



智享会  
HR Excellence  
Center



# 第九届企业员工关系年会

2020年9月8-9日，上海





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# 文化落地实践

人造就了企业的文化

# Agenda

## 01 科勒文化变革的背景

## 02 如何将文化变革落地, 改善员工的体验

- 员工体验和文化信仰之间的关系
- 文化是全员参与
- 文化引领者的作用
- 基于文化的领导力发展模型和人才流程
- 如何巩固文化信念和相应的行为
- 工厂的文化落地

## 03 文化落地的成果



# 科勒文化变革的背景

# 文化变革需要全员的参与

- Kohler, WI
- Paris, France
- Asia Pacific
- KLT
- EMT



**WORLDWIDE**

# 什么是文化



为什么

创造优雅生活



怎么做

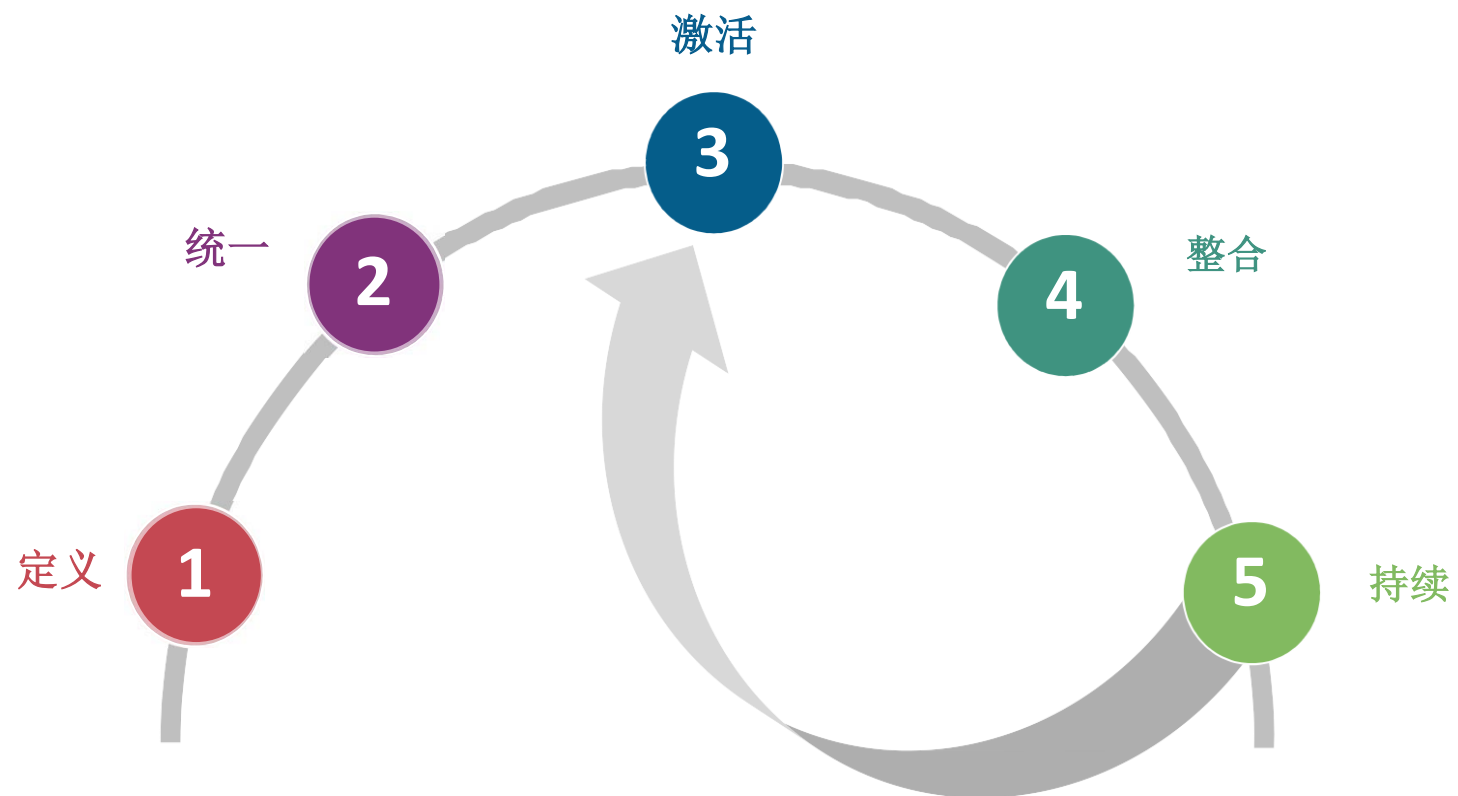
激活和落地我们的文化信念



为了什么

达成关键成果

# 文化变革





# 如何将文化变革落地，改善员工的体验

# 员工体验和文化信仰之间的关系

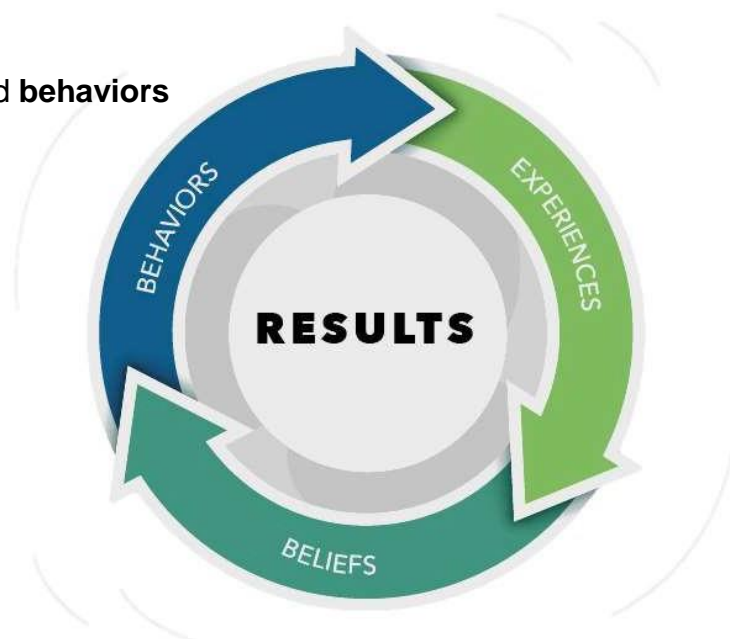


# 循环模型

## Flywheel Effect

文化是领导者培养的经验、信仰和行为的結果...

Culture is a **consequence** of the **experiences**, **beliefs**, and **behaviors** that **leaders foster** ...



... 最终导致结果。

... which ultimately leads to **results**.

# 文化是全员参与



# 全员参与文化的落地和实施



文化引导者  
Culture Leads



研讨会



培训和讨论  
(与个人目标相结合)

# 文化引领者（Culture Leads）的作用



# 文化引领者

## Culture Leads

文化引领者应从各级领导和整个组织（包括业务部门和公司职能部门）中挑选。应充分考虑到区域和职位。

### 挑选标准：

1. 高潜力领导者，公司有意愿培养他们的领导力。
2. 具有自发“持续改进”思维的领导者，他们渴望培养技能、推动变革并取得成果。
3. 因对文化有自发兴趣而“做志愿者”或将这个机会视为提升技能/职业发展的方式。
4. 正式和非正式的影响者。
5. 除了当前自己的领导者角色，也愿意担任文化的引领者

