



The Talent Management Expert
Strategy. Execution. Results.

经理人成熟度评鉴SM体验


Experience Manager ReadySM

遴选与发展现已就绪的中基层领导者

Selecting and Developing

Ready-Now Frontline Leaders

主讲人 梁广义



人力资源的领导者评价他们中
基层的领导力的就绪度最薄弱
的群体，甚至还不如公司的基
层员工。

北森研究机构，2010年

“HR leaders rate their
first-line managers as their ‘**least
ready**’ workgroup, even less
capable than
their entry-level employees.”

- Bersin & Associates, 2010

议程 Agenda

- 5大关键领域
5 critical areas
- 什么是经理人成熟度评鉴SM
What is Manager Ready?
- 经理人成熟度评鉴SM相关运用
Manager Ready in Context
- 预测绩效表现
Predicting Performance



诊断中基层领导者成熟度 五大关键领域

5 critical areas for frontline readiness



共有**1130**位中基层领导者
参与了**DDI**调研：

1,130 frontline leaders

- 你是如何成为一名领导者的？
How they became leaders
- 在成为领导者的转型过程中，你遇到了哪些挑战？
Challenges becoming ready
- 自我意识
Self awareness
- 你所在组织的认知与理解
Perceptions of their organization

11%

的中基层领导者是通过组织的领导力发展项目而被晋升。

groomed

through a leadership
development program



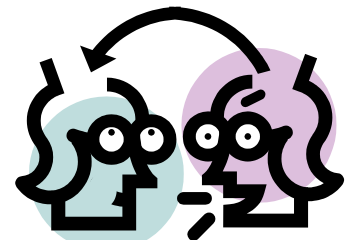
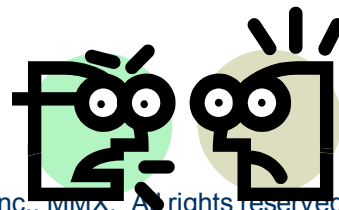
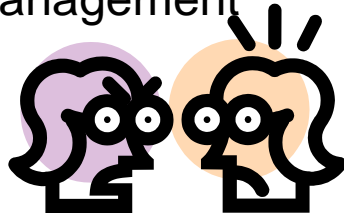
新任中基层领导者还未准备好去处理的十大挑战

Top 10 Situations New Managers Aren't Ready For

- 谴责表现不佳的员工
Reprimanding an underperformer
- 解雇员工
Firing someone
- 由上至下，多层级合作
Going from co-worker to boss
- 摸清规则与门道
Learning the ropes
- 处理与高层之间的关系
Dealing with senior management
- 处理客户投诉
Handling customer complaints
- 人事问题，如性骚扰
HR issues such as sexual harassment
- 辅导或管理他人
Coaching or managing others
- 解决冲突
Resolving conflicts
- 裁员
Layoffs



9



DDI®

你从哪些渠道**学习**领导力技能？

How did you **acquire** your leadership skills?

