



十九届人才管理与领导力发展年会

2018年4月18-19日 上海





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TALENT @FUTURE

面向未来的人才战略

王君
战略与业务发展高级经理
捷豹路虎中国

战略最常回答的问题是

(注意，不是首要)

做选择

HR经常遇到的选择性问题：

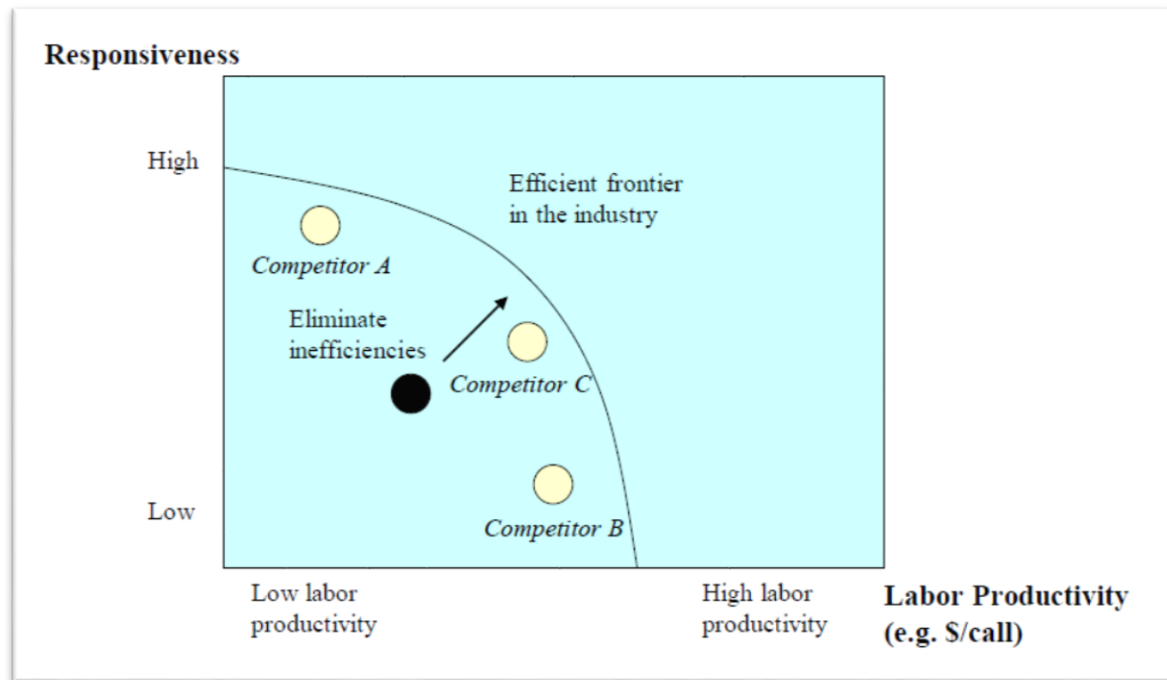
- 要不要follow HR三支柱模型
- 薪酬机制是25/50/75分位
- 绩效评估是3档制还是5档制
- 是否要强制分布
- 是否末尾淘汰
- HiPo结果是否透明沟通
-

做选择的前提 —— 定位

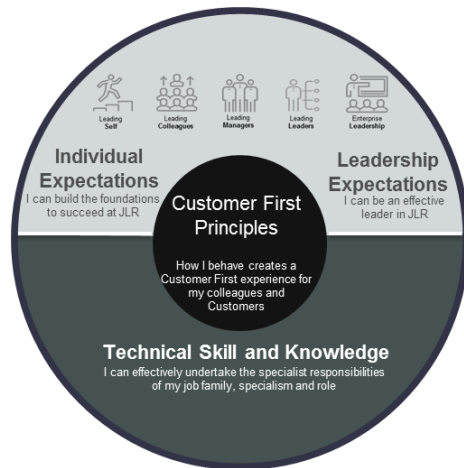
Efficient Frontier (有效边界理论)