# 文化指导委员会

高管成员：

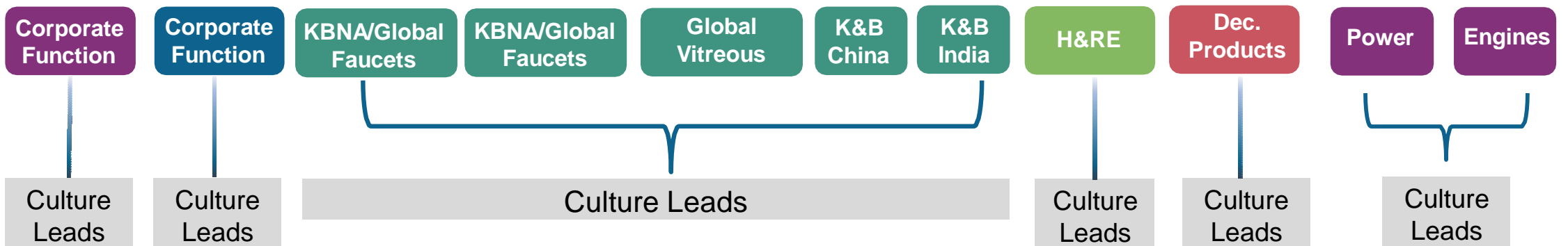
目标：

委员会主席：

委员会成员：

工作职责：

会议频率：



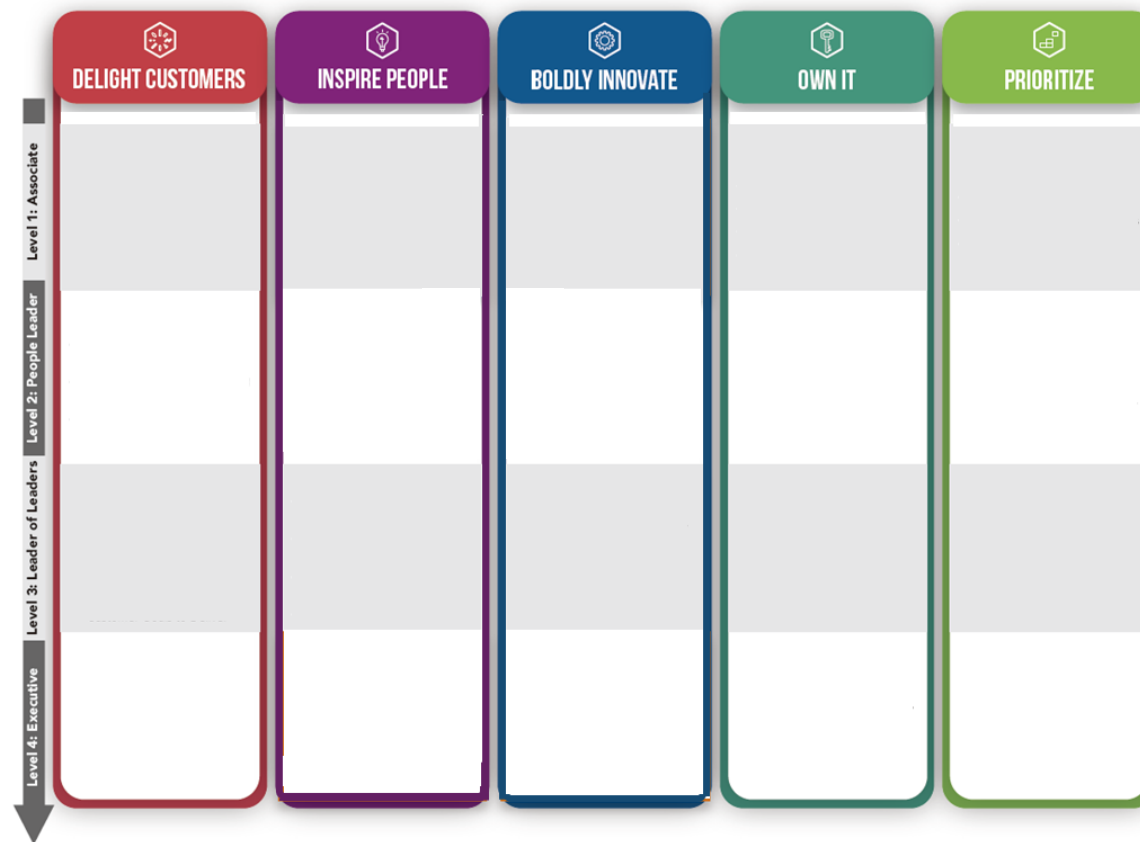
# 基于文化的领导力发展模型和人才流程



# 文化落地-科勒公司新的领导模型

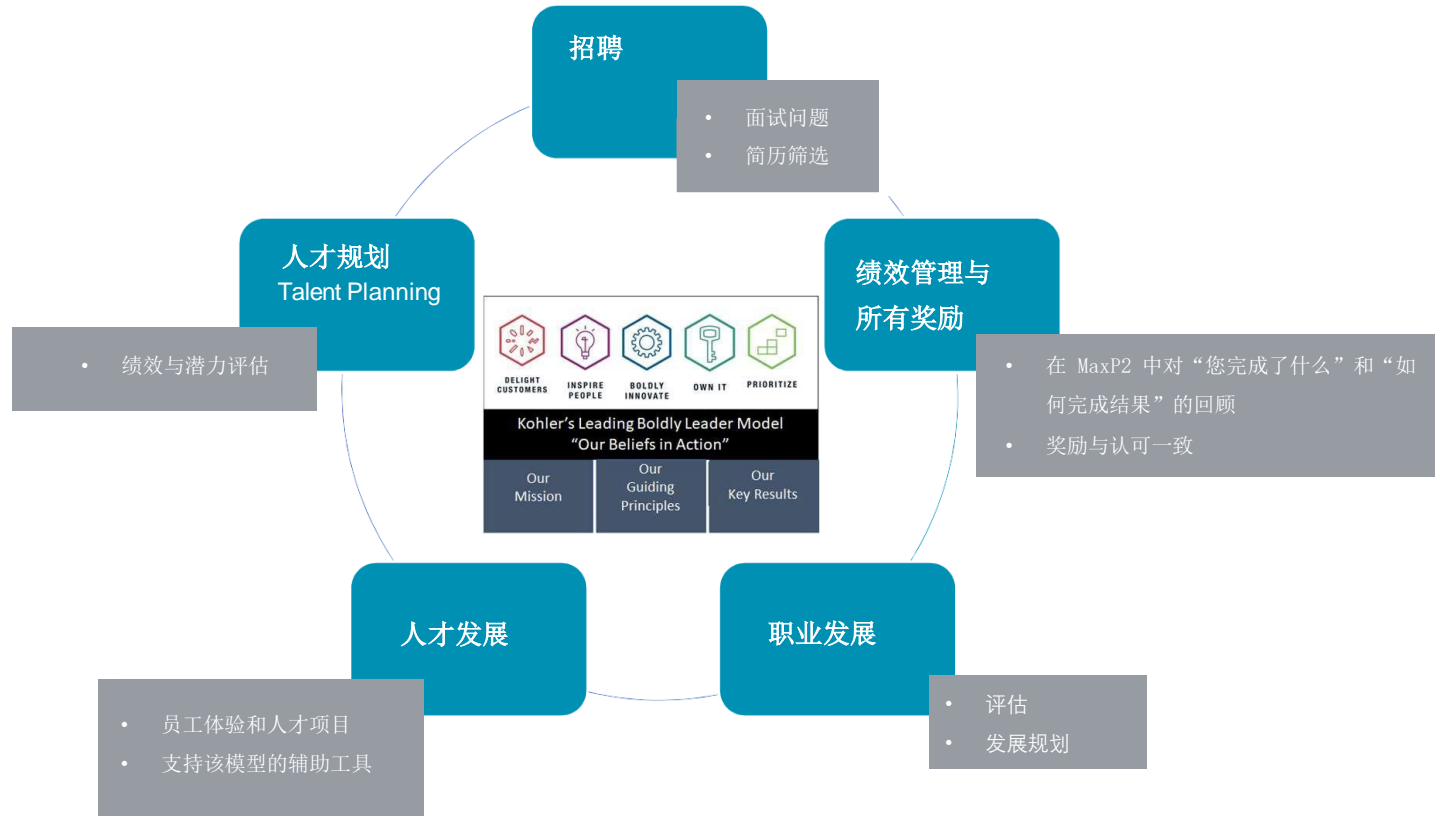
## Leading Boldly

为了在科勒创造新的工作  
体验和更好的工作方式



# 把文化融入人才流程

## Leading Boldly Informs All Talent Processes



# 如何巩固文化信念和相应的行为



# 工具

## Reinforcement Tools



有效的反馈  
Effective Feedback



有效的故事宣传  
Effective Storytelling



有效的认可  
Effective Recognition

### FEEDBACK

"Criticism, like rain, should be gentle enough to nourish a man's growth without destroying his roots."  
— Frank A. Clark

#### SBI MODEL (CENTER FOR CREATIVE LEADERS)

**SITUATION:** Anchor feedback in time, place, and circumstances helping receiver remember and/or understand the context. (e.g. During the status update meeting...)

