



第八届工厂人力资源管理论坛

2020年7月1-2日，上海





联系我们

地址：上海市武宁路99号我格广场办公楼1001室

邮编：200063

电话：+86 21 6056 1858

Fax: +86 21 6056 1859

邮箱地址：marketing@hrecchina.org

网站：www.hrecchina.org



GUO Meifeng, Jul. 2020

数字化技术赋能一线人才管理---菲尼克斯电气探索实践



菲尼克斯电气



核心业务范围



装置连接技术
DC



工业器件与电子技术
ICE



行业管理与自动化
IMA

新业务领域



电动汽车、创新风投、增材制造...

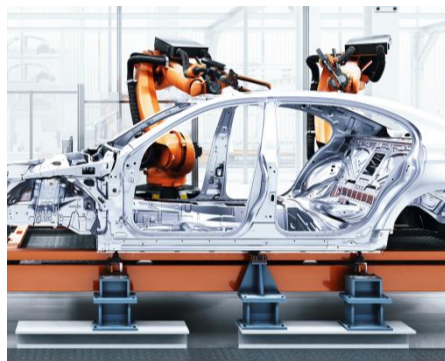
主要应用行业



能源



过程行业



汽车



风能



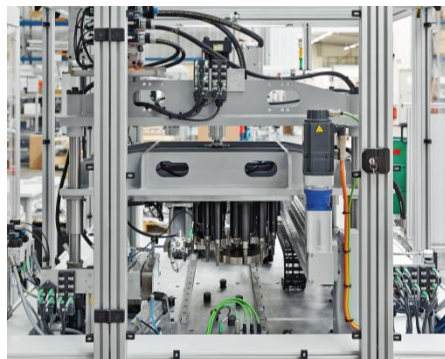
通讯



轨道交通



水处理



机械制造



工业电子



楼宇自动化

我们的时代

V

易变性

Volatility

- unexpected
- unstable
- unknown duration

U

不确定性

Uncertainty

- cause is unknown
- outcome is unknown
- impact is unknown

C

复杂性

Complexity

- many interconnected components
- volume of information overwhelming

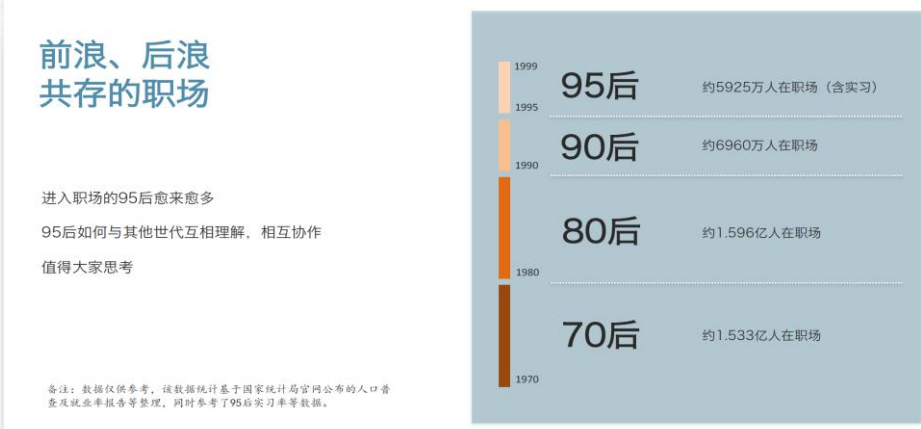
A

模糊性

Ambiguity

- little or no information
- unclear relationships

"we didn't do anything wrong, but somehow, we lost"



2020 95后职场期望调研



20 WAYS TO ACHIEVE DIGITAL TRANSFORMATION

MINDSET

01

START WITH THE CORE MISSION

Don't chase the technology. Think about the real business goals to achieve and then how technology might help you achieve those goals. Ask: that same people will have to retain it later.

02

FULLY COMMIT & ACCEPT THE PAIN

There is a change management process that will affect every area of the operation. Accept that some people will have to let go or leave.

03

SHOW, DON'T TELL

Revolving transformation ideas in useful. Run pilots, track, and measure, evidence quickly is the best way to find, justify, and get buy-in.

04

BE TRANSPARENT

Collaborate with a neutral. Be open about your setbacks and failures. Share your goals, share your plans, share your data, share everything.

05

THINK BROADER THAN WEB & SOCIAL

An existing technology could be anything from a waste of time to your most important business system. Make sure you're considering all forms of digital technology.

