



知享会
HR Excellence
Center

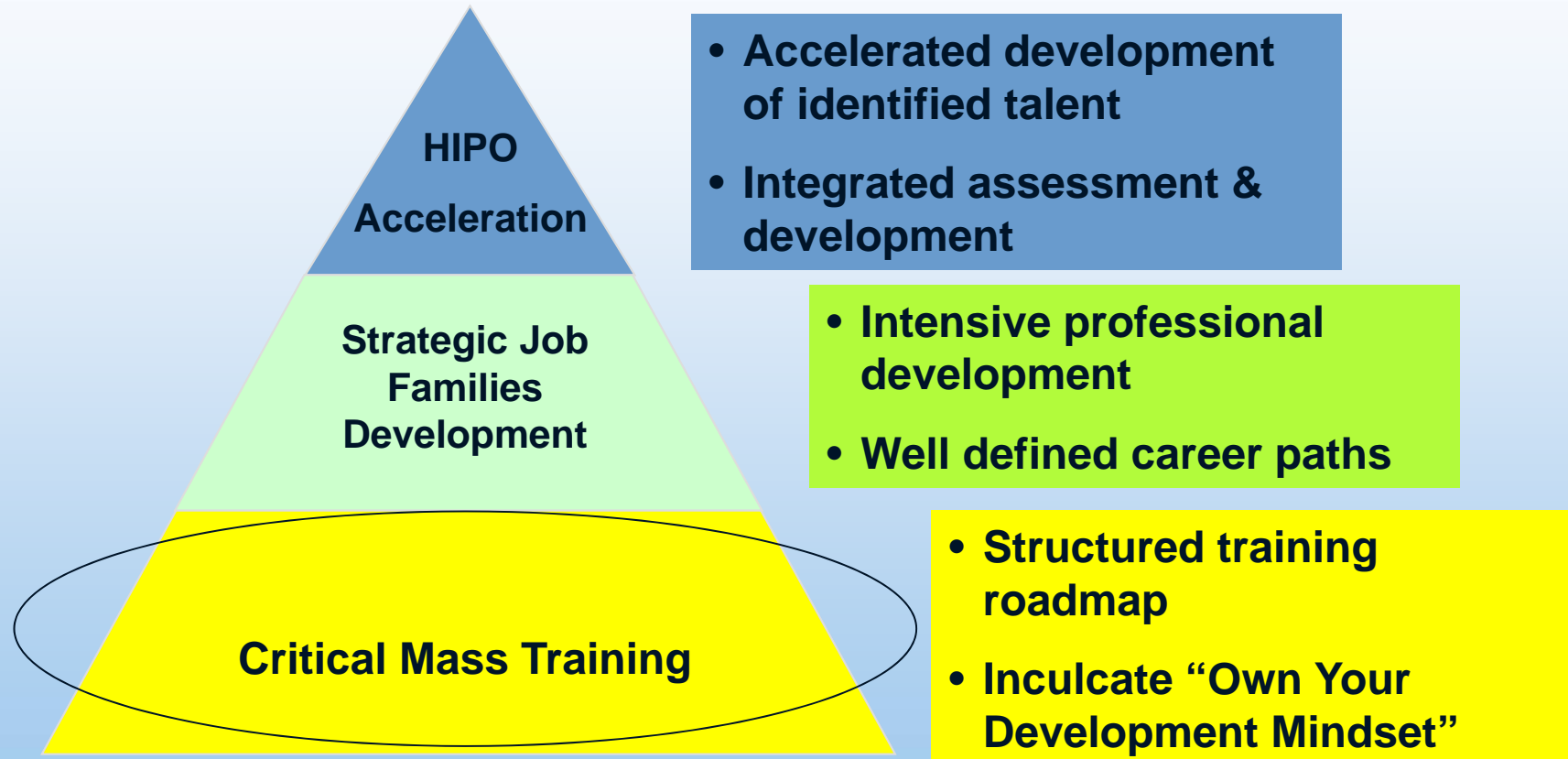
Visiting us at  www.hrecchina.org



Accelerated People Development – An Enabler to Business Growth

