



# 第十六届人力资源业务伙伴年会

2020年10月27-28日，北京





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我们是

**MERCK**

每天，我们分布在全球66个国家的近57,000名员工辛勤工作，创造更加愉悦和可持续的生活方式，改善千千万万人们的生命。

EMD  
SERONO

Millipore  
SIGMA

EMD  
PERFORMANCE  
MATERIALS

在国际上默克声名远播。但是在美国和加拿大，我们以EMD雪兰诺的名义开展生物制药业务，以密理博的名义开展生命科学业务，以EMD高性能材料的名义开展高科技材料的业务。

我们是一家  
充满活力的  
科技公司



MERCK

## 拥有352年悠久历史

我们是世界上历史最悠久的制药与化工公司。1668年，弗雷德里希·雅各布·默克收购了德国达姆施塔特的天使药房，标志着默克公司的诞生。



57,000

全球员工



关键  
数据

66

国家



成立于

1668



162亿

欧元销售额



23亿

欧元研发投入



MERCK

# 默克拥有 三大业务部门



## 医药健康

帮助孕育、改善和延长生命。  
我们为疑难杂症提供个性化的治疗方案，帮助人们实现为人父母的梦想。



## 生命科学

我们的器械、服务和数字平台使得研究更加简便、准确，推动更快速的科研突破。  
我们的解决方案保证检测的准确性和药物的可靠性，加速健康的实现。



## 高性能材料

我们的技术科研正在改变我们获得与展示信息的方式。我们帮助未来的交通变得更加安全，家居更加智能，技术变得更加可持续。

2019年销售额 (百万欧元)



- 医药健康
- 生命科学
- 高性能材料

默克对中国的关注始于百年前...

## 在中国经营已经有87年历史



1888年：威利·默克来到中国考察旅行。在一封信中他写道：“将来会有这样一个时刻，即使我们在欧洲也必须重视中国。”



1931年：上海的Schmidt公司成为默克公司在中国华南地区的商业代理



1933年：怡·默克化工有限公司在上海成立，是默克在中国成立的第一家分公司

# 默克中国医药健康

数据一览

**87** 年在华经营

**2,000+** 员工

**5** 大治疗领域

**16** 种产品

**1.7亿** 欧元投资在南通

全球 **4** 个研发中心, **1** 个在中国



A close-up photograph of a person's hand holding a white rectangular card. The card has the text "I QUIT!!!" printed in a bold, black, sans-serif font. The scene is set on a dark, textured desk. To the left, a spiral-bound notebook with a white cover and lined pages is partially visible. In the background, a green pencil lies horizontally. On the right side, a portion of a blue and white desk organizer is visible. The lighting is soft, highlighting the textures of the paper and the desk.

**I QUIT!!!**



继任者在哪里？



我们有完善的潜力人才和继任者识别机制吗？

有时候，选择比努力更重要

A hallway with eight doors. The door in the center is red, while the others are dark grey. The floor is highly reflective, showing a clear reflection of the red door. The lighting is dramatic, with a spotlight effect on the red door.

我们准确的识别出了潜力人才和继任者吗？

## 默克对“潜力”清晰的定义帮助各级经理识别潜力人才和关键岗位继任者



学习敏锐度					发展意愿	投入度
Mental Agility	People Agility	Change Agility	Result Agility	Self-awareness	Extent to which a talent wants to advance his / her career, aims at recognition, prestige, and Rewards	Emotional and rational commitment to Merck; willingness to go the extra mile, identification and fit with Merck Values and Culture.
Critical thinkers who are comfortable with complexity and ambiguity; examine problems carefully, and make fresh connections can clearly explain logic and thinking to others	Know themselves very well and can readily deal with a wide variety of people and tough situations; are calm and resilient under pressure.	Curious, like to experiment, and can effectively deal with the discomfort of change; have a passion for new ideas and are highly interested in continuous improvement.	Deliver results in first-time situations by inspiring teams and have significant presence; exhibit the sort of presence that builds confidence in themselves and others.	Insightful, reflective, clearly understands personal strengths and weaknesses, actively seeks feedback, sensitive of impact on others		

# 默克通过系统化的人才盘点会议机制选拔各层级潜力人才和关键岗位继任者

## Get to know our potentials-Yang LIU



### Basic Info

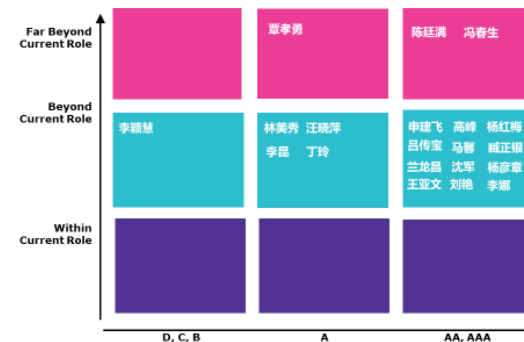
- Name: Yang LIU      Age: 42
- Total working length: 21 yrs      Service year in Merck: 11 yrs
- Mobility(with preference and restriction): High
- Current Position: Marketing and Sales Director, Drugs, Fertility BU