57%

尝试 & 失败经验
Trial & Error

51%

经理的支持
Manager Support



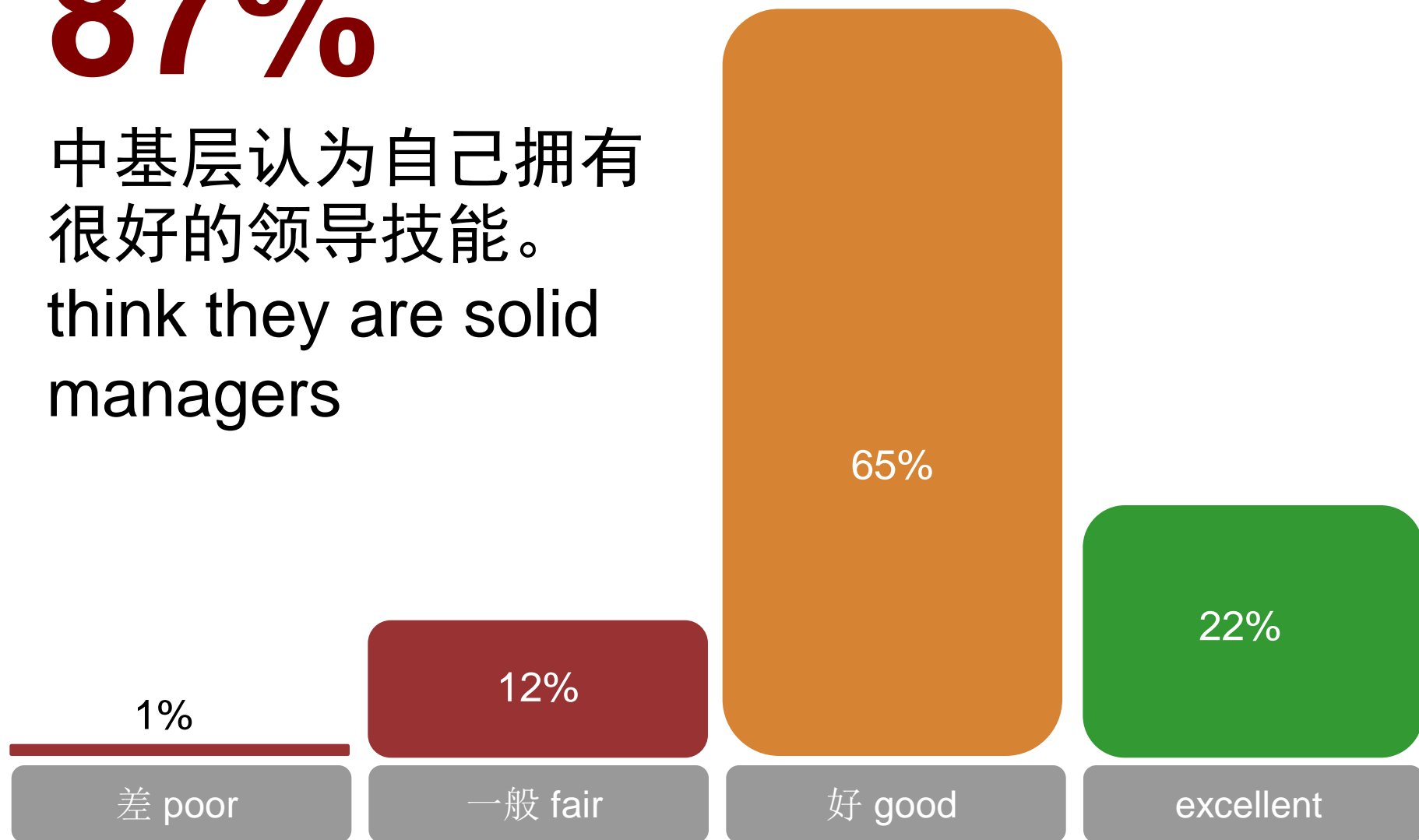


这些压力让我头痛不已。
“The stress made me physically ill.”