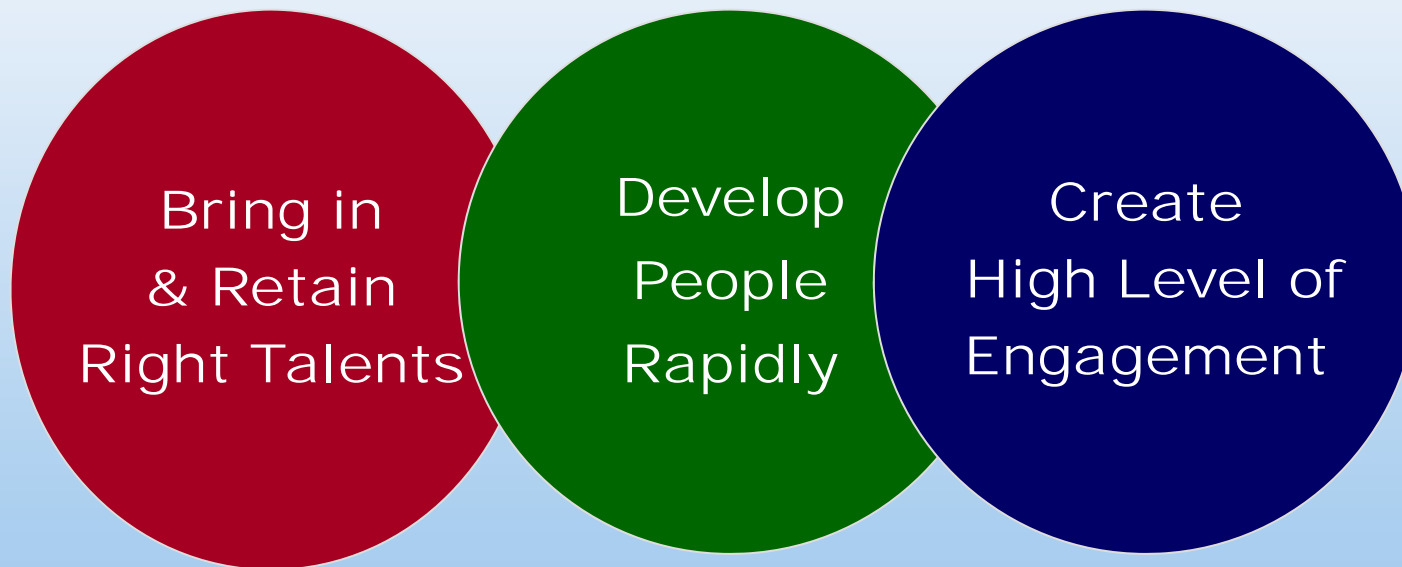


Framework for Building People Capability



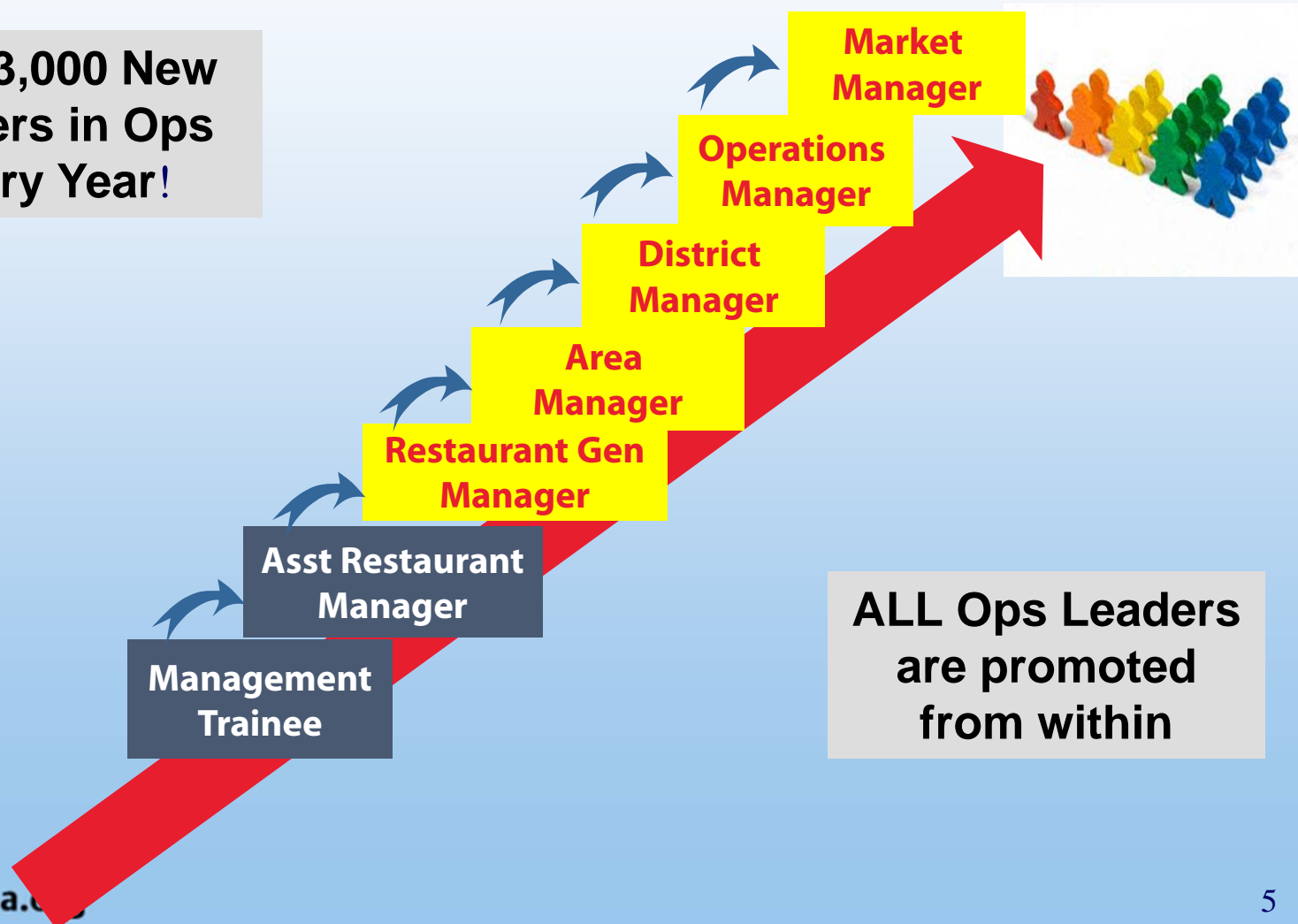
To enable business expansion ...

We must be extremely good at :



