



第十七届人力资源业务伙伴年会

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Transcending Performance to
Create Value and Sustainability
超越绩效以创造价值与铸就基业长青



处方药



在中国，我们目前专注于以下疾病领域：

- 呼吸系统疾病
- 肝炎
- 神经系统疾病
- HIV/艾滋病
- 免疫系统疾病
- 罕见病



疫苗



我们是中国市场领先的疫苗供应商，希瑞适是目前中国内地唯一可用于9-45岁女性人群的宫颈癌疫苗。此外，用于预防50岁及以上成人带状疱疹的疫苗欣安立适也于2019年在中国获批。



消费保健品



我们开发并销售受消费者青睐和专家推荐的品牌和创新产品组合，品类涵盖：

- 口腔健康
- 疼痛管理
- 呼吸健康
- 胃肠道健康
- 皮肤健康
- 营养保健

帮助人们做到更多、
感觉更舒适、生活更长久。

100多年来，
GSK一直致力于
帮助改善中国人民的健康、生活
和未来。



我们专注于三大优先事项来实现我们的目标

我们致力于通过我们的三大全球业务、科学技术及优秀人才，将差异化的、不可或缺的优质医疗保健品带给更多的人。

创新

我们投资于卓越的科学技术，以开发和建立新的产品线，从而满足患者、医疗支付者和消费者的需求。

绩效

我们通过有效投资于我们的业务、发展我们的员工，以及富有竞争力的执行，以绩效实现增长。

信任

我们是一家肩负责任的企业，致力于通过科技满足患者的健康需求，不断提升产品的价格可负担性和药品可及性，并打造成为现代雇主。

Based on IAOL's practice research, we define the Organizational Health as:

基于IAOL的实践研究，我们将**组织健康**定义为：

The ability and process of an organization to effectively conduct business operation, flexibly respond to changes, constantly increase economic and social benefits, and thus to create value for all stakeholders and realize sustainable development.

组织有效开展商业活动、灵活应对各种变化、不断提高经济与社会效益、从而为所有利益相关者创造价值并实现企业可持续发展的能力与过程。



Organizational Health Model

组织健康度模型



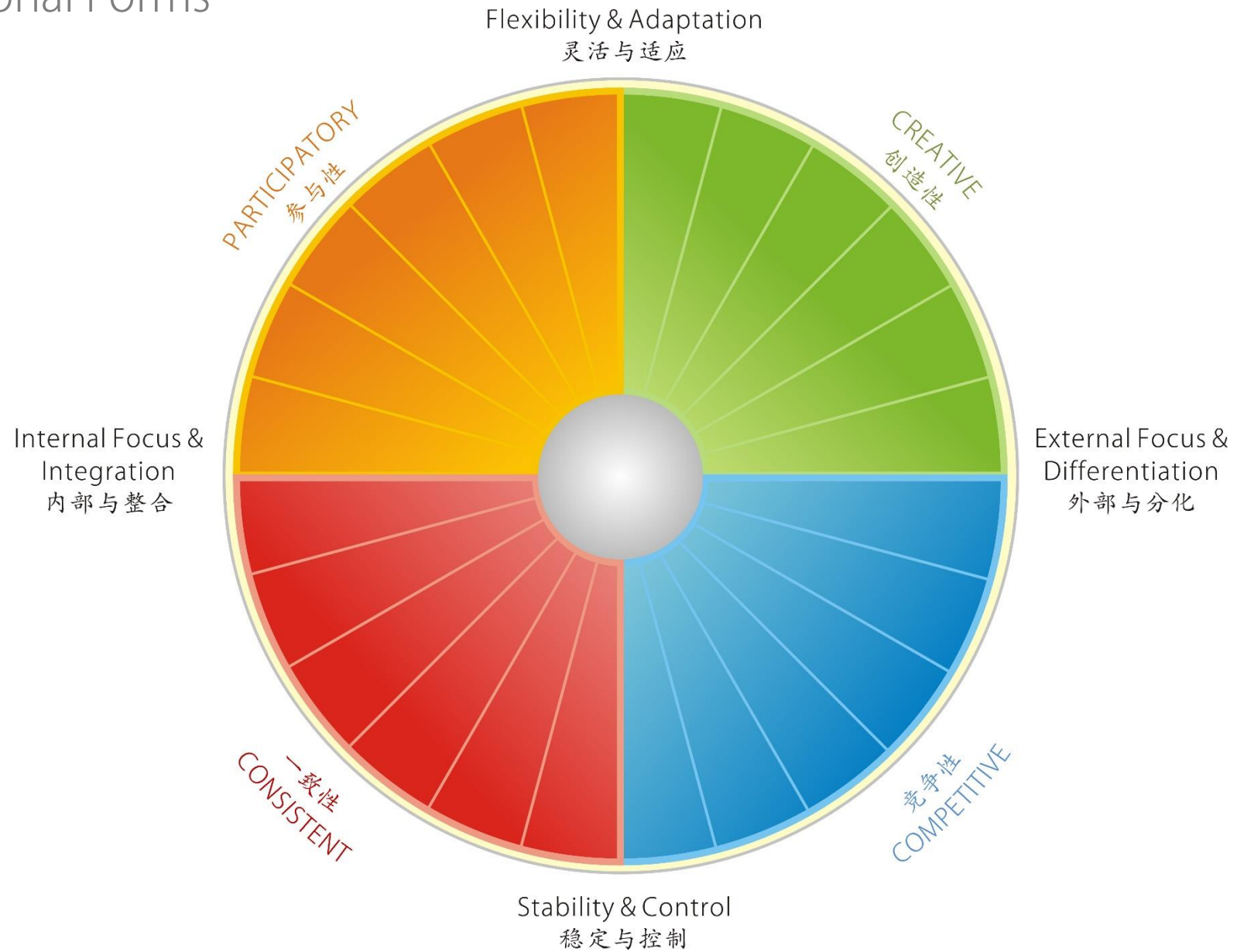
Organizational Health Model — Factors & Organizational Capabilities

