

Managing Talent for Business Growth

Your China future at stake

By Jim Leininger

OVER THE last ten years, China has become the 'land of opportunity' for many foreign companies, with high expectations for growth. In a recent survey by Watson Wyatt of MNCs in China, 77% percent of the companies said that they planned on expanding their activities in China, and 82% listed China with either the highest or of 'great' strategic importance to their global operations.

In addition, top line growth is a key driver for many local companies as well. As companies 'open' to the market economy and reform their systems, there is an expectation that business will grow exponentially.

But, the sobering reality is that many companies are struggling to reach the high expectations set for them. One of the key reasons is difficulty in addressing the talent issue in China. Talent-related issues have been cited as the Number one challenge for companies operating in China in at least four recent studies.

When your company is engaging in a high-growth plan, certainly at the top of many managers' minds, are the basics: how to attract and retain talent. But, given the current labor market in China, the question of talent needs to go beyond simply 'attraction and retention' and move to 'integration and alignment.' In other words, 'how can we create a talent strategy that is integrated with our business plan and aligned with our growth objectives?' This requires companies in China to look at the issue of talent in a broader context. It means a new perspective on workforce planning, succession planning, engagement, and employee development. It also means taking a new look at how China's talent pool will impact our business model in China.

China's talent war

China has one of the most difficult labor markets in which to operate in the world.

Multinational companies are entering China at a frenetic pace, with an average of 40,000 new ones entering in each of the last four years. At the same time, Chinese domestic companies are transforming their organizations, increasing both their business competitiveness and their attractiveness as employers. All of these



提升人才管理 促进企业发展

企业立足中国的关键

文/ 林杰文

如果您的公司正在实施一项高速成长的计划，很显然，众多管理者都会考虑一个同样的问题：如何吸引并留住人才。但是，在目前中国的劳动力市场上，人才需求的问题已经远远不是简单的‘吸引并留住’，而是‘融合和一致’……

在过去十年中，凭借著高成长的预期，中国成为众多外国公司眼中的‘乐土’。根据华信惠悦最近在中国进行的一次针对跨国企业的调查显示：77%的公司表示，他们计划拓展其在中国的业务；82%的公司认为中国在其全球运营中具有重大的战略意义。另外，高速的经济成长对于众多本地公司来说，也同样是一个发展良机。因为这些公司不仅向市场经济开放，还对自身的体质进行了改革。

不过，严峻的现实是，众多公司都在为了实现预先设定的高成长而苦苦奋斗。这其中有一个关键因素就是：在中国如何解决人才难题。至少在4份最新的研究报告中，都把人才问题列为公司在中国的运营中所面临的头号挑战。

在目前中国的劳动力市场上，人才需求的问题已经远远不是简单的‘吸引并留住’，而是‘融合和一致’。换句话说，就是‘如何能够建立与公司业务规划相融合，同时还与成长目标相一致的人才策略？’这意味着在中国的所有公司必须以一种更宽广的视野来看待人才问题，意指在劳动力规划、团队规划、聘用和员工培育方面要有全新的视角。

中国的人才大战

中国拥有全世界最难操作的劳动力市场。跨国企业正蜂拥而至，在过去的4年里，平均每年有4万家企业进入中国。与此同时，中国的国内公司也正在转变他们的组织结构以提高竞争力和吸引力。所有的公司都认识到中国市场的巨大潜力，但是，他们也都在追逐同样的人才。这带给中国员工充分的职缺选择，也给雇主带来巨大的人才挑战。

请先看看下列内容：

- 超过40%的中国大学毕业生说，相对于外国公司，他们更喜欢在国内公司工作；
- 在外国公司工作的中国员工中，有51%曾经在去年被要求离开公司；
- 43%的中国员工打算离开目前公司，而全球的调查数字只有15%；
- 58%的中国大学毕业生期望在第一个工作岗位的停留时间少于3年。

这种富有挑战性的劳动力市场造成了异乎寻常的高流动率和薪酬增长。很多公司会强行提拔一些尚未做好准备的员工，让他们获得升迁，进入领导职。当出现挑战时，这些员工就会丧失动力并离开公司，进一步加剧了人才的短缺。领导人才的流失成为企业扩展计划中的主要障碍，最终的结果就是公司不得不重新在人才吸引和培育方面进行投资，但已经失去了推动业务发展的关键人物。



companies recognize the potential of China's market, but they are also all chasing after the same talent.

