

# Bamboo Leadership Development Program



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**Why?** Background & Purpose



**How?** The designing mythology for Leadership development program



**What?** Case Sharing for ITBA Bamboo Leadership development program

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**Why?** Background & Purpose 背景和目的



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# Why We Need This Training & Development Program?



# Background

## Talent Market in China



- Aggressively expansion & new markets entrants
- Companies are demanding strong leadership and language skills
- Skyrocketing pay

**Make People Management a Strategic Priority!**

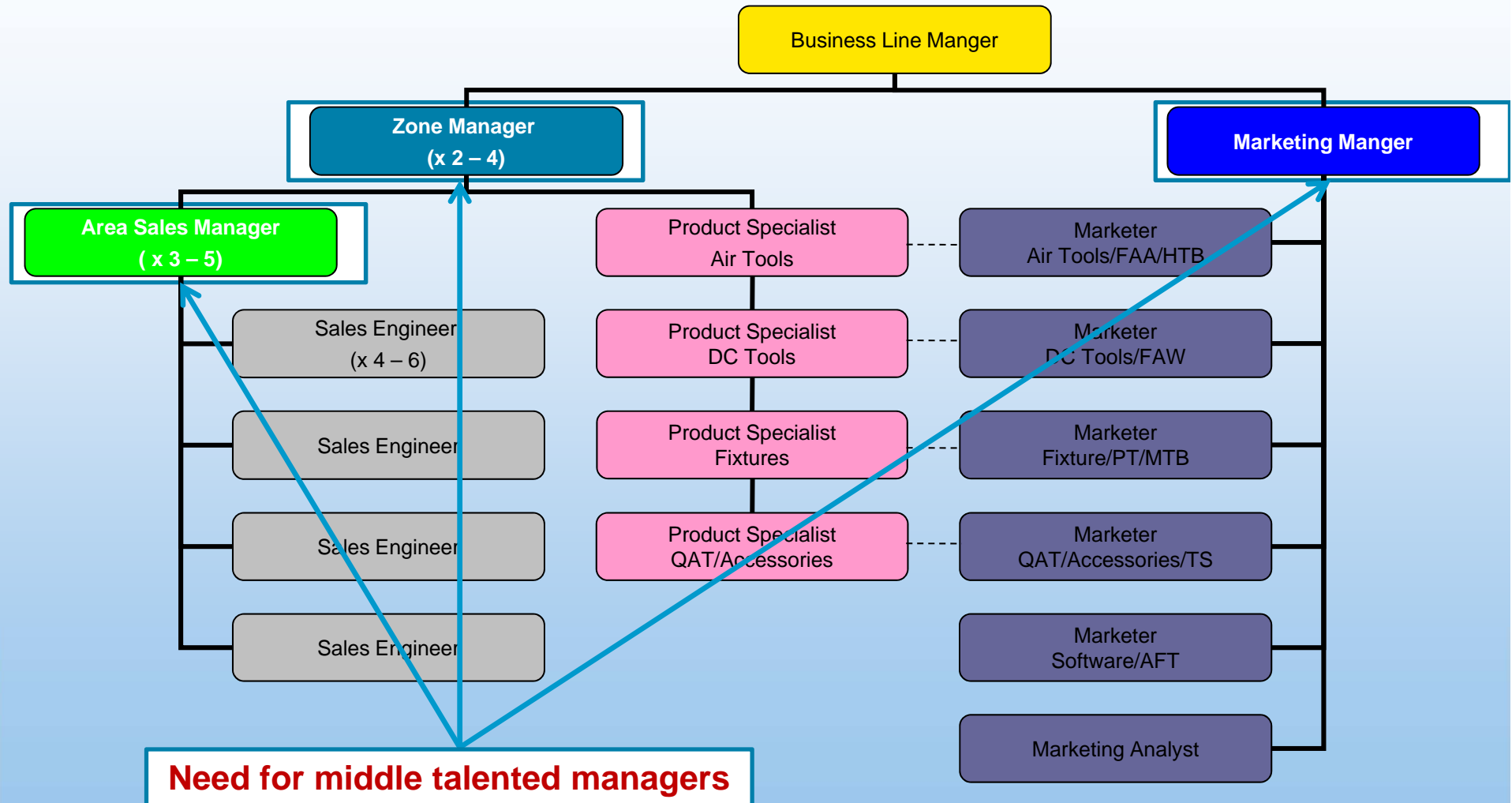
- Employees are leaving established companies for new entrants
- Partnership void – fierce competition;
- Candidates are growing more sophisticated; with more than one offer, candidates can negotiate

