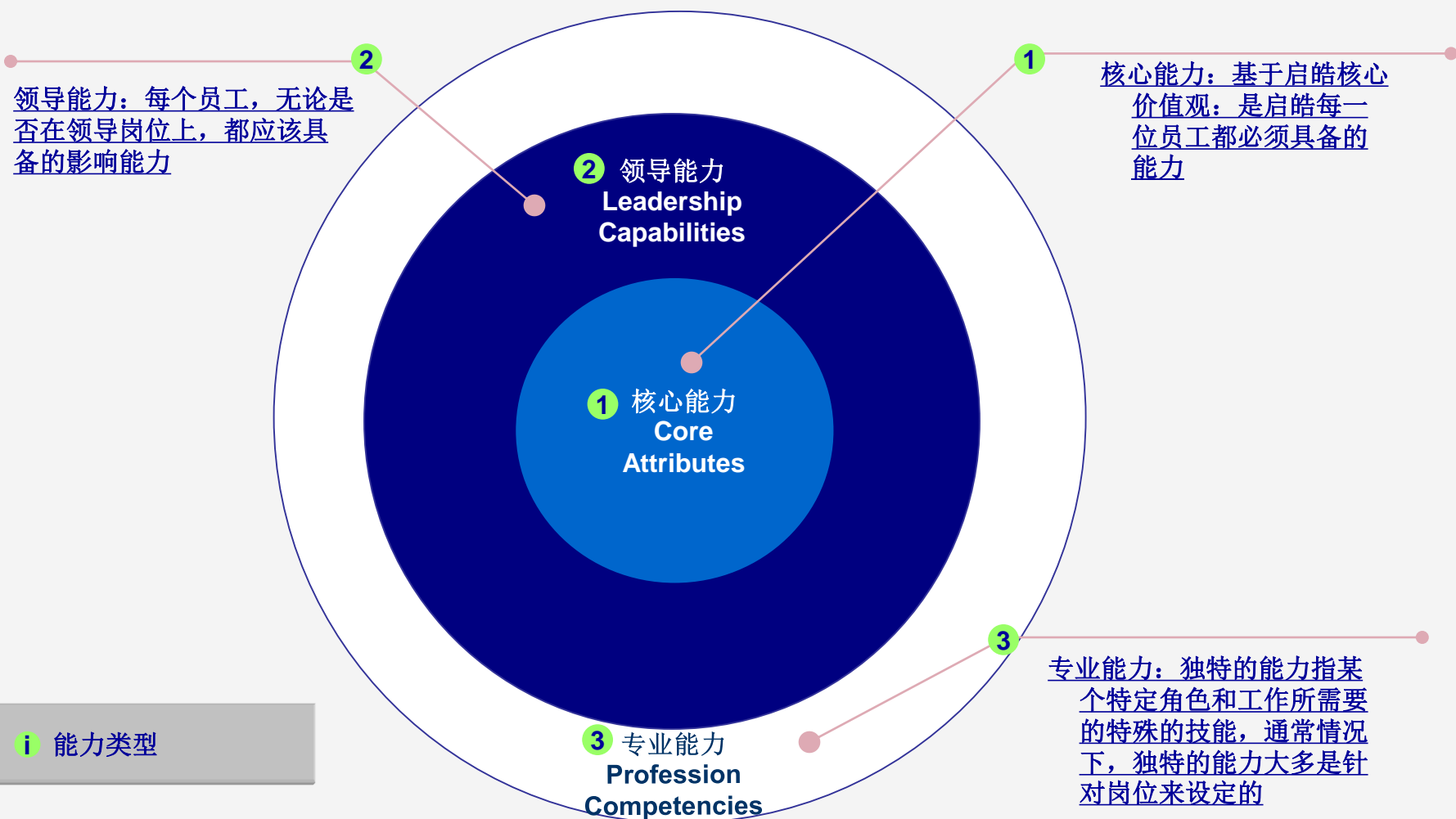
能力模型就是在某个岗位或组织中达到最佳绩效所需的各种能力的组合

核心能力是渗透于整个组织中，在信仰和价值观中反映

领导能力是每个人在不同岗位类型上都可以展现的使众人行的能力

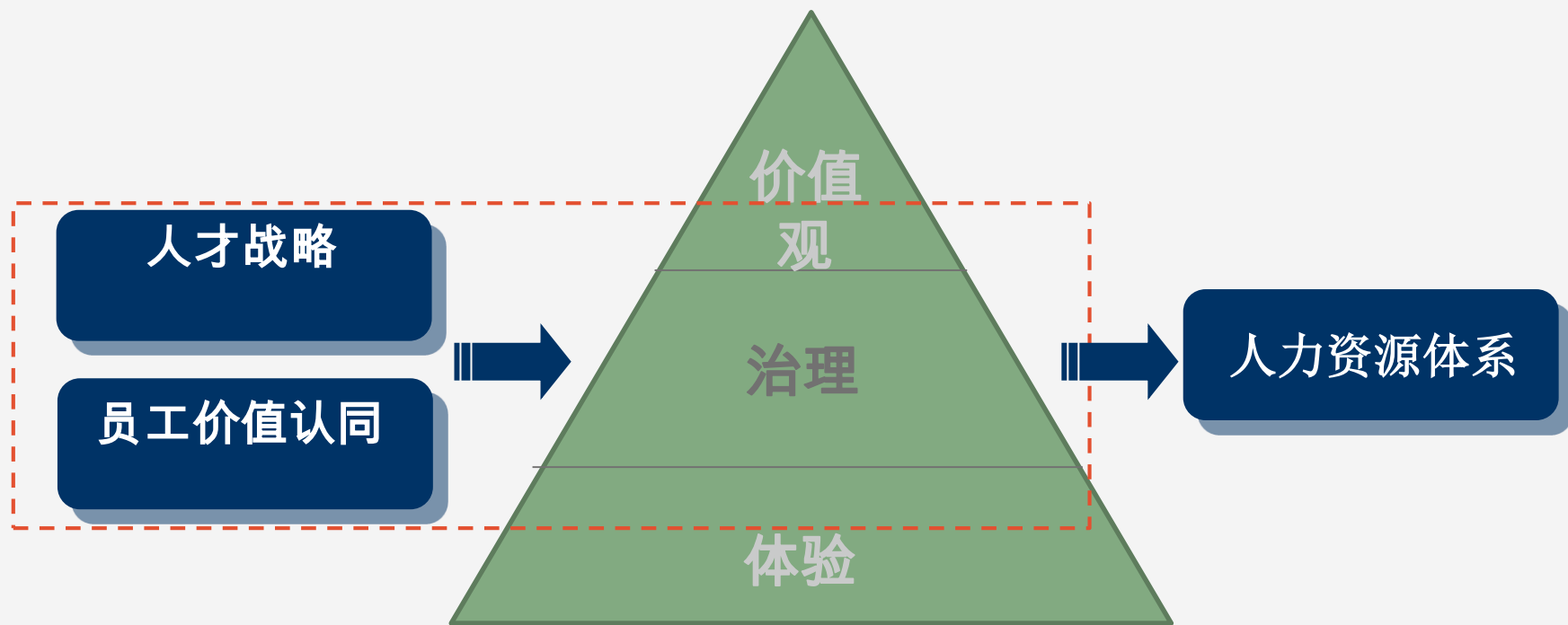
专业能力是工作/职能领域所特有的，可以通过经验、习得技能和知识反映出来的

能力模型示意图



i 能力类型

定义HR的运营原则



人才战略与EVP定义

People Strategy is a strategic document that outlines the company's approach to and relationship with its employee. Armed with this operating principles, supervisors can make the wide range of judgment calls that fall outside the policy manual.

EVP is the set of attributes that the talent market and employees perceive as the 价值观 they gain through employment in Genesis

人才战略的构成要素

People Strategy will address the following:

- Staffing level
- Compensation strategy
- Wage/benefits tradeoffs
- Hiring standards
- Performance standards
- Behavior standards
- Turnover strategy
- Reward strategy
- Promotion strategy
- Training/development strategy
- ...

EVP示例

接触点

员工的渴望

启皓致力于...

员工致力于...

确保杰出的领导行为



我的角色和目标很清晰且富有挑战性。我知道谁是我的客户以及我如何适应团队和组织。我喜欢我的上级的领导方式。

1. 我们期望领导者创建并维护平等、信任的工作氛围。
2. 我们信任并授权员工根据角色和职责实现业务目标。
3. 我们提供为各阶层的员工提供发展机会以提升他们的领导行为

1. 我知道启皓的目标，品牌实质，以及在实现过程中我可以发挥的作用。
2. 我是一名团队合作者，对所有人都视同为顾客。
3. 我可以积极主动的与上级谈论我的发展领域，并实现与我的上级的平等对话。

吸引和保留最优的人才



我被启皓的雇主品牌所吸引，因为我的经验，我加入这里；当我内部调动时，启皓会为我提供挑战的职业机会，并支持我的角色变化。

1. 我们招募正确的人，他们与启皓的价值观相吻合。
2. 在招聘的过程中，我们清晰的贯彻启皓的文化，并确保选聘决策是透明和公正的。
3. 我们支持员工管理他们的职业，我们会为员工创造提升技能的内部机会。当员工离开启皓时，我们任然视同他们是我们的一员，并诚挚、尊严和尊敬的对待他们。

1. 我知道加入启皓对我意味着什么，我愿意成为其中一员。
2. 我不断地探索信息，并寻求反馈，以帮助我更清晰地理解我的角色。
3. 我理解我的技能和能力，以及启皓内部存在的机会，从而更务实的管理我的职业生涯。

促进开放协作的文化和沟通



我可以积极、保密的谈论我们的业务。同时，会很容易获得完成工作所需的东西。我的建议和想法会被倾听并执行。

1. 我们与员工坦诚的沟通，鼓励反馈，并响应他们的需求。
2. 我们鼓励、认可并对好的想法和新的工作方法采取行动。
3. 我们为经理提供工具和技能以帮助他们凝聚和激励员工

1. 我被鼓励坦诚的说出我对事物的看法，并提出改善建议。
2. 我按照支持启皓的价值观和目标的方式工作，并对我的团队的敬业承担责任。
3. 我致力于在客户、供应商和团队中提升启皓的品牌和价值观。

培养未来的领导者和领域专家



我得到关于我的工作绩效的定期反馈。我被鼓励提升我的技能和行为从而持续的改善我的绩效，并实现我的潜力。

1. 我们为提升员工提升满足业务需求和个人需求的技能发展计划。我们提供多种选择，帮助员工如何开展学习，并在角色上实现学习。
2. 我们清楚员工的个人目标，以及对领导者和员工的期望，并使他们为结果负责。
3. 我们确保领导者给员工提供定期反馈和辅导，以发展个人和团队。

1. 我理解我的目标，以及对我的业绩和行为的期望，并致力于实现。
2. 我寻求经常的反馈和辅导，并采取行动，从而提升我的业绩。
3. 我知道我的个人发展目标 and 渴望，并采取行动实现它。

强化高绩效的文化



我知道我的贡献会得到认可，因为我清晰的看到我的绩效是如何被奖励和认可的。

1. 我们基于业绩进行奖励，以实现和支持业务目标达成。
2. 我们为员工提供财务类和非财务类的奖励，以使员工获得认可。
3. 我们同时奖励个人和团队业绩，以及超越预期的贡献。

