



# 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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# 人力资源业务伙伴如何 用数字说话

陆健，2021年3月31日

# 用数据说话



数据分析的基础



运用数据的举例



一些工具



# 人力资源业务伙伴对于业务部门的价值是什么？

确保HR实现业务导向，贴近业务解决问题。

理解业务，深谙业务需求，根据业务需求随时响应配套的人力  
资源解决方案

在突发事件中及时给与指导并参与解决问题。

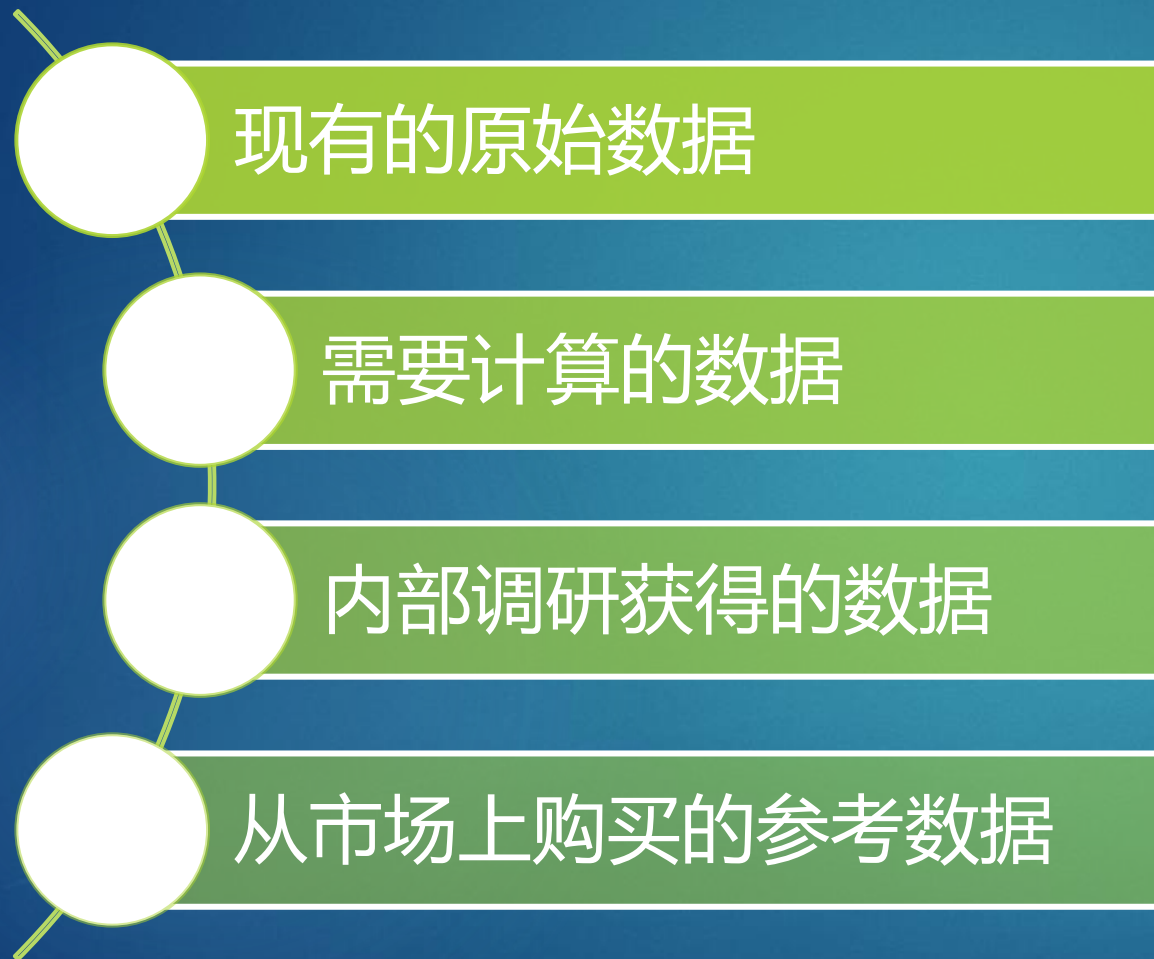
# 如何体现人力资源业务伙伴的价值？

运用数据客观全面地看待问题，避免“茧房效应”。

运用数据帮助业务部门扩展视角，做出正确的决策。

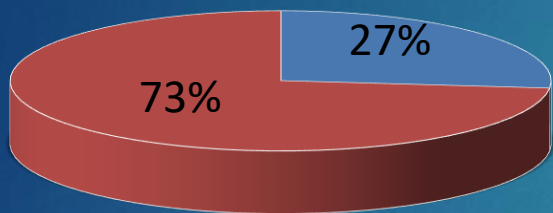
