Communication / 沟通机制

1. What we encourage?/我们提倡的是什么?

We want to build up a powerful feedback mechanism for our organization, which facilitates two-way communication. Here are some simple guidances to help:/我们希望构建起强有力的双向沟通与反馈文化,以下是一些能帮助构建双向沟通&反馈文化的指引:

- Give feedback in real time./第一时间反馈
- State concrete, observed facts./基于事实观察,具体地陈述。
- Provide practical suggestions. /提供可行性建议。
- Invite suggestions from the receiver. /倾听被反馈者的建议或想法。
- 2. Current Communication Events/现行沟通机制

Scope	Activities /Events	Remarks				
Product ine level/ 产品线范 围	Supply Chain Townhall	Arrange every quarter./每个季度举办一次。 Update information about achievement, plan, policy. Also to award outstanding contributors and answer questions that employee care most./主要内容是同步产品线的工作成就、未来计划、管理政策等,同时会奖 表现突出的员工以及回答员工最关心的问题。				
	Regual 1V1 Communication/ 规律的1v1沟通制 度	Objective Fred	Objective Frequency		Content	
			Mentors and newcomers: once every 2 weeks		Communicate objectives and progress	
			Reporting Manager and Member: Recommended monthly		Provide support to employees when they encounter problems	
		AM/M an Reporter monthly	d Direct : Recommended		employee's and suggestions employee	
			line Head and developm eporter: monthly			
		目标:双向沟通,提供对于双方的反馈&支持 频率:试用期内,导师和员工固定每两周沟通一次;RM和员工:建议固定每月沟通一次; 沟通内容(参考):目标和进度;员工遇到时所需支持沟通;员工表达想法和建议;员工发展相关				
	Others其他沟通	~0Y < M'	而又付/A)地,贝	工农区运历和建	[以,以上及版作大	
		Problem	Preferred Feed	dback Object	Upgrade	
	项	Problem R&D process, project collaboration, resource support	Preferred Feed TL/P		Upgrade AM/M	
				PIC		
		R&D process, project collaboration, resource support	TL/P	PIC	AM/M	
		R&D process, project collaboration, resource support Division of labor and assignment of tasks	TL/P Reporting	PIC manager manager	AM/M AM/HRBP	
		R&D process, project collaboration, resource support Division of labor and assignment of tasks Ability to ascend Performance appraisal Personal development	TL/P Reporting Reporting	manager manager	AM/M AM/HRBP AM/M/Zhiyong	
		R&D process, project collaboration, resource support Division of labor and assignment of tasks Ability to ascend Performance appraisal	TL/P Reporting Reporting AM	manager manager M	AM/M AM/HRBP AM/M/Zhiyong M/HRBP (appeal)	
		R&D process, project collaboration, resource support Division of labor and assignment of tasks Ability to ascend Performance appraisal Personal development (short term, long term)	TL/P Reporting Reporting AM	manager manager // // manager	AM/M AM/HRBP AM/M/Zhiyong M/HRBP (appeal) HRBP/Zhiyong AM/M/Zhiyong AM/Zhiyong	
		R&D process, project collaboration, resource support Division of labor and assignment of tasks Ability to ascend Performance appraisal Personal development (short term, long term) Business ideas, suggestions	TL/P Reporting Reporting AN AN	manager manager // // manager Al manager BP	AM/M AM/HRBP AM/M/Zhiyong M/HRBP (appeal) HRBP/Zhiyong AM/M/Zhiyong	
		R&D process, project collaboration, resource support Division of labor and assignment of tasks Ability to ascend Performance appraisal Personal development (short term, long term) Business ideas, suggestions Transfer Salary Working atmosphere	TL/P Reporting Reporting AN AN Reporting HRE	manager manager // manager specifications manager specifications	AM/M AM/HRBP AM/M/Zhiyong M/HRBP (appeal) HRBP/Zhiyong AM/M/Zhiyong AM/Zhiyong Zhiyong /The Company Salary Tea	
		R&D process, project collaboration, resource support Division of labor and assignment of tasks Ability to ascend Performance appraisal Personal development (short term, long term) Business ideas, suggestions Transfer Salary	TL/P Reporting Reporting AN AN Reporting HRE	manager manager // manager specifications manager specifications	AM/M AM/HRBP AM/M/Zhiyong M/HRBP (appeal) HRBP/Zhiyong AM/M/Zhiyong AM/Zhiyong Zhiyong /The Company Salary Tea	
ompany evel/全 公司范围		R&D process, project collaboration, resource support Division of labor and assignment of tasks Ability to ascend Performance appraisal Personal development (short term, long term) Business ideas, suggestions Transfer Salary Working atmosphere	Reporting Reporting AM AM Reporting HRE HRE	manager M M manager BP BP BP	AM/M AM/HRBP AM/M/Zhiyong M/HRBP (appeal) HRBP/Zhiyong AM/M/Zhiyong AM/Zhiyong Zhiyong /The Company Salary Teat Zhiyong /	
evel/全	项 Pulse Check and Employee Engagement	R&D process, project collaboration, resource support Division of labor and assignment of tasks Ability to ascend Performance appraisal Personal development (short term, long term) Business ideas, suggestions Transfer Salary Working atmosphere Other problems These are anonymous surveys sent out via em	Reporting Reporting AM AM Reporting HRE HRE HRE HRE UNE HRE HRE HRE HRE HRE HRE HRE HRE HRE HR	manager M manager BP BP BP BP Dyee 2 times pe	AM/M AM/HRBP AM/M/Zhiyong M/HRBP (appeal) HRBP/Zhiyong AM/M/Zhiyong AM/Zhiyong AM/Zhiyong Zhiyong /The Company Salary Tea Zhiyong /	
evel/全	Pulse Check and Employee Engagement Survey Upward Feedback & Peer	R&D process, project collaboration, resource support Division of labor and assignment of tasks Ability to ascend Performance appraisal Personal development (short term, long term) Business ideas, suggestions Transfer Salary Working atmosphere Other problems These are anonymous surveys sent out via em 查。 Peer Feedback is to provide feedback to peers peer better understand his/her strengths and	Reporting Reporting AM AM Reporting HRE HRE HRE during ARE HRE HRE HRE HRE HRE HRE HRE HRE HRE H	manager M manager BP BP BP BP Oyee 2 times pe d closely with. Thas. /Peer Feedl nager. The objet t areas./Upwar	AM/M AM/HRBP AM/M/Zhiyong M/HRBP (appeal) HRBP/Zhiyong AM/M/Zhiyong AM/Zhiyong Zhiyong /The Company Salary Tea Zhiyong / er year. /每年两次的全匿名	

Role	Scope/Business Line	Name/Email	
HRBP	SLS	Cristina Tan cristina.tan@shopee.com	
	FE & Client Team	04.1	
17.08 17:	ID Team	Cristina Tan cristina.tan@shopee.com (Supporting the cooperation between CN&ID) Rani rani.kemalasari@shopee.com (For Local team management and support)	
Nobe	SPX	Tyler Yan tyler.yan@shopee.com	
5,	Quality Management	` (
	WMS & My stock	Aries Huang aries.huang@shopee.com	
	Fulfilment	- shot	
	Retail	Naomi Liu jingwen.liu@shopee.com	
	Algorithm	leipii, Co	
	Data	10	
	Tech		
Admin BP- CNDC	Team building/business trip/employee care related activities	Kiki Zhang mengzhe.zhang@shopee.com	
L&D BP- CNDC	Learning resources and subsidy	Stella Hu stella.hu@shopee.com	