

第九届人力资源业务伙伴年会

资料分享

2016年11月23日-24日





★ 人力资源智享会微信公众账号

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*行业资讯一手掌握



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TURNING THE POWER OF ONE
INTO
THE POWER OF CHANGE

November, 2016

Let's POLL

A: IT WAS SUCH A MEANINGFUL CHANGE. I'VE MADE A LASTING DIFFERENCE.

D: THAT CHANGE WAS UNNECESSARY. I AM GLAD I GOT THEM OUT OF THE IDEA.

C: THAT CHANGE WAS SO CRITICAL. IF ONLY I COULD HAVE MADE A BIGGER DIFFERENCE...

B: THAT WAS SUCH A WASTE OF TIME. I WISH I DID NOT HAVE TO DO IT.

The change impact matrix

HR Capability	High	B: This is not the best use of our energy. I must help them shift focus.	A: All IN. This is such a meaningful change to make. I am going to make a lasting impact.
	Low	D: This is not going to make a real difference. I need to find a way to say 'NO'.	C: This is a critical change. I am not ready yet. I'll get in, get help and learn fast.
		Low	High
		Business Impact	

Business impact

The ability to win against competition

Competitive advantage :
where does it come from?

The ability to win against competition



differentiation

HR competency

The **DESIRE** & ability to
BUILD ORGANIZATIONAL CAPABILITY
through change

HR competency :
How does it make a lasting difference?

Turn people practice into



Competitive advantage

your change strategy: connecting the dots

Evolving	Create->Develop->Grow	Converge->Transform
	Case Study: Intel Mobile Communication Business	Case Study: Move from Geo to Global Sales
Need for New Capability	New: Borrow/Buy Current: Transit/Sell Case Study: McAfee	New: Prioritize->Maximize Current: Prioritize -> Transfer
Urgent		Case Study: Building a Global Business Group in China
Low	Relevance of Current Capability	
		High

Determine your impact & Role in Change

HR Capability	Case Study: IoT Business Reorg	Case Study: Memory Business
	Case Study: NSG SH Team start up	Case Study: Move from Geo to Global Sales
Low		
Low	Business Impact	
		High