



第十八届人力资源业务伙伴年会

2021年3月30-31日，上海





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HRBP在企业变革时期下的组织赋能

曹云燕 | 人力资源副总裁 | 博世汽车部件（苏州）有限公司

Annabelle Cao, Human Resources Vice President, Bosch Automotive Products (Suzhou) Co., Ltd.

关于博世

► About Bosch – 4 Business sectors



交通技术 Mobility Solutions
60% of total sales



工业技术 Industrial Technology
10% of total sales



能源与建筑技术 Energy and Building Technology
7% of total sales



消费品 Consumer Goods
23% of total sales

博世数字化转型

► Bosch Digital Transformation - AI+IoT



互联交通 Connected mobility



工业4.0 Industry 4.0



智慧家居 Smart House

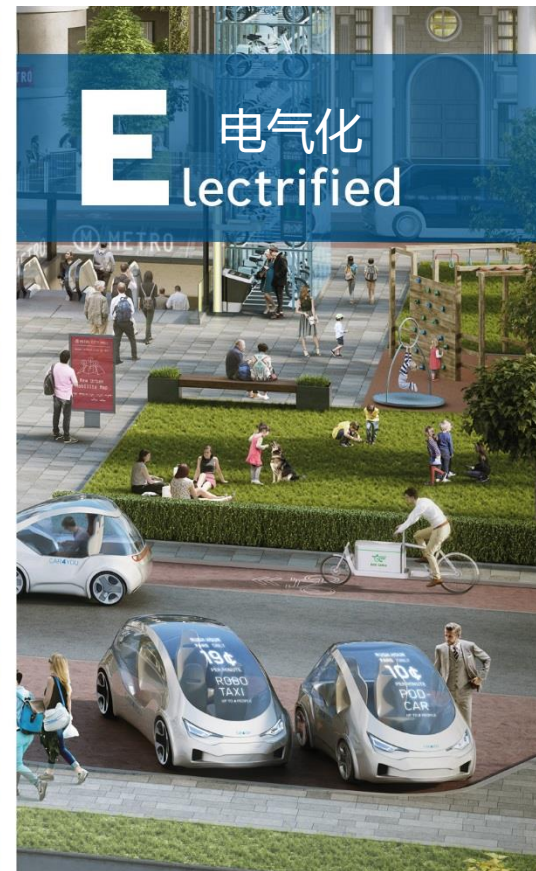
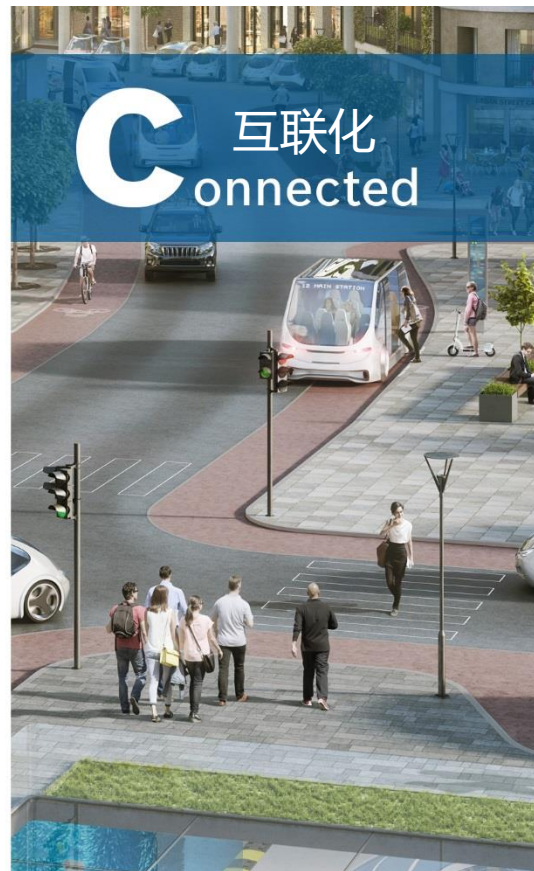
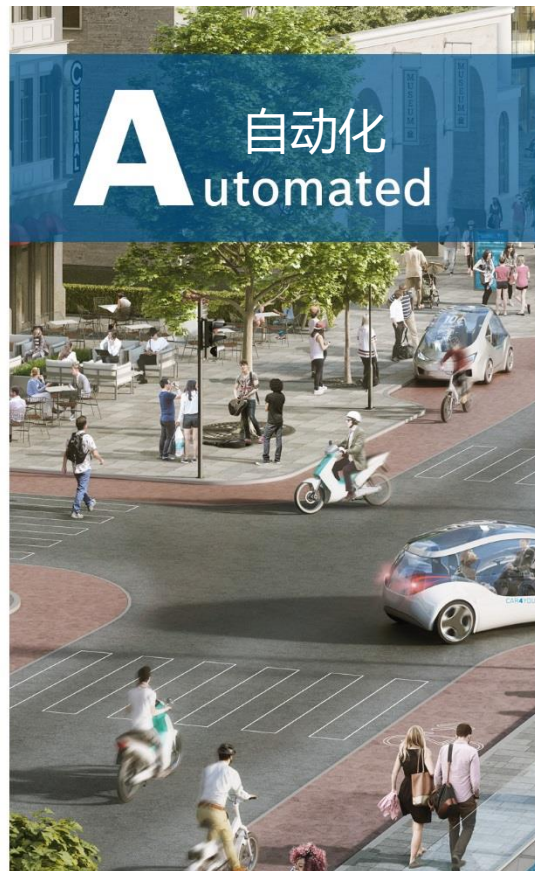
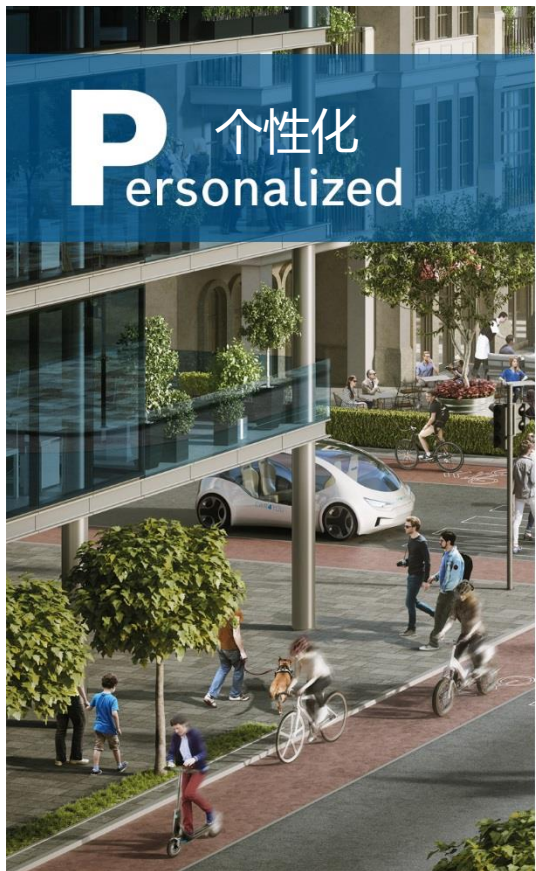