1. 我理解我为何被奖励，以及我如何影响奖励的发生。
2. 我理解对我给予的不同奖励的价值
3. 我积极的认可别人，尤其是当他们的贡献超出期望时。

运营平等、共生与多元的工作环境

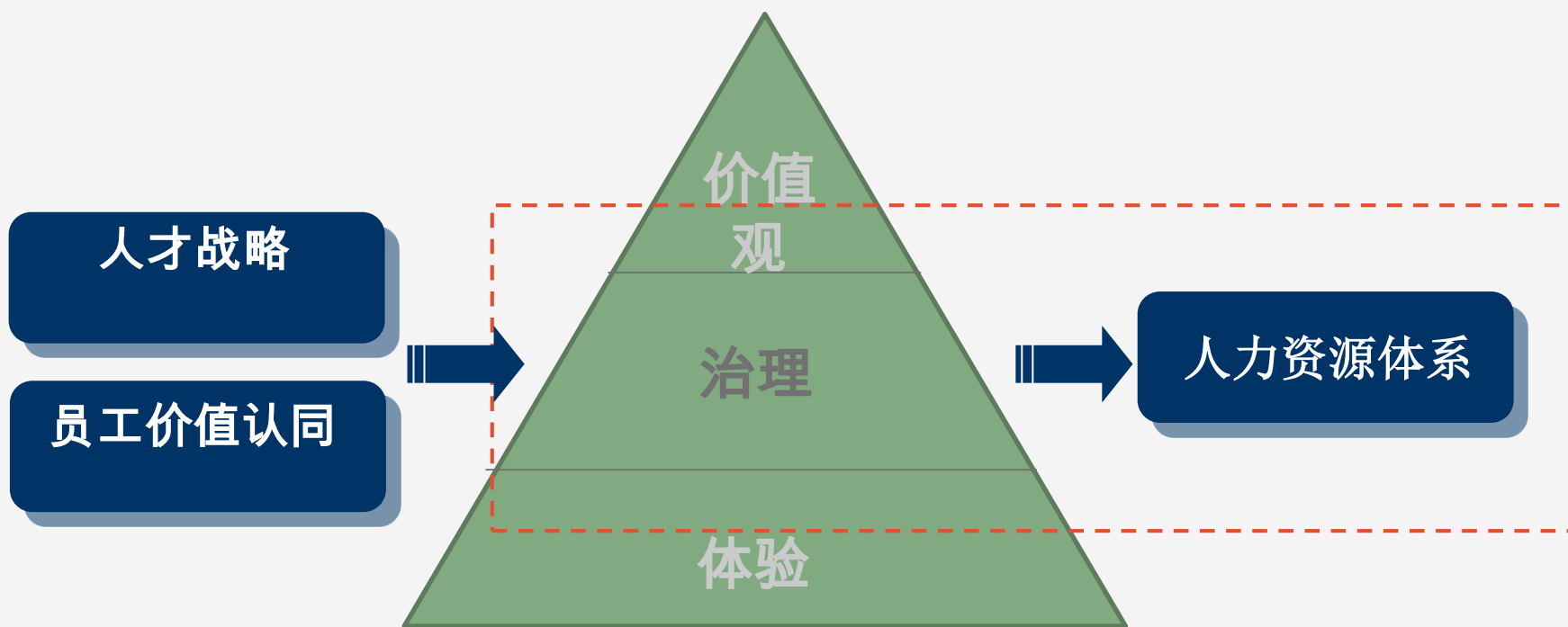


我在一个令人兴奋和安全的办公环境中工作，我知道组织关心我的福利，并支持我将工作与生活融合。

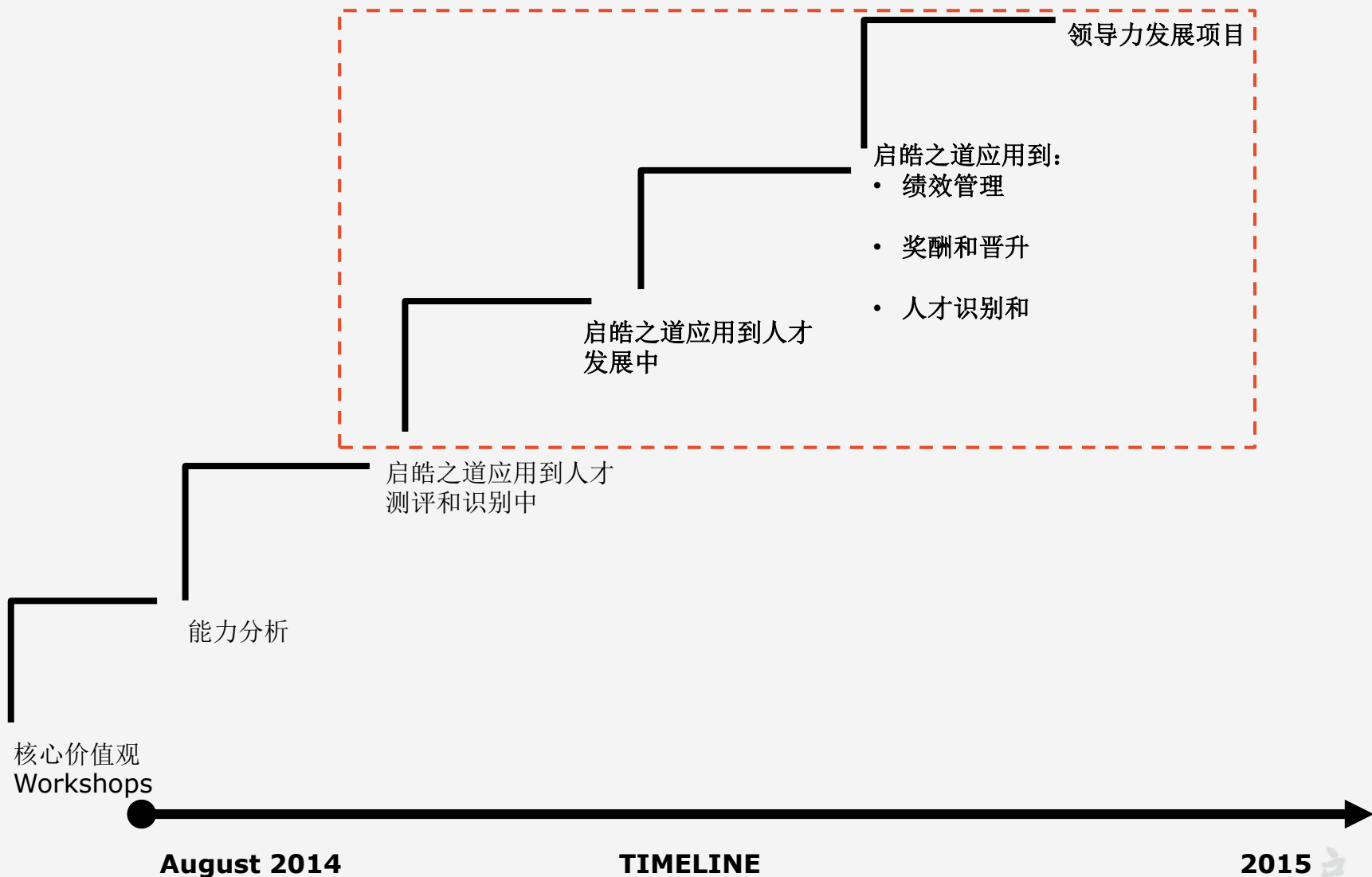
1. 我们为经理提供测量和管理员工健康、安全和福利的手段。
2. 我们帮助我们的员工理解并实现工作与生活的融合。
3. 我们提供最佳的办公环境，使个人和业务的需求都得到满足。

1. 我确保自己和他人的安全，健康和福利
2. 我使用可以获得工具，并提升我的技能，从而确保我可以照看自己和他人的安全、健康和福利。
3. 当我看到有问题或事故将要发生时，我会预警公司。

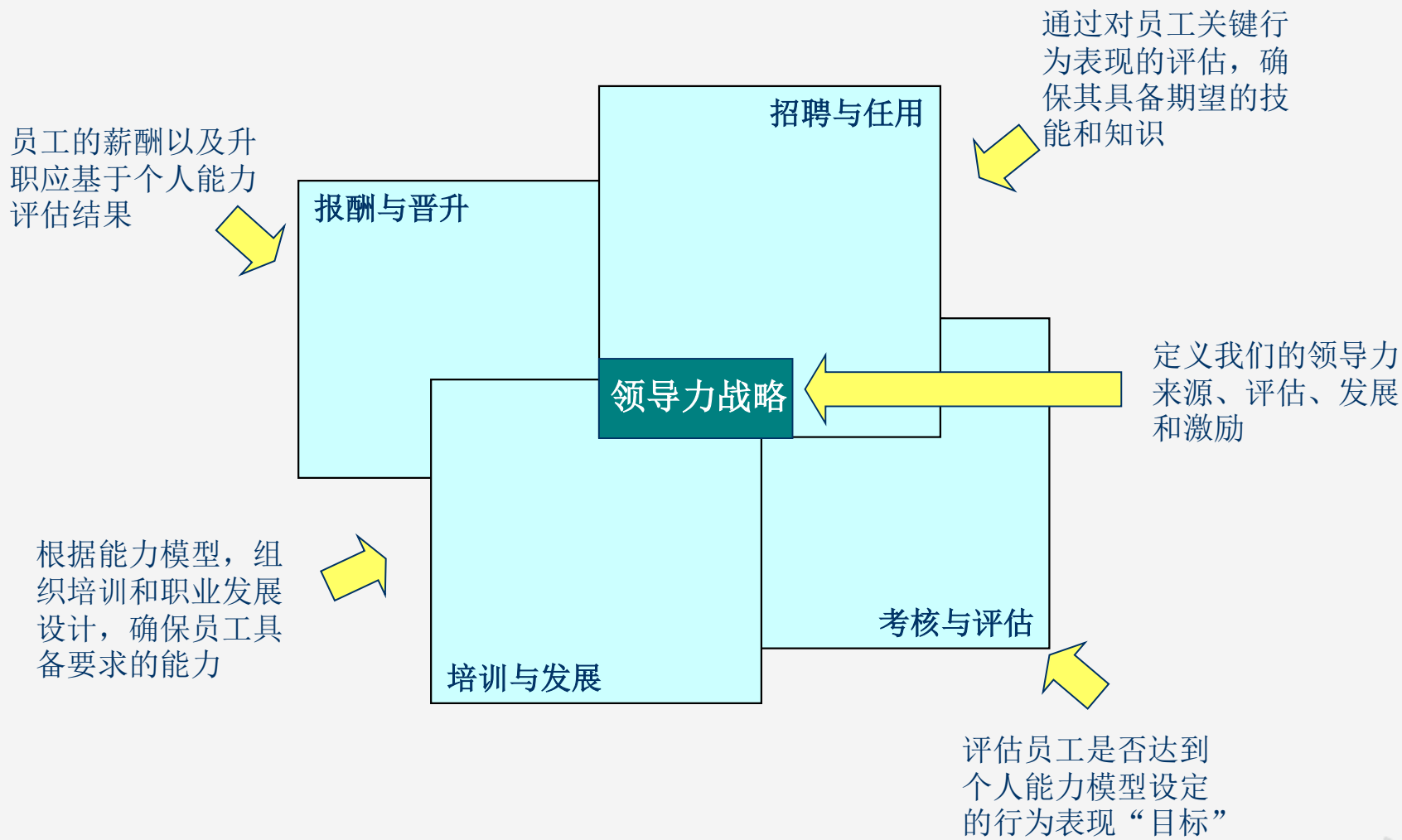
重塑我们的HR体系



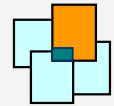
人力资源体系变革路径图



启皓之道指导以下人力资源体系的五个方面

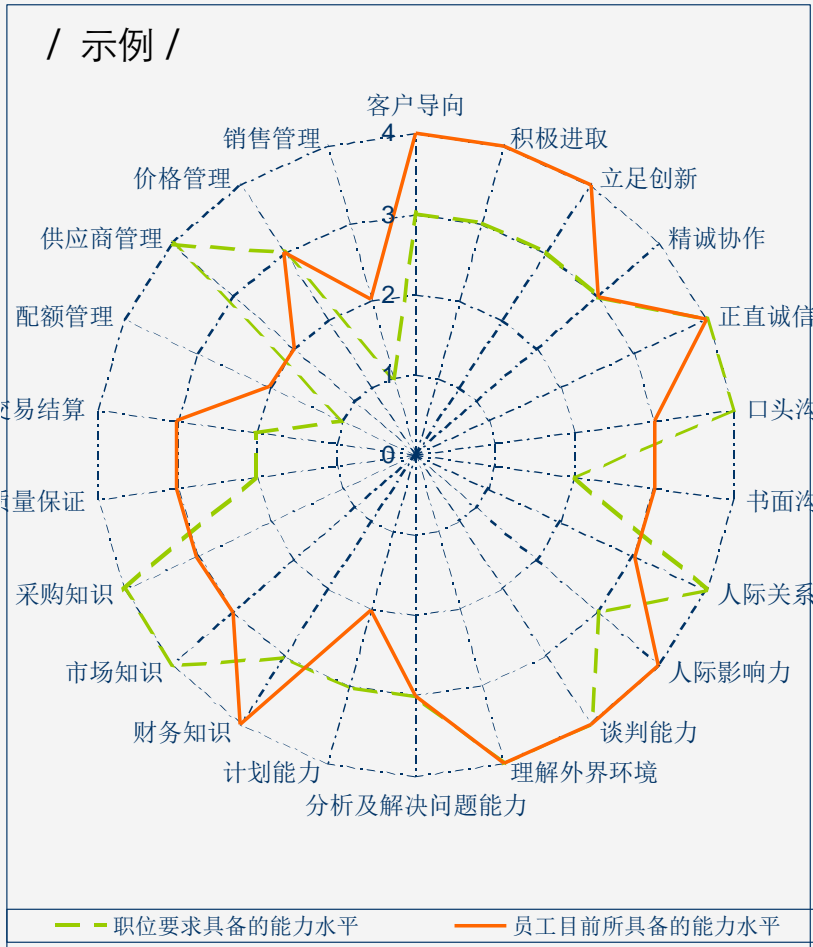
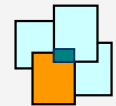


在招聘中用来指导选择标准和选择技术的确定



- 选择标准：
 - 新招聘人员需要满足该职位的基本能力素质要求（如，70%以上的能力要求达到要求）
 - 选择标准中软性能力（核心能力及通用能力）比硬性能力（专业能力）更应受到重视，因为硬性能力更容易从工作中获得
 - 标准应基于工作及优秀地完成工作所需的能力
 - 明确评估流程—如何依据标准对应聘者打分
- 选择技术：为了确定应聘者是否满足能力要求，在选择技术设计时应基于能力模型以考核应聘者各方面的能力：
 - 职位申请表/内部推荐书
 - 心理测试、行为测试
 - 能力测试（PC、数理、书面及口头知识）
 - 电话筛选/面试
 - 角色扮演/情景测试
 - 团队讨论/观察/评估中心

