

如何在人力资源四大模块 (选、用、育、留)中 运用智慧模块

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2014年 5月 8 日



71%

的受访高管认为，“人力资本”
是他们持续经济价值的最大来源

哈佛商业评论杂志文章，
2013年6月

The Big Idea

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TOURS OF DUTY

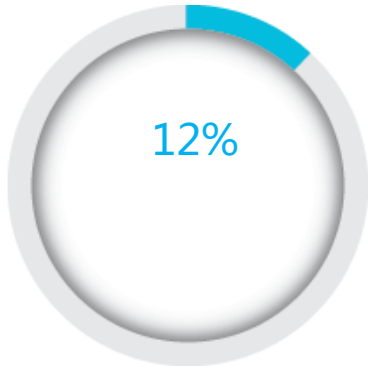
THE NEW EMPLOYER-EMPLOYEE COMPACT

BY REID HOFFMAN, BEN CASNOCHA, AND CHRIS YEH

FOR MOST OF THE 20TH CENTURY, the compact between employers and employees in the developed world was all about stability. Jobs at big corporations were secure: As long as the company did OK financially and the employee did his or her job, that job wouldn't go away. And in the white-collar world, careers progressed along an escalator of sorts, offering predictable advancement to employees who followed the rules. Corporations, for their part, enjoyed employee loyalty and low turnover.

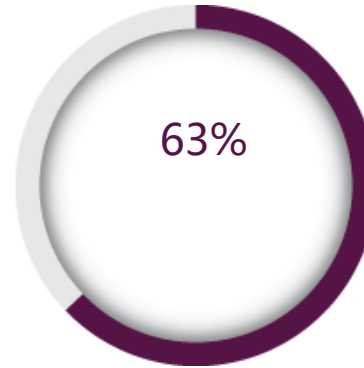
PHOTOGRAPH BY STEVE GRANITZ

1. 社交商务在工作中盛行 The rise of social in the workplace



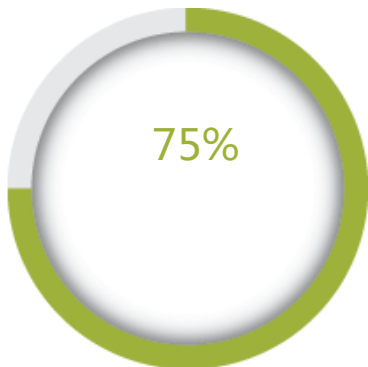
生产率提高
Productivity
increase

2. 大数据和分析的兴起 The rise of big data & analytics



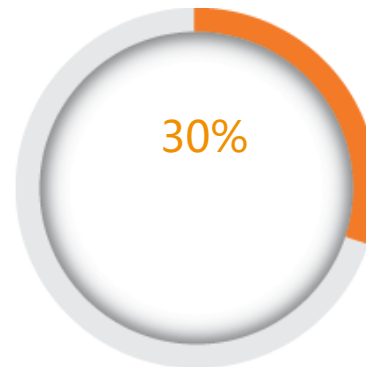
视为一种竞争优势
See it as a
competitive
advantage

3. 移动科技的迅猛发展 The rise of mobile technology



迄今拥有移动设备
Have a mobile device
today

4. 独立工作者的崛起 The rise of the independent worker



自认为不是白领或蓝领，
而是无领员工
Consider themselves
not white or blue
collar, but no collar
employees



企业的困惑

- 某些岗位招不到合适的人
- 无法创造最佳的工作环境
- 很难提供有效的绩效管理机制
- 很难留住人才，特别是最佳员工
- 不知道如何做到人尽其才

员工的烦恼

- 找不到完美的工作，有时候甚至找不到工作
- 不了解拥有或需要提升的技能
- 从事他们并不适合的工作
- 当需要他们付出更多时,却停滞不前
- 无法全身心投入,去发挥全部的潜能



