



智享会
HR Excellence
Center



第十一届人力资源 业务伙伴年会





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Fish Can't See Water



HREC 2017 HRBP Forum

Jenny Chen



1946

Ferrero was
Established
In Alba, Italy

Our History



LUXEMBOURG 卢森堡大王国



Area: Total 面积 2,586.4 km²

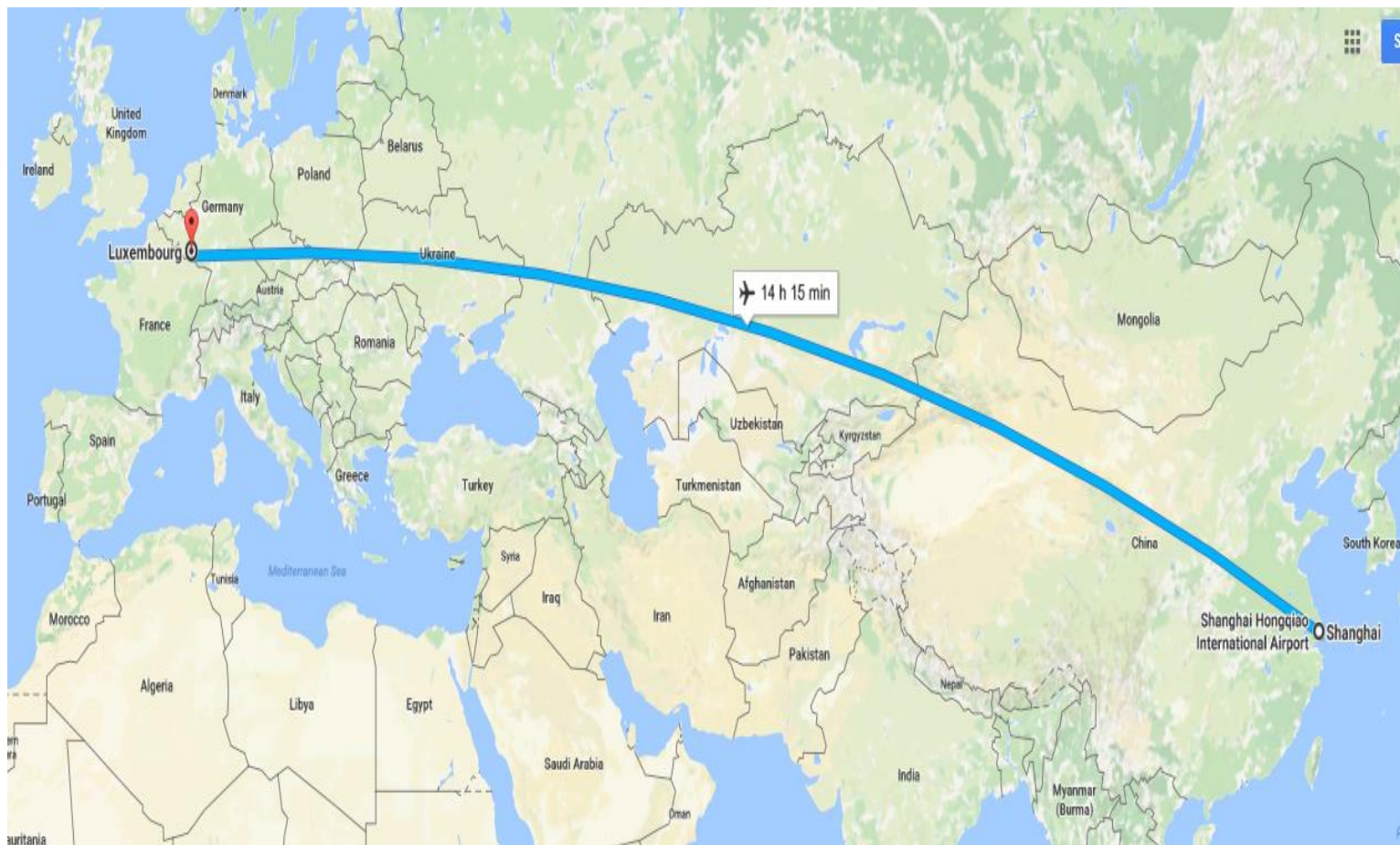
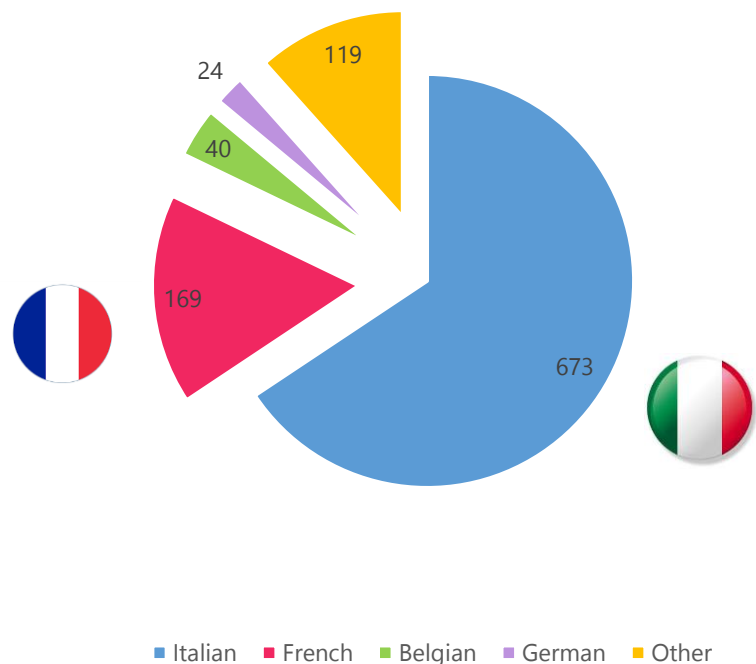
Population 人口 576,249
April 2015 estimate