- 差异化策略
- 领先策略
- 追随策略
-



人力资源战略 和 **人才战略**
本质上解决的问题是不一样，但又相互依存的。



注: 人才战略并不一定是人力资源战略的一部分，我更倾向于理解这是两个并行且交错的两个话题。



捷豹路虎HR战略实例

员工敬业度调研结果分析

Pulse Survey Result in November 2015



Engagement Priority Items

Items Determined by: JLR Greater China, Regional President, Regional President, JLR Greater China - Team

Scores Displayed for: JLR Greater China, Regional President, Regional President, JLR Greater China - Team

	Current % Fav	JLR Sel Current % Fav	External Comparison
19. I can achieve my career goals at Jaguar Land Rover (Learning and Development)	58%	70%	71%
20. I feel there is a promotion opportunity at Jaguar Land Rover (Learning and Development)		71%	65%
30. I have confidence in the future of Jaguar Land Rover (Confidence and Trust in Leadership)	62%	79%	85%
51. I regularly feel invigorated by my experience of working at Jaguar Land Rover (Workplace Experience)	66%	58%	--
33. Jaguar Land Rover is making the changes necessary to compete in the future (Confidence and Trust in Leadership)	50%	67%	75%
31. The leadership of Jaguar Land Rover has communicated a vision/Blueprint for lasting success that motivates me (Confidence and Trust in Leadership)	52%	75%	69%
32. I trust the leadership of Jaguar Land Rover (Confidence and Trust in Leadership)	55%	71%	72%
34. I feel supported in my efforts to adapt to organisational changes (Communication)	67%	76%	58%
53. All employees in Jaguar Land Rover are treated as individuals, regardless of their job, age, race, gender, religion, etc. (Responsiveness)	77%	87%	83%
41. I can see a clear link between my work and Jaguar Land Rover's vision/objectives ("The JLR Blueprint for Lasting Success") (Performance Management)	63%	75%	80%

CRITICAL ENGAGEMENT DRIVERS



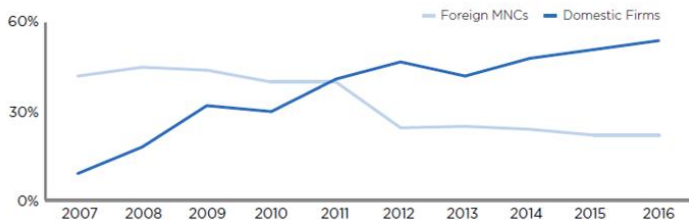
**Confidence & Trust
in Leadership**



**Learning &
Development**

CONTINUED PREFERENCE FOR ASIA-HEADQUARTERED COMPANIES

Talent in China Now Prefer Domestic Over Foreign MNC Employers
Percentage of Employees Who Prefer a Domestic or Foreign MNC Employer



n = more than 100,000.
Source: CEB 2007-2016 Global Labor Market Survey.