帮助制定公司总体培训计划，并针对个体员工能力分析确定个人培训需求



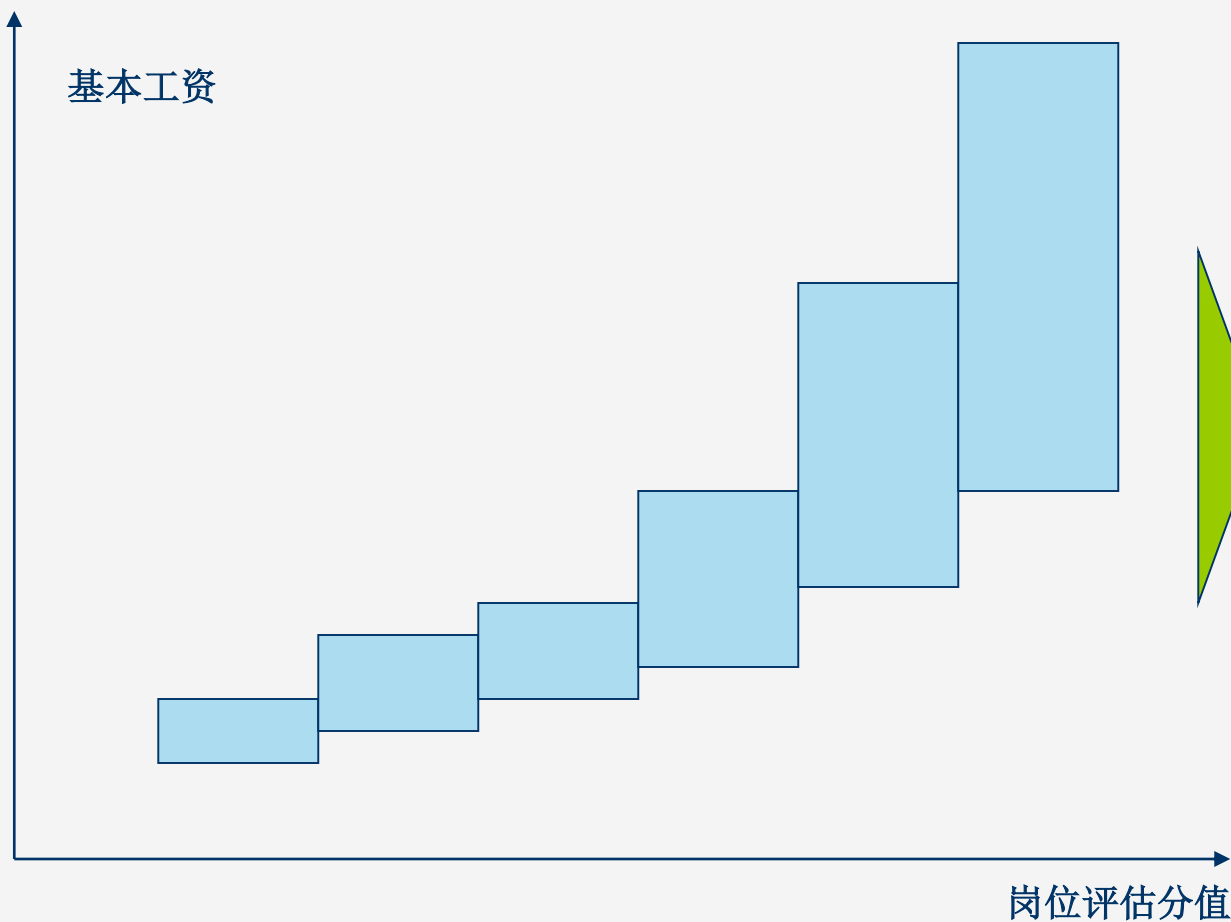
公司培训计划

员工培训计划

| | |
|---|---|
| 1 | ✓ |
| 2 | — |
| 3 | — |
| 4 | — |
| 5 | ✓ |
| 6 | ✓ |

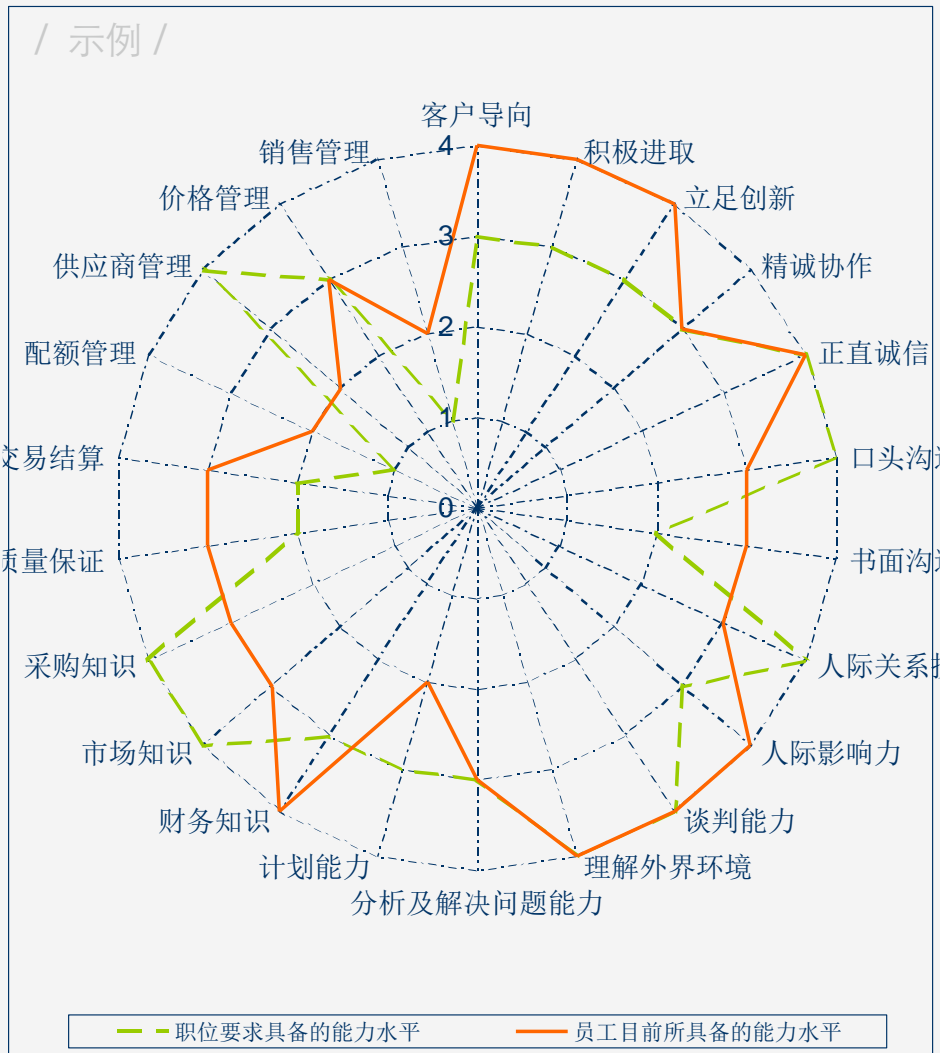
公司培训计划以能力模型位基础 个人培训计划根据员工能力差距分析确定

用来确定同一级别中不同员工的具体基本薪酬



同一职位中工资
级等主要由能力
评估进行确定

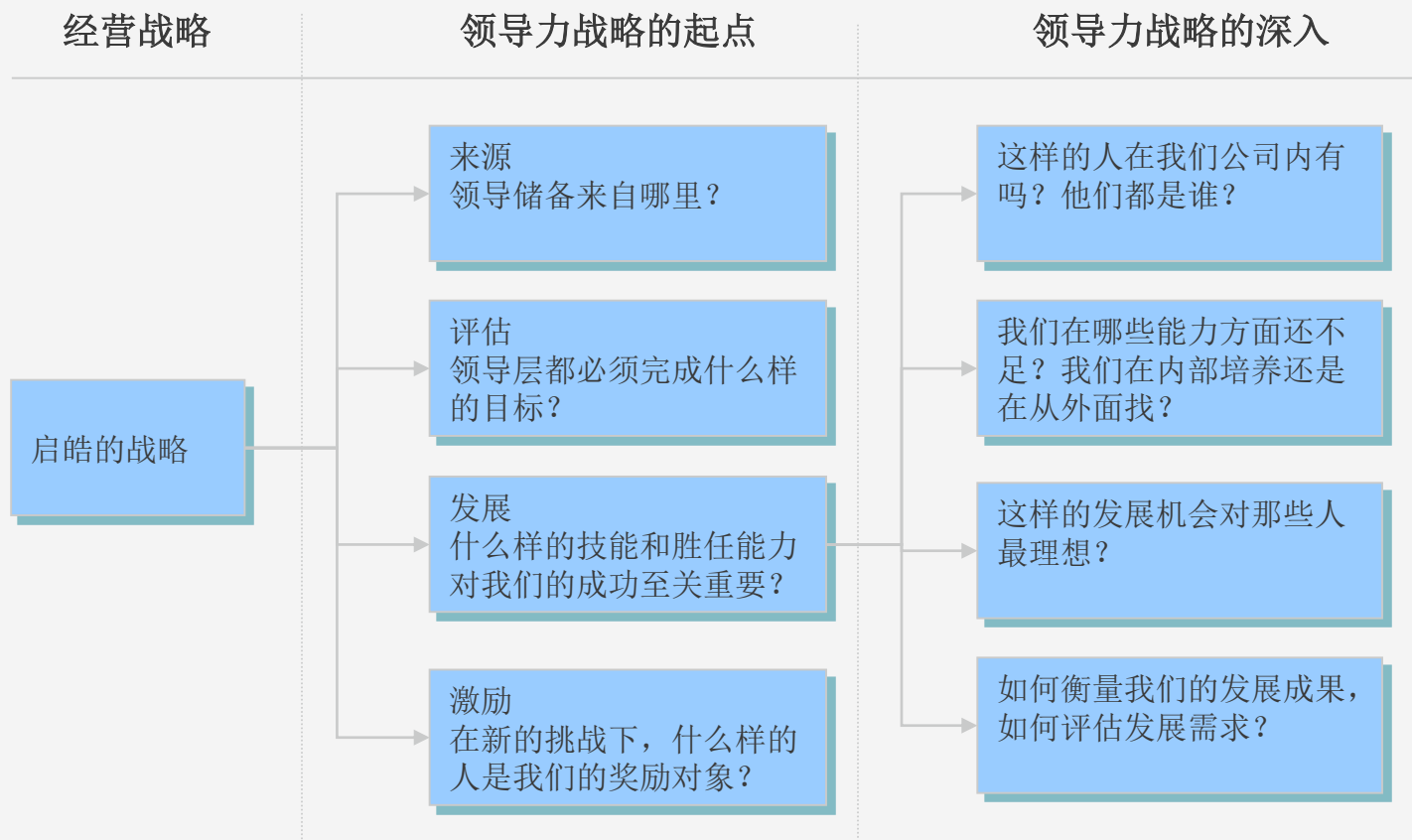
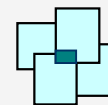
并作为晋升中员工是否满足下一个职位要求能力的评价基础



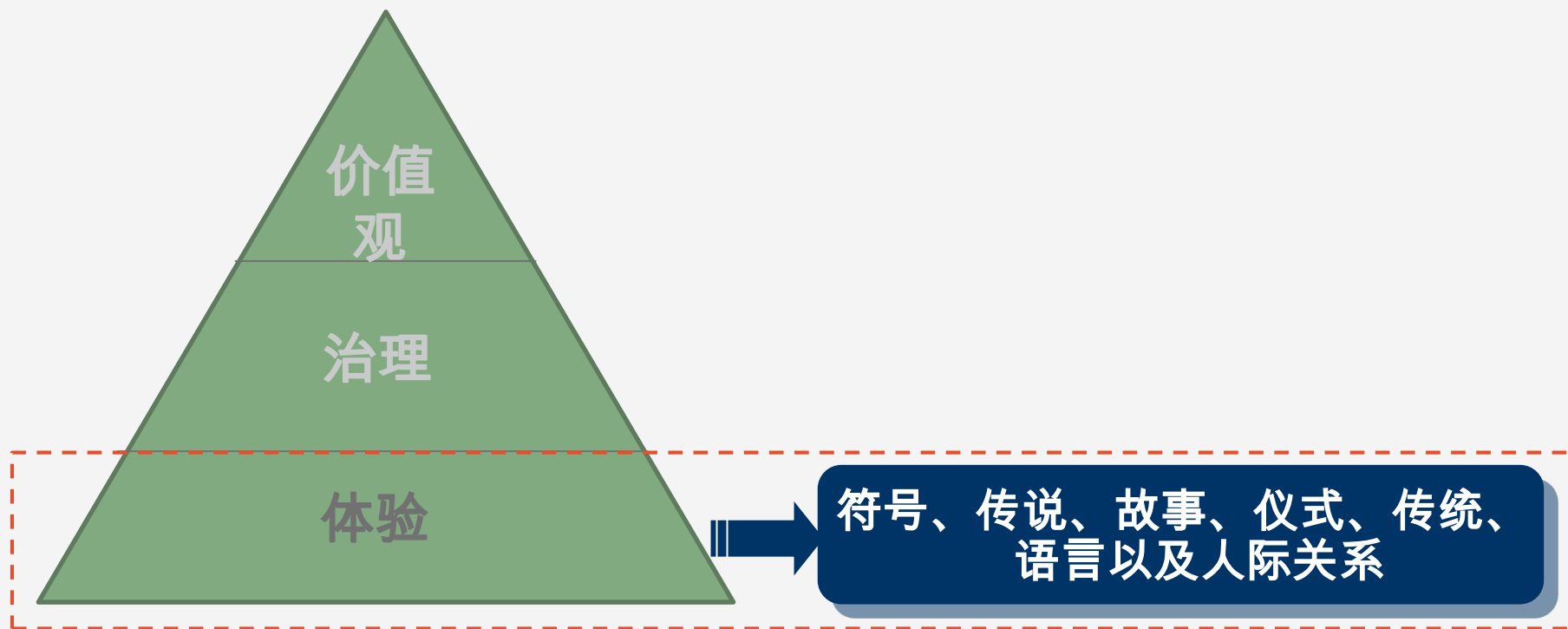
评价标准

- 在所有的能力中，如果20%的能力达不到下一个岗位能力要求，或10%的能力低于下一个职位能力要求2分以上，则不考虑晋升

同时也是我们的领导力战略的基础



落实文化的“内观外相”



/示例/



Themestone Awards



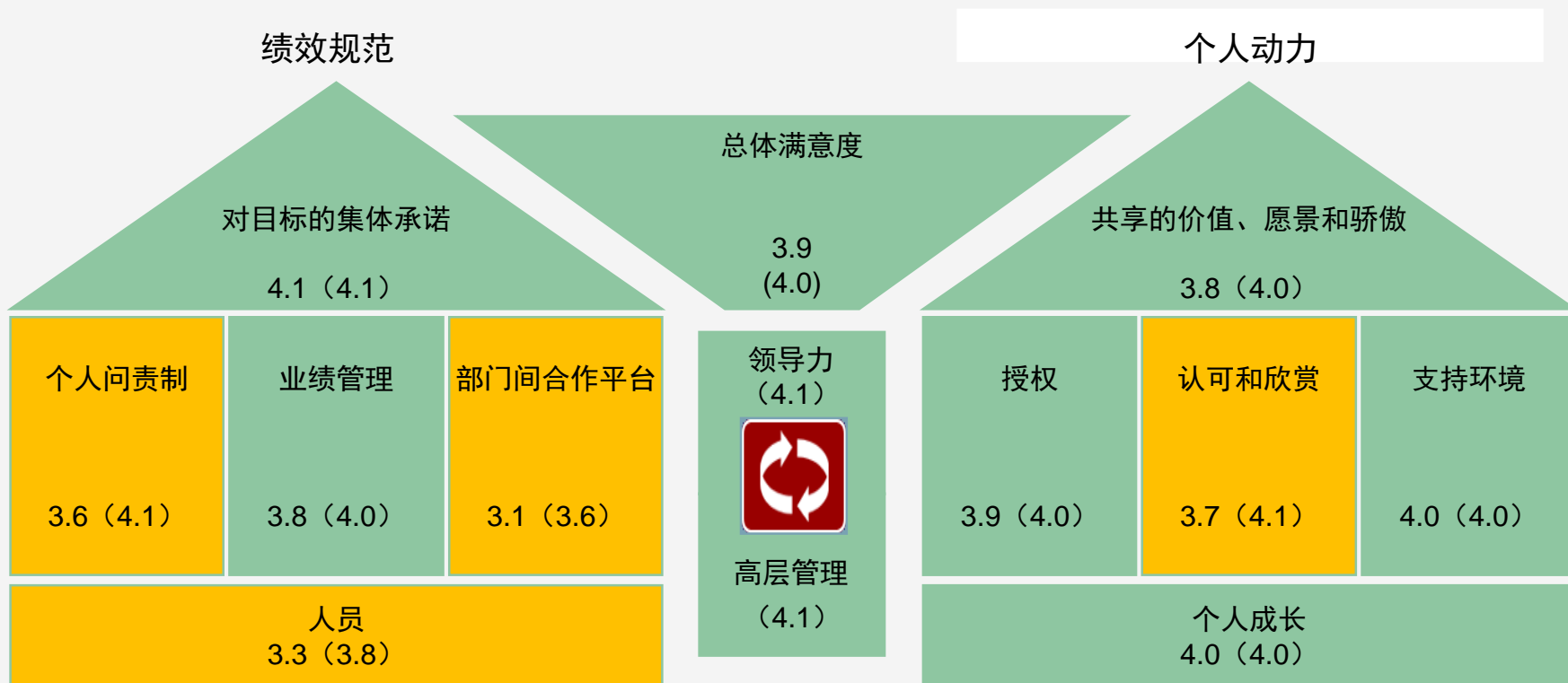
I'm very impressed with... We couldn't have done it without your...
没有您的...我们无法做到 我对...记忆犹新
您在...方面完成了优秀的工作 You are doing top-quality work on...
您完全可以对自身的...引以为豪
You really made a difference by... 您真的让...与众不同