GDP 人均GDP \$100,991
Per capita(2016)

Language 语言 French, German, and Luxembourgish

Ferrero HQ in Luxembourg 在卢森堡的费列罗全球总部

Employee Nationality Spread

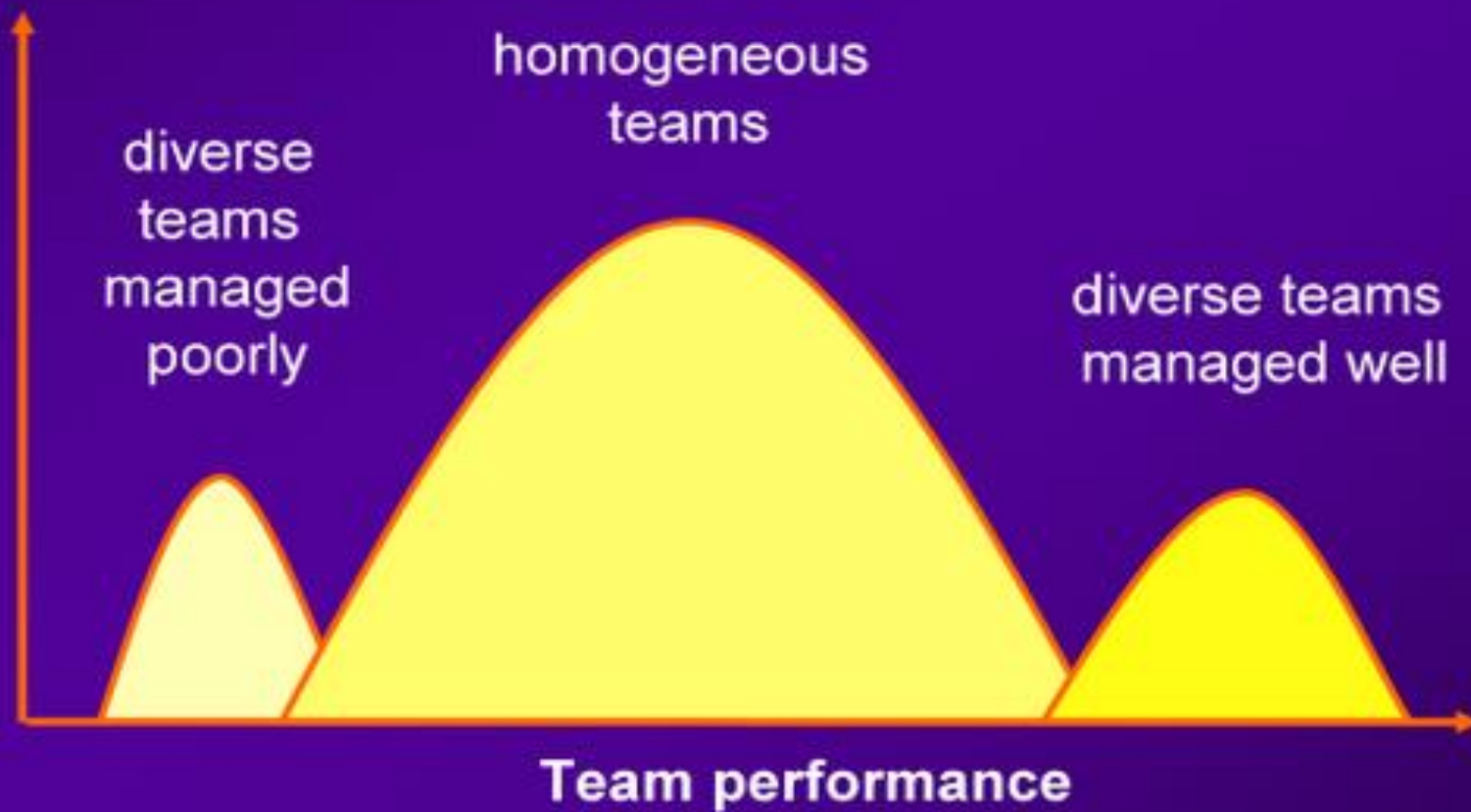


CULTURE

a system of behaviour that helps us
act in an **accepted** or **familiar** way

文化，是一个行为系统，帮助我们用**可接受的，熟悉的**方式行为做事

**Number
of teams**



Based on

1. Creating value with diverse teams in global management, J.J. DiStefano; M.L.Maznevski, Organizational Dynamics, Vol. 29, No 1
2. Dr C. Kovach's research, UCLA

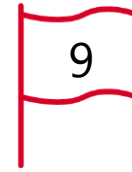
One of my BUs in Ferrero HQ in Luxembourg- Jan 2016

我服务的其中一个全球业务单元- 2016. 1月



Males: 53%

Females: 46%



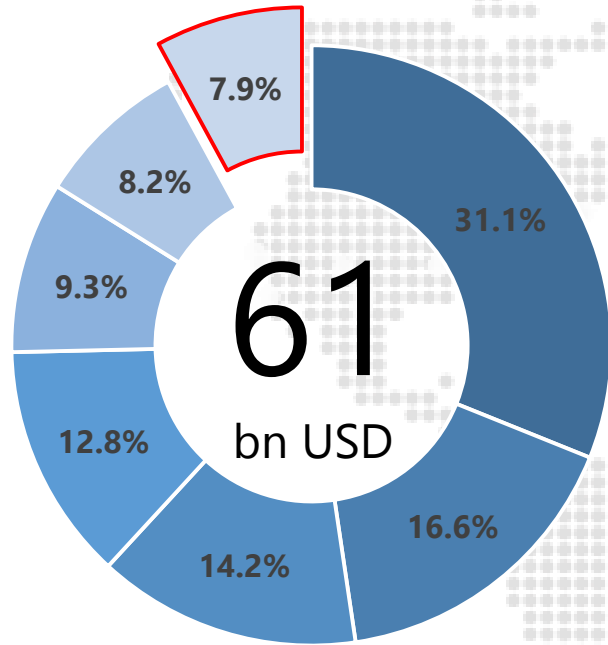
Average Age

33.07 years

Travel Retail, key facts on the industry and the confectionery.

