



# 第一届绩效管理改善和创新论坛





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# 从业绩评比的PK到倾情反馈的变革

## IBM 2016年绩效管理变革

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# 内容提纲

- 2016年绩效管理的变革 – Checkpoint
- Checkpoint目标设置、反馈和评估的5大维度
- 绩效评估后的人才盘点
- Checkpoint的实施工具以及与其他管理体系的关系



# 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。

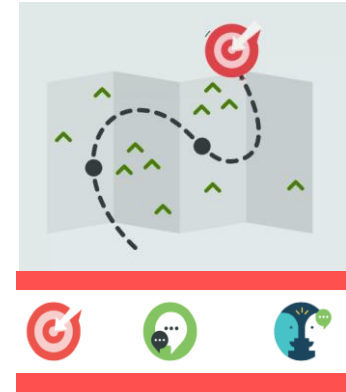


## 行业专家

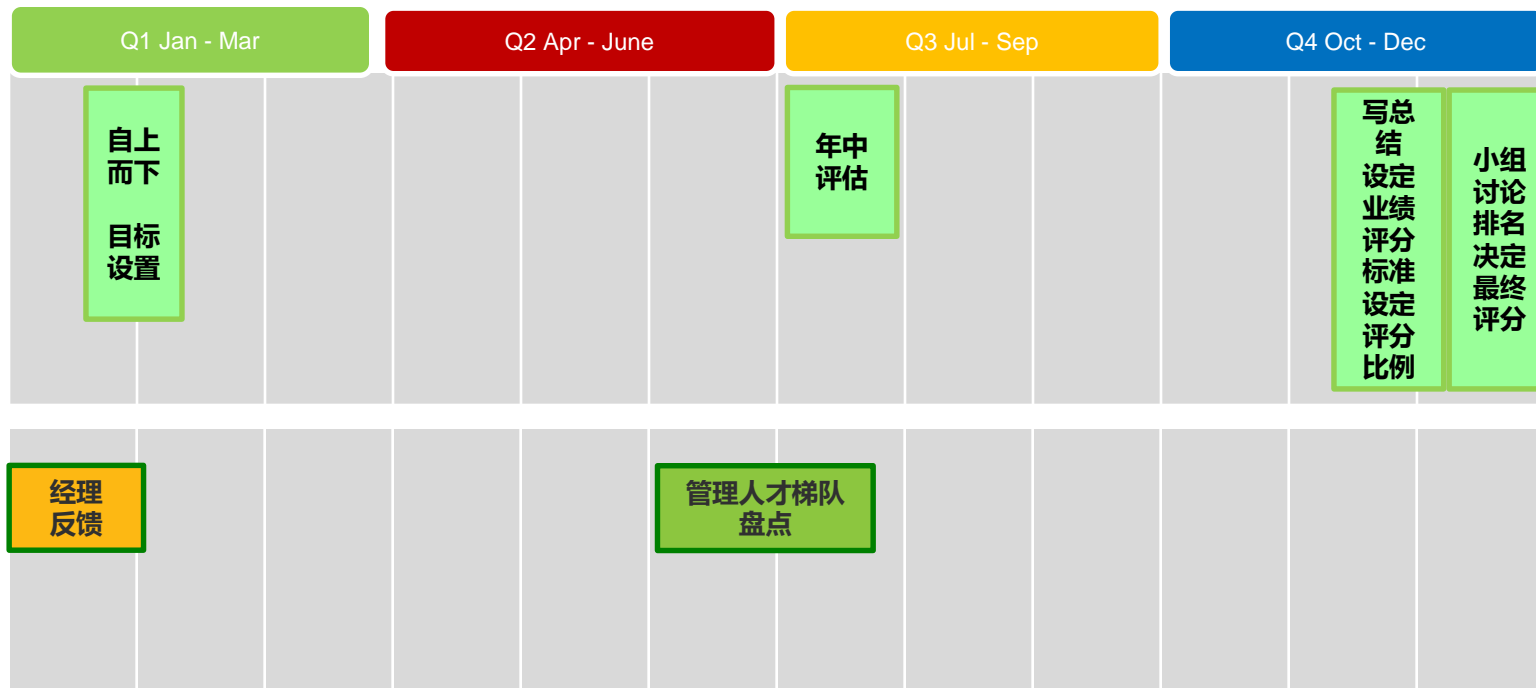
医疗健康，生命科学，气象，教育，金融，物流，制造，零售，电子，能源...



