



# 第七届人力资源共享服务中心年会

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**3M** Science.  
Applied to Life.™

# Driving Efficiency and Effectiveness Through a Deliberate Change Process

通过变革管理提升HRSSC的效率与有效性

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# Agenda 日程

## Ready 变革准备

### I. Getting the Organization

**Ready** 组织变革前的准备

➤ Taking a look at history, culture and capabilities 回顾历史, 文化与组织的能力

➤ Creating the business case and our story 创建业务案例与我们的故事

## Set 变革设定

### I. Engaging the Organization – Getting Set

着手组织调整

II. Designing the organizational framework 设计新的组织框架

1. Understanding the impact on people, process, culture, technology, etc 分析并了解因HR共享服务中心建立而产生对于现有人员, 流程, 文化和技术所产生的影响

2. Learning and unlearning – competency, skill, scope of role 摒弃旧习, 学习新习 (例如: 组织的能力, 人员技能和职责范围)

## Grow 持续发展

I. Sustaining the Changes – Looking to Grow 持续变革—期待成长

II. Finding the right things to measure 找到合适的评估方式

1. Adjusting to the constant (“Rinse and Repeat”) 调整至稳定的运作模式



# Change 变革

The unknown, uncertainty, ambiguity, confusion.....

未知，不确定性，不明确，迷茫.....

# Fear

# 畏惧



# What is the problem with change?

在变革中通常会有什么问题？



Everyone knew we **needed to change** how we delivered HR services

所有人都知道我们需要**通过变革**来提升HR的服务

The challenge was in helping them to **BECOME** the change

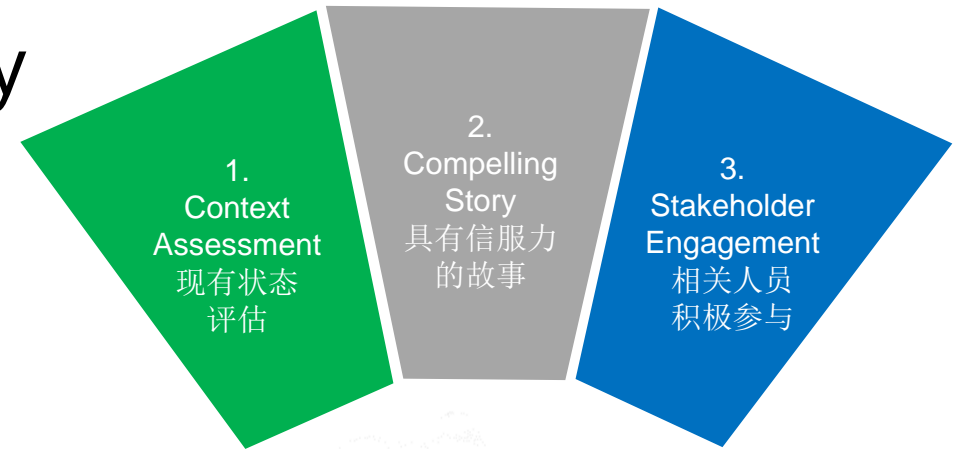
那最大的挑战是如何帮助他们**成为**变革中的一部分

# Driving Efficiency and Effectiveness Through a Deliberate Change Process

- **What** are we doing? 我们正在做什么？
- **Why** are we doing it? 我们为什么要这么做？
- **Where** do we begin? 我们从哪里开始？
- **Who** do we involve? 我们需要邀请哪些人？
- **When** can we move forward? 我们什么时候可以继续往前走？
- **How** do we ensure no disruption to our client groups? 如何确保变革对于服务对象没有影响？

# Getting the Organization Ready

## 组织变革前的准备



### 1. Assessment of the issue, problem, and opportunity 评估现有的问题和机会

- Headcount Intensive 人员数量
- Cost to maintain 目前的成本
- Inconsistent Processes 前后不一致的流程
- Global ERP plan and deployment 全球ERP系统的实施计划
- Culture of HR doing transactional work for employees and managers HR目前处理日常事务性工作的工作方式

### 2. Build a compelling story 建立具有信服力的故事

#### *Value Realization* 价值的实现

- Opportunity to shift resources 可以调整的资源
- Reduce cost 成本的缩减
- Improve and standardize process and policy 改进并标准化现有的流程和政策
- Create accountability at the employee and manager level 建立明晰的员工和主管的职责范围
- Centralized expertise, employee development 建立专家模式

### 3. Stakeholder Engagement 参与人员

#### *Service Level Agreement*

- Management 公司高层
- Employees at large 员工
- HR Managers HR经理
- Employee Services employees 共享服务中心员工

Communication! 沟通!  
Communication! 沟通!  
Communication! 沟通!