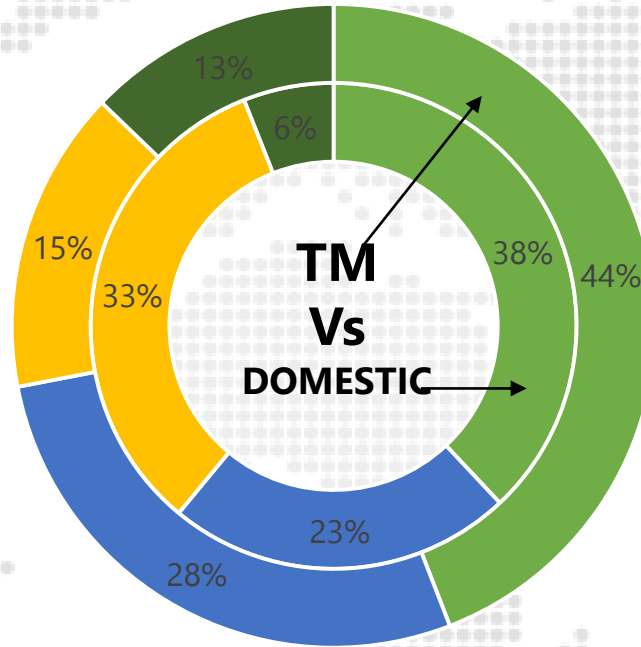
行业关键数据

Source: Generation research, Best&Most / euromonitor 2015

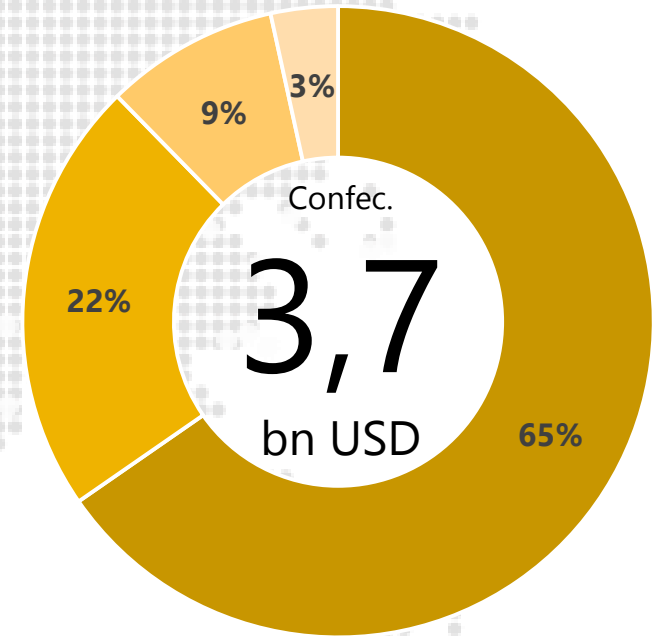


- FRAGRANCES & COSMETICS
- FASHION
- JEWELLERY, WATCHES
- CONFECTIONERY & FINE FOOD

- WINES & SPIRITS
- TOBACCO GOODS
- ELECTRONICS, GIFTS & OTHER



- EUROPE
- APAC
- AMERICAS
- MEIA



- AIRPORTS
- BORDERSHOPS/DIPLOMATCS/MILITARY
- FERRIES
- AIRLINES

Main Challenges when I took over 接手时面临的挑战

- 30% vacancies, 25% turnover rate! 30% 的空缺职位，25%的离职率
- Sense of belongings at Luxembourg headquarter is low 员工归属感低
- Running global business without reporting line in Country 全球业务与各个国家没有关系
- New appointed French GM 新调任的总经理，法国人
- Cross culture in dominant Italian culture working environment 意大利文化主导的跨文化环境
- No any FMCG company in Luxembourg 卢森堡没有任何一家快速消费品公司
- ...



