



知享会
HR Excellence
Center

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**CEO's expectation
Achieving the balance
of the staffs
---from an IT Company**



智享会
HR Excellence
Center



Business is war

War is the oldest form of competition between human organizations; business is a relative newcomer.

Rather than comparing war to art we could more accurately compare it to commerce, which is also a conflict of human interests and activities; and it is still closer to politics, which in turn may be considered as a kind of commerce on a larger scale

History's greatest generals may or may not have been outstanding strategists and tacticians but they were always outstanding organizational developers.

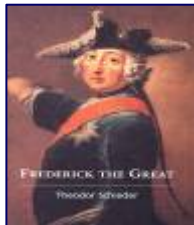
Two of the greatest commanders who ever lived, Alexander the Great and the Russian field marshal Alexander V. Suvorov (1729-1800), created or improved outstanding organizations.



Alexander's innovations included drills, logistics for rapid movement, and equal discipline for officers and enlisted troops. Alexander maintained this system, and his personal behavior earned the commitment of his troops.



Suvorov encouraged self-direction and innovation by enlisted soldiers in an era when commanders relied on tight control. Suvorov's leadership promoted outstanding commitment, morale, and enthusiasm.



Frederick William I left his son, Frederick the Great, a superbly-trained army. As these soldiers suffered attrition through battle or retirement, Frederick's ability to win declined. Although Frederick was a skilled tactician and strategist, he was not a great organization-builder.



政委

司令

CEO's

expectation

Commissar of HR

Den Xiaoping

HR

Commander

r

Liu Bochen

CEO

Understand the Chinese employees

- **An indirect communication style**
 - The need and strong sensitivity to save face
 - Respect for age and authority
 - Strong family values
 - A strong preference to follow the leader
 - Different and even contrasting perception for the same values like integrity, initiative, etc.

2 layers of “the Face”

Mian 面: Prestige gained from society by achievements (Wealth, knowledge, business etc.)

Lian 脸: Respect for a person who possesses with morality and ethics.

Attracting Qualified New Chinese Employees

- Branding of the company/Voice from current staffs
- Preferred job sectors: Consulting, banking, Government, academic etc.
- Charisma of the reporting Managers
- Living closer to their parents
- Medical and health care
- Hu Kou
- Opportunities by changes: Picture of career path with job titles in hierarchy
- Training/Oversea training
- Company's long term commitment towards China - not market/profit only or low labor cost
- Screening candidate and positive interview experiences



Then

**Job
Position
And Pay**

The reasons that people stays that the present job

<u>Salary</u>	55%	Good boss	33%
<u>Interesting work</u>	53%	Work assignments vary	30%
<u>Benefits</u>	52%	Feel appreciated for what I do	25%
<u>Enjoy my coworkers</u>	45%	Education and development	19%
<u>Sense of purpose/mission</u>	42%	No time to look for new job	18%
Location is convenient	40%	Career opportunities	16%
Challenging job assignments	39%	Autonomy	14%
Flexibility in work hours	38%	Perks (car, club membership, etc)	5%

Salary and Benefit are not the only things from industry best practices of Retention

