

From HR Consulting to **Organization Transformation**

**An interview with Patrick Huang,
Managing Director for
Watson Wyatt in Greater China**

WATSON WYATT first started business in Mainland China in 1984. The operation model then for international consulting firms was to set a base in Hong Kong, in particular for those with plans for business development in China. This was a time when the demand for consulting services from the China market was low. In response, Watson Wyatt produced data services reports on the human resources market in China that included employment policies and salary levels, etc.

The millennium year turned into a remarkable one for Watson Wyatt – a few large China enterprises that were planning to list on overseas market hired Watson Wyatt to assist with their human resources systems and organization restructuring. The company has since thrived in the Mainland market business. Now, Watson Wyatt Greater China has established seven branches with over 320 consultants across China – Shanghai, Beijing, Shenzhen, Guangzhou, Hong Kong, Taipei and a research center located in Wuhan.

Prior to serving as the Managing Consultant of Watson Wyatt Greater China, Huang was the General Manager of its Taiwan office where he achieved outstanding business performance and established Watson Wyatt as the organization transformation expert in China. Today, organization transformation has become a mission for Watson Wyatt globally.

Question: Since you took up the post in 2005, you successfully re-positioned Watson Wyatt as organizational reform experts. Many will now think of Watson Wyatt once they think of “O.T.”. What was your philosophy behind the decision?





从人力资源管理咨询到组织变革服务

访华信惠悦大中华区总裁黄世友

华 华信惠悦与大陆的业务联系始于1984年。当时跨国咨询公司通行的业务方式就是以香港为基地，为有兴趣进入中国内地的外资企业服务，没有来自大陆的客户。公司最初的模式就是编制和出售与大陆人力资源市场相关的报告，内容涉及大陆的雇佣政策、薪资水准等等。2000年是华信惠悦值得纪念的一年，中国石油等几家超大型公司寻求海外上市，开始了人力资源制度和组织方面的调整和转型，由此成为华信惠悦的客户，公司的内地业务也从此蒸蒸日上。目前，华信惠悦大中华区在上海、北京、深圳、广州、香港和台北设有业务机构，同时在武汉设有一家研究中心，顾问超过320人。

现任总裁黄世友此前担任台湾分公司总经理，业绩卓著，并开创了华信惠悦大中华区的“组织变革”新品牌。今天，组织变革也已成为华信惠悦全球公司使命的一部份。

问：我们知道您2005年上任后，提出了“组织变革”的新定位，也非常成功。现在提到华信惠悦，很多人马上就会想到组织变革。请问你当时决策背后的逻辑是什么？

答：一项战略要落地，必须通过组织架构，绩效管理，激励办法并企业文化才能完成。也就是说人力资源应该与战略相结合。

过去的人力资源管理公司的做法，基本是就事论事，客户要设计薪酬制度，我就帮你设计薪酬制度，甲公司的制度与乙公司的制度大同小异，都与企业的业务和战略不太相关，所以这块市场基本是个空白。华信惠悦试图在这个领域有所作为。另一方面，也可以使得公司的业务多元化。事实上，公司重新定位

“An organization needs transformation, performance management, incentive programs and culture development in order to succeed”

Patrick Huang: In implementing any sort of strategy, a company needs organizational transformation, performance management, incentive programs and corporate culture development in order to succeed. In short, human resources planning must also blend into a wider strategic development.

In the past, human resources consulting firms focused on helping clients to design the compensation system. As a result, they failed to address the people issues in a comprehensive manner. That's where Watson Wyatt comes in. My decision to go from pure HR consulting to Organization Transformation not only helped diversify the business offering for our firm, it also helped bring in large-scale projects. When I first joined the Greater China management, we faced a shortage of talent which affected our edge, in particular in compensation surveys. This is why my other agenda was to restore Watson Wyatt as the leader in compensation and benefits survey. During that time also, the retirement and investment consulting businesses in Greater China emerged and Watson Wyatt was already well-placed in these areas as well.

Q: Can you describe the clients' profile at Watson Wyatt?

A: In terms of project quantity, thirty percent of our clients are from local companies and 70 percent are multinational enterprises. However, local companies account for 70 percent in terms of sales volume, whereas MNCs account for 30 percent. From this, we can clearly see that the scope of work for projects is huge for Chinese enterprises. Major clients are from state-owned enterprises and there has even been a slight increase from private enterprises hailing from Guangdong. Traditionally, very few private enterprise owners were willing to spend money to hire consulting firms until absolutely necessary, but now the trend has reversed.