运用数据来讲述“故事”，晓之以理，动之以情。

# 我们有哪些数据可用



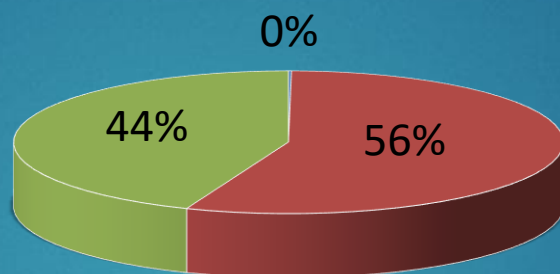
# 运用基本数据，为人群画像

## 性别



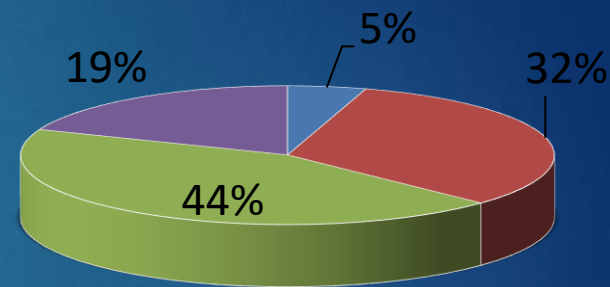
Female Male

## 年代



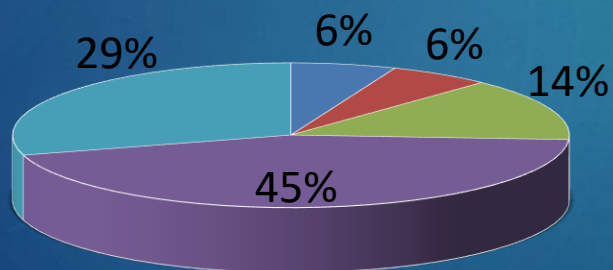
Boomer Gen X Gen Y

## 教育背景



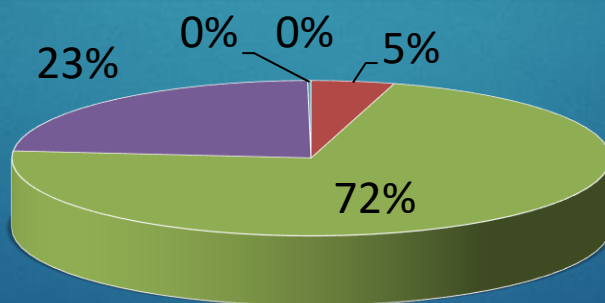
College/others Bachelor  
Master Doctor

## 服务年限



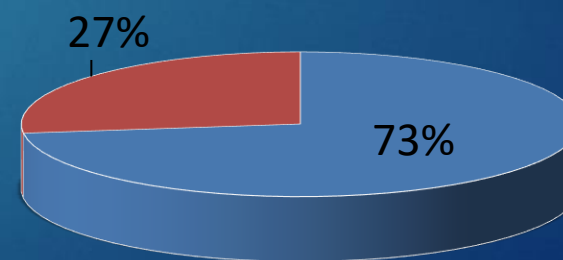
<1 Yrs 1-2 Yrs 2-5 Yrs  
5-10 Yrs >10 Yrs