如果我们可以利用大数据的力量、人性的洞察和人类行为的分析、员工解决方案以及社交和移动技术，我们就能把员工和雇主集合在一起开创更有意义和价值的工作，
以推动业务增长。



IBM's DNA

We've always done big things for Organizations



Our Impact

Reinvent Work

我们把这称之为 “智慧团队”。



Market Opportunity

71%

CEOs

Workforce

Replacing Guess with Science, Data and Precision



Smarter



公司创立于: 1987

员工人数: 约4000人

公司总部: 美国宾州费城

全球规模: 33个办公室分布于世界各地

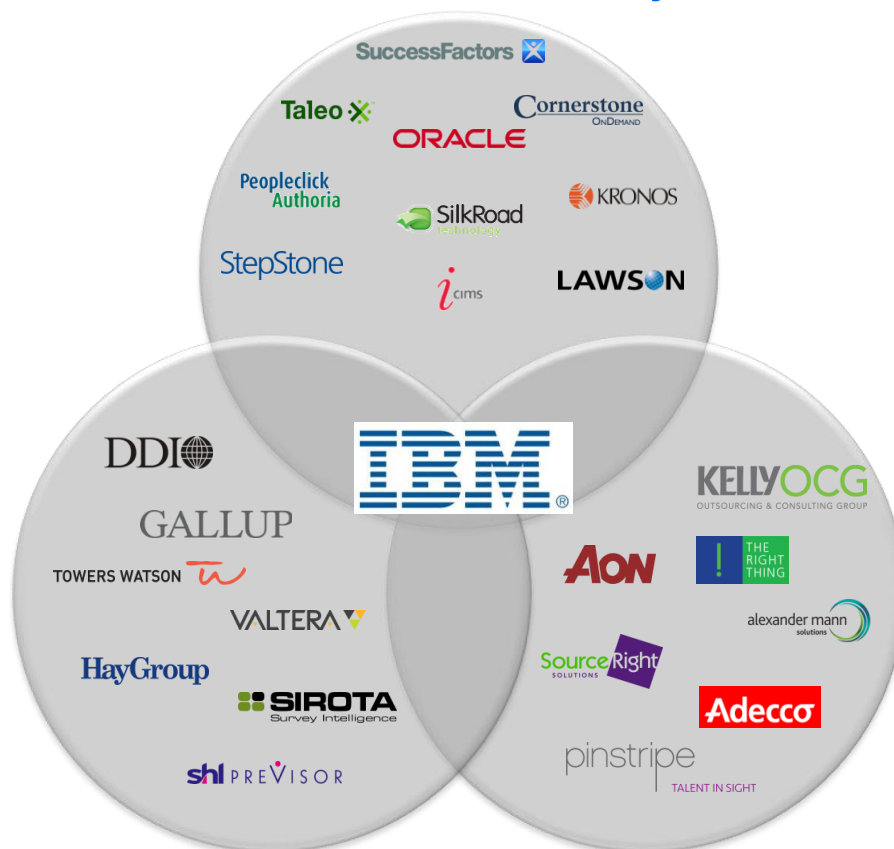
NYSE 上市 (2011) : KNXA

NASDAQ上市 (2005) : KNXA

IBM 智慧团队 (Smarter Workforce) 在HR行业内树立了行业标杆，
是业内唯一可以覆盖“软件系统+数据内容+专业服务”三个领域的专业公司。

Industry leader, the only player in all 3 areas: Software, Data and Professional Services

