

Question?



What is organization ability?

The core ability that drivers the business strategy
and get the business result

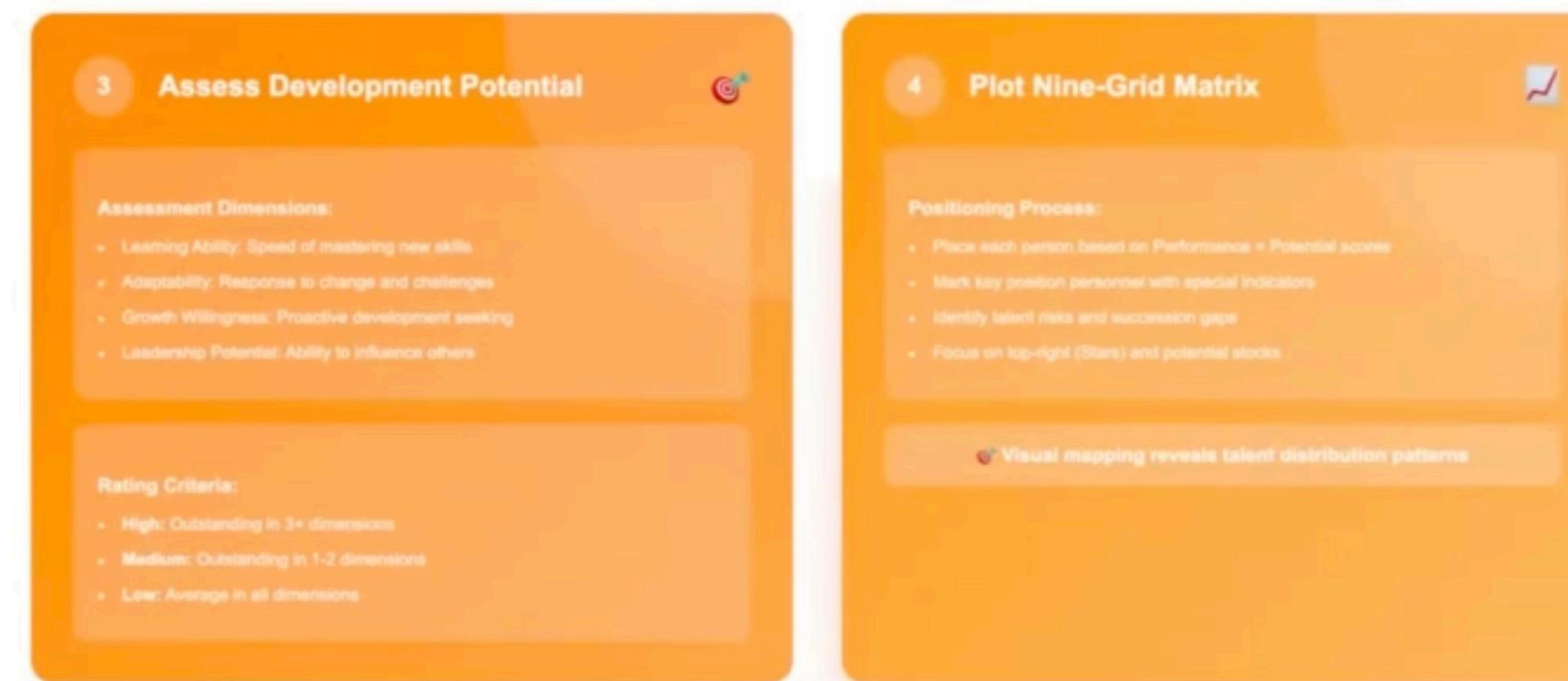
What is the **core organization ability** of the following organizations? Answer the question intuitively

1. Military Force
 - The ability to resolutely execute commands
2. Kindergarten
 - The ability to communicate with kids properly
3. Internet company
 - The ability to get things done as faster as possible
4. Retail Company
 - The ability to manage the complex supply chain