Q: What sets Watson Wyatt apart from other human resources firms which also claim to provide organizational services?

A: First of all, we work hard on long-term relationships. Our "Relationship Define Us" slogan is illustrated by the fact that, for instance, we've cooperated with China Mobile for five years and we have also nurtured long-term relationships with large corporations, such as the Bank of Communications and Pacific Insurance Company. Besides, we provide complementary solutions instead of giving one single suggestion per project. For example, if company A has a high turnover rate, we would not only look into salary competitiveness, but also understand their incentive programme, company culture or even deviations from the company strategy etc. In short, we provide



之后，带来了许多大型项目，此外，我当时上任时，由于原来国有企业的单子相当大，而人才不足，所以影响了公司的传统优势项目如薪资调查等的发展。我的另一个工作重点是要恢复公司在薪资福利调查领域的领先地位。同时，大中华区的投资咨询业务也已经启动。这些业务本来就是华信惠悦的强项。

问：能否为我们描述一下华信惠悦的客户结构？

答：从项目的数量上说，30%来自于本土公司，70%来自外资企业。但从营业额上说，本土公司占70%，外企占30%。可以看出，中国企业的单子都很大。其中主要是国有企业，民营企业客户有所增加，主要是广东的民营企业，但总的比重还不大。传统上，中国的民营企业老板不到危机关头，很少愿意花钱请咨询公司，不过趋势上已经有所改变。

问：市场上的人力资源管理公司并不少，也有以组织变革为卖点的，请问华信惠悦的价值在哪里？

答：首先，我们是一个长期的耕耘者。我们的价值来自于客户的肯定，华信惠悦与中移动的合作已经进入了第五个年头、与交通银行和太平洋保险公司的合作也是长期的。其次，我们给客户的是整合性解决方案，而很多公司做的事大多是一次性和单项的。比如，某公司人员流失率高了，我们不仅要了解是否是薪资体系缺乏竞争性，还是激励制度，企业文化的问题，甚



“企业需要组织变革、绩效管理、激励办法、企业文化才能成功”

至是公司战略的偏差等等，才能给出整体性的方案。所以，在与客户的关系上，随著顾问方式的改变，双方相处的时间变得很长，从“一夜情”开始向“一世情”转变。

还有，过去的项目靠一二个顾问就能完成，而现在的整合性方案要求我们开展多元团队的合作。在以往实施人力资源项目的时候，我们的顾问基本没有行业之分，而目前我们需要跟踪重点产业，要配备专门的人才。在收费方式上，传统上通行的按人头计时收费方式也改为根据为客户创造的最终价值收费。我希望这些转变最终能使我们的公司上升到新的层次。从我在台湾的经验看是有可能的。定位的转变使得公司的差异化显现出来，收费和收入都大大超过一般的人力资源顾问公司。

问：那么到目前看实施的效果如何？大陆市场是增长最快的市场吗？

答：如果说增长速度，印度市场的基数小，所以增长最快。除此之外，大中华区的增长确实是最快的。从经济发展的水平看，中国公司接受咨询公司的速度是很快的，与台湾地区不相上下。项目也很大，收费也不算低，但项目的竞争十分激烈，因为全球几乎所有的顾问公司都在中国落脚。此外，咨询公司的回款比较困难一些，顾问费拖上一二年的情况时有发生。

问：咨询公司之间竞争激烈，是不是也造成了人才的争夺？你们有什么应对办法？

答：是的。我们重新定位之后，大项目越来越多，人才的制约越来越明显，而且整个行业的流动率一直非常高。好在华信惠悦追求的是有质量的成长，不是漫无边际的扩大规模，坏了名声。

问：作为咨询业的资深人士，你怎么看待近几年来全球咨询业发生的巨变？

答：一个变化随著安然事件的爆发。一些非顾问公司大举介入咨询业务，影响了行业的竞争格局，IBM是一个代表，逐步放弃了硬件业务，目前的咨询服务收入占到了总收入的三成。另一方面，咨询业传统上的合伙制也开始发生变化，越来越多的咨询成为上市公司，以获取资金并购。华信惠悦也是其中之一。当然，另一个重要变化就是战略公司开始注重战略执行，而人力资源公司也开始涉足战略，相互渗透，你中有我，我中有你。华信惠悦的组织变革新定位就反映了这一趋势。好在，咨询业是一个不容易被取代的行业。华信惠悦已经有差不多130年历史，期间也经历了很多变迁。

问：《财富》(中文版)开辟了管理答疑的栏目，请专家解答读者的疑难问题。其中问得比较多的一个问题是有民营企业

integrated solutions. The longevity of our client relationships have proven that this is the right consulting approach.