Management Structure in Ops

Over 3,000 New
Leaders in Ops
Every Year!



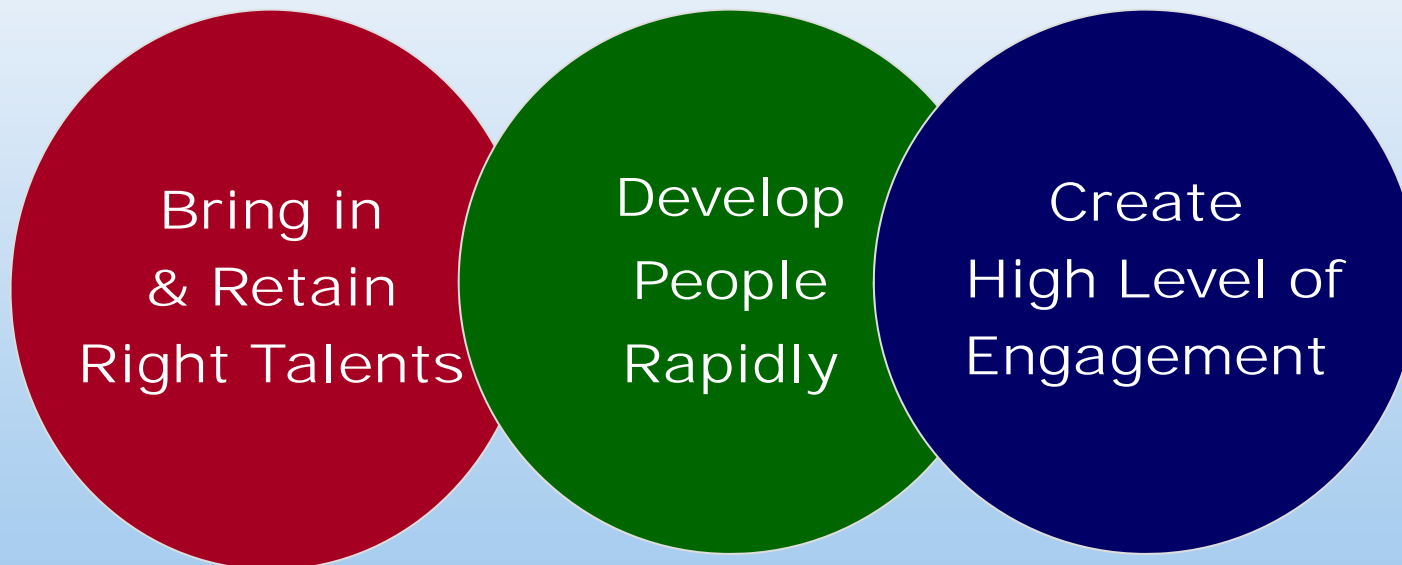
ALL Ops Leaders
are promoted
from within