If you want to say "Thank you" to any of your colleagues who make extra effort, please exercise your approval here. ■ ■ ■
如果您想表达对他人的感谢, 请在下方填写

- Badge
- Poster
- Notepad
- 价值观 Cube

Appreciation Card

审核



绩效规范平均 = 3.2

个人动力平均 = 3.9

() 里为国内领先企业水平

调研BCG或美世文化贯彻度和满意度调查工具

运营

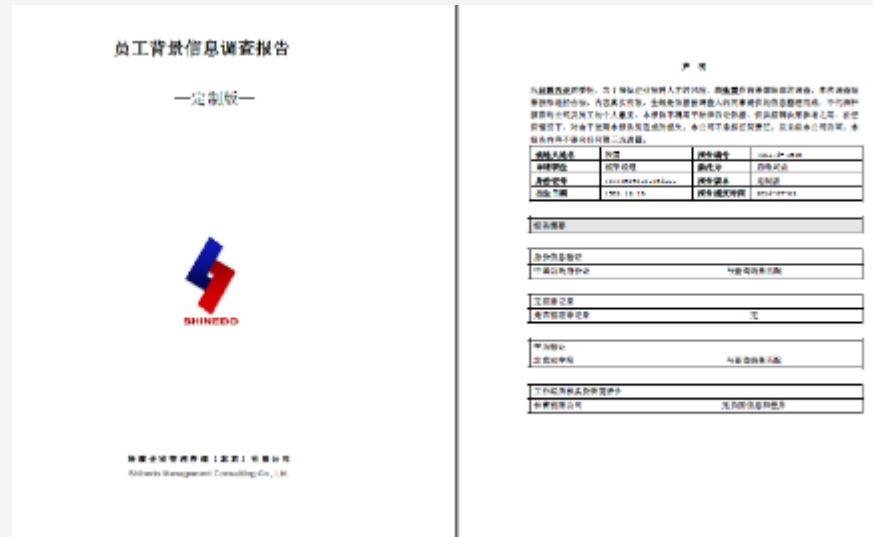


招聘环节的人才测评

Aptitude测评



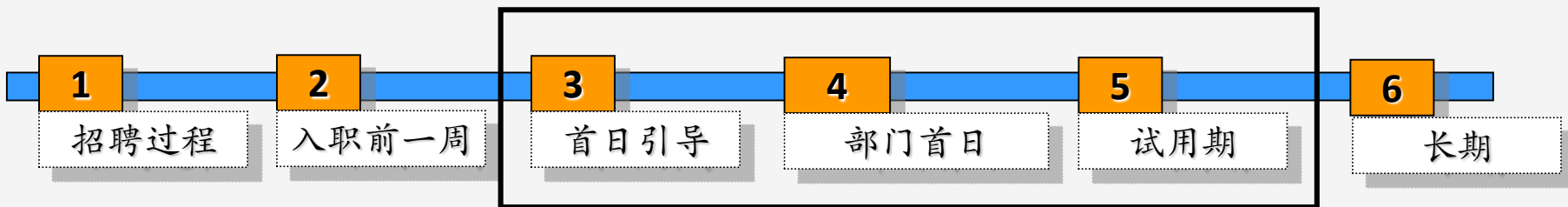
背景调查环节



选聘环节



加速新员工融入的主要活动



| | 人力资源 | 直接上级 | 在岗指导人 On-job Buddy |
|------------------|--|---|---|
| 3 首日引导 | <ul style="list-style-type: none"> • 入职文件签署 • 入职引导培训 Induction • 测评报告反馈 • 解答新员工的疑问 | | |
| 4 部门首日 | | <ul style="list-style-type: none"> • 引荐在岗指导人 On-job Buddy • 介绍给整个团队 • 迎新团建活动 • 安排首日工作内容 | <ul style="list-style-type: none"> • 制定新员工在岗培训计划 On-job Training |
| 5 试用期 | <ul style="list-style-type: none"> • 新员工回访 • 新员工 Lunch Learning • 新员工 Alumni 活动 • 负责转正流程 | <ul style="list-style-type: none"> • 沟通岗位职责、测评报告反馈、期望等 • 试用期考核评估、转正决定 | <ul style="list-style-type: none"> • 制定试用期目标 • 提供试用期考核评估意见 • 提供试用期转正与否建议 |

入职前一周

- 主要责任人：HR、行政、IT及部门助理
- 主要工作内容
 - HR
 - 邮件发布新员工入职通知
 - 更新员工记录
 - 通知新员工准备入职材料
 - 非大陆籍，完成工作许可证改注
 - 发送《新员工融入经理检查清单》、测评报告给直接上级
 - 请直接上级指定在岗指导人On-job Buddy
 - 行政
 - 安排新员工工位、钥匙
 - 准备办公用品
 - 印制名片
 - 准备新员工工位牌
 - IT
 - 准备电脑
 - 给新员工开通OA、NC、KK相关帐号
 - 给新员工开设公司邮箱



各办公区的HR接口人，根据相应职责范围完成《新员工融入HR检查清单》入职前部分

入职首日

- 主要责任人：
 - 心动办公区 - 新阳
 - SK办公区 - 杨凯
- 主要工作内容
 - 办理新员工入职手续
 - 《启皓KEY》入职引导(含公司介绍、文化、考勤、着装规范等)
 - 2015公司年会视频、皓空间视频展播
 - 签署岗位责任书
 - 入职手册 (Orientation Manual)
 - 发放《高效的会议》，含外部接入电话详单、WebEx、电话会议等使用说明
 - 员工手册、政策介绍
 - 福利手册、报销流程等
 - 内部通讯录、组织图
 - OA、NC、KK、知识管理介绍
 - SK、心动工位图
 - 当月健身课表
 - 新员工所做过测评报告
 - 交补方案选择及签收 (高管)
 - 发放名片、并录入指纹，协助安装手机邮箱
 - 办公区就餐指南
 - 加入启皓微信群



各办公区的HR接口人，根据相应职责范围完成《新员工融入HR检查清单》首日部分

部门首日

- **主要责任人:**
 - 直接上级
 - 或在岗指导人 On-job Buddy
- **直接上级主要工作内容**
 - 阅读《新员工融入经理检查清单》，并做好准备
 - 组织整个团队在场，欢迎新同事的加入
 - 介绍提供部门支持的助理
 - 介绍试用期的在岗指导人 On-job Buddy
 - 安排迎新活动，例如团队聚餐或首日直接上级与新员工就餐
 - 安排首日学习或工作内容
- **在岗指导人 On-job Buddy 主要工作内容**
 - 提供在岗培训计划 On-job Training plan（模板见《新员工融入经理检查清单》）
 - 约定1-1辅导谈话频率、谁来发起、如何开展工作、学习资源等
 - 指导跟谁（peer group）会面或共同午餐的建议
 - 介绍团队的称呼、沟通风格、工作风格、会议机制、行为准则等

试用期

- **主要责任人:**

- 直接上级
- 在岗指导人 On-job Buddy
- 人力资源



各办公区的HR接口人，根据相应职责范围完成完成《新员工融入HR检查清单》试用期部分

- **直接上级主要工作内容**

- 沟通岗位职责、反馈测评报告中的优势和劣势、绩效期望(deliverables)等、约定定期的1-1反馈谈话
- 完成《试用期考核表》、转正决定
- 重要岗位安排隔级上级1-1面谈



直接上级完成《新员工融入经理检查清单》，并随转正审批返还HR

- **在岗指导人 On-job Buddy主要工作内容**

- 制定并指导实现试用期目标
- 指导建立公司内部人际网络
- 提供试用期考核评估意见

- **HR主要工作内容**

- 新员工入职首月回访及反馈、填写《新员工回访记录》发现的问题及时反馈给直接上级
- 新员工Lunch Learning
- 新员工Alumni活动
- 负责引导转正考核流程

- **新员工主要工作内容**

- 填写《试用期总结》

新员工入职经理检查清单

01-01-01

1

Manager's Checklist for New Hire Integration

新员工融入经理检查清单

唐煜兴

招聘人力资源部

2025年6月，第一版

01-01-01-01
Version: 1.0/2025

01-01-01

2

CONTENT

内容

| Stake | Block/Id | Topic |
|-------|-------------|--------|
| 第一手 | 01-01-01-01 | 背景 |
| 第二手 | 01-01-01-02 | 入职前一天 |
| 第三手 | 01-01-01-03 | 入职当天 |
| 第四手 | 01-01-01-04 | 入职第一周 |
| 第五手 | 01-01-01-05 | 入职第一月 |
| 第六手 | 01-01-01-06 | 入职第一三月 |
| 第七手 | 01-01-01-07 | 入职第一半年 |
| 第八手 | 01-01-01-08 | 入职第一年 |
| 第九手 | 01-01-01-09 | 入职第一年 |
| 第十手 | 01-01-01-10 | 入职第一年 |

01-01-01-01
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CONTENTS

目录

第一部分：背景

第二部分：入职前一天

第三部分：入职当天

第四部分：入职第一周

第五部分：入职第一月

第六部分：入职第一三月

第七部分：入职第一半年

第八部分：入职第一年

第九部分：入职第一年

第十部分：入职第一年

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| | | | |
|----|-------------------------------|-------|-------|
| 2 | 新员工入职培训由谁负责？ | 1. 完成 | 1. 完成 |
| 3 | 新员工入职前，是否已经收到入职通知，管理通知是否已经发送？ | 1. 完成 | 1. 完成 |
| 4 | 新员工入职前是否已经收到入职通知？ | 1. 完成 | 1. 完成 |
| 5 | 新员工入职前是否已经收到入职通知？ | 1. 完成 | 1. 完成 |
| 6 | 新员工入职前是否已经收到入职通知？ | 1. 完成 | 1. 完成 |
| 7 | 新员工入职前是否已经收到入职通知？ | 1. 完成 | 1. 完成 |
| 8 | 新员工入职前是否已经收到入职通知？ | 1. 完成 | 1. 完成 |
| 9 | 新员工入职前是否已经收到入职通知？ | 1. 完成 | 1. 完成 |
| 10 | 新员工入职前是否已经收到入职通知？ | 1. 完成 | 1. 完成 |

01-01-01-01
Version: 1.0/2025

| 时间范围 | 检查项目 |
|-------|--|
| 入职前一天 | <ul style="list-style-type: none"> 1. 新员工入职前一天是否已经收到入职通知？ 2. 新员工入职前一天是否已经收到入职通知？ 3. 新员工入职前一天是否已经收到入职通知？ |
| 入职当天 | <ul style="list-style-type: none"> 1. 新员工入职当天是否已经收到入职通知？ 2. 新员工入职当天是否已经收到入职通知？ 3. 新员工入职当天是否已经收到入职通知？ |
| 入职第一周 | <ul style="list-style-type: none"> 1. 新员工入职第一周是否已经收到入职通知？ 2. 新员工入职第一周是否已经收到入职通知？ 3. 新员工入职第一周是否已经收到入职通知？ |

01-01-01-01
Version: 1.0/2025

| 时间范围 | 检查项目 | 负责人 |
|-------|--|-----|
| 入职前一天 | <ul style="list-style-type: none"> 1. 新员工入职前一天是否已经收到入职通知？ 2. 新员工入职前一天是否已经收到入职通知？ 3. 新员工入职前一天是否已经收到入职通知？ | 唐煜兴 |
| 入职当天 | <ul style="list-style-type: none"> 1. 新员工入职当天是否已经收到入职通知？ 2. 新员工入职当天是否已经收到入职通知？ 3. 新员工入职当天是否已经收到入职通知？ | 唐煜兴 |
| 入职第一周 | <ul style="list-style-type: none"> 1. 新员工入职第一周是否已经收到入职通知？ 2. 新员工入职第一周是否已经收到入职通知？ 3. 新员工入职第一周是否已经收到入职通知？ | 唐煜兴 |

01-01-01-01
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组织发展与人才盘点环节

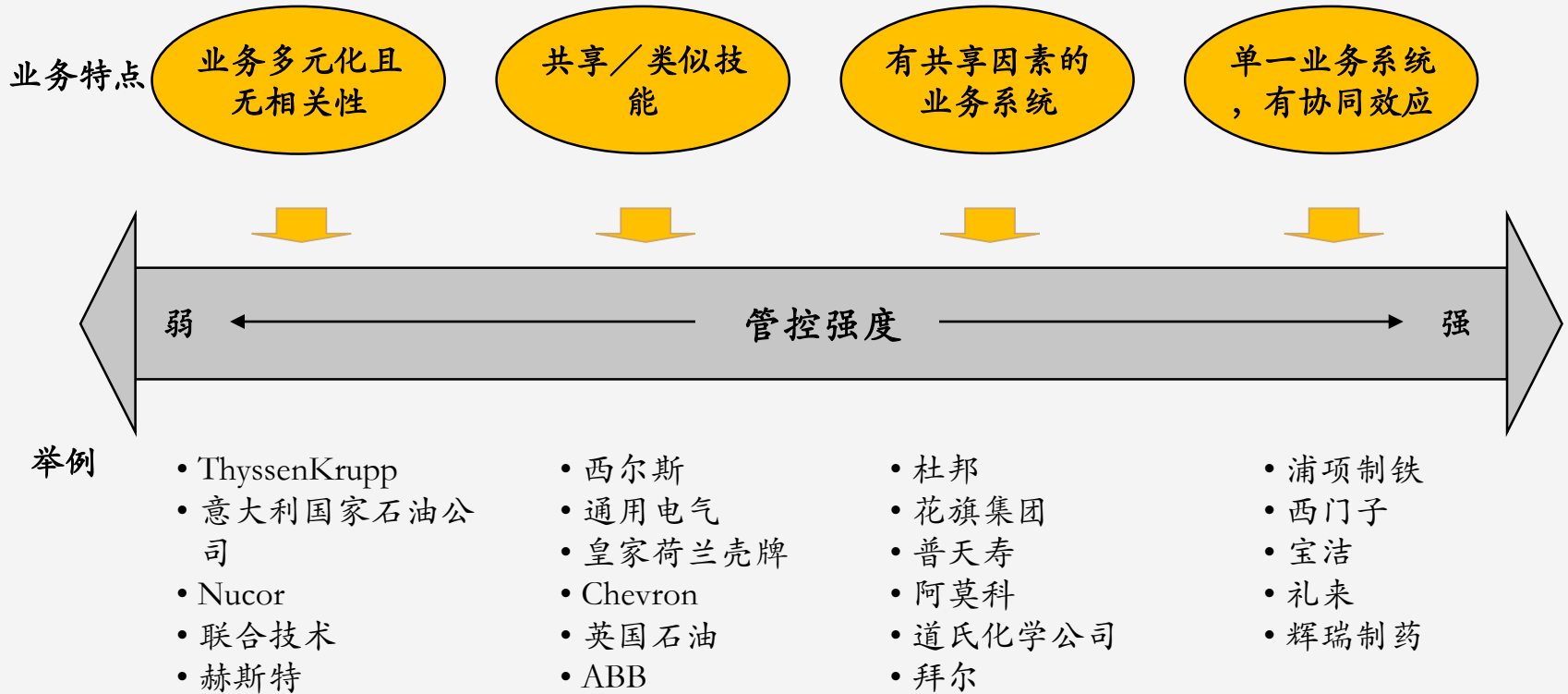
启皓
GENESIS

组织发展的核心问题

核心问题：

- 如何合理区分与搭配商业组织与公益性组织
- 集团管控型 vs. 事业部制 vs. 混合管控模式？
- 区分各业务的管理重点和管理深度
- 独立运作的timing
- 业务sustainability下的组织规模
- 继任人选及培养
- 搭班子，带队伍，定战略