Secondly, other companies usually assign one to two consultants per project, but we understand that a full team is required to provide comprehensive solutions to clients. We are equipped with specialized talents who can focus on various specific industries. The billing system has been changed from hourly basis, which was the traditional practice, to a per project basis. Ultimately, I wish that these changes could elevate our company in China to a new level of development similar to what we have in Taiwan and in Hong Kong. The new positioning of the company will differentiate us from other traditional HR firms in the volume, size and nature of our projects.

Q: Is the Mainland market the fastest growing market?

A: In terms of growth rate, the Indian market is the fastest since it has a small base to start with. Apart from that factor, however, the Greater China region should be experiencing the fastest growth. Chinese companies are more willing to accept the idea of hiring consulting firms. Also, new projects in China have become quite large and expensive, thus attracting global consulting firms, and creating a very competitive market. On the down side, consulting firms sometimes find it difficult to collect fees, in some cases, even taking one to two years.

“Chinese corporations need to learn how to transform themselves from a conservative to a forward-looking, well-planned style of management”

Q: What is your response to the fierce competition among consulting firms when it comes to talent resources?

A: We've received more and more large-scale projects after repositioning, but it has become increasingly clear that we have constraints in talent resources. Fortunately, Watson Wyatt values quality over quantitative growth, which inevitably ruins reputation.

Q: As a senior consultant, what is your opinion on the massive changes in the global consulting industry in the past few years?

A: Changes normally occur after a long period of stability. A massive number of non-consulting firms going into the market have been affecting the competitive landscape of the industry. IBM is one of the examples that abandoned the hardware business gradually and their present consulting business revenue has accounted for 30 percent of its total revenue. On the other hand, traditional partnerships among the consulting industry have begun to change. A growing number of consulting firms have become listed companies in order to obtain capital acquisition – Watson Wyatt was one of them. Another important change was that many strategy development companies began to focus on strategy implementation, as did human resources companies. This resulted in mutual penetration between the two sectors. Watson's new positioning in organization transformation reflects this trend. Fortunately, the consulting industry is hard to be replaced. Watson Wyatt has nearly 130 years of history and has undergone many stages of fruitful changes.

Q: “Fortune Magazine” (Chinese Edition) opened up a management FAQ column that invites experts to answer readers' problems. Some of their issues relate to building a corporate culture in private enterprises. What are your thoughts?

A: The corporate culture is invisible, yet it is tangible. In a sense, the leadership style and the attitude of a CEO plays a key role in the formation of the entire corporate culture.

As an old Chinese saying goes, “One who grows a melon gets a melon; if you grow beans you'll get beans.” Building a corporate culture will certainly help corporations implement their business strategy and influence employees to follow, but only if the CEO is able to (i) aptly judge the current stage of development of its corporation, (ii) share the company's business strategy and vision to middle managers and staff, and (iii) implement its strategies accordingly.

Under normal circumstances, a corporate culture is built based on both internal and external aspects. First, the corporation needs to promote and encourage their staff to be aware of the essence

的企业文化建设。你怎么看？

答：企业文化既是无形的，也是有形的。从某种意义上讲，CEO的领导风格和态度对整个企业文化的形成起到关键的作用。

俗话说“种瓜得瓜，种豆得豆”，如果CEO能够正确判断企业发展所处的阶段，并能够及时将公司的经营战略与愿景及时传达给中层管理者和员工，并获得他们的认同，那么文化将会有助于企业落实其经营战略，并且推动员工朝企业所希望的方向发展。

通常情况下，企业文化的塑造应当同时关注内外两个方面：一是内部的建设，主要是指企业要将其所倡导和鼓励的内容让



of the corporate culture and to apply it to their day-to-day work routine. For example, companies like Epson emphasize environmental protection and social responsibility, and this infiltrates many aspects of the company; they show concern for recyclable materials used in their ink-jet printers.


