

# C\_Life 'ACHIEFER Dares' Series – Talent Development Platform for DUSA SMEs

Innovative methodology – development journey with milestones instead of individual training courses  
创新方法论 – 里程碑式的成长旅程 取代 独立的培训课程



# Key Learning Milestones 学习旅程中的里程碑

3rd month



CEO/GM sponsoring SME high-potentials will act as mentor & C\_Life coaches as companions  
赞助中小企的高潜人才参加成长旅程的总裁/总经理是提供反馈的导师而C\_Life教练则全程陪伴

Talent Development Journey focuses on 3 competency clusters – Communication, Learning & Project Management – to be covered over a time span of 12 months (3+3+6) of online merged offline, 1 to 2-hour sessions (total 8-10 hours monthly) by competency-relevant learning activities in the form of projects with deliverables related to the talents' real working environment. Moving forward after first 3-month phase to the next depends on talents' willingness & progress. 学习旅程聚焦沟通、学习、项目管理三个特别有利于职业发展的胜任力 – 通过每个月的几个1-2小时的线下线上会议（每月总数不会超过8-10小时）以项目形式学习，一边提升软技能一边也交付跟工作相关的项目产出。第一个三个月阶段后能否继续进入第二个阶段取决于高潜人才的意愿与进展（作为导师的总裁/总经理的推荐）。

6th month

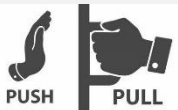


12th month



## Assessment Tool based on Competency Model for every Milestone

每一阶段（里程碑）都需经过相关基于胜任力模型的标准与评估



## Push (a bit) & Pull (a bit) by mentors/ coaches when the situation requires

导师和教练在过程中有需要时施以“Push”与“Pull”不同教学方式以激励学员最大化进步

# Development Journey Companions

## 陪伴式学习与成长

- Learning is a journey requiring cycles of action – observation – reflection – improvement
- Experienced coaches act as mirror/ sounding board/ trainer helping the talents to progress
- 任何学习都是持续的过程：不仅是一次性投入，需要多轮反思与实践来内化
- 借助经验丰富的教练及时观察到行为与认知上的改进空间并实施改善

Why?

What?

Coaches observe & guide the talents along the whole journey  
学习之旅由学习教练全程观察指导

How?

- Coaches as talent development journey companions
- Mentor & coach assessment & talents' self assessment at the journey's starting point
- Assessment & feedback at every milestone to decide if talents go to the next phase
- 学习之旅由学习教练全程指导
- 导师和教练在学前评估学习基础
- 每个里程碑尾声也将评估过程中进展以及高潜人才是否继续前进

# Assessment (competency-specific standard) Sample 1 for the first 3-month block

Competency Cluster Level 1	Competency Cluster Level 2	Competency Titles (Level 3)	Standard for appraisal scoring 1-5 simplified to only 3 scores (1, 3, 5) for non-managerial participants
<b>Leadership</b> 领导力	<ul style="list-style-type: none"> <li>Generating Followers</li> <li>Key Thinking Competencies</li> <li>People Competencies</li> </ul>		
<b>Organization capabilities</b> 组织能力	<ul style="list-style-type: none"> <li><b>Communication Competencies</b></li> <li>'Collaborative' Problem Solving (CPS)</li> <li>Teamwork</li> </ul>	<div style="border: 1px solid black; padding: 5px; color: red; text-align: center;">                     One of the few level 3 competencies covered in the first 3-month block                 </div>	<div style="border: 1px solid black; padding: 5px; color: red; text-align: center;">                     Related scoring standard for talent's self-assessment &amp; mentor's appraisal                 </div>
<b>Values creation</b> 创造价值	<ul style="list-style-type: none"> <li>Customer Orientation</li> <li><b>Project Management (PM)</b></li> <li>Creativity &amp; Innovation Abilities</li> </ul>	3.2.1 Project Management process & tools	1 Needs guidance still regarding scope, budget, scheduling, resource allocation 3 Independently develops project plans and milestones; Facilitates project meetings and tracks action items 5 Excels at prioritization, risk mitigation, stakeholder management; Drives team performance through motivation and coaching
<b>Learning abilities</b> 学习能力	<ul style="list-style-type: none"> <li>XXX</li> </ul>		
<b>Self management</b> 自我管理	<ul style="list-style-type: none"> <li>XXX</li> </ul>		
<b>Interpersonal abilities</b> 人际关系	<ul style="list-style-type: none"> <li>XXX</li> </ul>		

