



# 十九届人才管理与领导力发展年会

2018年4月18-19日 上海





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ALWAYS  
IN BETA

# 2016-2018 NEW BALANCE CHINA LDP – Running Start 新百伦中国领导力发展项目

项目介绍



new balance.

# 项目背景

- New Balance – 一家拥有111年历史的运动品公司
- New Balance China – 进入中国13年，每一步都算数
- 从2011-2016年连续5年高速复合增长下的人员挑战

# Organizational Development Needs & Talent Development Needs 组织和人才发展需求



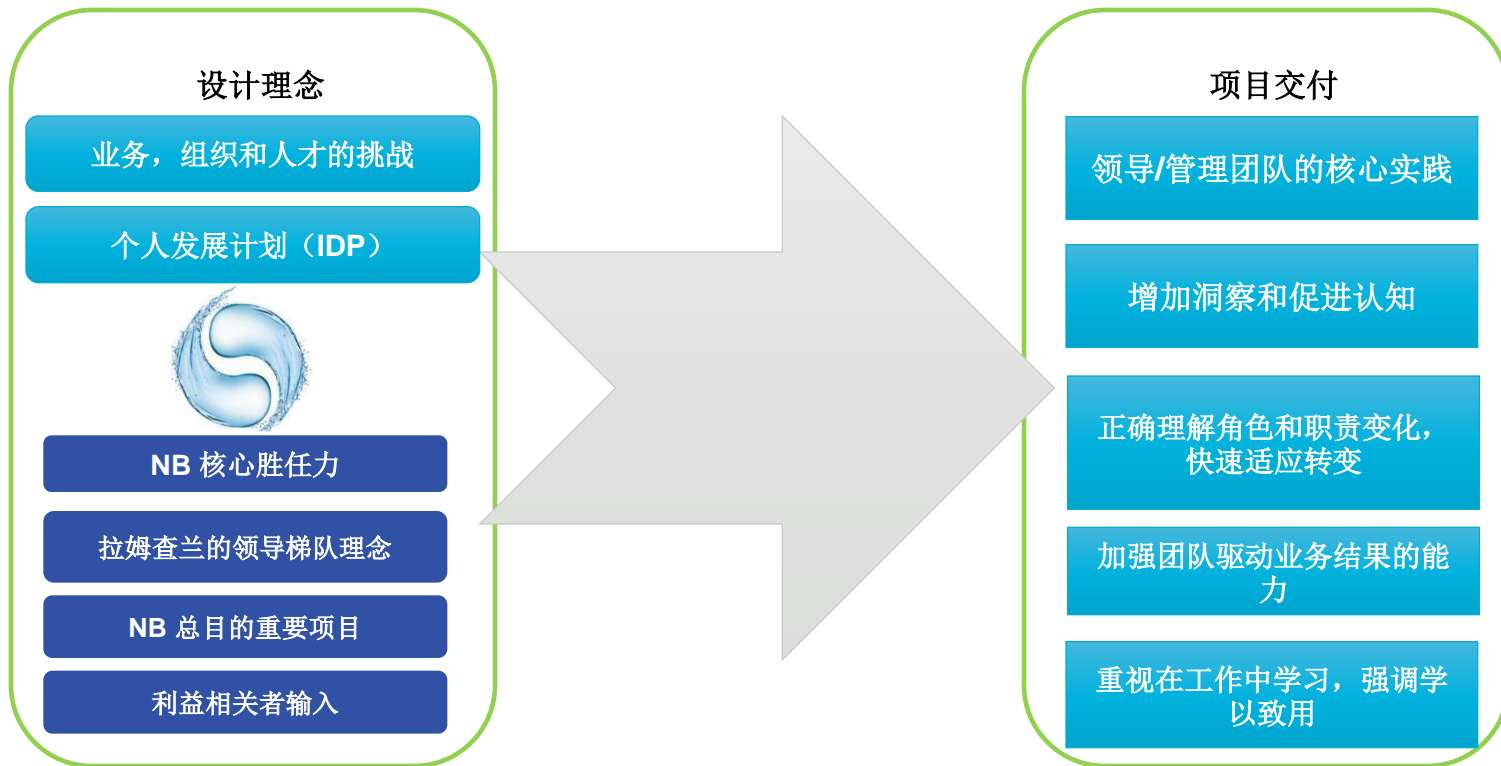
## 2016 New Balance Pulse Survey

Action Planning Workshop

# Program Objectives 项目目标

1. To reflect and execute NB China pulse survey action plan of 2016 for addressing opportunities on employee training and career development. 回应和执行2016年NB全球员工满意度调查行动计划，为员工提供更多的培训和职业发展机会。
2. To cater the needs of organizational capability building and support NB long term strategic imperatives. 为满足组织能力建设需要，支持NB的长期战略要求。
3. To build robust talent pipelines and successors of critical positions and retain high potentials and key performers. 打造坚实的人才梯队后备军和关键岗位接班人，保留高潜人才和高绩效员工。

