



知享会

HR Excellence  
Center

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# China's Staff Coach



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# 员工顾客利益链

## Employee Customer Profit Chain

- Recruit, develop, manage and engage our people to support rapid but sustainable business growth and best in class customer service.

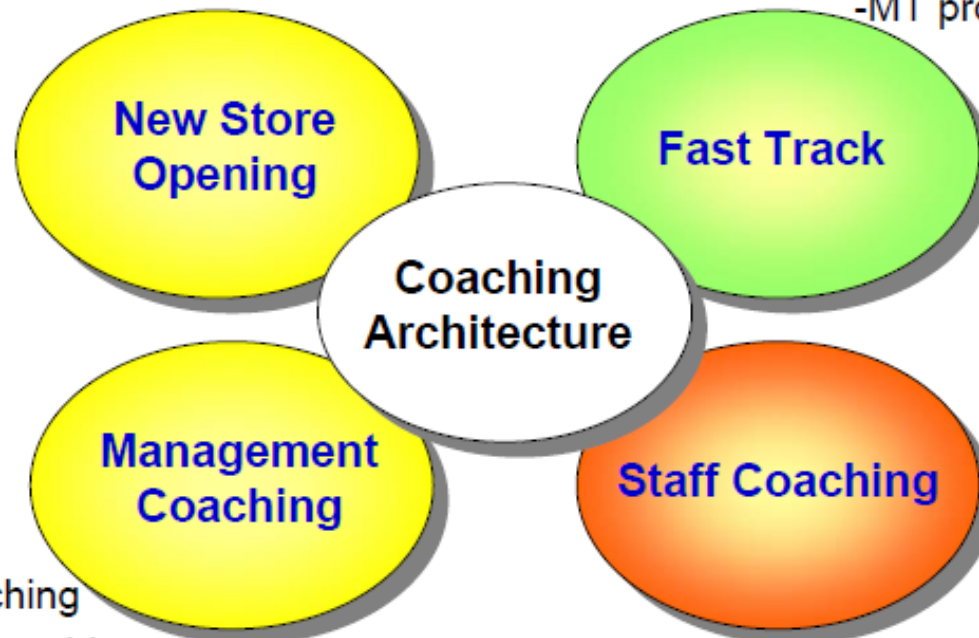


# 员工激励：辅导系统

## Employee Engagement: Coaching System

- On-boarding for new employees
- Transition coaching - acquisition

- Operation leader pipeline
- Career development
- MT program



- Performance coaching
- Succession plan coaching
- Project coaching
- Cross function coaching
- Retention