组织健康度模型要素与组织能力

Factors 要素	Organizational Capabilities 组织能力
I. Senior Leadership Team 高级领导团队	I -1 Building excellent senior leadership team 建设卓越的高级领导团队 I -2 Having insight into business trends 洞察商业趋势 I -3 Establishing common commitment 建立共同承诺 I -4 Creating change 创造变革
II. Values & Culture 价值观与文化	II -1 Clarifying and shaping core values 澄清与塑造核心价值观 II -2 Creating right atmosphere 营造适宜的组织氛围 II -3 Encouraging innovation 激励创新 II -4 Promoting organizational learning 促进组织学习 II -5 Managing diversity 管理多元化
III. Mission, Vision & Strategy 使命、愿景与战略	III -1 Articulating organizational mission 阐明组织使命 III -2 Creating shared vision 创建共同愿景 III -3 Creating business strategy model 创建业务战略模型 III -4 Establishing competitive strategy and advantage 树立竞争战略与优势 III -5 Creating sustainable value for stakeholders 持续创造利益相关者价值 III -6 Building sustainable profit mode 建立持续盈利模式
IV. Function & Structure 职能与架构	IV -1 Focusing on customers 聚焦客户 IV -2 Setting long- and short-term goals 设定长短期目标 IV -3 Optimizing resource management and allocation 优化资源管理与配置 IV -4 Managing conflict and decision-making 管理冲突与决策
V. Process & Norms 流程与制度	V -1 Optimizing working procedure 优化工作流程 V -2 Establishing pay-for-performance program 建立薪酬绩效制度 V -3 Facilitating cross-boundary collaboration 促进跨域协作
VI. Talent 人才	VI -1 Attracting, retaining and developing talents 吸引、保留与发展人才 VI -2 Establishing talent echelon 建立人才梯队

4 Organizational Forms

4种组织形态



4 Organizational Forms

4种组织形态

Organizational Forms 组织形态	Characteristics 主要特征
Participatory 参与性	<ul style="list-style-type: none">- Emphasis on human development, human empowerment and human commitment; 强调人员发展、人员授权和人员承诺；- Building cohesion through consensus and satisfaction gained from involvement; 通过参与过程中获得的共识和满意度来培养凝聚力；- Promoting formation of effective and long-lasting partnerships across boundaries; 促进建立跨越边界、有效且持久的合作关系；- Great importance attached to shared objectives, mutual contribution and a sense of collectivity among organization members; 重视组织成员的共同目标、相互贡献和集体荣誉感；- The most value created by using collective wisdom. 通过利用集体智慧创造最大价值。
Creative 创造性	<ul style="list-style-type: none">- Pioneer and definer of industry or sector trends; 开拓和定义行业或领域趋势；- Developing new technologies, products or services, procedures and systems; 开发新技术、新产品/服务，制定新流程、新制度；- Adventurous, taking risks; 勇于冒险并承担风险；- Encouraging individual initiative and freedom 鼓励个体主动性和自由；- Permitting failure, learning from mistakes; 允许失败，从错误中学习；- The most value created in hyper-turbulent, fast moving environments that demand cutting-edge ideas and innovations. 在高度混乱、快速变化且需要先进理念与革新的环境中能创造最大价值。