智慧城市 Smart City

Bosch AI+IoT solutions to shape a connected world

智能网联新时代下的自动驾驶

▶ 未来出行新趋势



智能网联新时代下的自动驾驶

▶ 车联网技术为车与路的协同构建了一张网

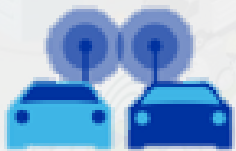
车与基础设施互联 (Vehicle to Infrastructure, V2I)

交通信号协同



车与车互联 (Vehicle to Vehicle, V2V)

碰撞避免引导



车与网络互联 (Vehicle to Network, V2N)

实时交通信息,
云端服务



车与行人互联 (Vehicle to Pedestrian, V2P)

针对弱势道路使用者
群体的安全提醒



RBAC 业务架构

▶ RBAC Business Structure (New)

Bosch Automotive Products Suzhou

汽车电子
Automotive
Electronics
(AE-CN)



底盘控制
Chassis
Systems Control
(CC-CN)



智能驾驶与控制
Cross-Domain
Computing
Solutions
(XC-CN)



智能制造解决方案
Bosch
Manufacturing
Solutions
(ATMO-3CN)



互联工业
Bosch
Connected
Industry
(BCI-CN)



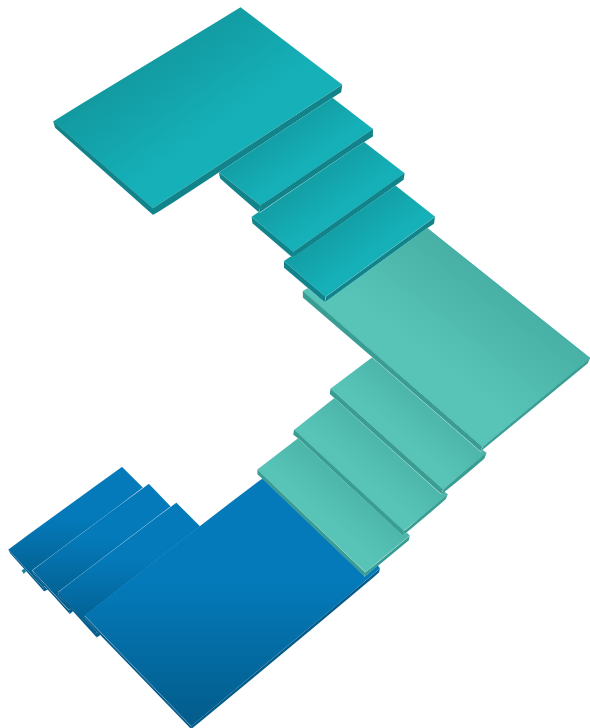
两轮车
Two Wheeler and
Powersports
(2WP-CN)



