



智享会
HR Excellence
Center

职业经理人、事业经理人、士业经理人

The Transitional Roles of Managers For
Sustainable Growth



What dose Past Success Depend on?



- **Human Resource · Philosophy, Method · Path**
- **Combination of Individual and Corporate Fate**
- **Believe in miracles, Drive for Excellence, Work passionately**
- **Live up to the corporate values**

What dose Past Success Depend on?

- Human Resource · Philosophy, Method · Path
- Forced Professional Ability, client ethic, quick turnover
- Seize the opportunities, take advantage of the opportunities, set up simple goals (pursue growing)
- Benchmarking, take the lead in imitation
- Walk the talk , mentoring
- Rare successful samples (driven by insider 、 professional manager)

New Situation: The Loss and Confusion of Benchmark



■The Loss of Benchmark

- Although the merger and acquisition strengthen its market leader position in the US, the sales amount of Pulte is declining year by year. Option-type land reserve as long as 8 years brings about Huge losses.
- Although it has not been on the edge of bankruptcy as General Motors, Toyota can't avoid the impact of global economic crisis. Overall recall event caused its king's position to plummet.

■Feel Desolate when Outstanding

- When we suddenly became “ the biggest in the world”, can we deserve the reputation?
- Chinese style growth is gradually dispersed into the global developing countries. And China suddenly changed from the follower to the pathfinder.

New Situation: Small and Big, Simple and Complex



- **The enterprise is not small any more. And we are not young any longer.**
- **To a certain stage of development, every organization need change from individual hero leading to collaborative teams leading. According to the size of current company, nothing but team engines can supply enough power.**
- **In the complex situation we need to face more questions. Prosperity brought by market excitement often covers a number of shortcomings, result in the loose in basic points. After some accomplishments, organization goals will be diversified and difficult to concentrate.**

New Challenge



- Only if we focus on the business, respect customers and market, we can continue to increase professional ability.
- Only if we continue to improve professional ability, we can keep competitive advantage.
- Only if we keep competitive advantage, Profit-oriented of Shareholder can be truly realized.
- Only if we continue to reward shareholders, we can get more trust and support from shareholders. Thus we can have our fate in our own hands, and get the opportunity to realize ideal.

New Challenge



- **In the most controversial industry, always in the centre of social contradictions eddies, how to keep powerful and proud from inside?**
- **Owner is not in the enterprise, how to orient and set goals?**
- **Ourselves being benchmark, how to chose path and method?**

New Challenge



- Why do we struggle all our life?
- How to avoid being satisfied with being well-to-do? No longer young and with some savings, how to develop passion and fighting spirit?
- Facing pluralistic society, complex environment and generation gap, how to attract and manage employees?
- How dose the big institution guide, spread and inherit enterprises culture? How to keep and continuously improve organizational capacity ? How to build a lasting mechanism with long-term stability and can be handed down from generation to generation.

Enterprise. 企业

Are We only Professional Managers?



■one of companies who the first introduced the concept of Professional Manager. This is also one of the important business cards in the early time.

■However, with the popularization of the terms of professional manager, many private enterprise who are in the individual firm control of boss, and governer-oriented state-owned enterprises started to use this concept too, which resulted in the ambiguity of concept connotations.

■Some view professional managers as persons who are entrusted and chung everybody's business. What they need are only executive ability, loyalty and subject to the boss' will.

■In accordance with this understanding, professional managers in the enterprises with isolated holdings and with no boss there will be at loose ends. And professional managers in the governer-oriented state-owned enterprises will view “Only leaders’ will” as the criterion.

■And other enterprises have not been satisfied with this understanding, and start to look for new expression beyond the term of professional managers, such as career managers.

Career managers? (事业经理人)



■Tang Jun: "Do not consider work as a profession, but as a career."

- The boss's business is the pursuit of profit maximization, the business of "career-type professional managers (事业型职业经理人) is to maximize the individual value.
- Boss need enterprise loyalty, "career-based professional managers," need professional loyalty.
- The boss's business is to "create dreams", and the business of "career-type professional managers," is to "realize the dreams." If you have to give the boss a title of CXO, and that most boss and entrepreneurs should be CDO. D means DREAM (dream). "career-type professional managers", no doubt, should take the role of CEO. E is stand for execution in English originally.

■Zhou Feng: In the 81st China Knitwear Fair in 2003, Zhou Feng, chairman of Ting Mei Group, formally proposed the concept of "career manager". And he elaborated on the concept of "career manager" for Zhao Qiang being the head. The concept of "career manager" has two meanings. Firstly, he is the "manager" of the Ting Mei Group career. Secondly, he considers development of Ting Mei Group as his long-term career to realize life. "Do not consider the job as a profession, but as a career" Such view is not new, but Chow's creativity lies in refining the concept.

Career managers ?



■Far East Holdings: We have established such a mechanism and system to some extent, that makes people who considered himself as a professional manager originally , consider the Far East as their own career. So in more than 4200 employees, at least 10% of them had owned a lot of wealth, million, millions or billions. Professional managers consider it up to **career managers** or high, although only one word but essentially different.

