



DIMP——阿特拉斯·科普柯公司 人才培养的关键所在

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为了让中国区中层经理当中的“潜力股”将来在企业里有能力挑起更重的担子，阿特拉斯·科普柯公司（Atlas Copco）采取了多种培养措施，其中之一正是派送他们就读中欧国际工商学院的管理文凭课程（Diploma in Management Programme，简称DIMP）。自2001年至今，该公司已有逾120名员工在中欧完成了DIMP课程的学习。

面对来自中国企业日趋激烈的竞争，阿特拉斯·科普柯深知一个强有力的管理团队对于公司的重要性。为了保持其在工业生产解决方案供应领域的全球领先地位，它需要兼具本土实战经验与管理理论的管理人员。这家140岁“高龄”的企业目前在全球90个国家拥有近4万多名员工，其中大中华区雇员多达6300名。就员工人数而言，中国可谓是阿特拉斯·科普柯最大的市场。因此，这支中外结合的员工队伍对于公司的日常运营与长期发展至关重要。

在本次访谈中，阿特拉斯·科普柯公司高级执行副总裁兼建筑技术业务总裁尼科·德尔沃（Nico Delvaux）先生为我们讲述了中欧帮助这家公司达到其人才培养目标的故事。

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DIMP – Vital to Atlas Copco's Employee Development

By Charmaine N. Clarke

One of the ways that Atlas Copco prepares its high-potential middle managers working in China for greater responsibility within the company is to enrol them in CEIBS DIMP. Since 2001, more than 120 Atlas Copco staff members have completed the Diploma in Management Programme at CEIBS.

With increasing competition from local companies, Atlas Copco knows the value of having a strong management team on the ground in China, leaders with both the practical and theoretical management skills needed for the company to maintain its position as one of the world's leading providers of industrial productivity solutions. The 140-year-old company has almost 40,000 employees across 90 countries and with 6,300 employees in Greater China, the country is its largest market in terms of number of employees. A mix of locals and foreigners, these employees are vital to Atlas Copco's operations and its long-term growth.

In this interview Nico Delvaux, Senior Executive Vice President Atlas Copco AB, Business Area President Construction Technique, talks about the role CEIBS plays in helping his company meet its commitment to employee development.

TheLINK: How does CEIBS Exec Ed, and the DIMP in particular meet your company's needs?

Nico Delvaux (ND): We send many of our middle managers – and this includes Chinese and foreigners below general manager level – to the CEIBS DIMP. It gives them a wide view on management issues. It's a programme for people that we think have the potential to make the next steps in our organization in the future; people who want to develop and take on greater responsibilities. About 90 to 95% of our people who study at CEIBS are in the DIMP.

We are clients of CEIBS Exec Ed because we want to invest in our people, our most important asset. We have fantastic products, fantastic services but it's really our people that make the difference every day. We want diversity in our group, including diversity from a leadership point of view, and we want our different markets to be well represented at various leadership levels. Obviously China is an important market and therefore we need strong local leaders to take leading functions in China – and abroad. We believe in internal mobility, that Chinese employees can take up international careers and gain international experience and become stronger as individuals, thereby being able to contribute more to the organization.

关于阿特拉斯·科普柯公司

阿特拉斯·科普柯公司的产品和服务涵盖了压缩机、膨胀机与空气处理系统、建筑与采矿设备、电动工具与装配系统、以及相关售后与租赁服务等，在互联网工业领域覆盖广泛。公司有四大业务区域，区域总部分别位于比利时、瑞典、美国和中国。阿特拉斯·科普柯公司成立于1873年，总部位于瑞典斯德哥尔摩，业务范围遍及全球170多个国家和地区。

About Atlas Copco

Atlas Copco's products and services include compressors, expanders and air treatment systems, construction and mining equipment, power tools and assembly systems, and related aftermarket and rental. Products from its four business areas – with their respective head offices in Belgium, Sweden, US and China – span a wide range of interconnected industries. The company was founded in 1873, is based in Stockholm, Sweden, and has a global reach spanning more than 170 countries.



尼科·德尔沃 Nico Delvaux

“We are clients of CEIBS Exec Ed because we want to invest in our people, our most important asset.”