# Background

**Hottest positions**  
 Top three positions most difficult to fill in/retain

Industry	Most Difficult Positions to Fill In	Most Difficult Positions to Retain
All Industries--Office	Sales Representative - Technical Sales	Sales Representative - Technical Sales
	Sales Manager	Sales Manager
	Application Engineer	Technical Service Engineer
All Industries--Manufacturing	R&D Engineer	Operator
	Process Engineer	Process Engineer
	Supplier Quality Engineer	R&D Engineer
Chemical	Chemical Sales	Chemical Sales
	Sales Manager	Sales Manager
	Scientist/ Chemist	Scientist/ Chemist
Consumer	Sales Supervisor	Sales Representative
	Brand / Product Manager	Brand / Product Manager
	R & D Engineer	Financial Analyst
Hi-Tech	Sr. Account Manager	Sr. Account Manager
	Sr. Application Engineer	Sr. Application Engineer
	Application Engineer	Field Technical Support

# Organization Development Plan – ITBA China - Decentralization

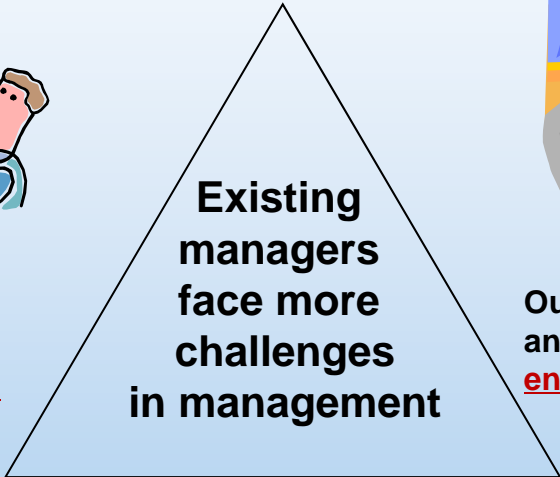


# Our business is developing rapidly

Now our current situation is ... ..



leaders and managers has more subordinates to manage than before. and their management skills need to improve.



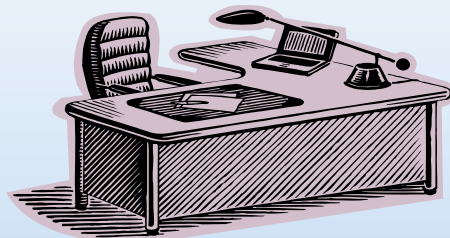
Our leaders and managers are younger and their management experience is not enough.



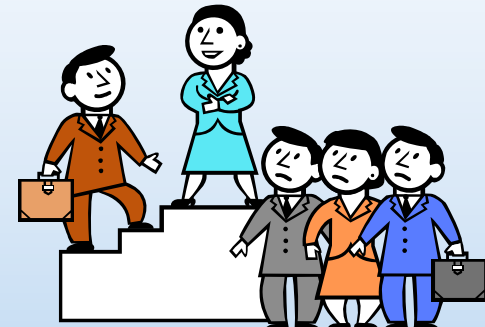
From the annual performance appraisal, training interview and survey, we found that there are urgent needs for management & leadership training

# Our business is developing rapidly

Now our current situation is ... ..