# IBM绩效管理的变革 – 2016 Checkpoint



# IBM Personal Business Commitment (2016年前)



# 改变什么

- 目标设定由经理与员工共同参与
- 一线经理获得充分授权
- 经理及时地与员工进行目标和信息沟通以及绩效反馈
- 变一年一个评分为五个分项评估，单项低不等于低绩效员工；反之，即使是绩效优秀的员工依然有需要改进方面
- 把技能列为与达成目标同等重要的位置
- 随时随地地进行低绩效管理

*Checkpoint* 不仅仅是制度的改变  
而是观念的改变  
主题词：反馈 持续

# 为什么变

- 快速变化的市场环境：公司日益采用更加灵活、敏捷与及时反馈的业务运营方式，传统的年目标设定已无法支撑这个认知时代
- 人才的变化：
  - 发挥员工最大的想象与潜能；
  - 员工体验和参与度成为促进高绩效和留住人才的关键，
  - 把员工放到强制分布的等级排名中日益被员工抱怨
  - 摒弃开会贴标签方式，改用高效的电子工具及时反馈帮助员工发展

*Checkpoint* 为绩效提升  
打开无限空间  
主题词：理解 认可 激励



# Checkpoint 目标设定与评估的五个维度



**Business Results**

业务成果



**Client Success**

成就客户



**Innovation**

创新



**Responsibility to Others**

对他人的负责度



**Skills**

技能

超越

**EXCEEDS**

Exceeded all objectives and delivered outstanding results on all relevant measures.

**EXCEEDS**

Exceeded client expectations on all measures while delivering outstanding client outcomes.

**EXCEEDS**

Achieved eminence through delivering high impact or breakthrough innovation.

**EXCEEDS**

Sought out and known for collaboration and helping others to succeed.

**EXCEEDS**

Learned, applied, and transferred relevant skills to others, consistently leading to exceptional business results.

达成

**ACHIEVES**

Accomplished agreed upon goals and outcomes delivering key committed business and financial objectives

**ACHIEVES**

Consistently put the client first. Delivered successful outcomes as experienced by the client.

**ACHIEVES**

Demonstrated innovation that matters by consistently bringing new ideas to solve business or technical problems.

**ACHIEVES**

Built trust and collaborated effectively. For people managers, helped their teams excel through feedback, development, progression, and improved engagement.

**ACHIEVES**

Developed new, relevant skills or deepened existing skills, and applied them to deliver business results.

有待改进

**EXPECTS MORE**

Fell short of the Business Results standard described above.

**EXPECTS MORE**

Did not achieve the Client Success standard described above.

**EXPECTS MORE**

Did not achieve the Innovation standard described above.

**EXPECTS MORE**

Did not achieve the Responsibility to Others standard described above.

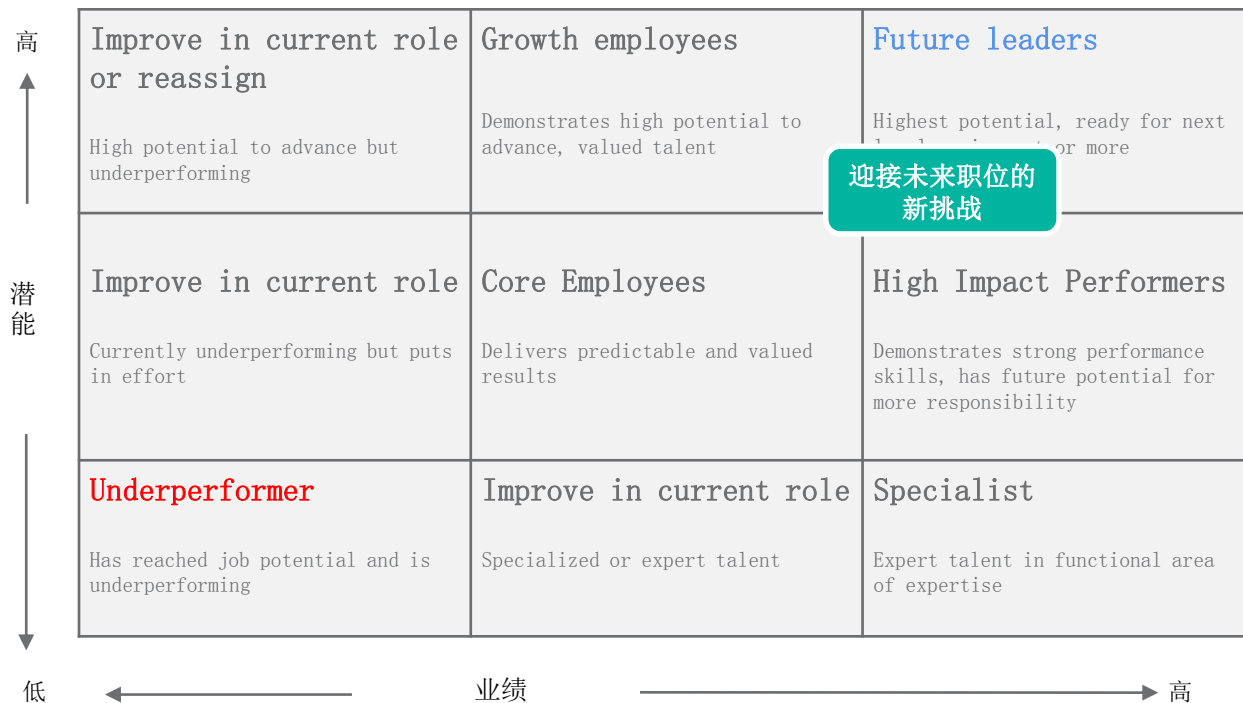
**EXPECTS MORE**

Did not achieve the Skills standard described above.