# The Input and Output Approach 设计理念与项目交付



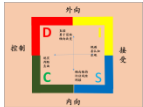
# Leadership Development Program Mapping 与NB胜任力匹配

Competency 胜任力	Indicators 指标	Link to Program Content China LDP: Running Start
Global Strategist 全球战略家	Act Strategically 策略指导行动	Role of Leader (Session 1) 领导者角色 Leadership Transition (Session 1) 完成转变 Effective Delegation (Session 2) 有效授权
	Holistic Thinking 系统性思维	Performance Management (Session 2) 绩效管理 Goal Setting (Session 2) 目标设定
	Having Organizational Savvy 具有组织敏感度	Empathetic listening (Session 1& 3) 同理心倾听 Conduct G.R.O.W conversation (Session 1 & 3) 用G.R.O.W模型对话
Result Driven Leader 结果导向的领导者	Drive for Result 结果驱动	Goal Setting (Session 2) 目标设定 Performance Appraisal (Session 2) 绩效评估 Effective Delegation & Empowerment (Session 2) 有效授权 Building High Performance Team (Session 3) 建立和发展高绩效团队
	Is Self-Aware 自我认知	DiSC® - Understand myself and others (Session 1 & 2) 了解自己和他人 LASI – Leadership Style Assessment (Session 3) 领导风格测试
Inspirational Talent Developer 鼓励人心的人才发展师	Provide Coaching, Feedback, Rewards, and Motivation and Inspiring associates 辅导, 反馈, 认可, 激励员工	Individual Development Plan (Session 2) 个人职业发展 Coaching for Success (Session 3) 业绩辅导 Giving Feedback – SBI model (Session 1 & 3) 反馈 – SBI模型 Conduct G.R.O.W Conversation (Session 1 & 3) 用G.R.O.W模型对话
	Foster Cross-functional Collaboration 促进跨部门合作	Building High Performance Team (Session 3) 建立高绩效团队
Innovative Risk Taker 创新型风险承担者	Be a catalyst for change, Creates an environment that fosters learning & risk taking 成为变革的催化剂, 创造一个促进学习和创新的环境。	Effective Delegation & Empowerment (Session 2) 有效授权

# China LDP – NBC Running Start 中国领导力发展项目

## 0 课前 3小时

- 课前准备：
- 1. Meet with your manager, get feedback and align learning objectives 经理面谈，了解学习期望，明确学习目的
- 2. Pre-reading: The leadership Pipeline: Chapter 1 阅读：领导梯队
- 3. DISC Online Assessment 行为倾向性测评



## 01 第一部分:2天

- Your role as a leader 领导者角色
- Responsible leadership: Sparkstart activity 企业社会责任
- Understand yourself and others (DISC) 了解自身和他人
- Homework: 作业
- 1. Put GROW into real practice GROW 模型练习
- 2. Share the DISC report and DISC comparison report with your manager and 1 subordinate selected 与你的上司和下属分享对比报告



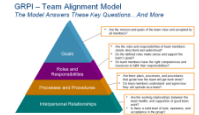
## 02 第二部分:2天

- Performance Management 绩效评估
- 1. PM Process 流程
- 2. Goal Setting 目标设置
- 3. PM Review 评估
- 4. IDP 个人发展
- Effective Delegation & Empowerment 有效授权
- Homework: Identify challenge of PMP and apply the skills in daily work 作业：学以致用PMP



## 03 第三部分:2天

- Coaching for Success 高绩效教练
- Home work from day 1: 作业 Prepare for learning result present back 准备学习总结展示
- Develop High Performance Team 打造高效团队
- Learning Result Present Back 学习总结展示
- Action Learning Project: Leader as Teacher 行动学习：“领导作为学习伙伴”



# Link Program with NB Mission – Responsible Leadership

## 紧密关联NB使命 – 履行企业社会责任

1. To put the learning of day 1 – role of leaders into practice through experiential learning activities;
2. To equip Ziluoan school with better sport facilities by assembling and donating bikes for kids;
3. To reflect that the highest employee engagement & satisfaction comes from contributing to New Balance's mission and it is our leadership's responsibility to modeling the way...