- Skill coaching
- Management coaching

# 管理能力框架

# Management Competency Framework

## People

Self

Engaging &  
Leading Team

Leadership

## Business

Customer  
Focus

Sales &  
Profit

Processes  
Management



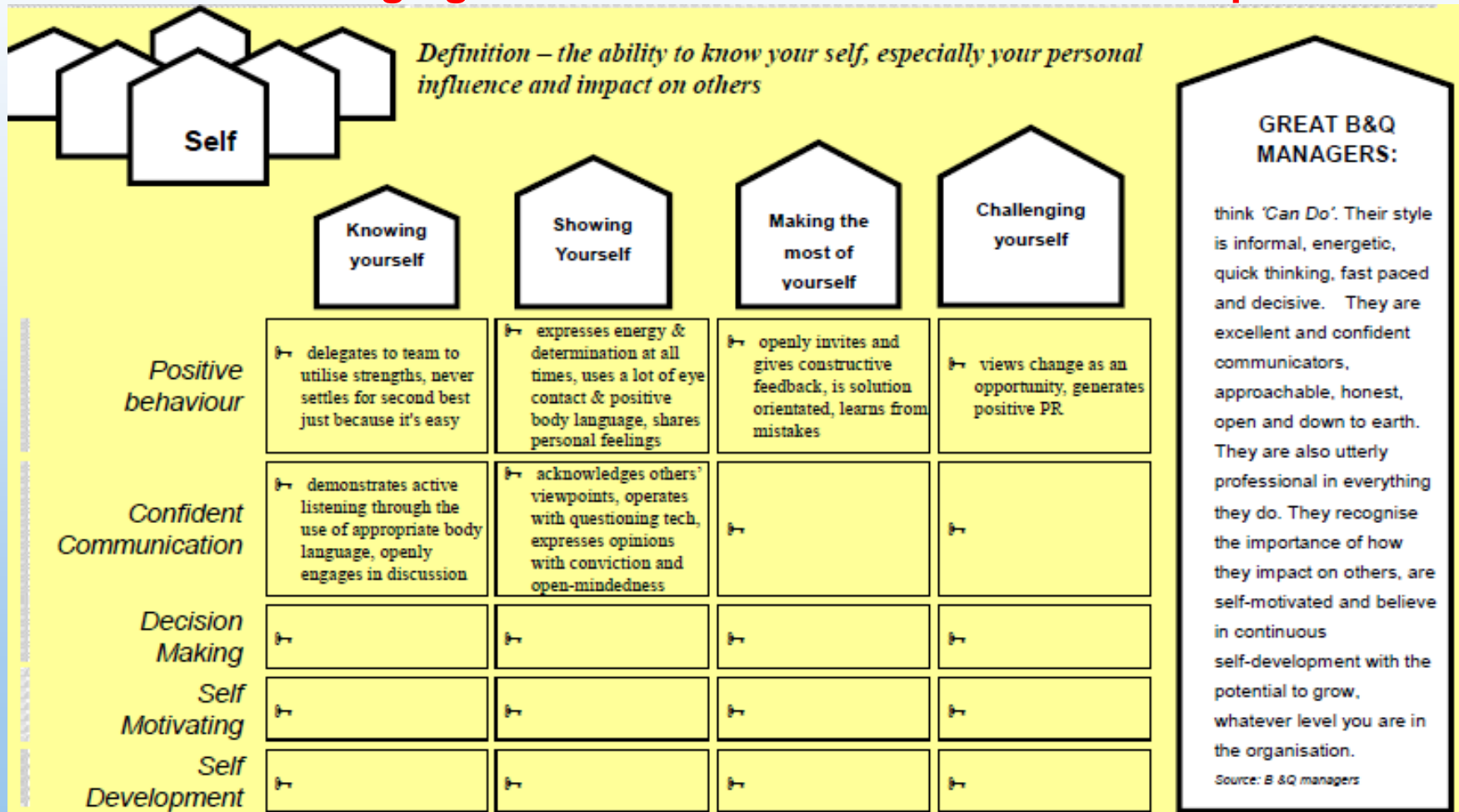
# 管理能力框架

# Management Competency Framework

SELF	TEAM	CUSTOMER FOCUS	SALES & PROFIT	PROCESSES MANAGEMENT	LEADERSHIP
<b>Core Competencies</b>					
<ul style="list-style-type: none"><li>•positive behavior</li><li>•confidently communicating</li></ul>	<ul style="list-style-type: none"><li>•team spirit</li><li>•communicating</li><li>•engaging team</li></ul>	<ul style="list-style-type: none"><li>•understand customer needs</li><li>•setting standard</li><li>•demonstrate business acumen</li></ul>	<ul style="list-style-type: none"><li>•best use of resources</li></ul>	<ul style="list-style-type: none"><li>•using process well</li><li>•using information effectively</li><li>•planning &amp; prioritizing</li></ul>	<ul style="list-style-type: none"><li>•developing others</li></ul>
<b>Key Drivers</b>					
<ul style="list-style-type: none"><li>•decision making</li><li>•motivating</li><li>•self development</li></ul>	<ul style="list-style-type: none"><li>•inspiring</li><li>•acting with can do</li></ul>		<ul style="list-style-type: none"><li>•understanding local market</li><li>•driving sales</li></ul>		<ul style="list-style-type: none"><li>•leading with energy</li><li>•leading purpose &amp; value</li><li>•coaching &amp; mentoring</li><li>•creating the right atmosphere</li></ul>

