

同道而行,不谋而“合”

——访上汽通用汽车金融有限公司人力资源总监李群

文 / 朱琼敏



四年前的5月12日,中欧国际工商学院高层经理培训课程之一——管理发展课程迎来了六位新学员。他们来自中国首家、也是迄今国内规模最大的汽车金融公司——上汽通用汽车金融有限公司。中欧与上汽通用汽车金融有限公司之间持续而有效的长期合作关系由此正式开启。近日接受《TheLINK》专访的人力资源总监李群正是该公司首批参与中欧课程的六位学员之一。

上汽通用金融有限责任公司(GMAC-SAIC)成立于2004年8月,注册资本15亿元人民币,分别由上汽集团财务有限公司、美国通用汽车金融公司(现更名为Ally Financial Inc.)和上海通用汽车有限公司三方出资。在短短9年时光中,该公司经历了从无到有、由弱到强的高速成长历程。截至2012年12月底,公司资产规模突破400亿元人民币,已为超过100万名中国客户提供了汽车消费信贷服务,并与全国300多个城市的6200余家汽车经销商建立了良好的零售信贷业务合作关系。

自成立伊始,人才培养就被上汽通用金融视为公司发展战略的关键所在,而与中欧高层经理培训课程的紧密合作正是该公司人才战略布局的核心内容。在《TheLINK》的专访中,李群以一位阅历丰富的人力资源管理人士的视角,向我们展示了这家优秀企业的人才培养机制,并回顾与展望了该公司与中欧之间的良好合作关系。

TheLINK: 作为中国第一家汽车金融公司,贵公司的人才战略布局是怎样的?

李群(以下简称“李”):在人才战略方面,我们并没有很宏大的布局;但是与其他企业相比,确实有独到之处。我们目前共有近700名员工,尚属中小型公司。一般中小型公司都倾向于外聘人才,但我们有底气和勇气,力图通过自己的知识体系、价值观体系及企业文化来打造属于自己的人才。

目前,公司很多部门的总监或经理都是通过内部培养而后获得提拔的——即使你以应届毕业生的身份进入公司,但在几年后,你就有机会晋升至某部门的总监。一个典型的例



Collaboration & Cohesion

CEIBS Exec Ed & GMAC-SAIC

By June Zhu

China's first and largest auto finance company, GMAC-SAIC Automotive Finance Co Ltd (GMAC-SAIC), puts a high value on talent development and promoting from within. In 2009 it began enrolling its high-potential executives in CEIBS Executive Education programmes to help them take their leadership and management skills to a higher level. Mr Richard Li, now GMAC-SAIC's Human Resources Director, was among the first six who were chosen for the opportunity.

A joint venture between GMAC Inc. (currently known as Ally Financial Inc.), Shanghai Automotive Group Finance Co Ltd (SAICFC) and Shanghai General Motors Co Ltd (Shanghai GM), GMAC-SAIC was founded in August 2004 with registered capital of RMB 1.5 billion. It developed rapidly – by the end of 2012 it was managing RMB 40 billion in assets, had provided financial services to more than 1 million Chinese customers and was managing an extensive network of 6,000 dealers across more than 300 cities in China.

TheLINK recently sat down with Mr Li to get his perspective on the importance of employee development, and how the lessons that GMAC-SAIC executives have learned from CEIBS Executive Education programmes have helped the company implement its strategic plans.



***TheLINK:* What is GMAC-SAIC's talent development strategy?**

Richard Li: While we don't have an elaborate strategy, compared to other companies we do have some unique practices in this area. We have 700 employees, which puts us at the scale of a small- and medium-sized enterprise. SMEs tend to hire from outside the company, but we are confident in our ability to develop our own talent pool so that everyone has a deep knowledge of the company's operations, values, and culture. Many department director and manager positions are filled through internal promotions which helps employees see that it is possible to work their way up from an entry-level position to become a manager. The typical development path is that it will take about eight years for someone recruited after graduating from university to be promoted to the director of a department, provided they exhibit excellent performance.