**BEHAVIOR:** Observable actions allowing receiver to know exactly what he or she did that had impact. (e.g. ...you didn't share that your portion of the project was falling behind schedule.)

**IMPACT:** Feelings and thoughts the feedback giver or others had as a result of the said behavior. (e.g. This delayed the remainder of the project timeline and we fell short on our commitment.)

#### BE A COACH, NOT A CRITIC

Focus on Behavior and facts to determine the cause of the situation.

Be Specific and use examples about the behavior you are discussing.

[MORE ABOUT SBI](#)

[LEARN MORE](#)



#### DID YOU KNOW...

According to one study, the inability to give employees feedback can cost the business up to \$8000 a day!

### STORYTELLING

"The human mind is a story processor, not a logic processor."  
— Jonathan Haidt

Storytelling is a powerful tool that connects people with experiences to change beliefs and behaviors.

- BRAINSTORMING** – Start by determining the goal, picking one central point, engaging your audience, and consider in what ways you plan to share your story.
- DECIDE WHAT KIND OF STORY** – Once you've finished brainstorming, determine what type of story you want to tell.
- TELL YOUR STORY** – By focusing your message around the correct audience your associates will see the value in changing their beliefs and behaviors to achieve the desired results.

#### TOOLS & RESOURCES

[LEARN MORE](#)

[TELL A CULTURE STORY](#)

[STORYTELLING GUIDE](#)



#### DID YOU KNOW...

Stories are up to 22 times more memorable than facts alone. Include facts and figures and your story will engage your audience both intellectually and emotionally.

### RECOGNITION

"Leaders don't look for recognition from others. Leaders look for others to recognize."  
— Simon Sinek

#### RECOGNITION – SIMPLE AND EASY

- Make a list of important people in your life (professional and personal).
- Look at the list two times per week. Has anyone on this list done something that you should recognize?
- If so, send a note or thank them in person. Be specific about why you're recognizing them. *Marshall Goldsmith*

#### TOOLS & RESOURCES

[RECOGNITION CARD](#)

[LEARN MORE](#)



#### DID YOU KNOW...

Organizations that double the number of employees who receive recognition experience a 24% improvement in quality and 27% reduction in absenteeism.

