

高绩效企业文化建设





绩效和使命





Path – Delivering Higher Ambition

实现高绩效和使命的唯一路径是 – 卓越的业务和团队





建立AA卓越团队
让团队每一位成员释放最大潜能



Employee Engagement

卓越团队的关键衡量标准是员工敬业度

Employee engagement is the *emotional commitment* the employee has to the organization and its goals.

员工敬业度体现的是员工对于组织和组织目标发自内心的承诺

- Engaged employees exercise discretionary effort and go above and beyond when performing their job. 员工非常乐意(自发地)付出额外的努力, 超越目标完成任务
- Engaged employees actually care about their work and their company resulting in higher quality and performance. 员工非常在乎他们的工作。他们通常取得更高的绩效, 更高的质量和产能

Engagement is more than employee happiness or employee satisfaction. 敬业度不仅仅是员工是否开心或者是否满意

The Impact of Employee Engagement*

员工敬业度对业绩表现的影响非常大

Company	Survey Results	Impact on Business
Specialty Apparel Retailer (11,000 Employees)	Two year improvement in employee engagement of 12%.	Resulted in increase of \$6.12 sales/labor hour, or \$1.5 Million per store.
Global Pharmaceutical Company (20,000 Employees)		Human Capital ROI (dollar amount for every dollar invested in training and benefits) increased 12 cents; Countries with largest improvements increased CROI by 71 Cents.
Global B-to-B Manufacturing Company (58,000 Employees)		Decrease in accidents, "Total Loss Rate" with .839 decrease in manufacturing facilities with 10% improvement in employee engagement.
Global Pharmaceutical Research Organization (18,000 Employees)	With a focus on actions to impact the key drivers of engagement, from 2005 to 2008 new hire engagement increased 7% (key engagement drivers were highly correlated with turnover; $r = .57, r^2 = .32^*$).	New hire retention increased from 55% to 86%, resulting in 2007 and 2008 cost savings from recruiting of \$20,460,000.

员工敬业度提升后，新员工留存率，工伤事故，产能，销售额，人力成本效率等都有明显改善

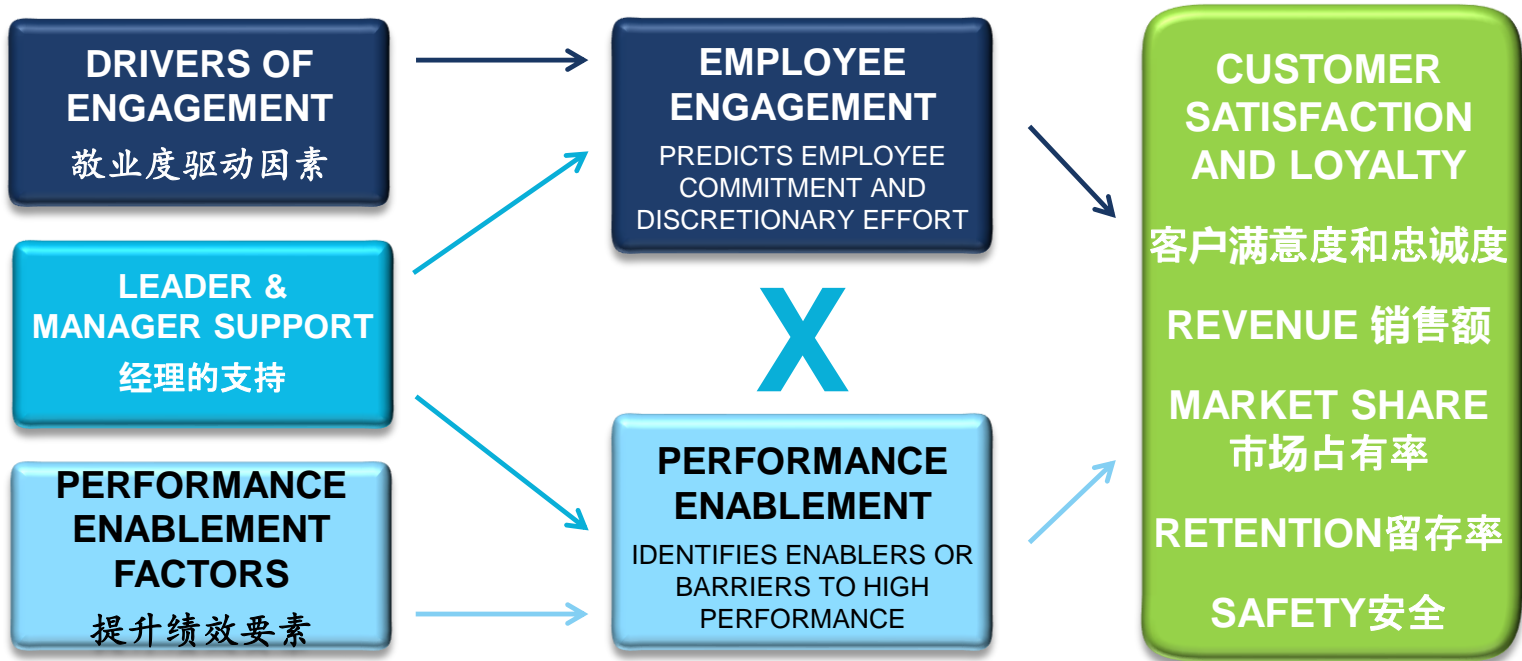
*Courtesy of IBM (2016)