87%

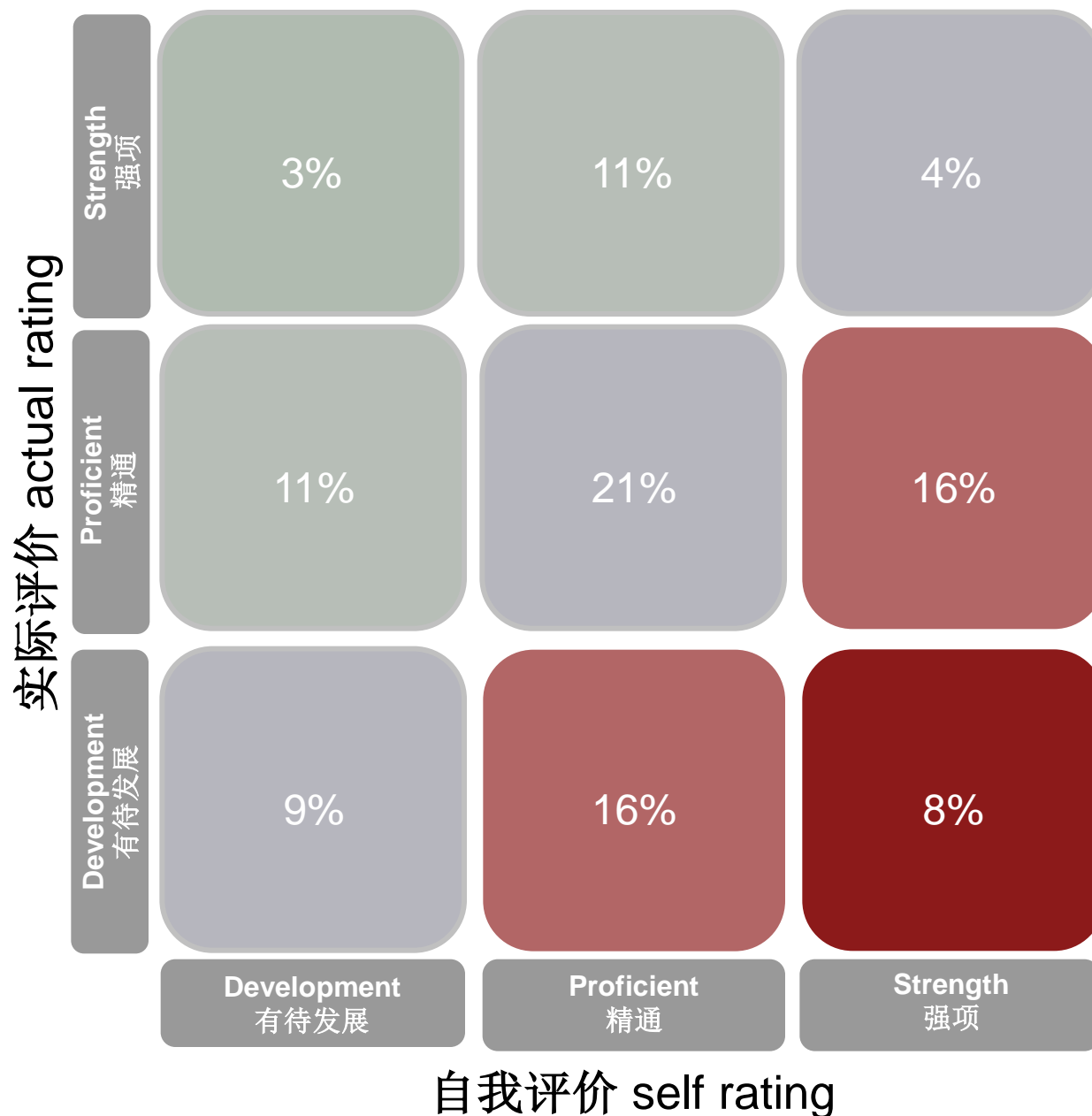
中基层认为自己拥有
很好的领导技能。

think they are solid
managers



Rate your overall leadership skills

成功型辅导 Coaching for Success





67%

中基层领导者坦言：

“我的经理并没和我达成一套详细在案的个人
发展计划。”

“My manager and I have NOT agreed to a
specific, written development plan.”



56%

我的经理具备支持我个人发展的技能知识。

My manager has the knowledge to support my development.

53%

我的发展任务对我而言是很好的学习经验。

My development assignments are good learning experiences.

49%

对于我的绩效表现，我得到了充足的反馈。

I get sufficient feedback about my performance.

46%

我的经理很重视我的个人发展。

My manager is committed to my development.

40%

我对公司提供的发展机会感到很满意。

I'm satisfied with my organization's development offerings.

中基层领导者就绪的五大关键领域

Five Critical Areas for Frontline Readiness

- 求婚 — 识别
The Proposal — **Identifying**
- 尝试与失败经验 — 准备
Trial and Error — **Preparing**
- 看不见的盲点 — 诊断
Seeing Blind Spots — **Diagnosing**
- 成功之道 — 计划
The Path to Success — **Planning**
- 提供支持 — 投入
Providing Support — **Engaging**

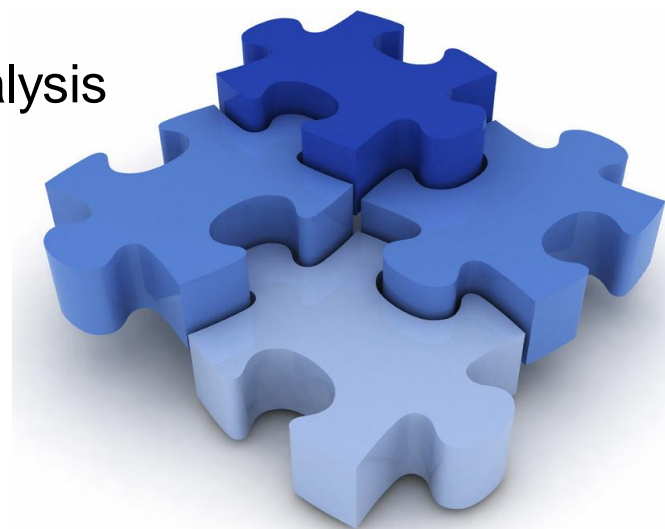
什么是经理人成熟度评鉴SM

What is Manager ReadySM?