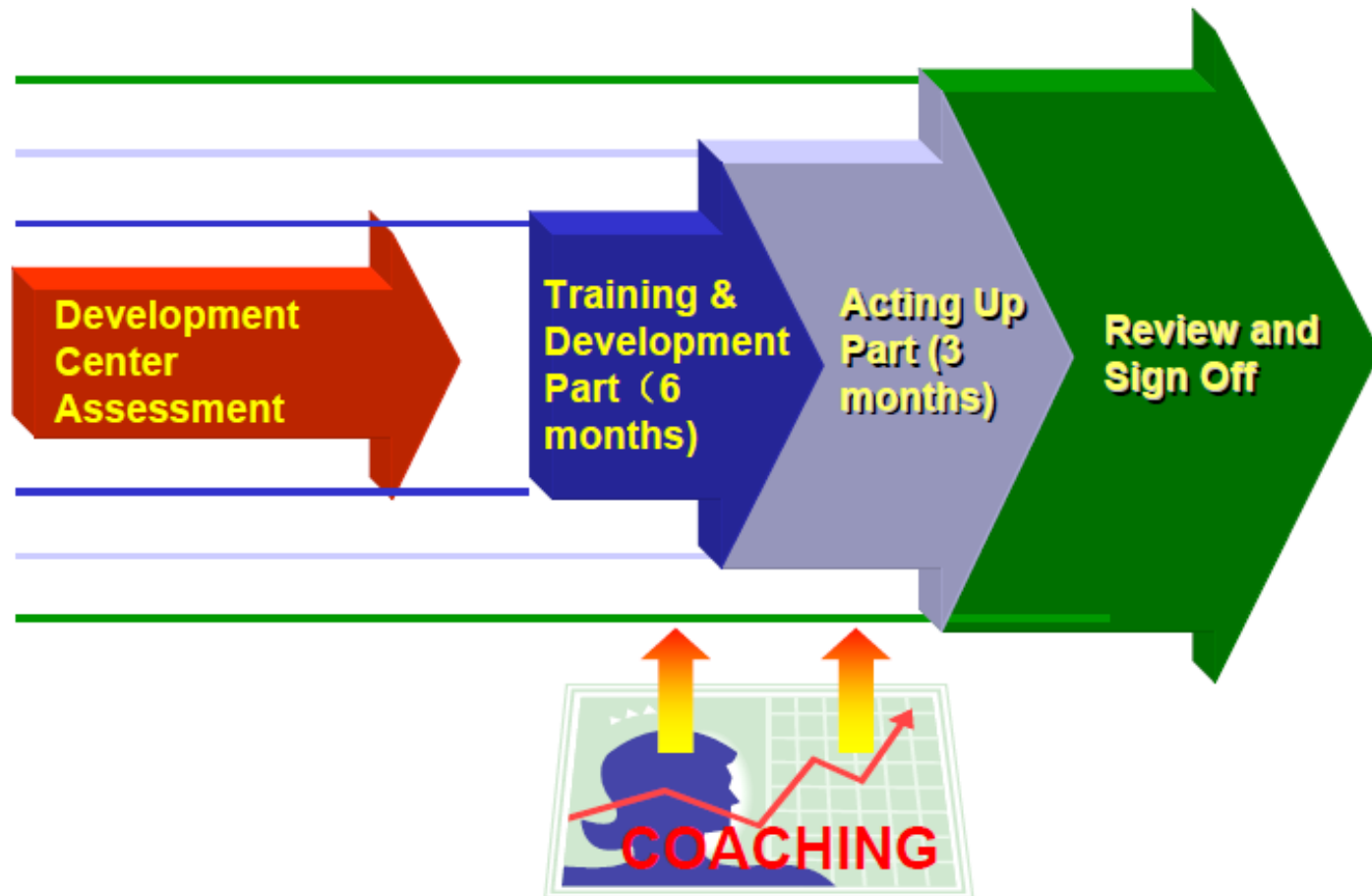
# Management Competency Framework (Sample)