Five-Step Talent Assessment Process

Systematic approach to nine-grid talent evaluation and development planning



Organizational Structure Design
Six-Step Method

Output:
Clear organizational chart supporting strategic implementation

Talent Standards Definition
Four-Step Method

Output:
4 core talent qualities with specific behavioral descriptions

Team Assessment Method
Four-Step Checklist

Output:
Team structure chart + talent inventory + development plan

⌚ Post-Course Action Timeline

Week 1	Weeks 2-4	Month 1	Months 2-3
Complete Organizational Diagnosis	Design Organizational Structure	Complete Talent Assessment	Gradual Implementation & Optimization
<ul style="list-style-type: none">Use diagnostic checklist to assess current stateIdentify 3 most urgent organizational issuesDetermine priority improvement sequence	<ul style="list-style-type: none">Apply six-step method for structure designReference templates to select suitable typeDiscuss and optimize with core team	<ul style="list-style-type: none">Use nine-grid tool for personnel assessmentApply four-step method to define talent standardsCreate specific talent development plans	<ul style="list-style-type: none">Reference 90-day plan for steady progressEstablish regular review and adjustment mechanismsTrack improvement results and continuous optimization

"Remember: There is no perfect organizational design, only the optimal choice for the current stage"

Organizational development is a continuous evolution process - the key is to start taking action!

Thank you for participating - Q&A session begins now



Vivia...



How AI Enhances Organizational Performance

— Empirical Findings from a Former Alibaba Executive's DBA Research



Key Findings

1. +13% Organizational Performance Lift
Sales teams using AI assistants achieved a statistically significant 13% performance increase
2. AI as a "Capability Carrier"
AI transfers tacit knowledge (e.g., negotiation intuition, customer insights) from top performers to others
3. Inverted U-shaped Effect
 - Mid-capability employees benefit the most
 - High/low-capability employees gain less
 - Challenges the myth of "AI-driven skill equalization"



Drivers of Performance Uplift

1. High-Quality Behavioral Data
Especially proprietary data on expert behaviors
2. Business-Aligned AI Models
Tailored to real-world task scenarios, not just general-purpose LLMs
3. Human-AI Collaboration Design
Redefine roles, workflows, and task boundaries in AI-augmented environments

Source: CEIBS "Seeking Wisdom" DBA Series | Zhang Yu's Dissertation | 2025

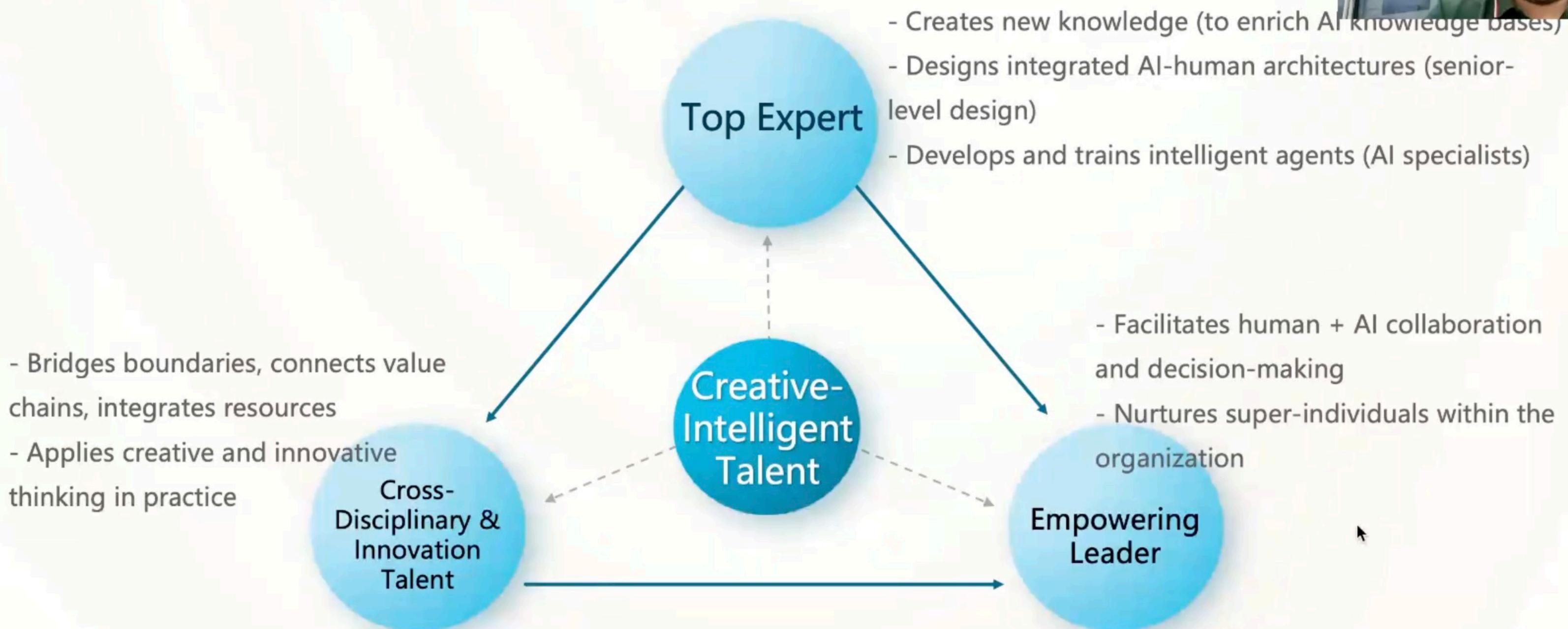
How to Identify Future “Super Talent”