对中基层领导者的九大关键能力进行评鉴

Diagnoses Nine Critical Frontline Leader Competencies

1. 成功型辅导 Coaching for Success
2. 改进型辅导 Coaching for Improvement
3. 管理人际关系 Managing Relationships
4. 引导互动 Guiding Interactions
5. 问题与机会分析 Problem/Opportunity Analysis
6. 判断 Judgment
7. 授权委责 Delegation & Empowerment
8. 影响他人 Influencing
9. 计划与组织 Planning & Organizing



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11/20/10

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2. 改进型辅导 Coaching for Improvement
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Managing Relationships
4. 引导互动 Guiding Interactions
5. 问题与机会分析 Problem/Opportunity Analysis
6. 判断 Judgment
7. 授权委责 Delegation & Empowerment
8. 影响他人 Influencing
9. 计划与组织 Planning & Organizing

- **Listens and responds with empathy** 仔细聆听 善意回应—Acknowledges others' feelings and circumstances when they express emotion verbally or nonverbally. 无论对方是否说出口，都对于别人的感觉与处境感同身受
- **Maintains or enhances self-esteem** 维护自尊 加强自信—Shows others that they are valued by acknowledging their contributions, successes, and skills. 对下属的贡献、成功和技能予以承认，并让他们意识到自身价值
- **Asks for help and encourages involvement** 给予支持 鼓励承担—Leverages others skills and gains their support by asking for their ideas and opinions
通过获得他人支持询问他人建议来进一步提升技能

问题/机会分析

▼ 您的任务



王建行

22:33

延误的期限

苏祥：你好！

我需要你帮助我解决一个工作期限延误的问题，尽管这个问题并不属于你所管辖的部门。根据客户代表的信息，我们的一位客户未能按时收到其项目所需的货物，我们需要了解延误的原因。

因为大家都在不同的时区工作，所以我们使用了新的信息采集软件系统。我们调查了所有有关人员，尽可能多地采集了有关数据。我需要你对他们的回复进行筛查，确定导致这个问题的原因。请仔细筛查并一定要有针对性，避免考虑那些对次要问题的回复。同时要仔细考虑需要先筛查哪些人的回复。鉴于留给你解决问题的时间并不充裕，所以要留足时间收集信息，然后回答下面的两个问题。

要记住，需要查清楚我们怎么会错过客户期限的。请确保在完成信息收集后回答下面的问题。

祝你好运！

王建行

▼ 您的回复 - 1个项目

▼ 1. 请简要说明为什么错过了客户期限以及你是如何得出这样的结论的。

B I U

▶ 提交回复

资源



赵青

总监



包铭德

经理



汪燕

经理



周妮

团队成员



马君

团队成员



贺海

团队成员



陈彦

团队成员

点击放大上图，然后提问。

放大

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DDI®

详细报告

Detailed Reports

- 领导力人才盘点报告
Leadership Talent Audit
- 个人报告
Individual-level reports
 - 选才建议报告
Manager Report for Selection
 - 发展建议报告
Manager Report for Development
 - 反馈报告
Participant Report

经理人成熟度评鉴SM

XXX公司领导人才盘点

	管理 人际关系	引导互动	成功型 辅导	改进型 辅导	影响他人	授权委责	问题/机 会分析	判断	计划与组 织
精通	39.4%	6.1%	9.1%	9.1%	6.1%	3.0%	9.1%	21.2%	12.1%
熟练	21.2%	18.2%	36.4%	9.1%	12.1%	24.2%	39.4%	21.2%	27.3%
一般	12.1%	45.5%	42.4%	66.7%	36.4%	42.4%	24.2%	30.3%	60.6%
有限	27.3%	30.3%	6.1%	12.1%	42.4%	27.3%	27.3%	27.3%	0.0%
不足	0.0%	0.0%	6.1%	3.0%	3.0%	3.0%	0.0%	0.0%	0.0%
罗莉	4	3	3	2	3	3	4	3	3
非丽	5	3	4	3	2	2	3	3	4
梁莎莎	5	4	4	3	3	3	3	4	4
朱言安	2	3	3	3	2	3	2	4	3
叶道明	4	2	3	4	2	4	2	3	3
赵海德	2	2	3	1	2	3	3	4	3
马建伟	2	2	3	3	3	3	4	2	3
子仁豪	3	2	3	3	2	3	2	3	4
南希希	5	3	4	5	2	2	3	2	3
郑新杰	2	4	4	3	2	4	2	3	3
安芮涵	5	3	3	3	3	3	4	2	4
崔婧	3	3	3	3	4	4	2	5	3
马璐	4	3	3	4	2	1	2	4	3
郝天磊	2	2	3	3	2	3	3	2	3
严林	5	3	5	3	2	3	4	5	5
鲍罗	2	2	1	2	3	3	5	2	5
苏爱文	5	4	4	3	2	2	4	5	4
普柯勋	4	2	2	3	4	4	4	4	3
李天娜	5	3	4	5	5	2	3	2	3
高俊峰	2	4	4	3	2	4	2	3	3
葛君昊	5	3	3	3	4	3	4	2	4
吕力娅	3	3	3	3	3	4	2	5	3
林志强	4	3	3	4	3	2	2	4	3
于洁	2	2	3	3	3	2	3	2	3
郭笛	5	3	5	3	2	3	4	5	5