Transformation from inside out 转变由内而外

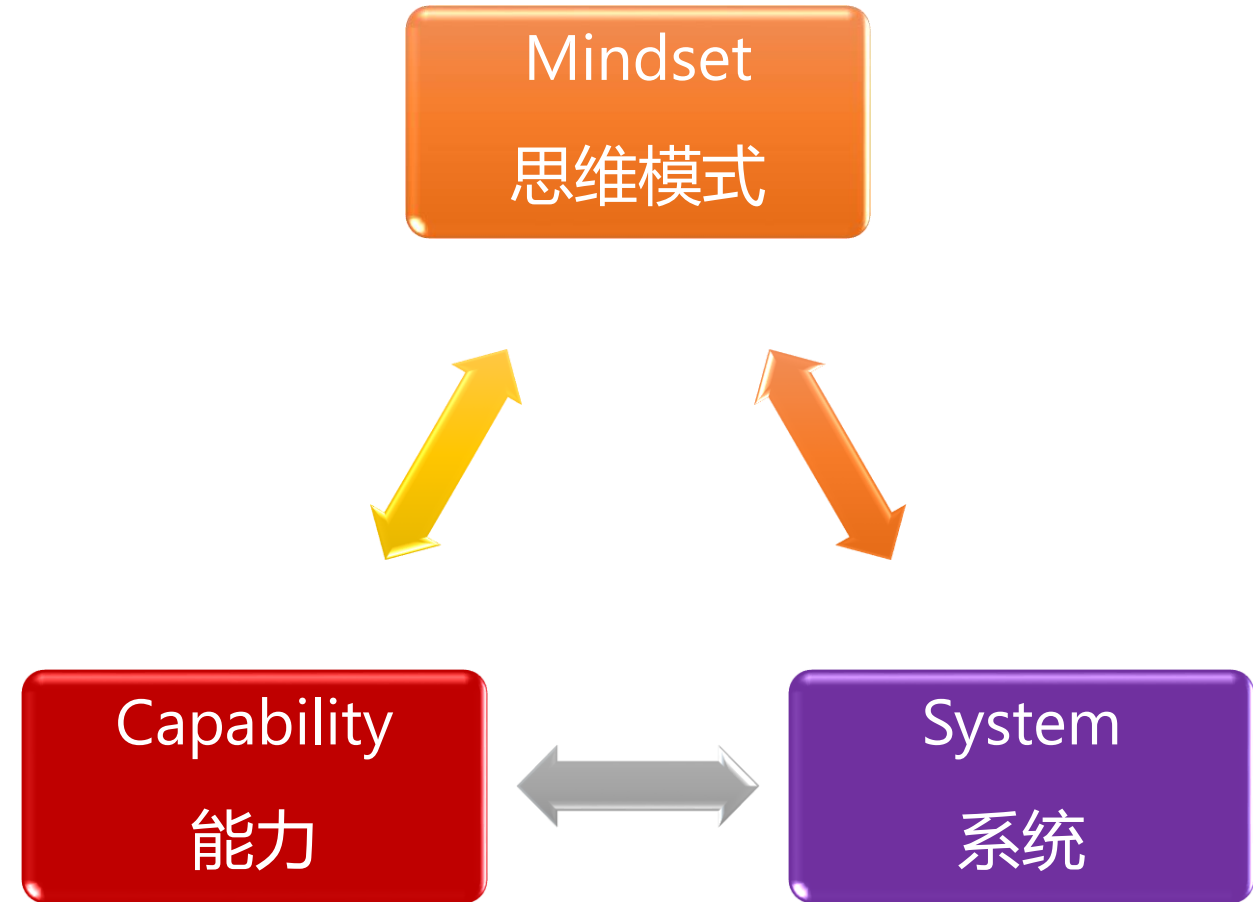


Starting from the business needs 从生意和组织的发展需求出发



