



10 - 12 MARCH 2010

TRACC  
global conference  
SHANGHAI



Fast TRACK PEOPLE DEVELOPMENT for continuous improvement



People Development for Continuous Improvement

HC Kwok





So, what does the world think .....

- Google : 1,620,000 hits for “People Development for Continuous Improvement”
- ASTD : 1,840 hits
- Corp University Xchange : 10 hits

?

?

?

People Development =

Continuous Improvement

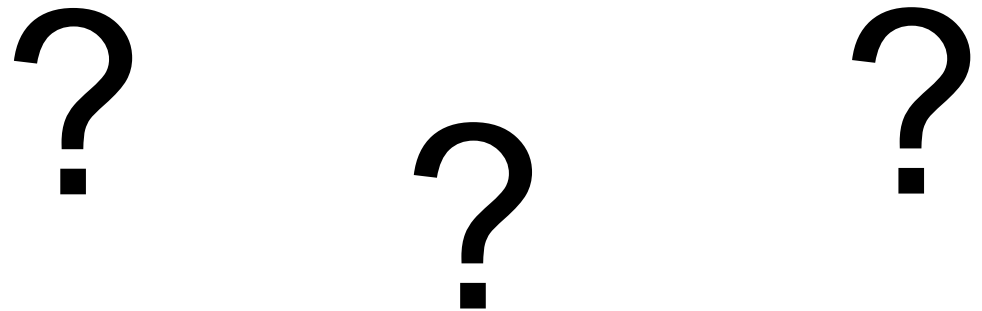
?

?

?



**People Development**  $\times$  (other-factor1)  $\times$  (other-factors=2)  $\times$  (other-factor3)  $\times$  (.....)  $\times$  ..... = **Continuous Improvement**



- Understand People Development options
- Framing the People Development strategy
- Critical Success Factors
- Emerging Trends in People Development

Hire

On-Board

Development

Growth

Exit

## Functional – task completion

- Orientation
- OJT
- GMP
- FCPA
- SOX
- Ethics
- Compliance
- Safety
- User Training
  - Systems
  - Tools
- Functional Competency Certification
- Product & Process

## Developmental – Capability Building



- Culture
  - Presentation Skills
  - Confrontation
  - Change
  - Challenge
- Remedial
- Growth
  - Talent Development
  - Leadership Development
  - Managerial Development



## BUSINESS HORIZONS

Horizon 1	Horizon 2	Horizon 3
<p style="text-align: center;"><b><u>OPERATORS</u></b></p> <ul style="list-style-type: none"> <li>- Deep expertise.</li> <li>- Strong drive to hit targets and meet plans consistently</li> <li>- Disciplined organization</li> </ul>	<p style="text-align: center;"><b><u>BUSINESS BUILDERS</u></b></p> <ul style="list-style-type: none"> <li>- Entrepreneurial desire to create</li> <li>- Comfort with ambiguity &amp; change</li> <li>- Top line focused, sharp decision mallets</li> </ul>	<p style="text-align: center;"><b><u>VISIONARIES</u></b></p> <ul style="list-style-type: none"> <li>- Champions</li> <li>- Unconventional thinkers</li> </ul>
<p><b>People Development</b></p>	<p style="text-align: center;"><b>Capability Development</b></p>	

Talent Management

Leadership Development

Enabling Culture

1. Do you know who your top talents are?
2. What are you doing with your top talent?

Talent Management

Leadership Development

Enabling Culture

1. Do you know who your top and potential leaders are ?
2. What are you doing with them?

1. Employees are responsible for their own career
  - Organizations are responsible for employee development
2. Development is in the eye of the employee

- Principle of Adult Learning
  - Adults must want to learn!