发展建议报告摘要

Development Report Summary

Manager ReadySM

PARTICIPANT FEEDBACK REPORT: Joe Smith
DATE OF SIMULATION: May 28, 2010

Summary of Results

COACHING		
Coaching for Success	Prepare teams and individuals to excel in new challenges through proactive support, guidance, and encouragement.	★ ★ ★
Coaching for	Address performance problems by providing specific factual	★ ★ ★

DECISION MAKING

Problem Analysis

Identify problems or issues and then draw conclusions by gathering, analyzing, and interpreting quantitative and qualitative information.



Judgment

Choose the best course of action by establishing decision criteria, generating and evaluating alternatives, and making timely decisions.



GAINING COMMITMENT		
Gaining Commitment	Achieve agreement to ideas or plans through effective involvement and influence strategies.	★ ★
PLANNING & ORGANIZING		
Planning & Organizing	Help individuals or teams complete work efficiently and on time by setting priorities, establishing timelines, and leveraging resources.	★ ★ ★ ★ ★

Key to Ratings	
Considerable Strengths	★ ★ ★ ★ ★
Strength	★ ★ ★ ★
Proficient	★ ★ ★
Development Area	★ ★
Significant Development Area	★

洞察与能力相关的关键行为

Competency Details Key Action Insights

Manager Ready™
PARTICIPANT FEEDBACK REPORT: Joe Smith
DATE OF SIMULATION: May 28, 2010

MANAGING RELATIONSHIPS ☆☆

Meet the personal needs of individuals to build trust, encourage two-way communication, and strengthen relationships.

NOTE: You were somewhat more likely to demonstrate the skills associated with Managing Relationships when interacting with your peers compared to direct reports. Your overall effectiveness as a leader will be enhanced if you make consistent use of these skills across all interactions.

Good, but Could be Improved
You would have greater success with a more consistent focus on:

Managers must consider and manage the personal needs that arise during a discussion. They should encourage open communication and take time to listen and respond to the person as well as the issue or problem being discussed.

Good, but Could be Improved

You would have greater success with a more consistent focus on:

- **Listening and responding with empathy.** Acknowledge others' feelings and circumstances when they express emotion verbally or nonverbally. By letting others know that you understand them, they will feel that you are considering their perspective.

选才建议报告摘要

Selection Report Summary

Manager Ready™—Manager Report
 PROFILE REPORT: Joe Smith
 ASSESSMENT DATE: April 7, 2010

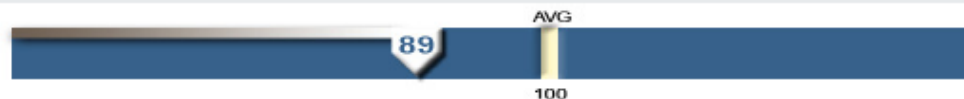
I. Competency Profile



COACHING

**MANAGER
 READINESS INDEX**

89



The participant scored an 89 compared to an average score of 100. Please consult with your HR representative for guidelines on how to evaluate this score.