## Self – Managing Self for Personal and Professional Impact



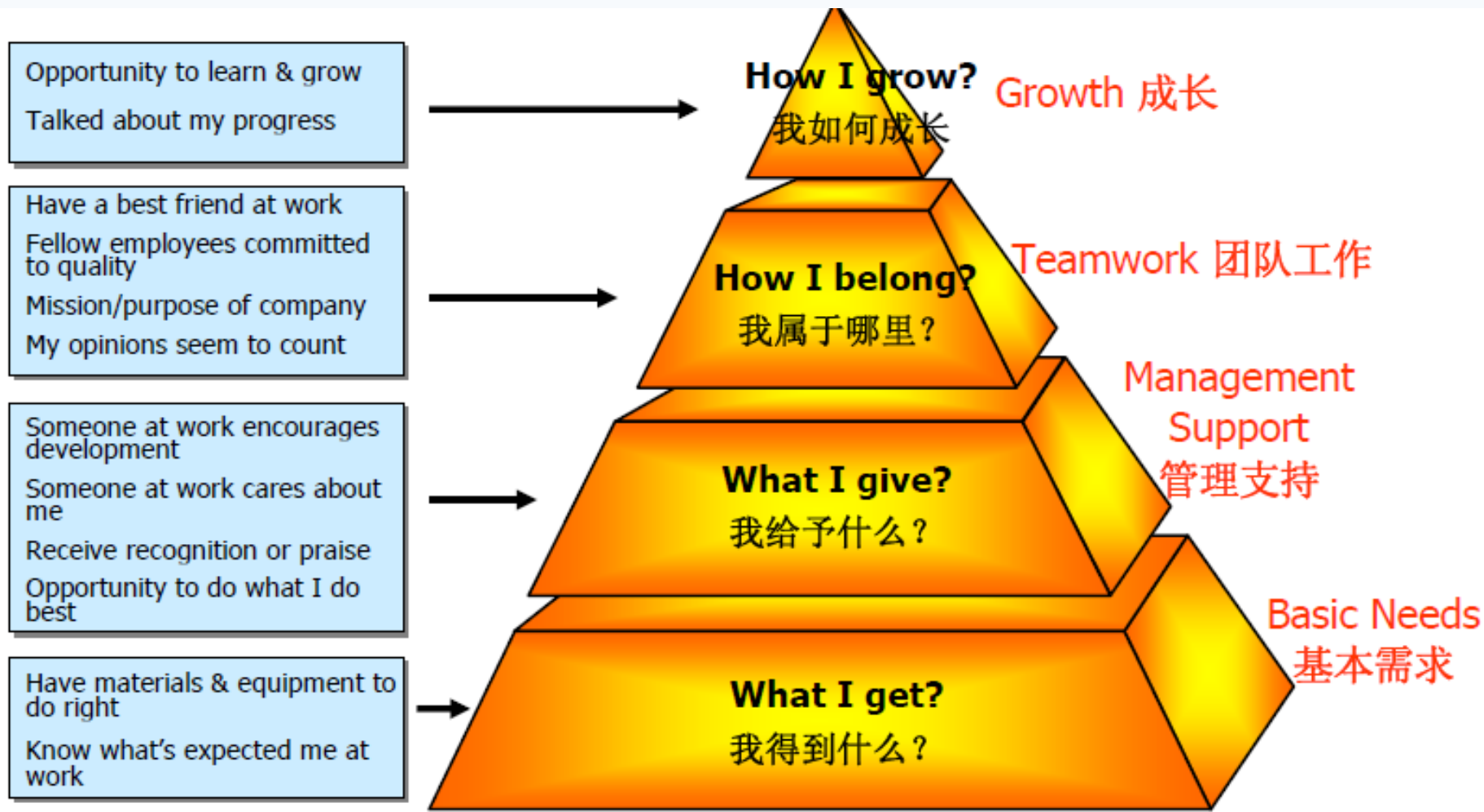
# Fast Track – Operation Leader Pipeline (Sample for Level 3)

**A recognized internal route to promotion for Store Managers who have been identified as having potential to fulfill a General Store Manager role within 9 months**



# 管理支持金字塔

## Management Support in Pyramid



## **G**oal 目标

What do you want to achieve during this review?

What would you like to happen that's not happening now?

Today we will review your completed learning modules from last month.

Give you some feedback regarding your performance on X department this month.

## **W**ay Forward 路径

Let's set your objectives for the next 4 weeks.

When will we meet again?

How will you know you have been successful?

When are you going to complete that?

## **R**eality 现实

What's happening at the moment?

How do you feel you have performed this month?

Tell me what you did?

How often does this happen?

How did that help?

What have you learnt?

## **O**ption 选项

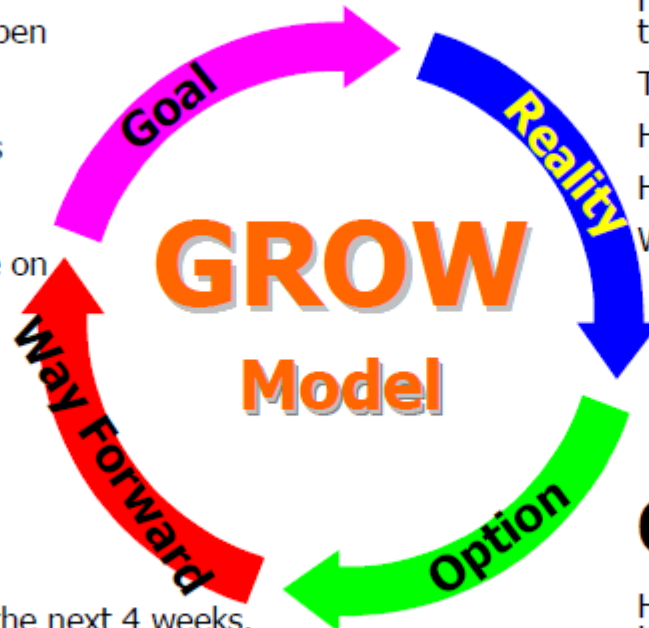
How will you do it differently next time?

Do you need any further help? Who can do this?

Is this the best store to learn that in?

Which is the best action to take?

How will complete this learning?