A Great Start Defines A Successful Career
-- RGM in 4 Years --

To enable business expansion ...

We must be extremely good at :



Training Framework

Career Levels ...*



Training Focus



A Teaching Organization



- A solid trainers' team with over 70 active trainers team, including CEO, CMO, CPO & all Market Managers & senior leaders
- Every Restaurant is a Training Restaurant. All Ops Leaders have training responsibilities

Program Essence

1

RGM takes accountability on in-store practical training.

Ops leaders trained to deliver classroom training.

3

Balance technical and leadership content.

Consistent trainer selection, certification and incentive mechanism to ensure the training quality.

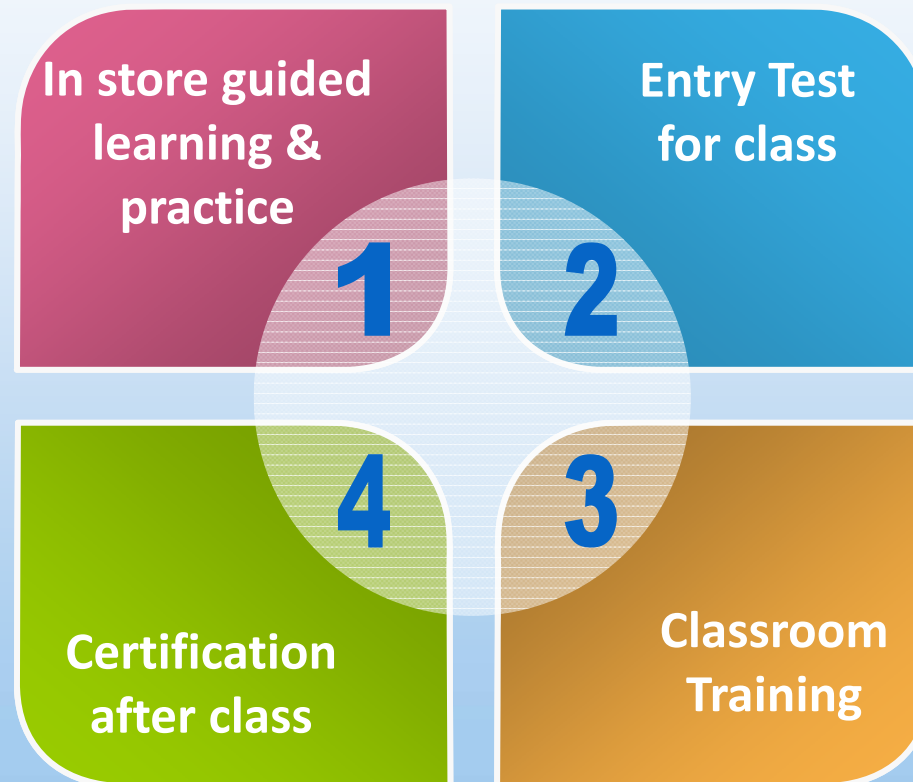
5

Technology platform to monitor learning & career progression of every individual.