### Work & Edu experience

- Work experience**
  - 11 years in Merck, 21 years in Industry
  - Career started from sales rep, then developed to Sales Manager, Regional Sales Manager, and then to National Sales Director. Has both General Medicine and Special Drugs experience. Now his managerial coverage extended to national Sales and Marketing.
- Education:** Bachelor, Pharmacy, West China University of Medical Sciences



## Potential List



## Yang LIU

Provide a concrete example of when the employee has shown strong emotional and rational commitment to Merck

Yang LIU linked his personal development closely with Merck. After joining Merck, in order to meet location requirements for new roles, he changed working city for 3 times, from Shenzhen, to Guangzhou, then to Beijing.



Provide a concrete example of when the employee took on additional responsibilities outside current role. Share if the employee has shown motivation to progress in his/her job.

Yang LIU has maintained his motivation to progress on his career development. Every time he was promoted to a new position, Yang LIU proactively got out of his comfort zone, and embraced challenges.

Eg. transferring to FBU as National Marketing and Sales Director definitely was a big challenge for him, since he had to extend his scope from purely sales to sales and marketing, as well as change of business model from general medicine to specialty medicine.

It is however important for you to consider first time situations when thinking of examples.

<b>Results Agility</b> easily creates results beyond expectations in spite of barriers or in first-time situations	<b>People Agility</b> comfortably works with a highly diverse group of people	<b>Mental Agility</b> quickly grasps new ideas and shows intellectual curiosity	<b>Change Agility</b> actively and successfully drives change and manages risks	<b>Self-Awareness</b> knows own strengths and limitations and actively seeks feedback
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### Change Agility:

- Yang LIU was developed from a first-line sales manager to National Marketing and Sales director in past 9 years, in various product lines. He always adapted quickly in every new role in a very short time, and delivered remarkable performance, as well as got highly rated from managers, peers and subordinates.
- Supply shortage issue of Gonol-F75IU (mental agility, result agility, change agility)

### People Agility:

- From 2011 to 2016, Yang LIU built up Stilamin team as an acknowledged positive, result-oriented and inspiring organization. People in the Stilamin team were highly engaged, although the team was under hot competitive circumstances, and with very limited resources.
- Yang LIU transferred to Fertility team 2 year ago, within these 2 years, he has already established highly trust relationships with co-workers and stakeholders, and very successfully inspired employees from various levels. People around are all thinking highly of him.



## Nominations for CLT Level-after

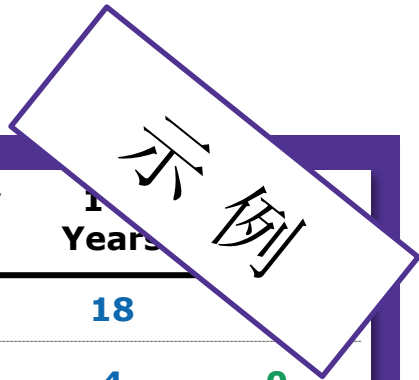
Readiness \ Critical Position	BU Head	CCD Head	MA Head	MAP Head	BO Head	Others, please specify
Within 1 year		Qibao Wang	Wenhui Fang Tingting Ren-Up			Oliver Yu (global role)
1-3 years	Dapeng Ma Xingchuan Luo Yang Liu Holly Shi-New Maggie Xu-Up	Jesstin Hua	Jason Gu	Jesstin Hua Sam Jiang Winnie Wan-New Yang Liu-New	Yu Ling-New Xu Zhang-Up	Adam Zhang-New Henry Wu (regional/global marketing)
3-5 years	Yu Ling Henry Wu-New			Mei Fang	Wei He-New Grace Gong	

- Bold Black-Newly added
- Green-moved up one level
- Grey-removed from last year





# Succession Status Overview of Healthcare China



Managerial Role		Ready Now	1-3 Years	3-5 Years
BU Head			4	2
CCD Head		1	1	
BO Head			2	2
MAP Head			2	1
MA Head		1	1	
GMO PMO		1		
Marketing and Sales Director			3	7
National Sales Director/National Account Director		3	4	2
FT Sales Director			1	
Marketing Director			3	9
MD&A Director			2	3
National Commercial Channel Head			1	
Strategic & Innovation & Alliance Director & PMO (slight difference in each BU)			3	1