Talent in China
is very mobile

Fierce Talent
Competition in
China Labor
Market

定位三大主題

Key priorities



Transparent & Timely
COMMUNICATION



**LEARNING &
DEVELOPMENT**
and growth opportunities



Innovative
**REWARD &
RECOGNITION**

战略举措一：微信

Communication - WeJLR



902 million

Daily Logged In Users

17% ↑

Year-on-year

WeJLR – Our Internal Account for **EMPLOYEE COMMUNICATIONS**



ANY TIME, ANY WHERE

Easy access with mobile phone



CONFIDENTIALITY

JLR employees only; information encrypted



PERSONALISED

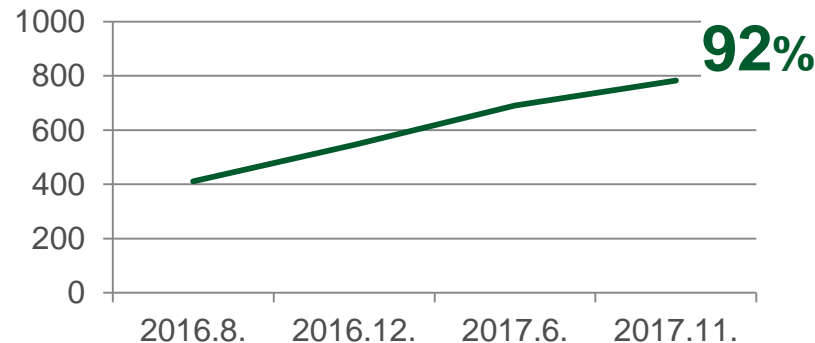
Communications by department/location/contract type...



TWO-WAY

Collect feedback, survey, event registration...

Followers



战略举措一：微信

Communication - WeJLR



• Min Xu	我想要两张体验券
• Miko Lv	我想要2张体验券
• Mina Luo	我想要1张体验券
• Candy Lu	我想要一张体验券
• Jesse Shen	我想要一张体验券
• Villy Xu	我想要两张体验券




Photo & Video

2017-06-28

爱福利 | 2017年度体检开始啦!



I Benefit | Annual Medical Check-up Starts from 1st July 2017



Survey



Interaction

2017-07-29

2017家庭日 | 实时照片大放送



2017 Shanghai Family Day Wonderful Moments



Information Sharing

2017-10-16

JLR China Town Hall Pre-survey



2017/18 JLR TOWN HALL
— PRE-SURVEY —

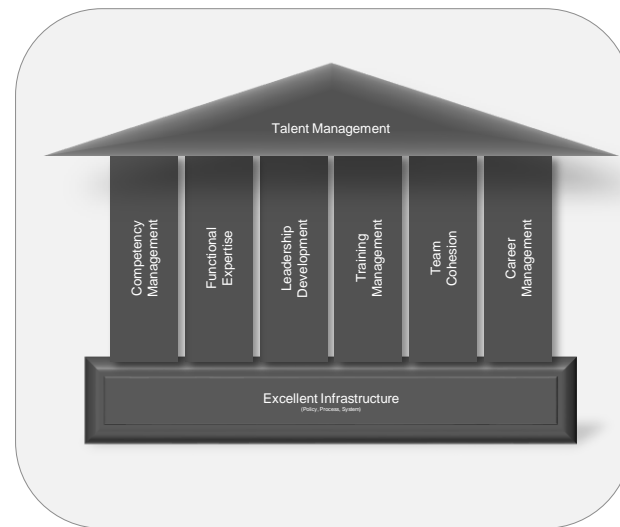
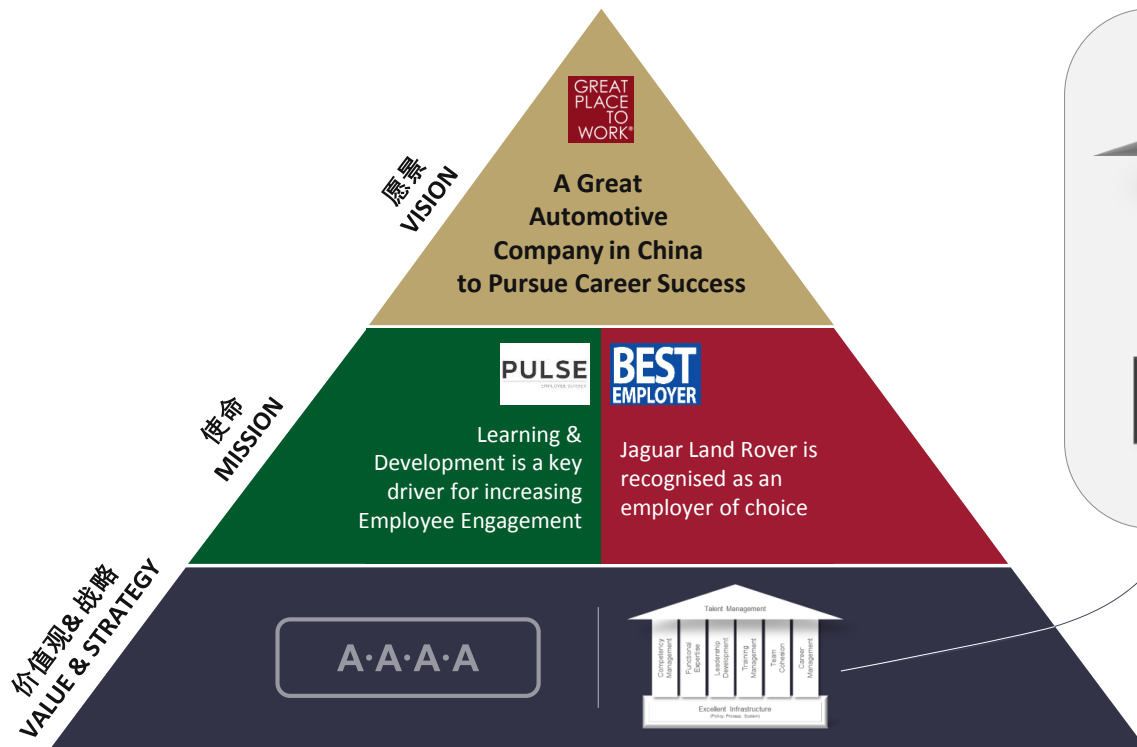
Your Voice Matters!

