



智享会  
HR Excellence  
Center



# 第十届中国薪酬福利年会





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## IBM绩效体系变革及其在薪酬项目中的应用

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## Agenda

- ✓ **IBM** 绩效管理体系变革背景介绍
- ✓ 新旧体系对比及变化
- ✓ 反馈文化的推行—新的反馈工具
- ✓ 绩效评估结果在薪酬项目中的体现

# IBM战略的新方向



## 认知的解决方案

人工智能：理解、推断、学习

数据成为新的自然资源，奠定企业竞争优势的基础。



## 云

云计算将IT和业务流程转变为数字化服务，推动企业业务模式变革。

社交、移动、数据推动个体崛起，企业需要建立互动参与体系。



## 行业专家

医疗健康，生命科学，气象，教育，金融，物流，制造，零售，电子，能源....



# IBM's Transformation Journey

## IBM的转型之路

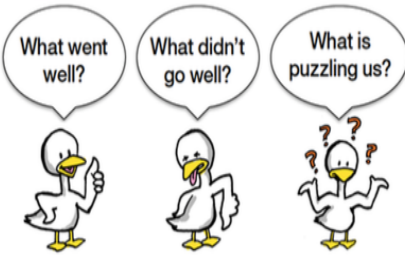
敏捷创新文化



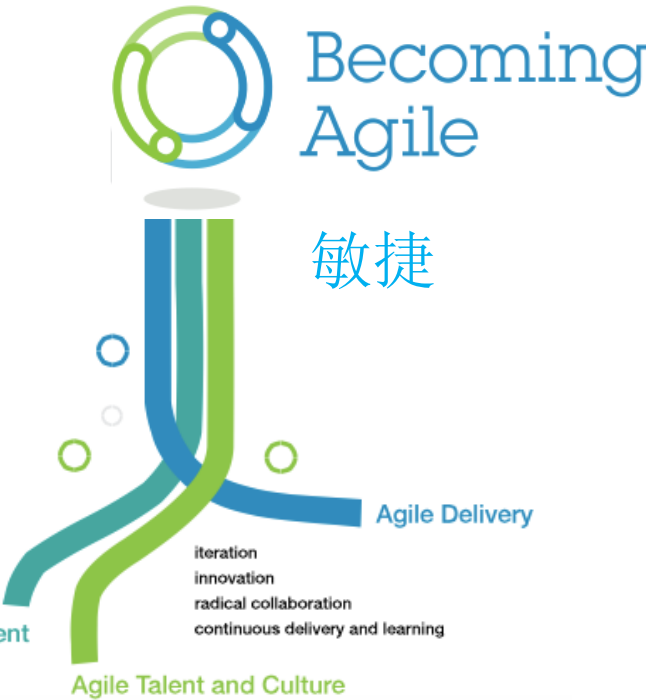


# Agile & Design Thinking as new way of working to create speed & empowerment 用敏捷和设计思维提高组织反应速度和授权

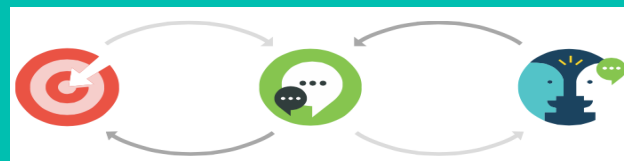
## IBM Design Thinking 设计思维



Agile Client Engagement



# 新旧对比



确立目标      及时交流反馈      与经理季度沟通

## 旧体系

年度目标，由上至下 ▶

单一纬度评估 ▶

每年一两次流于形式的绩效反馈会议 ▶

年度记录结果 ▶

小组讨论决定，评估结果分布比例 ▶

## 新体系

优先级明确的短期目标，员工与经理共同制定

多角度评估（技能同等重要）

多渠道，高频度的反馈（随时进行低绩效管理）

定期更新成果（季度）

经理充分赋权和负责

# Checkpoint 目标设定及评估纬度



An "Expects More" rating does not necessarily mean an IBMer is a low performer. It emphasizes an area of focus.

# 反馈工具--ACE



## Start Using the **ACEAPP**

On all your devices



**ACE**  
DOWN

# 反馈工具--ACE



## A Look Inside

### Respond to Survey 团队体验调查

Complete a quick 5 question survey to give your manager insights into your team's work experience. Are you receiving enough feedback, doing meaningful work, satisfied with your work-life balance? Managers can use these results to identify issues to help team members thrive.

### Get Feedback 收到反馈

Be Agile and request feedback from others "tell me one thing I could have done better with..." It only takes one minute to gain valuable insights. As a manager you can also gather feedback on your team!



### Give Feedback 给出反馈

Contribute to the development and success of your team and colleagues by sending instant feedback anywhere, anytime.

### Track History 历史记录

No more lost emails and notes! Review ACE App insights for easy identification of strengths and development opportunities, all in one place and saved for one year.



**ACEAPP**  
DOWNLOAD

# THANK YOU



GREATER CHINA GROUP  
HUMAN RESOURCES

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