The result of this challenging labor market is not only exceptionally high turnover rates and salary increases, but also a workforce which is increasingly difficult to engage. Watson Wyatt's WorkChina™ employee attitude survey demonstrates that employees' attitudes about their workplace have become less favorable in nearly every category over the last five years.

Thus, growth plans in China are constrained by a 'perfect storm' of talent issues: A talent shortage exists, and is compounded by aggressive business expansion plans. Companies are then forced to put employees who are not ready for such a big career jump into leadership positions. When challenges arise (often related to managing their own talent), the employee loses motivation and may leave for another company, exacerbating the talent shortage. The loss of this leadership talent then becomes a major obstacle in the business expansion plans. The end result is that the company has to re-invest in talent attraction and development, and it has also lost the key players to drive the business forward.

Integrated, aligned Talent Management

Although the challenges of China's labor market raises the stakes for effectively managing your talent, it does not, however change

调整人才管理的整合和一致性

中国劳动力市场的种种挑战，突显了有效的人才管理的重要性。但是，无论如何这并没有改变一些基本的原则。为了获得成功，企业必须确保各项计划都与业务策略连结，且与全面的人才管理相融。

对于正在经历异乎寻常的发展和成长的组织，华信惠悦建议企业应将人才发展方向和人才管理相结合，才能产生良好的人才成果(图一)。对于那些锁定高成长目标的公司来说，在上述的每个面向中都包含著挑战和关键成功因素。

人才发展方向

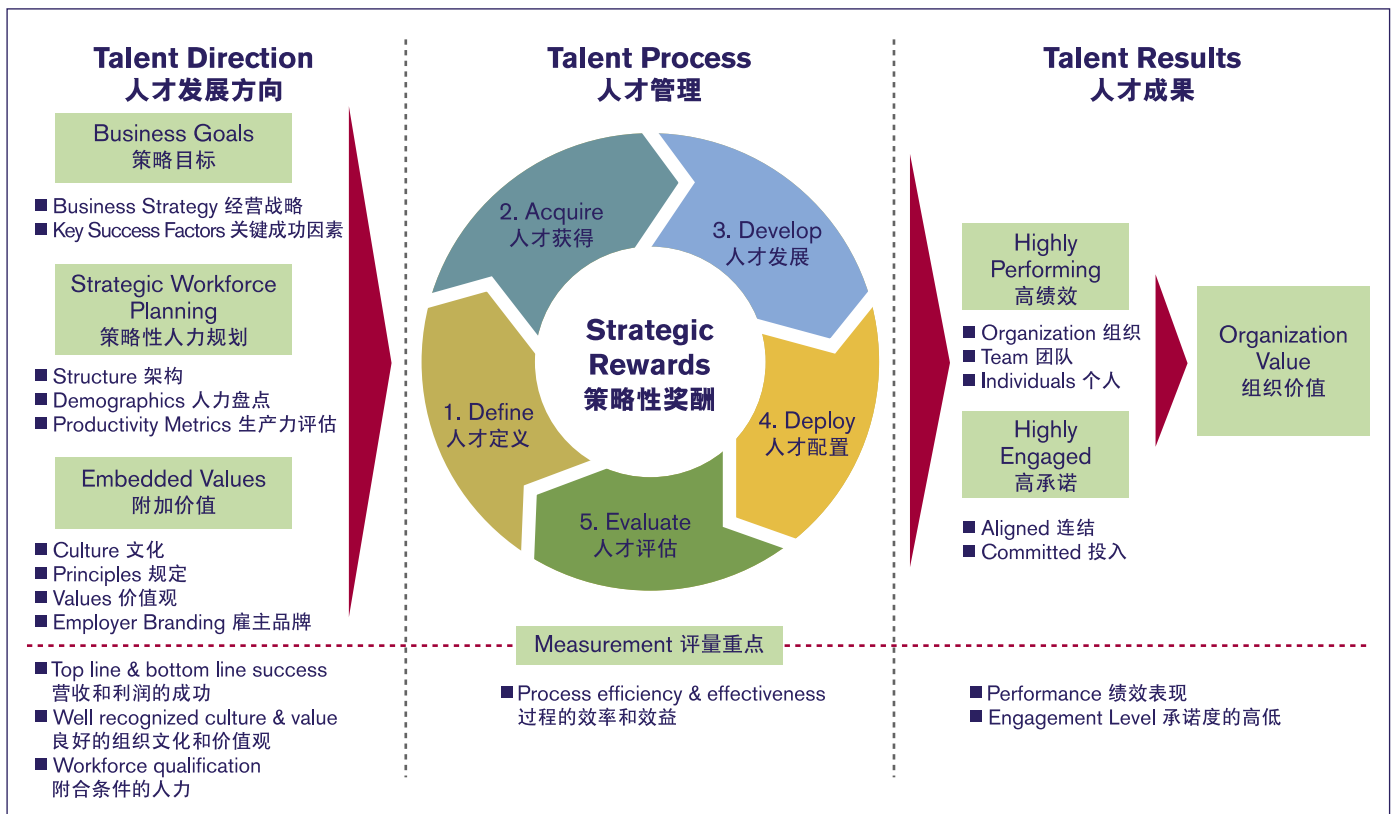
业务目标。传统的人才管理方法从一个清晰的业务策略开始，然后，再确定人才策略如何支持业务策略。然而，对于定位于在中国的成长的组织来说，公司首先要自问：‘中国有什么样的人才？’然后，才是‘我如何能够利用这些人才在中国进而在其它地区开发创新的成长模式？’