跨业务合作平台 Cross Divisional Platform (CDP)

HRBP在企业变革时期下的组织赋能

▶ HRBP's strategic positioning



Business Co-pilot

明确新业务模式下的组织设计及关键人才管理



Culture's evangelist

引领升级变革组织的积极文化



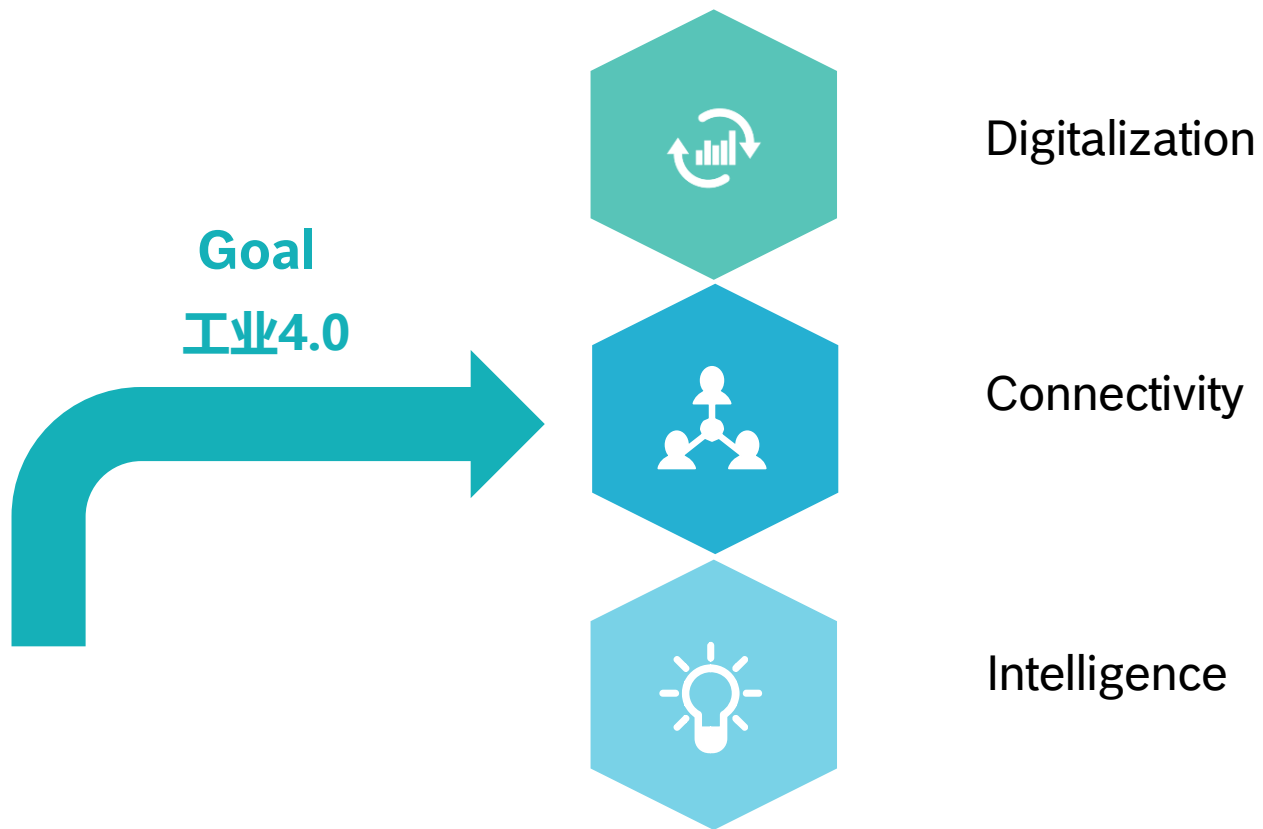
Talent's companion and Coach

提供及时有效的对话

HRBP在企业变革时期下的组织赋能 – HRBP的战略定位

▶ Business Co-pilot

A case study of AE-CN



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Focus
组织设计

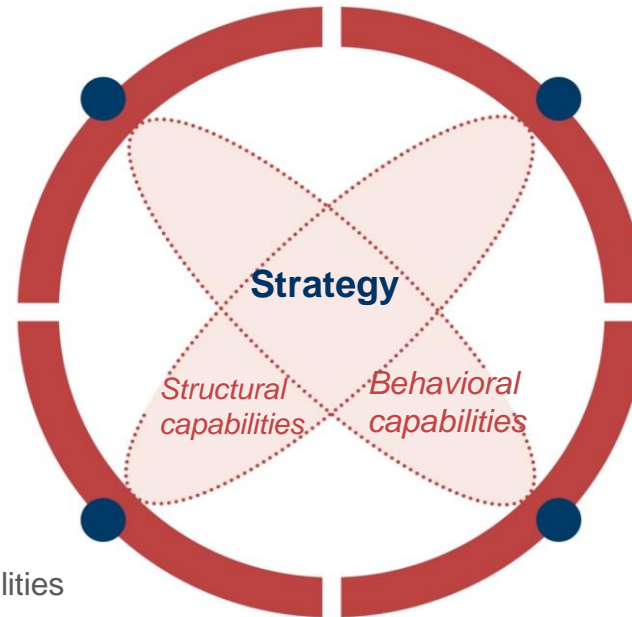


People

- Leadership
- Talent & skills
- Workforce size

Structure

- Governance
- Boundaries and location
- “Boxes & lines”
- Roles, responsibilities