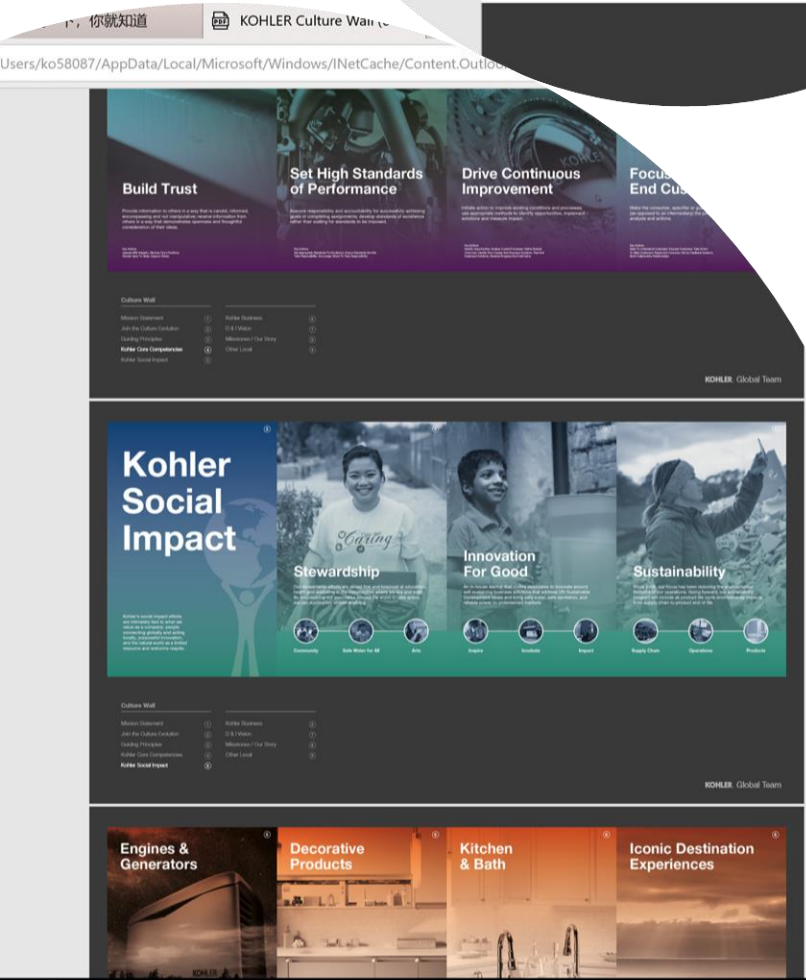
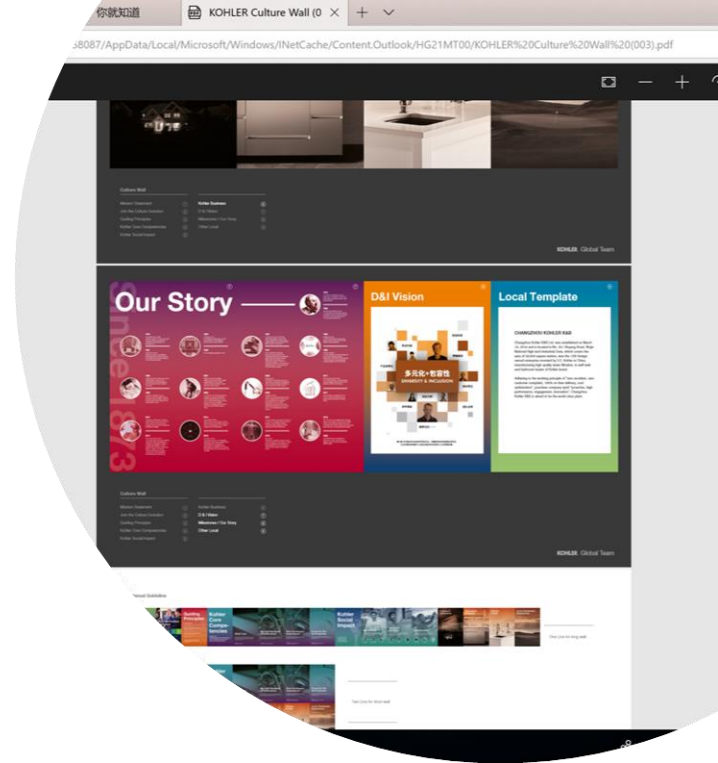