Managerial Role		Ready Now	1-3 Years	3-5 Years
Regional Sales Manager/RSD		4	18	
Regional Marketing Manager		1	4	0
Associate Director MAP			2	
Head of Digital			1	
Head of Business Research			1	
SFE Head		1	1	
District Sales Manager/RAM		21	34	Many

Expert Role		Ready Now	1-3 Years	3-5 Years
Group Product Manager		1	3	1
Product Manager		4	2	3
Regional Product Manager		3	>10	>10



## Suggestions for further action



### Green

- Continue follow up IDP for successors, no special attention needed



### Yellow

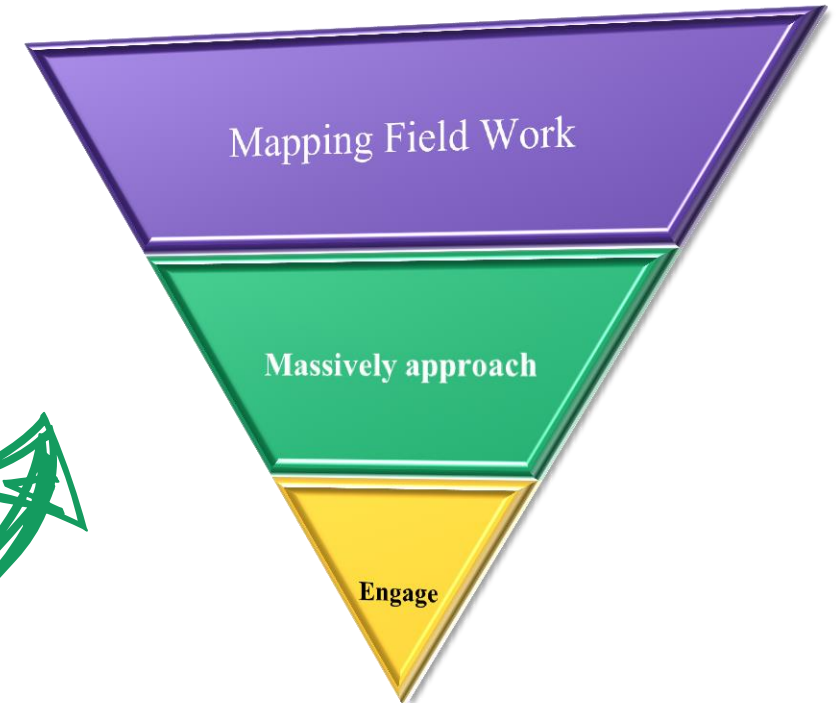
- Assessment: Role 2&3-DC/360, Role 4-Hogan/KFALP
- Line manager follows up on IDP
- Regular follow up on these positions



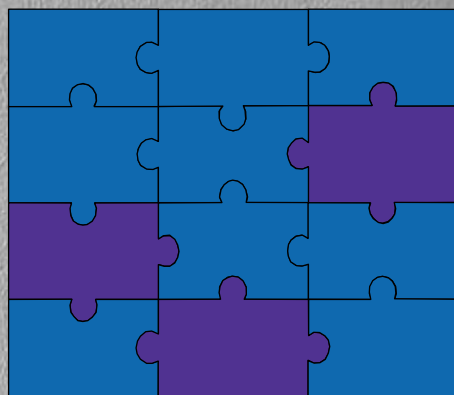
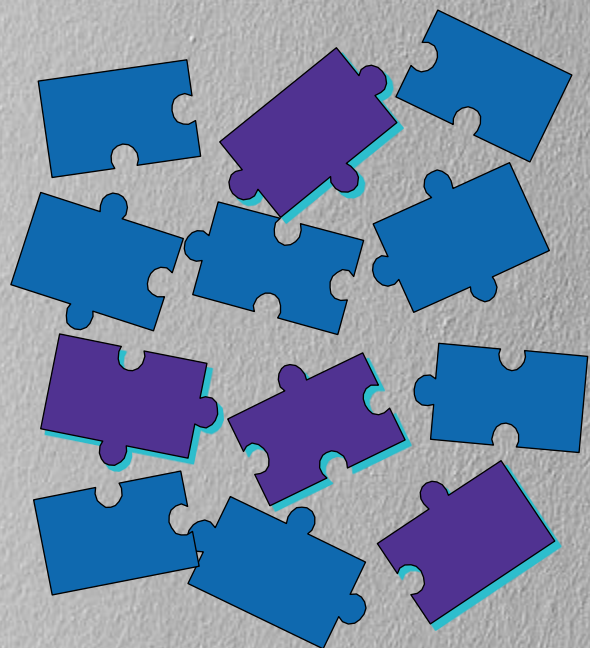
### Red

- Apart from what shall be done in "yellow" part, additionally:
  - External & internal sourcing
  - Retention plan for incumbent

