



智享会
HR Excellence
Center



第十九届中国学习与发展年会

2018年7月10日，上海





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KOHLER®



科勒“人才赢家”文化推行实践分享

期望、行为和行动

背景

科勒业务增长的六大战略要项

- **1** 加强我们的人才，多元化和文化
- **2** 在设计和创新领域持续领先
- **3** 提供卓越的客户体验
- **4** 成为全渠道的品牌领导者
- **5** 积极主动地驱动收购和业务发展
- **6** 恪守企业社会责任和可持续发展

35,000+ 员工
3,935 带人经理
50 制造基地
6 大洲
4 事业集团
1 你

达成 结果

领导力在科勒
建立联结

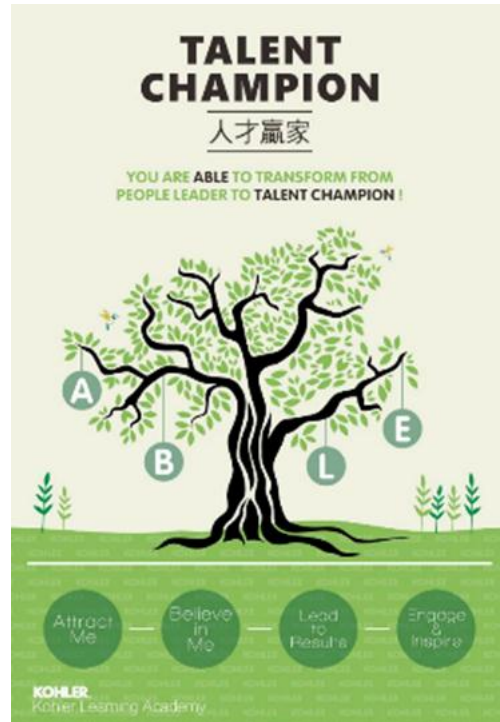
做什么
ONE Leadership

- 有效地达成结果
- 建立强大、多元化的团队
- 发展改革和创新的文化
- 促使员工敬业和激励员工
- 战略性思考和行动
- 了解业务
- 体现自我认知

如何做
人才赢家

- 领导团队达成高绩效
- 辅导与指导员工
- 对敬业度负责
- 创造一个多样化的、包容的文化
- 定期进行人才盘点
- 积极主动与人力资源部门合作

目标



KOHLER TALENT CHAMPIONS

KOHLER TALENT CHAMPIONS

科勒对“人才赢家”的定义



KOHLER
TALENT CHAMPIONS

每一位都员工值得拥有这样的领导：

人才赢家

KOHLER TALENT CHAMPIONS

KOHLER TALENT CHAMPIONS

人才赢家架构

人才赢家 架构

领导团队达成高绩效

辅导与指导员工

对敬业度负责

创建一个多样化的、包容的文化

定期进行人才盘点

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KOHLER TALENT CHAMPIONS

KOHLER TALENT CHAMPIONS

期望



KOHLER
TALENT CHAMPIONS

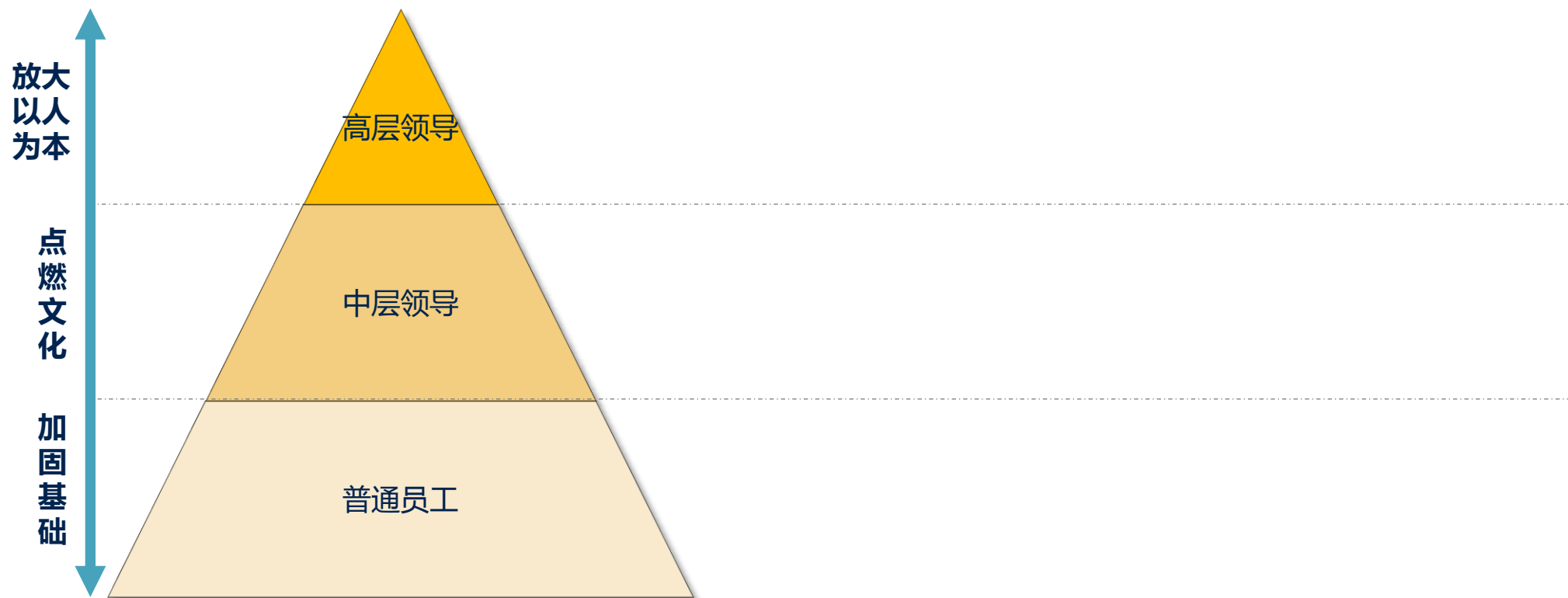
S *SEE IT*[®]
正视问题

O *OWN IT*[®]
承担责任

S *SOLVE IT*[®]
解决问题

D *DO IT*[®]
着手实施

在所有层级推行“人才赢家”