最重要的是，在中国不断变化的商业市场条件下，企业要从长期的角度考虑在中国的业务性质。在中国的组织需要更加认真地对待下列问题：

- 哪些监管政策或者环境变化会影响到企业的长期运作？
- 您的企业将做出何种改变以顺应这种变化？

策略劳动力规划。在中国高速成长的策略不仅提高了对策略劳动力规划的需求，同时也带来了这方面的挑战。当然，最直

Figure 1: A high growth talent model 高效人才成长模式



“ Smart companies work hard to attract employees with whom their corporate values resonate ”

the basic principles. To be successful, you must ensure that your programs are 1) aligned to your business strategy and 2) integrated into a comprehensive talent management system.

For organizations that are undergoing exceptional growth and development, Watson Wyatt recommends a Talent Model that integrates Talent Direction, with the Talent Process, and leads to Talent Results (See Figure 1). For companies aiming for high growth, each of these areas has specific China challenges and key success factors.

Talent direction

Business goals. The traditional approach to talent management begins with a clear business strategy, and then determines how the talent strategy can support the business strategy. For growth-oriented companies in China, however, talent availability plays such an important role, that it may actually shape business strategy. In other words, companies are beginning to ask themselves first, 'what talent exists in China?' and then 'how can I use it to develop innovative growth models for China and beyond?'

Strategic Workforce Planning. A high-growth strategy in China increases both the need for and the challenges of strategic workforce planning. Of course, the most straightforward question is: where can we find the talent for our future business needs? But, as discussed above, what if you don't know exactly what your future business will look like? The China reality requires a change in emphasis in Workforce planning:

- Be especially forward-thinking in the formulation of your business strategy.
- Ensure a collaborative approach to long term business planning, including those across different functions in the organization.
- Focus on planning for quality talent as much as quantity. High quality talent will be able to adapt to your changing business needs.

Embedding culture and values. Many companies in China experience the challenges associated with integrating a global corporate culture into the China business context. If China remains a relatively small part of your global operations, the issue is one of how to embed global values and management styles into local operations. This is essential for both good corporate governance as well as leveraging effective management practices.