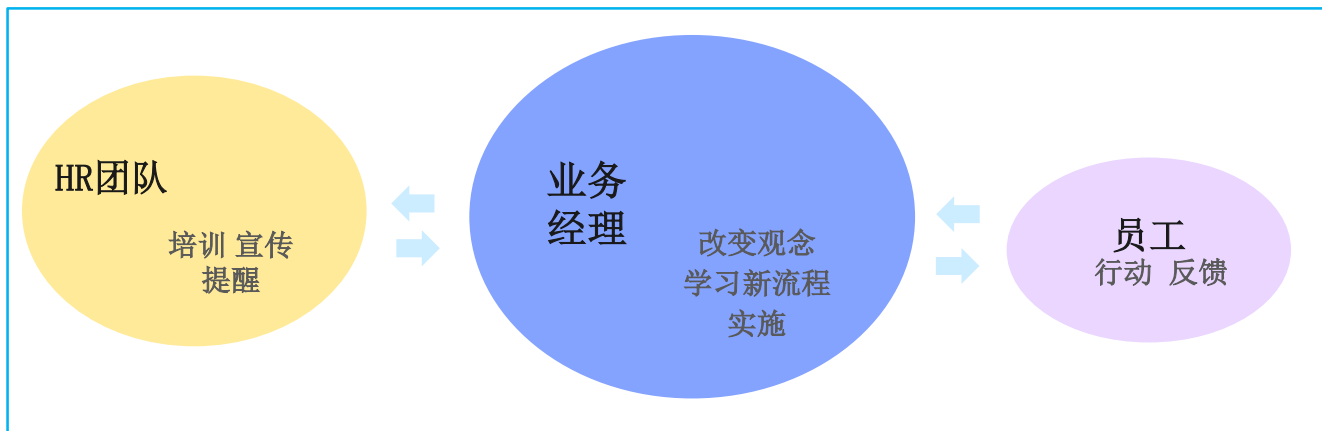
An "Expects More" rating does not necessarily mean an IBMer is a low performer. It emphasizes an area of focus.



# 人才盘点九宫图



# Checkpoint的实施



Start Using the  
**ACEAPP**  
On all your devices



赞赏 指导 评估



经理培训



经理证书

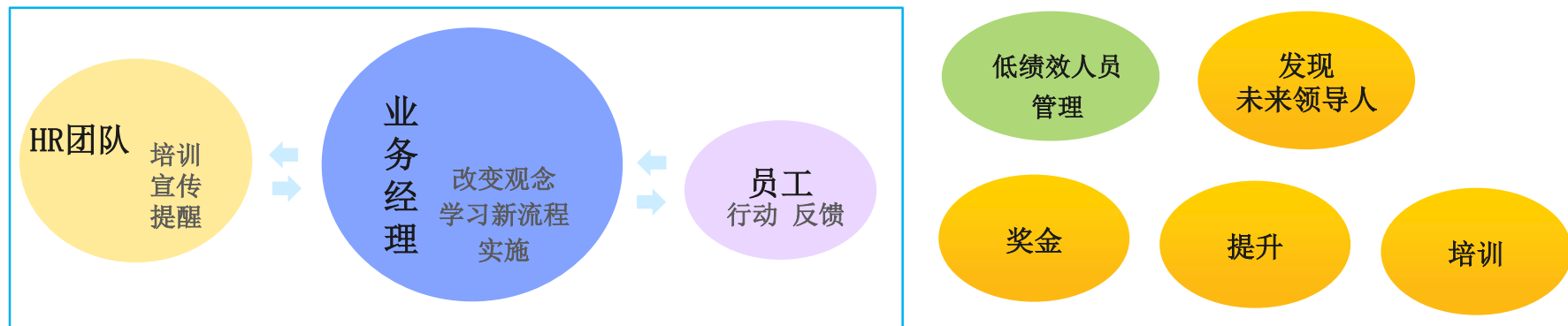
Checkpoint

community

员工培训与辅导



# Checkpoint的实施与其他管理体系的关系及对公司与个人的影响



2016年会发生奖金超发吗？会发生大锅饭现象吗？

成本节约？

员工怎么看？

# THANK YOU



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