示例



我被选为潜力人才有点开心，然后呢。。。



## 助力中国员工成长

70% 学自工作

### 短期派遣平台项目

全球短期派遣

业务组织

国内短期派遣

通过短期派遣平台申请

### GOglobal 全球管培生项目

医药  
健康

生命  
科学

高性能  
材料

人力资源/财务/咨询

20% 学自他人

### 教练辅导项目

高级教练辅导

团队教练辅导

同事间教练辅导

### 导师辅导项目

中国跨职能导师项目

亚太跨地区导师辅导项目

10% 学自培训

经理&专家&项目经理 三条发展通路

高层管理人员

GLP

IMP

GMMP

EMMP

中层管理人员

IMP

EMMP

MFP

AMP

EFP\* for experts

通用技能课程

语言学习课程

领英学习

组织效能提升工作坊

- 提升团队效能工作坊
- 及其他根据需求定制的工作坊

团队

- 促进个人发展工作坊
- 领导力行为工作坊

个人

## 员工个人发展计划

测评工具

性格色彩测试

KFALP

Hogan

人才发展中心

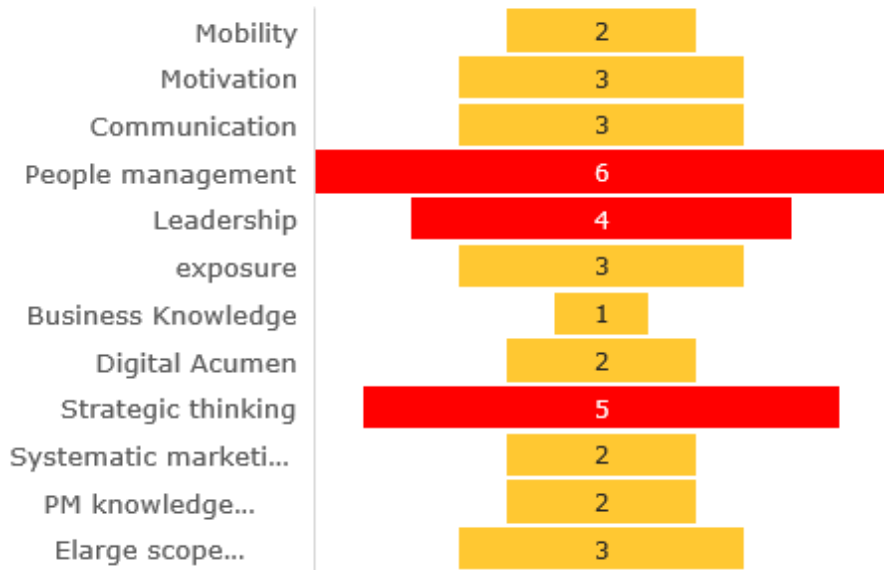
文化兼容度测评

360°反馈/领导力反馈

# Potential Development needs-outcome by FBU 2019 TC



## Improve Areas for Successors



## BU Action Plan

### 70% Part:

- To address **People Management Skills** improvement, **Internship Program** focus all successors with “people management skills” as development areas. HR to facilitate the process.
- **BU STA management SOP** facilitates a systemic STA management process for BU talents, to maximize learning effect by job rotation. BUD and HRBP to take in charge.

### 20% Part:

- To enhance **Leadership** and **Strategic Thinking**, **FBU Internal Mentoring Program** focus on selective successors with needs and strong willing to be matched with mentor. HR to manage the process and all MT to be involved.