Why



sparkstart



Time	Content
09:00-09:15	Ice Breaking, Form 4 small teams
09:15-10:15	High Competition Activity: Crazy Market
10:15-11:00	Bike Assembling
11:00-11:10	Debrief
11:10-11:20	Leadership Speech
11:30-11:30	Donation Ceremony
11:30	Activity Completion

What

Sparkstart Activity: Bikes for Kids  
– Day 2 morning

new balance  
**SPARK  
START**

### Background

Pax: 30 pax (16-18\*NB China LDP participants + 8 kids from Ziluoan School + 4 senior leaders of NBGC)

Time: Nov. 1st, Friday, 9:00-11:30 am

Venue: TBA near Shanghai Office



Who & When  
Where



# Challenge 挑战

- Age, Experience and Seniority Differences among the participants 学员的年资差异
- Business Change 业务变化
- Busy Schedule 时间
- Regional Difference 地域差异
- Put the Learning into Real Practice 学以致用
- Always in Beta 不断创造新的兴奋点

总裁参与  
项目启动  
和结尾

高管团队作  
为内部讲师

通过学员与  
利益相关者  
的对话和沟  
通为项目做  
推广

有高管参  
与和评估  
学习成果

通过“经理人  
作为学习伙伴”  
项目来建造  
“学习型组织”

*The Best Influencing Strategy is Involvement*  
以点带面制造爽点，促进学员曝光度，带动全公司参与

## 课前

- 领导梯队
- 高绩效教练
- 财报就像一本故事书

10%

## 课后

- 一个测评
- 两次重要对话（上司和下属）
- 与PMP流程结合进行一次绩效辅导和反馈的练习

20%

## 行动学习

- 与业务紧密结合
- 为业务创造价值
- 鼓励反思，Peer Coaching（师兄制）和得到高层导师反馈和辅导

70%

Transfer Learning into Real Practice 保障学以致用

# Learning Present Back 学习总结

## Reflect & Discuss

- I start to realize...
- I am surprised by...
- I learned...
- I wish to help NB China to build better ... through the ... skills/knowledges/mindset I learned in the program
- I will start to do ... together with my team in combination with individual development plan



## Present by Team

- Form cross-functional team
- Present your team's top 3 learning result through the format of Collage.



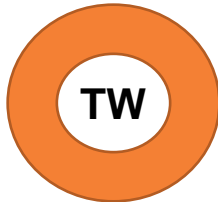
Batman (Michael) Flash (Stephen) Superman (Roy) Wonder Woman (Jessie) Green Lantern (William)



## China LDP Learning Present Back

# Customize Action Learning for Real Business Situations

根据不同地区的业务和组织情况，学员成熟度量身定制行动学习项目



## Action Learning: Leader as Learning Buddy

### Purpose:

- Create opportunities for networking and collaboration across functions and entities
- Increase participants' overall learning experience
- Demonstrate your role modeling and commitment as a leader to create a learning organization

自选课题 Propose your own topics	
<b>Suggested Topics:</b> <ol style="list-style-type: none"> <li>1. Choose one topic relates to work and within your expertise that you are interested to share with all NB China associates...</li> <li>2. Topics could include but not limited to: work related, work life balance, knowledge about sports industry, business insights, your functional expertise or any topics that we learned in the China LDP...)</li> </ol>	<b>Criteria:</b> <ol style="list-style-type: none"> <li>1. Deliver period: Aug 2017- April 2018</li> <li>2. Targeted sessions: At least 1 session/group</li> <li>3. &gt;2 facilitators/session</li> <li>4. 2 hours/session</li> <li>5. Face-to-face training</li> </ol>

### NBTWN Strategic Initiatives Project – Women Run TPE EXPO Execution

<b>Objective</b> <ul style="list-style-type: none"> <li>• To utilize EXPO design &amp; execution to demonstrate NB brand energy, product innovation and how we care women runners.</li> </ul>
<b>Deliverables</b> <ul style="list-style-type: none"> <li>• Create 'WOW' &amp; 'UNIQUE' EXPO experience to women runners or consumers.</li> <li>• Provide unforgettable products to consumers.</li> <li>• EXPO will be ready before 12th April 2018, not only to attract registration runners but also other women sports lovers.</li> </ul>
<b>Project Preparation</b> <ul style="list-style-type: none"> <li>• Project leader is Hyde Sun &amp; members are Titan Tien, Kane Lin, Danni Tsai, Amanda Hsu, Gina Hsu &amp; Debra Lin.</li> </ul>

### NBTWN Strategic Initiatives Project – Connect with KA membership to sell our stories, service and products

<b>Objective</b> <ul style="list-style-type: none"> <li>• To leverage KA membership to deliver our NB brand energy, product innovation and seasonal initiatives or key look, and drive business.</li> </ul>
<b>Deliverables</b> <ul style="list-style-type: none"> <li>• Build up a workable &amp; successful operation model.</li> <li>• Create a small success at the first 3 months</li> <li>• Directly or indirectly connect with KA members is the trick but sell products to them just be the key success factor</li> </ul>
<b>Project Preparation</b> <ul style="list-style-type: none"> <li>• Project leader is Jacky Tsao &amp; members are Eddie Cheng, Claire Lee, Vic Wang, Eva Chang &amp; Joy Tsai.</li> </ul>