Problem Analysis	Identify problems or issues and then draw conclusions by gathering, analyzing, and interpreting quantitative and qualitative information.	☆☆☆
Judgment	Choose the best course of action by establishing decision criteria, generating and evaluating alternatives, and making timely decisions.	☆☆
DELEGATION & EMPOWERMENT		
Delegation & Empowerment	Achieve results and/or build capability by assigning task and decision-making responsibilities to individuals or teams with clear boundaries, support, and follow-up.	☆☆☆
GAINING COMMITMENT		
Gaining Commitment	Achieve agreement to ideas or plans through effective involvement and influence strategies.	☆☆☆☆
PLANNING & ORGANIZING		
Planning & Organizing	Help individuals or teams complete work efficiently and on time by setting priorities, establishing timelines, and leveraging resources.	☆☆☆☆☆

Key to Ratings

Overdeveloped Strength	☆☆☆☆☆
Strength	☆☆☆☆
Potential	☆☆☆☆
Development Area	☆☆☆☆
Significant Development Area	☆☆☆☆

CONFIDENTIAL REPORT

Page 2

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 Manager Ready™ Run Date: April 7, 2010

选才建议报告 — 支持人才遴选

Selection Report Supporting the Interview

Manager ReadySM—Manager Report
PROFILE REPORT: Joe Smith
ASSESSMENT DATE: April 7, 2010

IV. Suggested Behavioral Interview Questions

COACHING

1. Tell me about a direct report / team member / someone whom you found difficult to coach. Describe how you handled the situation. What did you do and what were the results?
2. We all know it is difficult to effectively deliver feedback for improvement. Tell me about a time your feedback for improvement was poorly received by someone you were working with. How did you handle the situation? How did the person react?
3. Tell me about a face-to-face meeting in which you had to give feedback for improvement to a sensitive or resistant person.

DELEGATION & EMPOWERMENT

1. When assigning work to direct reports or others, how have you determined the amount of instruction to give? Give me an example when you applied these guidelines.
2. Sometimes it's difficult to know how much direction to provide when delegating. Tell me about a time when you didn't provide enough instruction or guidance for an assignment or task you delegated.
3. Tell me about the last big decision you delegated.

2. Sometimes it's difficult to know how much direction to provide when delegating. Tell me about a time when you didn't provide enough instruction or guidance for an assignment or task you delegated.
3. Tell me about the last big decision you delegated.

GAINING COMMITMENT

1. Describe one of the most successful techniques you've used to gain others' agreement. Give an example of when you used this technique and what the results were.
2. Tell me about a difficult situation in which you had to gain someone's agreement with or commitment to an idea or plan. How did you approach the situation and what were the results?
3. Describe a time when you helped someone understand why the team, department, or business unit was going in a particular direction.

PLANNING & ORGANIZING

1. Describe how you've worked with a team to set specific and measurable goals and objectives.
2. Tell me about a time when you had to coordinate resources (people, processes, departments, equipment) to complete a complex project.
3. Deadlines can't always be met. Tell me about a time when a team you were working with missed a deadline on a project. What were the causes?



无与伦比的深入洞察 Unmatched Insight

- 聚焦在行为模式能力上
Focus on behavioral competencies
- 真实的情境体验，受评者做出贴合实际工作的反应
Realistic situations driving real world responses
- 训练有素的评鉴师提供具有实践意义的洞察
Skilled assessors provide actionable insight

经理人成熟度评鉴的相关应用 Manager ReadySM in Context



人才发展面临的 几大相同障碍

Common Barriers to
Development

不足之处 **Insufficient:**

- 了解领导力上存在的差距
Understanding of leadership gaps
- 发展计划
Development plans
- 组织支持
Organizational support

选才面临的 几大共同障碍

Common Problems in Selection

- 误以为绩效表现好，就等于领导能力强
Assume performance as individual contributor will predict performance at leader level
- 在预测未来绩效中，过去的业绩占据了太大比例。
Overweight past outcomes for predicting future performance
- 低估了过程的重要性，即候选人是“如何”达成这些业绩的。
Underestimate the importance of 'how' the candidate achieved outcomes

经理人成熟度评鉴SM 用于选才

Manager Ready SM for
Selection

资质筛选&面试
Qualifications Screen
& Interview

经理人成熟度评鉴
Manager Ready

行为面试
Behavioral Interviews

雇佣决策
Hiring Decision

上任
On-boarding



经理人成熟度评鉴SM 用于加速发展 Manager Ready SM for Accelerated Development

互动式管理SM基础课程
IM Foundation Courses

经理人成熟度评鉴
Manager Ready

与经理共同制定
发展计划
Dev. Planning with Manager

技能获取及其应用
Acquire and Apply Learning

评估进度、给予反馈
Measure Progress and
Feedback

预测绩效表现

Predicting Performance

经全球各大企业验证 Validated Globally



SHERWIN-WILLIAMS.