# 员工教练做什么？



## What Does A Staff Coach Do?

- 帮助新员工尽快适应公司文化和运作标准  
Help new employees adapt themselves to company culture and SOP as soon as possible
- 帮助部门同事学习部门产品知识  
Help department colleagues learn product knowledge
- 帮助部门同事熟悉部门SOP流程  
Help department colleagues get familiar with SOP
- 引领本部门同事严格执行工作标准  
Lead department colleagues follow working standard strictly
- 以积极向上的态度鼓舞和感染其他同事  
Engage and motivate colleagues with positive attitude
- 利用晨会开展形式多样的活动，让同事在游戏中学习  
Develop all kinds of activities at “Morning Brief” so as to let colleagues learn out of the games
- 还有我们——培训协调员，虽然我们是员工教练的预备部队，但我们可是新开店 培训工作的中坚力量  
And don't forget us –training coordinator; though we are the back up team for staff coach, we are the main force for the new store training work.

# 把握机会表现自己，挑战新高度



## Take the Opportunity to Present Themselves

- 部门内部培训的授课和组织：如PK、SOP  
Organize & deliver internal training such as PK, SOP within department
- 培训室大课讲授：如新员工入职培训、PK公开课  
Classroom training: Induction for new employees, and PK public etc.
- 晨会风采展示：如讲解PK、小品表演  
Morning Brief: deliver PK, role play
- 各类竞赛活动的活跃分子和部门领军人物  
Active in various contests and being as leaders in departments
- 员工教练板报园地  
Staff coach whiteboard

# 月度会议

## Monthly Meeting



- 上月工作总结  
Summary of last month
- 演讲：亮点与经验分享  
Presentation: good points and experience sharing
- 培训重点调整  
Update training plan
- 心理调节  
Psychologically adjust
- 培养良好的工作习惯  
Cultivate good working habits
- 进行相关培训  
Implement relevant training

# 制度激励

## Motivation System



- 月度员工教练津贴

**Monthly staff coach allowance**

- 年度评优

**Annual performance appraisal**

- 员工/促销员、上级主管、培训专员三方打分，评出最佳与优秀员工教练

**Evaluate the best and good staff coach by staff/promoter, supervisor, and training specialist**

- “未来经理人”项目的优先考虑对象

**Prioritized to be selected in “Fast Track” program**

# 营造员工教练的团队氛围

## Build up Team Environment for Staff Coach

- 内部BBS的建立  
Establish the internal BBS communication
- 丰富多彩的户外、户内员工教练活动加强了团队建设  
Organize colorful outdoor and indoor staff coach activities to reinforce team building