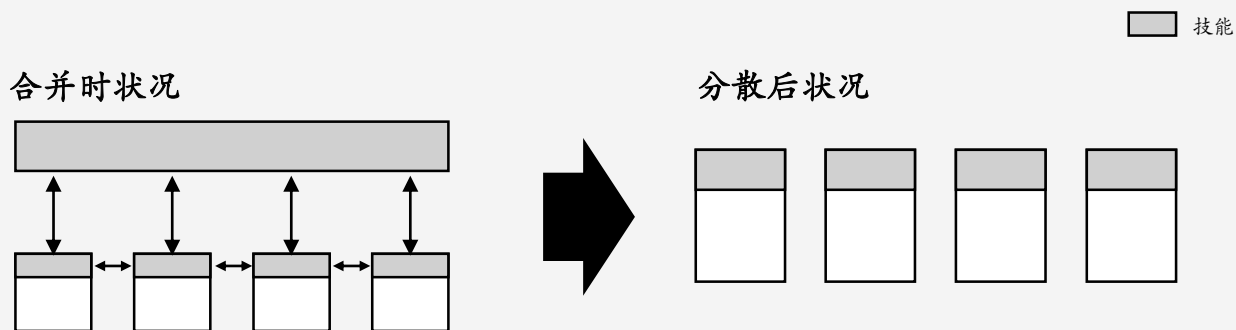
选择管控模式的关键考虑因素



某些集团管控模式也可能是混合型的

彻底的集团管控带来的弊端(1)

短期内将专业公司独立会导致有限的技能过度分散，给管理带来困难



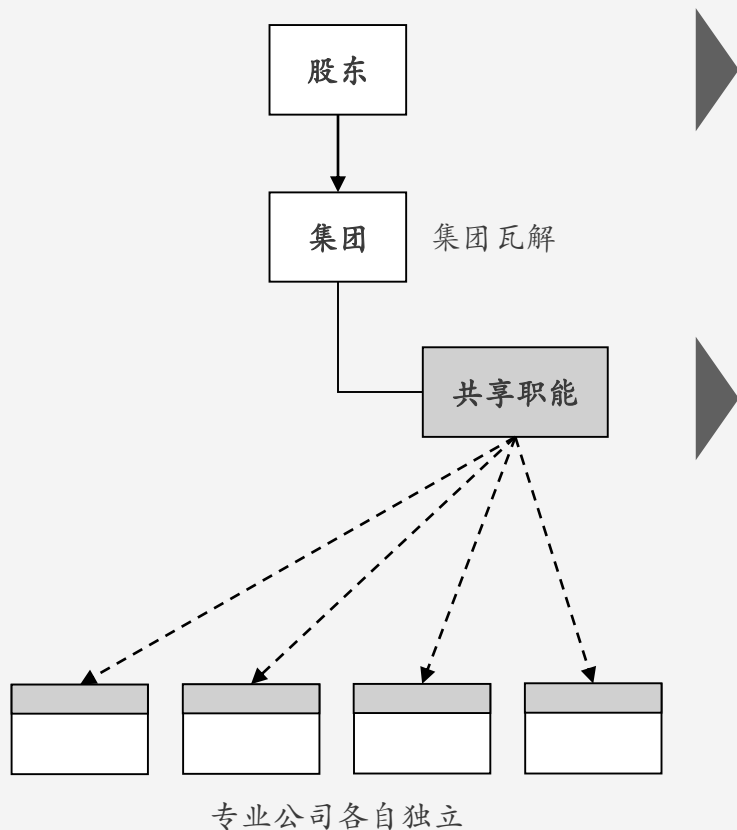
- 集团总部集中优秀人材统一管理
- 人力资源在总部及各子公司之间自由调配，可使资源达到最佳配置
- 总部可通过总部与子公司间的人员对调，及培训等方式，建立子公司人员技能

- 在各专业公司的管理技能未建立起之前将专业公司独立，易造成管理上的混乱
- 人力资源只限于各公司内部资源，或必须付出高昂的代价从外部获取，难以达到资源的最佳配置
- 有限的人力资源难以投入在培训上，使公司人员技能的培养变得艰难

彻底的集团管控带来的弊端(2)

短期内专业公司独立还会带来其它弊端

■ 可共享职能













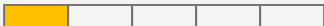

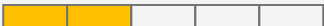
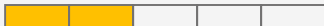


- 股东的权益因专业公司独立而被摊薄
- 股东投资后的流通性可能受到限制(因单一业务公司较难进入资本市场)
- 股东所投资公司的性质被改变(从一家可能拥有单一品牌的综合金融服务公司变为一家投资公司), 因而影响股东的利益

- 各独立专业公司必须重建完整的、原本可共享的职能, 增加经营成本

- 各独立专业公司的单一化产品难以满足客户的多样化需求和国内外竞争的要求
- 各独立专业公司由于规模、资历等限制, 及重组对原投资者的负面影响而难以在资本市场筹资, 影响其偿付能力
- 各独立专业公司失去集团模式在风险管理上的优势, 导致风险监控上的力度削弱
- 各独立专业公司由于资金限制, 难以对电脑网络等高新技术进行投资

但在不同模式下，管理重点不同，管理深度不一

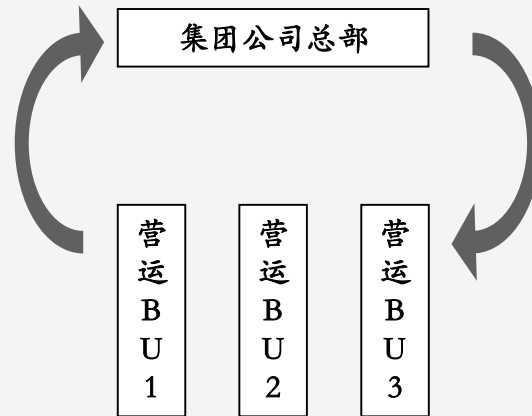
| 模式 | 战略管理 | 风险控制 | 运营协调 | 职能支持 |
|---------------------------|--|---|---|---|
| 指标管理型 (开发、资产管理) |  <ul style="list-style-type: none"> 设定战略和绩效目标并监控 |  <ul style="list-style-type: none"> 财务审计 监控重大项目风险 |  <ul style="list-style-type: none"> 资金支持 政府关系协调 |  <ul style="list-style-type: none"> 人力资源、财务、信息、行政等职能支持与服务 |
| 扶持型 (文化) |  <ul style="list-style-type: none"> 指导战略制定 确定绩效目标 |  <ul style="list-style-type: none"> 监控财务风险 监控投资决策风险 监控重大项目运营风险 |  <ul style="list-style-type: none"> 协助建立系统的管理和运营体系 提供融资、政府关系、战略联盟的支持 |  <ul style="list-style-type: none"> 人力资源、财务、信息、行政等职能支持与服务 |
| 培育型 (地产金融) |  <ul style="list-style-type: none"> 参与战略制定，决定其发展方向、业务组合及关键行动策略 设定绩效目标 |  <ul style="list-style-type: none"> 通过预算管理控制财务风险 监控投资决策风险 |  <ul style="list-style-type: none"> 协助开展业务拓展，提供重组、并购项目的支持 协助开展内部整合 |  <ul style="list-style-type: none"> 人力资源、财务、信息、行政等职能支持与服务 |
| 效益监控型 (酒店、餐厅) |  <ul style="list-style-type: none"> 设定效益目标 |  <ul style="list-style-type: none"> 监控现金流及运营成本 |  <ul style="list-style-type: none"> 协助开展重组活动 |  <ul style="list-style-type: none"> 人力资源、财务、信息、行政等职能支持与服务 |
| 集团本部主要负责部门 | <ul style="list-style-type: none"> 战略规划部 运营管理部 财务部 | <ul style="list-style-type: none"> 运营管理部 财务部 审计部 | <ul style="list-style-type: none"> 运营管理部 业务拓展部 公共关系部 | <ul style="list-style-type: none"> 人力资源部 计划财务部 信息中心 办公室 |

 很弱的管理力度

 很强的管理力度

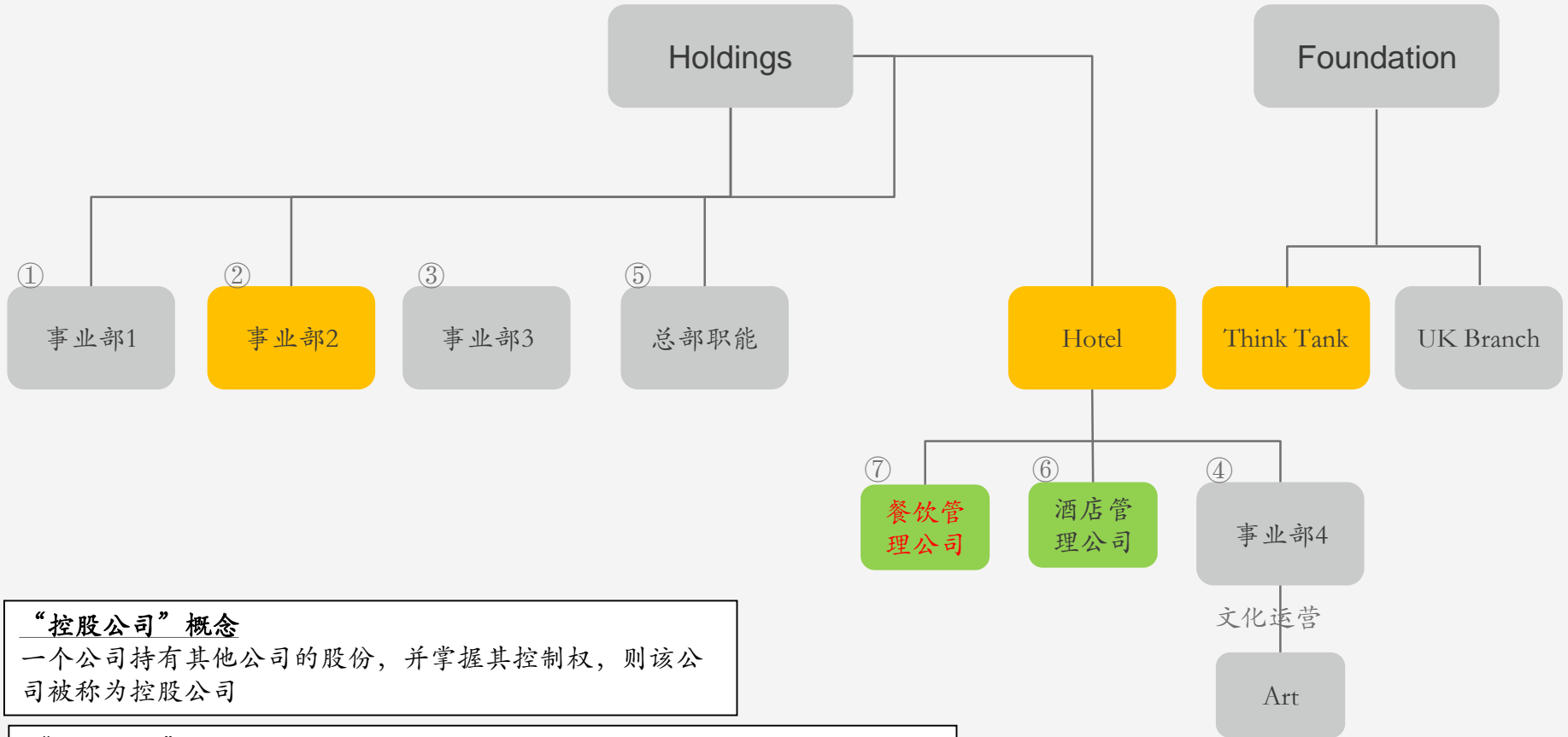
总公司对子公司的资本及人事等进行管理

- 营运子公司负责人及其各部门负责人向高级决策小组有关人员负责
- 定期向总部提交业务、财务计划，以待审批
- 定期向总部提交财务数据及各项战略计划实行成果
- 向总部提交人事方面的各项信息



- 资产(资本)管理:
 - 批准资金预算
 - 做出资金分配决策
 - 集中子公司资金，统一投资管理
- 人事管理
 - 考核、任命干部
 - 评审全公司人事状况，并予以反馈
 - 批准薪酬分配等方案
- 计划和战略
 - 批准各项业务、财务计划
 - 发展、实施集团战略，如进行策略性收购或分拆、重组等
- 经营成果及过程管理
 - 测算子公司盈利情况，并向子公司提出表现评价和意见
 - 进行内部审计，对营运过程进行监督
- 重大制度的审批
 - 可以否决子公司的一些重大制度

架构设计及法人结构



“控股公司”概念
 一个公司持有其他公司的股份，并掌握其控制权，则该公司被称为控股公司

“控股公司”的基本特点

- 以全资拥有或部分投资的方式，保留对子公司足够的控制权，以实现对子公司的有效控制
- 控股公司控制下的各个子公司，在法律上都是独立的经济实体，它们同控股公司在经济责任上完全独立，相互间无连带责任。因此，控股公司中各企业的风险责任不会相互转嫁
- 控股公司下各子公司为独立法人，需分别进行会计核算，并各自申报纳税

JV
 分公司

关键岗位

(示例)