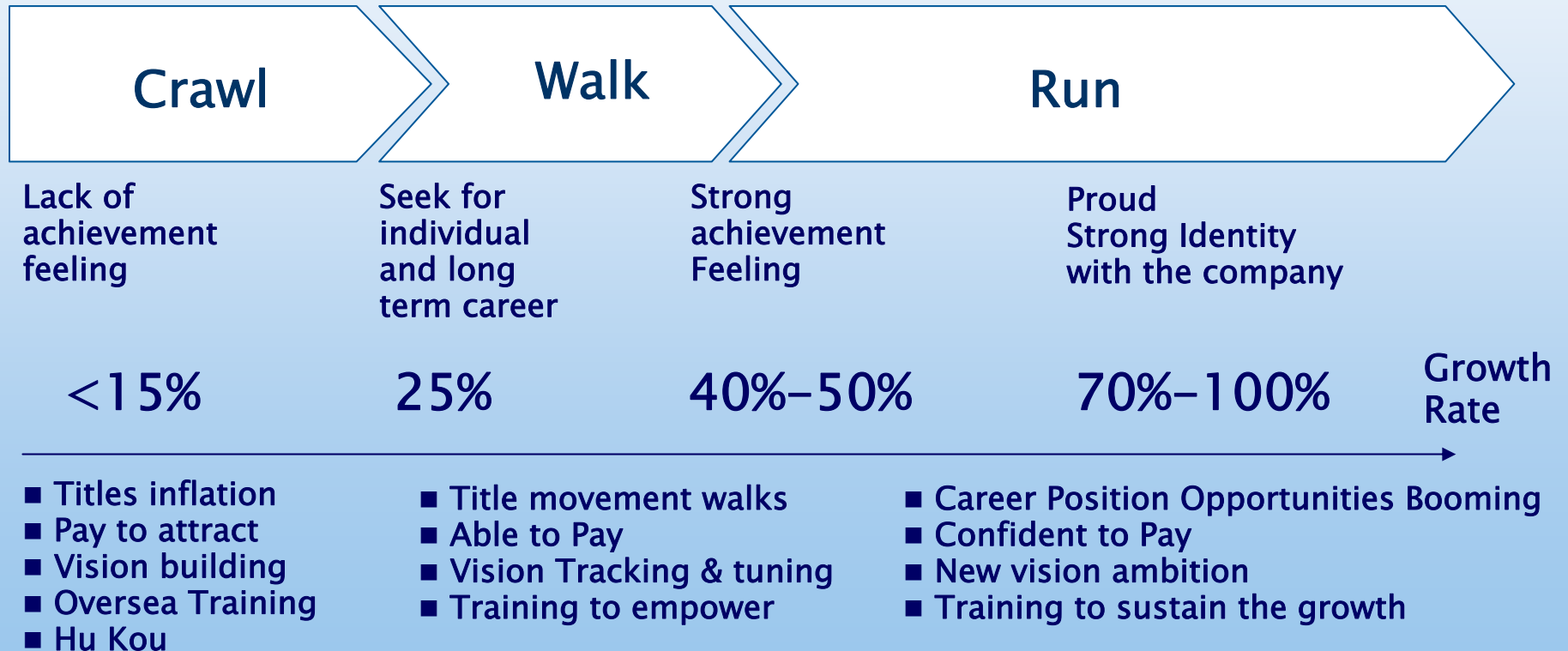
Philosophy

|Benefit|Happiness|Harmony|Settled|

|利|乐|和|安|

用兵之要，崇礼而重禄。礼崇则智士至，禄重则义士轻死……故，礼者士之所归，赏者士之所死，礼赏不倦，则士争死。

- 《太公兵法》



Philosophy

Pure empathy as water

上善若水

江海所以能为百谷王者，以其善下之，则能为百谷王，天下莫柔与水，而攻坚者莫之能胜，此乃柔德也。

Individualized
Career Plan

Individualized Career Plan

面对不同层次员工的领导、激励原则

Power
Identity
Position
Security
Achievement
Benefits
Opportunities
Career Develop
Share Glory
World peace



理解所领导的团队成员的
Understand the team
member's

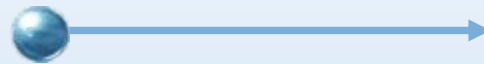
- 不同需求
(Different needs)
- 不同个性
(Different Personalities)
- 不同的教育背景
(Different Education Background)
- 不同的价值观认同
(Different value systems)
- 不同的工作经验
(Different pre-experiences)
- 人的共性
(The Human nature)

不同的人在不同的时期不同的场合找到不同的领导方式。

To find different leadership by meeting different needs for different people at different periods.

Individualized Career Plan

It is not just a
template which you
fill in



- Competency assessment
- SWOT
- Vision building
- Roadmap
- Yearly review
- Historical files

What helps

- 观察者，密招：天女散花
- 人性研究员，麻衣神相，辩经，冰鉴，脸部语言，身体语言、人格学、EQ、心理学。
- 员工特性研究员，关怀、关注
- 倾听部属的意见和措施，做个贴心人
- 灵活扮演不同的地位和角色
- 悉心钻研，具备多种能力，做高品质领导
- 不要让员工失去工作挑战性。
- 精神奖励远大与物质。
- 给下属自主目标的机会
- 策划竞争，设计、奖励英雄人物。

Pure empathy as water
上善若水

Training Philosophy

Why Training

- Staffs regard as the key criteria to stay
- Employee feel valued
- Fills the skill gaps
- Secure the leadership talents for growth and success
- Culture and value building

黄埔军校
抗大 ->毛泽东思想
Bertelsmann University
阿里夜谈|阿里夜校|阿里党校

Internal Training Or External Training?