TheLINK: 中欧的高层经理培训课程、尤其是DIMP课程，是如何恰到好处地与贵公司的需求相契合的？

尼科·德尔沃（以下简称“德尔沃”）：我们派送了许多中层经理到中欧就读DIMP课程，其中包括了总经理以下级别的中国及外籍经理人。该课程赋予他们广阔的管理视野。我们认为这一课程很适合那些有潜力在组织中更上一层楼的人——他们致力于实现个人的发展，并愿意承担更大的责任。目前，我们在中欧就读的员工中有90%至95%的比例都在学习DIMP课程。

在我们看来，正因为人才是最重要的资产，我们愿意投资于“人”，所以我们才成了中欧高层经理培训课程的合作伙伴。我们有一流的产品、一流的服务，但让这些与众不同之处日复一日得以真正实现的，是我们的员工。我们想建立多样化的团队，其中包括管理观念的多样化；我们希望能不同的市场恰如其分地呈现出相应的管理水平。显然，中国是一个重要市场，因而我们需要有一支强有力的本土领导团队在中国以及海外市场履行管理职责。我们相信，通过人才的内部流动机制，中国员工可以赴海外就职，获取国际化的经验，实现个人的高效成长，从而能为公司作出更大贡献。

TheLINK: 其他商学院也在提供高层经理培训课程，贵公司为何选择了中欧呢？

德尔沃：我们选择中欧是因为：我们认为中欧是一家综合水平高、教授与班级同学的水平也很优秀的学院。DIMP课程的另一项优点是它的开放性——参与课程的还有来自其他企业的学员。这为我们派送的员工提供了更广阔的视野以及宝贵的“外部输入”，因为与他们一起学习的人们在各自的背景、面临的挑战以及工作环境等方面都各不相同。这样的学习过程对我们的员工而言更加丰富多样、趣味盎然。DIMP课程的平衡性也很出色，它涵盖了管理学的不同领域，最后一门课中贯穿了一个团队项目，这样的模块结构体现了一种高效的教学模式。

诚然，这一课程也还有一定的提高空间（例如，是否可从各类企业邀请客座讲师，使课堂理论与经营管理实践更好地融合；是否可对制造业特有的B2B环境投入更多关注等），但总体而言，大家对这一课程的质量十分满意。学员开心，那么送他们去上学的人也开心。



毕业典礼 Graduation day

***TheLINK:* There are other business schools who offer executive education programmes, why did you choose CEIBS?**

ND: We chose CEIBS because we believe that it is an organization with high standards, in general, and also has a high standard of teachers and classes. What is also good about the DIMP is that it's an open programme where other companies participate as well. This gives our people a wider view and valuable 'outside-in' input because they work together with people from other backgrounds, people who have other challenges and people that work in very different environments. This makes the learning broad and interesting for our employees. It's also a well-balanced programme that covers different aspects of management, and the modular structure, which includes a group project during the final course, is an effective teaching method. Yes, there is room for improvement (for example if there were guest speakers from different companies who could help

make the link between the theory covered in the course and real life, and if there could be more emphasis on the specific B2B environment in manufacturing) but overall people seem to be very happy with the quality of the course. The participants are happy, and so are the people who sent them on the course.

***TheLINK:* What are some of the advantages that the DIMP provides?**

ND: One of our reasons for having employees participate, and this is one reason we should not underestimate, is that we see it as a way to give them recognition, to show that we as a company invest in them. We have invested a lot in their competencies in order for them to become stronger employees afterwards and also to make sure that they are well prepared to take on greater responsibilities in our company in the future.

Then there are the group projects where 4 or 5



公司学员与中欧员工在课程中。Class participants and CEIBS staff pause for a commemorative photo during a course.

TheLINK: DIMP课程在哪些方面对贵公司有所助益呢?

德尔沃: 我们派送员工就读DIMP课程的一个重要原因在于: 在我们看来, 这相当于对他们的一种认可, 表明我们公司愿意在他们身上投资。为了让员工更加称职, 同时也为了确保他们将来有能力在公司里挑起更重的担子, 我们不惜重金, 帮助员工成长。

DIMP课程包括一些团队合作的项目, 由四到五名学员一同完成一个真实的案例研究。我们公司也会为此提供一些可供研究的案例与课题。这样做, 一方面有助于学员们的成长, 另一方面, 他们的研究结果也对我们公司颇有启发; 从而形成了一种双赢的局面。

此外, 参与这一课程也让我们公司得以深入中欧的学术世界。阿特拉斯·科普柯是中欧的企业合作伙伴, 同时, 我们从上述的那些案例研究中收获良多。我们自2006年起一直都是中欧的企业合作伙伴之一。

TheLINK: 您能举出一些具体的例证, 说明贵公司学员从中欧DIMP课程中获得的裨益吗?