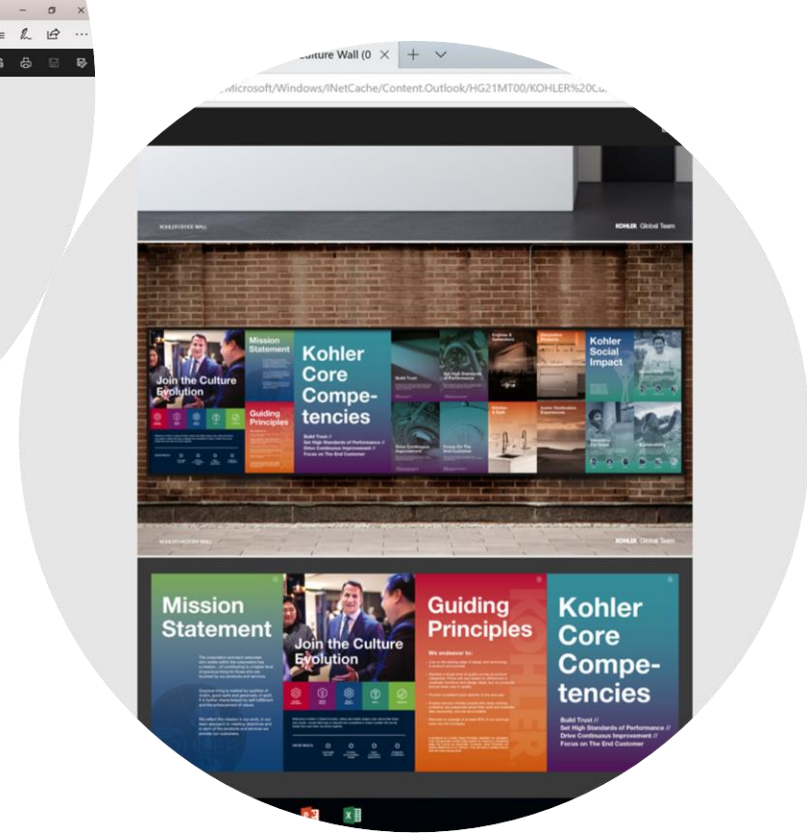
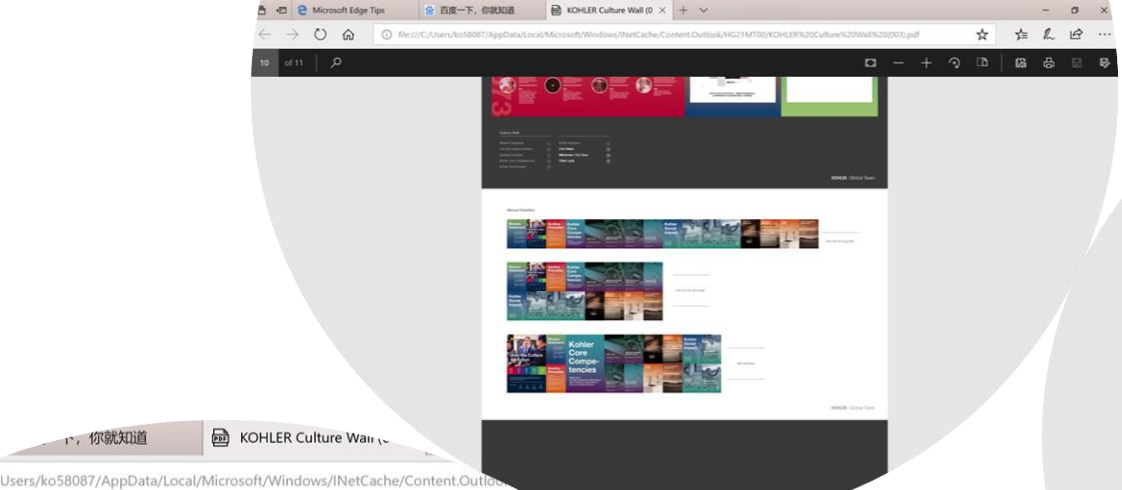
# 工具