软件系统 Software System



数据内容
Data Content

专业服务
Professional Services

智慧团队解决方案 | 用精准代替猜测



IBM Smarter Workforce

吸引最优秀的人才，
提高员工生产力

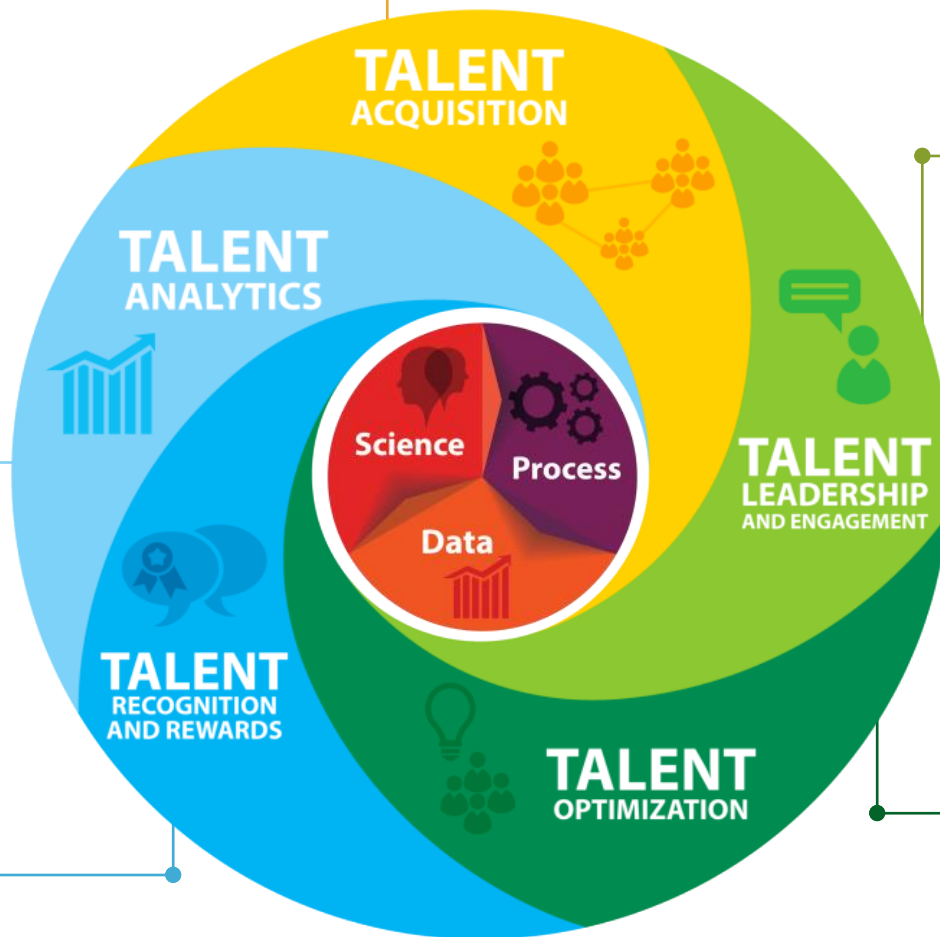
- 雇主品牌
- 人才招聘
- 招聘流程外包
- 员工测评
- 入职体验

用大数据分析，
帮助企业决策

- 统计报表
- 预测性分析
- 认知性分析

明智地投资员工

- 薪酬管理规划
- 员工认可与奖励



聆听员工对企业的想法，
激发员工积极性

- 领导力调研
- 领导者培育计划
- 员工敬业度调研
- 岗位继任者计划
- 移动终端问题返回

帮助员工快速找到
需要的信息

- 社交化学习体验
- 学习平台（在线学习平台&学习课件制作平台）
- 绩效管理
- 社交化沟通

“智慧团队” 方案一览



IBM Smarter Workforce

Kenexa offering IBM offering IBM Research asset IBM Internal practice Future Idea