For those for whom China is a high growth priority, the issues become more complex. There will be a strong need to ensure your China operations are 'Chinese', but also to ensure that the local culture is consistent with the global one. At the same time, with the China business becoming a higher portion of global revenues, companies will need to anticipate the impact of the China business culture on global corporate culture. There may be best practices of your China operations that can be applied globally. Or, some aspects of the local China culture can be integrated into your global corporate culture. Regardless, the bigger China gets, the harder it will be to ignore the impact. Creating channels to discuss proactively about these issues will increase the chances the process will be viewed more positively.

截了当的问题就是：我们能在哪里找到我们所需要的人才？但是，如上所述，如果您不知道企业的未来要走向何处，要如何进行下一步操作呢？受市场状况影响，劳动力规划的重点已经发生转移：

- 在制定企业策略时，必须具有前瞻性思考；
- 确保长期企业规划的合作方法，包括组织内不同职能之间的合作；
- 重视人才的质量规划。高质量的人才能够适应不断变化的业务需求。

策略劳动力规划的有效实施，是在中国获得长期业务成功的关键因素。它可以透过业务分析，掌握人才需求的先机，协助企业控制劳动力短缺和不平衡的风险。另外，还可以确保以适当的成本获得并使用适当的技能。

融入文化和价值观。在中国的许多公司都经历过这样的挑战，如何将跨国公司的企业文化与中国的本土商业环境相融合。如果中国只是企业全球营运中的一小部分，这个问题就变成如何将全球的价值观和管理风格融入本地的营运中去。这不仅有益于良好的公司治理，同时也有助于充分利用有效的管理规则。

但是，对于那些中国市场对其具有举足轻重地位的公司来说，这个问题变得复杂得多。不仅要确保您在中国的运营必须是‘中国化’的，而且还必须确保本地文化与全球文化保持一致。与此同时，随著中国在全球营业额中占比的提升，企业需要更早预见中国商业文化对全球企业文化的冲击和影响。在中国营运中的好做法可能可以推广到全世界。或者，中国本地文化的某些方面可以与全球的企业文化相结合。但是，无论如何，中国越发展其影响越不容忽视。建立管道并前瞻性地讨论这些问题，会创造更多的机会。

对于中国国内公司来说，文化挑战更加严峻。国内业务的快速发展以及人民币的升值使得海外投资变得愈加令人心动。但是，一旦付诸行动，在将典型的中国式管理实践应用到海外去的过程中则会遇到众多挑战。聪明的公司总是想方设法吸引那些能够与其公司价值观产生共鸣的员工。即使一家公司能够在中国实现全球价值观的一致性调整，但是这一点仍然很重要：决定如何在中国彰显这些价值观，以便在人员招聘的过程中加以充分利用。

人才管理

在设定了人才方向之后，成长型公司在人才管理过程中，还需要考虑一些特殊的挑战。

人才定义。在中国，对您的业务所需的各种人才类型进行定义尤显重要，领导型人才、核心技术人才等等。另外，随著业务的增长，您将需要掌握现在以及将来需要什么样的能力。还有，尽管你有一整套的全球能力，但是如何将其应用到中国业务，或者在中国的环境中，它们会‘变成什么样子？’，仍然需要仔细加以斟酌。

人才获得。在中国，留住人才是非常困难的事情，尤其是对于那些面临业务快速扩张压力的公司来说。市场上没有充足的合格人才供应，再加上中国的高流动率更加剧了这种压力。为了在人才获得阶段胜出，公司必须保证自己的资源策略是具有前瞻性而不是反应型的，必须是与长期业务需求而不是短期需求相挂钩。此外，一个包含专门标准和成功措施的高效流程将大大提升人才获得目标的实现机率。

Closely linked to the embedding of values is the Value Proposition for employer branding. Smart companies work hard to attract employees with whom their corporate values resonate. Even assuming one can ensure alignment in China with global values, it will be important to determine how to 'brand' these values in China to be an asset in your recruiting process.