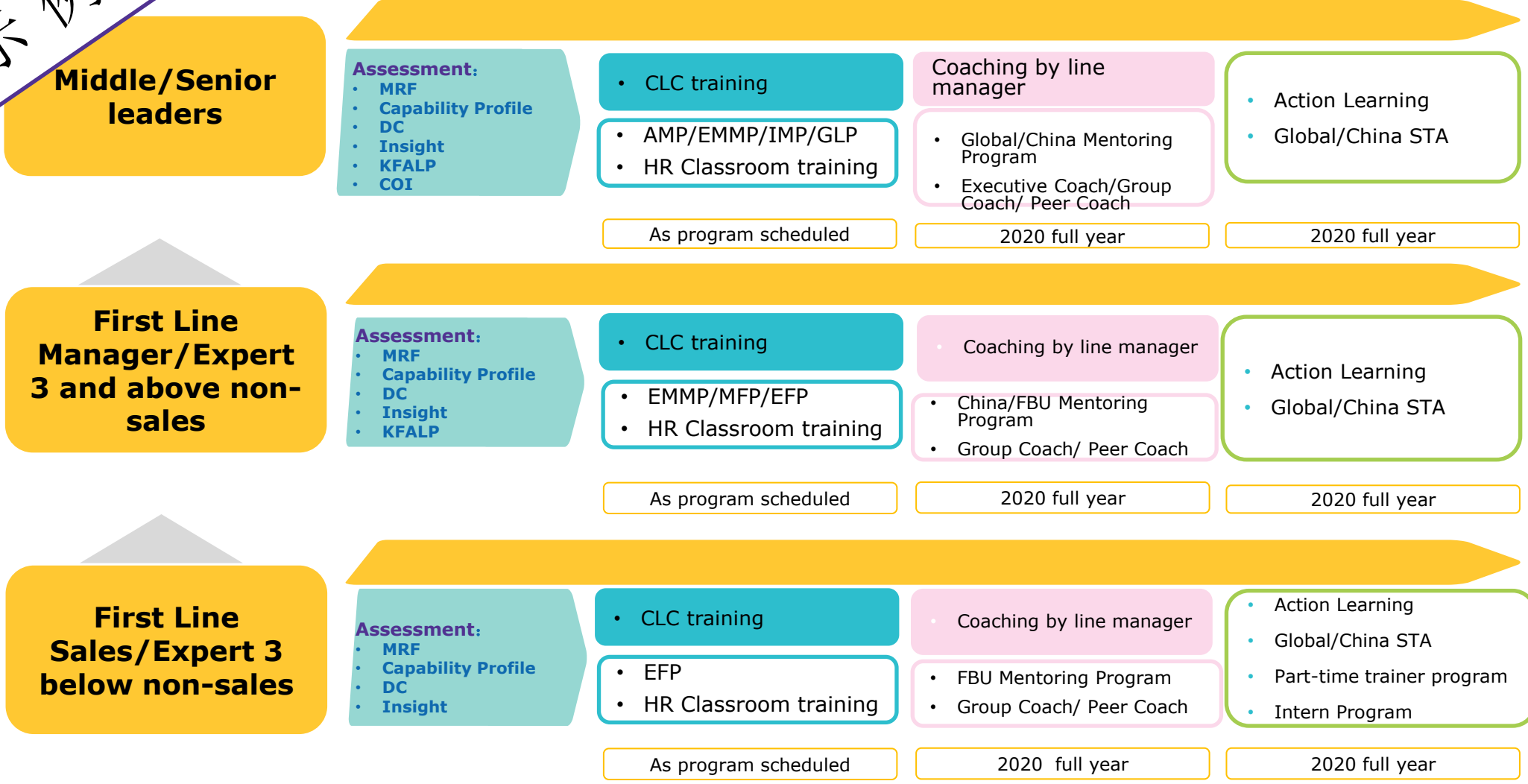
### 10% Part:

- To accelerate **knowledge Learning** for selective successor and potentials, invite them into **Part-time Trainer Program**. CLC to organize.
- A **Holistic Learning Plan** for successors and potentials matches each IDP. HR and CLC to joint work on.

