

Building A High Performing Organisation

建立一个高效的组织

About COE 关于悟为（北京）管理咨询有限公司

What is Organisational Development? 组织发展是什么?

- ❑ Organisational Development (OD) is concerned with the performance, development and effectiveness of human organisations.
- ❑ 组织发展(OD)是组织业绩，发展和有效性的集合
- ❑ OD is a strategy intended to change beliefs, attitudes, values and structures of organisations so that they can better adapt to new technologies, markets and challenges.
- ❑ OD 是战略，它想要变革信心，态度，价值和组织结构，以至于可以更好的适应新技术，市场和挑战

Our Approach 途径

We help clients achieve high performance by:

我们通过以下方式帮助客户获得优秀的业绩：

- Identifying The Real Needs Of Their Customers
- 定义客户的实际需求
- Designing And Improving Processes To Deliver What Customers Request
- 设计和改进流程来交付客户的需求
- Developing Their People & Unleashing The Talents Within Their Organisation
- 在组织中发展领导者和人才





Customers
客户

Identifying & Translating Needs of our Clients' Customers; Analysing and Prioritising them and Developing Strategies for Improvement.
定义和转换客户的客户的需求；分析和排列优先级；发展战略

Operations
运营

Identifying Improvement Opportunities in Functions & Processes; Improving or Re-Designing Processes to Meet Customers' Requirements
在部门和流程中定义改进机会；改进或重新设计流程来满足客户需求

Enablers
推进者

Identifying Development Opportunities for Individuals and teams, Enabling & Unleashing their Full Potential in achieving business performance and results.
为人才和团队定义发展机会，推动和释放所有潜能来达到业绩目标和结果