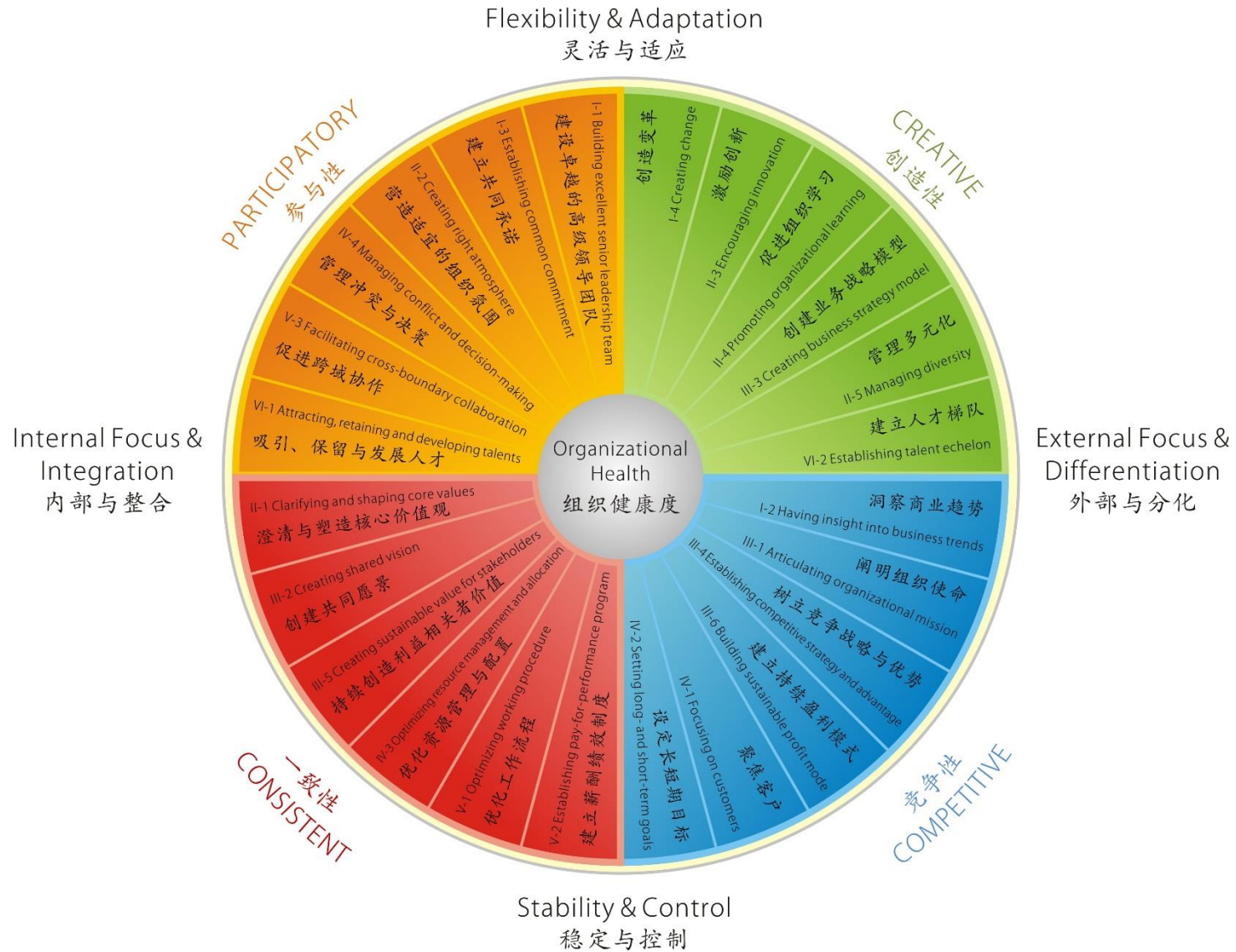
4 Organizational Forms

4种组织形态

Organizational Forms 组织形态	Characteristics 主要特征
Competitive 竞争性	<ul style="list-style-type: none">- Monitoring and scanning market trends, with emphasis on the establishment of own competitive position; 监测并分析市场动向，强调并建立自己的竞争地位；- Success judged on the basis of market share, degree of goal realization and growth in profitability. 对成功的判断基于市场份额、目标实现度以及盈利能力的增长；- Speed as an essential element in maintaining a competitive edge; 速度是保持竞争优势的重要因素；- Result-driven, breaking through all barriers to achieves goals; 注重结果，努力突破一切障碍实现目标；- Customer-oriented, emphasizing delivering shareholder value consistently. 关注客户，并强调始终为股东创造价值。
Consistent 一致性	<ul style="list-style-type: none">- Organization members having a shared mind-set; 组织成员拥有共同的思维取向；- Routines, systems and technologies widely used; 广泛应用常规方式、制度和技术等；- Great importance attached to efficiency promotion and cost reduction; 重视提高效率和节约成本；- Applying standardized procedures, with emphasis on rule-reinforcement and uniformity; 采用标准化程序，强化规则并强调统一性；- The most value created in highly regulated or stable environments. 在高度管控或稳定的环境中能创造最大价值。