06

FIND SOMEONE TO GUIDE YOU

Look inside and outside your organization for someone who "has done you." Consider supporting a team from a company that's doing it well.

07

SACK THE 'NO' PERSON

It's a hard job of technology and it's not always possible to have it in the structure. That means don't keep anyone who says "it's too difficult."

08

REPLACE TRUSTEES

Make sure there's someone on your board that's really into this, and educate those who aren't. Remove the people who aren't supporting you or the job.

09

BREAK DOWN SILOS

Share digital knowledge across your organization. It's not always possible to have it in the structure. That means don't keep anyone who says "it's too difficult."

10

GET SOME GOOD DATA PEOPLE

Every organization can and should do more with the data they have. Bring in or train someone who can help you collect and use it effectively.

PEOPLE

PROCESS

11

KEEP YOUR HORIZONS SHORT

Focus on something of value that you can do in the next 90 days. It's not always possible to have it in the structure. That means don't keep anyone who says "it's too difficult."

12

FIND WAYS TO INNOVATE

If you're not trying to disrupt your business, you're not innovating. It's not always possible to have it in the structure. That means don't keep anyone who says "it's too difficult."

13

CO-DESIGN WITH YOUR AUDIENCE

It's not always possible to have it in the structure. That means don't keep anyone who says "it's too difficult."

14

COLLABORATE AND PARTNER

Don't reinvent the wheel. Collaborate with people and companies who are already doing it well.

15

IF IT ISN'T WORKING STOP DOING IT

Stop doing anything that isn't working. It's not always possible to have it in the structure. That means don't keep anyone who says "it's too difficult."

16

ASSUME IT ALREADY EXISTS

Don't assume it doesn't exist. It's not always possible to have it in the structure. That means don't keep anyone who says "it's too difficult."

17

GO CLOUD-BASED

Cloud is a low-cost tool for almost any need or problem. It's not always possible to have it in the structure. That means don't keep anyone who says "it's too difficult."

18

MODULAR NOT ONE SIZE FITS ALL

Don't try to find a one-size-fits-all solution. Take best of class, modular, and build that works for each other and plug them together.

19

TRACK LIVE PERFORMANCE

Track performance in real-time and monitor impact by putting it in the hands of your employees. It's not always possible to have it in the structure. That means don't keep anyone who says "it's too difficult."

20

MAKE SURE IT'S SUSTAINABLE

Make sure you can sell or support and maintain the solution. It's not always possible to have it in the structure. That means don't keep anyone who says "it's too difficult."

TOOLS

This poster is an excerpt from The New Reality - a study into digital transformation for the non-profit sector. To see the full study including the top 50 ways to achieve digital transformation visit: www.theinnovationlab.co.uk

数字化技术赋能一线人才管理

提升人力资源运营效率



促进全员参与人才管理



实现数据洞察助力人才决策



提升用户体验

管理者自助

- PC/手机端在线操作使用更便捷

员工自助

- 简单易用的系统操作界面更友好

聚焦三个话题



激发员工智慧



回归解决问题

回归价值创造

回归员工发展

激发员工智慧



Academy Of Digitalization	Academy Of Leadership
Academy of LEAN	Academy of Supply Chain
Academy of Technology	Academy Of Product & Industry



打造人才体验



打造人才体验

线上自助进展透明

每一位员工



个人档案在线查看



人事流程员工自助



团队组织架构

组织信息、汇报关系、任职人员



岗位JD

岗位基本信息、任职要求、岗位职责



人才信息查询

基础信息、培训记录、考试记录、绩效记录



每一位管理者



团队人才档案查看



人事流程在线审批



个人信息修改

基础信息、教育、家庭成员、证件



工资单查询

当月电子工资明细



福利信息查看

商保保险、交通费、旅游健身



打造人才体验

激活内部人才供给

管理者			员工		
 查询部门HC预算	 提交招聘申请	 招聘申请审批及查询	 内部竞聘跨界流动		
 PC端完成招聘全流程	 移动端完成招聘全流程	 自助查询招聘进展	 内部推荐赢取大奖		