SPIRIT
AEROSYSTEMS™

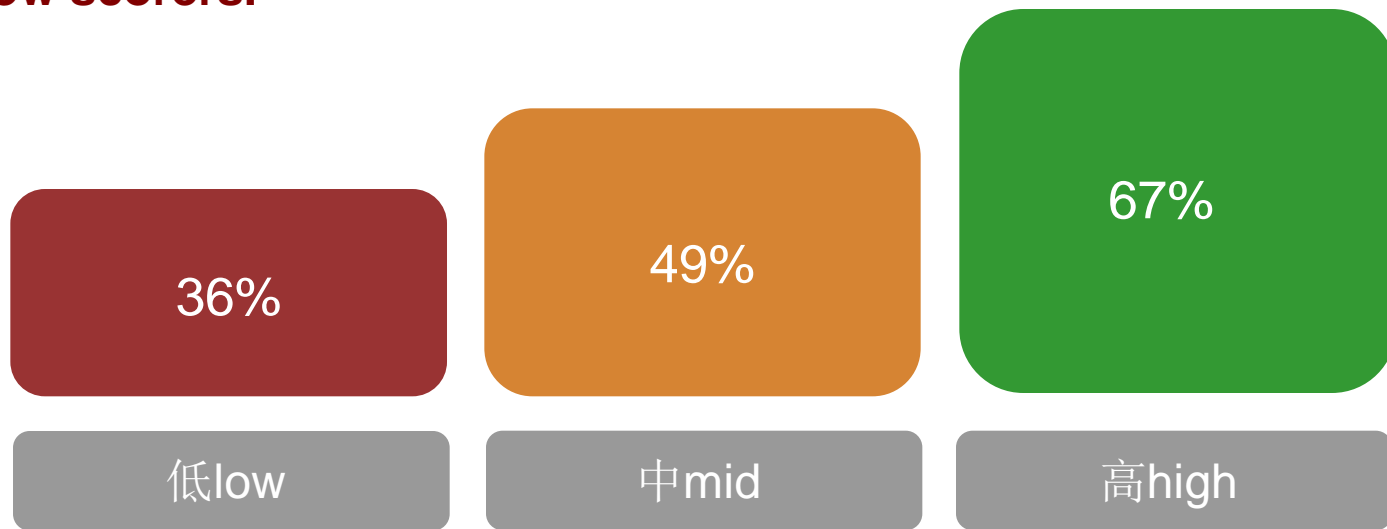


LUOLAI
罗莱家纺

整体绩效表现 Overall Performance

在经理人成熟度评鉴中获得高分的中基层领导者,在工作中取得出色业绩的可能性是普通领导者的**3.6倍**。

High scorers are 3.6 times more likely to excel on the job than low scorers.