***TheLINK:* GMAC-SAIC reached a new growth milestone in 2012. What role did the company's talent development strategy play in this?**

Li: Unlike a marketing strategy, talent development cannot promise instant rewards. It is a slow and long-term process. The company's achievements



子是，我们有一位员工在2005年从上海财经大学硕士毕业后进入公司，其后8年间，他表现突出，成绩斐然，现在已经成为一位部门总监。

TheLINK: 2012年，贵公司获得了里程碑式的发展。您认为公司的人才战略在其中发挥了怎样的作用？

李: 人才战略不同于市场营销战略，它不可能立竿见影、快速奏效，相反地，它是长线累积式的。我们公司今天所取得的成就恰是过去9年来的累积成果。我们一直相信，只有遵从自己的核心理念和价值观来培养人才、建设人才库，才会有所突破。如果优秀的员工对公司的忠诚度高，工作绩效高，他们身上的巨大潜力便能被充分挖掘，从而才会推动公司达到如今这个高度。

TheLINK: 贵公司的内部人才培养机制在操作层面上如何落实？

李: 在人才培养的具体实施方案上，主要包括以下三个方面：

第一，建设人才梯队。2009年热映的电影《阿凡达》给了我不少启示——潘多拉星球居民的外表复制于地球人，但在精神和体魄上却比地球人强健。于是，我想将这种“青出于蓝而胜于蓝”的理念应用到人才培养中去，“阿凡达计划”就此诞生。这个计划具体说来，就是在销售部门中采用导师机制，以老带新，请现有的销售人员来带新人，而最终新员工在各方面都能更优秀。这个计划每批都有20余名新人参加，他们都是应届硕士毕业生；在计划实施过程中我们会采用淘汰制，最后留下的便是精英。今天我们刚刚和第一批“阿凡达计划”的参与者续签了合同。他们已经待满三年，都已成长为客户经理中的骨干。由于收效甚佳，这个计划已纳入到公司的常

规工作中，在2010年时做了第二期，而2013年计划组织的第三期，范围将不仅限于销售部门，更会扩展到全公司各业务领域；

第二，人员内部选拔。以销售部门为例，基层岗位是客户经理，往上便是大区经理。除了成立之初从外部招募过大区经理之外，公司此后再没外聘过一个大区经理，都是通过内部晋升任命的；

第三，接班人计划。我们公司规定，担任部门经理以上职位的每位管理者都要有自己的后备替补人选。我们会提前设定某个职位的发展方向，一旦哪个管理职位出现空缺，就会有现成的接班人接手工作。对接班人的培训，我们拥有一个固定的培训体系，通过将公司内部的管理职位分为初、中、高三个级别，分别提供不同的课程。小组组长的级别，我们与中欧商业在线合作，共同开发和提供管理基础在线课程；往上一层的团队领导级别，则侧重于领导力的培训；在经理级别，我们与中欧高层经理培训课程长期合作，提供管理发展课程。同时，对于总监级别的管理者，我们会提供一份丰富多样的课程目录供他们根据自己的需要来选择，其中很大一部分都是中欧的课程。

TheLINK: 贵公司有多少名员工参加过中欧高层经理培训课程的学习？您认为这些课程能使他们有什么样的提高？

李: 截至目前共有65人次。公司每年会选一至两门中欧课程，派送员工参训。对我们学员而言，这些课程中的理论其实是次要的，最主要的还是学习管理思维和实践的模式。比如战略学课程，虽然很多理论我们在上课之前就有所耳闻，但是如何才能将它们运用到具体实践中，却需要进一步学习。中欧教授所讲授的实践方式对我在开展人力资源工作和培养员工方面



today are the result of nine years of effort. We believe that only by sticking to our core ideas and values can we recruit, cultivate and retain our talent pool. In order to fully tap the potential of our high performing staff, they must grow up with the company; and in this way the company will prosper.

TheLINK: How do you implement the company's talent development philosophy?

Li: We have different training plans that cover team building, internal development and succession planning.

I got the idea for our team building programme from the film Avatar. In that film, the Na'vi characters were much stronger than the humans in both body and mind, though they had a similar physical structure. Using this idea from the film, that the student can outdo his master, I designed the 'Avatar Plan'. We first tried it with the sales department with a group of more than 20 recent university graduates, pairing each with a more experienced mentor. We also introduced an elimination system, which assumes that those who last the longest are usually the most outstanding. I just renewed the employment contracts with the first batch of participants, who have now been with the company for three years, and in that time they have grown to become the backbone of the account management staff. Seeing the favourable results among the sales department we decided to roll out the plan throughout the company. We began the second phase in 2010 and this year we will begin phase three.