# Engage the Organization – Get Set 着手组织调整

## 4. Designing the organization for the future – respect the present 根据现状设计新的组织架构



- Start with the work itself 从工作本身开始
- Business process understanding 理解业务流程
- Role identification 角色定义
- Alignment 协调一致
- Governance 管理
- RACI 职责定义
- Cost Structure 成本结构
- Talent assessment – Build? Buy? 人才的评估-内部培养/外部招聘
- “names in the boxes” 相关人员

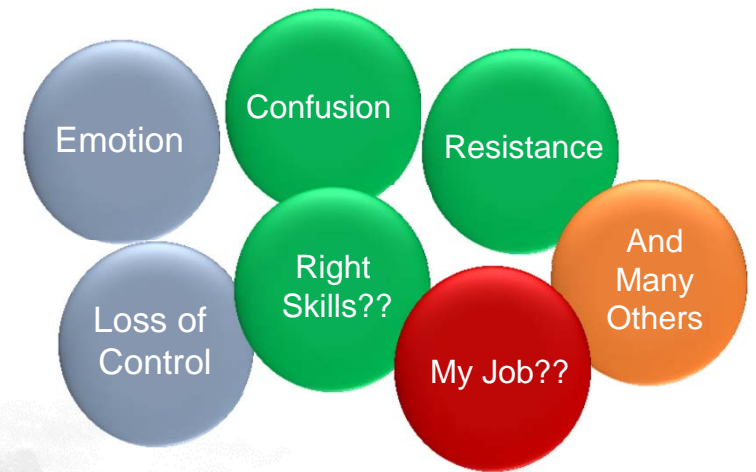
## 5. Understand impact and implications of the change 理解变革所产生的影响

- People 人员
- Process 流程
- Rules of Engagement
- Culture 文化
- Technology 技术



# We asked a lot of questions!

- Is the organization prepared for the upcoming change and ready to proactively plan appropriate actions? 目前的组织是否已经准备好变革并且积极的做好相应的应对措施。
- What risks exist and what mitigation strategies need to be developed based on the organization's readiness? 目前的风险是什么? 是否已经有相应的应对措施?



3M Science of Change Change Workshop - Brainstorm of ideas								
Indicate "Country Name" OR "Name of COE"								
No.	Activity	Top 1 (Most important)	Top 2	Top 3				
1a.	List down top 3 headwinds							
3M Science of Change Change Impact Assessment: [Insert Name of Project]								
	Change Impact Description	Level of Impact	Stakeholder Impacted	Change Impact Type	Current State	Future State	Change Tactics	Comments
2a.	List down top 3 tailwinds	Level of change impact (High, Medium, Low)	Name of the stakeholder or stakeholder group impacted	Type of change (Structure, People, Process, Culture, Technology)	Description of the current state	Description of the future state	Describe strategies will leverage the impacts for the change objectives	Additional information or use case
2b.	Suggest actions to mitigate							
No.	Activity							
3	List down Start / Stop							
4	Suggest HR transactions							



# Engage the Organization – Get Set

## Learning and unlearning competency, skill, scope of role

学习和摒弃相应的技能，技术以及流程

- What new processes, technology, skills need to be learned – by whom?  
需要学习哪些流程，技术，以及谁需要学习？
- What old processes, technology, skills need to be unlearned – by whom?  
哪些现有的流程，技术和技能需要被摒弃？
- What are the key behaviors and mindsets that need to change?  
哪些重要的观念和行需要被改变？



# Sustaining the Change – Looking to Grow

- Implementation Plan is Critical 实施计划非常重要
- Hyper-care 技术支持
- COMMUNICATION! 沟通!
- CELEBRATION! 庆祝!
- Vigilance 警惕
- Measurement 评估
- Adjust 调整

8. Sustain and Anticipate  
保持并可预期

7. Change Implementation  
变更实施

Scope & Cutover:

December 18, 2018



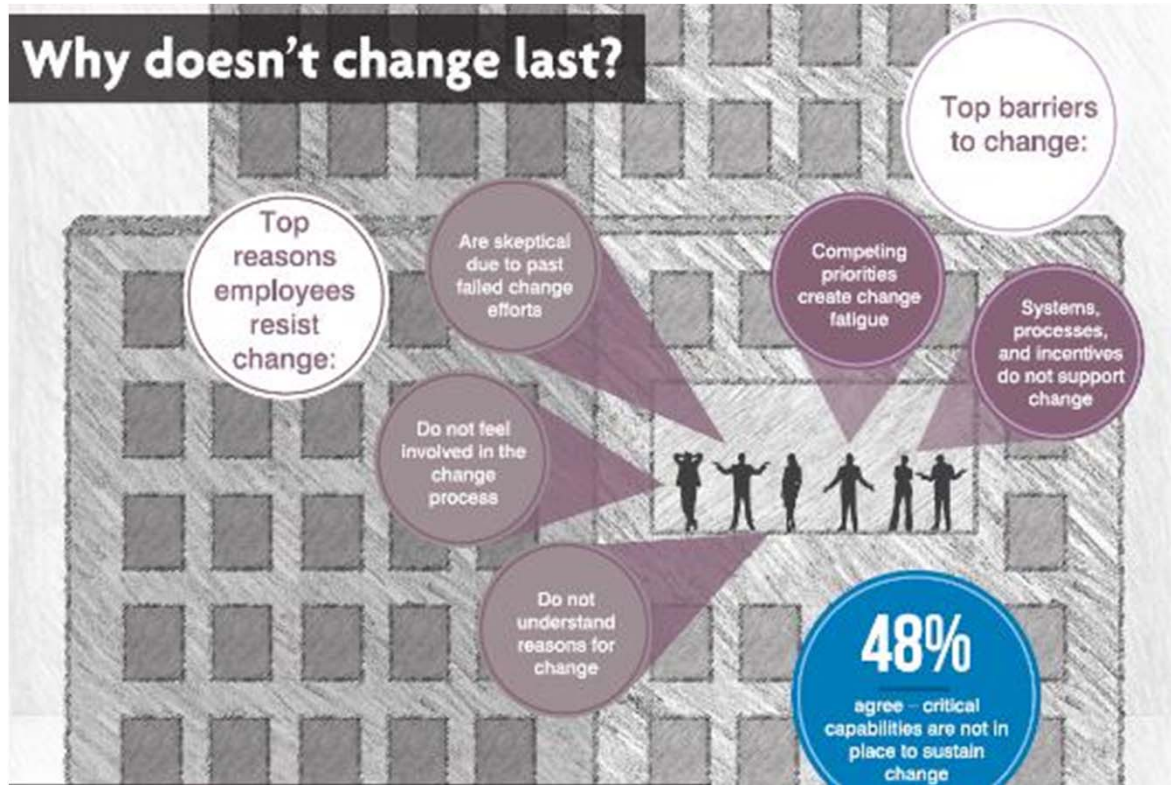
Phase	Category	Phase/Study Name	Class	Msg Bkg	Launch
1	49 Product Launch	Go to 498 Go to 498	Go to 498	Go to 498	Go to 498
2	49 Product Launch	Go to 498 Go to 498	Go to 498	Go to 498	Go to 498
3	49 Product Launch	Go to 498 Go to 498	Go to 498	Go to 498	Go to 498
4	49 Product Launch	Go to 498 Go to 498	Go to 498	Go to 498	Go to 498
5	49 Product Launch	Go to 498 Go to 498	Go to 498	Go to 498	Go to 498
6	49 Product Launch	Go to 498 Go to 498	Go to 498	Go to 498	Go to 498
7	49 Product Launch	Go to 498 Go to 498	Go to 498	Go to 498	Go to 498
8	49 Product Launch	Go to 498 Go to 498	Go to 498	Go to 498	Go to 498
9	49 Product Launch	Go to 498 Go to 498	Go to 498	Go to 498	Go to 498
10	49 Product Launch	Go to 498 Go to 498	Go to 498	Go to 498	Go to 498

July Metrics Report

Phase	Ratio Cases	Ratio Transactions	Total Number of CSAT Response	CSAT	Cycle Time	Case Resolution - Escalated	Case Resolution - Non Escalated
18.2	85.7%	37.4%	2	5.00	23.78	88.2%	25.0%
18.2	5.4%	1.5%	2	5.00	2.75	92.2%	35.7%
18.2	9.1%	47.8%	1	5.00	18.52	80.0%	80.0%
1	10.8%	16.2%	4	4.75	12.13	83.3%	50.0%
18.2	8.9%	16.2%	8	5.00	28.83	40.0%	40.0%
18.2	22.7%	25.0%	54	4.41	15.91	74.3%	81.0%
18.2	8.0%	99.1%	11	4.92	2.18	96.9%	80.0%
18.2	21.0%	28.8%	6	4.87	20.20	60.0%	0.0%
18.2	4.8%	4.8%	-	-	7.30	100.0%	-
18.2	36.3%	84.7%	15	5.00	6.40	92.5%	75.0%
18.2	16.5%	100.1%	2	5.00	0.43	78.3%	28.7%
1	16.0%	28.0%	-	-	7.73	100.0%	-
18.2	7.2%	61.7%	8	4.91	5.73	87.5%	75.0%
18.2	15.1%	93.8%	68	4.98	4.89	88.5%	100.0%
18.2	8.7%	18.0%	-	-	5.31	65.7%	-
	11.4%	44.2%	105	4.73	11.54	82.8%	59.9%
				4.60	< 20	89.0%	70.0%



# Why Doesn't Change last? 为什么变革没有能够持续下去?



Source: Booz and Company, 2013 Infographic\_Why-Culture-Matters-and-How-It-Makes-Change-Stick

# Change 变革

Clarity, Communication,  
Engagement, Leadership .....

清晰，沟通，积极参与，领导力.....

## Energy & Growth

充满能力&持续发展





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