

Workshop Topic: Building a Winning World Class Team

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Heidrick & Struggles

 **ERNST & YOUNG**

Quality In Everything We Do





HEIDRICK & STRUGGLES

- World's premiere provider of executive search and leadership consulting services, including talent management, board building, executive on-boarding, and M & A effectiveness
- The first major search firm to obtain a licence in China. Greater China offices include Beijing, Shanghai, Hong Kong and Taiwan
- We have always been involved in building leadership teams at investee companies. Google is the most high profile
- In China, we have been involved with:
 - Asia Info
 - UT Starcom
 - Eachnet
 - Linktone
 - Alibaba
 - BCD Semi
 - Harbour Network
 - Solarfun
 - China Cable Media Group

STANFORD / H & S RESEARCH STUDY

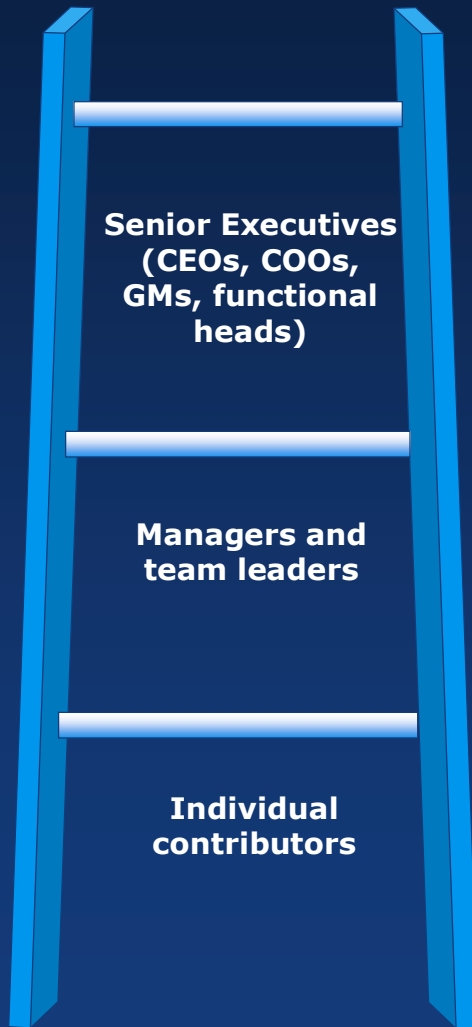
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Talent Challenges Observed in China



Performance Challenges

- Keeping pace with market changes
 - Weathering a fiercely competitive domestic market
 - Managing regulatory risk
 - Recruiting and retaining talent
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- Understanding market needs clearly
 - Collaborating with overseas colleagues or customers
 - Balancing competing organizational demands – e.g. technical constraints, market needs
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- Delivering results

Capability and Experience Gaps

- Exposure to multiple functions
 - Managing growth over \$50 million in revenues
 - Evaluating and developing talent
 - Performance management
 - Managing other managers
 - Exposure to global best practice
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- Managing/motivating individuals and teams
 - Influence skills
 - Taking the initiative
 - Exposure to world-class marketing methods
 - English language skills
 - Familiarity with the global economy
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- Working knowledge of English
 - Willingness to surface problems, ask questions, challenge others' ideas, brainstorm



Strategies for Building a Winning Team

1. Get performance management right

- Set a clear example for your people
- Set clear, measurable goals and delegate responsibility for results – the remedy for excessive micro-management
- Create consistent processes from top to bottom
- Drive for detail during progress reviews without controlling the how's

2. Build a performance culture

- Communicate big-picture objectives relentlessly
- Recognize and reward behaviors that matter most in the business
- Provide formal and informal feedback to individuals

3. Manage the talent pool actively

- Identify organization's key talent and understand their goals, desires and needs through regular talent reviews
- Give key talent the right development support (mentoring, developmental assignments, etc.)
- Monitor turnover and underlying drivers

4. Strengthen the human resource function

- Hold HR leaders accountable for developing processes, aligning them with business objectives, and creating performance culture
- Professionalize recruitment and training
- Bring in outside help if necessary

