



# 第八届绩效管理改善与创新论坛

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## 联系我们

地址：上海市武宁路99号我格广场办公楼1001室

邮编：200063

电话：+86 21 6056 1858

Fax: +86 21 6056 1859

邮箱地址：[marketing@hrecchina.org](mailto:marketing@hrecchina.org)

网站：[www.hrecchina.org](http://www.hrecchina.org)



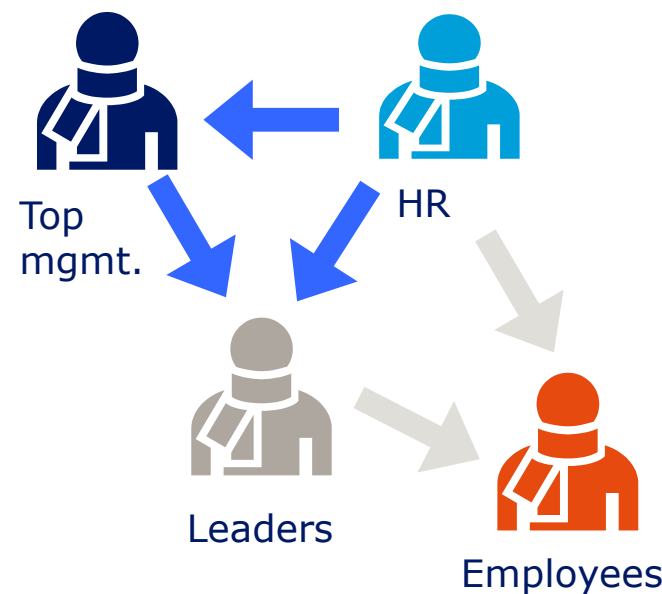
A lighthouse with a white body and a red lantern room stands on a rocky island. The sky is filled with vibrant, colorful clouds in shades of purple, pink, and orange, suggesting a sunset or sunrise. The ocean is visible in the background.

# 在实践中建立和完善 敏捷的绩效管理体系

诺和诺德制药  
郭振忠

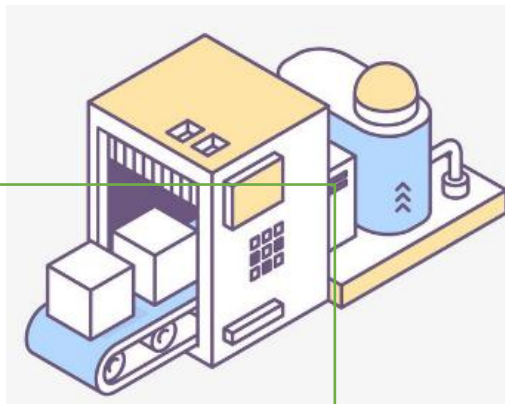


- 管理者是否有合适的环境来促进人员的创新思维和主动行为？
- 现有的绩效管理流程是否足够支持业务的快速发展需求？
- 传统的绩效谈话模式是否对激励人员和激发潜能足够有效？



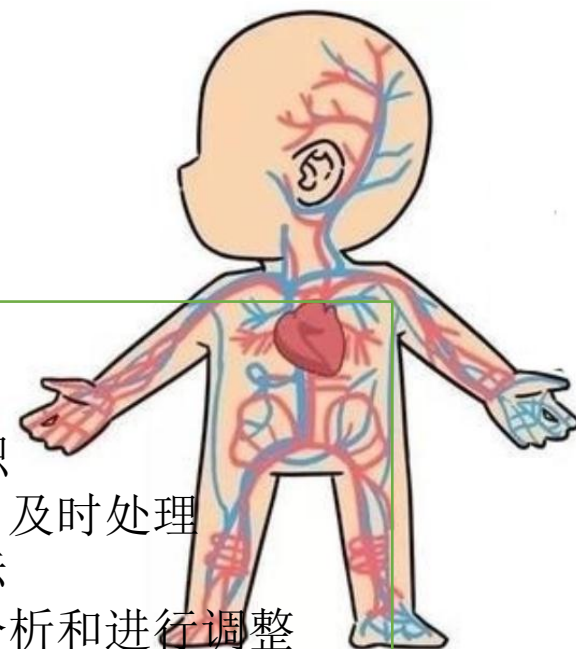
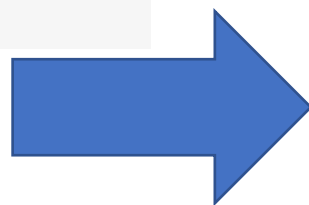
**HR不只是管理系统的维护者，  
敏捷的绩效管理体系是大势  
所趋。**