KOHLER TALENT CHAMPIONS

多元化推行方式



KOHLER TALENT CHAMPIONS

系列活动展示



人才赢家系列之双J会 第一集

tags: james Talent

4.6分

课程 共1个课件 116.4MB 课程已学

视频 DoubleJ-EP01

LEARN something new every day

GROW your skills and get developed in your career

SUCCEED in your career

KOHLER Learning Academy

Dear all leaders,

On May 23rd, the kick off session of 2018 Leadership Summit was successfully held in Shiba office. During it, we invited internal senior leaders and external guest speaker to share their thoughts and insights around the theme "Talent Champion". More than 60 leaders joined it on-site or virtually.

An interview was conducted with **James Zhang** (President - Power ASPAC), around his understanding of Talent Champion and why Kohler drives Talent Champion, his own story of talent development during his career. James recalled how he was identified by a previous leader as his own career stage for his critical thinking skills and positive problem solving attitude, how he was inspired and developed by the leader's hands-on coaching & mentoring, and now he realized the leader actually behaved as Talent Champion and influenced him to develop his team members as Talent Champion.

Speech delivered by **Nick Quail**, Executive Director, Asia Pacific of The Conference Board, from what future is going to look like, what keeps CEOs awake in the night, to how to be highly engaging leaders and skills to thrive in 21st century. Nick also indicated that the future leaders will face more challenges as they live in a more diverse and multigenerational workplaces.

In the summit, **Janey Wu** (Director - Human Resources, K&B China) gave an overview of Talent Champion, introduced the framework of Talent Champion, tools and resources available on share point. Every associate deserves to work for a Talent Champion!

One differentiated program of InsideOut Coaching was provided afterwards to our leaders to help them learn and practice on one of the core skills to become Talent Champion.

The audience all agreed the summit provides a valuable opportunity for leaders to get connected, learn what is happening externally and internally. Our journey just started, please stay tuned for our ongoing leadership summit sessions.

Attached please find the file shared by TCB.

Kohler Learning Academy - Asia

For more information, email us at Kohler_Learning_Academy-Asia@kohler.com or visit us g218a.

1 "人才赢家" 是什么?

人才！是任何组织的关键！
- 关注其下属员工的成功
- 积极培养下属
- 积极鼓励下属的员工团队

2 人才发展行为:

对职业负责	创造一个开放、包容的文化	识别和培养人才	积极主动与人力资源团队合作
<ul style="list-style-type: none"> 理解职业发展的意义和重要性 制定个人职业发展计划 定期与上级沟通职业发展计划 寻求反馈和指导 主动承担挑战性任务 持续学习和提升技能 	<ul style="list-style-type: none"> 营造一个开放、包容的文化 鼓励员工分享知识和经验 提供必要的资源和支持 建立信任和尊重 鼓励创新和冒险 认可和奖励员工的成就 	<ul style="list-style-type: none"> 识别员工的潜力和优势 制定个性化的发展计划 提供必要的培训和支持 建立导师制度 鼓励员工承担挑战性任务 定期评估和反馈 	<ul style="list-style-type: none"> 积极主动与人力资源团队合作 了解人力资源政策和流程 及时沟通和反馈 共同制定和实施人才发展计划 建立良好的人际关系 持续学习和提升技能

3 如何成为人才赢家?

开放和领导力的领导挑战：成为“人才赢家”。我们鼓励大家，如果有一些建议和反馈的领导力，做出以上行为，请不要害怕你的反馈！

我们向北大第一档一档“双J会”发放了一些 ABLE CARD (见左图)，原“双J会”如下：

- 在 ABLE CARD 上写下你观察到或赞赏的领导的名字及他们值得赞赏的行为，具体描述好
- 将卡片交予科科大学 Sherry Sun (三楼)，或发邮件给科科在科学会议会议室，科科大学会把卡片收集
- 科科大学将卡片一些整理，发布在一档一档“双J会”的网站上，设计中，请关注！

“人才赢家” 们点赞！

科科大学已经准备好，谢谢！

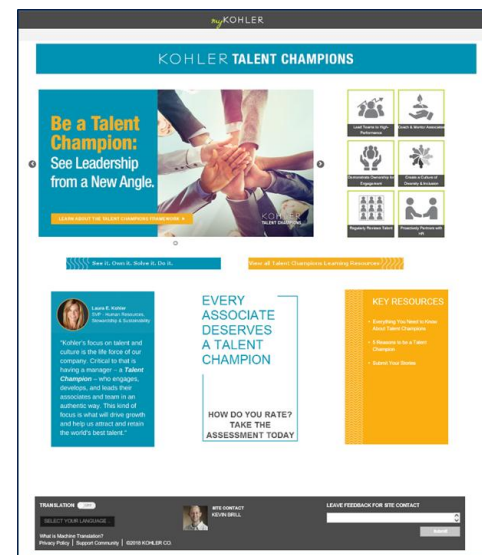
Kohler Learning Academy - Asia

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KOHLER TALENT CHAMPIONS

部分辅助工具展示

帮助领导时时回顾理念，不断地修炼提升他们的Talent Champion各项技能



KOHLER TALENT CHAMPIONS

问题？

谢谢！