



基于人才盘点的组织人才发展

迅达（中国） 杜娟

2019.5.15

基于人才盘点的组织人才发展

-未来高潜领导力梯队建设

-关键业务战略岗位的人才培养



*Finding and developing
the right person
...is key to the future*

未来高潜领导力梯队建设

SCDP Program Overview

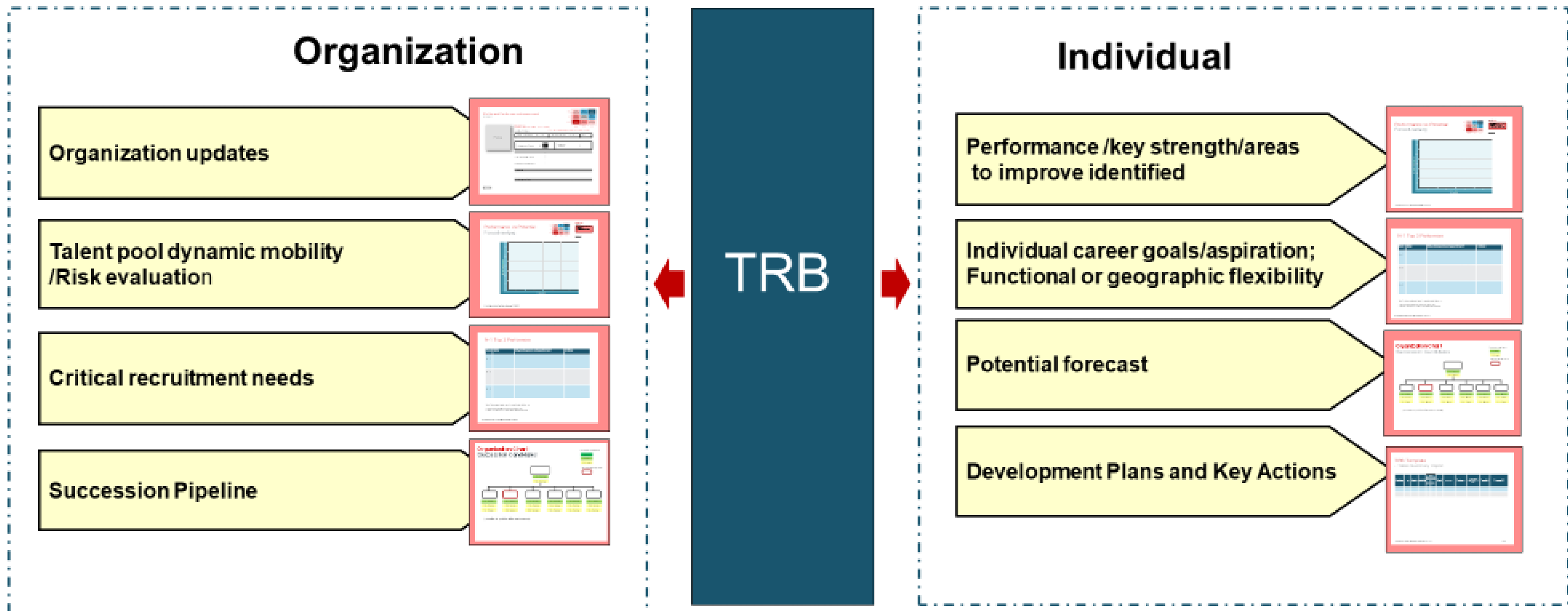
...the SCDP life cycle from selection till graduation.