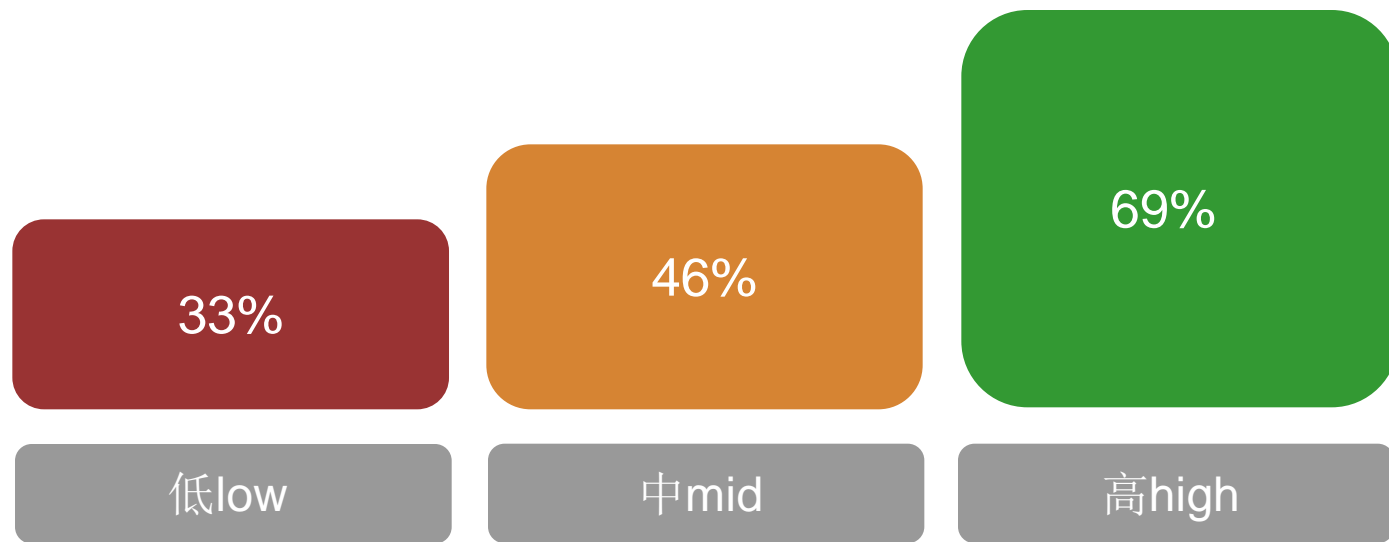


经理人成熟度评鉴得分 Manager Ready Score

有效沟通 Effective Communication

在经理人成熟度评鉴中得到高分的中基层领导者，其中有**69%**能进行有效沟通，而得分低的只有**33%**。

108% more managers are highly effective in communication

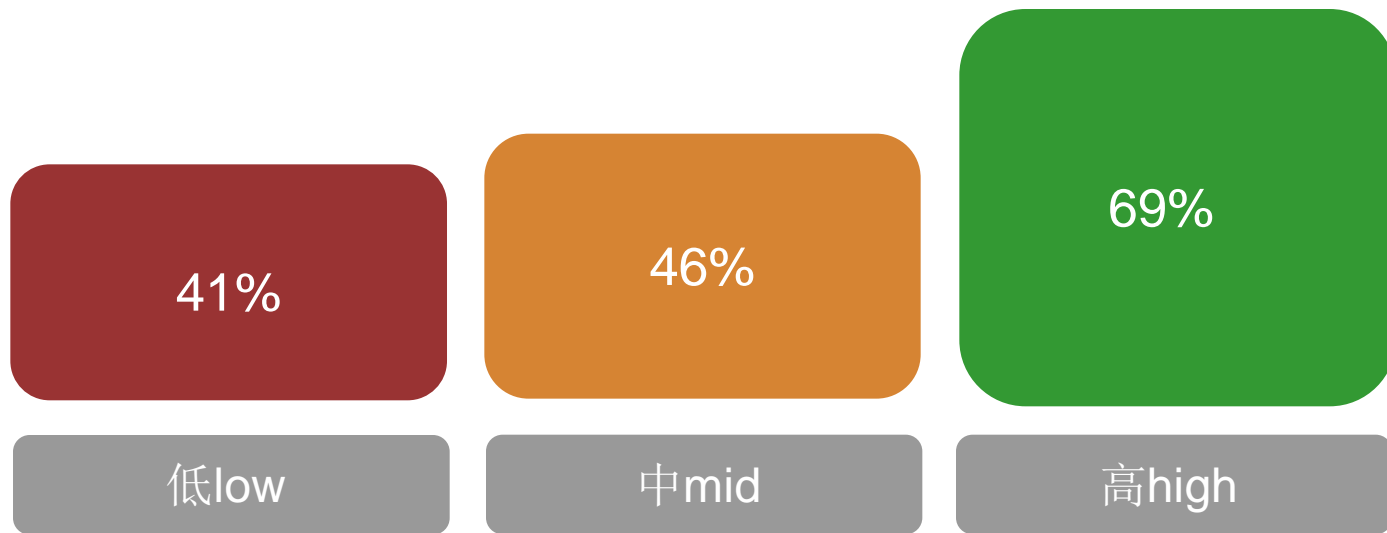


经理人成熟度评鉴得分 Manager Ready Score

展现有效领导行为 Effective Leadership Behaviors

在经理人成熟度评鉴中得到高分的中基层领导者，其中有**69%**能展现有效的领导行为，而得分低的只有**41%**。

69% more managers demonstrate effective leadership behaviors



经理人成熟度评鉴得分 Manager Ready Score

更多评鉴 更少投入

Assess more for less



• 报告

- 受评者报告
- 发展建议报告
- 选才建议报告

• 发展工具

- 后续步骤
- 发展指南
- 发展行动表

• 领导力人才盘点

评鉴费用

人数	费用
50-99	3000元/人
100-199	2750元/人
200-299	2500元/人
300-399	2250元/人
400-499	2000元/人
500或以上	1750元/人





The Talent Management Expert
Strategy. Execution. Results.

谢谢。
Thank you.