The internal development plan is clearly effective: in the sales department, for example, we have never had to go outside the company to hire a regional or account manager. All the openings for these positions have been filled internally.

For succession planning, our company follows the principle that all positions above section manager level must have a designated back-up. We have designed a development path for these key positions in advance, so that whenever there is a vacancy, we already have someone capable of taking over the job. Our training system sorts the positions into three levels. We are working with CEIBS to provide different training programmes for each level.

Those at the lower level participate in courses that cover the fundamentals of management. Mid-level executives take courses on leadership and management development. We offer the director-level executives the ability to choose from among a group of courses, many of which are offered by CEIBS.

TheLINK: How many staff members have participated in CEIBS Executive Education programmes, and what results have you seen?

Li: Sixty-five have participated so far. Each year the company selects one or two courses for high-potential employees. What is most important is that, from these courses, our managers will learn different ways of thinking and working. The teaching methods of the CEIBS faculty have proven to be very beneficial for my HR work as I am able to see the impact the training has on the staff's progress.

TheLINK: How do you decide which employees are included in CEIBS programmes? Are they all Chinese?

Li: The attendees must be above the manager level. Given this range, we have two criteria to assess potential participants. The first is return on investment and the second is team scale – we prefer to send leaders of larger teams to attend the programmes. Participants are both from China and abroad and they are evaluated according to the same criteria.

Courses such as management, marketing and building corporate culture are helpful to both the staff and the company, so GMAC-SAIC is very supportive of having participants attend CEIBS.

TheLINK: What CEIBS Executive Education programmes have you taken and why did you choose them?

Li: I have participated in three: the Management Development Programme (MDP), Leadership and Change Programme and the Strategic Sales Force Management Programme. I chose the MDP because at that time it was the only modularized programme at CEIBS and was similar to an EMBA course, so I thought it was the most suitable one for me. I chose the Strategic Sales Forces Management



都颇有裨益。例如在平时制作培训体系时，我会自然而然地将所学的方法融入其中，从而推动工作的顺利进行。

此外，从私人层面来说，作为2009年管理发展课程班级的班长，尽管课程已经结束，我还是经常会组织和参加班级同学聚会等活动，这无疑帮助我扩大了交际圈。

TheLINK: 一般哪些员工会来参加中欧的课程？他们都是中国籍的员工吗？

李: 必须是经理及以上层级的员工才有资格参与中欧课程。但在这个群体中，我们还会考虑以下两点作为选择依据：一、投资潜力——公司对他的培训投资会对他及公司产生多大的回报；二、团队规模——带领的团队越大，就越有优势，因为解决其领导力的问题更为关键。参与的人群中有中国人也有外籍同事，筛选标准并无二致。

TheLINK: 您在中欧上过哪些课？为何选择这些课程？

李: 我从2009年开始参加中欧的课程学习，至今共上过三门课，分别是：管理发展课程、领导力与变革课程以及战略销售队伍管理课程。课程选择多是按需而取。2009年时中欧高层经理培训课程尚少，模块化的课程就只有管理发展课程，而这个课程又与EMBA最为接近，非常适合我当时的个人职业及发展需求。选择战略销售队伍管理课程则是因为我有一段时间担任销售部门副总监，需要进修这样的课程。至于领导力与变革课程——这也是我们公司参与人数最多的课程。2009年我入读时，我们公司成立已五年有余。正如婚姻有七年之痒之说，公司也往往会在第七年的发展中遇到瓶颈期，停滞不前，这时变革就显得尤为重要。因此，在公司发展迎来七年之痒的前夕，我选择这样的课程，实有必要。

TheLINK: 我注意到贵公司之前选择的都是中欧的公开课

程，不知道今后是否有打算开设公司特设课程？

李: 有打算，正在商谈中，我们主要是想为汽车经销商开设专门的培训班。我们的经销商遍布全国各地，共有6000多家，其中达到一定合同量以上的核心经销商至少有400多家，他们需要相关的系统培训。

TheLINK: 贵公司的经营理念和中欧的校训“认真、创新、追求卓越”不谋而合。您是怎样实现员工的价值认同的？

李: 我们公司经营理念的完整版本是“诚信专业，成果导向，以客为尊，团队合作，创新锐进，海纳百川”。正如您所说，我们和中欧的合作，在理念上可以说不谋而合，有“同道中人”的感觉。