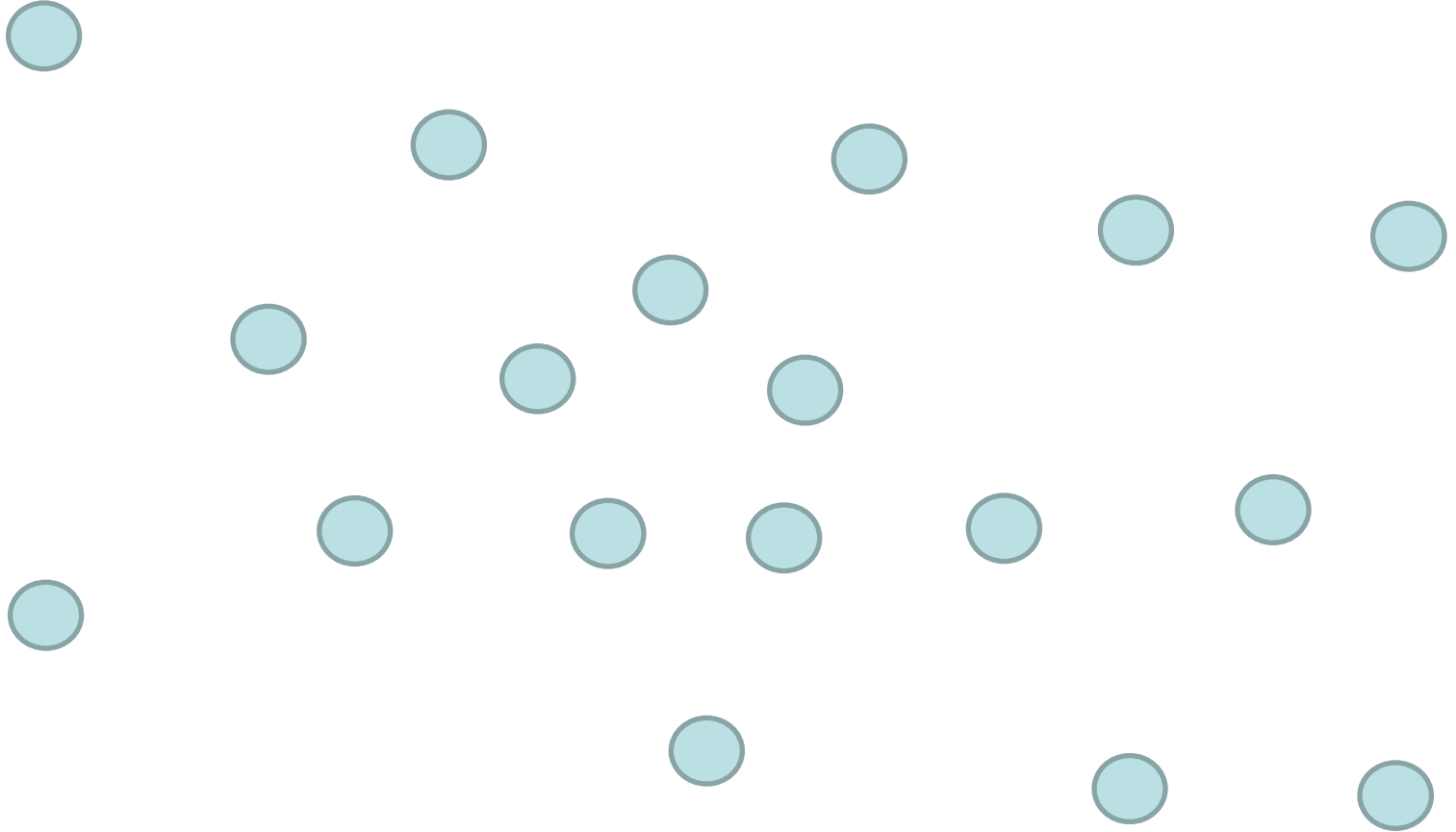


Creating self awareness through effective \_\_\_\_\_

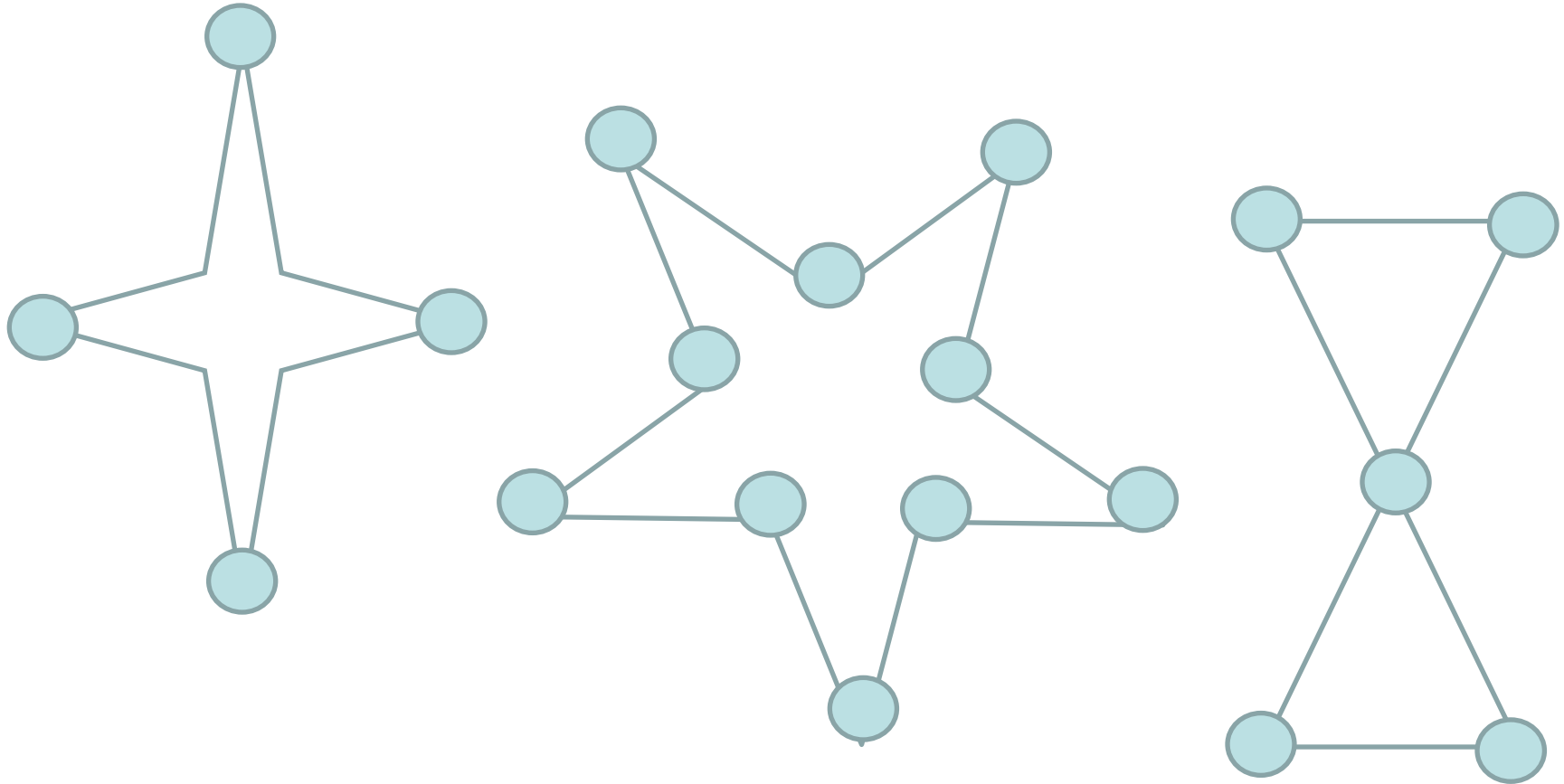
is the most effective way to drive adult learning.