# FBU Strategic Development Solution to Accelerate Potential Development

10 20 70 Compulsory  
 Optional

示例



Team Performance      DYD      Other workshop by needs      Skill Bite Sessions





发展到底是谁的事？

# 默克总部推出“DyD”工作坊,自上而下搭建“我的发展我做主”的发展文化





大家好，我是FBU的  
销售代表小发。

大家好，我是FBU的  
销售代表小展。



很开心今天能和大家  
在苏州相聚！



听说咱们公司有个  
**我的发展我做主**项目。  
这项目是干啥滴？  
意味着啥？

关注它

研究它

在意它

消化它

我也很想知道哎~~  
还是请HR的Fiona姐  
姐告诉我们吧！

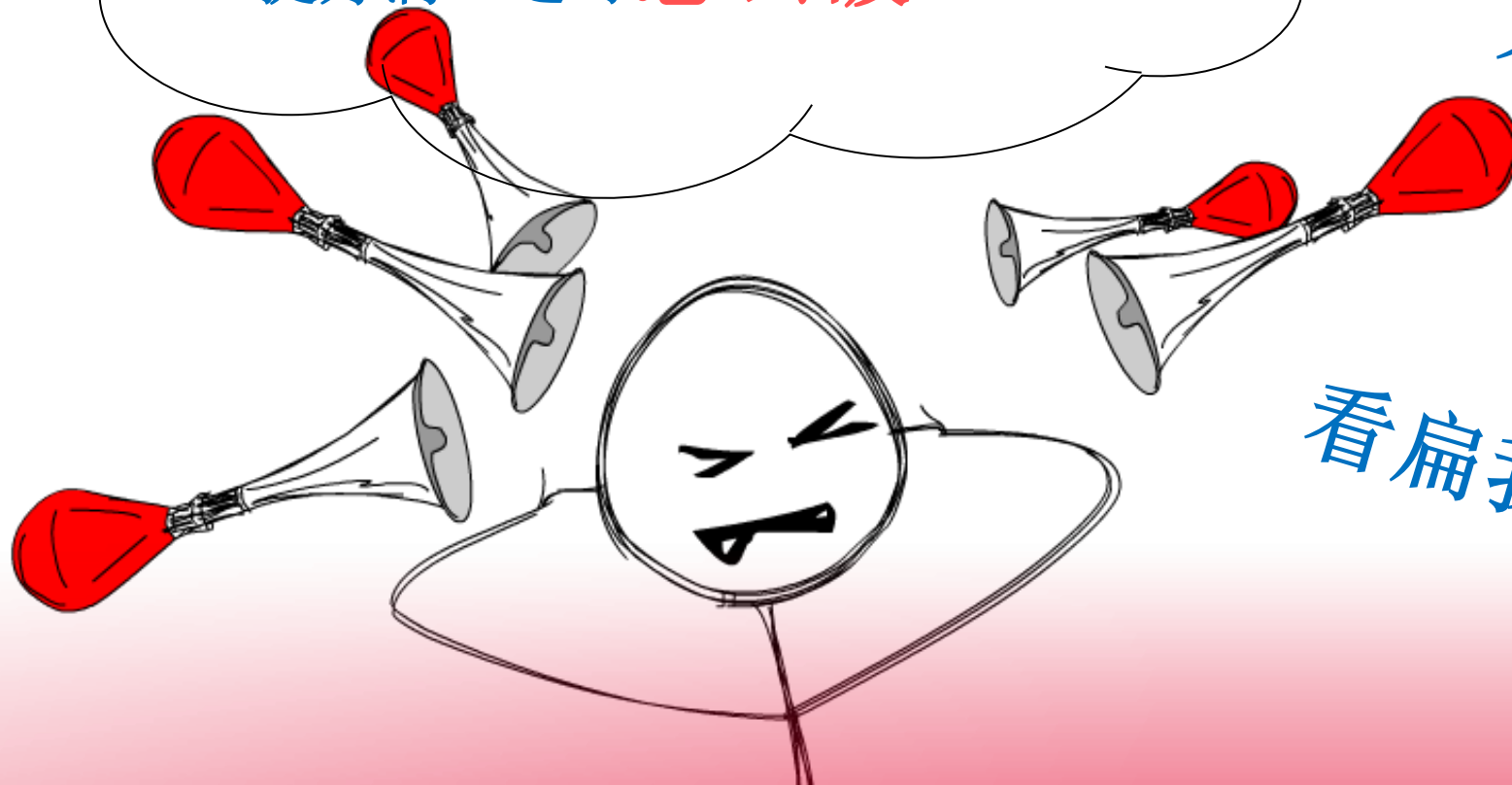
发展听起来真的很不错~~~

可我内心的OS是：做个代表真的  
挺好滴！这可**怎么破**？

没出息

不长进

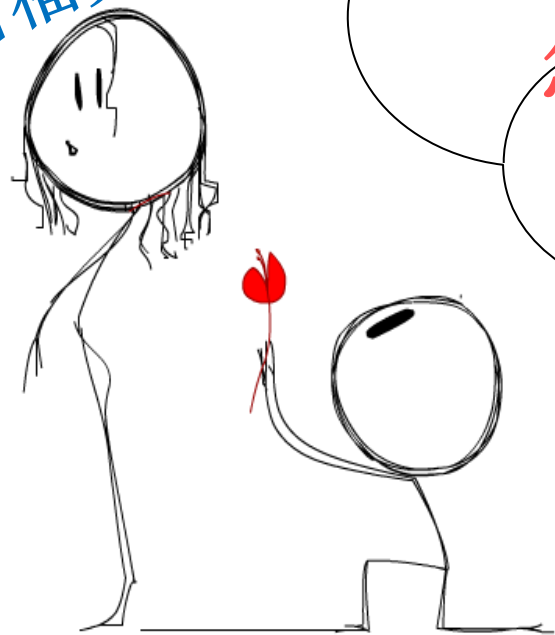
看扁我



刘总呢？刘总在哪里？



迎娶白富美~

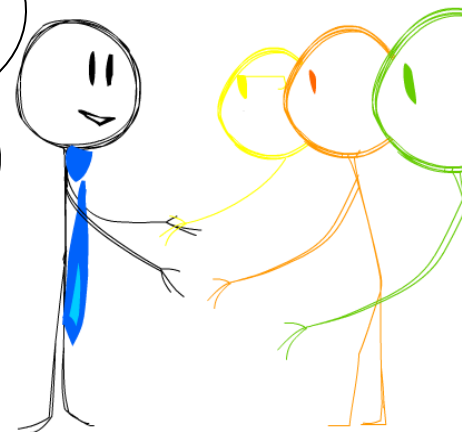


领导，别看我个子小小的，但是我也  
也有美好的理想。

怎么判断我发展了呢？



升职加薪!