Processes

- Process design & decisions
- Performance management
- Systems & technology
- Linkages

Culture

- Affiliation
- Identities
- Shared values
- Beliefs
- Collaboration

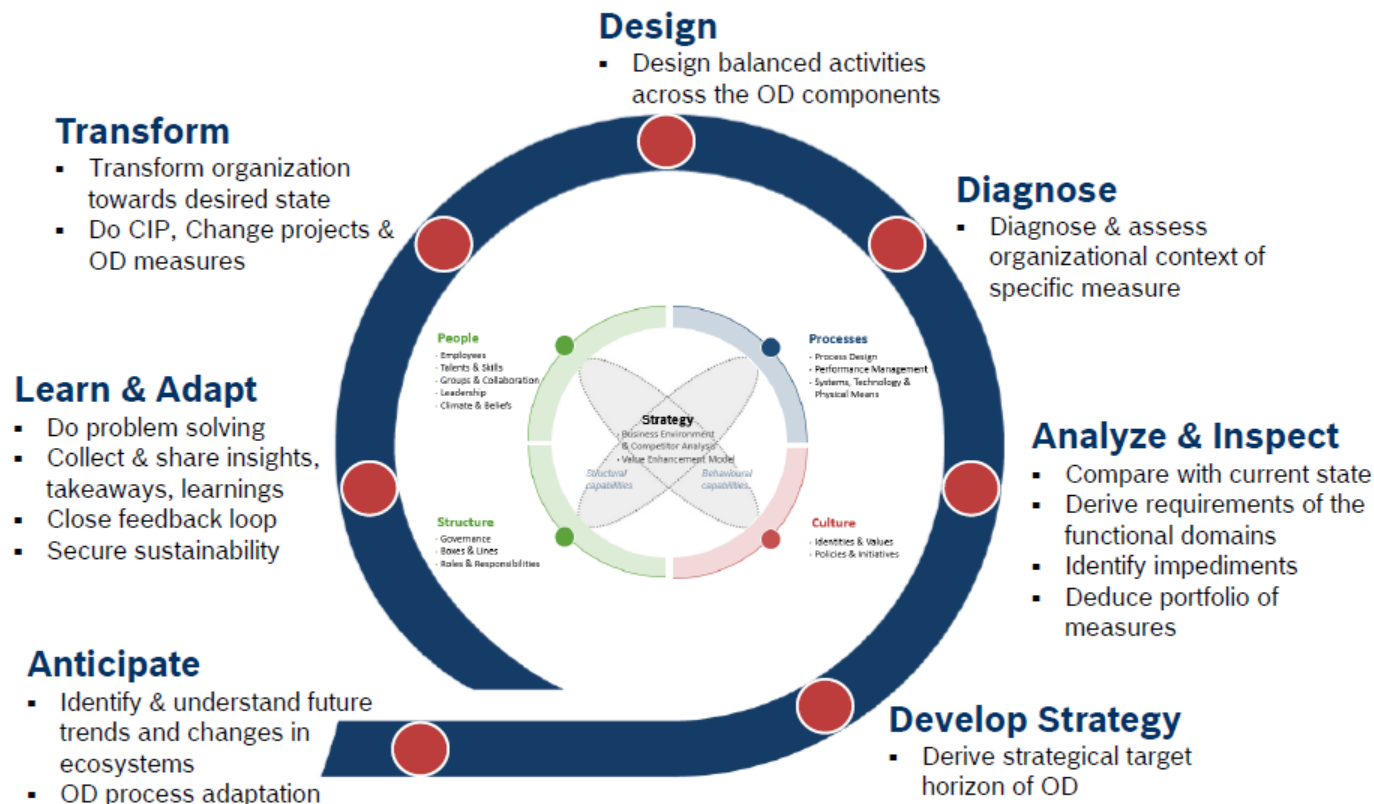
Main components that are aligned in Organizational Development together with Change management.