## 上年度业绩考评



CC=1 CC=2 CC=3 CC=4 CC=5

## 人员流动率



Employee Initiated  
Company Initiated

# 生产率的提高 – 销售增长 vs. 人头增长

销售额增长: 14.8%

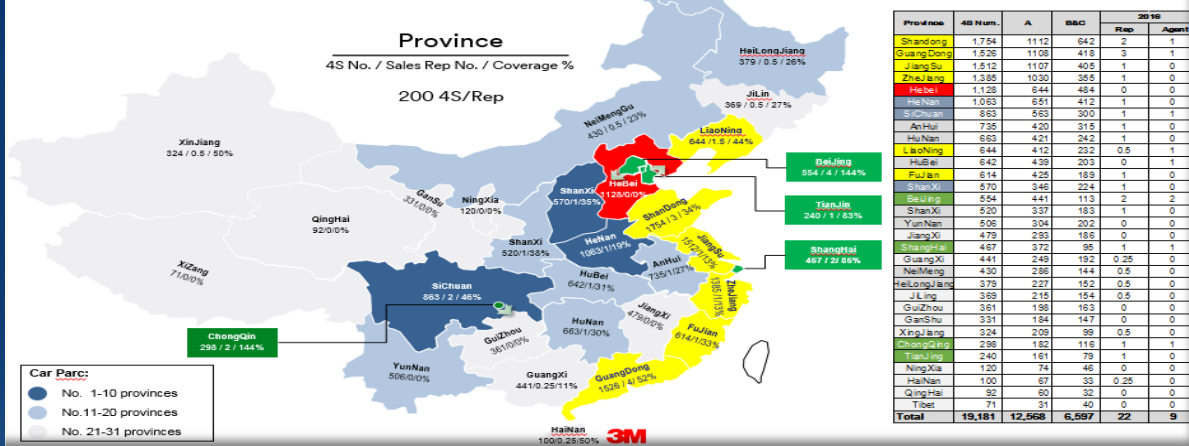
人头增长: 13.5%



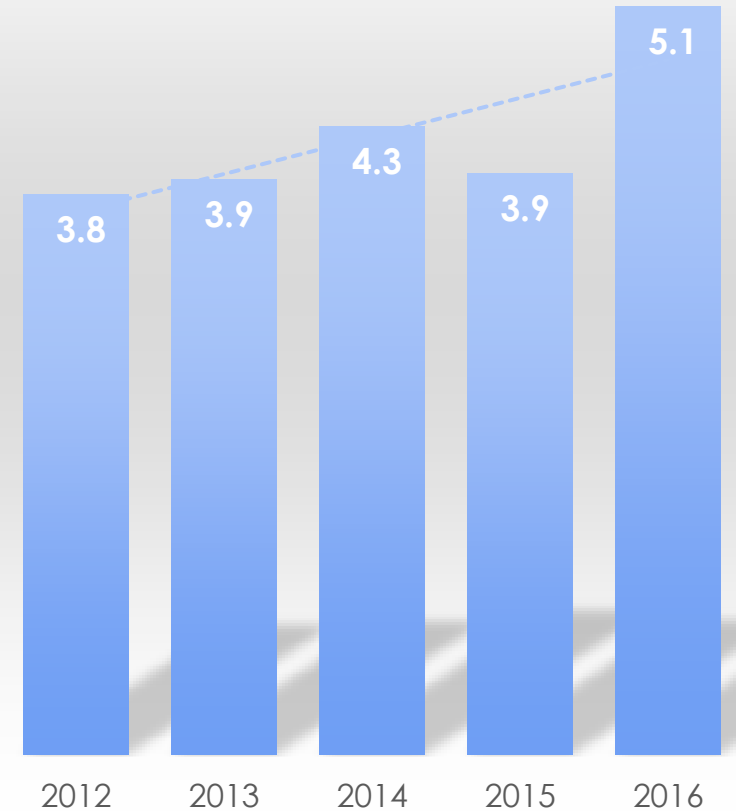
# 业务覆盖和生产率的提升

## 销售覆盖

### Sales Coverage

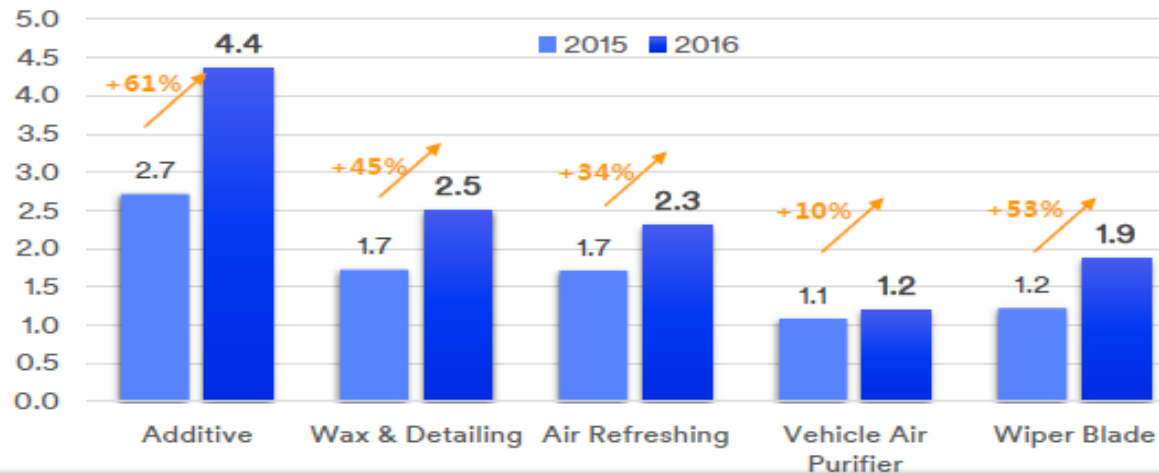