关键岗位

Ready-now

Ready in 1 Year

Ready in 2 Years

Ready in 3 Years

① REITs Manager

证券投资

② 投资管理

③ 公寓销售

写字楼租赁

物业管理

酒店管理

④ 餐饮管理

美术馆运营

⑤ 理事会秘书

战略研究

董秘

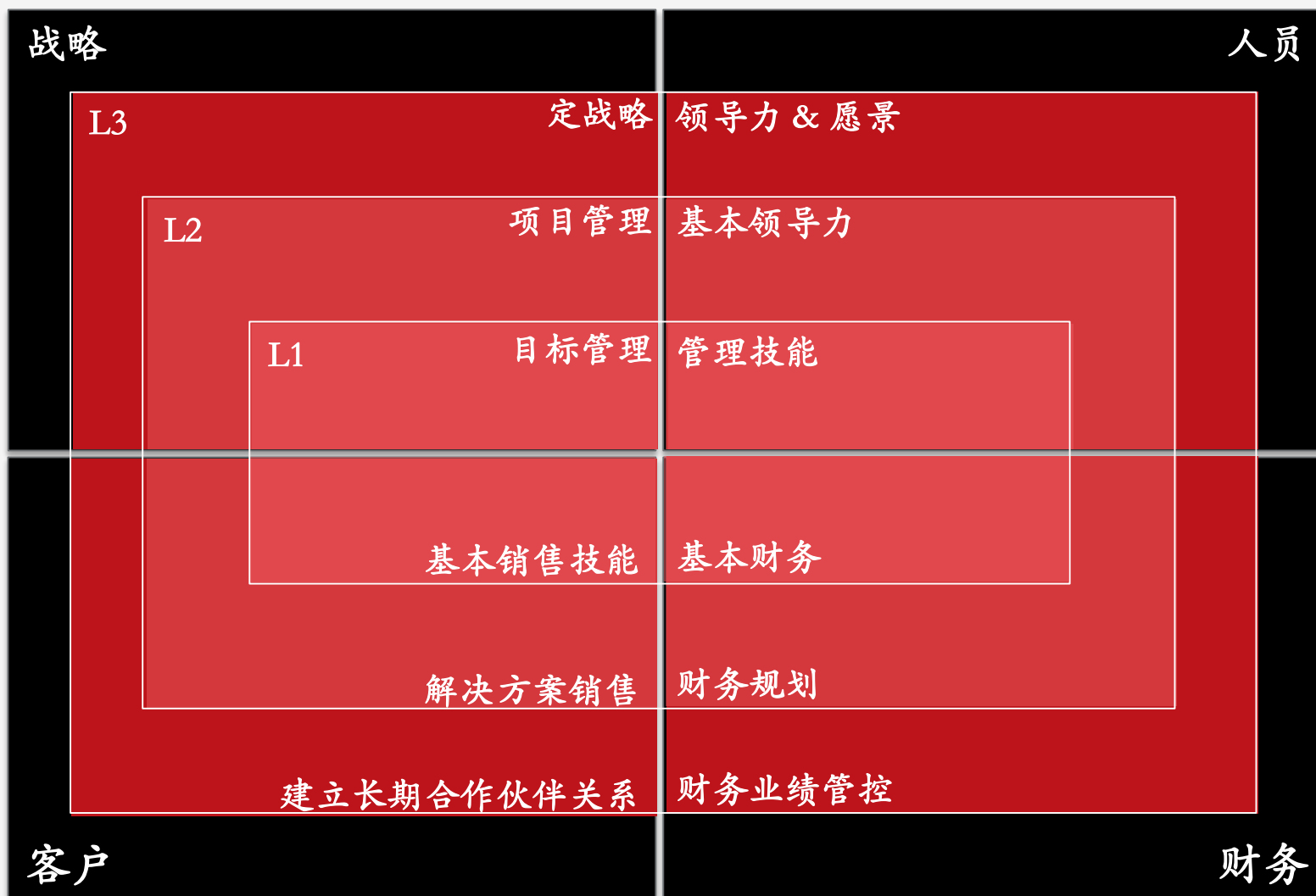
总裁办

⑥ 酒店副总

财务副总监

⑦ 餐厅经理

Genesis Park II 领导力发展框架



Program Structure



2014年首期Genesis Park I

选拔后的进一步测评

工作风格测试 VERA

说明：测试需要8-10分钟时间，请根据您的实际情况，给自己打分。工作风格无所谓好坏，仅作为部门团队选拔参考。若有分数填写在相应有颜色的格子中。

| | 3 - 卓越 | 2 - 优秀 | 1 - 拥有技能 | 0 - 需要 | 1 - 明显欠缺 |
|-------------------------------|--------|--------|----------|--------|----------|
| 1 比别人更加善于抓住机会采取行动 | | | | 4 | |
| 2 对各种任务充满活力、动力和完成的热情 | | | 0 | | 0 |
| 3 对尝试创新活动有良好的感觉 | 4 | | | | |
| 4 对其他人（如下属）的困难或困境给予了直接帮助 | | | | | 0 |
| 5 对于创意是否能转化成有效执行力而力 | 3 | | | | |
| 6 非常清楚表达了愿景和目标 | | | | | 0 |
| 7 快速做出决定，不会犹豫不决 | | | | | 0 |
| 8 能够激励人心时，有强有力的愿景和核心目标 | 4 | | | | |
| 9 能抓住问题的本质和根本原因并防止 | | | | | 4 |
| 10 很少产生抵触之意见，特别是在有压力和紧迫性的时候 | | | | | 0 |
| 11 曾了解整个团队和组织 | 3 | | | | |
| 12 善于沟通，能激励团队 | | | 0 | | |
| 13 能够清楚地制定一个长期愿景 | | | | | 0 |
| 14 可以识别未来的主要因素，制定业务和战略行动计划和策略 | 4 | | | | |
| 15 可以在压力下处理复杂的情况下做出决策并行动 | | | | | 4 |
| 16 非常专注于完成任务 | | | | | 0 |
| 17 了解商业运作的原理 | | | | | 0 |

MBTI



达尔文在黑暗海里的指南

抗力和敏捷性

作者：Karen Kinko, Rick Jones, Katherine

编者

7.4.2016.01

2.1.2017

基金会

基金会 2016年 2016年 2016年

基金会 2016年 2016年 2016年



MBTI 测试

介绍

MBTI 测试可以帮助您了解自己的性格特征和思维模式。MBTI 测试由瑞士心理学家荣格提出，由美国心理学家布里格斯和迈尔斯开发。MBTI 测试是一种自我评估工具，通过每个人在四个维度上的得分来计算。MBTI 测试可以帮助您了解自己的性格特征和思维模式，帮助您更好地与他人合作。

| | | |
|--------------|---------|---------|
| MBTI 测试的四个维度 | 外向型 (E) | 内向型 (I) |
| 感知型 (S) | 直觉型 (N) | 感觉型 (S) |
| 思维型 (T) | 情感型 (F) | 情感型 (F) |
| 判断型 (J) | 感知型 (P) | 感知型 (P) |

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- 帮助您了解自己的性格特征和思维模式。
- 帮助您更好地了解他人。
- 帮助您更好地与他人合作。
- 帮助您更好地管理团队。
- 帮助您更好地制定决策。
- 帮助您更好地解决问题。

MBTI 测试的四个维度

- 外向型 (E) vs 内向型 (I)
- 感知型 (S) vs 直觉型 (N)
- 思维型 (T) vs 情感型 (F)
- 判断型 (J) vs 感知型 (P)

HOGAN 挑战

挑战

挑战

挑战

HOGAN 挑战

简介

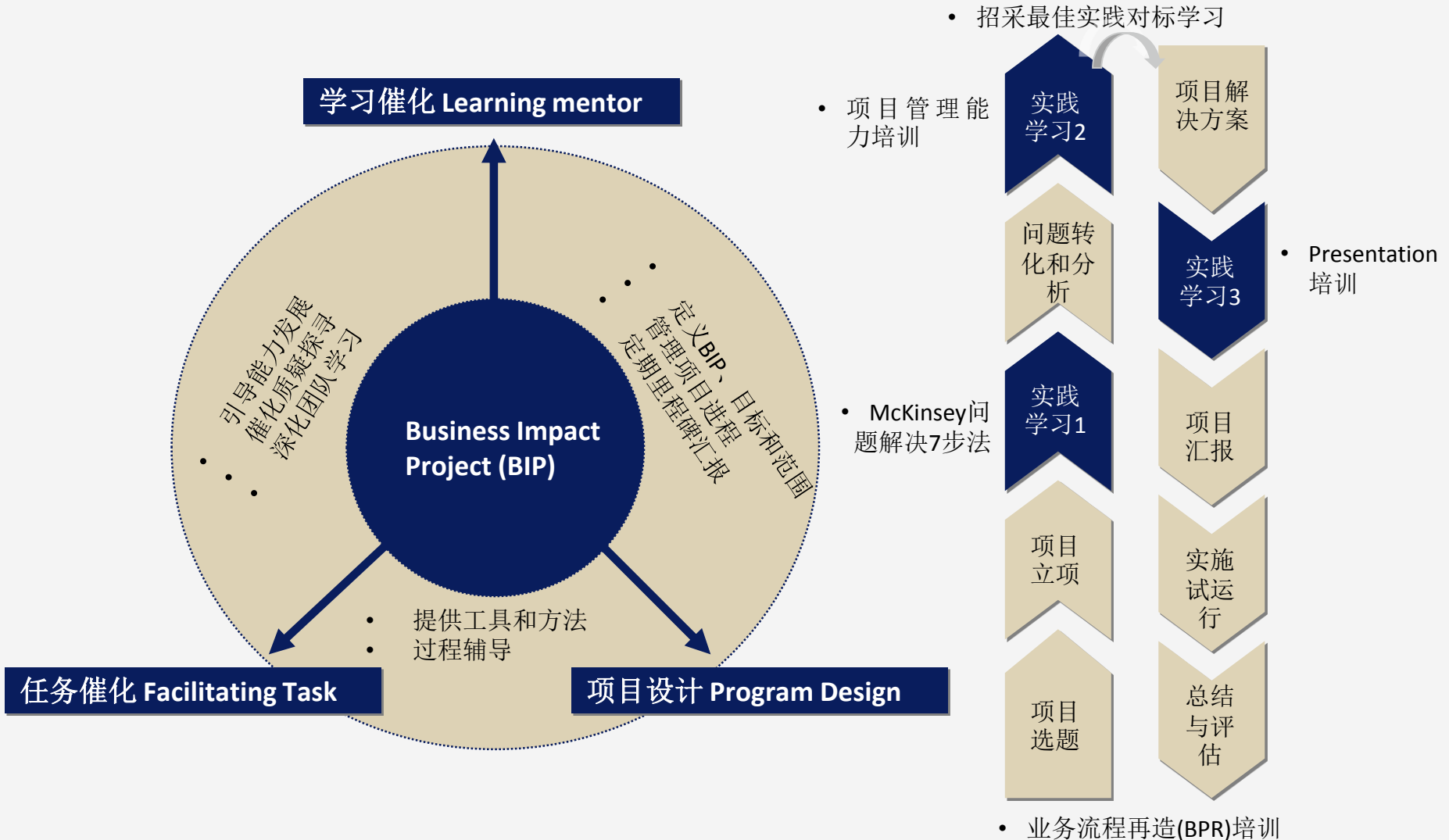
HOGAN 挑战测试可以帮助您了解自己的性格特征和思维模式。HOGAN 挑战测试由瑞士心理学家荣格提出，由美国心理学家布里格斯和迈尔斯开发。HOGAN 挑战测试是一种自我评估工具，通过每个人在四个维度上的得分来计算。HOGAN 挑战测试可以帮助您了解自己的性格特征和思维模式，帮助您更好地与他人合作。

背景

HOGAN 挑战测试可以帮助您了解自己的性格特征和思维模式。HOGAN 挑战测试由瑞士心理学家荣格提出，由美国心理学家布里格斯和迈尔斯开发。HOGAN 挑战测试是一种自我评估工具，通过每个人在四个维度上的得分来计算。HOGAN 挑战测试可以帮助您了解自己的性格特征和思维模式，帮助您更好地与他人合作。

HOGAN

Action Learning design



Project Approach

Participants

- 6 program participants

Rhythm

2014 Game Plan

- 3-4 month program starting from August to November
- 3 off-site forums (*full-time, ~1 week time commitment*)
- OJT work in between forums (*part-time, about 20% - 30% time commitment*)
- Discussion with faculty at least once in between forums
- 1-1 monthly mentor conversation

Development focus

- Individual Development Program (*IDP*)
- Problem solving and team effectiveness
- Communication – influencing, facilitation and presentation

Business focus

- Specific business topics for the action learning teams
- Deep understanding of the business issues
- Set of exciting ideas to address the issues
- Clear implementation approach to roll out change in the organization

Role of Senior Management

- Both formal and informal exposure
- All senior management members to support and contribute
- Provide leadership coaching to participants
- Act as project sponsors

Development Focus

BIP

- Form virtual project teams to address real life issues in Genesis
 - Team 1: Procurement Process Optimization, Cao Jia and Ding Lin
 - Team 2: Project Process Optimization, Hu Zhiyuan and Yu Sainan
 - Team 3: Corporate Process Optimization, Zhang Pengpeng and Li Fang

Mentorship

- Matching each individual with a senior leader to learn know-how, seek development feedback and establish networking

Off-site Training

- Participants to attend 3 trainings each with 1-2 day to be trained on problem solving, communication and project management skills, and to exchange findings with other teams

Field trip

- Participants go out and interview/visit external companies, e.g. Capco, Swire, etc. to gain new perspectives on approaches for related areas

IDP

- MBTI, Hogan, VERA and Assessment Center findings feedback
- Monthly tracking with mentors
- Peer coach with team members

BIP – Faculty and Governance

Procurement Process Optimization Project

Main Sponsor: xxx

Other Sponsor: Procurement Committee

Mentor: xxx

Project Team:

- xxx
- xxx

Corporate Process Optimization Project:

Main Sponsor: xxx

Other Sponsor: Management Committee

Mentor: xxx

Project Team:

- xxx
- xxx

Project Process Optimization Project

Main Sponsor: xxx

Other Sponsor: Project Committee

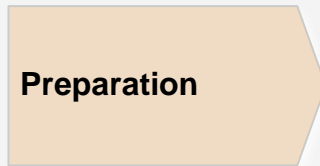
Mentor: xxx

Project Team:

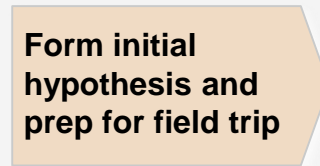
- xxx
- xxx

BIP – Deliverables and Activities

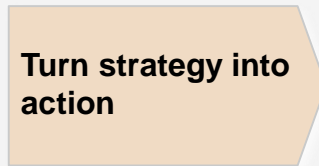
Phase 1



Phase 2



Phase 3



| | Phase 1 | Forum 1 | Phase 2 | Forum 2 | Phase 3 | Forum 3 |
|------------------------|---|--|---|---|---|---|
| Time Commitment | 2-3 weeks | 2 days | 6 weeks | 2 days | 6 weeks | 2 days |
| Actions | <ul style="list-style-type: none"> Participants selected and briefed MBTI assessment conducted Program designed and material developed | <ul style="list-style-type: none"> Structure problem and approach Prioritize key issues to tackle Develop action plan to further develop ideas Develop team norms and understand team dynamics | <ul style="list-style-type: none"> Test hypotheses Conduct additional desk research on topics Conduct field interviews Understand factors for success | <ul style="list-style-type: none"> Develop insights Draft new approaches and get feedback Define end state | <ul style="list-style-type: none"> Refined ideas based on input from management Assessment of feasibility and investments required Develop implementation plan | <ul style="list-style-type: none"> Finalize Program Presentation to senior management |