Customers

Operations

Enablers

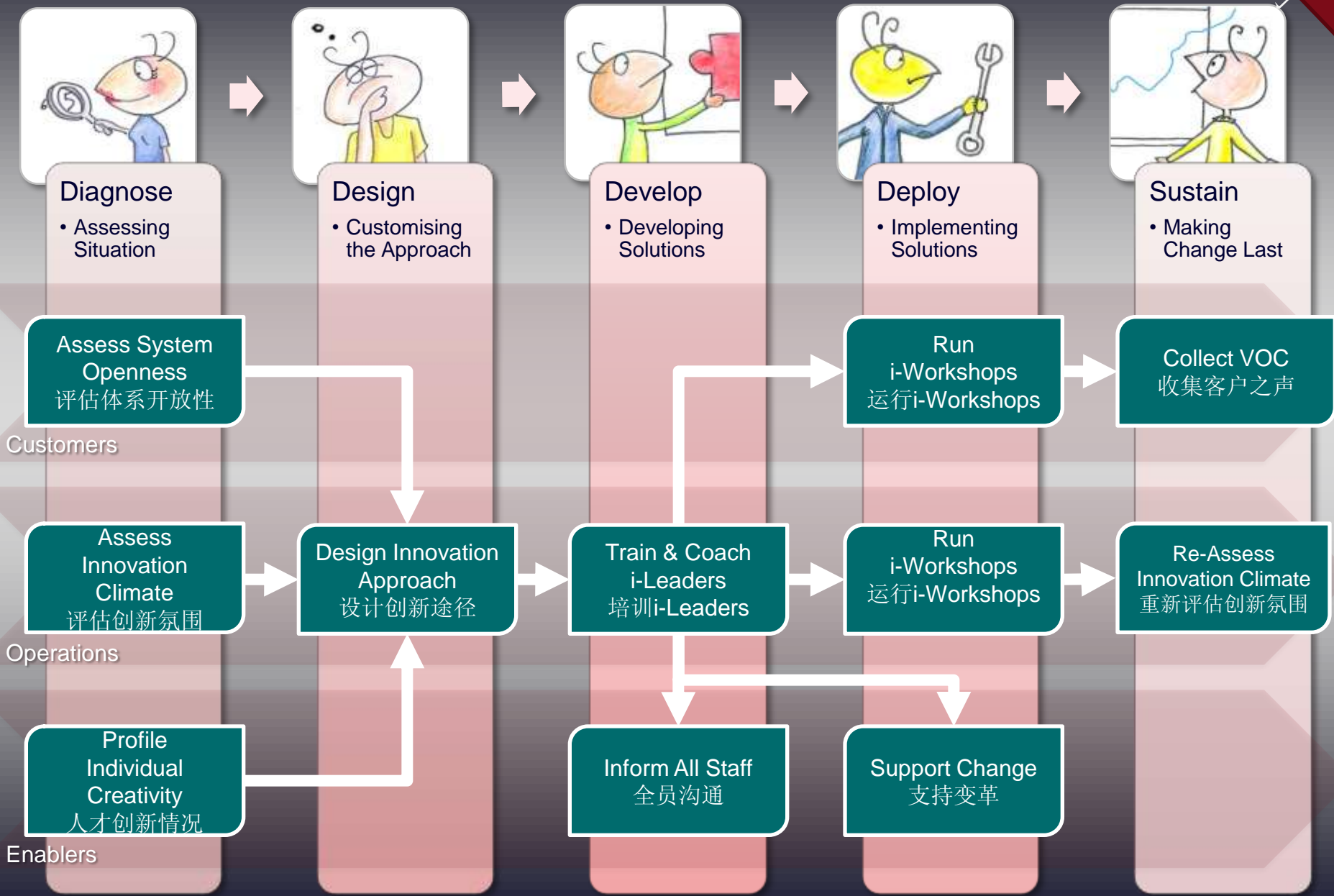
Integrated Solutions **集成的解决方案**

Some Cases Demonstrating COE's Approach in Action
悟为的成功案例

Developing and Sustaining Innovation Culture for a Singapore MNC

发展和持续创新文化 - 新加坡MNC

Case
案例



Developing and Sustaining Innovation Culture for a Singapore MNC

发展和持续创新文化 - 新加坡MNC

Tools used: 工具:

- Innovatential[®] Survey to assess Organisational Climate for Innovation
- Innovatential[®] 调查评估组织创新氛围
- Creativity Profiling to assess Individual Thinking Preference
- 人才思维创新情况评估
- System Openness Assessment
- 系统开放性评估
- i-Theme Generator Workshop to fill i-dea Pipeline
- i-Theme 工作坊收集建议的通道
- i-Camp to train and coach i-Leaders in application of CPS
- i-Camp 培训 i-Leaders, 创新问题解决
- i-Challenge workshops for Creative Problem Solving (CPS)
- i-Challenge 创新问题解决工作坊