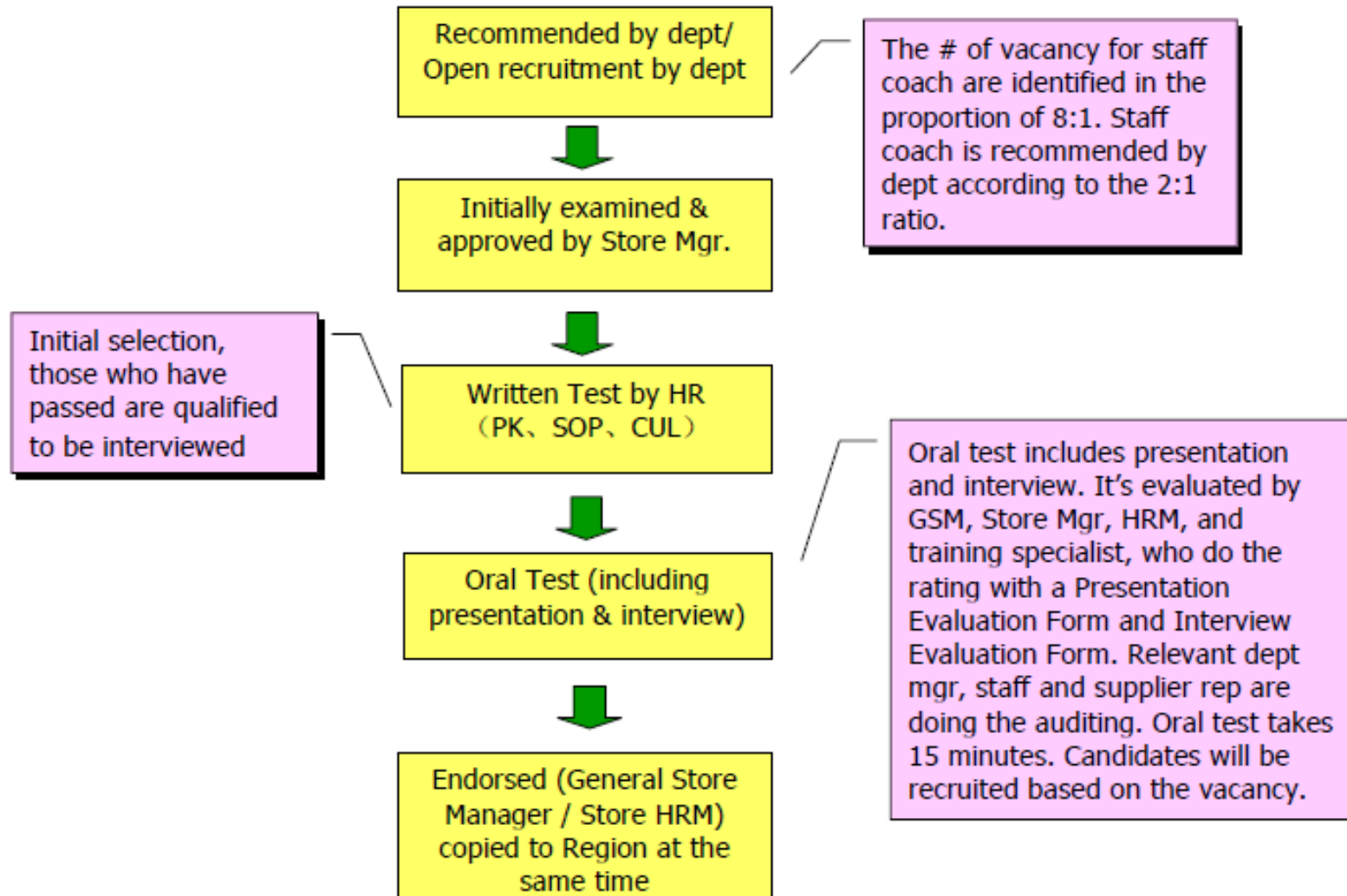
- ▶ Have rich product knowledge & skillful working skills
- ▶ Know company's policy, welfare, culture and history



- ▶ Have rich product knowledge & skillful working skills
- ▶ Always accountable to do his/her job
- ▶ Make efforts to build up family atmosphere to hold and care people in his/her department and store
- ▶ Show active, enthusiastic and helping attitude
- ▶ Never stop learning; constantly update knowledge & skill
- ▶ Based on company value, act as role model in daily work
- ▶ Establish good people relationship, truly care for staff
- ▶ Have high professional ethics; patient & understanding

# 员工教练选拔流程

## Staff Coach Selection Process



# 员工教练项目启动

## Launching A Staff Coach Project

General Store Mgr and HRM  
award Staff Coach badges  
during Morning Brief Meeting



