



智享会
HR Excellence
Center



第十九届中国学习与发展年会

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高管人才发展项目的挑战与解决方案

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智享会特邀咨询顾问
2018年 HREC 中国学习
发展价值大奖评委

工作经历

美国 Experiencepoint 《IDEO设计思维—体验创新》《体验变革》官方授权合作伙伴
美国强生集团中国区 | 学习与发展负责人
美国强生医疗事业部 | 学习发展高级经理

认证课程：

ICF & 澳大利亚教练协会《高管教练》认证
美国Action learning resource《行动学习引导师》认证
光辉国际《KFALP领导潜力评估测评》认证专家
美国《人才发展与盘点工作坊》认证讲师
美国肯布兰佳《情境领导2》认证讲师
美国DDI领导力认证讲师
美国PDI《经理辅导技巧》认证讲师
美国SIAC《领导力发展舱》认证讲师
美国合益集团《领导力风格测评及发展》认证讲师
美国Franklin Covey《高效能人士7习惯》认证讲师
美国Persona《沟通致胜》认证讲师
英国RSVP体验学习认证讲师
美国HPI《精力管理》认证讲师

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高管领导力发展项目点亮

Two

高管领导力项目管理痛点

项目背景



项目背景

- 中国市场的快速发展与影响度
- 中国高层管理团队的数量变化
- 人才发展体系中高层发展项目资源有限
- 中国管理团队发展的特殊需求

项目目标

支持中国战略
高管领导力提升
全球化人才输出

2年项目目标

- 定制针对 中国高层管理者发展需求的领导力项目
- 能够支持战略实施的项目产出
- 2年内完成200+ 高管学习任务

项目开发流程



需求分析

- 专业咨询公司调研
- 调研访谈对象全面
- 全球领导力项目分析
- 专题分析报告
- 聚焦七大领导能力



项目设计

- 三大学习模块
- 13个培训主题
- 1-1教练
- 行动学习项目
- 体验式学习



项目运营

- 招生标准
- 学习承诺
- 项目宣传
- 评估标准



项目实施

- 全球高管现场观摩
- 建立跨事业部视角
- 领导力故事分享
- 总裁委员会汇报
- 成功项目产出

亮点—行动学习

管理层承诺



管理层明确战略业务问题范畴
Stockholder给予时间和资源的承诺

真实业务问题



符合筛选条件的业务问题
业务问题

明确的预期



对行动学习项目结果做清晰的界定
提出明确的阶段性汇报要求
设计项目结果的汇报评估模式

行动学习成功要素

• Leadership Commitment

- Leadership support is an often-overlooked aspect of Action Learning program design. In general, greater visibility of the team and the project results in better support from the participant's manager, a heightened sense of importance attached to the project, and broader opportunities to foster collaborative leadership and innovation.

• Key Questions to Ask:

- How and when will managers/sponsors and other stakeholders be involved in your

行动学习成功要素

• A Compelling Business Issue – Criteria

- **Important:**
 - Select a business issue that is linked to relevant and urgent topics for the organization.
- **Challenging:**
 - It must be a problem, not a puzzle.
- **Well-Scoped:**
 - While linked to your business strategy, the scope of the business issue can be narrowed relatively quickly such that it leads to a set of solutions that can be championed and implemented by a part-time team of people.
- **Spans Boundaries:**
 - It should affect a broad part of the organization. The nature of the business issue will cause the team to experience significant learning about how to confront and address the underlying organizational and cultural issues that are standing in the way of improved marketplace and organizational effectiveness

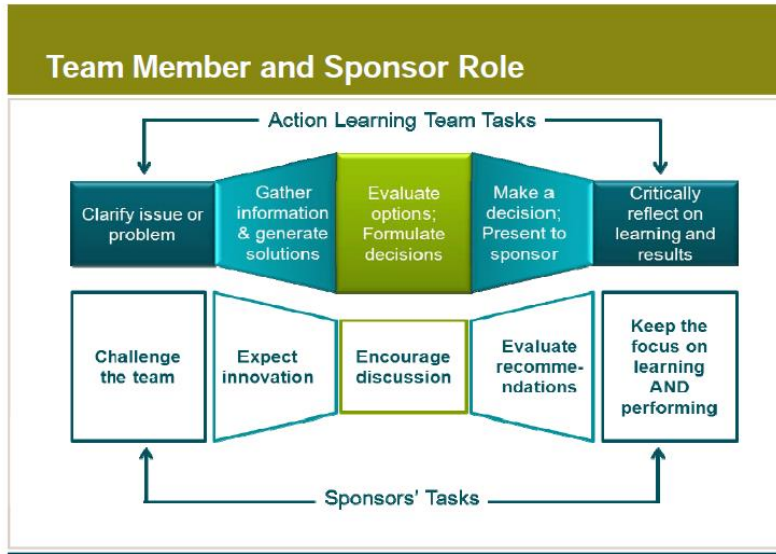
行动学习成功要素

Potential project topics (examples only)

Theme	Theme	Project topics
Market access & reach	Innovative model to expand coverage	▪ What are the innovative new channels to reach rural areas in China with minimal sales force deployment?
	Digital marketing	▪ What is our consumer digital marketing strategy?
Customer insights	Renewed customer insights	▪ How to understand and react to the changing customer needs across all customer touch-points / functions?
	Differentiation through Professional education	▪ How could continue to differentiate as the market leader in professional education?
	Self-pay to enhance affordability	▪ How to increase patient affordability in self-pay market?
Internal collaboration & capability building	Collaboration	▪ How to optimize cross-functional collaboration between marketing & sales and medical in communications with customers?
	Continuous improvement to adapt to dynamic China environment	▪ How to update the organization on a timely basis on industry trends and policy changes?
	Innovation	▪ How to foster innovation in local manufacturing and market access activities?

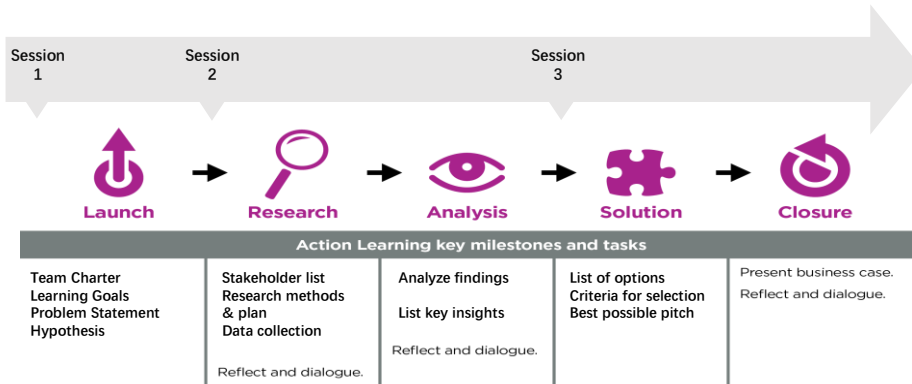
行动学习成功要素

明确的预期



行动学习成功要素

Action Learning Project Phases



领导力项目挑战

高层管理者对项目的预期差异

行动学习项目产出质量差异

学员学习纪律的管理难度