德尔沃: 据我所知, 有很多获得晋升的人都曾在数年前就读中欧DIMP课程。其中有些人在入学时还是中层经理, 现在已经在海外担任总经理, 或是成为某个业务领域的管理团队负责人。不论是现在, 还是在以前, 直接向我汇报的下属

管理人员当中总有不少人曾经读过DIMP课程。我不认为他们的晋升仅仅是因为读过DIMP课程, 但我认为这一课程有助于他们铸就个人实力。DIMP课程帮助他们提高能力, 增强自信, 从而让他们成为获得晋升的不二人选。

TheLINK: 中欧DIMP课程是否符合贵公司的全球人才培养战略? 又是如何与阿特拉斯·科普柯中国研究院的工作相辅相成?

德尔沃: 阿特拉斯·科普柯研究院是我们公司内部开设的一家全球性机构, 相当于我们的“企业大学”。研究院提供多种课程与资格认证的教育, 以及各种开发工具。研究院的好处在于: 我们可以将它充分整合, 按照某种合乎逻辑的方式建立它的结构, 由此, 我们在培训员工的时候就可以避免重复劳动。在我们的研究院里, 有计算机这样的通用课程, 也有针对不同国家而开设的特定课程, 譬如文化培训。我于去年八月抵达中国任职时, 就接受过这样的培训。还有一些特定课程针对具体产品或业务而设。我们力求做到大部分教师来自内聘, 这有助于建立企业文化, 强化员工之间的交际网络。

中欧DIMP课程则是我们公司为员工制定的整体培训规划当中的课程之一。正如我们所言, 从学校毕业并不意味着学习终止。我们认为, 员工应当继续提升自己的实力, 在职业生涯中持续学习、再学习。



programme participants have to work together on a real life case study and we provide topics for the students to work on. On one hand it helps the students, and on the other hand the outcome of the study is also interesting for us. It's a win-win situation.

Another benefit is that participating in this programme also gives our company insights and exposure to the academic world of CEIBS – both from being a corporate sponsor and also from the benefits of the case studies mentioned above. Atlas Copco has been one of CEIBS' corporate sponsors since 2006.

TheLINK: Can you give me specific examples of how Atlas Copco participants have benefitted from doing the CEIBS DIMP?

ND: I have seen different people, who did the programme a couple of years ago, progressing through the company ranks. Some of those people who were middle managers at the time they did the course are now general managers either here in China or abroad and/or became part of a divisional management team. Currently, and in the past, I have a couple of people directly reporting to me that have done the programme. I would not go as far as saying that it is *only* because of the programme that they got promoted but I think the programme helped them to build their competencies. It made them stronger, more confident and therefore made them good candidates for promotion.

TheLINK: How does CEIBS DIMP fit in with Atlas Copco's wider global efforts in employee development and the work done by the Atlas Copco China Academy?

ND: The Atlas Copco Academy is a worldwide initiative within our organisation. It's our internal "university". There are different courses and competencies, and development tools made available. The advantage of the Academy is that we try to group it all together and structure it in a logical way in order not to re-invent the wheel every time we do a training course. There are very general courses such as computer courses or specific courses for a country – such as cultural training courses. I participated in such a course after I arrived here in China last August. There are also very specific training courses – these may be product related or business related. We strive to have most of the teachers being internal, it helps us to build our company culture and strengthen the network between our employees. The CEIBS DIMP is one of the programmes in our overall training structure. As we like to say, learning does not stop when you finish university/school. We believe our employees should continue developing their competencies and keep learning throughout their careers.



关于DIMP课程

DIMP (管理文凭课程) 面向积极进取的经理人而开设, 他们已展现出杰出的能力, 驶上了成长的快车道。DIMP课程将重点放在学员个人身上, 让学员们不再拘泥于日常职责, 形成一套开阔、全面的综合管理观。DIMP尤其有助于经理人充分理解自身在企业中的角色, 领悟企业内外管理的收放纵横之道, 了解如何评估团队业绩, 并针对具体工作的挑战制定解决方案。

DIMP分为两部分——7个模块的必修课程和1个模块的选修课程。今年, 每门必修课都安排在4天内完成(含周末), 时间跨度自今年6月至明年下半年。选修课将在2014年开设, 具体时间安排则完全取决于学员个人。

DIMP Details

The Diploma in Management Programme (DIMP) is aimed at ambitious managers who have already distinguished themselves and are on a fast track of management development. By focusing on the individual, this programme enables participants to step back from their daily responsibilities and gain a broad, integrated perspective of general management. The DIMP specifically helps managers understand their role in their company, learn how to manage up, down, across and outside of their company's organisation, perform a working assessment of their organisation and formulate solutions to individual job challenges.

The programme is divided into two parts – a compulsory section of seven modules and an elective section of one module. This year, each compulsory module is presented in a single four-day session across a weekend from June 2013 to the second half of 2014. The timing of the elective module, which is offered in 2014, depends entirely on the individual participant's speciality and choice.