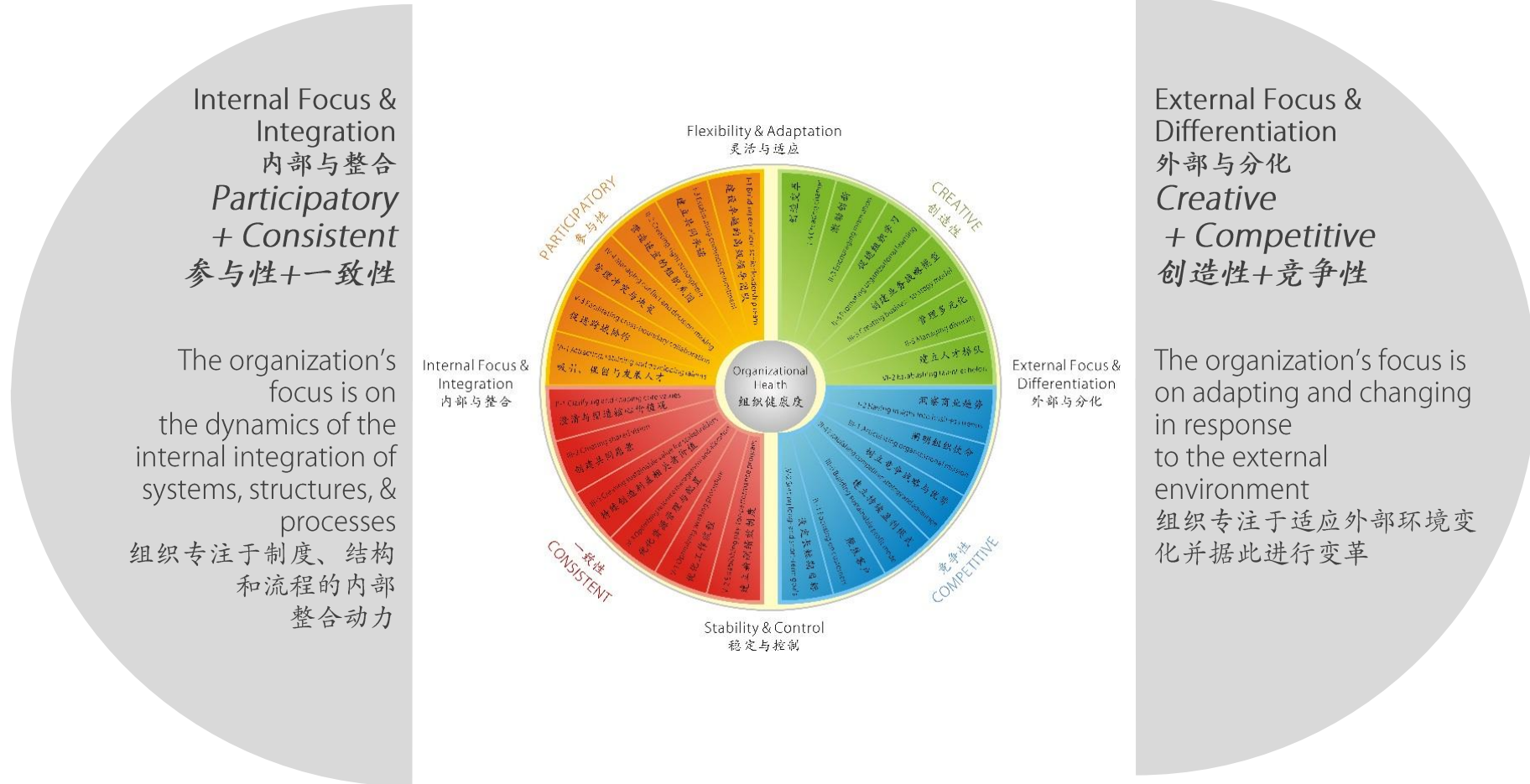
Organizational Health Model

组织健康度模型



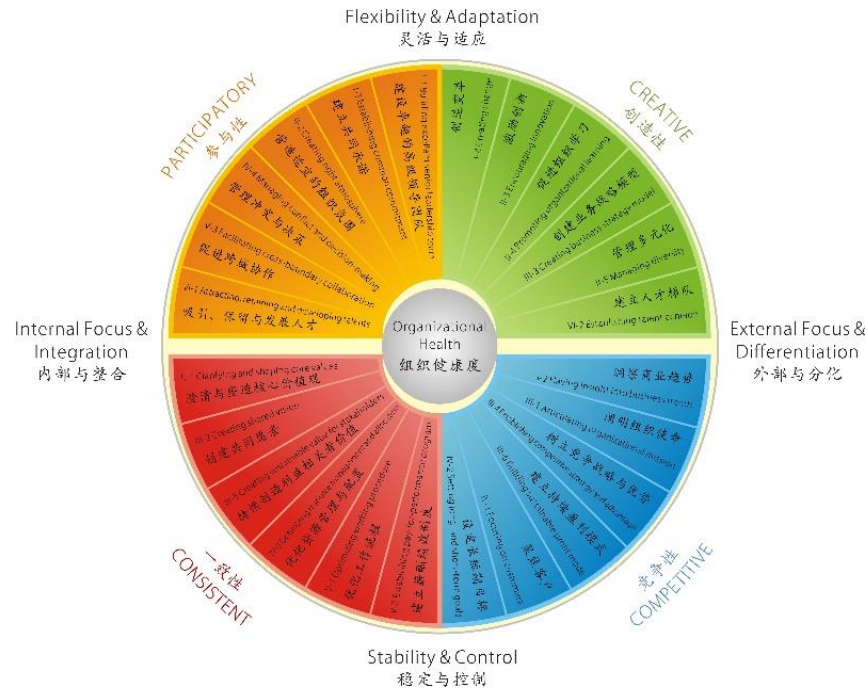
Organizational Health Model: Dynamic Tensions

组织健康度模型：动态张力



Organizational Health Model: Dynamic Tensions

组织健康度模型：动态张力



