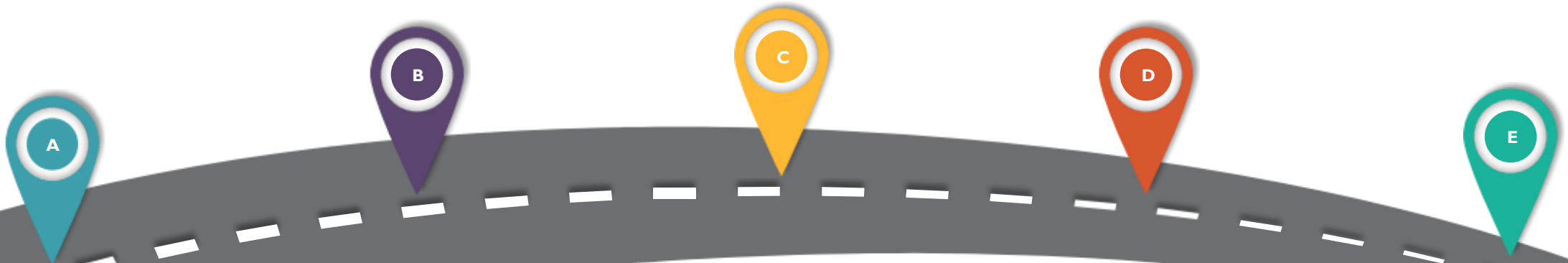




C_Life 'ACHIEFER Dares' Series – Talent Development Platform for DUSA SMEs 苏州欧商会提供给会员企业的人才发展平台系列

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



Learning by Doing 学习与应用结合 (做中学)



Project Based Learning 基于项目实践的学习



Talent Development Journey Companions 陪伴式人才发展与成长

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 timespan 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. 跨度12个月(3+3+6)的学习旅程聚焦沟通、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小时的线下线上的会议 (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 (特别是作为导师的总裁/总经理的推荐)。

Note: The series will be run in the above-mentioned sequence cycle after cycle and any participant can join any module without having to complete the previous module first.

注意: 这个系列会按照顺序循环开课, 任何高潜人才随时可以加入任何一个模块, 无需先完成了之前的模块才能加入下一个模块。

12th month



6th 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

评估表 (特定胜任能力标准) 第一个3个月模块的举例1

Competency	Competency	Competency	Standard for appraisal scoring 1-5 simplified to only 3 scores (1, 3, 5)
Cluster Level 1 能力第一层分类	Cluster Level 2 能力第二层分类	Titles (Level 3) 能力第三层分类	for non-managerial participants适用于非管理学员考核评分标准1-5简化为只有3个分数 (1、3、5)
Leadership 领导力	<ul style="list-style-type: none"> Generating Followers产生追随者 Key Thinking Competencies关键思考能力 People Competencies共事能力 		
Organization capabilities 组织能力	<ul style="list-style-type: none"> Communication Competencies沟通能力 'Collaborative' Problem Solving (CPS) 协作解决问题 Teamwork团队合作 	2.1.2 Presentation & 3S (structure, substance, style) 演示和内容、风格)	<p>1 Substance – refers lightly to notes but does not read from them 有时需要看讲稿但不是直接读稿</p> <p>Structure – not clearly observable 未能看到明显的结构</p> <p>Style – nervous, minimal eye contact, little variation intone 紧张、较少的目光交流、语音语调变化不大</p> <p>3 Substance – use bullet points or no need of notes at all 使用关键点演示内容，甚至能脱稿演讲</p> <p>Structure – e.g. problem-analysis-solution; pt-reason-example-pt 包括如问题-分析-解决; 要点-原因-示例-要点等的结构</p> <p>Style -uses relevant hand gestures and movements, eye contact 使用相关的手势姿势和站位走动、有较多的目光交流</p> <p>5 Substance – speaks dynamically without aids or memorization 生动地演说内容、无需辅助或背诵</p> <p>Structure – well-organized & logical structure with supporting points 主题清晰目标明确、逻辑连贯、有具体事实、数据、图表、引用、案例等方式支撑观点和想法的结构</p> <p>Style – impacts emotions through vocal variety and storytelling 通过声音抑扬顿挫和讲故事带动受众情绪</p>
Values creation 创造价值	<ul style="list-style-type: none"> Customer Orientation客户导向 Project Management (PM) 项目管理 Creativity & Innovation Abilities 创造和创新能力 		
Learning abilities 学习能力	• XXX		
Self management 自我管理	• XXX		
Interpersonal abilities 人际关系	• XXX		

One of the few level 3 competencies covered in the first 3-month block
第一个3个月模块内涵盖的第3层级能力一部分