- Budget
- Internal competence and resources
- Culture building
- Team and relationship building
- Alignment with the company values, leaders
- External expertise

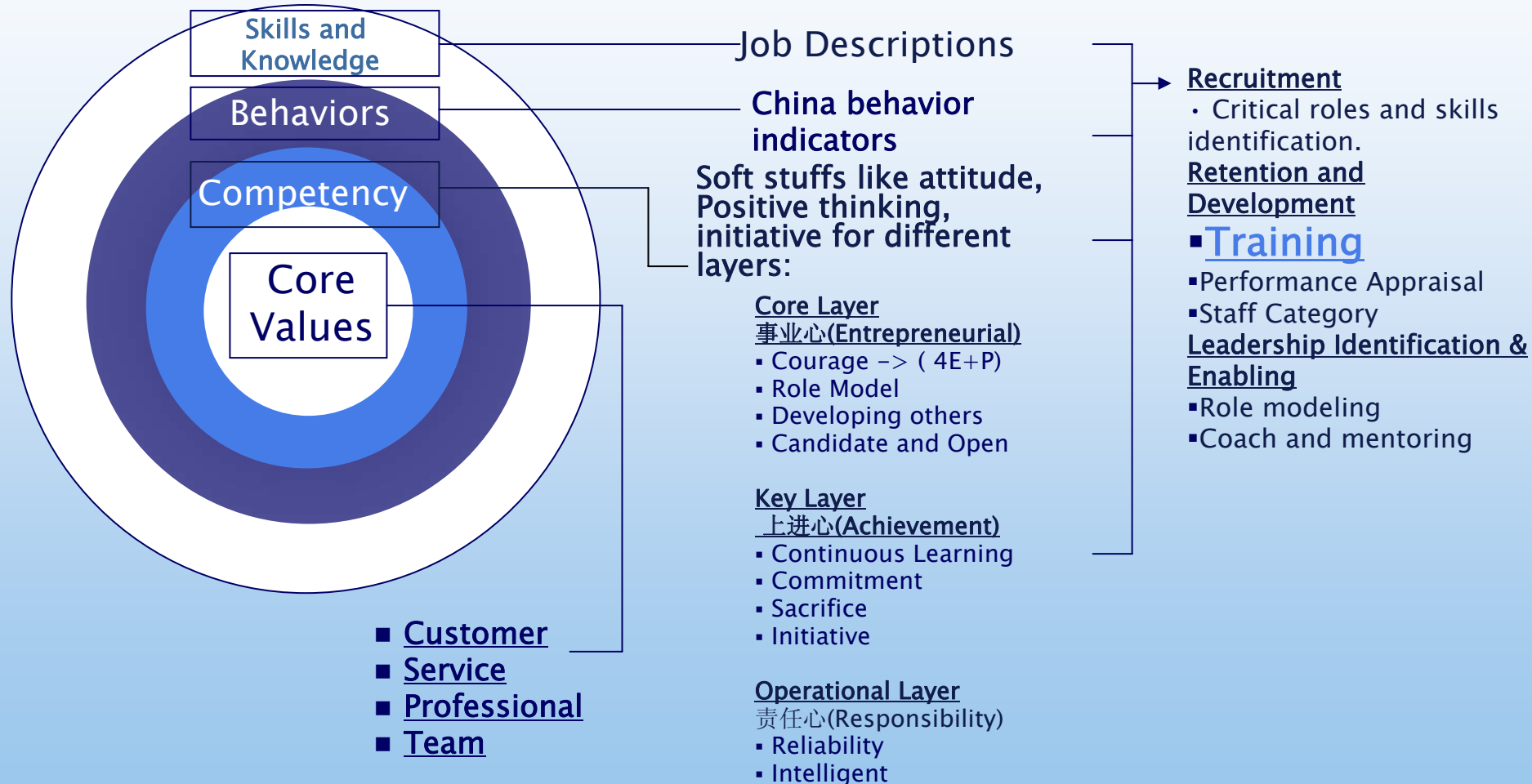
It is not just the enabling of the labor force, it is the soul building of the army.