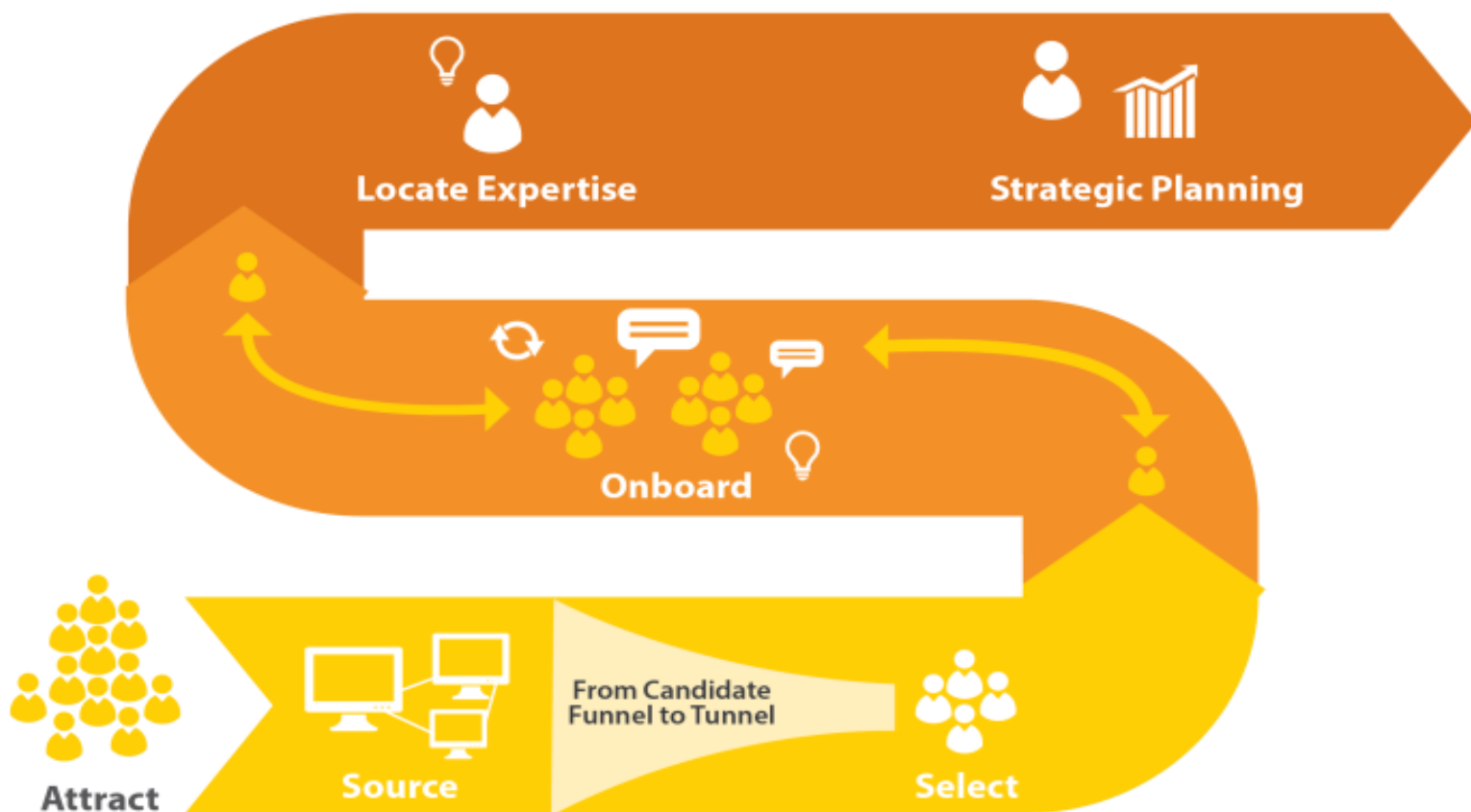
1. Select more people like your very best performers.
2. Maximize the performance of those individuals.

