



# 第十八届人才管理与领导力发展年会

2017.12.6-2017.12.7



# 爱立信的人才管理经验

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连上贺

北亚区人才管理总监

2017年12月6日

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# 这是爱立信



# 爱立信介绍



## NETWORKS

Create one network for a million different needs

## IT

Transform IT to accelerate business agility

## MEDIA

Delight the TV consumer every day

## INDUSTRIES

Connect industries to accelerate performance

42,000

Patents

24,100

R&D Employees

31,6 B. SEK

In R&D

1 billion

Subscribers managed by us

2.5 billion

Subscribers supported by us

62,400

Services professionals

222,6 B. SEK

Net Sales

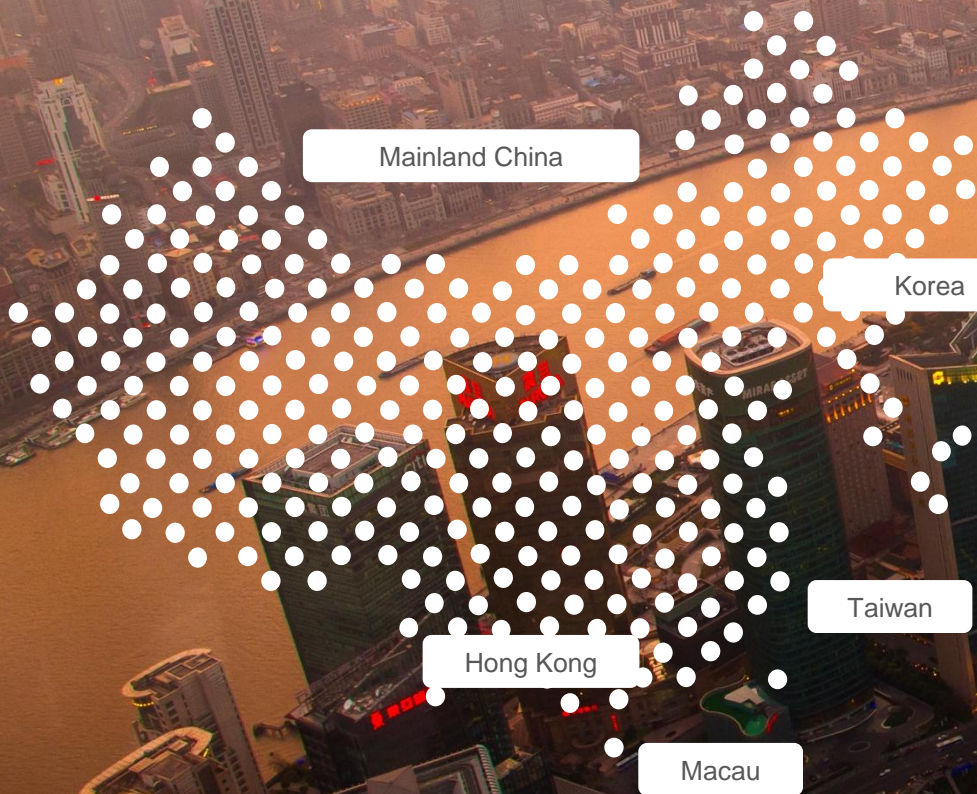
180

Countries with customers

111,000

Employees

# 爱立信的市场地位



端到端解决方案的合作伙伴



所有领先LTE供应商的选择



2G/3G/4G/5G市场主导地位

# Agenda

关键职位与  
关键能力识别

高潜及全方位人才  
的识别

各区块人才的对应  
发展发略

企业文化与识才留才

# Agenda

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# 胜任力模型



Building blocks of the career and competence model as the first step.

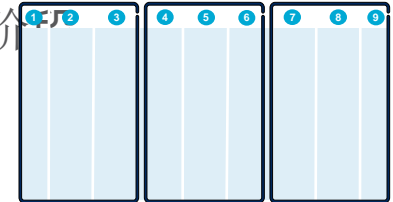
## 工作角色

明确职责，定义每份工作的能力要求

Competence Profile	Compete levels by s	
Job stages:	X	6 7
<b>Job role competencies (ability to)</b>		
Establish project plan baseline	B	B
Drive project execution	B	B
Handle customer & stakeholder engagement	B	C
Manage project finance	A	B
Develop the business	A	B
Develop the CPM discipline	A	B
<b>Ericsson wide knowledge &amp; skills</b>		
Leadership	A	B
Consultative approach	A	B
Financial understanding	B	B
Business understanding	A	B
Ericsson knowledge	A	B
Ericsson portfolio	A	B
Sales and business development skill	A	B
Customer understanding	B	B
Competitive landscape	A	B
Negotiation skills	A	B