HRBP在企业变革时期下的组织赋能 – HRBP的战略定位

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Focus
组织设计



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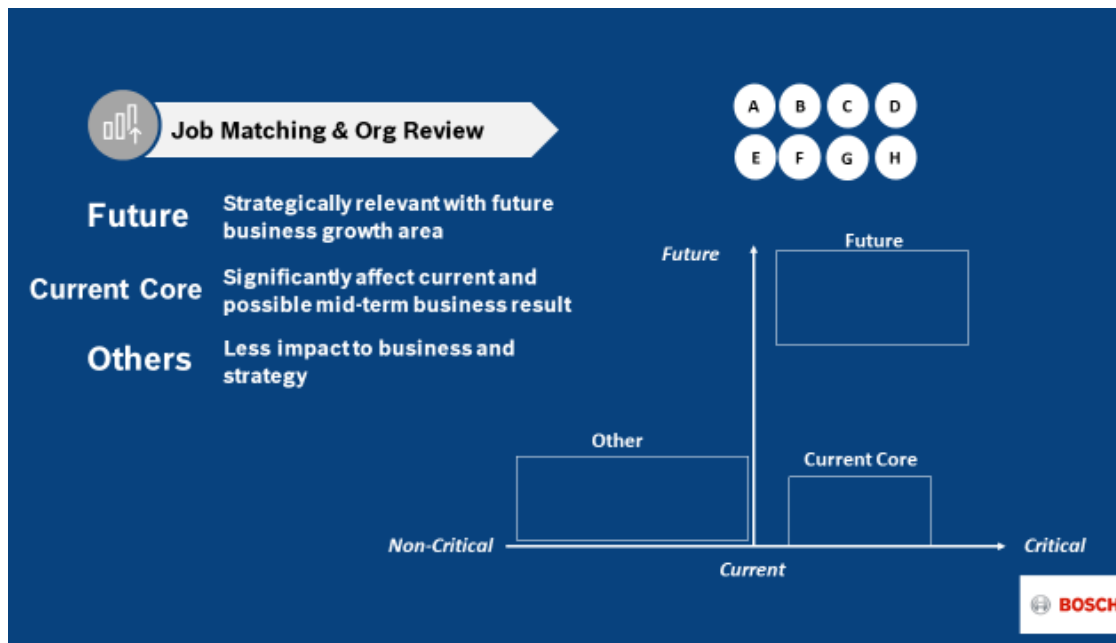
哪些关键角色和哪些技能将成为未来业务战略和模型的基础？

Which critical roles and what skills will enable future business strategy & models?