出任CEO!



公司和领导怎么帮我找到差距，  
怎么帮我更闪耀？

我要变成  
内裤外穿的超人




好吧好吧，我要变成  
blingbling闪耀的小公举





那我们先来看看这一年中，  
小伙伴们是怎么做的吧！



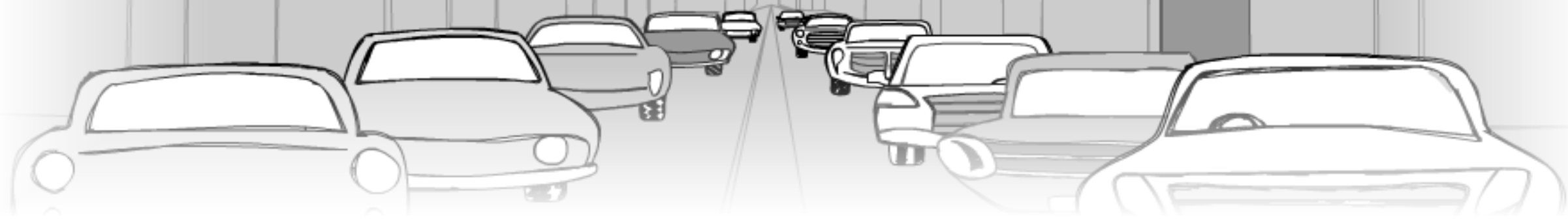
好呀好呀，谁先  
谁后呢？请两位  
领导抽签决定吧！

老大，我还有最后一个问题。  
虽然我每天早晨上班前都会先干一杯鸡血，But，日复一日的重复工作，再多的激情也会被时间消磨。  
现在的组织架构，是不是我根本没戏？



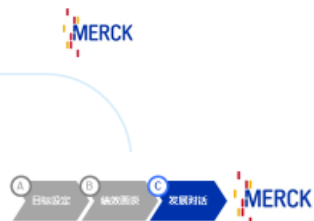


全新的未来在招手！  
和小发小展一起努力吧！



# 经理做为“发展教练”切实推进“我的发展我做主”文化

## 关于发展.....



## 发展对话谈什么?

根!



