### Competency

*Leadership examples*

For the Huaneng data center platform project, I took the responsibility of two products, which are HANA solution and Metadata Management. However some colleagues were not familiar with the HANA solution or Information Steward’s functionality. I had to lead them to complete this work successfully.

Firstly, I should be well known about the key client’s business requirements and their working process. The key solution in this phase was the client’s interview. To understand the business demand of the data center project, I should ask the relevant questions and lead the clients show me their whole business operation process. As a trainee, I was lack of the ability to a successful interview because the client’s always were the leaders in each department. The most things I could do in the interviews was learning from the PM and other experienced consultant. But now, I master the essence of leading an interview: Listen much and talk less, ask and discuss key problem. The second step was the key phase, designed the data structure for future reporting, which mostly depended on the clients business process logic and data quality. I clarify their business process, data flow, and the source data models in SAP ECC or SAP BW etc. During this phase, I always lead the call conference with the clients from data centers to exchange our idea frequently. I reported my design and results to them proactively, and tried to get some feedback. The last step was the data modeling. When the rules are created, there should be the data evidence to support them. In order to complete this step, source data system business data was very important. Every departmental responsibilities and workflow have no standardized set of data. Here, as a consultant, I must lead the client to collect the data and describe the data requirement in standardized form clearly. I made some requirement documents to client and gave their instruction. In leading the data collecting, I had to continuously push them and demonstrate the objectives of this job. In leading the data collection, I found that the clearly demonstration was very important. Only could I give the clearly description on the key problem, the clients can understand how to work. As the work moved forward, I keep on the key skills on the leadership in working with clients gradually. My capability of leadership had been great improved. I performed very well in this project and the clients gave their satisfaction. As one of the team member, I learn the process and theory, which is very important knowledge for a trainee’s growth.

1. *Embrace challenge*

IBM is in the business of taking on complex situations and challenges. The mission of IBMers is to make the world work better – from daily breakthroughs to world – changing progress. So we focus on the future and embrace the hard challenges facing our teams, our clients and our communities. We see opportunity in complexity, and are skilled at identifying the central issues and charting a path forward. We take personal accountability for transformative outcomes – and our belief in progress inspires others to rise to the challenge with us. Challenges can be everywhere within project. Challenges sometimes can be the implementing technical issue, For example, in Huaneng data center platform project, our customer require all the data changing in data source must be reflected into HANA platform or BI platform in real time. This will significantly impact the source system performance if there are above 150 tables to be SLT simultaneously. So after our team discussed this issue, we decided to clear which data are need to be in real time monitor and which are not. For the less amount of transaction data we will use SLT, the other data we will manipulate in data service software to handle the asynchronously data input. In practice out plan worked successfully, actually, we had prepared the second plan, that partition the tables with large amount of size. This can also dramatically reduce the time cost for database engine to search for a specific record across whole large table. Challenges sometimes can be quested from our customer. As our project planned, the first milestone is just to finish the data foundation parts which mean build all Huaneng industrial module attribute views, the customer require us give out report which consists of attribute views, analytics view and calculation view for their leader. This means the work load and cost time beyond what resource we have. On one hand our project manager had to negotiate with customer to explain the reason we have to extend our project finishing time, on the other hand, we have to catch time to finish some demo for reporting as soon as possible. After the negotiation, IBM and Huaneng customer had made the agreement that we only have to finish 3 reports for them until end of the month, thus we have the balance in time and resource, and the most importance is we make our value and satisfy the customer.

*Setting and achieving priorities*

The reason why IBM could keep among in the world top enterprises is just because we consider the clients' needs as the most importance thing. As an IBMer, I also take this as a rule when I carry out my project. Here is the example when I was in PetroChina project. As we know, we take our target into four different catalogs: important and emergent, important and not emergent, not import but emergent, and not important and not emergent. Basically we setting and achieving priorities following that rule. We always choose the thing which is in important and emergent status done first, and later we considered other priorities. In Huaneng data center platform I once came across such kind of priorities choose. Our team leader would assign us a lot of work at the same time, some of which had deadline and some of which didn’t have. And the jobs within deadline catalog, some of them need I to arrange some meeting, otherwise I can just handle it by myself. So I will put the important and meeting needed job into my agenda for the highest priority, later I will inform the stakeholders to come to the meeting in the future. And then I will solve the important problem which only needs me secondly.

*Solution ownership*

It is the first time and first practice of China for Huaneng client to cooperate with IBM and also the first time for IBM to implementing in-memory data analytics technique with an energy company. Both client and IBM will benefit a lot from this project. On one hand, Huaneng group can increase data management level with the help of IBM; on the other hand, IBM can acquire experience and solution in Huaneng data center by serving the energy comapany leader. In this project I’ve learned a lot of business knowledge and more technical knowledge from the implementing.