- **Talent Reviews**
 - Organization's pipeline
 - Talent profile & readiness
 - Individual performance, potential and development plans



TRB Outputs

Quality data is key to success



Talent Review Result

Individual Profile

Jimmy Sun – Quality Manager (3.25Y) → Current position and years on current position

From	To	BU	Position
8/30/2006	9/30/2010	**	**
10/1/2010	3/31/2011	**	**
4/1/2011	8/31/2014	**	**
1/1/2014	now	**	**

-ACF (from PDD):

Leading and managing people	2
Deciding and initiating actions	2
Working with people	2
Living principles and values	2
Building and networking	3
Presenting and communicating information	3
Applying experience and technology	2
Analyzing	3
Learning and predicting	4
Formulating strategies and concepts	2
Planning and organizing	2
Anticipating results and meeting customer expectations	2
Facilitating instructions and procedures	1
Reacting and responding to change	2
Dealing with pressure and setbacks	4
Achieving work goals and objectives	3
Entrepreneurial and commercial thinking	3

-Others:

Financial knowledge	3
Product knowledge GB	3
Coaching skills	2

-TR in 2013: H-H
-TR in 2014: H-M

-DC in 2013: ***
-DC in 2014: ***

-Portfolio Exclusiveness High
Medium
Low

Potential	Competency		
	L	M	H
H			
M			
L			

-Retention Risk: 1

-Successor

***	Ready Now
***	Ready 1-3Y
***	Ready 3-5Y

-IDP

Objectives	Approach
-6 SIGMAS GB -6 SIGMAS BB -CAT A and NCE databases	-ASQ -External Training Workshop (Individual Team) -Self

-Career Potential

- Growth into Hi-Potential Pool with a higher level within the next 12 months
- Well performing with growth potential with the next 2 to 3 years
- Stay in current job
- Review job fit

SAMPLE

EXPERIENCE
COMPETENCY

POTENTIAL
RESULTS

-DISC

-Potential Forecast:
Foundation Dimension: 8
Growth Dimension: 9
Career Dimension: 8

-Flexibility:
Manufacturing/ Quality
Ready 1-3Y
Management Role

-KPI in 2013: 96.25%
-KPI in 2014: 90%
-Others if any:

Review memo

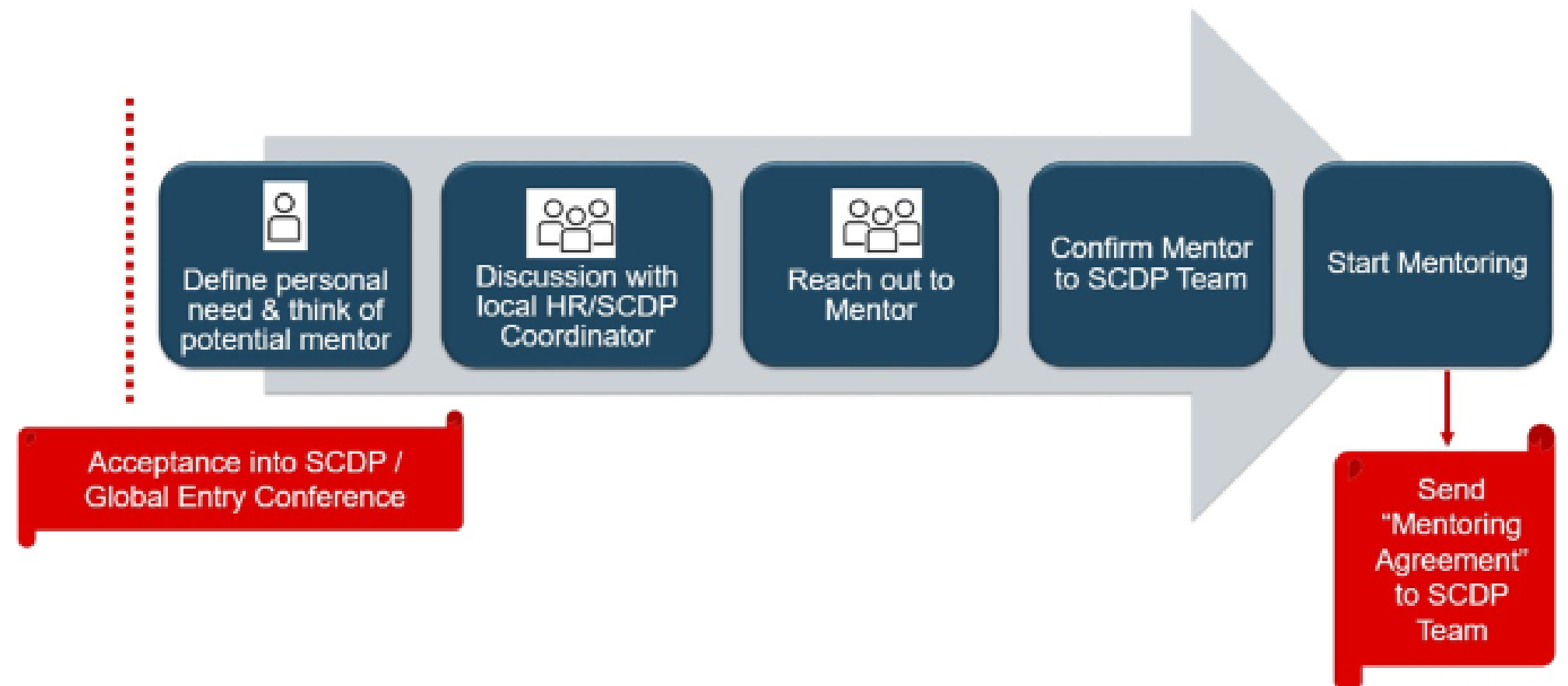
Strength	To Develop
<ul style="list-style-type: none"> -Good presentation and communication -Very strong comprehensive analysis -Good at cost control -Have good relationship with team member 	<ul style="list-style-type: none"> -Make clear decisions -Persuading & influencing skills -Structured coaching skills -Innovate new ideas, approaches and solutions