1. 适人适岗

2. 最大化激发个人绩效表现



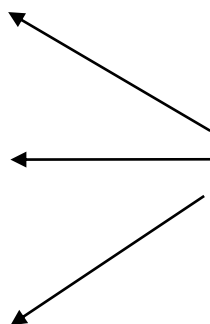
通过精确度和科学吸引正确的候选人担任正确的职务，并运用社交工具让他们更快地有产出



人才招聘面临的趋势



IBM Smarter Workforce





Cabela's

最佳绩效员工
每工时的销售高出

9.3%

集合高度敬业、完全发挥能力的员工和与关键角色相匹配的领导者的力量，优化企业绩效

- 获取员工的情绪、敬业度和能力的关键驱动因素，和领导能力来直接接影响企业绩效。

- 积极紧密地管理和利用企业文化，维系一个强大员工价值体系，直接对员工产生工作的意义

- 得益于真正多元化的工作环境，企业文化让每个人充分发挥潜力

- 采用基于分析方法选择和衡量领导能力，技能和喜好，直接告知潜在的领导者，确保有匹配的继任规划

- 对个人当前以及未来所需的领导技能，个人发展机会和具体能力得以进行精确的匹配

- 利用全面敬业度测评中所获取的信息并直接付诸行动，敬业度越高的员工同时也是良好的员工、家庭成员和公民。

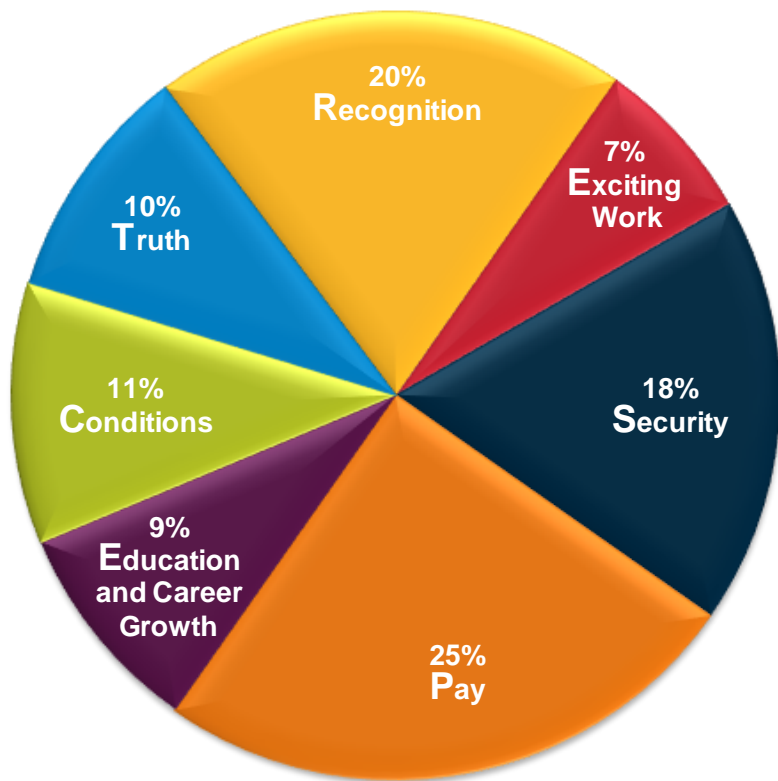


Smarter Workforce 强大的学术数据支持

GLOBAL

CHINA

- R
- E
- S
- P
- E
- C
- T



The 'replacement cost' is generally made up of the following:

- recruitments costs
(advertising, agency fees, candidate travel etc)
- on boarding costs (some roles require medical checks, police checks etc)
- training costs (time taken to get the candidate trained to do the job)
- performance lead in time
(the time it take the candidate to actually start delivering value in the job)
- exit costs
(any costs associated with the candidate tresigning)
- performance downtime
(the value lost to the organisation between job holder resigning and new candiate being hired)



AMD “educated, armed and supported” its worldwide sales team with the information, expert support and insights it needed to do their job effectively.

Empower the right people to do the right job

25%

reduction in time spent looking for information. Streamlined and reduced to 8.7 hrs / YEAR!

A social LMS helped to significantly reduce the time it took AMD’s salesforce to find information, exceeded their training completion goals and better enabled their salesforce to **SELL** with the right tools for the right scenario at the right time.