Staff Coaches present  
themselves and talk about how  
to become a good coach



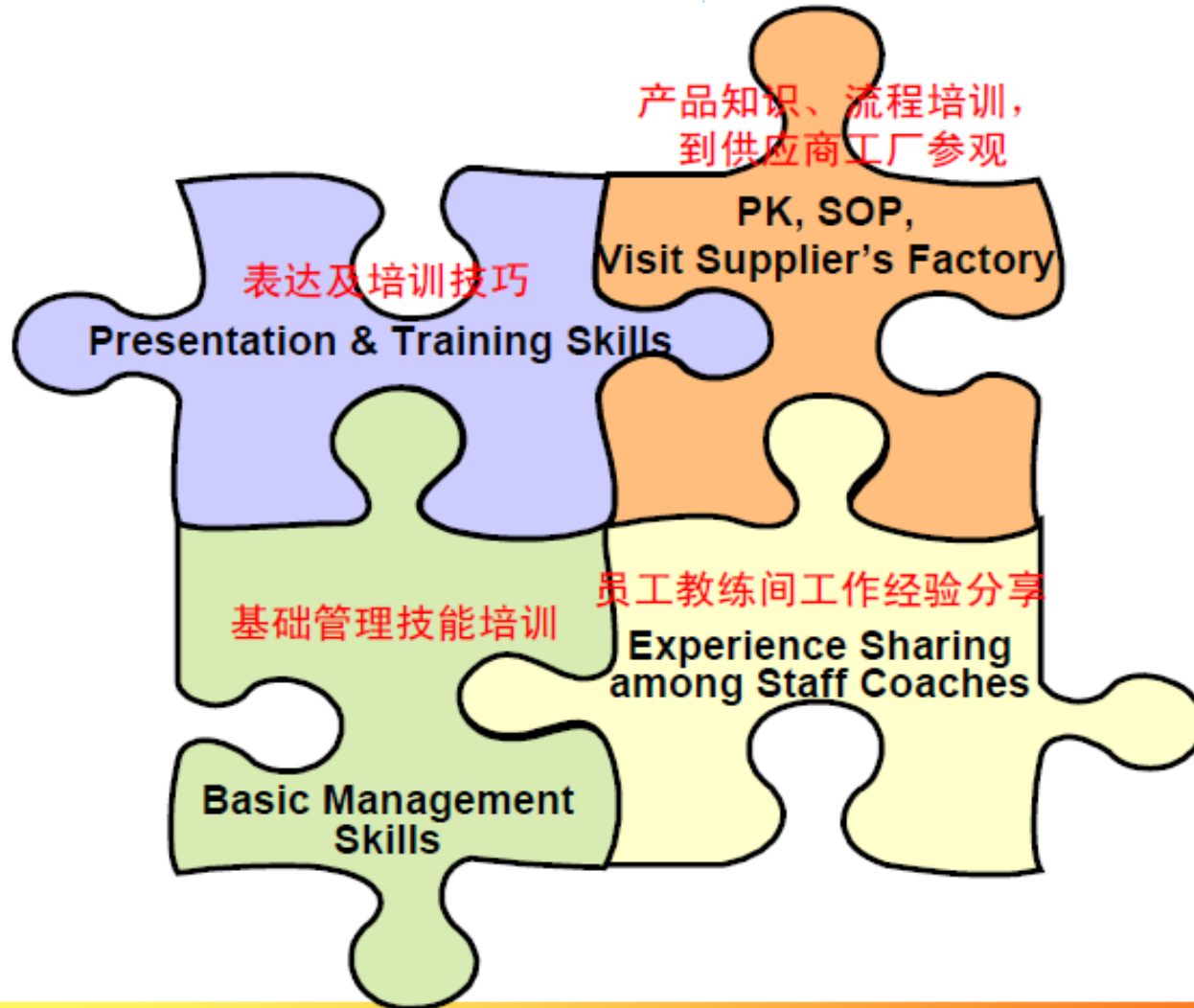
On Staff Coach launching day,  
work requirement for everyone  
is clarified; relevant training  
starts.



新任员工教练

# 员工教练会接受哪些培训？

## What Kind of Training Staff Coach Get?



# 员工教练是终身制的吗？

## Is Staff Coach's Job Permanent?



员工教练资格终止或撤消的情况如下

**The qualification of Staff Coach is terminated or withdrawn –**

- 员工教练升职或转职

When the staff coach is promoted or transferred

- 员工教练的日常工作出现重大失误或工作表现下滑时

When the staff coach made a serious error or his/her performance is turning worse

- 员工教练未履行好其员工教练职责时

When the staff coach didn't execute his/her responsibility well

- 员工教练自愿放弃教练资格

When the staff coach gives up the qualification of the Coach

- 员工教练辞职、自动离职或遭解聘时

When the staff coach resigns/leaves his/her job; or is dismissed

# 员工教练是终身制的吗？

## Is Staff Coach's Job Permanent?



- 评估由培训专员评估、部门经理/主管评估、部门员工评估3个部分组成

The assessment includes training specialist's evaluation, dept manager/supervisor's evaluation and staff's evaluation

- 培训专员、部门经理/主管以及员工教练所在部门员工及部门内的新店实员工依照《员工教练半年度评估表（培训专员、主管、新员工）》中的要求对员工教练在评估期的表现进行打分