SCDP Coaching & Mentoring

The goal is to ensure the SCDP mentorship provides the opportunity to SCDPs to realize both professional and personal development goals, as well as enable our organization to build talents internally.

Why do we believe the SCDP Coaching & mentoring is beneficial:

- Mentoring - "Learning through others" (70-20-10) – important and crucial part of people development
- Well-established and rewarding experience for all involved parties
- Aligned with other development programs within Company



SCDP Strategic Team Challenge (STC)

The STC is one of the major development activities within the SCDP program. It allows SCDP to have visibility to other parts of the business, Senior Management exposure and to diverse countries. Every year nominated for the STC. Both project topics are selected and specified to our **global strategic priorities**.



关键业务战略岗位的人才培养

Strategic Job Families (SJF)

Talent Review Scope

Leadership



Expert



SJF



...are those positions that will potentially stop operations if vacated. To strengthen the selected position holders' knowledge, skills, attitude and behaviors to successfully deliver the desired business results.

SJF Readiness Key Focus

On Board

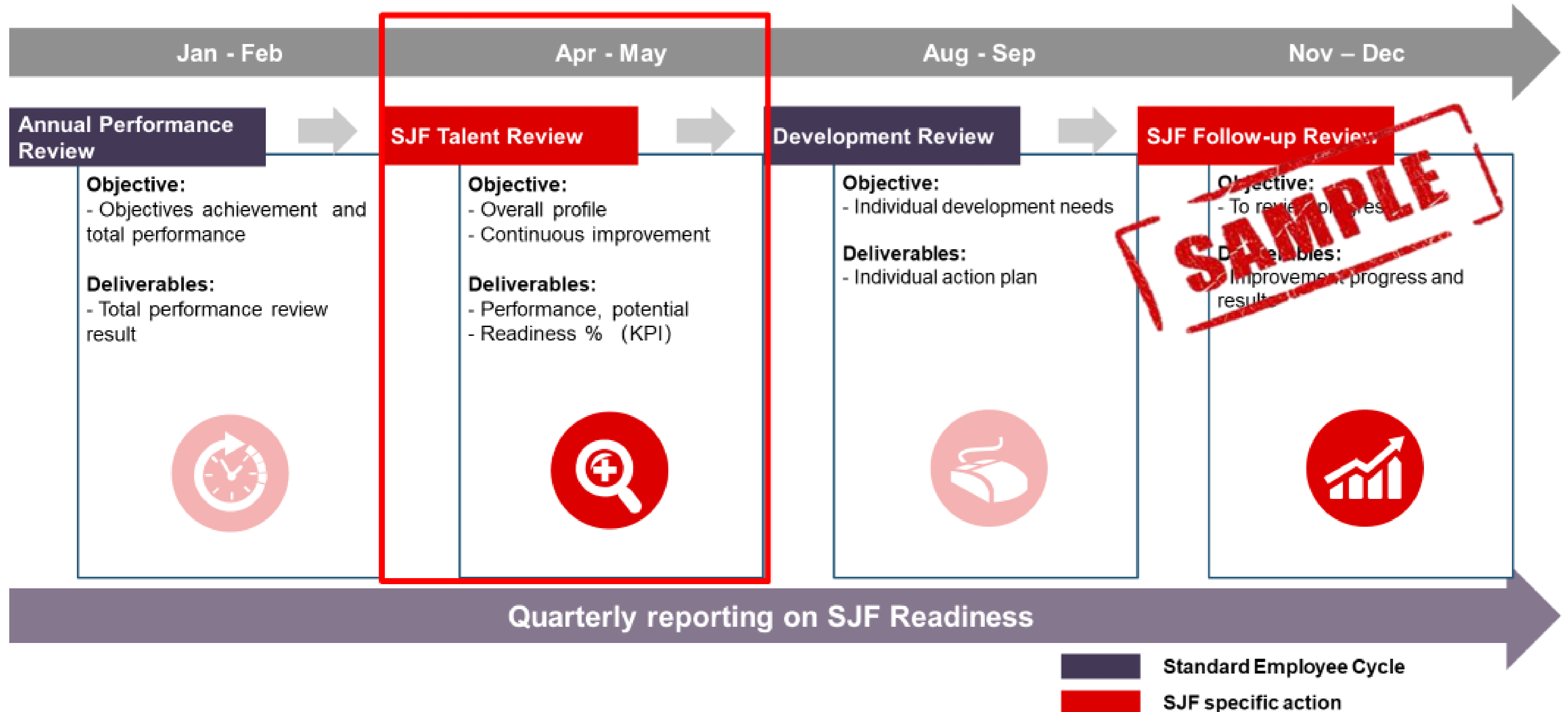
Pass Probation

Ready III

Desired people # with desired quality

Goal			
Timeframe			
Measure			