Action

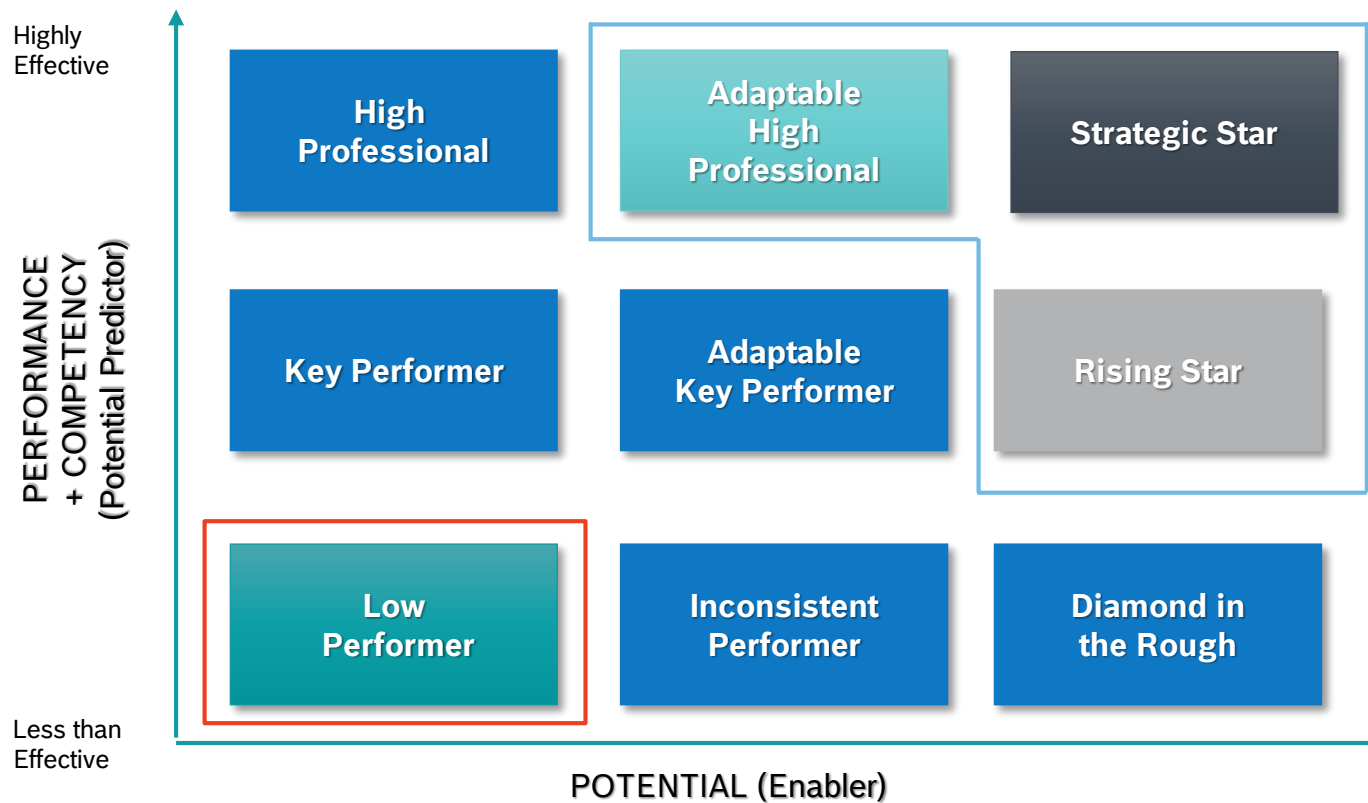
人才盘点



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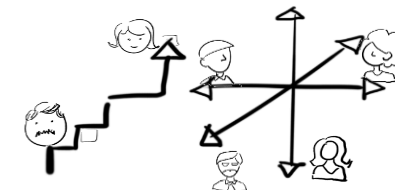
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我们当前的人才储备如何支持未来？他们将如何转型得以更好地支持？

How does our current talent pipeline support the future and how to transform them?



Action
人才盘点



Leadership Role

Xxx Management

Xxx Management

Xxx Management

Brand New Role

Data analyst

Programmer

Marketing

Unique Role

A

D

B

C

E

HRBP在企业变革时期下的组织赋能 – HRBP的战略定位

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我们建立未来组织需要什么人？该如何正确进行人力投资？
How many people we need to set-up future organization and what is the 'right' investment on people?



Action

人才盘点



Talent Management

Internal Development	70%
Market Hiring	20%
External Collaboration	10%

* 数据仅为假设

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Result

“全球灯塔工厂”



"Global Lighthouse"

3月15日, AE-CN工厂被世界经济论坛授予“全球灯塔工厂”称号

HRBP在企业变革时期下的组织赋能 – HRBP的战略定位

► Culture's evangelist

A case study of BCI-CN

WHY

In the past

Business



Internal customer

In the future



I4.0; Customer orientation; Get to know external market

Culture

Old-fashioned leadership

Communication obstacle

Strong process

.....

