

» Kienbaum Management Consultants China
» Kienbaum管理顾问 中国

Made to Measure: Excellent Workforce. Top Performance.

量身定制: 优秀的员工队伍 卓越表现



» Our Company

Kienbaum Management Consultants is a global consultancy firm with German roots. As one of only few consultancy firms, we combine traditional management and strategy consulting with HR-focused change management expertise to provide our clients with all the solutions they need under one roof. To do so, we rely on up-to-date industry expertise and competence.

In addition to our German headquarters, our 32 offices worldwide give us a presence in Brazil, China, Great Britain, Russia, and the United States. In 2011, our dedication to growth has led us to achieving annual turnover of € 120 million, produced by over 720 Kienbaum employees across the world. In Asia, we operate in China, Japan, Singapore, and Thailand and elsewhere, with a particular focus on Greater China.

» Our Values

Kienbaum was founded in 1945 as a German family business and is still managed by members of the Kienbaum family. Our many conceptual innovations in our field are reflected in the traditional values of our company:

- » Finding bespoke and sustainable solutions at unrivalled levels of quality.
- » Working efficiently and reliably.
- » Producing maximum added value for our clients across the world.

We have installed thorough quality management to ensure that our German expertise becomes part of the repertoire of all of our consultants, wherever they are.

» Our Consultancy Vision

Successful change projects depend on sustainable changes to systems, processes, and people. Change has both a functional-conceptual and a behavioural-cultural side.

Human beings stand at the core of our vision as management consultants. As the agents of change and development, people are the decisive lever for any company's ability to change and stay successful. Kienbaum's unique integrated project approach allows us to offer our clients a one-stop source for their consultancy needs across the entire value chain. We shape holistic transformation processes on the levels of strategies, structures, processes, systems, and personnel/workforce, all for the success of our clients.

» 关于公司

Kienbaum管理顾问是一家根植于德国的全球咨询公司。作为屈指可数的咨询公司之一，我们把传统管理和战略咨询与以人为本的变革管理相结合，为我们的客户提供所需的所有解决方案。为实现这一目标，我们依靠最新的行业专业知识和能力。

我们的总部设在德国，在全球共有32个公司/代表处，分别位于巴西、中国、英国、俄罗斯和美国等。于2011年，通过全球720多名Kienbaum员工的竭诚努力，我们的年度营业额达到1.2亿欧元。在亚洲，我们在中国、日本、新加坡、泰国及其他国家积极发展业务，尤其重视在大中华地区的发展。

» 价值观

Kienbaum创始于1945年，作为一家德国家族企业，目前仍由Kienbaum的家族成员经营。我们业内的许多概念创新都体现在我们公司的传统价值观中：

- » 提供卓越质量的量身定制并可持续的解决方案
- » 高效可靠的工作
- » 为我们全球的客户获得最大的增值

我们已经建立健全的质量管理，确保我们的德国专家不论在任何地方，都是我们顾问库的一员。

» 愿景

成功的变革项目有赖于系统、流程和员工的可持续变革。变革具有功能概念的一面，也有行为文化的一面。

人是作为管理顾问的愿景的核心。员工作为变革和发展的原动力，是任何公司变革和保持成功的决定性因素。Kienbaum拥有独特的项目整合方法，能够在整个价值链中为客户的咨询需求提供一站式的资源。我们在战略、结构、流程、系统和人员/员工层面上打造全面的变革流程，致力于让客户获得成功。