■Rollei Textiles: By creatively grafting professional manager system, they make a composite system of "family career manager" . That is, they use the family members as professional managers. Once the professional managers become a **career manager** , he/she can have the shareholding as family members. So that they will change into real family members.

■Jin-Song Chen: Communists hold the banner of career, and take the Chinese road of mobilizing the masses. KMT hold high the banner of career and take the western road. The Communist Party emphasizes its managers who love their careers, resulting in the liberation of people across the country. While the KMT has stressed professional relationship, promotes to serve the nation. The victory of Communist , is the victory of philosophy, and it is also the victory of **career manager** s against professional managers. We do not only need a large number of professional managers, but also we really need is a large number of **career managers** (the will to pursue their careers+ professional capacity = career manager). It is to develop the world together, to "let more people enjoy the real estate services “. Struggle for himself all his life. Pursue the career all life. In the long run, he will share the results of career with the company.

Good Term be Wasted



- If we considered **career managers** as the advanced version of professional managers, then this will be a term of charisma, a beneficial extension and a correction for the connotation contraction of professional managers in Chinese.
- However, the concept of **career manager** and professional managers are against each in all kinds of expression currently, which results in the concept reducing of professional managers.
- In order to really understand this point, we need to come back to the original definition of professional managers

The Definition of Professional Manager



- In enterprises with separation of ownership, legal person property rights and management rights, professional managers bear the responsibility for increasing the value of corporate property, and **have the absolute operation and management rights for legal person property**. They are recruited from professional manager market (including social and enterprise internal market of professional managers). They are professional business management experts who get paid mainly from salary, stock options, etc.
- Professional managers are called enterprisers in general. They are a social class who make business management as a career. They use comprehensive management expertise and a wealth of management experience, to carry out business or management independently of an economic organization (or a department)
- Professional manager originates from and thrives in United States. Its original definition is the **controller and decision maker** who are not the owner. The highest level for American professional manager is **professional chairman**. **Director sequence** is as the ultimate link for senior managers' promotion.
- It is co-called professional manager and technical innovator as human capital by Modern human capital theory.

Not Decline to Shoulder a Responsibility



- It could provide the largest space for the professional managers, give the highest value and have the opportunity to seize their own destiny in the company with distributed shares. At the same time, it requires professional managers to assume greater responsibility.
- HSBC people use 140-year history to prove the value and mission that professional managers can achieve, and shows the heights professional manager can reach.

Compare and Choose



Professional managers with HSBC style

Professional managers in the boss-driven enterprises

■ Entrust - agent relation

■ Employment

■ Not only set path and method, but also set the direction and goal

■ Only set path and method

■ Not only hold responsible for process but also results hold responsible for

■ Hold responsible for the implementation and process

■ Material rewards, a sense of accomplishment, and enjoy the process

■ Material rewards

■ If the same opportunity as HSBC people were before us, how can we choose?

Guan Zhong: The Senior Professional Manager 2700 Years ago



- “九合诸侯，一匡天下”，so Qi became the leader in the Spring and Autumn Period, and its power and influence had stretches for decades.
- Confucius: “桓公九合诸侯，不以兵车，管仲之力也。”“民到于今受其赐。微管仲，吾其被发左衽矣。”（《论语·宪问》）。
- The book “Guan Zi” had been handed down, which covered the politics, economic, military, cultural, and current so-called foreign trade, macro-control, price, market, money, monopoly, the wealth gap and so on. “仓廩实而知礼节，衣食足而知荣辱”and other rhesises have been on everybody's lips to now.
- Struggle for more than forty years, got much respect of "the boss", and cooperated well with Baoshuya and other team partners.
- Healthy and longevous life.

- There are ancient Chinese like Guan Zhong : Yi Yin, Jiang Shang, Zi Chan, Sun Wu, Zhang Liang, Zhuge Liang, Wang Meng, Guo Ziyi, Pu Zhao, Zhang Juzheng, Zeng Guofan...
- They had achieved the ideal of “govern a country”(治国、平天下”), and established shock the splendid feats, but not considered the country as private property.
- They were praised much more highly and more respected comparing to the emperors who founding or flourish a country in China's history.
- Their common name is

士

Standard for a “士”

- **Inner Saint: A strict moral and superb quality and talent.**
- **Outer Power: The spirit of socialization, and the ideal of building up establishment and make contributions to the community.**
- **Independence and dignity of personality and spirit.**
- **Summary for scholar in one sentence**

**Can entrust him an orphan of six feet, and can send him the order to hundred miles away
(可以托六尺之孤，可以寄百里之命)**

—— **The Analects of Confucius Tabor (《论语·泰伯》)**

Summary: Our Role and Mission



- We are professional managers, and we are also “士”业经理人
- We are not business owners, but if we work hard, we can write the future of enterprise, and we can take our own destiny.
- Ancient shining spears and armoured horses in the battlefield had given place to create value in the business community. We face an unprecedented level of the industry. We have the rare autonomy and responsibility as managers . As long as we have a courage, vision and wisdom of soldiers, we can establish exploits.