Open Communication

Customer Orientation

Responsibility

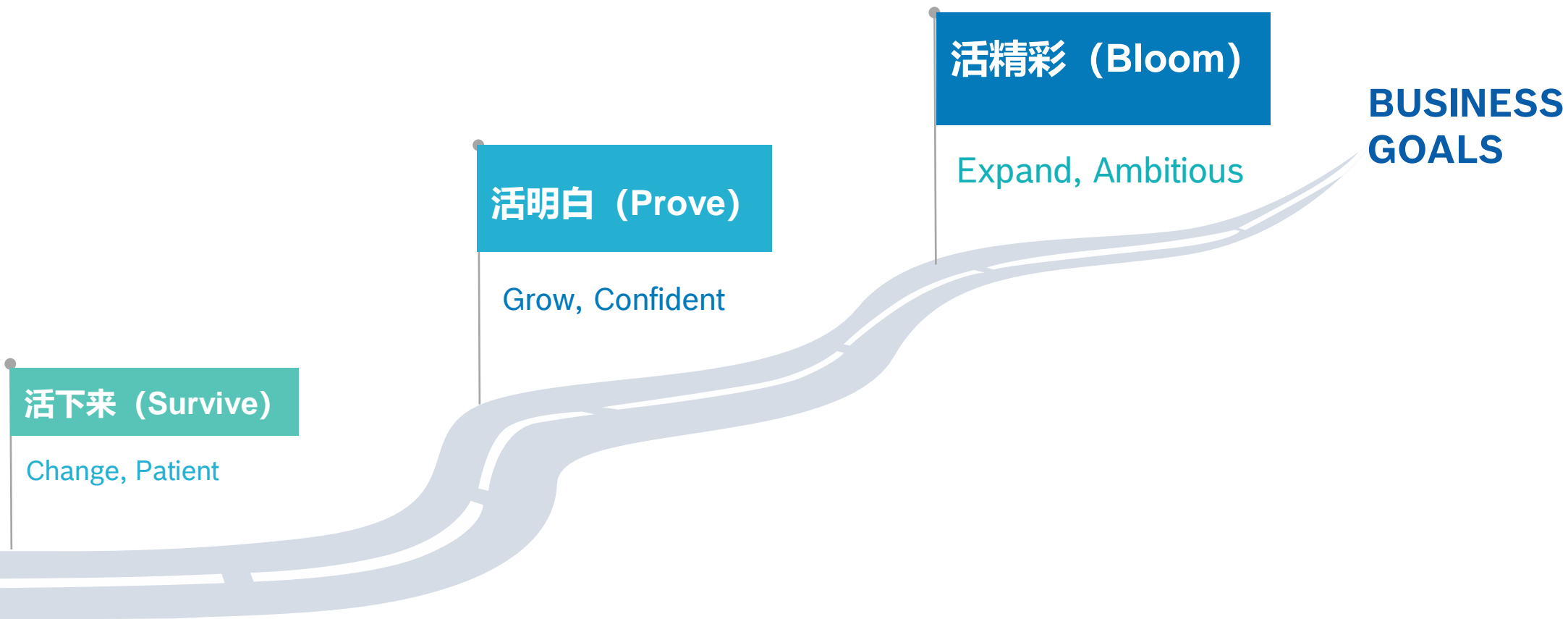
Enthusiasm

Cooperation

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► Culture's evangelist

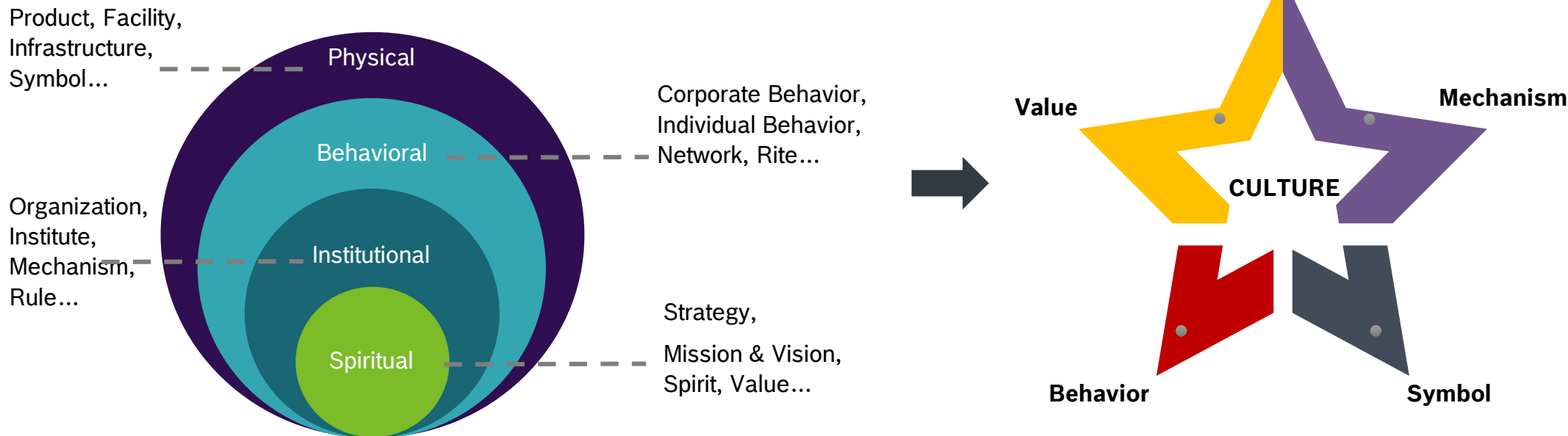
A case study of BCI-CN



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What Are Our Focal Points?