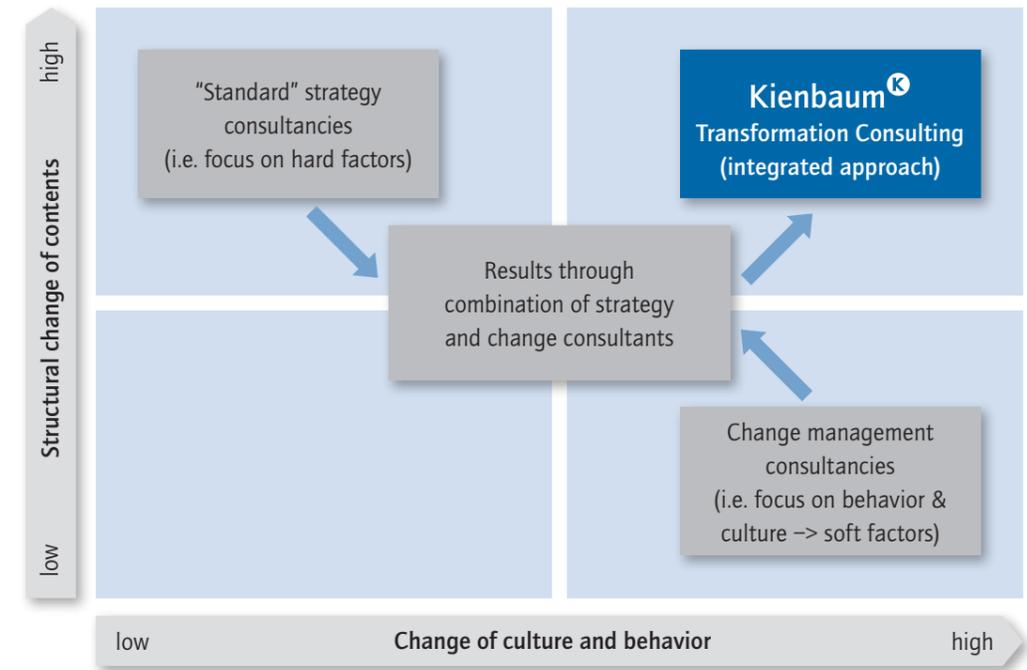


Fig. 1: Transformation Consulting

» Our Clients

With over 65 years of experience, we have a long track record of working with a large number of satisfied and long-standing clients and partners, having delivered over 60,000 successful projects. Our international clients include top corporations in the chemical/pharmaceutical, engineering/manufacturing, automotive, transport/logistics, and energy/utilities sectors, many of which are multinational companies. 60% of Germany's 1,000 top companies are our customers.

An increasing number of companies from Greater China have chosen to join forces with us in the recent past. We are currently advising a group of globally active companies in Greater China on matters of Process Safety, Operational Excellence, and Human Resource Management. In all of these services, we rely on native Chinese and international consultants as reservoirs of our German expertise.

» 我们的客户

我们拥有超过65年的丰富经验，一直以来，通过与众多客户及合作伙伴的长期合作，目前已经成功地完成了6万多个项目。我们全球的客户多为跨国企业，其中有许多是化学/制药、工程/制造、汽车、运输/物流以及能源/公用事业等行业的佼佼者。在德国前1,000强公司中，有60%的企业是我们的客户。

近年来，大中华区越来越多的公司选择与我们合作。目前，我们正在为大中华区的一些国际企业提供流程安全、卓越运营以及人力资源管理方面的咨询服务。在提供这些服务的过程中，我们依赖于中国本地顾问和全球顾问。

» Operational Excellence » 卓越运营

Every year, thousands of managers visit best-in-class companies, such as Toyota and General Electrics, to study their management methods and bring these back home to their own companies. However, their companies do not manage to be as successful as the best-in-class companies they try to emulate. What is the reason for this effect?

The greater part of such improvement programs focuses only on one specific management system, as managers discovered during their study tours. In addition, these companies only focus on the tools for implementation, but fail to consider the DNA/company culture of both the best-in-class company and their own organization. These two main factors and a fixation with short-term benefits are why many of the improvement programs of Western and Chinese firms fail in the long term.

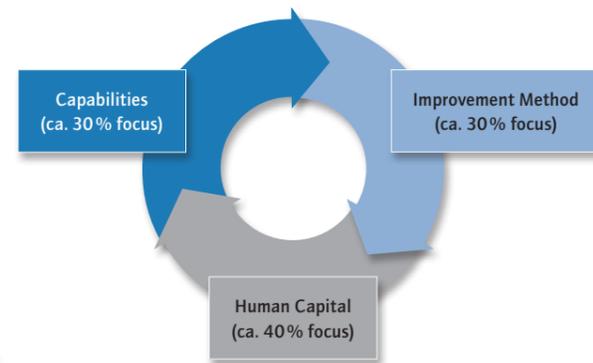
In response, Kienbaum Management Consultants has developed the OpEx triangle as a basis for successful Operational Excellence Programs.