- **INSTANT & TRANSPARENT** - a central platform for both internal employees and external candidates to check real time vacancies and make employee referrals
- **ANY TIME, ANY WHERE** - as a mobile phone app, employee can easily access to the information, share, forward and apply directly
- **EMPLOYER BRANDING** – easy access to know about JLR and its opportunities



战略举措二：学习发展体系

Learning & Development - B.E.S.T Learning



JLRC & IMSS “B.E.S.T.” Training Plan 2016/17 捷豹路虎中国以及销售/服务及市场联合部 2016/17财年培训计划

B.



Business Knowledge
业务知识

E.



Effective Leadership
高效领导

S.



Self Management
自我管理

T.



Team Cohesion
团队融合

战略举措二：学习发展体系

Learning & Development - Leadership



Elephant
(People Manager)



Marlin
(GSR7-8)



Buffalo
(LL6)



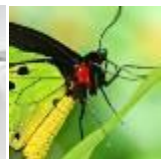
Camel
(LL5)



Eagle
(LL4)



Ant
(GSR 3-6 HiPer)



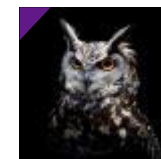
Butterfly
(GSR 7-8 HiPo)



Cheetah
(LL6 HiPo)



Dragon
(LL5 HiPo)



Owl
(Coaching Program)

Knowledge Based Development Program

New Promote or New Hire Leaders
<12 months

3 Days
1 Module

Competency Based Development Program

Incumbent Leaders
> 6 months in role

10 Days in 9 Months
4 Modules + Opening + Graduation

Experience Based Development Program

Key Talents
Defined from Talent Review Process

18 months
4~6 Critical Experiences + 8~12 Optional

Culture Driven Development Program

All LL4 + Volunteers
(LL5 and below)