Super Talent = A self-evolving, learning-powered “super individual.”



What roles can these new individuals grow into?



Creative-Intelligent Talent: Those who possess the ability to solve complex problems with originality.



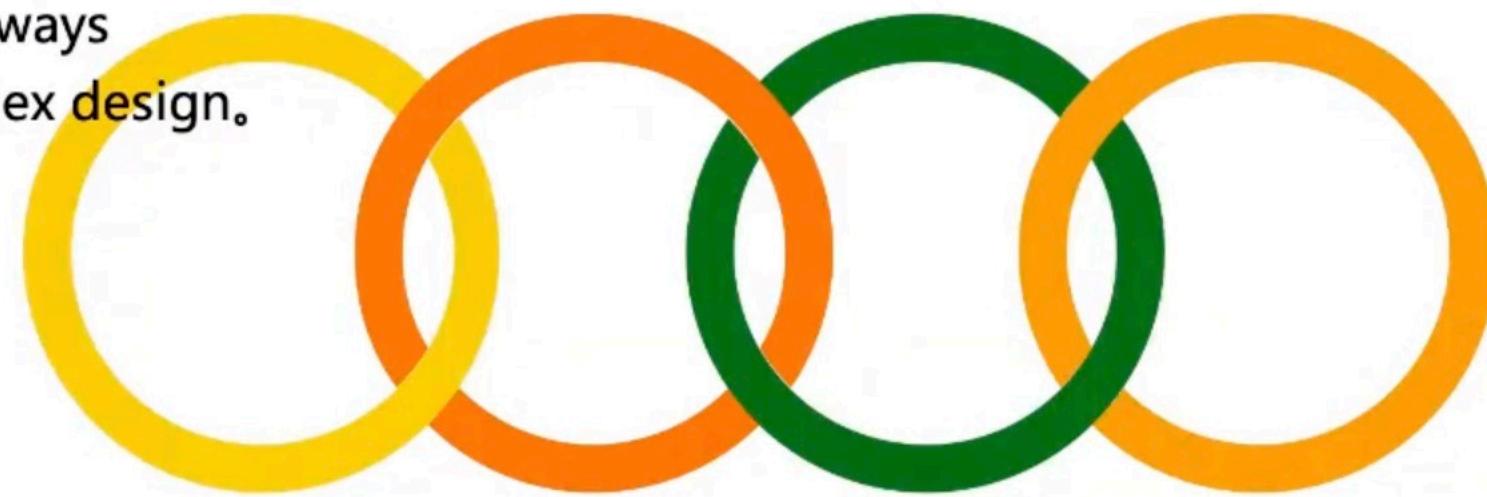
Four Principles for Organizational Structure Design in SMEs

Optimizing the Structure to Enable Productivity

Simplicity & Effectiveness

01

- limit decision-making layers to a maximum of three
- Minimize decision-making pathways
- Avoid excessive or overly complex design.



Agility & Responsiveness

03

- Structure adapts quickly to business changes
- Maintain organizational flexibility
- Prioritize decision speed over perfect decisions

Clarity of Accountability

02

- Each role is tied to clearly defined outcome ownership
- Alignment of authority, responsibility, and rewards
- Eliminate overlapping responsibilities

Cost Efficiency & Control

04

- Avoid managerial redundancy
- Balance between multi-role assignments and specialized functions
- Allocate resources with a focus on operational efficiency