## Reinforcement Tools

### 文化信念的例子 “游戏/测试”

The collage features six quiz cards, each with a scenario and a list of response options:

- Card 1:** Scenario: "When I accidentally hit reply all and send a message to thousands of people I...". Options: "Quickly recall so that I don't bother any...", "Send another email to everyone to apol...", "Use it as an example for those around...", "Move on to the next thing, worrying ab..."
- Card 2:** Scenario: "When I spill coffee all over my keyboard I...". Options: "Be careful...", "To finish this report..."
- Card 3:** Scenario: "When someone else eats food out of the refrigerator I...". Options: "Put lavender in their cookies...I'll find out who it is...", "Make an extra lunch each day so I still have something to eat...", "Leave a letter explaining the importance of honesty and respect...", "Capture clues to who it might be on a spreadsheet each day..."
- Card 4:** Scenario: "When I get to work the first thing I'd like to do is...". Options: "Tell everyone what a great day it's going to be", "Answer any emails I've gotten in the last 5 minutes on the way to work", "Make my to-do list so I can start checking things off, including making that list", "Lock myself in my office and solve all our problems..."
- Card 5:** Scenario: "I have team events before the end of the work day I...". Options: "I have...", "I'm...", "My cat can be productive tomorrow...", "I'm involved..."
- Card 6:** Scenario: "My kitchen looks like a Jackson Pollack painting I...". Options: "Clean it myself without saying a word to anyone", "Send an email challenging everyone to treat it as they would their own microwave...", "Create a weekly cleaning schedule so everyone does their part", "Throw it away and buy a new one, I'm not wasting my time trying to clean that..."