## 工作阶段

为评估进行的工作阶段描述



## 胜任力模型

明确能力范围，指出如何消除空白区域





# 公司战略



Capture the company strategy to find the pointing star

聚焦 A  
区域

聚焦 B  
区域

聚焦 C  
区域



We innovate game-changing technology easy to use, adopt and scale to make our customers successful in a fully connected world

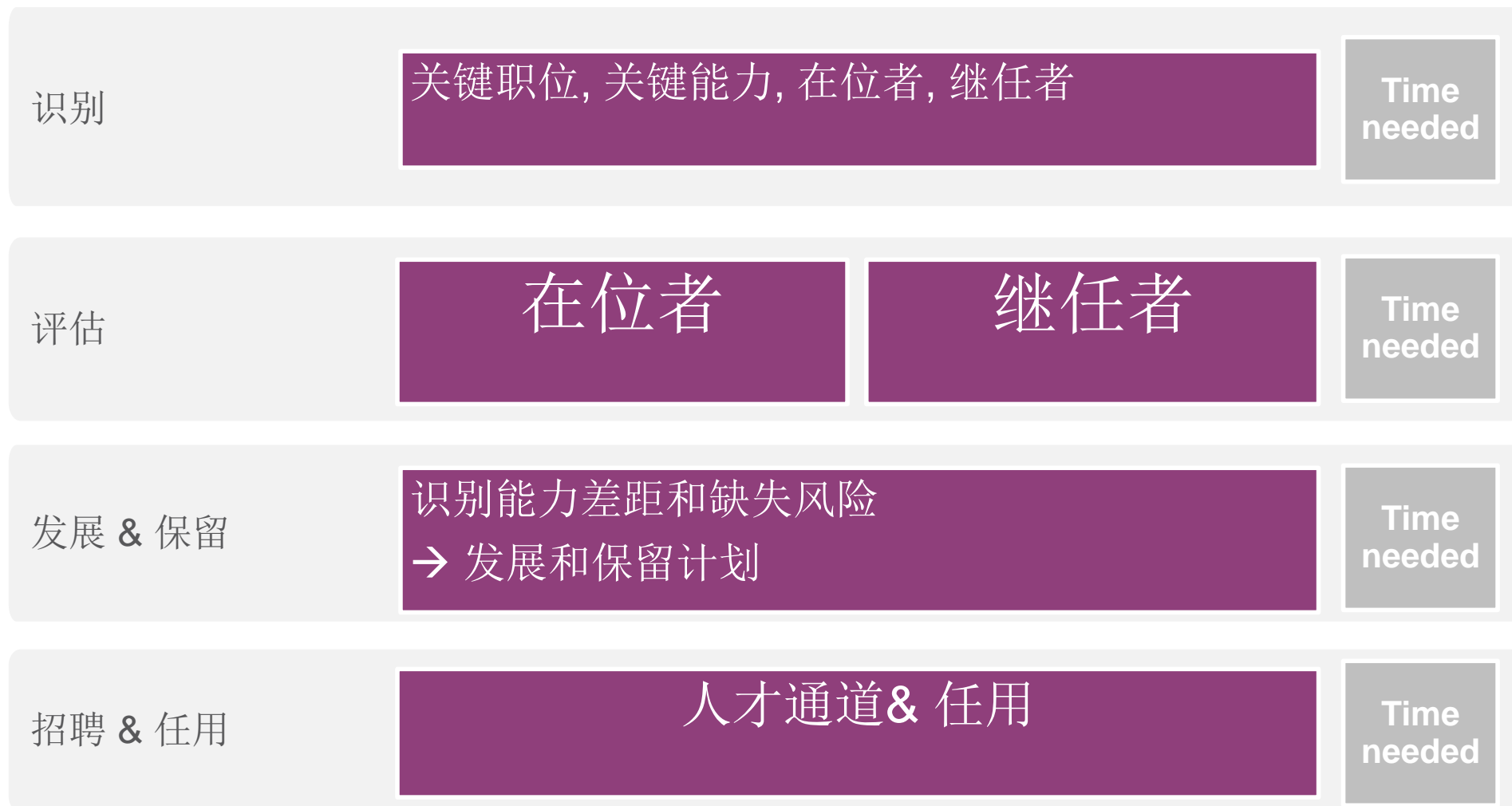


# 人才计划



CEO and CHRO take an active role in the evaluation of incumbents and successors.