Flexibility & Adaptation
灵活与适应
Participatory + Creative
参与性+创造性

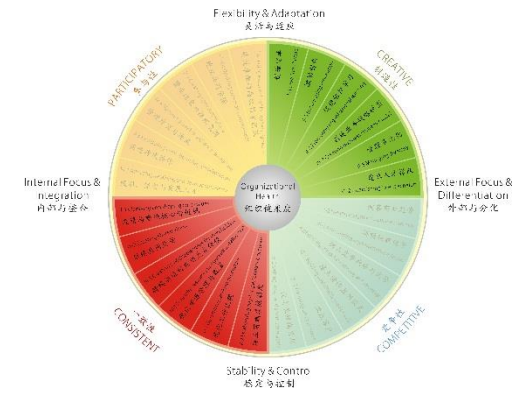
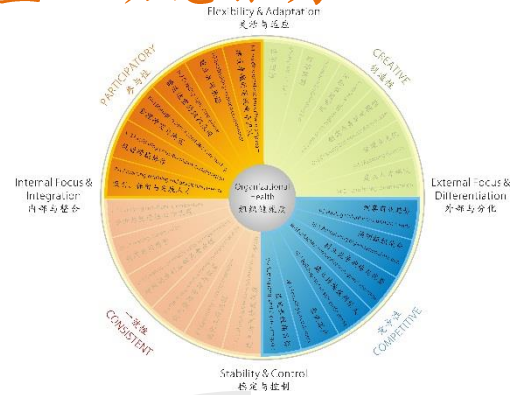
A flexible organization has the capability to change in response to the environment.
灵活的组织能够随着环境的变化而变化