Team Deployment – Overall Framework



1. Assess the Team

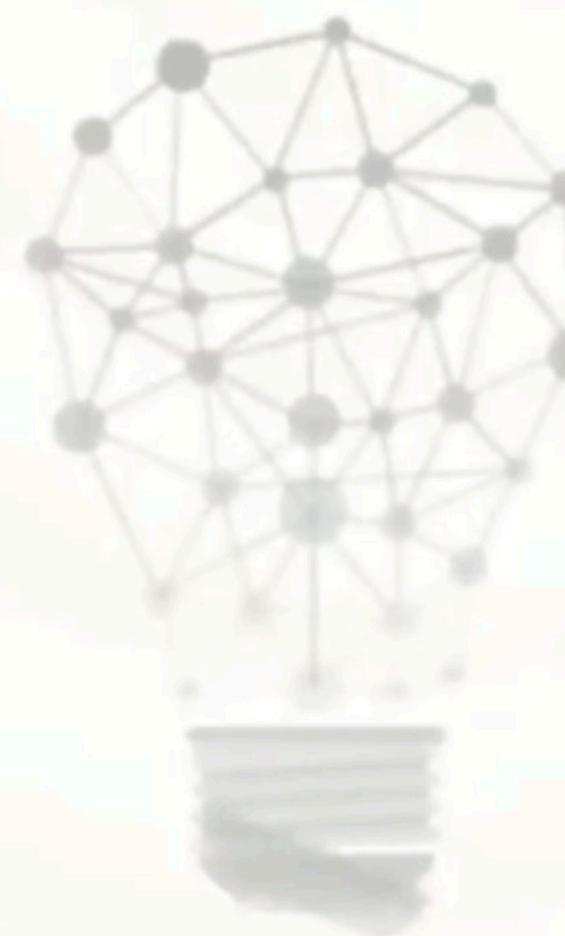
Develop a talent strategy based on business priorities and team review

- Evaluate whether team structure and capabilities are appropriate
- Assess if the talent pool is sufficient

2. Appoint the Right Leaders

Find the right team members—those who excel beyond expectations

- Clearly define the type of talent you need
- Review the current capabilities of team leaders



3. Optimize Talent Deployment

Place the right people in the right positions, shifting from task-based staffing to people-based deployment

- Talent deployment philosophy
- Managing talent fit and challenge

4. Build Complementary Teams

Leverage team composition to balance strengths and weaknesses

- Build diverse and complementary teams
- Unlock the team's full potential



Appoint the Right Leaders

Leadership

- Strategic alignment (vision, mission, values)
- Mental strength, cognitive ability, execution capacity

Values

Alibaba's Talent Philosophy

- Intelligence
- Optimism
- Integrity
- Self-reflection



Professional Competence & Experience

- Industry background
- Functional expertise
- Track record of performance

Personality Traits

- Individual characteristics
- Potential (malleability)
- Motivation and drive for achievement

What Do You Look for When Selecting Talent?

Zhang, Yong
Former CEO of Alibaba

"Whether a person is willing to embrace new things and accept different ways of thinking—Inclusiveness and learning agility are extremely important."

Chen, Li
Former CTO of Alibaba

"Smart, optimistic, grounded, self-reflective—and on top of that, genuine, responsible, and open. These are the qualities I truly value."



Optimize Talent Deployment

- Shift from task-oriented staffing to talent-oriented deployment
- Recognize strengths and assign accordingly
- Trust the capable, challenge the questionable
- New hires handle established tasks; experienced staff tackle new initiatives
- Each layer manages and evaluates the layer below
- Strong leaders build strong teams
- Remove those who are not a good fit



Put the right people in the right roles:
Balance between the person and the position, the individual and the task

Four-Stage Growth Model for SMEs



2. Rapid Growth Stage

Core Focus Scaling the business

Organizational Characteristics Initial layering and role differentiation

Key Challenge Weaknesses in middle management capability

Talent Strategy Combination of internal development and external recruitment

1. Start-Up Stage

Core Focus Validating the business model

Organizational Characteristics Flat structure with informal management

Key Challenge Building the founding team

Talent Strategy Primarily external hiring

4. Transformation Stage

Core Focus Identifying and executing the second growth curve

Organizational Characteristics Transition toward a platform-based operating model

Key Challenge Resistance to change and organizational inertia

Talent Strategy Strategic redeployment of internal talent combined with high-caliber external hires

10 - 100 employees

100 - 500 employees

500 - 2,000 employees

2,000+ employees

Note: Organizational stage should be assessed based on the nature and complexity of the business, rather than employee headcount alone.

Early-Stage Lessons from Alibaba's B2B Development (1999–2006)