Cross Culture Environment
跨文化的大环境

Managing Cross culture 跨文化管理



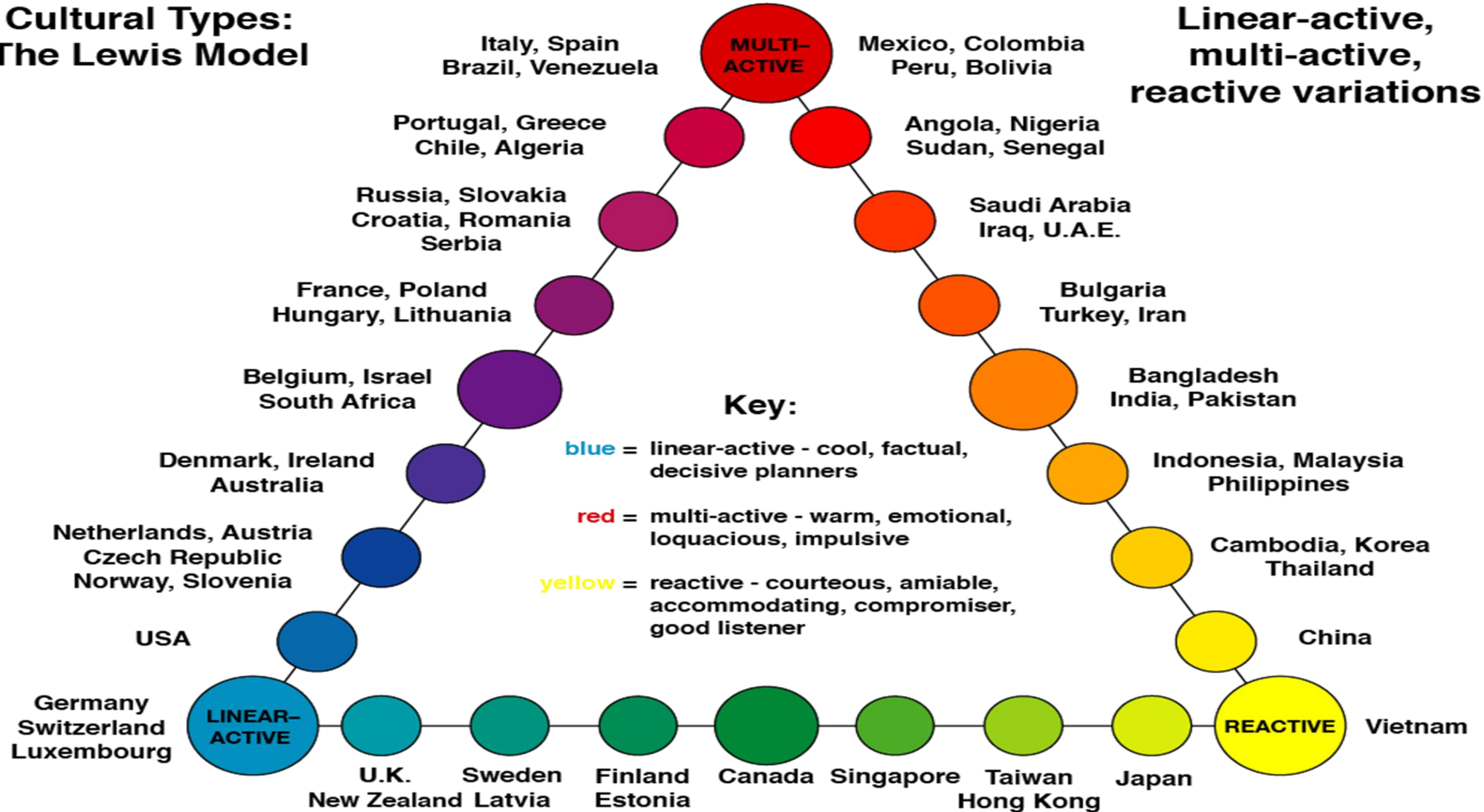
Starting from the business needs 从生意和组织的发展需求出发