They make the appointment decisions





# 关键人才标准



Positions that protect existing value; that create value via growth, technical breakthroughs or finding efficiency

类别	描述	示例
收益	NS > 5B USD per year	KAM of XXX Account
交付		
发展		
支持,管理等		

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# 人才标准



Consists of three key criteria: Performance, Potential & Leadership

人才标准

描述

绩效 	绩效 = WHAT + HOW		
潜力 	能力	目标	成长焦点
领导力 	领导力		



# 识别高潜时的问题



Three key indicators: Ability, Aspiration, Growth Focus

## DOES THE PERSON

ABILITY

ASPIRATION

GROWTH  
FOCUS



# Agenda

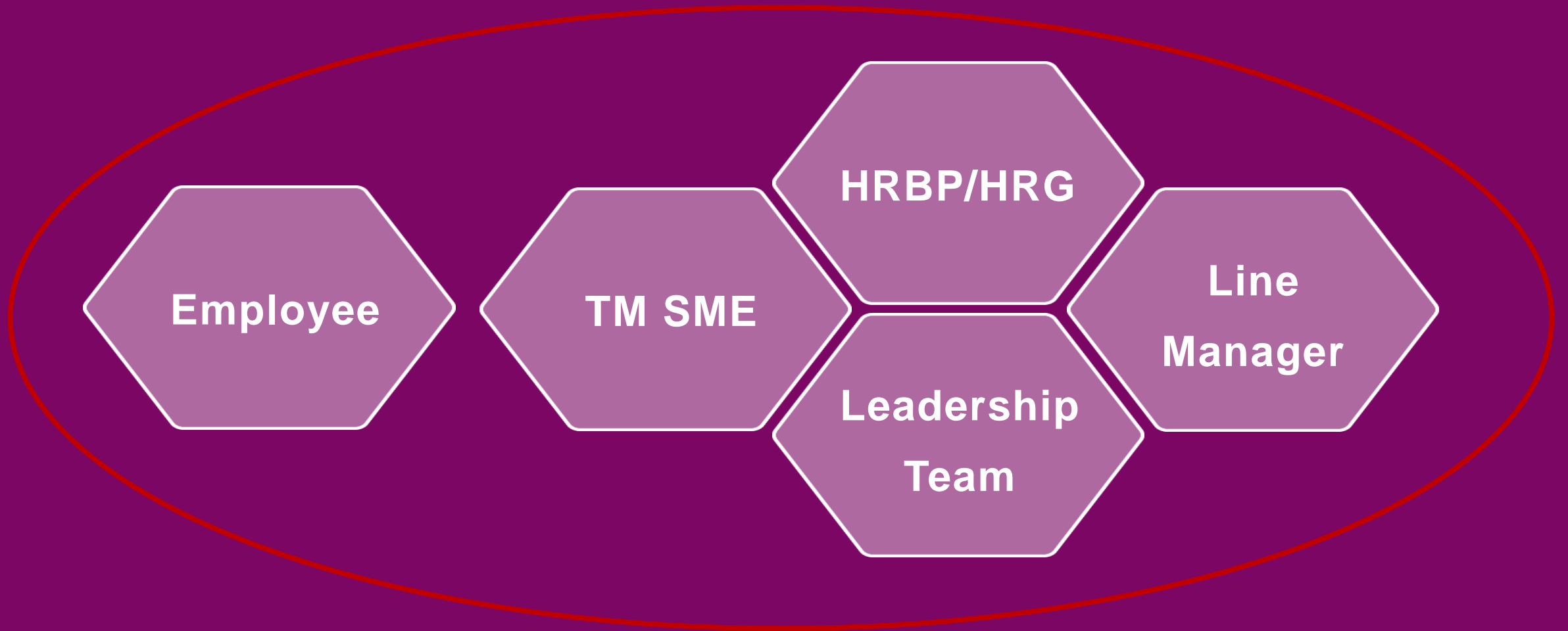
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# 员工发展的关键利益相关者