2 Days

战略举措二：学习发展体系

Learning & Development – Team Cohesion



战略举措三：弹性福利

Reward & Recognition - Flexible Benefit

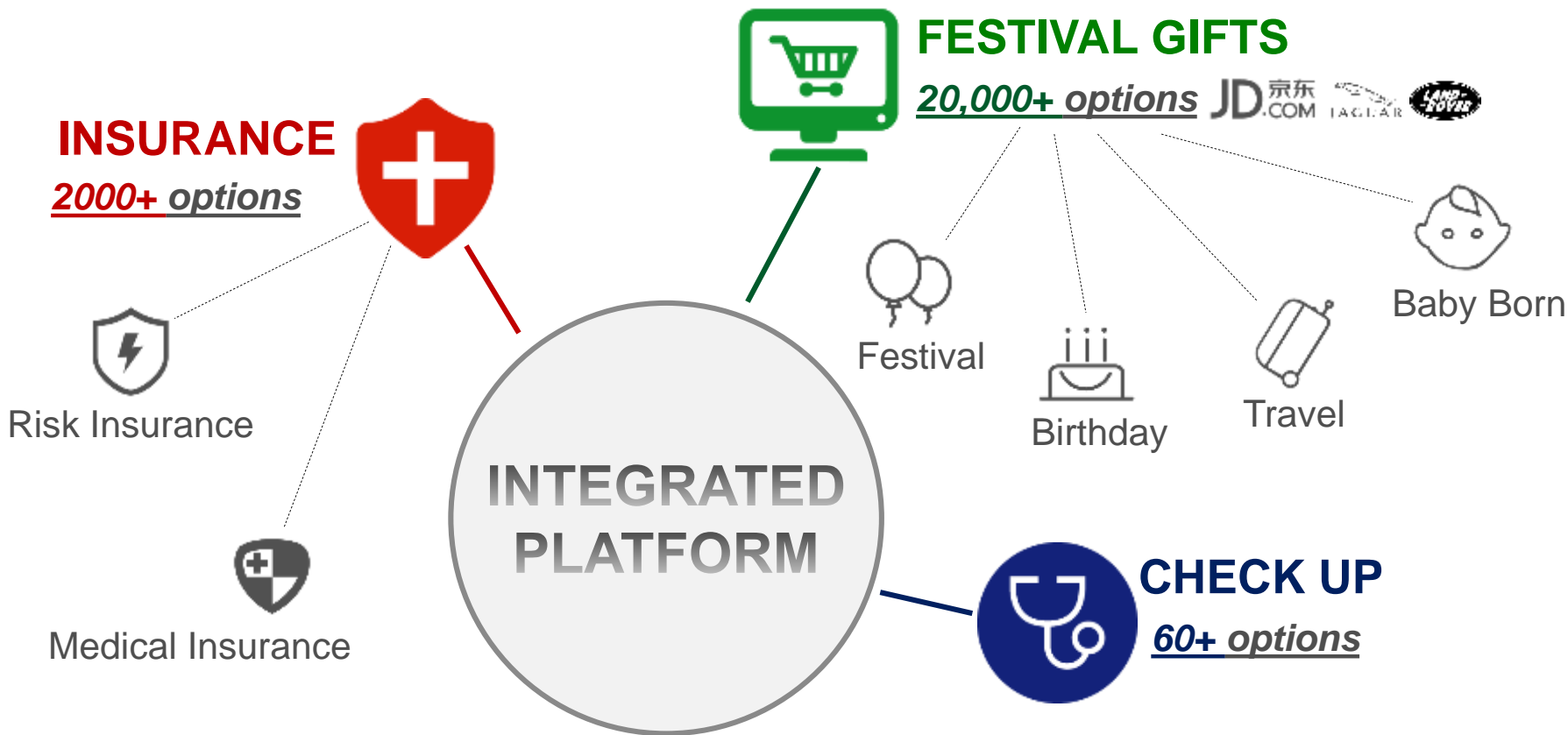


Dedicated to offer more FLEXIBILITY from company to employee.
“LOVE FOR LIFE” to employee and your family.