Stability & Control
稳定与控制
Consistent + Competitive
一致性+竞争性

A stable orientation contributes to an organization's capability to remain focused and predictable over time.
稳定导向使组织能够保持专注并始终具有可预见性。

Organizational Health Model: Dynamic Tensions

组织健康度模型：动态张力



Top-Down & Bottom-Up
自上而下与自下而上
Competitive + Participatory
竞争性+参与性

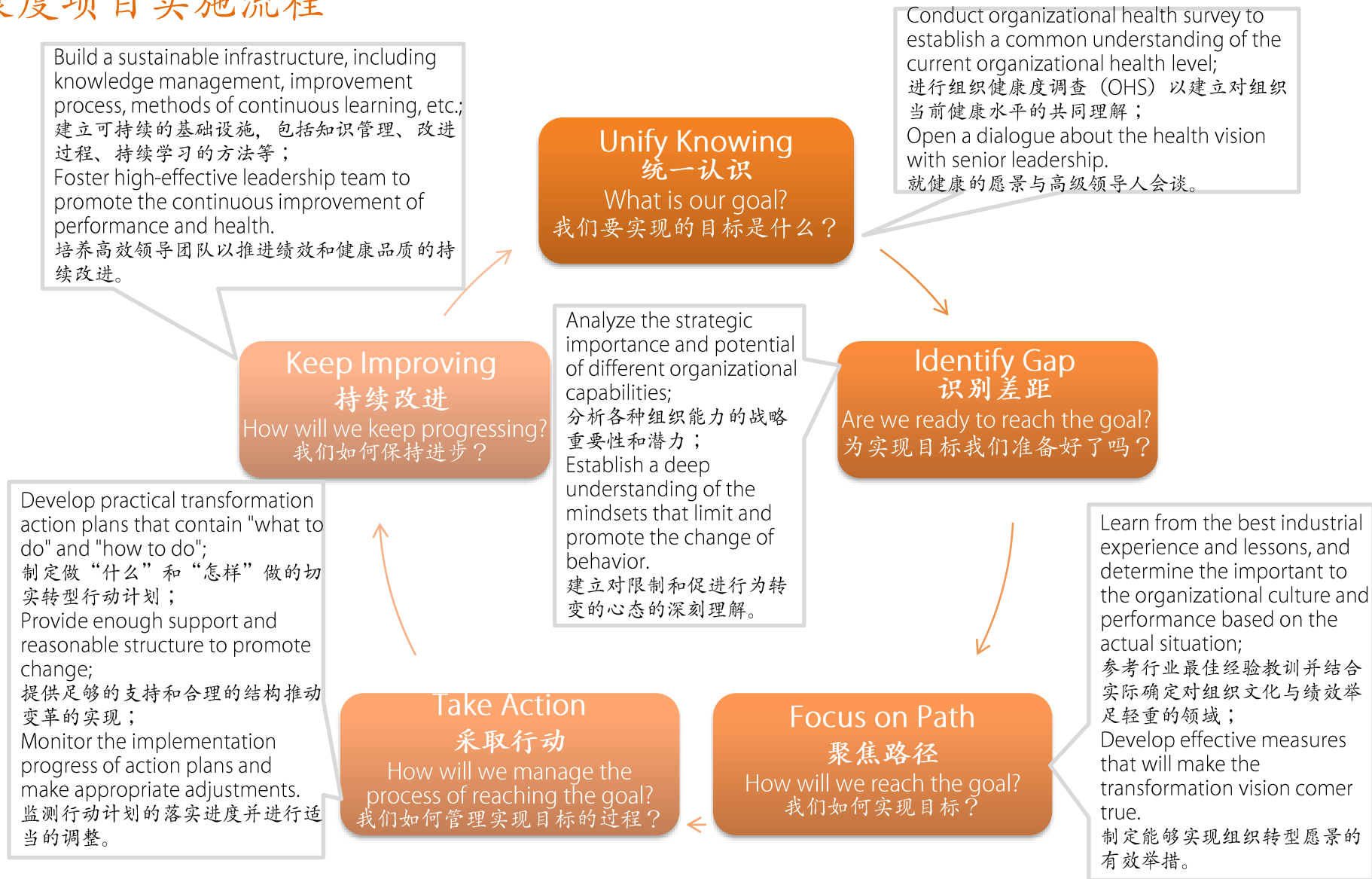
Linking purpose, direction & goals to a shared sense of responsibility, ownership, and commitment by employees
将目的、方向和目标与员工共同的责任感、归属感和使命感联系起来