# 不同区块的人才发展方略



Four major segments identified but slight overlapping is allowed

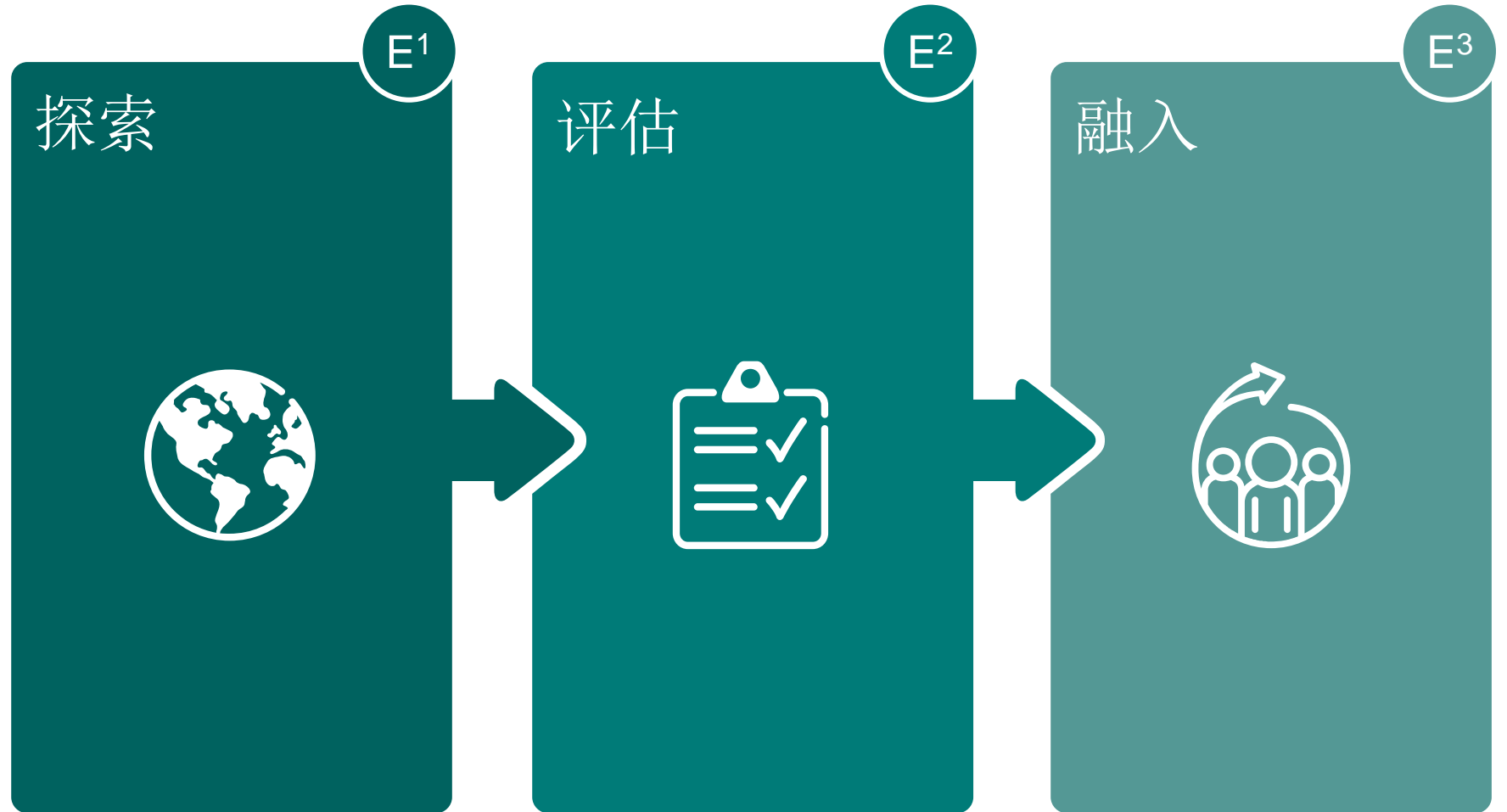




# 职业框架



Using the east 3-step model as the very basic foundation for employee growth & development





# 三者的伙伴关系



Using the east 3-  
step model as  
the very basic  
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& development