There will be more new management positions with the business development



We need to prepare potential leaders and managers for our Business development

# Our business is developing rapidly

Now our current situation is ... ..

Individual development



Vertical career development



Professional career development



Horizontal career development



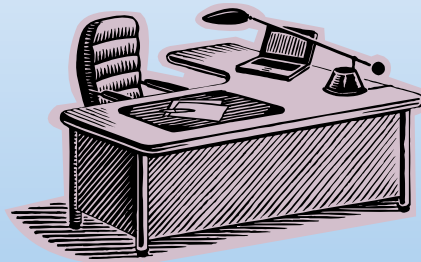
Management career development

Existing  
manager  
Career  
Development

Managers look for a career,  
not only a job.

# Why we need this Development program?

**Business  
development**

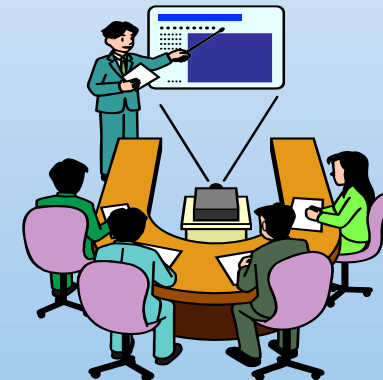


Existing managers  
face more  
challenges  
in management

Need More  
Professional  
Leaders and  
Managers

Existing leaders /  
managers  
Career  
Development

**Management & Leadership  
Training and Development  
Program**



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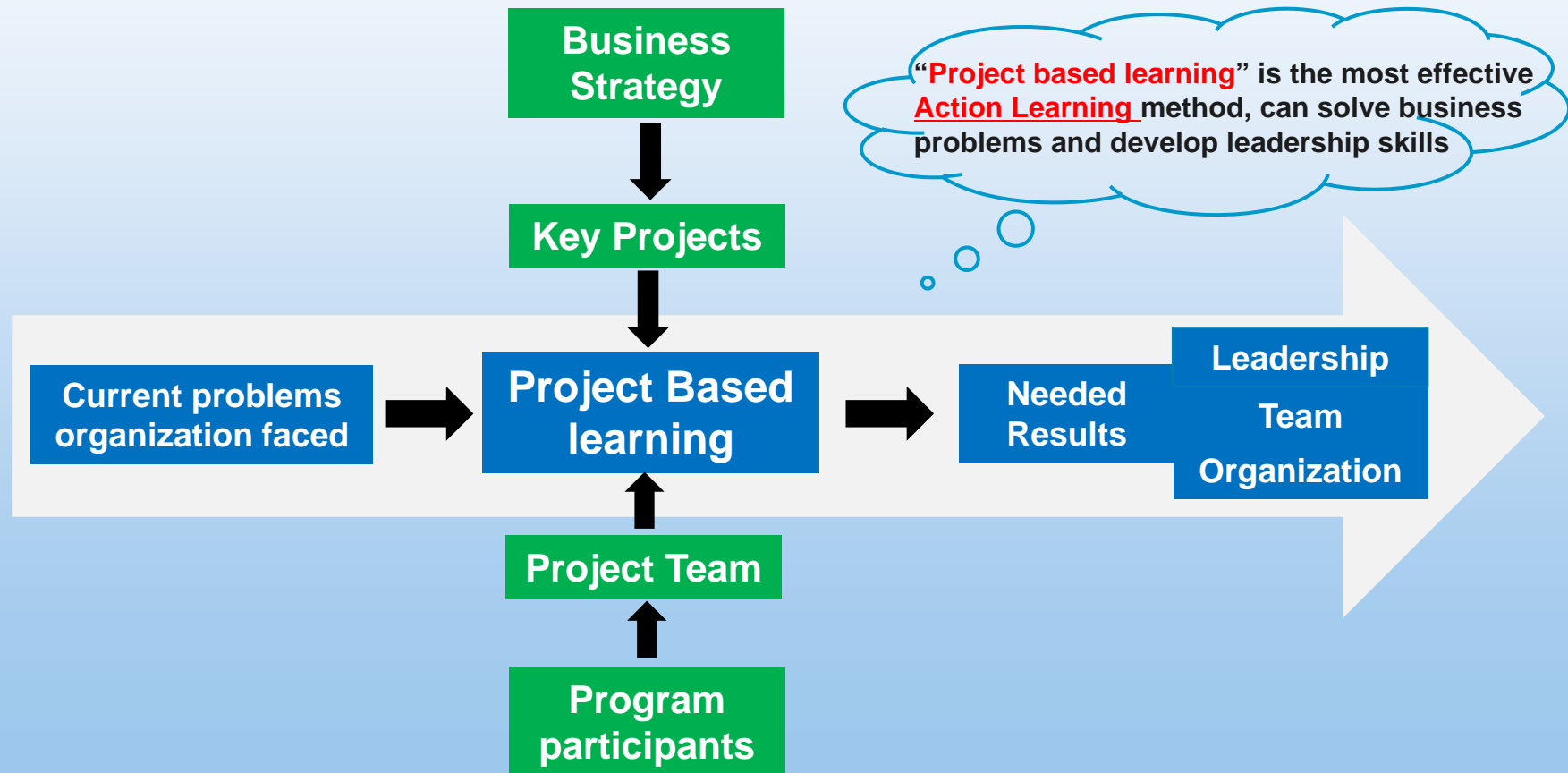
**What?**