Aug 13-14

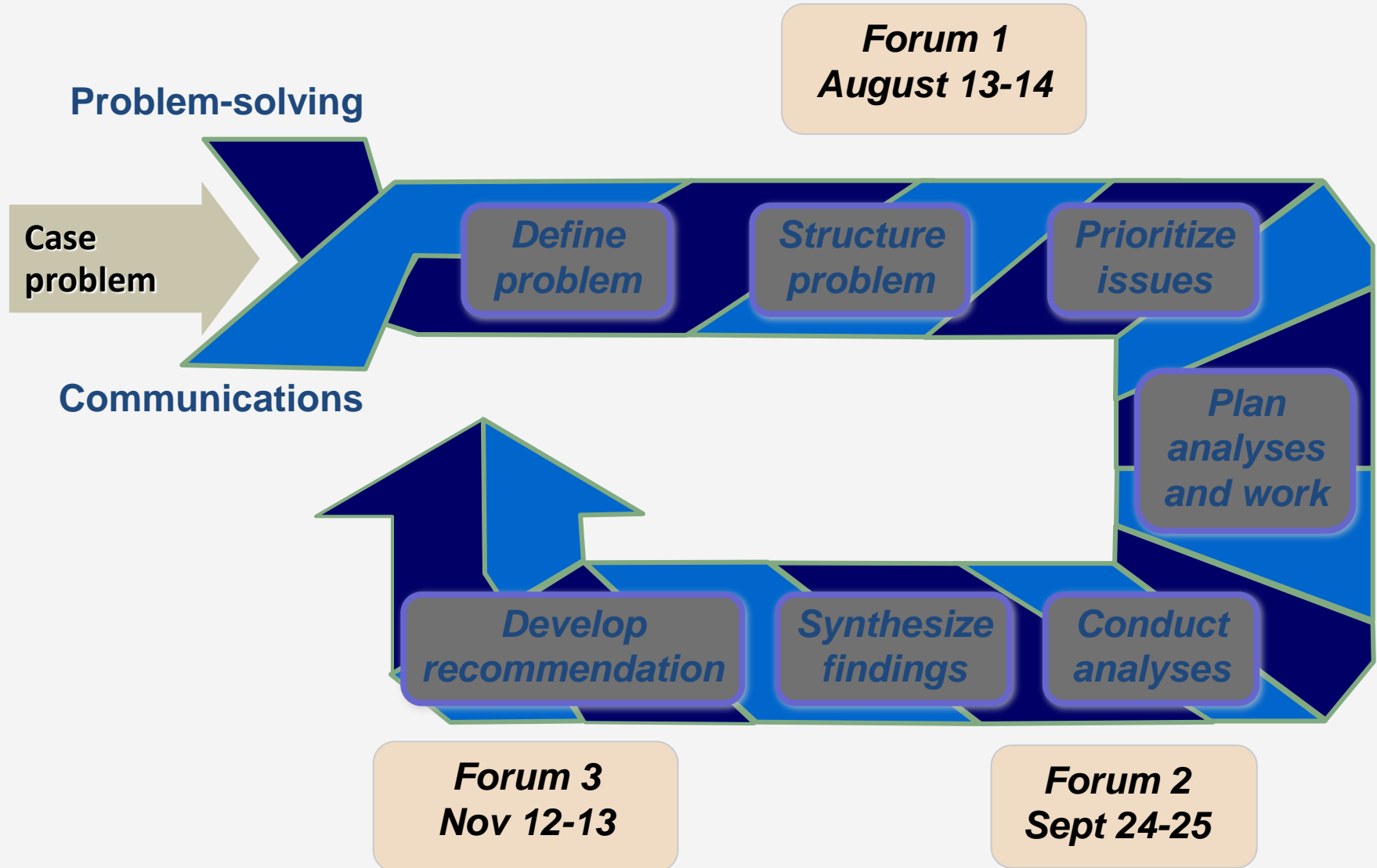
Sept 24-25

Nov 12-13

- Faculty will have at least one working session with each team in between forums
- Mentor will meet with mentee once every month

Field Trip and PM / BPR training in between key milestones

BIP – Action Learning follows the 7-steps problem solving steps



Phase 1 – Thought leadership Defining the problem and approach and starting the new journey

Jul

- Collect individual input –Hogan, MBTI
- Stimulate thinking via selective discussion and interviews

Aug 13-14

- Coaching on behavioral and competence areas (*using Hogan and MBTI*)
- Games and role-plays to recognize and practice different leadership styles
- Structure and define the business challenge with the key issues that your team will tackle
- Identify ideas, opportunities, what potential new approaches could look like
- Working as a team and develop work plan and team norm
- Draft IDP

Outputs

- Draft IDP for leadership styles and competences development
- Problem definition and with key issues
- Draft hypotheses, opportunities, or approaches to test as part of project plan during Module 2 field work
- Work plan and team norm

BIP – Timetable for Forum 1, Aug 13/14

第1天

| | |
|-------|------------------------------|
| 8:00 | |
| 9:00 | 欢迎及介绍（含热身，IDP）（60分钟） |
| 10:00 | 提高合作能力 MBTI讲解（45分钟） |
| 11:00 | 茶歇（15分钟） |
| | 提高合作能力 MBTI练习（75分钟） |
| 12:00 | |
| 13:00 | 午餐（75分钟）反馈 |
| 14:00 | 项目团队有效性—启动会（90分钟） |
| 15:00 | 茶歇（15分钟） |
| 16:00 | 分析问题解决问题—“7步成诗” 第一步练习（120分钟） |
| 17:00 | |
| 18:00 | 总结（30分钟） |
| 19:00 | 价值理念分享晚餐（Whitney和sponsors） |
| 20:00 | |

第2天

| | |
|--|--------------------------------|
| | 启动第2天的内容（30分钟） |
| | 分析问题解决问题—“7步成诗” 第2/3步练习（180分钟） |
| | 茶歇（15分钟） |
| | 分析问题解决问题—“7步成诗” 第2/3步练习（续） |
| | 午餐（60分钟） |
| | 高效的访谈拟定提纲（60分钟） |
| | 访谈高管（一）1（45分钟） |
| | 茶歇（15分钟） |
| | 访谈高管（二）1（45分钟） |
| | 分析问题解决问题—“7步成诗” 第4步练习（60分钟） |
| | IDP的撰写（30分钟） |
| | 总结以及下一步工作（30分钟） |
| | |

1.需要安排2-3位高管在第二天2:00-4:00之间参加访谈

Phase 2 – Field work and Analyses; Drafting new ideas, opportunities, and approaches

Aug - Sep

- Review internal and external data
- Conduct interviews/discussions with stakeholders and team members
- Share findings with each other

Sept 24-25

- Review findings from external/internal data and discussions
- Develop better understand dynamics and opportunities and new approaches
- Paint the picture for possible end states
- Identify and create draft designs of potential new ideas and pilots
- Workshop with faculty

Outputs

- Insights and better understanding of issues and opportunities
- Draft new ideas and pilot design for new approaches
- Fully formed IDP on leadership behavioral, and competence aspects

BIP – Timetable for Forum 2, Sep 24/25

| 第1天 | 第2天 |
|-------|-----------------------------|
| 8:00 | |
| 9:00 | 启动第2天的内容 (30分钟) |
| 10:00 | 向高管阶段性意见征询会 (第一组90分钟) |
| 11:00 | 茶歇 (15分钟) |
| 12:00 | 向高管阶段性意见征询会 (第二组90分钟) |
| 13:00 | 午餐 (60分钟) |
| 14:00 | 项目中期团队有效性—中期回顾 (90分钟) |
| 15:00 | 茶歇 (15分钟) |
| 16:00 | 沟通影响力培训 (90分钟) |
| 17:00 | 各组制定下一步工作计划 (45分钟) |
| 18:00 | 总结 (IDP) (30分钟) |
| 19:00 | 价值理念分享晚餐 (Whitney和sponsors) |
| 20:00 | |

| 第1天 |
|-------|
| 8:00 |
| 9:00 |
| 10:00 |
| 11:00 |
| 12:00 |
| 13:00 |
| 14:00 |
| 15:00 |
| 16:00 |
| 17:00 |
| 18:00 |
| 19:00 |
| 20:00 |

1.需要安排高管团队参加第二天上午的阶段意见征询会。

Phase 3 – Change leadership; Synthesizing findings and senior leadership communication to launch implementation

Oct - Nov

- Test/revise new approaches
Have discussions with stakeholders on implementation

Nov 12-13

- Role-play what is needed to lead and manage change
- Refine designs of new approaches with pilots action plans to implement
- Report to management team

Outputs

- Draft new approaches with new pilots and recommended action plans
- Updated Personal development plan on leadership behavioral, and competence aspects

BIP – Timetable for Forum 3, Nov 12/13

第1天

| | |
|-------|--------------------------------|
| 8:00 | |
| 9:00 | 欢迎及介绍 (30分钟) |
| 10:00 | 分析问题解决问题—“7步成诗” 6-7步练习 (120分钟) |
| 11:00 | 午餐 (60分钟) 反馈 |
| 12:00 | |
| 13:00 | 演讲技巧 (300分钟) |
| 14:00 | |
| 15:00 | 茶歇 (15分钟) |
| 16:00 | 高效技巧 (续) |
| 17:00 | |
| 18:00 | 总结 (30分钟) |
| 19:00 | 晚餐及团队修改汇报文件 |
| 20:00 | |

第2天

| | |
|--|-----------------------------|
| | |
| | 启动第2天的内容 (15分钟) |
| | 项目小组准备汇报材料 (90分钟) |
| | 茶歇 (15分钟) |
| | 项目小组准备汇报模拟 (90分钟) |
| | 午餐 (60分钟) |
| | |
| | 项目小组汇报第一组 (90分钟) |
| | |
| | 茶歇 (15分钟) |
| | 项目小组汇报第二组 (90分钟) |
| | 项目团队有效性—总结 (60分钟) |
| | 总结以及下一步工作 (30分钟) |
| | |
| | 价值理念分享晚餐 (Whitney和sponsors) |

1.需要安排高管团队参加第二天下午的汇报会。

Mentorship – Approach

Participants

- 6 program participants

Match

- Match xxx and xxx with xxx
- Match xxx and xxx with xxx
- Match xxx and xxx with xxx

Duration

- Formally 6 months
- However, we hope that this partnership continues well beyond that

Rhythm

- Meet at least 1 time each month with duration no less than 1 hour
- Mentee initiates meeting and prepare for it
- Focus on 2~3 key development area

Tool

- 《IDP》
- 《Each Meeting Note Summary》
- 《Post Program Summary》

Mentorship – GROW Model for Mentors

Goals

Agree on goals for development

Where do you see yourself in the future?
What does success look like for you in the future?
What would you like to achieve?

Reality

Agree on current reality

How do you see yourself now?
What do you see as your strengths and weaknesses?
How do you know this is accurate?

Options

Generate options for achieving goals

What approaches could you take to achieve your goals?
What are the pros and cons of each alternative?
What option(s) will you act on?

Wrap Up

Agree on a plan of action

What steps will you take?
What are the key milestones?
What could get in the way?
What support will you need?

Mentorship – How to Be a Good Mentee?

- **Make it relevant to what is happening today.** Be selfish about what you want to talk about. Ground mentoring in what is going on around you day to day for immediate application and relevance. Be prepared to be active.
- **Be goal orientated AND improvement focused.** Be clear about what you want to get out of each session and revisits your goals before you close. Ensure that self-insight and self-improvement is an overall goal of mentoring
- **Share the whole you.** mentoring is not just about work and being productive, but about helping you to be an effective and authentic leader and this involves being honest about how you feel and how you want to feel
- **Remain open to seeing things differently.** Examine why you think the way you do about people and situations. View things from others' vantage points and develop greater sophistication in your influencing capability
- **Do not let mentoring becoming a singular event.** Make time beforehand to prepare what you want to discuss and commit to action between sessions. This will help you get the most out of your mentor as you can challenge them and review together and this help builds self-sufficiency

Mentorship – Prepare for 1st Meeting

- Resolve any outstanding concerns or queries arising from this mentorship program (e.g. follow up from assessment, information regarding career moves, etc.)
- Complete your development map and your Individual Development Plan
- Share the 2-3 Goals that you want to work on and agree on mentorship protocol and meeting cadence, sign Mentor Agreement
- Orientate your mentor to your business and personal goals and the key stakeholders involved. Walk them through the details of your plan
- Agree outcomes for the mentoring engagement – what you really want to achieve during the sessions together
- Commit to providing feedback directly to your mentor on what is useful / less useful to you

Mentorship – Mentoring Process

Discovery

Timing: July 18 – Aug 12, 2014

- Actions:
- Introduction (July 18)
 - Complete MBTI, Hogan Assessment (July 25)
 - Feedback (Aug 12)
 - 3-Way Facilitation to finalize IDP (Aug 19)

Mentoring (Face to face or via Phone)

Aug 22, 2014 – Feb 18, 2015

- 1st mentoring Session
- 2nd mentoring Session
- 3rd mentoring Session
- 4th mentoring Session
- 5th mentoring Session
- 6th mentoring Session

Progress Review

March 10

- mentor discuss with HR (March 10)

Deliverables:

- *«IDP»*
- *«Mentoring Agreement»*
- *To-do list from each mentoring session – «Note Summary»*
- *Self reflecting feedback*
- *«Post program summary»*

Mentorship – Effective Mentoring Behaviors

| EFFECTIVE | INEFFECTIVE |
|---|--|
| Advisor Sounding board, facilitator | Rescuer Problem fixer, assumes responsibility |
| Protector Supports, is a safety net | Bodyguard Fights mentee's battles, overprotective |
| Coach Provides structure, gives feedback and direction | Svengali Dictates, controls learning |
| Diamond Cutter Suggests, polishes rough edges | Mechanic Wants a quick-fix, insensitive to feelings |
| Broker Identifies resources, develops | Buckpasser Abdicates, doesn't follow-up |
| Challenger Positively provokes, pushes toward highest standards | Adversary Pushes too far too soon, devil's advocate |
| Clarifier Teaches organizational values, politics | Minesweeper Removes obstacles so mentee doesn't have to deal with politics |
| Affirmer Gives needed support, enhances self-esteem | Smotherer Gives too much feedback, discounts mentee's feelings or concerns |
| Sponsor Provides visibility and recognition, advertises talents of mentee | Stinger Promotes mentee at expense of others |