每年都有成千上万的管理者参观一流的公司, 如丰田和通用电气公司, 学习这些公司的管理方法并将其引进到他们自己的公司。然而, 他们的公司并未能如同他们尝试模仿的一流公司那样成功地经营。为什么会这样呢?

这些改善项目的大部分内容仅注重一个特定的管理系统, 有些管理者在改善过程中对此也有所察觉。此外, 这些公司仅注重实施过程所采用的工具, 却未能考虑一流公司和自己公司的基因/公司文化的区别。这两项主要因素和短期利益的定位是许多公司的改善计划未能取得长期成功的原因。

为了解决这一问题, Kienbaum管理顾问开发了卓越运营 (OpEx)三角模型, 作为成功的卓越运营 (Operational Excellence Programs)的基础。

The OpEx triangle, combining optimal human capital (people's knowledge and behavior), improvement methods to achieve continuous improvement and capability, forms the basis for all successful Operational Excellence programs.



Operational excellence tends to focus on capabilities alone, but both aspects play a major role in achieving the expected excellence level.

Fig. 2: Operational Excellence

Depending on your business needs and the strategic character of your business (e.g. cost vs. quality leadership; innovators vs. copy cats), we apply the necessary tools to successfully implement Operational Excellence at your company. Our consultants have expert knowledge and sound experience from their previous project work at Chinese and multinational corporations.

Our Capabilities in Brief

- » Lean Six Sigma Deployment
- » Design for Six Sigma
- » Asset Management Optimization
- » Supply Chain Optimization
- » Sourcing Optimization
- » Sales and Marketing Effectiveness

Your Benefits

Depending on the program's strategic direction, the benefits of the Operational Excellence Deployment can be:

- » Efficiency and effectiveness increase
- » Defect reduction and quality improvement
- » Lead time and time-to-market acceleration
- » Waste reduction and overall profit increase
- » Reorganization and capacity adjustments
- » Supply chain optimization
- » Sales efficiency improvement
- » Strong continuous improvement culture

Our Approach

Albert Einstein said that "we cannot solve our problems with the same thinking we used when we created them". Our approach is to develop, together with you, a tailored Operational Excellence Program for your organization.

根据您的商业需求和战略特征 (如成本或质量领先, 创新或模仿), 我们运用必要的工具为您的企业成功实施卓越运营。我们的顾问拥有丰富的专业知识以及过往在中国和跨国企业工作中所累积的丰富经验。

我们可以为您提供

- » 精益六西格玛部署
- » 六西格玛设计
- » 资产管理优化
- » 供应链优化
- » 采购优化
- » 销售和营销效益

您的收益

基于您的战略方向, 卓越运营的好处有:

- » 提高效率 and 效益
- » 减少缺陷及提升质量
- » 缩短交付周期和上市时间
- » 减少浪费及增加总利润
- » 提高产能
- » 供应链优化
- » 提高销售效率
- » 强有力的持续改善文化