## Productivity

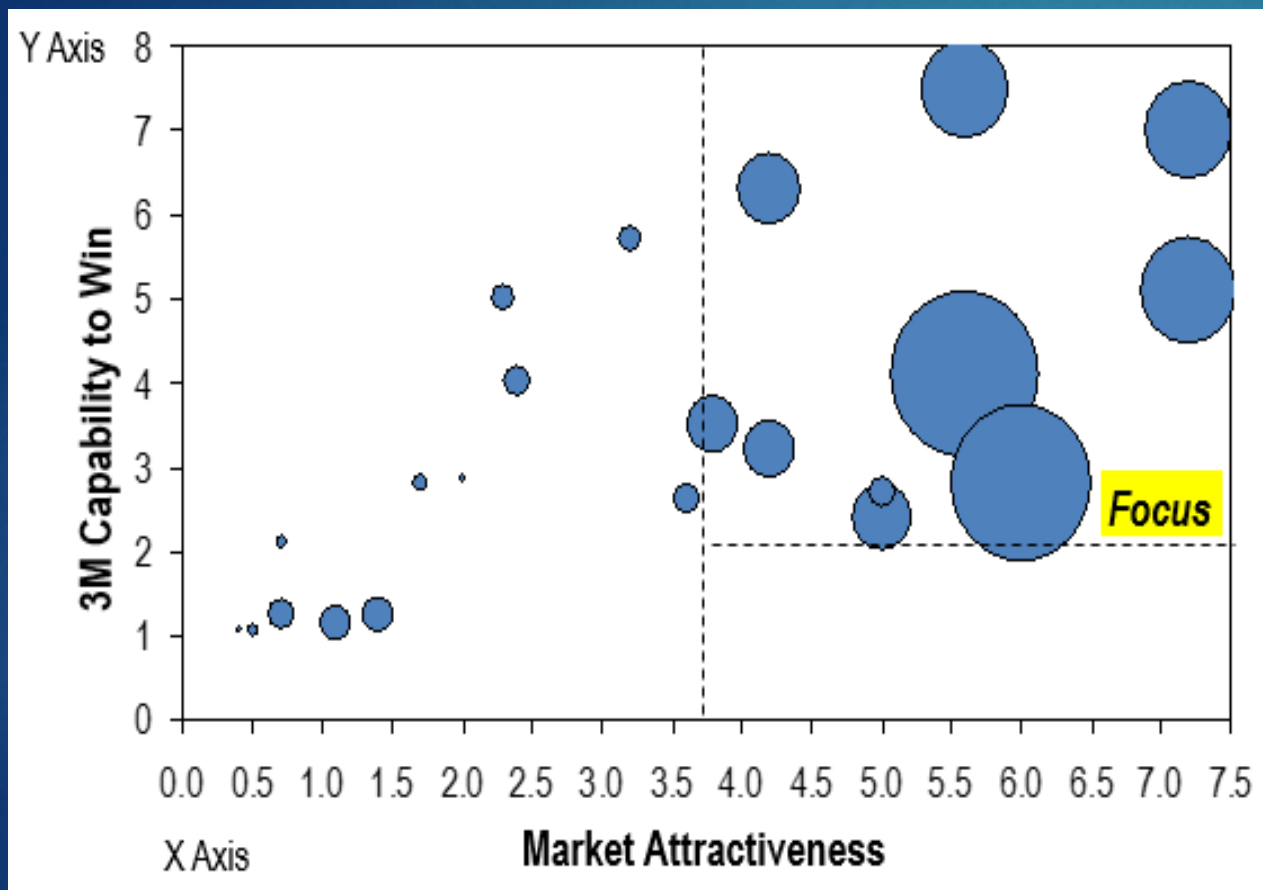


## 电子商务提升生产率

### 2016 E-Channel Sell-in By Category (M USD)



# 人力资源按业务发展需求进行调配



## Headcount Change in 2016

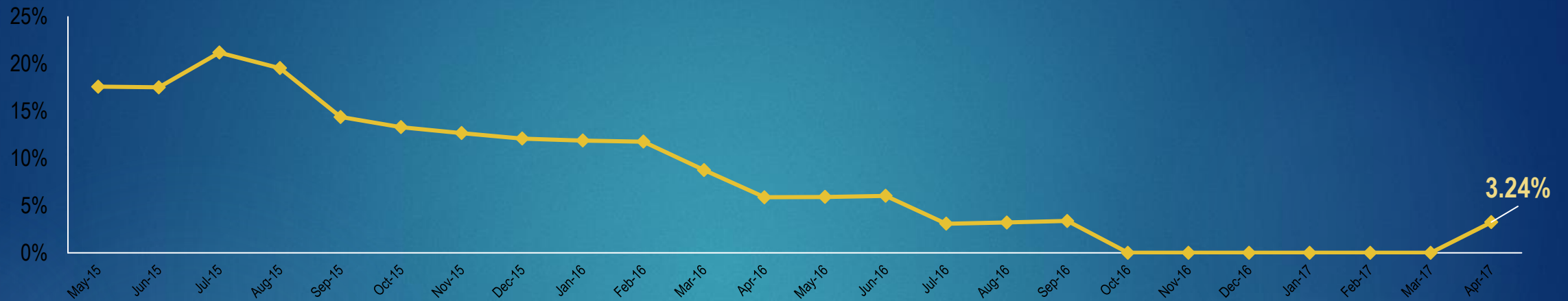


# 员工离职率分析



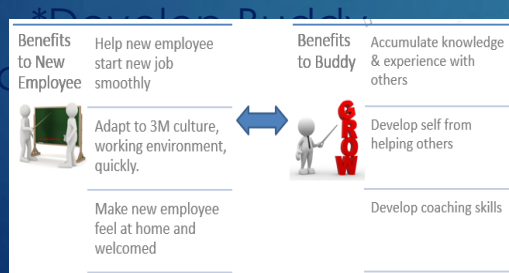
# 新员工伙伴计划减小新员工的离职率

## China Lab 1<sup>st</sup> Year Turnover



### Purpose

\*Improve 1<sup>st</sup> Year Turnover



### Process

#### Identify Buddy

- Buddy candidates from:
  - LOCs & HR nominate
- Criteria
  - T3 and above
  - ECDP 3 and above
  - Seniority over 2 years
  - Positive attitude,
  - Strong interpersonal skills
  - Can encourage others