在招聘新员工时，我们会做文化融合度测试，以判定候选者的价值理念与公司是否相契合；在新员工入职时，我们会有相关的培训课程，讲解公司的价值观；在平时的绩效考评工作中，我们也会充分围绕这一重点开展，比如进行360度评估，从职位所需的核心能力引出基本价值观，再由基本价值观引出不同的考评点，最后落实在行为上，由上级、同级和下级等各方对被评估者进行全面评价。此外，我们公司设有上汽通用汽车金融网络学院，尽管它只是虚拟的企业内部大学，但是在办学理念和实践中我们都力求彰显公司的核心价值观。

TheLINK: 在中外文化的融合及员工的成长方面，中欧的课程发挥了怎样的作用？

李: 在中国的商学院中，中欧可谓是首屈一指。中欧不仅传授西方的管理理论，引入哈佛和斯坦福等学校的案例；更能结合中国的管理实践，将讲授本土企业如海底捞的案例等等。这种中西融合对任何有志于立足中国、走向国际的公司来说，都是读懂本土、放眼全球的良机。

中欧在这方面的优势，我个人也深有体会。去年我在哈佛商学院进修了两个月。尽管哈佛的历史比中欧悠久得多，但相较于中欧来说，哈佛的课程完全是以国际化角度设置的，有点接不上地气。而中欧所强调的“中国深度，全球广度”，能使中国语境的学员从中获益匪浅——既能了解国际市场近况，又能明白这些近况对中国、对公司有怎样的影响，并学会在中国的环境中发展业务、带动下属共同进步。

我们这些参加过中欧课程的公司管理层在知识体系与国际视野方面，都得到了很好的提升。此外，中欧是国内商学院第一品牌，这给获选参与课程的员工们带来了巨大的鼓舞力与荣誉感，从而加深了他们对公司的认同感及忠诚度。



Programme when I changed positions and became Deputy Director of the Sales Department. Our company has sent the largest number of participants to the Leadership and Change Programme. This is because in 2009 the company was facing some challenges that required implementing a number of changes.

I am also the monitor for the MDP 2009 class and since then I have organized many gatherings for our classmates. Through this I have made friends and expanded my social circle.

***TheLINK:* So far it seems you have only sent your staff to attend CEIBS' open enrolment programmes. Do you have any plans to do a CSP?**

Li: Yes, we are considering this. We want to offer a training programme designed especially for our dealers. We have more than 6,000 dealers, 400 of whom are high performers, and they need specific training.

***TheLINK:* GMAC-SAIC's core values – integrity, attentiveness and innovation – are similar to CEIBS' (consciousness, innovation and excellence), would you agree? How do you get your staff to align themselves with the company's values?**

Li: Our core value statement is: Integrity, results, attentiveness, teamwork, innovation, and compatibility. I agree with you that CEIBS and GMAC-SAIC share similar values. We have created our own online corporate education institute, GMAC-SAIC Automotive Finance eCollege, which embodies our core values. All job candidates are required to take a culture fit test to help judge whether their values are in line with those of the company. During the training and orientation for new employees, we also explain our values, and emphasize them again in our performance evaluations. For example the 360 Degree Feedback is based on the company's core values.

***TheLINK:* How has the CEIBS Executive Education programme benefitted your staff development programmes?**

Li: CEIBS' faculty don't just introduce cases from established international business schools such as Harvard

and Stanford, they also combine their theories with business practices in China and teach cases about local enterprises. This fusion of Chinese and western business styles provides a great opportunity for any Chinese company with global ambitions to understand the local environment while also broadening their vision. This is among the advantages that CEIBS provides.

I was sent to study at Harvard Business School last year for two months. Though Harvard boasts a much longer history than CEIBS, from a Chinese manager's perspective, the courses there are overly international. The CEIBS Executive Education Programme provides cutting-edge executive education that is truly representative of the school's positioning: China Depth, Global Breadth. This allows us to get to know the global market and the influence it imposes on the Chinese market, so that we can do business accordingly, and motivate subordinates to realize the company's sustainable development.

Our executives who have participated in the CEIBS programmes have gained both knowledge and broader international vision. In addition, CEIBS is the top business school in mainland China, which makes it an honour to be chosen to participate in one of the programmes. This encourages our employees' in their personal development, and also helps cultivate their loyalty to the company.