## 从反馈到发展辅导



- 及时地让员工了解个人的表现
- 针对于过往的表现
- 单方主导的沟通方式来帮助员工理解如何提高或保持绩效水平

- 关注与未来, 更是一个双向的沟通/讨论, 从而支持到未来的绩效表现的提升
- 基于反馈来发现可改进的行为

84 Manager Enablement workshop 2015

## GROW辅导模型



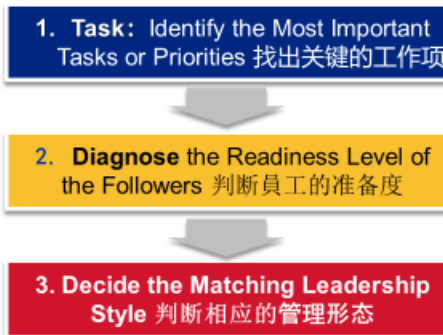
## 管理者的“辅导”风格

Directive 指令



## The Three Skills of Situational Leadership II 情境领导者的三项技巧

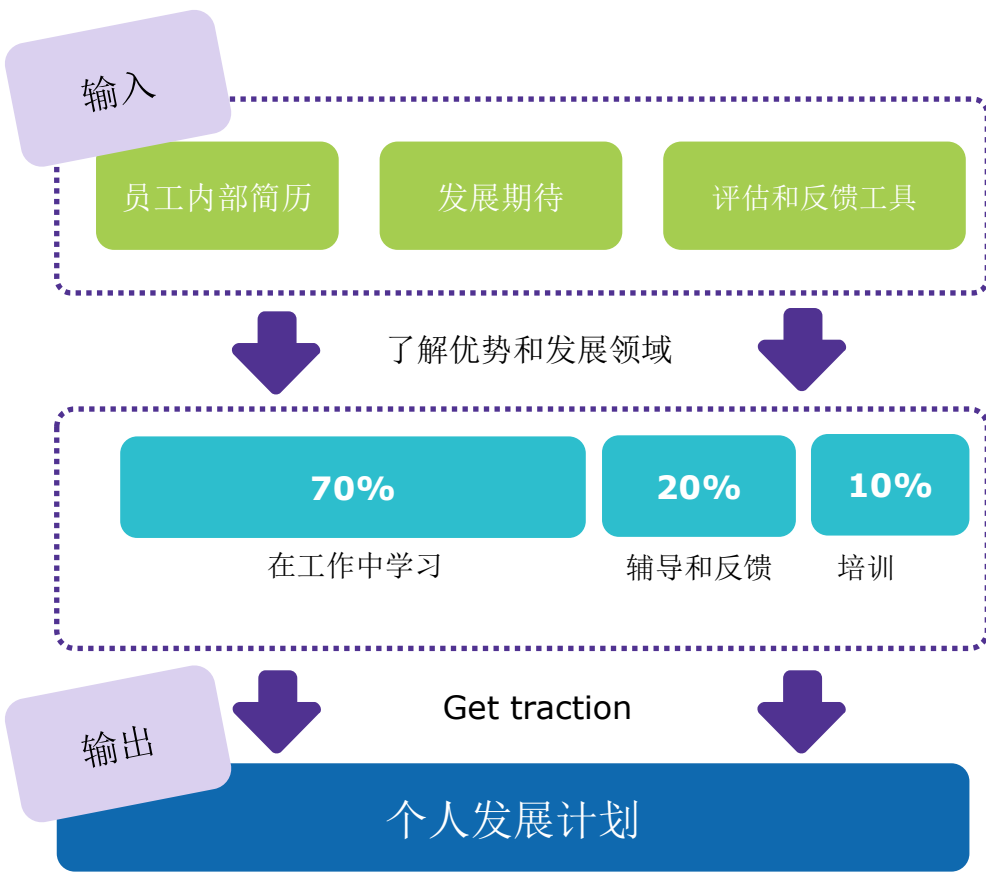
- Diagnosis 诊断: 评估部属对指导及支持的需要量 (发展阶段)
- Flexibility 弹性: 灵活自如地使用不同的领导型态
- Partnering for Performance 与绩效管理相结合: 在一起工作时, 领导者和部属对绩效目标达成共识



什么?"

88 Manager Enablement workshop 2015

# 多样化的个人发展工具促进“我的发展我做主”理念落地



**Add Development Objective**

Fields marked with \* are required.

\* Development Objective:

Description:

\* Competencies / Skills:

- 1. Purposeful
- 2. Future-oriented
- 3. Innovative
- 4. Results-driven
- 5. Collaborative
- 6. Empowering
- Cross Functional Skills
- Functional Skills and Knowledge

\* Learning by doing (70%):

Learning through others (20%):

Description Learning through others (20%):

Learning through structured courses (10%):

Description Learning through structured courses (10%):

Cancel Save & Close

个人发展计划 (IDP) 示例

- 发展目标:** 能够高效利用时间, 拜访期间为客户提供高质量的医学支持
- 描述:** 能够合理安排拜访计划, 做好访前准备; 与其他部门有效合作, 主动寻求支持; 提升自身产品知识以及疾病知识。
- 能力/技巧:** 点击“发展建议”查看更多解释。  
例如: 点选“合作”以及“职能技巧以及知识”
- 从工作中学习:**
  - 连续四周提前做好拜访计划, 并与经理回顾;
  - 每周做一次与客户拜访后的学习心得与总结, 与产品以及疾病知识相关
- 与他人学习:** 每两周约医学部的MSL碰面一次, 探讨工作中遇到的产品/疾病知识的困扰
- 课堂学习:** 关注CMD时间, 每天阅读相关内容并做周总结; 每天微信考试错误内容记录下来, 每周回顾



## 闭环的追踪和回顾体系确保潜力人才和继任者计划的切实执行

### CHECKLIST



事业部负责人KPI: >80%的事业部关键岗位有中期或短期继任者



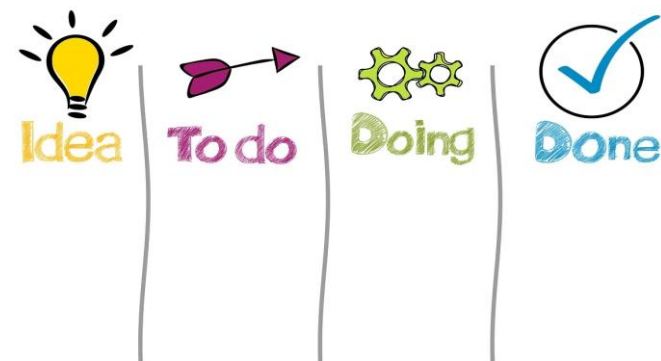
人才盘点大会回顾每一位关键岗位继任者上年发展计划进展



人才盘点大会分析潜力人才和继任者库分布健康情况



每六个月追踪全员个人发展计划完成率



## 数据-现场展示

# 我们还在路上



- 管理者如何平衡“业绩优先”与“关注发展”？
- 潜力人才“备而不用”的困境
- “为他人作嫁衣”？
- 。 。 。 。 。