# 敏捷的绩效管理流程



## 机器

- 目标分解，执行，考评，年度调整
- 高层设立年度目标
- HR 角色-设计流程，维护流程



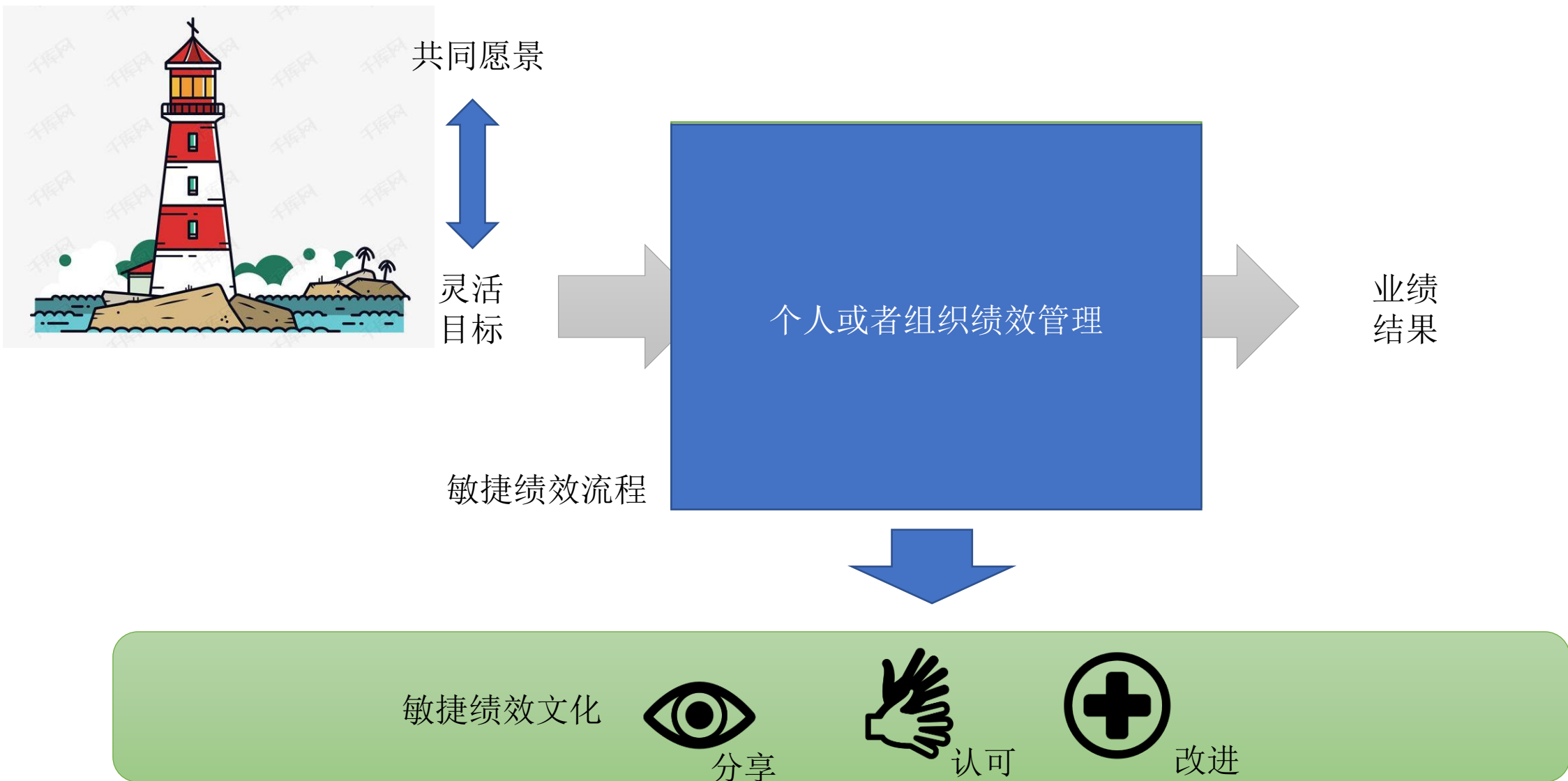
## 有机组织

- 组织各部分灵活判断、及时处理
- 绩效考评包含行为目标
- 数据每个部门都能够分析和进行调整
- 高层关注战略愿景
- HR角色-系统诊断，营造文化

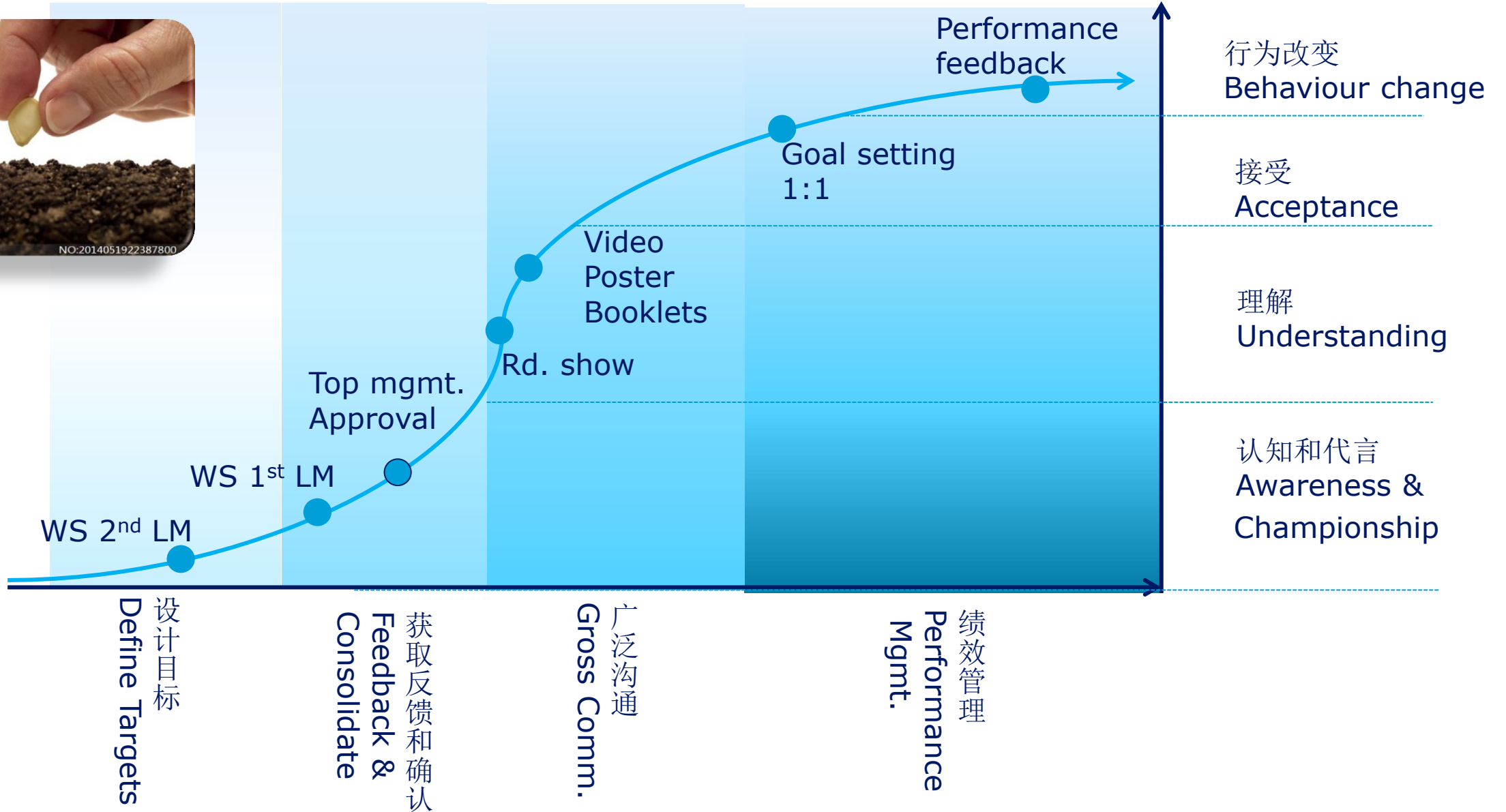
## 敏捷流程的特点

- 以实现愿景为目的，贡献价值为产出，而非单单完成目标和提升效率
- 组织间各环节互相沟通协作，充分和及时的反馈
- 数据透明，建立全局思维
- 文化氛围统一 包容和放权

# 设计敏捷绩效管理的流程



# 用行为目标管理绩效



# 设定行为目标使战略落地



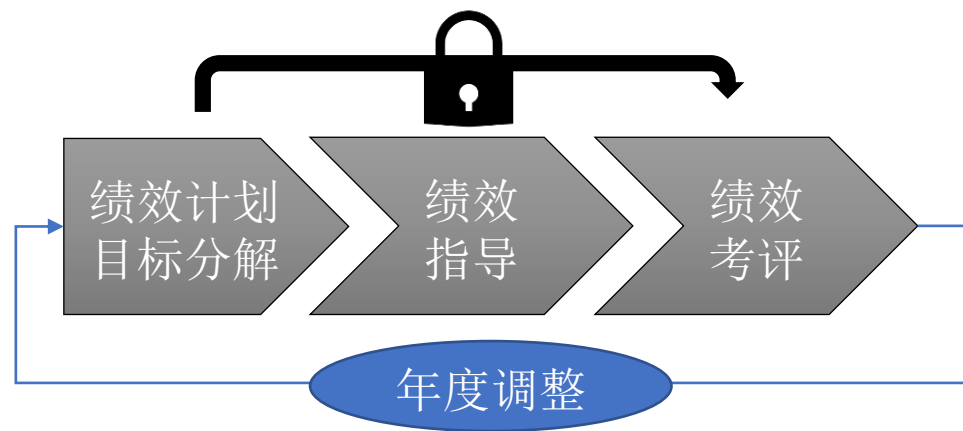
## Leadership Behaviours

- output from leadership salon discussion

Cut Complexity	Be Agile	Higher Vision	Think Bigger
<p>Go-Look-See/<u>Shopfloor</u></p> <p>Build <b>learning</b> atmosphere</p> <p>N&amp;S Enhance <b>collaboration</b></p> <p><b>Transparent/</b> clear