Ethical thinking is a critical leadership skills and source of organization strength

- Trust the intuitive feeling when hiring people: Adaptability to the culture and values.
- Never compromise on the values which I should cherish as my life.
- Ethical norms and ideas serve an important purpose in facilitating corporation, providing direction, and setting behavior limits – organizational effectiveness
- Misbehavior affecting customer can have dramatic and difficult to reverse market and employer image
- Ethical education is life-long endeavor (ASY Spring and Autumn School – Confucius code of conduct)

Understanding Organization, Organizational Ethics and Chinese Code of Conduct

Training and Culture Building – Culture Definition



Establish a sound system of staff training

春秋学堂 Spring and Autumn School

School Mission

- Brainwashing of company culture and value systems
- Management and Non-management enabling
- Improve the professionalism, quality and maturity of the FTE
- 建设干部先进性和团队战斗力
- 大开科举之门，广纳贤才能人，文治武功以治国平天下

Teachers

- Involve all layers
- Students can be teachers
- Commitment from all involved people

Organizational Activities

- Internal training history
- As an integrated part of the company's career system
- It is spiritual motivation for all
- It should be fun for all

Certification and Spiritual Motivation

- Directly connected to Probation, salary adjustment and payment.
- Directly connected to the Spring and Autumn promotion.

Spring and Autumn Super Classes

To enhance the level of the staff:
improve the professionalism and personal competence
Combined vocational skills training and business training

Survival Institute

- Company survival package
- Professional behaviors and competences
- Power point and document standards
- Service brochures

Sales Institute

- Professional dressing and courtesy basic
- Presentation / Conversational / Listening Skills
- Solution selling
- Consultant basic competencies
- Negotiation and conflicts handling

Technical Institute

- Java, .net coding standards
- Security BS7799 basic
- ITIL basic
- E-commerce, CRM, Loyalty Program application

Managerial Institute

- Time Management
- Team Management
- Basic Management skills – Meeting、delegation、communication、motivation, etc.
- project management mechanism.
- Customer relation and behavior management
- Leader and leadership
- Personality Analysis, Psychology basic
- AQ, EQ
- Profit Models.

See, Try and Apply in daily life

Combined vocational skills Within IT industry, there is a lot training and business training non-IT stuffs need to be learnt

Sequence Effects

Memory is snapshots
Three Sequence factors:

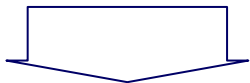
- 痛苦或快乐的排列顺序: 先苦后甜或先甜后苦?The trend in the sequence of pain or pleasure
- 留给客户回味的最高点和最低点
The high and low points
- 最后环节 The ending

Duration Effects

- 精神充实的人不会注意到时间的持续.People who are mentally engaged don't notice the duration
- 增加次数?还是延长感受的持续时间?—痛苦与快乐区别体验
Increase the number segments lengthens its perceived duration - positive and negative

Rationalization Effects

- 有问题发生时,能参与的选择越多,愤怒就会越少.
The more empowered and engaged they feel, the less angry they are when something wrong.
- 客户通常会:
没有周期性回顾流程,只有当问题发生时才发难.People likely view cause as a discrete thing, not a continuous intertwined process
- 认为与形式和规则的背离是造成意外的原因.People often conclude that deviation from rituals and norms caused the unexpected outcome
- 责难于人而非系统.People tend to ascribe credit or blame to individual, not systems



服务体验的最后环节决定胜负

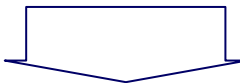
Finish Strong - Last impression endure

汉沙航空

先输后赢还是先赢后输

Get the bad experience out of the way early

牙医: 先处理疼牙还是后处理疼牙



把客户快乐拆分,把痛苦体验合并

Segment the pleasure, Combine the pain

迪斯尼主题公园:3分钟还是30秒



运用选择权建立承诺

Build commitment through choices

闹钟和叫早服务
银行: 蛇行队&单线队



给客户习惯于特定服务

Give Customer Rituals and norms and Stick to them

Regular care call
Kick-off Dinner

On-going Processing – Training of Particular Values in China

Management and leadership training of particular values in China

- Delivering the results
- Relationship building
- Coaching and development
- Managing performance



Non-Management training of particular values in China

- Corporate citizenship training
- Business literacy training
- Non-technical skills
- Career self-management



Provide them with an environment of continue learning and continuous progress

About Culture Training and Training Culture

We are group of people
with common:
我们来自五湖四海, 为了一
个共同的革命目标

- Mission
- Targets
- Communication
based on shared
values

Create a good
organizational
culture to keep the
core talent – Color of
the blood



So we trust each other and
committed to the shared and
individual responsibilities.

Normal Approaches

Philosophical Guidelines

Mindset and Soul Approaches

+ Pure
empathy as
water
上善若水

+ Internal
Training

- Culture and values
- Sound systems
- Involvement
- Commitment

Benefit	Happiness		
Harmony	Settled		
利	乐	和	安

Wrap Up

+ Latitude to
Grow

=

Balance of advance the capability
and maintain the talent

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