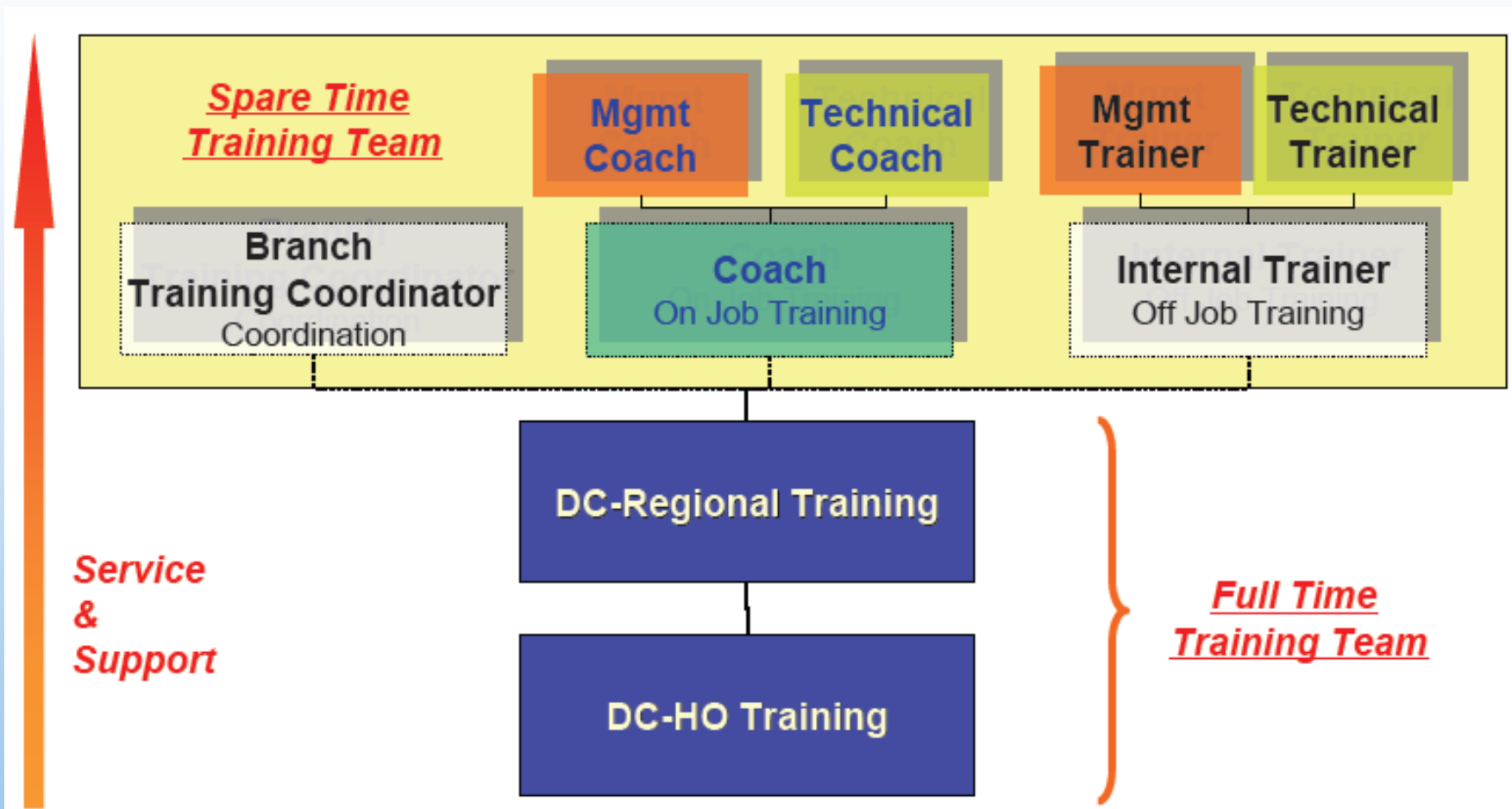
The staff coach's performance is evaluated in accordance with what is required in the form "staff coach evaluation"

- 最终评估得分 = 培训专员评估分数 \* 40% + 部门经理/主管评估平均分数% + 部门员工评估平均分数 \* 2 \* 20%。

The final evaluation = training specialist's evaluation \* 40% + dept manager/supervisor's evaluation \* 40% + staff's evaluation \* 2 \* 20%

# 装潢中心员工教练在培训体系中的角色

## DC Staff Coach's Role in Training System



# 装潢中心教练型培训管理体系

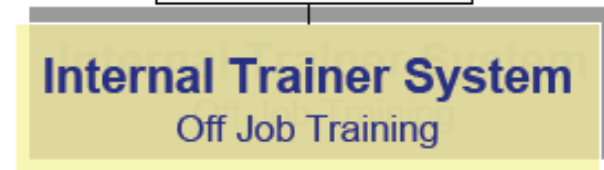
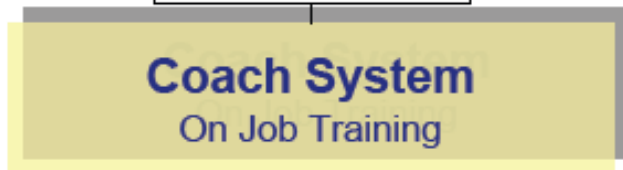
## DC Staff Coaching Management System

Tech Coach & Trainer Cultivate:

Mgmt Coach & Trainer Cultivate:

### DC Tech Talent

### DC Mgmt Talent



# 创造一种教练文化会带来丰厚的回报

## Investing Time In Creating A Coaching Culture

**Average return of more than six times what the coaching had cost their business**