各类企业提升敬业度后都有绩效改善的结果

High Performance Engagement Model*

高绩效敬业度模型

HIGHLY ENGAGED EMPLOYEES X ENABLING WORK ENVIRONMENTS = HIGH ORGANIZATIONAL PERFORMANCE



Engagement alone is not enough to ensure high performance; 光有敬业度是不够的

Energized employees must be enabled to reach their full potential

被点燃激情的员工需要被赋予高效的工具和体系, 才能最大程度释放他们的潜能

**Courtesy of IBM (2016)*

What Are We Measuring 我们考量的指数



Employee Engagement Index

员工敬业度

- 员工在完成工作时会越来越优秀
- 敬业度包括自豪感、承诺、忠诚、满意度、强烈的个人责任感以及成为组织倡导者的意愿。
- 包括单独的优先项目：对员工参与影响最大的可操作项目。

Manager Effectiveness Index

管理者有效性

- 员工如何看待管理者的有效性
- 管理者对工作环境的质量和全体员工的参与有显著的贡献。
- 单独优先项目：对经理有效性影响最大的可操作项目
- 在BU级别没有报告数据；所有数据都报告给单独的管理者。

Performance Enablement Index

赋能高绩效

- 包括对业务表现最具预测性的问题。
- 包括专注于客户服务和质量、参与度、培训和团队合作的项目。
- 这些是可操作的项目（因此不需要额外的优先级项目）。

8 Dimensions 八个维度

**Change
Management**

变革管理

Communication

沟通

Future Vision

未来愿景

**Growth and
Development**

成长与发展

**Involvement
and Belonging**

参与和归属感

Quality

质量

Recognition

认可

Trust

信任



Questions – Engagement 敬业度问题

Items Included in the Engagement Index

Overall, I am extremely satisfied with my business unit as a place to work.
总体而言，我对我的工作单位非常满意。

I would recommend my business unit as a great place to work.
我愿意把我们公司作为一个杰出的工作单位向他人推荐。

I am proud to work for my business unit.
我为自己是公司一分子而感到自豪。

I rarely think about looking for a new job with another organization.
我极少想到在外面看新的工作机会。



Critical Success Factors 关键成功要素

- Communication, communication, communication... 沟通沟通沟通!
 - Keep employees updated what's going on, key projects/programs; business performance, changes & rationale, etc.
- Leaders' buy-in, behavior change, managers' effectiveness 管理人员的重视以及行为改变
 - Performance management: goal setting, regular feedback, support to accomplish
 - Career coaching
 - Recognition
- Delegation & empowerment, involvement in discussion, decision making 授权, 赋权, 让员工参与讨论, 提供建议反馈做更好的决策
- Team building activities, led by employee chairperson 团队建设活动
- Hold everyone accountable for the engagement! 每个员工的责任!

Roles & Responsibilities 角色和分工



Employee (Pilot 飞行员)

Own your performance, own your career

主宰自己的职业生涯，自己的绩效表现，挖掘潜能



Working together to "Land the Plane"

大家一起合作顺利
降落在目的地机场



Manager (Navigator 领航员)

Coach and provide guidance, take measurement
– where you are and where you want to be

提供辅导，支持，方向，评估和反馈 – 你在哪
儿，去往哪儿



Human Resources (Ground Control 地面管理员)

Drive the process, Provide training on tools & process

推动流程，提供工具和流程的培训，提供支持

ARE YOU COMMITTED? 你全身心投入了吗?



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“The chicken was involved in making your breakfast, the pig was committed.”

母鸡参与了制作早餐，猪是全身心投入其中。



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