战略举措三：弹性福利

Reward & Recognition - Flexible Benefit



战略举措三：弹性福利

Reward & Recognition - Flexible Benefit



COST NEUTRAL

92%

Awareness

87%

Satisfaction

91.6%

Log in

88%

Submit

82.3%

Top up

SATISFACTION

PARTICIPATION

成果斐然：敬业度显著提升

We are making progress

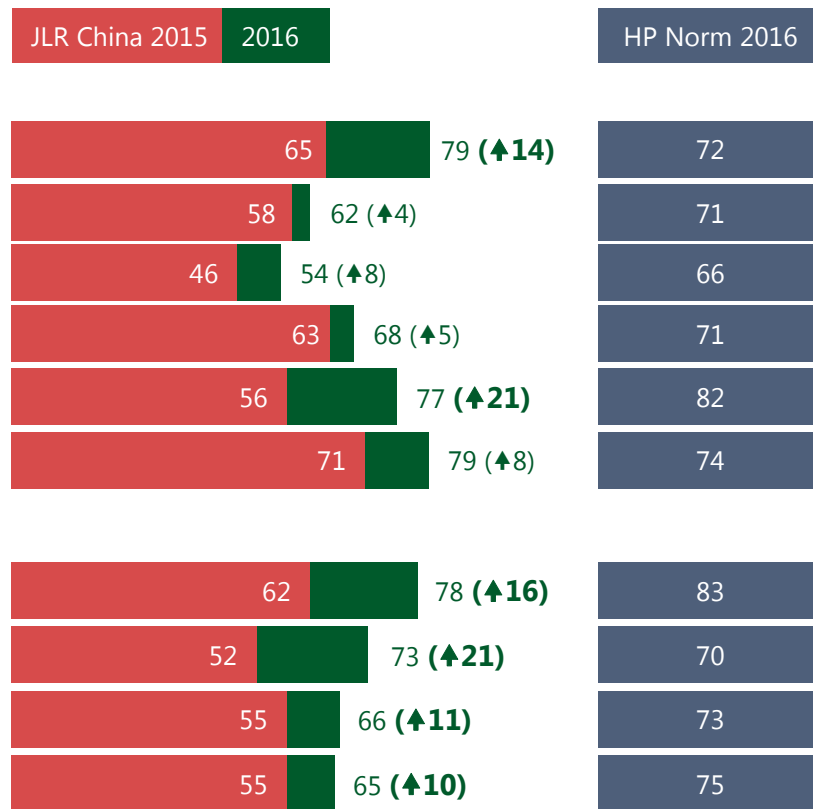


Learning & Development

- 18. At Jaguar Land Rover, employees are getting the training and development needed to keep up with customer demands
- 19. I can achieve my career goals at Jaguar Land Rover
- 20. I feel there is a promising future for me at Jaguar Land Rover
- 21. My Manager has made a personal investment in my growth and development
- 22. I receive the training I need to perform my current job effectively
- 23. There are opportunities to develop my skills at Jaguar Land Rover

Confidence & Trust in Leadership

- 30. I have confidence in the future of Jaguar Land Rover
- 31. The leadership of Jaguar Land Rover has communicated a vision ('The JLRBlueprint for lasting success') of the future that motivates me
- 32. I trust the leadership of Jaguar Land Rover
- 33. Jaguar Land Rover is making the right changes necessary to compete effectively