# Agenda

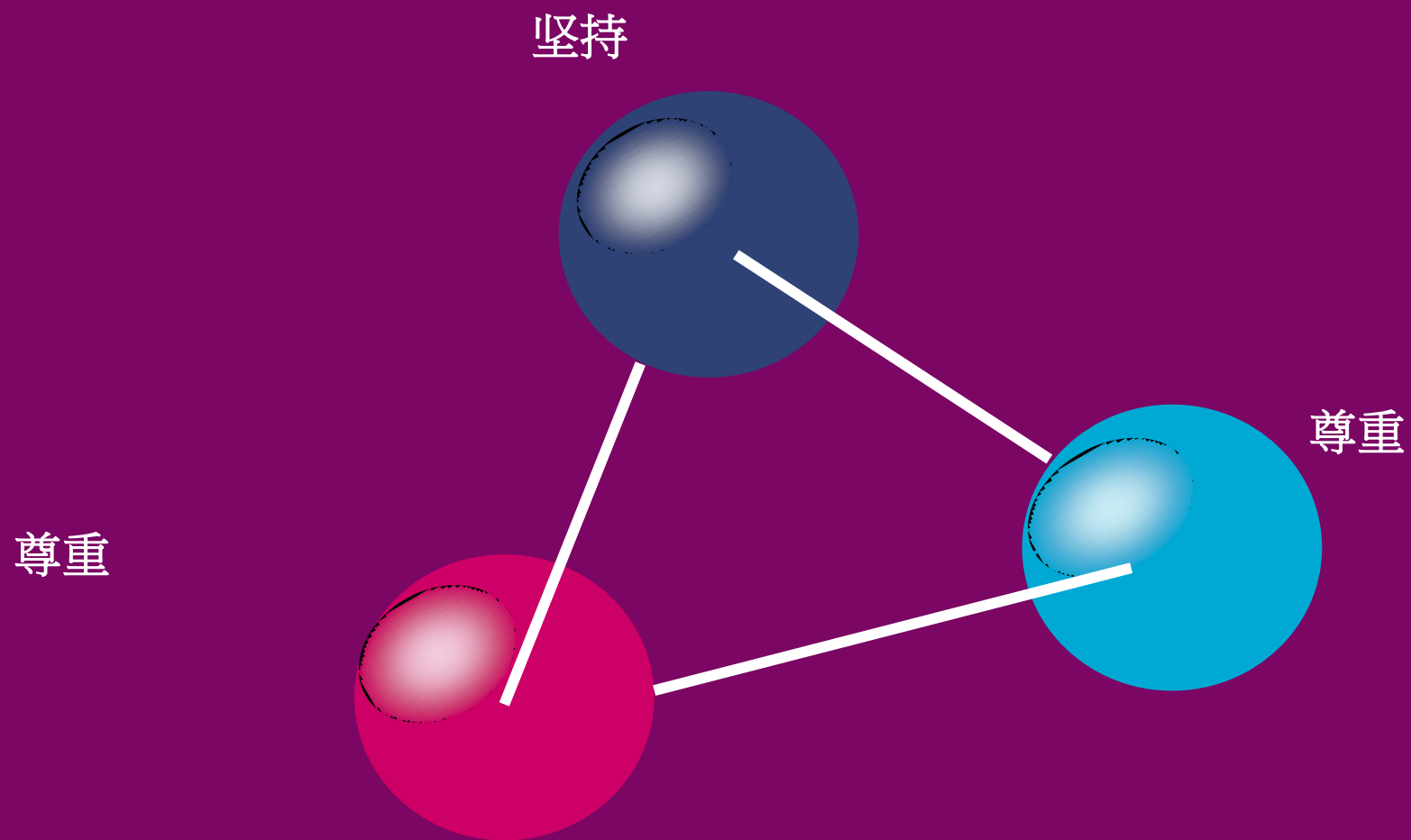
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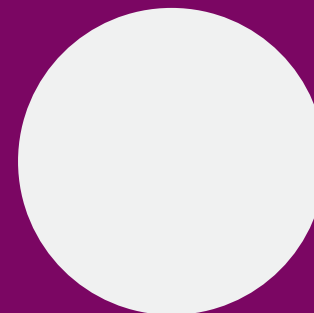
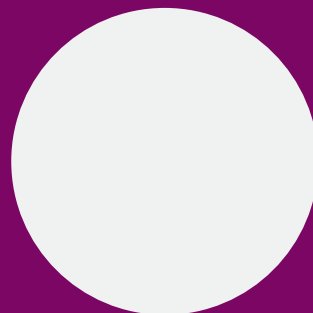
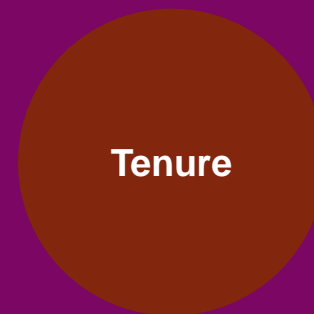
企业文化与识才留才

# 核心价值观



# 管理偏见

超过**150**种偏见  
有意的 & 无意的



# 保留人才



找出挑战



采取措施



形成后续使用的方法



**ERICSSON**



## 联系我们

地址: 上海市武宁路99号我格广场办公楼1701室

邮编 : 200063

电话: +86 21 6056 1858

Fax: +86 21 6056 1859

邮箱地址: [marketing@hrecchina.org](mailto:marketing@hrecchina.org)

网站: [www.hrecchina.org](http://www.hrecchina.org)