#### Buddy Relationship

- Set up buddy relationship for 3 months
- New employee to express appreciation to buddy
- Buddy to claim the engagement with the new employee up to 500RMB for the 3 month period

#### Follow Up

- A quick survey to the new employee
- Collect feedback from Buddy & new employee

### Buddy's Responsibility



- Meet new employee in the first week
- Introduction of 3M China organization & work locations
- Provide consultant for technical resources
- Guidance on cross function communications
- Provide guidance for key lab process i.e: NPI, EHS, IP etc.
- Support on the operation related process
- Help to build up network
- Available to answer questions

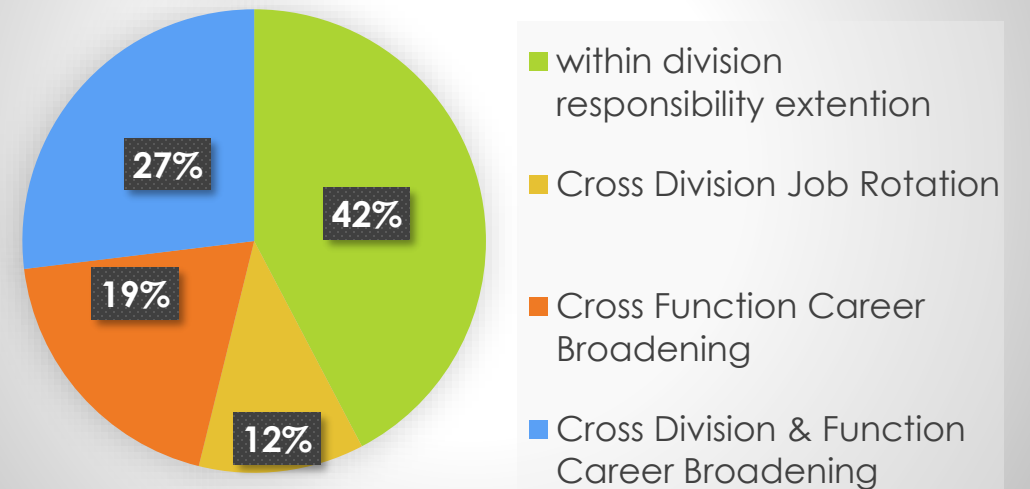
# 女性员工的发展

<b>Female %</b>	<b><u>2013</u></b>	<b><u>2014</u></b>	<b><u>2015</u></b>
Hiring	24.3%	35.5%	35.0%
Exit	-21.3%	-13.0%	-13.4%
Overall HC	<b>22.5%</b>	<b>22.8%</b>	<b>24.0%</b>

	<b><u>Dec 2012</u></b>		<b><u>Dec 2015</u></b>
<b><u>Manager</u></b>	16.3%	<b>+ 7.1%</b>	21.4%
<b><u>Supervisor</u></b>	24.0%	<b>+1.5%</b>	25.5%
<b><u>Professionals</u></b>	20.1%	<b>+2.8%</b>	22.9%
<b><u>Staff</u></b>	87.5%		58.3%