Related scoring standard for talent's self-assessment & mentor's appraisal
人才自评及导师评价相关评分标准

Assessment (competency-specific standard) Sample 2 for the last 6-month block

评估表 (特定胜任能力标准) 最后6个月模块的举例2

Competency Cluster Level 1 能力第一层分类	Competency Cluster Level 2 能力第二层分类	Competency Titles (Level 3) 能力第三层分类	Standard for appraisal scoring 1-5 simplified to only 3 scores (1, 3, 5) for non-managerial participants适用于非管理学员考核评分标准1-5简化为只有3个分数 (1、3、5)
Leadership 领导力	<ul style="list-style-type: none"> Generating Followers 产生追随者 Key Thinking Competencies 关键思考力 People Competencies 共事能力 		
Organization capabilities 组织能力	<ul style="list-style-type: none"> Communication Competencies 沟通能力 'Collaborative' Problem Solving (CPS) 协同解决问题 Teamwork 团队合作 		
Values creation 创造价值	<ul style="list-style-type: none"> Customer Orientation 客户导向 Project Management (PM) 项目管理 Creativity & Innovation Abilities 创造和创新能力 	3.2.1 Project Management process & tools 项目管理流程和工具	<p>1 Needs guidance still regarding scope, budget, scheduling, resource allocation 仍需要项目有关范畴、预算、日程安排、资源分配上的指导</p> <p>3 Independently develops project plans and milestones; Facilitates project meetings and tracks action items 独立制定项目计划和里程碑；促进项目会议并跟踪行动事项</p> <p>5 Excels at prioritization, risk mitigation, stakeholder management; Drives team performance through motivation and coaching 擅长优先排序、降低风险、利益相关者管理；通过激励和教练辅导提高团队绩效</p>
Learning abilities 学习能力	<ul style="list-style-type: none"> XXX 		
Self management 自我管理	<ul style="list-style-type: none"> XXX 		
Interpersonal abilities 人际关系	<ul style="list-style-type: none"> XXX 		

One of the few level 3 competencies covered in the last 6-month block
最后6个月模块内涵盖的第3层能力一部分

Related scoring standard for talent's self-assessment & mentor's appraisal
人才自评及导师评价相关评分标准

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；

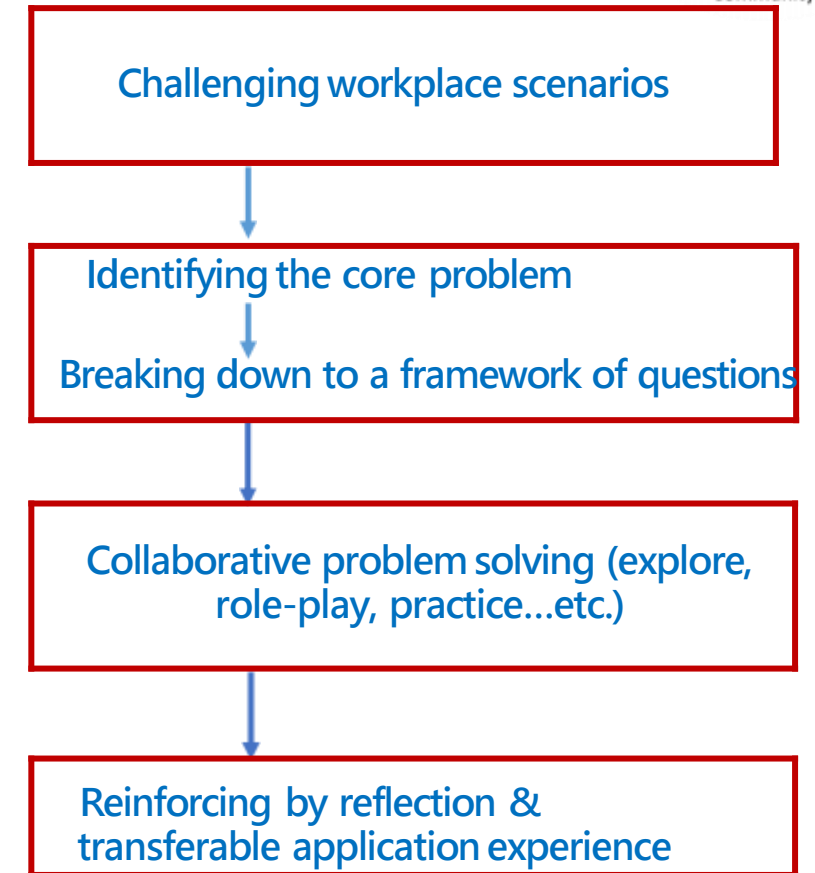
ACHIEFER Dares series – PBL (Project Based Learning)

- 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