Therefore, leaders and managers must practice effective \_\_\_\_\_ to drive self leadership.

# Creating the learning culture

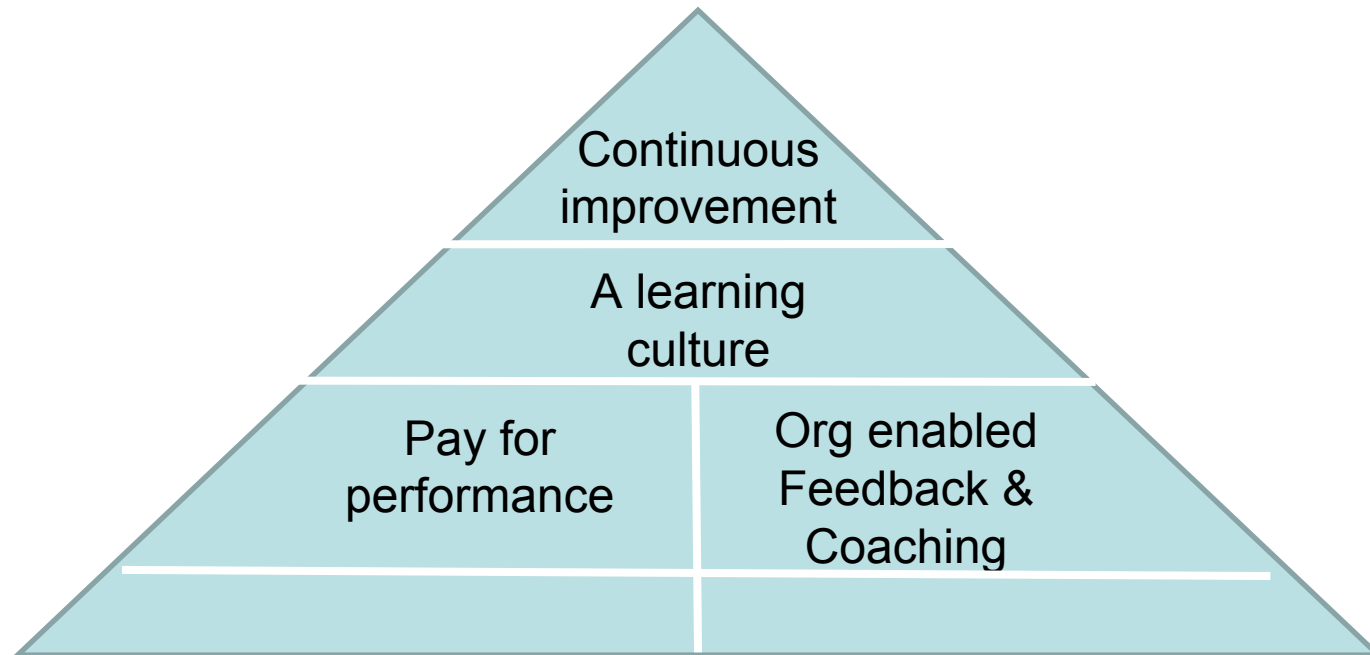


# Creating the learning culture



Connecting the dots of learning and training into a picture of progress is a critical success factor in people development

- 1) Leaders & managers must practice the habit of **feedback** to build self awareness
- 2) Leaders & managers must build a learning culture through the habit of **coaching**
- 3) Pay for work done, **reward for performance**



1. Human-technology hybrid
2. Leaders as teachers
3. Social Learning

The ultimate competitive edge is your organization's ability to learn, un-learn and re-learn faster than your competitors



10 - 12 MARCH 2010

**TRACC**  
global conference  
SHANGHAI



Fast TRACK PEOPLE DEVELOPMENT for continuous improvement



Thank you.