SJF Development Annual Calendar



Talent Review Result by Job Family



	Incumbents				Pipeline							
	Positions	Female Incumbents	SCDP/Alumni Incumbents	Changes / Internal / Successors / (Year to date)	Pipeline Green / Yellow / Red /	Strength % Green	Succession Candidates	Succession Health Index	Female Succession Candidates	SCDP/Alumni Succession Candidates	LOR Completion	Succession Candidates with IDP
Job Family A	0	0 %	0 %	0 0 0	0 0 0	%	0	%	0 %	0 %	0 %	0 %
Job Family B	0	0 %	0 %	0 0 0	0 0 0	%	0	%	0 %	0 %	0 %	0 %

Job Family C

Job Family D

.....

WE ELEVATE... PEOPLE!

Copyright © Schindler. All rights reserved

Schindler owns and retains all copyrights and other intellectual property rights in this presentation. It may not be reproduced, modified or copied nor used for any commercial purposes (e.g. manufacturing), nor communicated to any third parties without our written consent.

Schindler undertakes all reasonable efforts to ensure that the information in this presentation is accurate, complete and derives from reliable sources. Schindler however, does not represent nor warrant (either expressly or implicitly) accuracy, reliability, timeliness or completeness of such information. Therefore, Schindler is not liable for any errors, consequence of acts or omissions based on the entirety or part of the information available in this presentation.



Schindler