# 巩固文化信念-文化的标识

为所有工厂和办公室设计海报，文化墙，邮件签名，屏保

# 巩固文化信念和对应的行为-全球文化周

**Embrace a High Accountability Culture that Delivers Extraordinary Results**

Check out the K&B Global Culture Evolution Campaign

November 15, 2019 to December 14, 2019

Share the culture belief stories on the KOHLER Now Kitchen & Bath Channel. "Like" the stories you like the most for the "Story of the Year" award.

Submit Submit your creative ideas to drive culture change on <https://kbideahub.peoplecart.com>

Note: Please use #culturestory in your story.

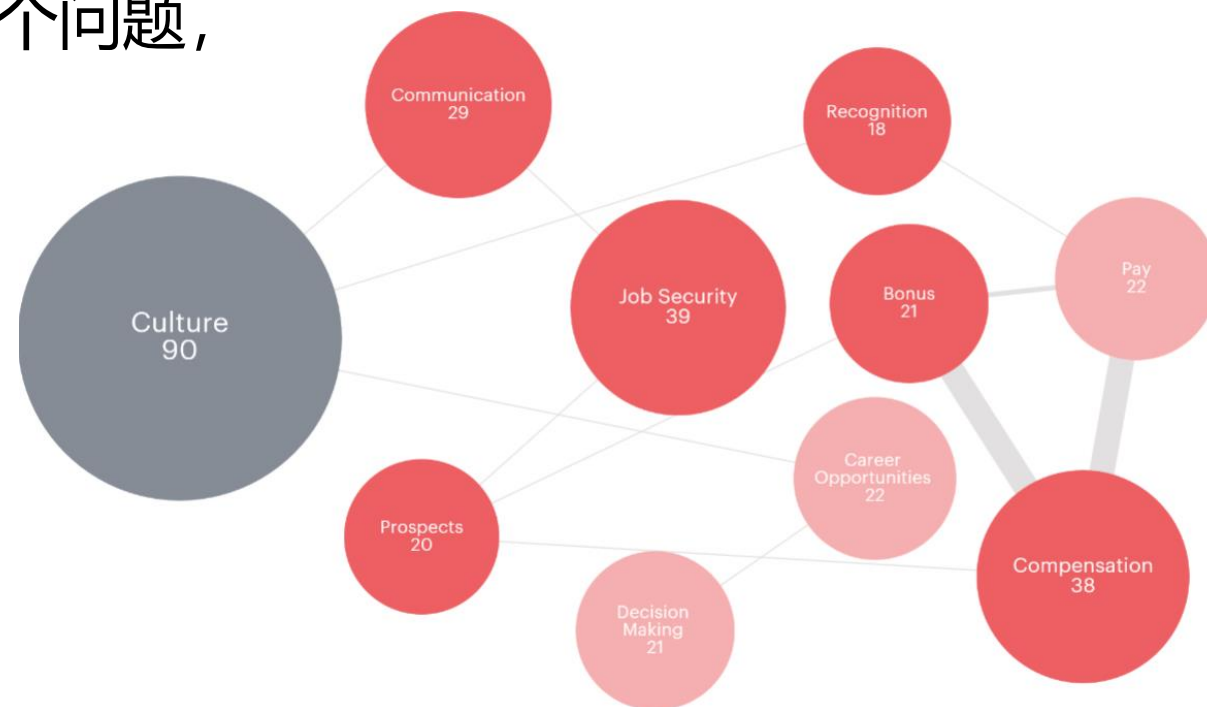
DELIGHT CUSTOMERS INSPIRE PEOPLE BOLDLY INNOVATE OWN IT PRIORITIZE

**KOHLER**

# 巩固文化行为-反馈调查

当被问到“你在科勒工作是否感到快乐”这个问题，

**文化**是被提及最多的话题



# 工厂的文化落地



# 工厂的文化活动



工厂5月最佳文化信念实践小故事颁奖



中国工厂 - 我对文化信念的理解视频



工厂面赞



中国工厂文化故事



KohlerNow 文化故事



# 文化落地的成果

# 文化落地的成果



客户愉悦

富有责任感  
的强大团队

率先走向市场  
的创新成果

再投资能力