Talent process

After the direction has been set, growth oriented companies need also to consider the specific challenges during the talent management process.

Defining talent. For China it is particularly important to define different types of talent you will need for your business, such as leadership talent, key technical talent, etc... In addition, as your business grows, you will need to keep an eye on what competencies are required now, as well as in the future. Again, while you may have a set of global competencies, how these apply to your China business, or what they 'look like' in a China context will need careful consideration.

Acquiring talent. The retention process is notoriously difficult in China, especially for those companies with the added pressure of fast business expansion. A lack of enough qualified talent in the market, as well as high turnover in China increases this pressure.

To excel in the talent acquisition phase, companies need to ensure that their sourcing strategy is proactive, linked to their long term business needs, rather than only short term and reactive. In addition, having an efficient process that has specific metrics and success measures will increase the likelihood of achieving your talent acquisition needs.

Developing talent. Given the high demand for talent in China, many companies are looking to develop their talent internally, hoping to reap the benefits of a long term development strategy. However, in growth-oriented companies, business needs are changing so quickly, it is difficult to properly link the development programs with strategy. In addition, high staff turnover will reduce the return on investment on these programs.

For companies to succeed in this area they must ensure that there is a clear link between the development programs and both an individual's performance results, and his/her 'ascension' in the organization. Moreover, a focus on skills that are more broadly applicable, such as leadership and group problem solving will be more likely to see a return on investment than more narrowly defined technical programs. Finally, as the China operations are more closely linked with those around the globe, companies will need to find ways to integrate into global development programs.

Deploying talent. If your company is expanding your headcount quickly, having the ability to effectively deploy different types of employees across your different business units is essential. This is particularly important in the area of leadership succession planning. Creating a new line of business, or aggressively expanding your current business requires a special set of leadership competencies that are difficult to find in China. And with



人才培养。由于对人才的强大需求，许多公司都着眼于人才的内部培养，希望从长期培育策略中获益。但是，对于成长型公司来说，其业务需求往往是多变的，再加上人员的高流动性也降低了这些培育计划的回报率。如果公司希望在这方面取得成功，他们就必须保证在培育计划和个人业绩表现及其在组织内的升迁之间有明确的关联。另外，除了技术面的能力之外，对于可广泛应用的技能如领导力和解决问题的能力等也不容忽视。最后，中国的营运与全球营运的关联度会日益提高，所有公司都需要探索新的方法，以便与全球的培育计划相融合。

人才配置。如果公司的人员规模发展很快，那么在不同业务部门之间进行不同员工的有效配置将变得非常重要。尤其在领导力梯队规划方面更至关重要。建立一个新的业务领域，或者大力扩展现有的业务，都需要特殊的领导能力，但这种能力在中国不易找到。再加上流动性高的隐忧，更加需要建立一支具有很强内部机动性的劳动力队伍。

如果做好人才的培育，那么即使不在他们专长的领域内，这些人才应当也有能力适应新业务。因此，需要创建一套人才灵活流动的机制，使得不同的业务部门能及时沟通人才需求。这个机制需要由高阶管理者推动，由生产部经理来掌握。而且，各个经理必须有开阔的思路，要为整个组织培养核心人才，而不仅仅是为了某个部门。

人才评估。评估人才应当同时包含能力评估和业绩评估两方面。这方面的人才管理在中国最具有挑战性，因为中国拥有避

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the specter of turnover always looming, it is important to create a workforce that has a high degree of internal mobility.

Evaluating talent. Evaluating talent should include both assessing their competencies, as well as measuring their performance results. This aspect of talent management is particularly challenging in China as there is a culture of avoiding direct feedback or confrontations. In addition, many organizations struggle with quantifying KPIs when they are in such fast expansion modes. Also, in labor market that lacks enough talent to keep up with supply, managing below-average performers becomes more challenging, as there is a tendency to want to hold on longer, for the sake of maintaining enough headcount to fill the positions.