Take immediate actions

| Action Item | Deadline | Owner | Comments |
|---|---------------|-------|--|
| Soft launch | Jul 18 | | <ul style="list-style-type: none"> Start BIP and Mentorship |
| Complete MBTI、Hogan、VERA assessment | By Jul 25 | | <ul style="list-style-type: none"> Read through 《Mentor Guide》 Fill up preliminary 《Talent Profile》 and 《IDP》 |
| Mentor-mentee 1 st meeting | By Aug 1 | | <ul style="list-style-type: none"> Sign up 《Mentoring Agreement》 Establish chemistry, meeting protocol |
| Schedule | By Aug 1 | | |
| BIP Preparation | By Aug 8 | | <ul style="list-style-type: none"> Interview key stakeholders Define BIP, objective and scope Formulate initial project charter |
| Finalize Genesis Park program details, i.e. timetable, investment | By Aug 12 | | |
| Hard launch | Aug 12 | | |
| Forum 1 | Aug 13/14 | | <ul style="list-style-type: none"> McKinsey's Problem Solving 7 Steps and Effective Interview |
| Feedback and 3-way facilitation to finalize IDP | Aug 19 | | |
| Dinner with Whitney | By end of Aug | | |

All materials
will be
presented in
English

Fill Up 《Talent Profile》

| Talent Profile | | | | Date of Submission: | | | | | | | | | | | | |
|---|---------------------|------------|---|---------------------|--|---|-------------------------------|------------------------|------------------|--|--------|----------------------------|-------------------------|--|---------|--|
| Name: | | Location: | | Position Title: | | Start Date in Current Level: | | Department: | | Sub Team: | | Manager Name: | | | | |
| Biographical Information | | | | | | Performance / Potential | | | | Assessment (to be filled by participants and calibrated by Mentor) | | | | | | |
| Insert Photo | Citizenship: | | Latest PASS Rating: | | Genesis Core Values 3= Role Model 2= Effective 1- Area to leverage | | Potential | | Integrity | | | | | | | |
| | Degree/Major: | | Performance Trend: | | | | Open and Inclusiveness | | | | | | | | | |
| | College/University: | | English Proficiency: | | | | Agreesiveness | | | | | | | | | |
| | Date of Hire: | | *Risk of Leaving: | | | | Mission and Accountable | | | | | | | | | |
| | Manager & Title: | | *MBTI type: | | | | Professional and Appreciation | | | | | | | | | |
| | | | VERA type | | | | | | | | | | | | | |
| Genesis Key Work Experience: 5 Most Recent (Start from most recent job) | | | | | | Career Mapping (list key career experience you experienced) | | | | Genesis Leadership Competencies | | | | | | |
| From (MM/YY) | To (MM/YY) | Title, Org | Responsibilities (Describe in one-line. <= 60 characters) | Turnaround | Start-up | P & L | Project Management | Development Management | Oversea Exposure | People Management | Awards | Professional Accreditation | Strategic Planning | | | |
| | | | | | | | | | | | | | Decisive and Judgement | | | |
| | | | | | | | | | | | | | Collaboration | | | |
| | | | | | | | | | | | | | Leading Team | | | |
| | | | | | | | | | | | | | Communication Influence | | | |
| | | | | | | | | | | | | | Self Management | | | |
| External Work Experience: 5 Most Recent | | | | | | Career Mapping (list key career experience you experienced) | | | | Observation and Comments from Assessment Center | | | | | | |
| | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | Career Aspiration | | Timing: | |
| Major Accomplishments During the Past 12 Months | | | | | | Self Identified Development Areas | | | | | | | | | | |
| | | | | | | | | | | 1) | | | | | | |
| | | | | | | | | | | 2) | | | | | | |
| | | | | | | | | | | 3) | | | | | | |

*NOTE: Highly confidential, exclusively for HR and Management Use.

Identify Improvement Priorities and Fill Up 《IDP》

| IMPROVEMENT PRIORITY 1: xxx | | | |
|------------------------------------|--|-------------------------|-----------------|
| Success Factor: | <p><i>I know I will have enhanced my leadership effectiveness in this area when....</i></p> <ul style="list-style-type: none"> • xx | | |
| Mantra: | <p><i>Every time, I am in the following situationI will.....</i></p> <ul style="list-style-type: none"> • • | | |
| Actions: | <p><i>What else would help?</i></p> <ul style="list-style-type: none"> • xxx | <i>Who can support?</i> | <i>By when?</i> |
| Comments: | | | |

《IDP》 Sample

IMPROVEMENT PRIORITY 1: Be an effective communication even when under stress

| | | | |
|------------------------|--|--------------------------------|------------------------|
| Success Factor: | <p><i>I know I will have enhanced my leadership effectiveness in this area when....</i></p> <ul style="list-style-type: none"> • There is no argumentative emails exchange with BUs, peers and supervisor • Rob acknowledges my improvement in communication • BUs (esp PWL) view me as a poised collaborative communicator | | |
| Mantra: | <p><i>Every time, I am in the following situation I will.....</i></p> <ul style="list-style-type: none"> • Every time I finish a sensitive email, I will read them a few times wearing hats from others parties • When I have tough situation, i.e. difficult emails, I will proactively talk to Rob for advise • Every time, there are conflicts, I will call rather than using emails | | |
| Actions: | <p><i>What else would help?</i></p> <ul style="list-style-type: none"> • Proactively seek advise from Rob to deal with difficult emails, i.e. allow Rob to review drafted email before sending out • Ask broader group of staffs opinions in addressing issues via emails and acknowledge their contribution • Consult Rob on some BU related business decisions without feeling obligated to respond internal emails immediately | <p><i>Who can support?</i></p> | <p><i>By when?</i></p> |
| Comments: | <ul style="list-style-type: none"> • Hiring a staff in China (Rob) • Move to a new office in Pu Xi (Rob) • PWL BU's China Account support strategy (BU) • RFID China promotion Strategy (All Staff and Rob) | | |

Mentorship – Read Through «Mentoring Guide»

A Guide for Mentoring at Genesis[®]

July 2014¹

Mentoring at Genesis[®]

What is mentoring?¹

- Good question! Mentoring joins two people together to achieve specific objectives for skills growth and development. Simply put, the mentor has the skills, knowledge and experience that the mentee needs.
- The mentor agrees to share this know-how and act as a role model. The mentee agrees to make a conscientious effort to acquire the development offered by this program. In some instances, the mentor may have more than one mentee, and a mentee may have more than one mentor.

Why is mentoring so important in today's Genesis?²

- Mentoring is not a new concept in business. Throughout history, we have looked to various leaders – religious, secular, even athletes – as role models. We expect people in these positions to “set a good example” so that we may learn from them.
- Life in Genesis is no exception. At every level of the organization, different knowledge, skills and understanding of the infrastructure are needed to make an impact. We are probably wasting a lot of time if we ignore the experiences of others in Genesis who have “been there, done that” in areas that are new to us. Utilizing their knowledge and experience will help to shorten the time required to learn³ new skills. A good mentoring program connects the experienced and the newcomers so that “business smarts” can be passed on.
- Competition and changing technologies are putting pressure on businesses to make improvements in cost, quality, speed and service at rates never required before. Organizations are realizing that they must become “learning organizations” and deploy the skills and knowledge they have quickly throughout the business to respond to these pressures. Mentoring is an important tool in the development of the learning organization.

What are the characteristics of good mentors and mentees?³

- Both mentor and mentee have to have certain characteristics.
- The mentee must be:
 - goal oriented
 - motivated to take responsibility for self-directed growth
 - active in seeking development opportunities
 - receptive to feedback and coaching
- In other words, the mentee must have an ambition beyond his or her current role in Genesis. The ambitions must mesh with the goals which Genesis has set for itself. Finally, the mentee must be “coachable” – willing to accept and consider constructive criticism that may not always be positive.
- The mentor needs to:
 - have the experience, skills and knowledge needed by the mentee
 - be able to listen and provide feedback and coaching
 - be willing to take responsibility for the mentoring relationship
 - be regarded as successful
 - have strong interpersonal skills
 - recognize the value of a diverse workforce

Mentoring at Genesis[®]

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Mentoring at Genesis[®]

First and foremost, if the mentor doesn't have the skills and knowledge which the mentee needs, there is no point in developing the relationship. The most capable mentors are also seen as successful either jobs and combative with ambiguity and diversity. Finally, if you are a manager, you may be either a mentor or mentee – perhaps both simultaneously! Keep that in mind as you study the two roles in this Guide.

What are the responsibilities of the mentor?¹

- The mentor:
 - Assists in developing the mentee & shares ownership of the relationship
 - Is able to role model, support and interact with the mentee
 - Provides open, honest feedback necessary for growth
 - Helps provide seeks opportunities for the mentee's development
 - Encourages excellence and gives direction to the mentee

What are the responsibilities of the mentee?¹

- The mentee:
 - Initiates and directs the mentoring process
 - Accepts open, honest, direct feedback in a non-defensive manner
 - Helps to set realistic expectations and actively works towards them
 - Accepts responsibility for own growth and development
- The **Tools** section of this Guide will give you examples of a Mentoring Agreement and IOP, a mentoring readiness assessment and an after-the-fact evaluation. It is recommended that both the mentor and mentee complete these documents to ensure a successful mentoring relationship.

What's in it for everyone?¹

• A mentoring program has distinct benefits for everyone: the mentor, the mentee, and Genesis.

| For the Mentor it... | For the Mentee it... | For Genesis it... |
|--|---|---|
| Builds network | Develops network | Disciplined approach to managing valuable skills assets |
| Enhance Leadership / Coaching Skills | Develop technical and professional skills | Leverage leadership, improve communication and coaching skills of our leaders |
| Gain new perspectives | Receive career guidance | Rapid, targeted skills development |
| Gain satisfaction from aiding in development | Obtain increased visibility | Expandable across organizations and geographies |

• Genesis's success depends on the expertise we bring to market. No matter what job we do, we all need to continuously improve our skills in order to win in the marketplace, execute with speed, and team effectively throughout the company.

Mentoring at Genesis[®]

Overview¹

At some point in every person's career, you need help and assistance to grow your skills. Company sponsored training will give you a strong foundation, but at times you need to enhance this knowledge with additional assistance from a skilled expert. This is what a mentoring program is all about – allowing you to seek assistance to grow and increase your skills and knowledge in order to develop your potential to be a leader in the future of the company.

• Every organization – and Genesis is no exception – must not only develop its people to effectively run the business – it must also be fostering the next generation of talent. This is critical to the survival of the business.

Mentoring at Genesis[®]

Mentoring: How do we go about it?¹

- Want to get started? Genesis's approach to mentoring is largely informal and self-directed. Mentees select their own mentors, and the mentors agree to perform this service. However, you may need assistance in selecting a mentor who can help you meet your objectives in the relationship. Start by looking at your current working relationships and existing network for potential mentors. If you need further assistance, you can discuss this with your manager or peers.
- The following steps will guide you through an informal program.

Types of Mentoring Relationships¹

- In Genesis there are different types of mentoring relationships. These are:
 - **Skills** – To grow proficiency through experience based learning
 - **New Employee** – Guiding a person to learn about the Genesis culture and processes
 - **Diversity (Culture)** – Understanding and accommodating human and cultural differences to maximize potential contribution of all segments of the population
 - **Certification (Re-Certification)** – Gaining guidance and knowledge to prepare for certification or re-certification
- Usually, a mentoring relationship will only be based in one of these types. When looking for a mentor, look for someone who exhibits strengths in the type of mentoring you are seeking.
- It is possible that you will be involved in several mentoring relationships at the same time. It is also possible that you could be a mentee in one of these types and at the same time be a mentor in another. A mentor can have more than one mentee and a mentee can have more than one mentor. Each partnership has a separate Mentoring Agreement.

Getting Ready¹

- Whether you are involved in this process as a mentor or mentee, getting ready starts with identifying your goals. Before the first meeting, you should complete either the **Mentee Readiness Checklist** or the **Mentor Readiness Checklist**, as appropriate. Both of these are in the **Tools** section of this Guide.
- As a general rule, the mentor selected should be outside the mentee's management reporting structure. A mentor is typically not the mentee's immediate manager, nor in the direct or indirect line of supervision. If the mentee has difficulty in selecting a mentor, the manager and / or colleagues could be consulted.
- The mentee should consider one other question: Would his or her mentoring goals be helped by working with a mentor of a different gender or race?

Mentorship – Sign 《Mentoring Agreement》



Mentoring Agreement

Note: Before the first meeting, the mentor and mentee each complete the form independently. During the meeting, jointly review and discuss each partner's perspective. Then come to an agreement on each item. Both mentor and mentee sign and date the form. The mentee is responsible for keeping the form and reviewing/updating as the need arises.

| | |
|---|--|
| Meetings | |
| how often will we meeting | |
| for how long | |
| when and where will we meet | |
| who will be responsible for scheduling the meetings | |
| how will unplanned changes be handled? Are there any foreseen changes in professional responsibilities and/or workload in the near future? Are there any other changes anticipated? | |
| Expectations | |
| what type of assistance does the mentee need from mentor | |
| are any topics of urgent interests? | |
| what's the desired outcome of our partnership? | |
| what are the benefits for each other? | |
| what ground rules for our discussion (e.g. confidentiality, openness, candor, turthfulness, etc) | |
| what character does the mentor expect from the mentee | |
| what character does the mentee expect from the mentor | |
| are any topics "off limits" | |
| how will we keep the mentee's manager informed | |
| if problems arise, how will they be resolved | |
| how long do we think the mentoring relationship will last (at least 6 months)?and, how we will know the mentoring relationship served its purpose and 'graduation' should occur? | |
| any additional issues/areas we have discussed and agreed to: | |
| Mentor signature | |
| Mentee signature | |

Mentorship – Record 《Each Meeting Summary》

Meeting date: xxx

Meeting time: xxx

Meeting location: xxx

1) What are your objectives for this meeting?

- _____

Actions to be completed before next meeting:

- Xxxxx

2) What are the areas / issues you wish to discuss in the meeting?

- _____

3) Notes from meeting: record any key points / insights that are useful to you

- xxxxx.

- Date of next meeting: xxx

Mentorship – Record 《Post Program Summary》

Goals

- Be an effective communicator under stress

- xx

Development progress made

- xx

- “xxx

Other Progress

- _____

Suggestions

- xxxx

晋升环节的人才识别和评鉴

2014年首次全部leaders能力测评

360 degree 1-1 dialogue and Assessment to reflect Competency Profiling

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2014年首次应用到晋升测评中

Promotion Presentation + Panel Assessment



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6



7

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| 提名/面试 | 晋升/面试 |
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体验环节的跟进

年度体验及敬业度测评



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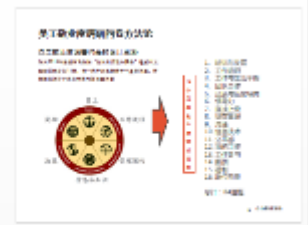
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