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# Program Designing Methodology

## Project Based Learning 项目式学习

Solving Business Problems and Building leaders in Real Time  
解决企业实际问题，实时提升领导力



# The Framework for Project based Learning

**Work Apart learning**  
**(In the Learning Modules)**  
工作分离式/集中模块式学习

- In class room training
- F2F coaching on Self awareness



**Work embedded learning**  
**(between Learning Modules)**  
工作嵌入式/模块间学习

- Project working by team
- On Job Coaching for IDP
- Outside in Interview



**Work enabled learning**  
**(between Learning Modules)**  
工作驱动式/工作上学习

- Project implementation
- Self learning



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# 3 Level Leadership Development Overview

## --- Bamboo Program



Road that leads to be an excellent leader  
通向卓越领导者之路

Road that leads to be a great leader  
通向成功领导者之路

Road that leads to be an  
effective leader  
通向高效领导者之路

# Leadership Skills Based on AC 9 Core Competencies




Training and people development are based on AC Group Competence Model


# Bamboo Program Level I



## Road that leads to be an effective leader

**MY TEAM FOR MY DREAM**  
我的团队 我的梦



 **BAMBOO**  
PROGRAM  
春笋管理人才发展计划

*Sustainable Productivity*

# Project Assignment

- Leadership theme
  - **Recruit the right**
  - **Coach new hires**
  - **Empower the team**
- Assign to 3 teams (X6)
- Outcome:
  - Working toolbox
  - Application findings
  - Recommend how to roll out in the organization

- Classroom learning
  - Coaching & feedback skills
  - Recruit skills
  - Leadership workshop
- Interview Internal/external leaders
  - Internal: IT/CT/CMT
  - External: consultants
- Apply tools within 5 months

- Presentation Technique
- Presentation Dry-run
- Presentations to Management Team

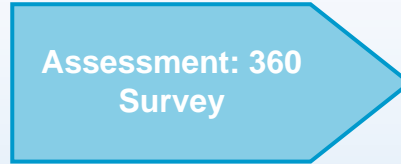
# Personal Development Coaching

## Step 1



- Personality assessment
- Motivation Assessment

## Step 2



- 360 survey: feedback from manager, peers & employees

## Step 3



- Every participant will team with one coach
- 1:1 coach & feedback on IDP

## Step 4



- IDP: Individual Development Plan
- IDP: Follow up meeting with Hiring Mgrs.



**Committed to  
sustainable productivity.**