



智享会
HR Excellence
Center



房地产行业人力 资源论坛

2017. 9. 20





绩效管理发展

型之路

--- GE的数字工业转

September 13, 2017

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今天的GE

通用电气（GE）公司是全球数字工业公司，创造由软件定义的机器，集互联、响应和预测之智，致力变革传统工业。



公司文化的转型- 精简化

技术模式的转变

精益管理

做更少的事，做更好的事

保持高效和竞争力

勇于创新，敢于试错，在迭代中成长并找到正确方向

商业影响力

为客户创造全球化价值观念

数字化能力

以实现高效，合规，创新

Culture文化

思维模式的升级

重新审视



GE的信念

是我们做事和管理的方法

重新选择



FastWorks

是我们做事的工具

重新思考



绩效发展

是我们解开管理者智慧与想象枷锁的途径

我们正在围绕着“精简化”的企业文化对GE进行变革。这既不是重组也不是新事物的创造。但它却定义了我们做决定时，团队合作，和服务客户的方式。 -杰夫·伊梅尔特



文化变革助力新GE

六西格玛 (6 Sigma)



快速工作法 (FastWorks)

流程, 完美, 缓慢



结果, 风险, 敏捷

GE成长价值观 (GE Growth Value)



GE的信念 (GE Beliefs)

员工满意度调查 (GEOS)



文化指南 (Culture Compass)

员工绩效管理 (EMS)

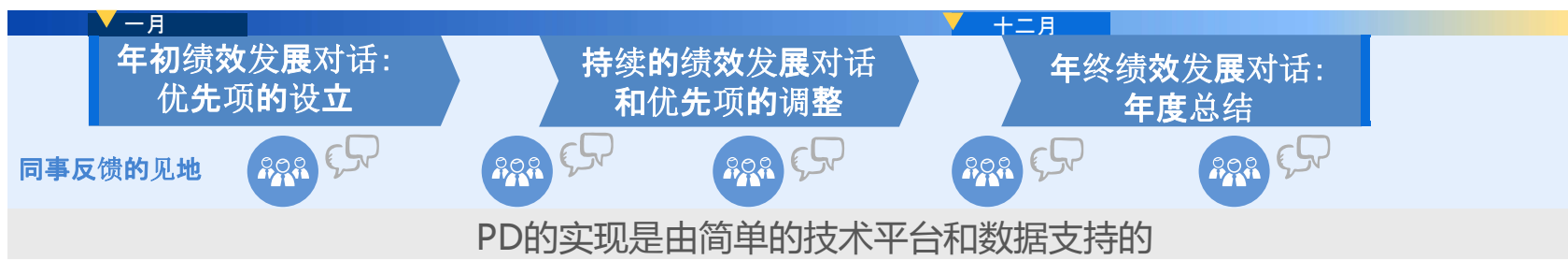


员工绩效发展 (PD)

新GE 数字化, 精简化, 全球化



GE “绩效发展” (PD) 的流程解析



优先项的设立 Priority Setting

重点关注在对客户而言最重要的工作
为客户 · 定成败

绩效发展对话 Touchpoint

尝试，学习，行动
求精益 · 拼速度

学以恒 · 善应变



PD@GE 的新工具

建地和反馈 Insights

提供实时的反馈
敢授权 · 互激励

年度总结 Summary

关注于过去所做的贡献，以及今后如何更好提高绩效
闯未知 · 展佳绩



“绩效发展” 工具介绍 (PD@GE)

The screenshot displays the PD@GE web application interface. At the top, there is a dark blue header with the GE logo and 'PD@GE' text on the left, and notification, help, and search icons on the right. Below the header, a user profile for 'Yuwen Shao' is visible. The main content area is titled 'Priorities' and includes a 'New Priority' button and an 'Archived Priorities' button. The content is organized into sections: 'Define success' with the subtext 'Let's make it happen together!'; 'What are Priorities?' which explains the purpose of setting priorities and lists three key points: connecting work to company goals, delivering customer value, and adapting to changes; 'How should I set / capture Priorities?' which provides a two-step process: identifying customers and their values, and having a priority setting touchpoint with a manager. The interface also features a left-hand navigation menu with options for 'Priorities', 'Touchpoints', 'Insights', 'Summary', 'Settings', 'Tips and Help', and 'Logout'.

PD@GE

Yuwen Shao

Priorities

New Priority Archived Priorities

Define success

Let's make it happen together!

What are Priorities?

The setting of priorities at the start of the year with your manager should help you:

- Connect the work you do to the company and business goals.
- Deliver outcomes your customers (end-users) value... consistent with their timeframe and expectations.
- Focus and empower you to do fewer things better.
- Adapt and change as the internal and external environment changes.

In setting your Priorities, you and your manager should determine what success looks like through the lens of the customer. Priorities should be revisited throughout the year via ongoing Touchpoints to ensure they are still important to meeting the business/ organizational goals and are having impact on our customers.

How should I set / capture Priorities?

First, identify your customers, and what they value.

Understand the value that you want to deliver for them in the upcoming time period. Ensure your priorities capture what's most important to your role and to your customers.

Second, have a Priority Setting Touchpoint with your manager.

The Performance Development approach starts with a **Priority Setting Touchpoint** in the beginning of the cycle between employees and managers to set priorities aligned to meeting customers validated needs and organizational goals. This is also when you should reference your business/functional goals. These priorities serve as a reference point throughout the year to discuss your contributions.

Next, Take action. Contribute to your priorities, always keeping the customer needs in mind.

Logout



“去打分制” 下经理和HR的角色转变

EMS → PD

不打分的“绩效发展”



转型过程中的经验总结和未来发展方向

I

绩效管理
模式影响企业文化

II

推动员工改变的
不是工具本身，而是直线
经理和环境

III

去打分制，不影响带人经理
团队管理和薪酬计划能力，
但相关沟通仍有待提高

带人经理在这一转型过程中起决定性的作用





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