One also needs to build externally, conveying one's corporate culture to different channels in the market. This can be achieved through media interviews with the corporation leader, and participation/sponsorship of public events that will help the corporation create and maintain a strong image in the corporate world. From another point of view, this actually also has to do with the corporation's personnel strategy. The 'like-minded' strategy is the main attraction for talented job-hunters. 'Like-minded' actually refers to people who understand and are in agreement with the corporate culture. Watson Wyatt often encourages its clients to establish their brand in the market and for employers to promote their brand to their employees, simply because it will help retain and attract talent which is essential for long-term development.

Q: Readers have also asked about the Watson Wyatt's survey on performance management - could you tell us more?

A: We did some research based on shareholder value in "Fortune" Global 500 companies. We studied various aspects of the reasons behind their good performance and the results showed that performance management should be communicated strategically such that every single department acknowledges the company's vision, mission, performance goals and actual planning. At the end of the day, each staff should be aware that their roles and their performance affect the company. Under normal circumstances, managers of best performing corporations should spend most of their time managing. For instance, Microsoft requires all managers to understand their employees by conducting one-on-one conversations with them twice a month.

Q: What is your advice to leaders of Chinese corporations?

A: The importance of changing their management mentality. There is a difference between domestic and foreign bonus systems – a foreign bonus system is based on the performance goals, the costs, the profits, and how the goals should be measured. If employees know exactly what their incentives are, it will definitely help them to focus on their job.

Under Chinese-style management, the volume of work is poorly planned and costs are unidentified. The manager pays little attention to their employees during the year and then calculates their bonuses at the end of the year. This system lacks incentive. Employees receive a bonus at the end of the year, but they have no idea why they received it and how it was awarded. This is why Chinese corporations need to learn how to transform themselves from a conservative to a forward-looking, well-planned style of management. 

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“ 怎样从反应式的改变为规划式的，成为中国企业一个迫切需要解决的问题 ”

员工知道，并潜移默化到他们日常的工作行为当中去，久而久之，这些被倡导与鼓励的内容就成了企业文化的一部分。比如象爱普生公司一直强调环保及社会关怀，这一精神深深渗入到公司每一部分，例如在生产喷墨打印机时，他们就十分关心所用的材质是否能够循环使用。


二是外部的建设，主要是指企业如何在内部倡导的文化精髓通过有效的渠道传达到市场上去，比如领导人接受媒体访问、参与或赞助有关各种公众活动等等，以帮助企业树立良好的“社会公民”的形象。从另一角度来看，这其实还牵扯到企业的人才策略问题，“志同道合”往往是企业能够吸引人才的主要原因，这里的“志”其实指的就是人才对企业的文化及长期目标的认可。华信惠悦常常鼓励客户在市场上树立产品品牌的同时，也要注重树立自己的雇主品牌，因为毕竟只有挽留及吸引优秀人才不断地与公司共同努力，才能为企业带来持续发展的动力。

问：也有读者问到华信惠悦关于绩效管理的调查。你们有什么发现？

答：我们曾针对《财富》世界500强企业进行过这方面的调研，用整体股东报酬来进行衡量。我们从各方面研究他们获得良好绩效的原因。结果显示：绩效管理应该是一个把整个战略方法传达到各个部门，每个人把自己的规划和绩效连在一起，这样，每个人都清楚自己的工作对实现企业愿景所起的作用。通常情况下，这些优秀企业的一般主管都会花大量的时间做管理方面的工作。比如说微软就很严格地要求主管对下面两层的下属，每个月做两次的一对一的交谈，以了解基层员工的具体想法。

问：如果请您给中国企业的管理者提一个建议的话，您想说什么？

答：管理最主要是一个心态的改变，比如说国内和国外奖金的制度，国外首先讲好我们做多少业绩，要有多少成本，会有多少利润，怎么样衡量你。员工知道激励的效果，也就知道了工作的重点。

而中国式的管理是一年的工作量没有事先规划，成本需要也不确定，所以只能走著瞧。老板的观念常常是薪水先不要给太多，等到年底的时候再算。这种做法毫无导向型，到年底的时候，员工拿到一笔钱，也不知道是怎么拿的，为什么拿到。因此，怎样从反应式的改变为规划式的，成为中国企业一个迫切需要解决的问题。 

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