*Positive attitude*

In the past year, I accepted the challenge again and again, and overcome difficulties with my positive attitude.When I joined in my first project which was about a SCM strategy planning project for CMCC, I have no experience to deal with the client problem independently which causing me tremendous stress at that time. Even so, I have to perform as an expert with professional knowledge and rich experience. So, I'd like to express my thanks again to my colleague who is a procurement specialist and also gave me plenty help and courage making me smoothly overcomes those difficulties. Although I only attended this project for only three months, I worked with client independently made me grow fast, and began the transformation from graduates to professional consultant. My second project is a both about business and technical project about ERP application system integration, in PetroChina project. I was also not familiar with IT system structure planning in SAP basis like building enterprise service business , business process management, web portal etc, which needs me to start learning things that in large spectrum. I was a little worried about the limited professional knowledge I’ve learned. But I learned the concept of those thing’ in a very short time with PM and his colleagues’ selfless help. Then, I found that if one wants to be a qualified consultant, he must master the basic knowledge of business, because the business give you the logic and let you know how your technical going to be implemented. It was a big challenge for me due to lack of business background. I learnt this after working time, and tried to continuously study and use in work. My third project is about technical solution for Huaneng group, which was totally a new area. In this project, the colleagues were come from business team, which had a different work style from technical consultant. With the experience from the first two projects, I quickly integrated into this collective, rapidly learned the preliminary research information of the project and independent dealing problems with confidence. I really want to give my thanks to whom gave me great support, mentor, PM and colleagues. I also thank a lot for my boss, who arranged these projects for me. Now, with positive attitude, I am not feared with new things and challenge.

2. *Collaborate globally*

IBMer are global professionals and global citizens – and must therefore be skilled at collaboration. We think and work shoulder – to shoulder with other – across the boundaries of teams, disciplines, organizations, countries and cultures – to achieve the right outcome. As the human dimension of a globally integrated enterprise, we build our own networks of experts – and we encourage our colleagues to use the collective intelligence of their network not just to get work done, but to identity what needs to be done and to take collective action. We see our networks of global citizen not just collections of individuals, but as a collective leadership force creating the full promise of IBM to transform the marketplace, society and the world. Actually when I took my job in IBM I was already in the atmosphere of IBM’s global collaboration. For example, as I am a SAP consultant, I am enrolled in the IBM GBS SAP Global Community where all the global colleagues can have question, have solution, help others to solute problem and have opportunity to take part in many kinds of training or lesson which was held by IBM or the third party. This virtual community makes a significant usage for us to grow up quickly and think together. Another example present the collaborate work in our project is that, we usually are lack of advanced best practice for current project, so we have to invite IBM global industrial professionals to fly in our team and share their thoughts about what they say as a authority leading the industrial trend. Because GCG is belong to the growth market, so many technical and business implementing we are in short of, but it is not a problem for the company as IBM, which operates running and growing for hundred years for now. IBM holds the collaborative principle to give its colleague the stage to work together and surpass any difficulty. Such global professional human source improved our project a lot and helped both IBM and Huaneng to achieve goal and value.

3. *Influence through expertise*

IBM’s value proposition and business model are grounded in delivering expertise. So we continually deepen our own and our colleagues’ knowledge and eminence – as professionals, as collaborators, as leaders, as fully realized IBMers. We develop our skills and careers through feedback, coaching, mentoring and challenging assignments – within IBM and in the communities where we and our clients live and work. And we take personal responsibility for developing IBM’s thought leadership, both inside and outside our organizations. The expertise concept which is by my understanding is to analyze and solute one problem using certain methodology and systematically. A answer cannot be just come from your subjectively thinking, also need deep insight and evidence related to sort of methodology like professional guide, theoretical analysis and even other professional’s experience. For instance, in Huaneng project, normally I will come across some problem that needs to be solved. In the every step of process of solution, I have to validate the content according to the standardization and finding each of them matches the original idea of developer’s method. Sometimes when I didn’t fully understand or learn the every detail of original’s idea, I might mislead the project to a bad outcome. Because I was the only person who took in charge of the IS part, if I didn’t figure it out, other colleagues and customer would be mislead too. And thus such bad outcome would be amplified that far than I can imagine. So I have to work at the validation process very carefully and prepared many support document including professional document, presentation document, and best practices. Then every step of my work will be reasonable, readable and solid. That’s outcome is what exactly customer want.