# 高潜员工的轮岗和职业发展

Job Rotation & Career Broadening  
by Category



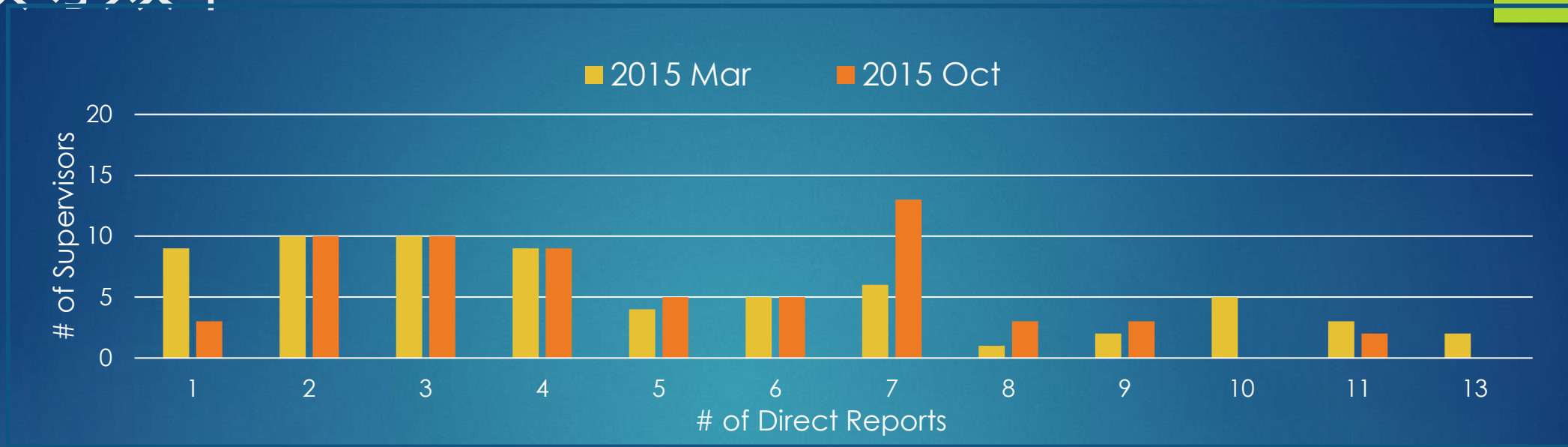
# 员工意见调研分析



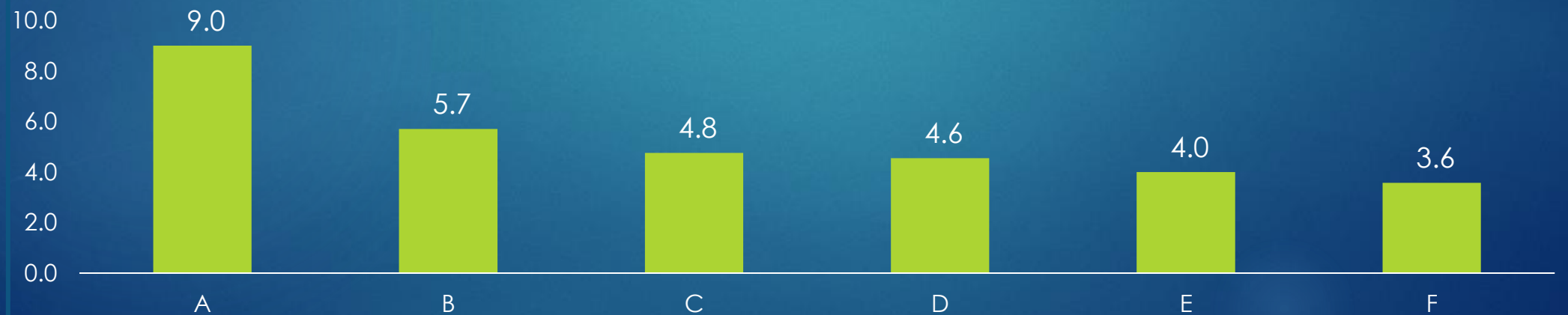
# 组织能力测评

		High need	Moderate need	Good capability	Importance			High need	Moderate need	Good capability	Importance	
Marketing	渠道和市场覆盖		●		5	Technical	科技洞察和前瞻	●			5	
	产品创新		●				科技专业度	●				
	产品定价和管理	●			5		产品研发能力		●			4
	营销能力		●				产品商业化能力		●			
	新产品和业务开发			●	3		加强客户关系	●				5
	品牌管理			●			知识产权开发和保护		●			
	数字化营销			●	3		产品发展蓝图			●		3
	市场战略和执行			●			Supply Chain	库存管理		●		
Sales	战略销售计划		●		4	产品分销			●			4
	大客户洞察	●			5	生产计划			●			
	销售机会管理	●			4	生产管理				●		4
	渠道管理		●			产品质量		●				4
	大客户关系			●	4	采购能力			●			4
								●				