Rewarding talent. Combating perceptions about pay is one of the most common frustrations in the area of talent management in China. The red-hot labor market has resulted in extremely high expectations for salary increases and bonuses for many employees. In Watson Wyatt's latest WorkChina™ employee opinion survey, of those who stated they were planning on leaving their company, 63% listed compensation as one of the top reasons they would leave, more than any other area. In another Watson Wyatt study, those planning to leave their jobs expected a 36% salary increase, significantly higher than for those in other places in Asia-Pacific. With such high salary expectations, it is also easy to alienate average performers when their salary increases are below their perceived value in the market.

In spite of the challenges, there are several ways that companies in China can improve their effectiveness in managing their pay programs:

- Increase the amount and quality of communication about pay programs. It is also important that line managers and other executives are an integral part any communication program.
- Ensure that rewards programs are linked to all the other areas of talent management.
- Create a very clear line of sight between individual performance and bonuses.
- Be flexible and creative in rewards programs for key employees. While trying to retain employees in general is a worthy goal, it is not realistic in China's current labor market. It is more important that you key the RIGHT talent, than ALL talent.

Talent results

Of course, the final measure of the effectiveness of your talent management programs will be their impact on business results. However, in China business results are really synonymous with 'talent results'. Our Strategic Rewards Study in China found that turnover rates were significantly lower for high performing employees than for others. Emphasis on the talent process and its critical success factors will lead to high performance at an organization as well as individual level. It will also lead to increasing the engagement of your workforce – they will be both committed to your success and aligned with business goals. For growth oriented companies in China, nothing is more critical. **W**

免直接反馈或者对质的文化传统。此外，在快速发展的模式下，许多组织都在努力采用量化的KPI(关键绩效指标)。而且，在市场上缺乏足够的合格人才，所以，管理中等级偏下的人员变得更加重要，必须使他待得更长久，才有足够的人员来满足各个职位的需求。

考虑到中国劳动力市场的特殊环境，在高成长的行业对人才进行评估时还必须牢记下面几点：首先，确保同时考虑能力和业绩，因为那些有著很好能力，但却业绩平平的人很可能是‘合适的人在错误的位置上’。可能在您不断扩张的企业中，还有一个更适合这种人的位置。另外，需要鼓励经常性的信息反馈，包括正式或者非正式的讨论。

人才奖励。在中国的人才管理领域中，薪酬的攀比心理是最常见的麻烦。炙手可热的劳动力市场催生出很多员工对加薪和奖金的高期望值。在华信惠悦最新的WorkChina™员工态度调查中，声明打算离开公司的员工中，有63%将薪酬问题列为离开公司的重要原因之一，远远超过其它因素。在另一份华信惠悦的研究报告中，打算离职的人员希望薪酬增长36%，远远高于其他亚太地区的25%。有了这样高的薪酬期望值，一旦薪酬增长低于他们在市场上的预期，就很容易使普通员工萌生去意。

尽管有上述的挑战，但是，仍然有一些方法能够帮助各个在中国的公司提高他们薪酬计划的管理效率：

- 增加对薪酬计划进行沟通的数量和质量。生产线经理和其它的高阶管理人员都应当是沟通计划中不可分割的一部分。
- 确保奖励计划与人才管理的其它各个方面相关联。
- 在个人业绩和奖金之间建立明确的对应关系。
- 核心员工的奖励计划必须是创新灵活的。一般来说，努力留住员工应当是一个目标，但是，这并不符合中国劳动力市场的现状。更重要的是必须留住合适的人才，而不是所有的人才。

人才成果

当然，对高效的人才管理计划来说，最终的衡量标准就是对业务成果的影响。但是，在中国，业务成果与‘人才成果’是近义词。华信惠悦在中国开展的策略性奖励调查发现，业绩表现良好的员工的流动性要远远低于其他员工。对人才培养和关键致胜因素的重视将在组织和个人两个层面上都产生良好的回馈。这也将提高员工们的归属感——员工们为公司成功而努力，对于在中国的那些成长型企业来说，还有什么比这更重要呢。 **W**



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