Stimulate Progress & Preserve the Core
推进进程与保留核心
Creative + Consistent
创造性+一致性

Balance dual challenges of external adaptation and internal integration
平衡外部适应与内部整合的双重挑战

How to Implement an Organizational Health Program

组织健康度项目实施流程



Measuring Impact in Four Dimensions

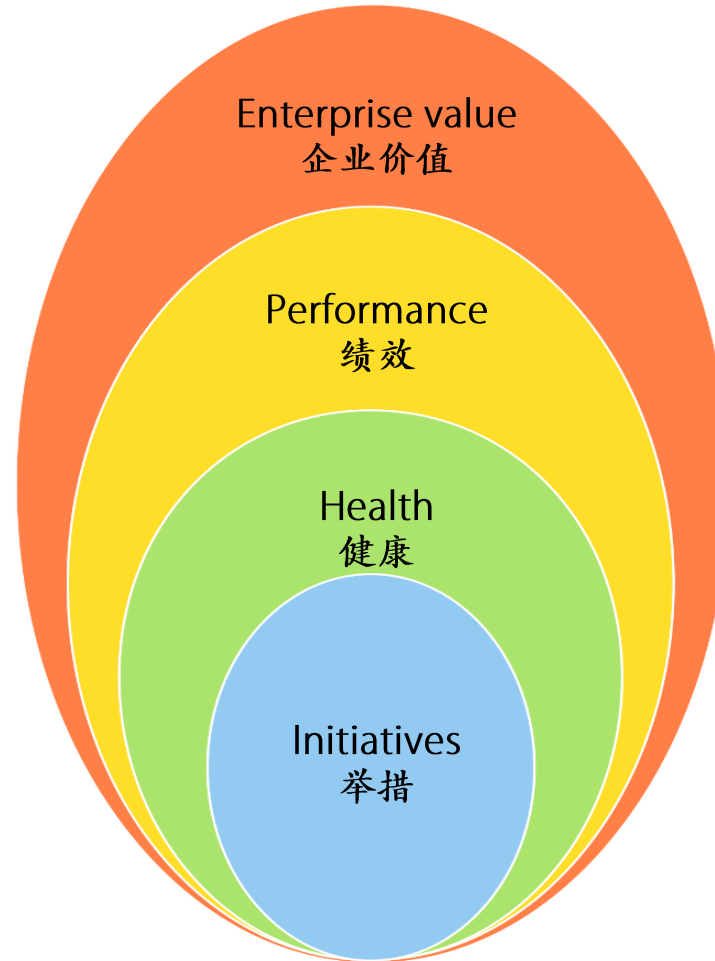
从四个维度衡量效果

↑ Monitor **enterprise value** or shareholder value as the ultimate outcome
监控企业价值或股东价值作为最终结果

↑ Measure **performance** to ensure improvement is taking place (key metrics are business outcomes such as increases in revenue or decreases in cost, cash flow, and risk)
衡量绩效以保证改善正在进行中（主要指标是经营结果，如收益、现金流增长或者成本和风险下降）

↑ Monitor key **health** indicators to ensure initiatives have desired impact. Assess behavioral outcomes through surveys, customer forums, and so on
健康健康的主要指标，以保证举措能实现期望的影响。通过调查、顾客论坛等来评估行为结果

↑ Track progress of **initiatives** to ensure delivery on time, on budget, and to required quality. Invest in developing effective program dashboard
最终举措的进展以保证按时完成，不超出预算，达到质量要求，为制定有效的项目晴雨表做出投入



Measuring at all four levels enables organization to link causes with effects and act on early-warning Indicators
在全四个维度上进行衡量，让组织能够把原因和效果相联系，并且对早期预警信号做出反应