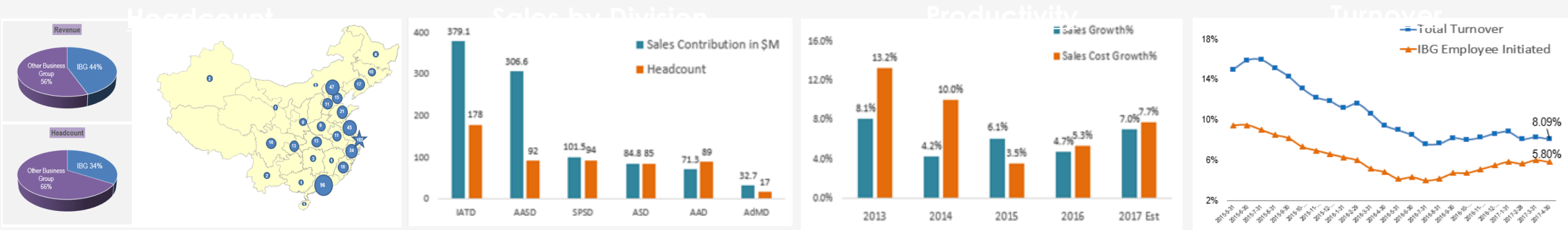
# 领导效率



## Average of Direct Reports by Division



# 某业务组人力资源工作重点



- 业务A – 重建市场部; 加强领导力管理
- 业务B – 业务转型, 建立高业绩文化
- 业务C – 支持大客户的业务模式; 发展大客户经理能力
- 业务D – 提升人均生产力
- PI – 加强高业务增长团队

## Build

加速团队领导力发展

**IBG China Leadership Pipeline Roadmap**

**Critical Issue 1:** Weak Leadership Pipeline  
**Critical Issue 2:** Lack of Good People Development Mechanism

**Stage - I: 2015**  
A New Foundation  
• Understand current situation and challenges  
• Design comprehensive HiPo employee development plan

**Stage - II: 2016 & 2017**  
Drive Productivity, Fund Growth  
• Enhance job based training  
• Develop healthy talent pool  
• Cultivate people development culture

**Stage - III: 2018 Onward**  
Our Dream  
• Strong leadership pipeline  
• Skillful leaders at all level  
• Highly engaged and productive leaders

**Self Study (10%)**

<input type="checkbox"/> US assignment for future division heads & CBL <input type="checkbox"/> Step change assignment in local for high potentials <input type="checkbox"/> Develop 20-30 talent pool for future division and BU heads <input type="checkbox"/> Short Overseas Trip (< 3 months) for HiPo Leaders <input type="checkbox"/> Foster Cross-function & Cross division job rotation <input type="checkbox"/> One level down HiPo employee development program in each division	<input type="checkbox"/> New Leadership Way <input type="checkbox"/> BG leadership forum <input type="checkbox"/> Periodical CBL engagement <input type="checkbox"/> Monthly GOC round table discussion for HiPo employee <input type="checkbox"/> Division based leadership sharing/ leadership meeting	<input type="checkbox"/> Sales Leader Accreditation Program <input type="checkbox"/> MFE training program for marketing
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## Develop

建立持续学习的文化, 加强员工自我发展的主动性

**IBG SME Coterie**

**Objectives:**

- ◆ To create cross division sharing/ learning environment
- ◆ To accelerate the development of subject matter experts to better support IBG strategy
- ◆ To support these SME's development from IBG leadership team

**Mechanism:**

- Each coterie will be sponsored by division head or GOC member
- Define the goal of each SME Coterie
- Form cross division SME community with 7 - 8 members
- 1-2 activities per quarter, Gathering, sharing, discussion, seminar, invite speakers

SME Coterie	Sponsor
eCommerce	Brian Huang
Channel Management	Jordan Chen
Customer First I	Ellen Li
Customer First II	Bobby Liu
Commercialization	Jack Xiong
Portfolio Management	Leon Xu
Automotive Industry Insight	Brian Wang

## Engage

提倡多元和包容的文化, 庆祝胜利提高士气



Strengthening a dynamic, high-performing and diversified team !



工欲善其事，必先  
利其器

# Vlookup



# PivotTable



# Power BI



谢谢!