Cross Culture Environment
跨文化的大环境

The Lewis Model – 借助跨文化管理的工具 a culture tool to better understand each other

Cultural Types: The Lewis Model



What we did 我们做了什么

Mindset
思维模式

- Awareness 认知
- Value the difference 对差异性价值的认同



Capability
能力



System
系统

- Talent acquisition and appointment 人才吸引与任命
- Meeting management 会议管理
- Decision making process 决策流程

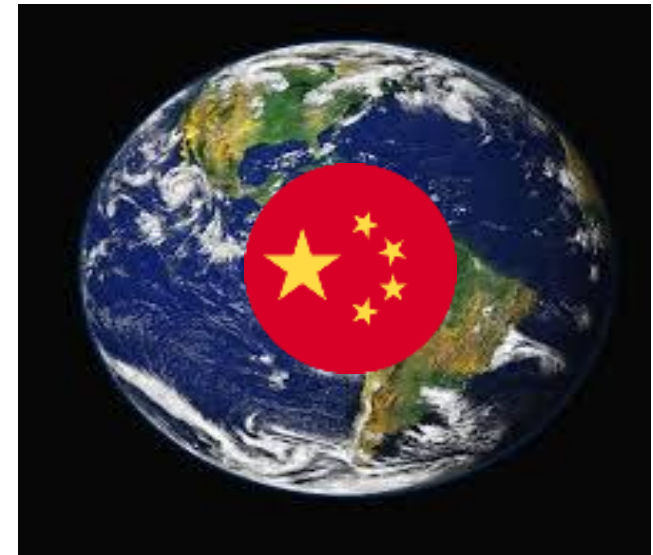
- Performance management in the context of corp. and national culture 在企业文化和跨文化背景下的绩效管理
- Provide feedback and manage the conflict 沟通与反馈，管理冲突
- Situational leadership in cross culture environment 跨文化背景下的情景领导

The learning & reflection 我的学习和反思

- Always remember there is no right or wrong culture, that's accepted and familiar way. The agility and open minded is must to do cross culture management.
- 永远记得没有绝对正确或错误的文化，文化只是大家所接受和熟悉的行为模式。跨文化管理要求我们更多敏感度和开放的心态。
- When you want to challenge the status quo, make conscious decision to fight and take the consequence
当你要挑战既有的操作模式的时候，记得做有觉知的决定，选择要为之斗争的战役，然后坦然承担结果

Global Mindset

Optimize the beauty of each nationality



Fish Can See Water

When we have awareness





Growing others, Growing ourselves
成就他人， 成就自己

THANKS!

Any questions?

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