Lean Six Sigma Deployment for Singapore Government Agency

精益六西格玛执行 – 新加坡政府机构

Case
案例



Diagnose

- Assessing Situation

Design

- Customising the Approach

Develop

- Developing Solutions

Deploy

- Implementing Solutions

Sustain

- Making Change Last

Collect VOC
收集客户之声

Customers

Involve Senior Management
引入高级管理层

Operations

Design Six Sigma Approach
设计六西格玛方法

Train & Coach Green Belts
培训绿带

Improve Processes
改进流程

Collect VOC
收集客户之声

Inform All Staff
全员沟通

Support Change
支持变革

Review Competency Model
回顾能力模型

Enablers

Lean Six Sigma Deployment for Singapore Government Agency

精益六西格玛执行 – 新加坡政府机构

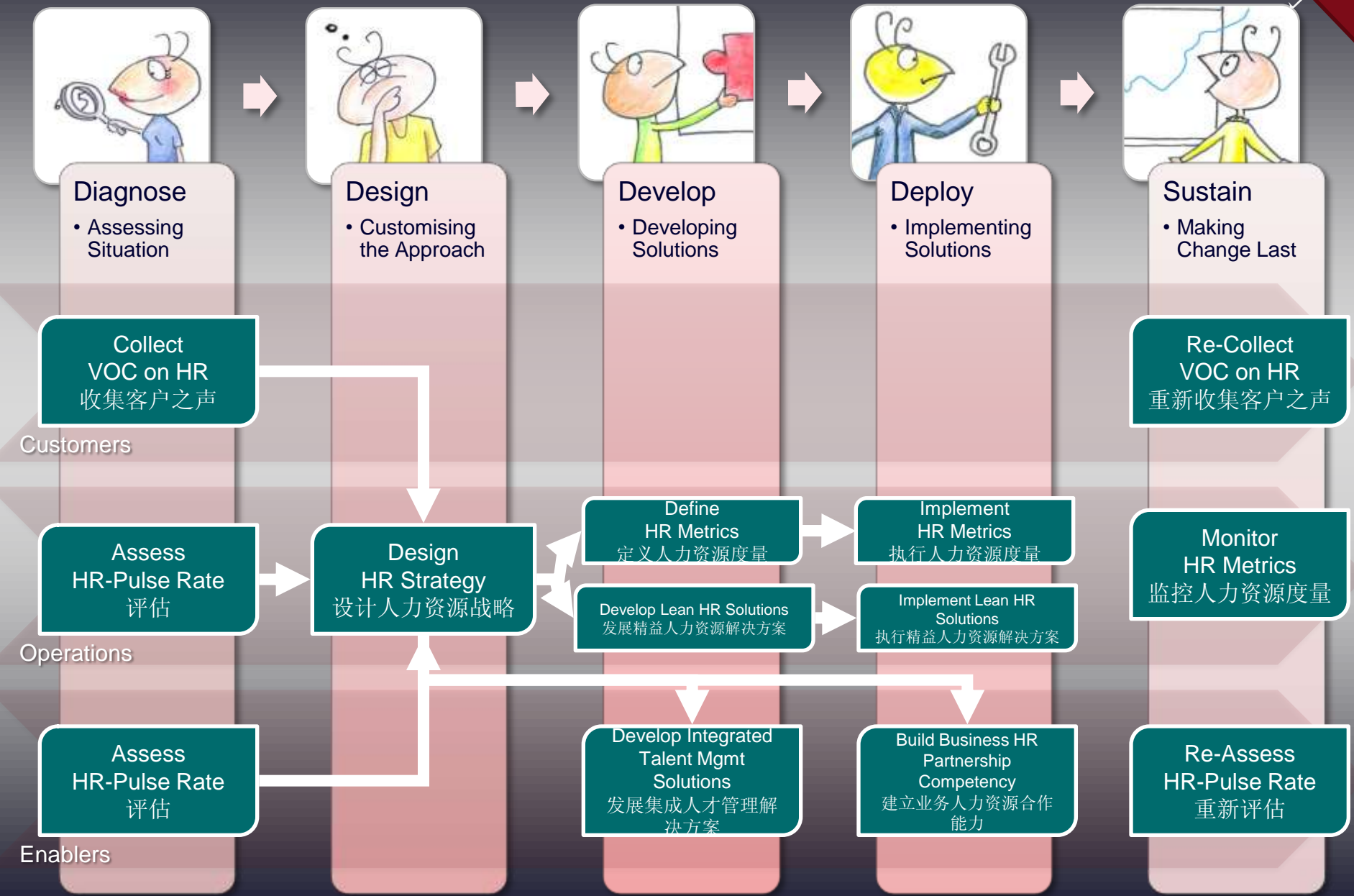
Tools used: 工具:

- VOC to Analyse Voice of the Customer data
- 客户之声：分析客户数据
- Senior Management Workshop to decide on Lean Six Sigma project areas
- 高级管理层工作坊：决定精益六西格玛项目领域
- Customised Lean Six Sigma Green Belt roll-out
- 优化精益六西格玛项目执行
- CPS® Simulation for all staff to build awareness
- CPS®仿真：让全体员工了解
- Change Management workshop to support process changes
- 变革管理工作坊：支持流程变革
- Competency Modelling to align job scopes to new processes
- 能力模型：把工作职责和新流程相结合

HR Transformation for Singapore Healthcare Organisation

人力资源改革 – 新加坡健康组织

Case
案例



HR Transformation for Singapore Healthcare Organisation

人力资源改革 – 新加坡健康组织

Tools used: 工具:

- HR VOC® to collect the voice of internal customers regarding HR performance
- HR VOC®: 收集内部客户关于人力资源业绩的客户之声
- HR-Pulse Rate® to assess the status of HR performance and infrastructure
- HR-Pulse Rate®: 评估人力资源业绩状况
- Lean HR® to streamline HR process for performance improvement and cost reduction
- Lean HR®: 使人力资源流程和成本节约更优化
- HR Metrics & HR Dashboard to link people strategy to business
- 人力资源度量和人力资源状况表: 把人员战略和业务连接在一起
- Integrated Talent Management Framework to effectively acquire, develop and retain the high performing individuals.
- 集成人才管理架构: 有效获得, 发展和保持高业绩人才
- HR Business Partner Competency Model to build exiting/retained HR team into highly skilled, competent & aligned with line management to drive formal organisational effectiveness and improve workforce performance.
- 人力资源业务合作者能力模型: 建立退出/保留人力资源团队, 保持优秀能力, 和部门经理一起领导组织有效运营和改进业绩