*Demonstrating Expertise*

Lots of people including me find themselves in this situation when they are just getting started, go in a new direction or a filed in some project for a company. The best way to prove you have something of value to share is to share it. That’s true whether you’re just getting started or you’re an established leader in your team. In fact, you can always rely on these principles as you build your business, but there’s no question they are the launching point when you have no customer stories to add further documented proof. My principle one is: start sharing your expertise and point of view on your own report, start up the partnership with your colleagues and seek out no matter how large or targeted, and start presenting your point of view. Building your reputation and community through this path takes time and patience, but it’s the surest way to create a strong foundation and attract the right kind of client. If you’re still in the “thinking” stages of your start up, don’t wait, start right now so you can begin to build some momentum before you’re wondering where your first implementing to come from. Here is a good example when I am in Huaneng data center platform project. At that time, I am under implementing metadata management work for Huaneng data center, there was no colleague to record the whole work process or presentation for us. Of course I was in charge of metadata management stuff, so I decided to write a report and present it to our customer. The outcome ran well, they accepted it, which means our customer bought in what we did before. So don’t forget to collect and align our outcome although the whole way of work process is long and dark. From above I can tell when I have finished some work in a milestone, reorganize it, remember it and publish it.

*Developing Self and Others*

In Huaneng project, I am in a small group consists of several people, project manager assign one of them to be my supporter, and he will help me dealing with SAP basis work (database set up, different systems connection). At the beginning time before the implementing, we call it blueprint stage, which allowed us to have sufficient time to develop ourselves and to learn a lot of thing related to the project for the implementing work following on. I’ve mentioned that project manager gave me many books to read which is good and significant useful for the following implementing stage. I read them, research them and try to figure out the every piece of them even seems to be easy, several weeks later, I could master them and create something else from the elementary which I have the foundation aggregated before. I understood that the most valuable thing is not just copy knowledge from the original, it is more important that you can facilitate them, comprehend the core principle and to create more thing which may beyond the original. Such legacy made me and made IBM to be successfully all the time I think. I like discuss issue and share my idea with the supporter I mentioned, although we are in two different professional field and having different knowledge background, but he is my soul mate and the one I can challenge him or let him challenge me. By this way, we both grow up dramatically. I taught him what I was conducting and pass him my knowledge which could help him finishing the work, or even can broad his future career life in brand new view.

*Mentoring*

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4. *Help IBMers succeed*

The IBM brand is about IBMers, and how we show up in the world – not just client – facing IBMers, but all of us. So we each strive to bring our best selves to our work. And we are in the service of the success of others – ensuring they have resources, ongoing support and clear milestones. We take the time to share insights and discuss the challenge in front of us. We anticipate and remove obstacles and prevailing practices that are holing people back. We acknowledge other’s contributions, champion their ideas, and help each IBMer find his or her own motivation. We create an environment in which our colleagues feel a sense of purpose and engagement, and which draws on their own strong desire to act. Company's success is composed by employee's success. IBM attaches great importance to the spirit of team work and knowledge sharing. Helping colleague success is very important for the development of company. Meanwhile one can get the resource by helping the colleague overcome difficulty. In the past one year, I participated in different projects and learnt from different colleagues with their own strengths. This made me quickly absorbed a lot of knowledge of the essence within a year. This is the reason why IBMers always have strong fighting capabilities. I have learnt the C&P industry knowledge, SAP HANA skills and SAP ABAP skills by now. Even in the current project, when I encountered a new problem, I can find colleagues to help me who in the previous project. For example, when I was assigned to Huaneng Data center platform project, I asked the PM in previous project for SQL knowledge. Similarly, I also shared my own knowledge and skills to colleagues to help them make progress together. The one of the most memorable experience is that I helped a key customer solved her personal computer problem which was a big trouble to her with my technical background. I also shared the information technology skills to her and our team members. This issue help us quickly established a mutual trust.

*Motivation*

In Huaneng data center platform project, our project manager often organizes some gathering or meal for us to share some idea that we want to talk about for the project. I usually talk everybody that where my short is and some successful story or even some funny joke happened in the project. I am the one who lead us the happy atmosphere and let everybody open their mouth, and I often appreciate some one’s help to me and admire someone’s advantages. Winning as a team is one of the great motivators of employee performance.

an effective team player should deal with other people in a professional manner. At the end of each stage in project, my commitment was all about winning, not in the mistakes and short stages existed in project but about seeing the team succeed and knowing everyone contributed to this success

*Resources and Support*

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*Clarity*

In Huaneng data center platform project, as a model team leader, I made team weekly report to my project manager. The content will be this week’s finished work and next week’s work plan. And every Thursday all the model team members will participate a weekly meeting as well as Huaneng data center platform project leads and every team leader will give a short report for the leaders. Such effort clears the expectations and goals for ourselves, inform others on our work priorities and updates, tell those our next work focus, arrange the work responsibilities well to let members know what exact they will pursue in next step.