IBM SWF 全球客户



IBM Smarter Workforce

Financial Services



Technology



Travel / Transportation



Energy & Manufacturing



Entertainment & Services



Healthcare



Retail & Others



Defense



 Business Process as a Service

Enabling business transformation



SmarterCommerce

SmarterAnalytics

SmarterCities

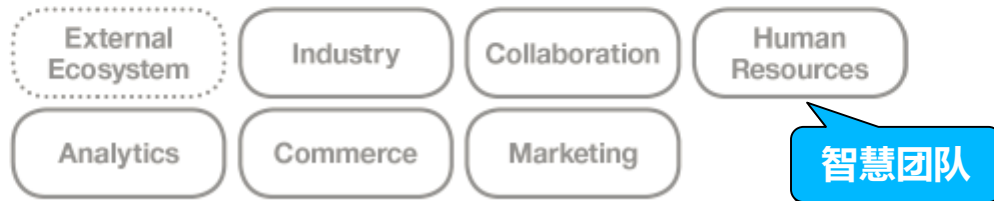
SmarterWorkforce

Watson solutions

Software solutions

 Software as a Service

Marketplace of high value consumable business applications



 Platform as a Service

Composable and integrated application development platform



Middleware Services

 Infrastructure as a Service

Enterprise class, optimized infrastructure



SOFTLAYER

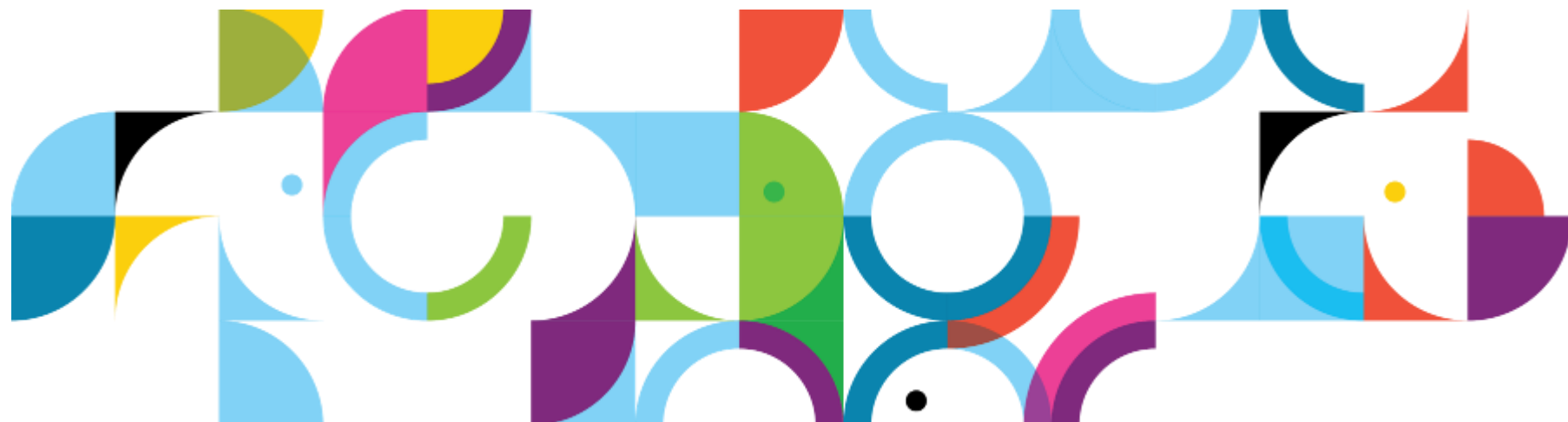
IBM SmartCloud Enterprise +

最后.....

在这样一个计算机的新纪元，当企业价值来自于IT在企业之外的延伸，我们将...

- **塑造完成工作和创造价值的方式，成为工作伙伴和思想领袖**
- **通过让客户创建智慧团队，提升客户的生产力**
- **提供解决方案，使未来的首席人力资源官更强大**

THANKS !



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