understanding of why</p> <p><b>Challenge</b> authorities</p> <p>VSM KATA <b>Shared targets</b></p> <p>LEAN <u>mindset</u></p> <p><b>Challenge</b> fixed processes</p> <p>Willing to <b>experiment</b></p>	<p><b>Role modelling</b></p> <p>Promote <b>agility</b></p> <p>Sharing cases</p> <p><b>Coaching</b></p> <p><b>Recognize</b> team achievement timely</p> <p>Break the habits</p> <p>Think before</p> <p>Step in</p> <p>Be the <b>trail</b></p> <p><b>take ri</b></p>	<p><b>Growth mindset</b></p> <p><b>Coaching</b></p> <p>Bring trust and</p>	<p>Promote authenticity</p> <p>Provoke <b>new ideas</b></p> <p><b>Growth mindset</b> <b>Develop</b> people</p> <p>transparent Try differences</p> <p><b>In stakeholders' shoes</b></p> <p><b>Passion</b></p>

- **Respect**
  - Actively **coach** and provide **feedback on shop-floor**
  - **Recognise** and motivate teams for high performance
  - Encourage **cooperation** and always try to see from **others angle**
- **cLEAN**
  - Keep things simple and **eliminate** over processing
  - Demonstrate **agility** and adapt quickly to **changes**
  - Seek new and **innovative** solutions
- **Excellence**
  - **Communicate** a compelling purpose and **vision** with **passion** and urgency
  - **Dare to make bold decisions** as it is your **own business**
  - Provide **challenging** opportunities to **foster growth**