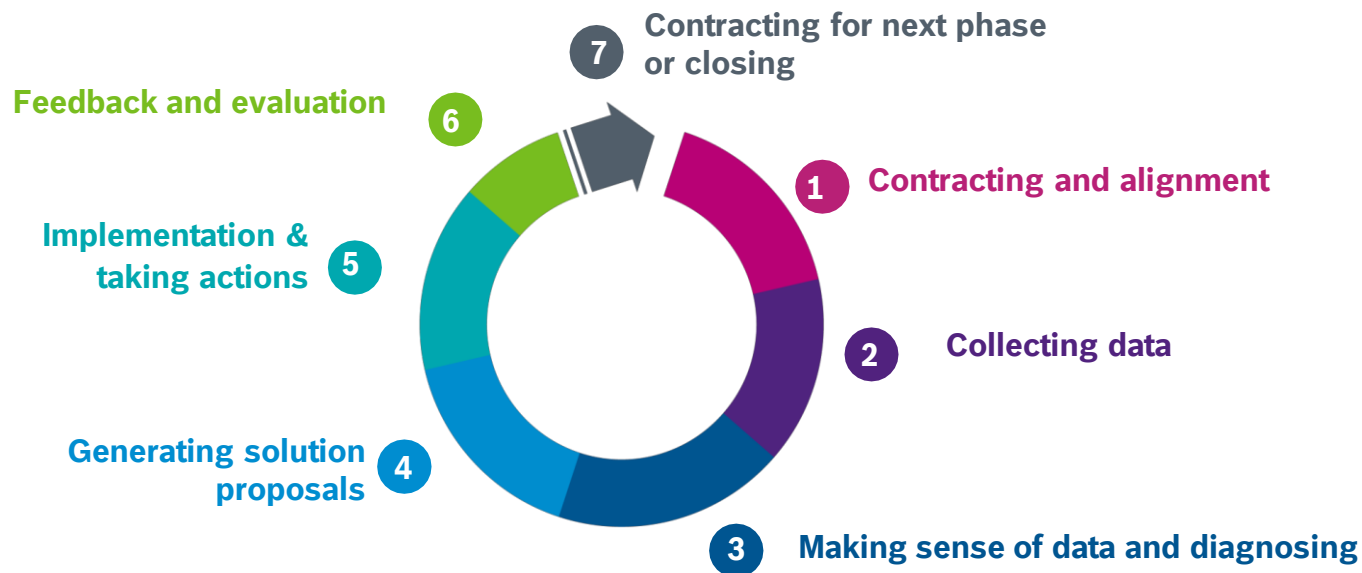


Culture Elements

HRBP在企业变革时期下的组织赋能 – HRBP的战略定位

► Culture's evangelist

How Will We Drive Culture Transformation in BCI-CN?

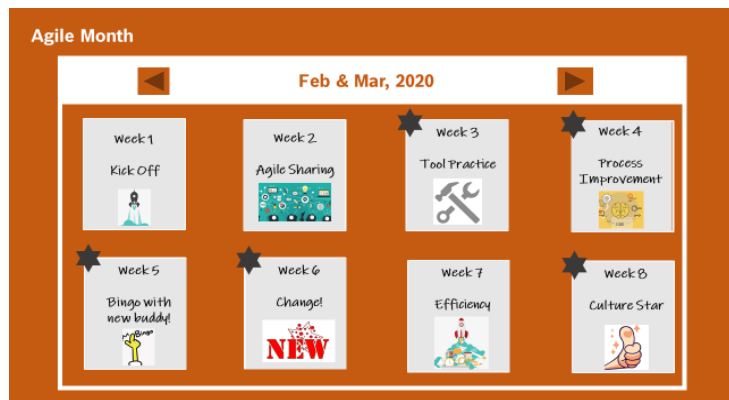


One-BCI Collaboration Agility Openness Customer Centricity

HRBP在企业变革时期下的组织赋能 – HRBP的战略定位

► Culture's evangelist

Culture Campaign Calendar for BCI-CN



HRBP在企业变革时期下的组织赋能 – HRBP的战略定位

▶ Talent's companion and Coach Career & Development Dialogue (CDD)



- Determining realistic development measures
- change of functional area
 - taking on a new task
 - attaining a specific position
 - Long-term professional development in their current area of activity

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► Talent's companion and Coach

Coaching culture in RBAC

“Coaching is **all about a journey** and **nothing about instruction** or teaching. It is as much about **the way things are done** as about what is done”¹



Coaching(教练)是一种通过建立可信赖的合作伙伴关系，深入探讨个人话题，来促进个人发展的工具。

这一切都是关于探索和发展自我!

我们推出了RBAC数字教练平台，以进一步支持大家发掘内在的自我动力，不断释放潜力，特别是在相对困难的时期。

Welcome to RBAC Coaching Platform

Login with your account

Please Enter Your Employee No. !

Employee No.

Password

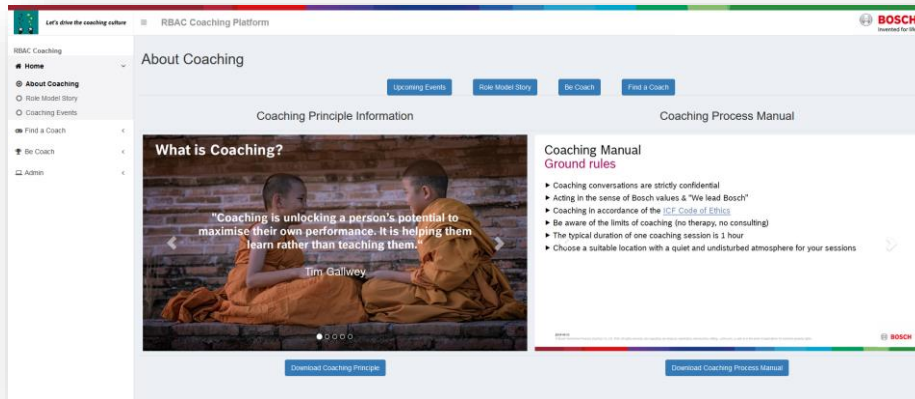
Forgot Password? [Login](#)

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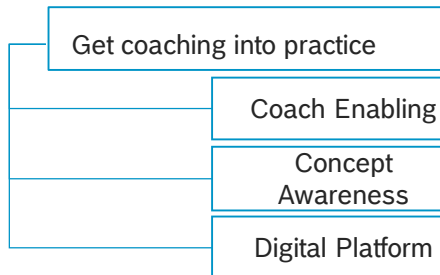
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Goal



Highlights in 2020

- April - May
Launch of RBAC Coaching platform to Coach
- June - July
Launch of RBAC Coaching platform to Coachees & Coaching platform V2 upgrade
- August
Coachee enabling sessions
- November
Free 1-day training for Coach



Thank you