# Assessment (competency-specific standard) Sample 2 for the first 3-month block

Competency Cluster Level 1	Competency Cluster Level 2	Competency Titles (Level 3)	Standard for appraisal scoring 1-5 simplified to only 3 scores (1, 3, 5) for non-managerial participants
<b>Leadership</b> 领导力	<ul style="list-style-type: none"> <li>Generating Followers</li> <li>Key Thinking Competencies</li> <li>People Competencies</li> </ul>		
<b>Organization capabilities</b> 组织能力	<ul style="list-style-type: none"> <li><b>Communication Competencies</b></li> <li>'Collaborative' Problem Solving (CPS)</li> <li>Teamwork</li> </ul>	2.1.2 Presentation & 3S (structure, substance, style)	<p>1 Substance – refers lightly to notes but does not read from them Structure – not clearly observable Style – nervous, minimal eye contact, little variation in tone</p> <p>3 Substance – use bullet points or no need of notes at all Structure – e.g. problem-analysis-solution; pt-reason-example-pt Style -uses relevant hand gestures and movements, eye contact</p> <p>5 Substance – speaks dynamically without aids or memorization Structure – well-organized &amp; logical structure with supporting points Style – impacts emotions through vocal variety and storytelling</p>
<b>Values creation</b> 创造价值	<ul style="list-style-type: none"> <li>Customer Orientation</li> <li><b>Project Management (PM)</b></li> <li>Creativity &amp; Innovation Abilities</li> </ul>		
<b>Learning abilities</b> 学习能力	<ul style="list-style-type: none"> <li>XXX</li> </ul>		
<b>Self management</b> 自我管理	<ul style="list-style-type: none"> <li>XXX</li> </ul>		
<b>Interpersonal abilities</b> 人际关系	<ul style="list-style-type: none"> <li>XXX</li> </ul>		

One of the few level 3 competencies covered in the first 3-month block

Related scoring standard for talent's self-assessment & mentor's appraisal

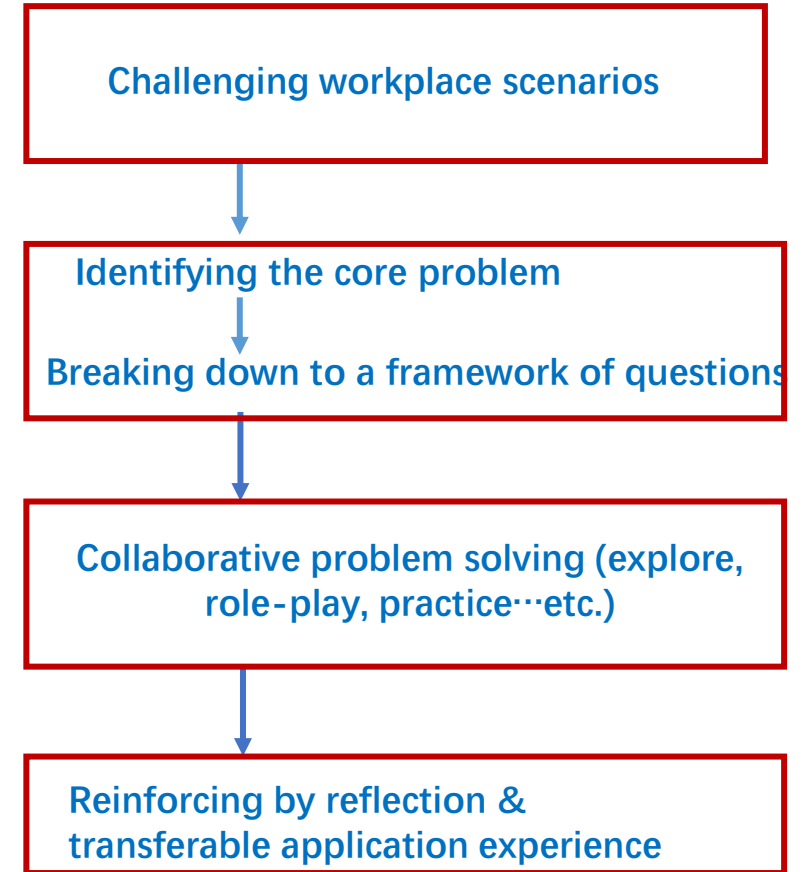
# ACHIEFER Dares series – PBL (Project Based Learning)