# 敏捷绩效管理需要绩效辅导



传统绩效管理流程 重视量化考评

S. M. A. R. T.

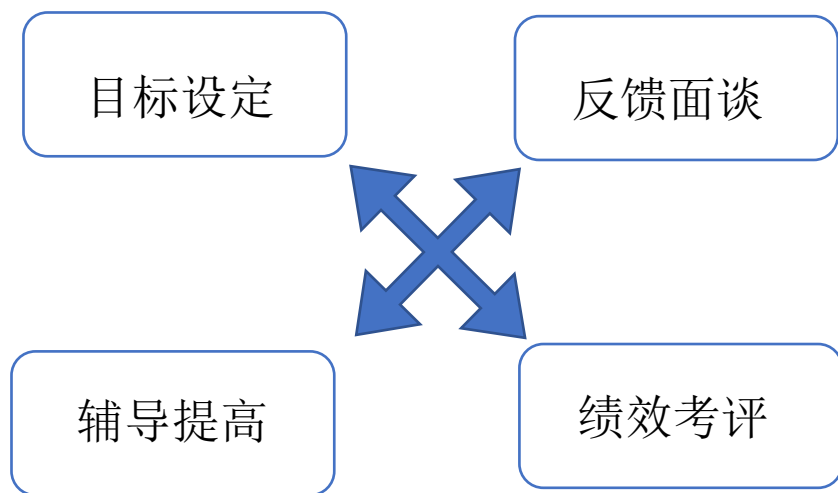
面对复杂的环境和灵活变化的目标：

应对UVCA的外部挑战，需要激发员工的自主性和创造性

绩效管理需要使组织战略落地 - 引导成员对愿景达成共识

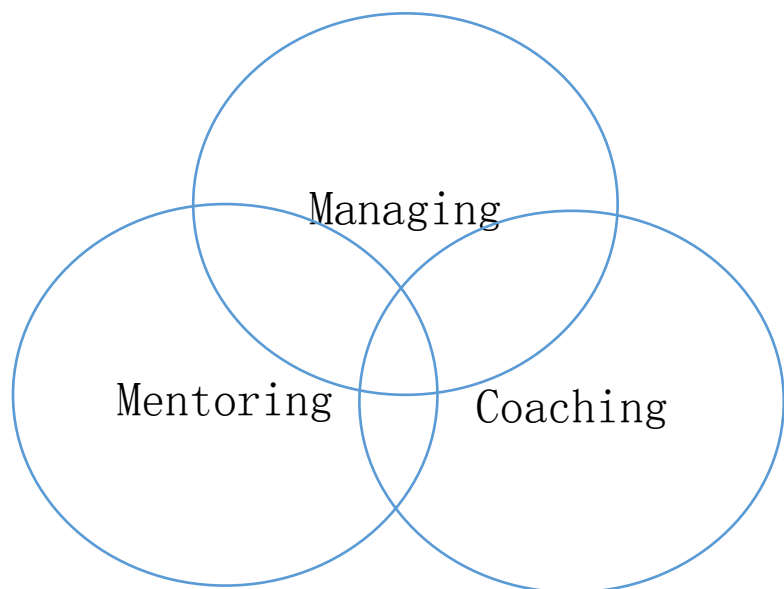
绩效管理并非只有绩效考评， 反馈，辅导更为重要

个人价值愈发重要 - 1提高人效，2网络化，资源，信息，责任共享趋势使得个人逐渐替代组织成为社会进步的单位



# 打造绩效辅导文化

平衡三种领导力方式



培训

10%

共修，反馈

20%

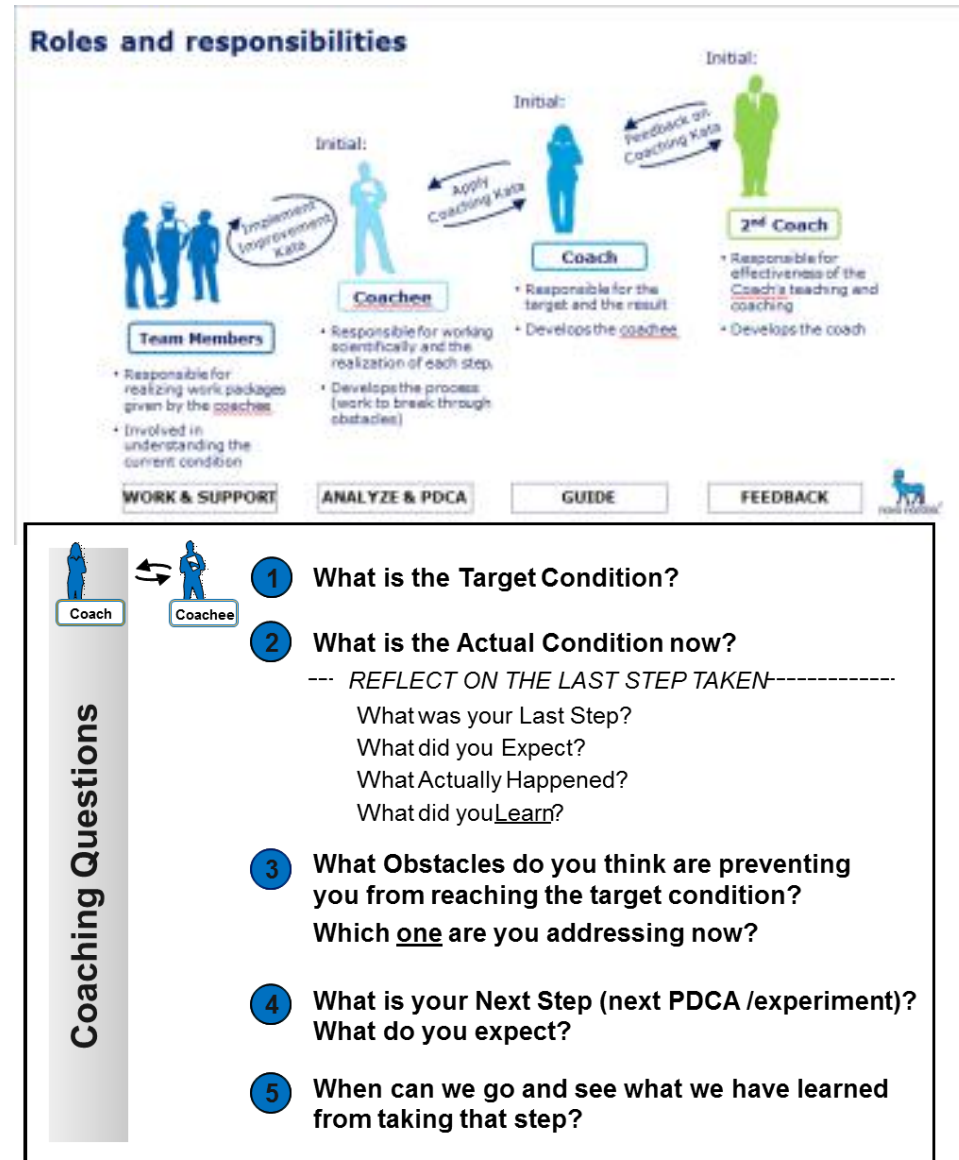
日常练习（教练套路  
coaching Kata）

70%

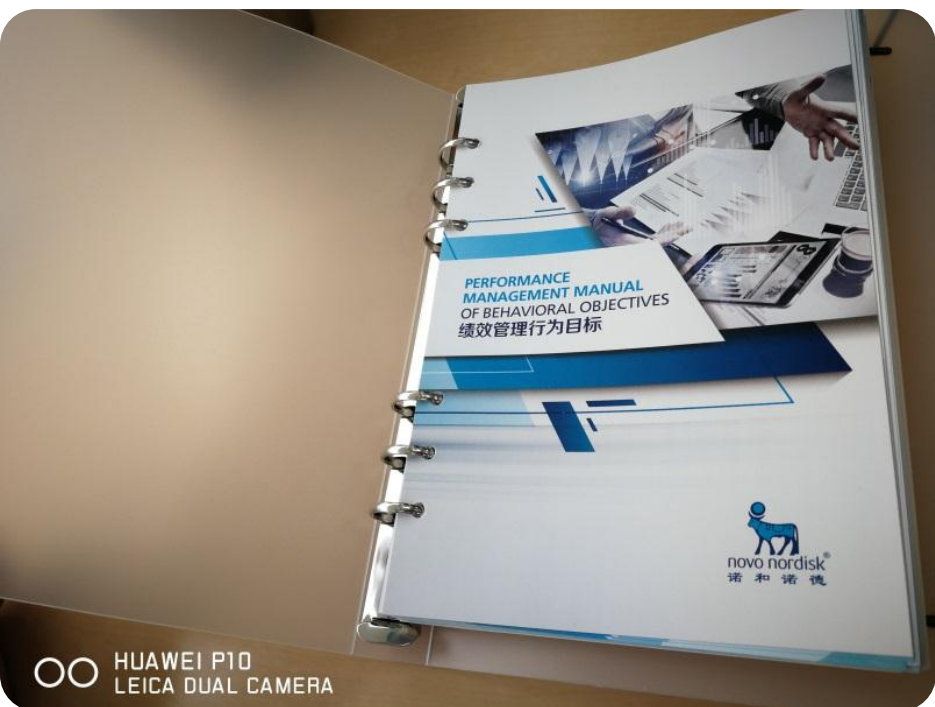


# 用教练套路促成绩效辅导习惯

- ❑ Select Coach, 2<sup>nd</sup> Coach, and Learner
- ❑ Select IK process.
- ❑ Tools:
  1. 5 questions card,
  2. 2<sup>nd</sup> coach 5 questions card.
- ❑ Templates:
  1. Challenge sheet
  2. Current condition
  3. Target condition
  4. Parking lot of Obstacle
  5. PDCA cycle record
  6. Coaching cycle tracking form
  7. Coach form for Coach
  8. Coach form for 2<sup>nd</sup> coach



# 提供工具促进绩效反馈和绩效辅导



## 登录 Log in

Novo Nordisk®

**PC 端登录**  
Log in on PC

**001**  
登录Easy Order系统  
Log in Easy Order System

**002**  
选择员工对话模块  
Select Employee Dialogue

**003**  
进入系统选择您需要的对话进行记录  
Enter the system and you may begin your dialogue

**移动端登录**  
Log in on mobile

**001**  
进入企业微信  
Log in Enterprise WeChat

**002**  
进入工作台  
Select Workspace

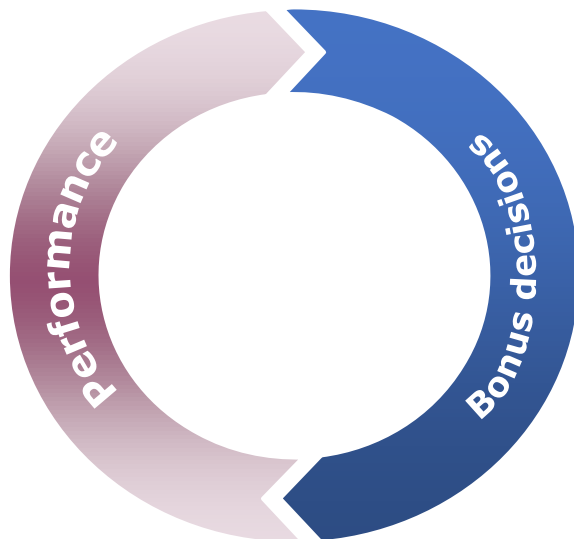
**003**  
进入员工对话模块开始您的对话  
Enter the Employee Dialogue plate and begin your dialogue

灵活 · 便捷 · 简单 · 高效



# 绩效考评与奖金体系

## 全面绩效考评



## 灵活奖金体系



# 建立体系 不断完善

建立简单敏捷的流程

Build simple and agile process

设立行为目标并使用辅导改进

Set behavior targets and improve with coaching

提供系统和工具

Provide system and tools

组织工作坊等分享平台

Workshop and sharing platform

营造开放和心理安全的文化

Cultivate culture of openness & psychological safety

