

Engagement: the Foundation for Employee Effectiveness and Productivity

THE WAR FOR TALENT, financial turmoil and globalization have elevated the importance of retaining critical-skills employees and increasing productivity in the Asia-Pacific region. To address these challenges, organizations need to foster a highly engaged workforce.

Managing your talent and workforce in the economic downturn is the theme that runs through this Perspective edition. Featured in the Cover Story and Leadership Forum are the results of our annual Employee Attitudes survey WorkAsia™, that demonstrate how engagement is a leading factor of financial performance and business success – or survival. Most importantly, it shows how highly engaged employees can save your organization through their high productivity, deep commitment and accurate line-of-sight. Sounds like a magic recipe? Implementation is the crux.



The Organizational Trends story explores the foundations to create an agile Workforce Planning strategy in terms of headcounts, skills and locations, and the impact on current ability to face uncertainty as well as future strength. The Insight story recounts the pitfalls of Merger and Acquisition Due diligence particularly when employee benefits are the main liability. Finally, the perception of employees' ethics particularly in the light of recent corporate scandals, and how to communicate and improve those standards, is the topic of one of our two ARIC pieces (Watson Wyatt's Asia-Pacific Research and Innovation Center).

This edition also features three financial pieces: the Insurance Market Update details the winds of changes affecting actuarial functions, while Money Talk looks at default DC (Defined Contribution) option. Finally, Dr. Mak Yuen Teen of ARIC examines in Viewpoint what it would take to raise the Corporate Governance standards of Asia-Pacific organizations.

Watson Wyatt wishes you renewed strength and success in the Year of the Ox.

敬业度：员工效率及生产力之基础

今期将探讨于经济低迷时期如何管理人才及员工。封面故事及领袖论坛分析华信惠悦最近于香港及大中华进行的WorkAsia™员工态度调查，揭示为何敬业度乃企业财政表现、业绩以至业务存亡的关键。

组织趋势特辑讲述如何根据员工人数、技术及地点订立灵活的劳动力规划方案，以及处理将来未知数与员工人数的重要性。企管透视分析并购尽职调查的财务陷阱，尤其是当员工福利是主要负债时。最后，有鉴坊间近期的企业丑闻，华信惠悦带大家了解亚太区机构的道德尺度，以及如何交流及改善有关的标准。

此外，今期华信惠悦更有三篇与金融有关的内容：财险市场快讯讲述精算工作之转型，金融之道探视预设界定供款计划。最后，华信惠悦亚太地区研究和信息中心麦润田博士于华信视野中详述如何提升亚太区机构的企业管治标准。

谨祝大家于牛年事事顺利，业务蒸蒸日上！

Keat Tian
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Watson Wyatt helps clients implement their business strategy through Organization Transformation



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