- WHAT
  - Answering the following question by putting the talents in real work scenarios and going through the “How” process (diagram on the right) to help them develop core competencies and accountability mindset

## How to develop ground-level talent's core competencies with PBL approaches?

- HOW-Break down core question to framework questions:
  - What are the characteristics of a competent employee?
  - What are the typical challenges in the workplace? What are the required attitude, skills and knowledge to meet for these requirements?
  - How to develop these required attitude, skills and knowledge ?

## PBL How -- process



- WHY
  - Develop employee's integrative (clusters of) competencies
  - Based on authentic workplace challenges
  - Develop competencies by problem solving
  - Improve Individual's competencies as well as team culture

# ACHIEFER成长系列 -- PBL（项目方式学习）

## • WHAT

- 围绕如何快速成长的核心问题，置身有挑战的真实职场情境，通过厘清目标、分解和解决问题的系列探索过程，发展审辨思维、项目管理、有效沟通等关键素养和能力。

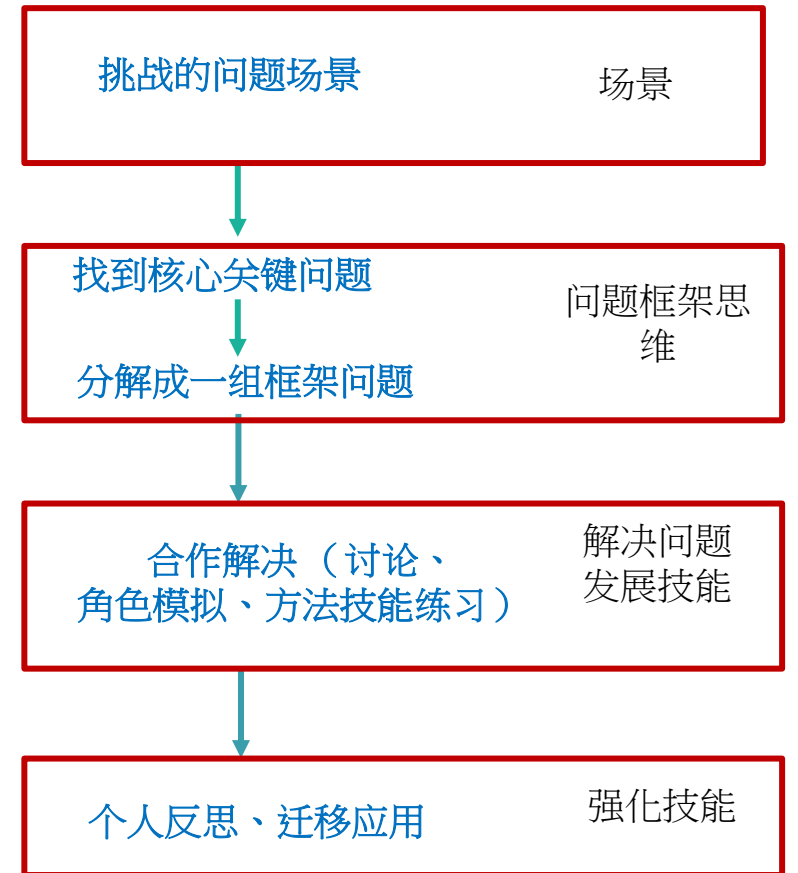
## 如何从基础员工快速成长为成熟的、具有胜任力的职场人？

## • HOW—框架问题

框架问题的思维框架（如沟通能力）：

- 具有良好沟通能力的人具有哪些特征？
- 职场中产生沟通问题的典型场景有哪些？
- 是哪些原因造成了沟通中的问题？
- 如何有效处理和解决上述问题？
- 如何进一步强化和迁移运用沟通中的具体技能？

## PBL How -- 流程



## • WHY

- 聚焦综合能力的发展；
- 在问题解决中获得技能发展；
- 发展聚焦目标、系统建构的项目思维；
- 团队动力、全程陪伴式成长；