CV在线筛选查看



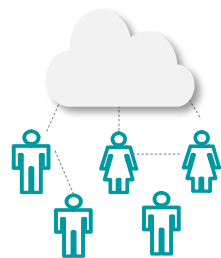
快捷面试安排



快速给予面试反馈



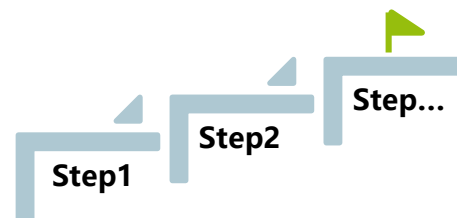
职位进展查询



车间内部盘点会议



关键岗位Backup提名



个人发展计划

打造人才体验

学习发展自主驱动

岗位胜任

岗位上岗知识题库及考核全在线，提升实施效率，打通数据对接。

学习管理



自主获取丰富课程

社群平台

在线社群辅助培养项目，知识共享交流，共同成长。

学习社区



自主管理学习任务

智慧采集

智慧采集APP，激发一线智慧，加速精益改善



管理团队的学习

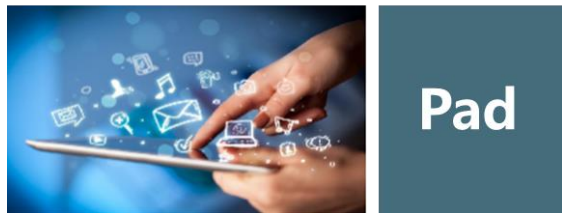
实操训练数字化

探索VR技术应用，突破关键技术工位培训效率瓶颈



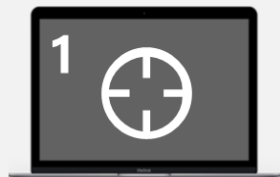
打造人才体验

目标管理高效透明



一线员工

一键确认绩效目标
电脑/手机/Pad 操作简便



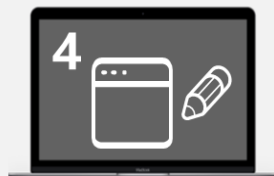
日绩效结果随时查看
及时了解日绩效得分



月度绩效结果自动生成
可追溯，可对比



年度评估线上完成
方便查询



一线管理者

线上创建/审核目标书
一键导入便捷高效



日绩效随时操作
快速沟通反馈



月度绩效报表自动生成
实时掌握绩效状态



年度评估线上操作
绩效校准快速精准



打造人才体验

奖励福利自主兑换



洞察数据价值

任务全流程跟进报表



团队信息动态报表



团队发展全流程报表



团队人才洞察展示



- 任务全流程跟进报表
- 团队信息动态报表
- 招聘全流程掌控报表
- 绩效全流程报表
- 团队发展全流程报表
- 团队人才洞察展示
- 团队学习信息实时获取
- 车间技能可视化管理



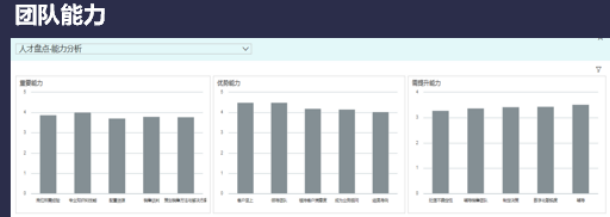
人才梯队



人才地图



团队风险



Backup

梯队深度



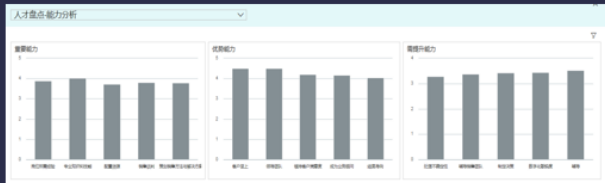
不同宫格人数



人才分布



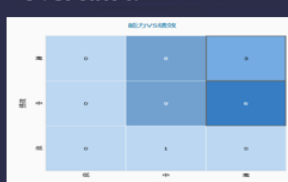
团队能力



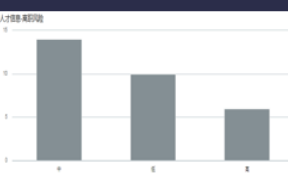
人才卡片



不同宫格占比



团队离职风险



人才盘点信息报表

数字化技术赋能一线人才管理

提升人力资源运营效率



促进全员参与人才管理



实现数据洞察助力人才决策



提升用户体验

管理者自助

- PC/手机端在线操作使用更便捷

员工自助

- 简单易用的系统操作界面更友好

员工智慧和组织能力重塑





Thank you