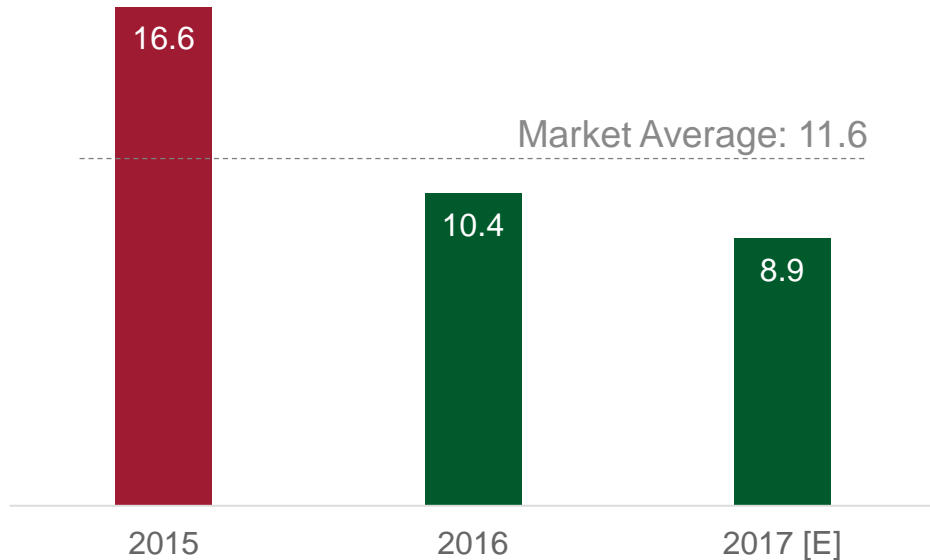


成果斐然：除了建设，还要清理

We are making progress



Regretted Loss



Non-regretted Loss

(Building a High Performing & Corruption-free Organisation)

32 out of 98 total leavers in 2016

26 out of 91(E) total leavers in 2017

成果斐然：最终为业绩增长服务

We are making progress



2017年中国汽车产销量同比增长超3%

新华社 2018-01-15 09:02

新华社北京1月11日电（记者 高亢）记者11日从中国汽车工业协会获悉，2017年，我国汽车产销呈小幅增长，全年共产销2901.54万辆和2887.89万辆汽车，同比增长3.19%和3.04%，增速与上年同期相比有一定回落。

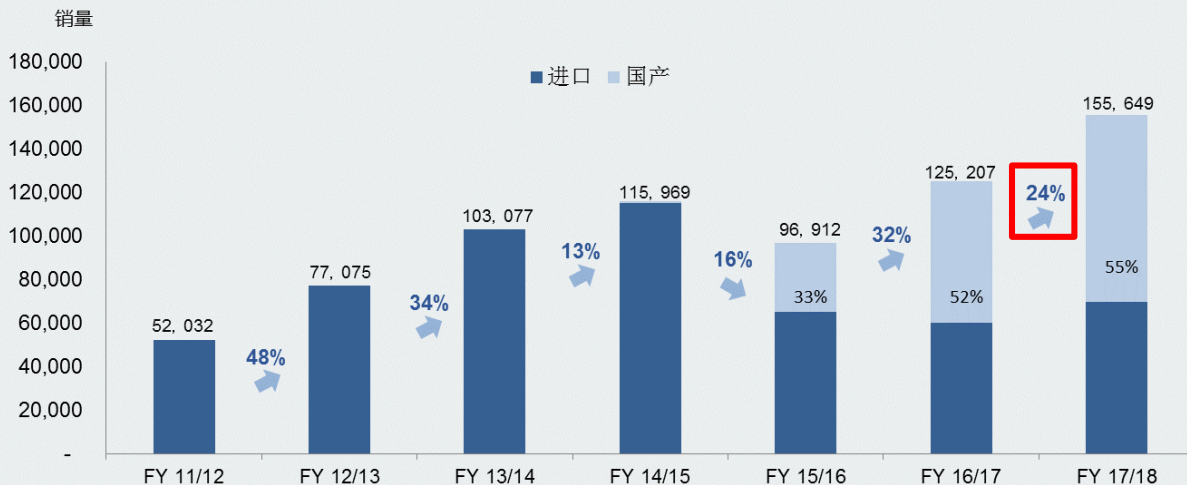
中汽协数据显示，2017年，我国汽车产销量同比增长超3%，增速比上年同期回落11.27个百分点和10.61个百分点。2017年，我国乘用车产销2480.67万辆和2471.83万辆，同比增长1.58%和1.40%；商用车产销420.87万辆和416.06万辆，同比增长13.81%和13.95%。

不敢置信



2017年中国汽车产销量同比增长超3%
分享自网易新闻

捷豹路虎中国销量增长



2017年捷豹路虎中国的销量将占据全球销量的23%

战略想法从哪来？怎么做？

- ✓ 听来/看到的
- ✓ 抄袭/学习的
- ✓ 挑灯夜战想出来的
- ✓