2

4

Whampoa Academy – Learning Elements of Each Stage



Ops Leader Career Paths

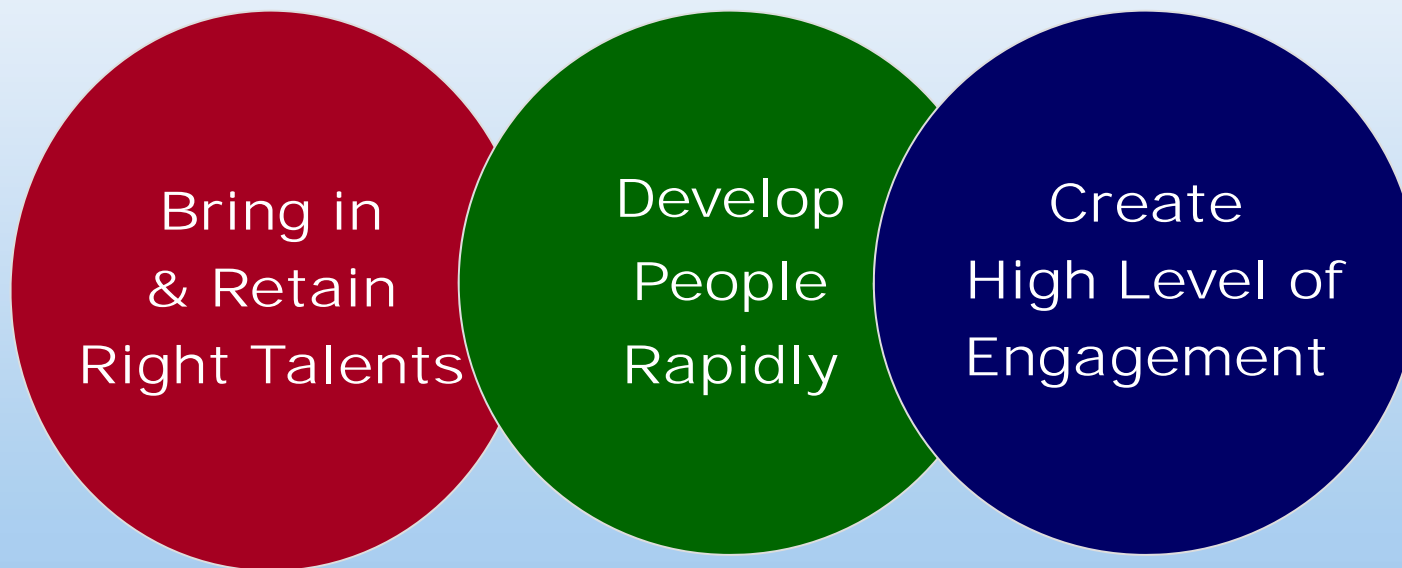
- Annual Manpower Forecast
- Market People Review Board
- Bench Planning - Half-yearly Leadership Assessment for RGM & below to identify growth potential and development areas
- Key Positions Capability Certification



- Multiple career paths
 - Professional functions
 - Employee Franchisee

To enable business expansion ...

We must be extremely good at :



Building a High Level of Engagement

- ◆ Being Heard
- ◆ Being Empowered as Store Owners
- ◆ Feel Proud
- ◆ Everyone Living & Breathing Ops

Experiences - Summary

- ◆ Senior Management dedicates time to do People Review
 - To align on talent development needs & structural changes
- ◆ Groom right mindsets
 - “Own your development”, “Relay Athlete”, “Coaching”
- ◆ Establish core internal curriculum
 - Taught by internal trainers, enhanced by external resources
- ◆ Define competency requirements
 - Then establish Designate Programs for key positions
- ◆ Use structured development systems
 - To move people along career path & to build talent pipeline
 - Accelerate high potentials
- ◆ Create High Level of Engagement
 - Shared mission, Strong culture, RGM #1