我们的方法

爱因斯坦说过: "我们不能用产生问题的思维来解决所产生的问题"。我们的方法是: 与您携手, 为您的企业量身定制卓越运营方案。

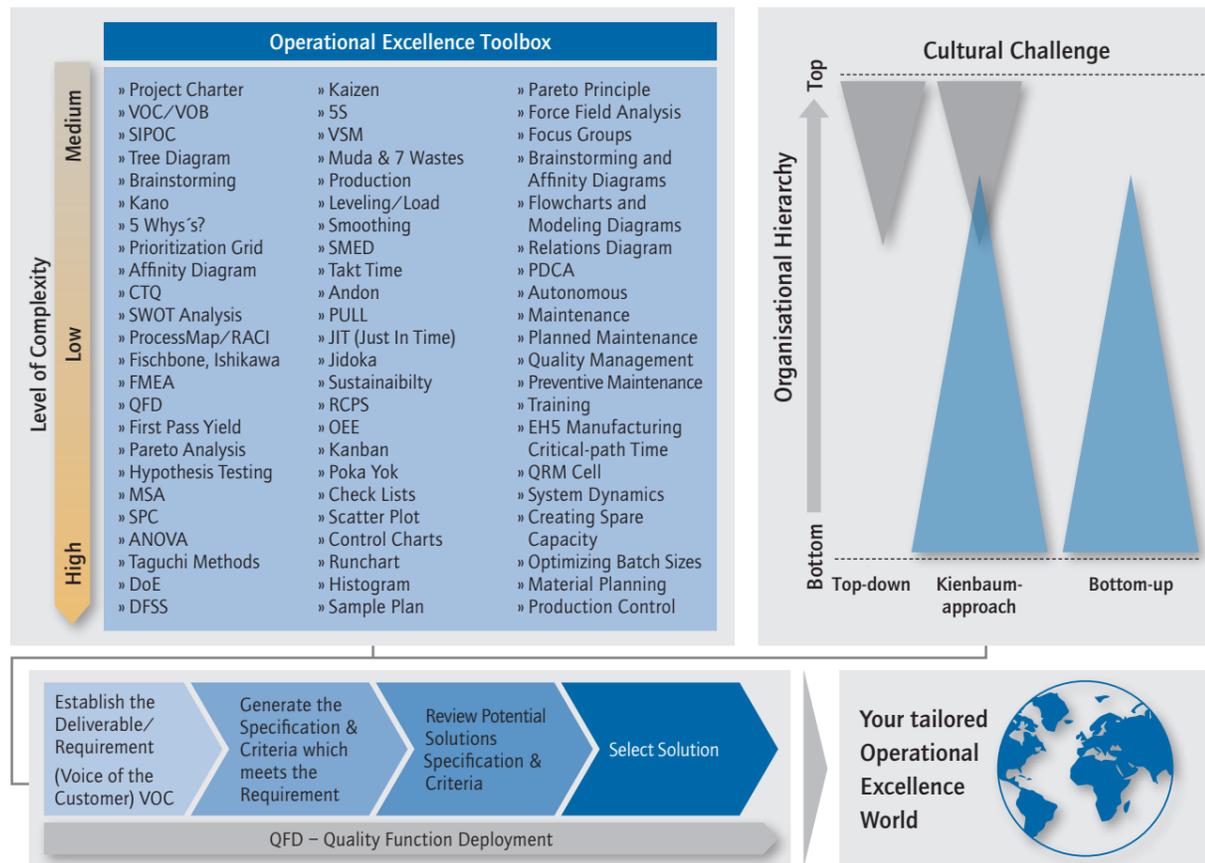


Fig. 3: An Operational Excellence World Tailor-Made for You.

Applying a structured selection process (Quality Function Deployment) ensures that the best combination of building blocks for your specific problems is selected. When identifying the target, our consultants already distinguish in the causes for transformation between top-line triggers and bottom-line triggers in order to customize the future project's chosen approach to match your needs and culture. On the basis of that, we enable your employees to achieve long-term and sustainable change in your organizational culture. In addition to the structured and customized approach, we also focus on the processes, employees, and overall systems for achieving sustainability.

After achieving the first significant improvement results, we start to gradually shift the leadership responsibility of the project away from the consultants to the team members, because the journey of Operational Excellence is not only an operational issue. Above all else, it is a question of change management and mindsets. We therefore emphasize the importance of process owners and experts understanding how they can help to improve their own processes and add value to their company. Employee engagement and ownership are the crucial components of our implementation programs.

我们将应用结构化的选择流程 (质量功能部署Quality Function Deployment), 确保选择了构建模块的最佳组合, 以解决您的特定问题。在确定目标时, 我们的顾问已识别出在顶线触发和底线触发之间变革的原因, 为您定制适合您的企业文化和需求的方案。而基础是我们能够让您的员工在您的组织文化中实现长期和可持续的变革。除此之外, 我们也注重实现可持续性的流程、员工和整体系统。

在实现首个重大改善成果后, 我们开始逐步将项目的领导责任从顾问转移至团队成员, 因为卓越运营之旅不仅是运营问题, 这更是一个变革管理和思维模式的问题。因此, 我们强调流程负责人和专家应理解他们能够如何帮助改善自身的流程以及为公司增值的重要性。员工的参与和主人翁意识是我们实施卓越运营的关键因素。

Operational Excellence with Kienbaum Management Consultants

Kienbaum与您一起, 实现卓越运营

We consider the integration of your management team and key employees as well as the holistic and customized program approach to be the key factors for the design and implementation process in order to achieve sustainable Operational Excellence at your company.

我们将与您一起, 整合您的管理团队和关键员工, 提供全面的、量身定制的方案, 最终实现可持续的卓越运营。

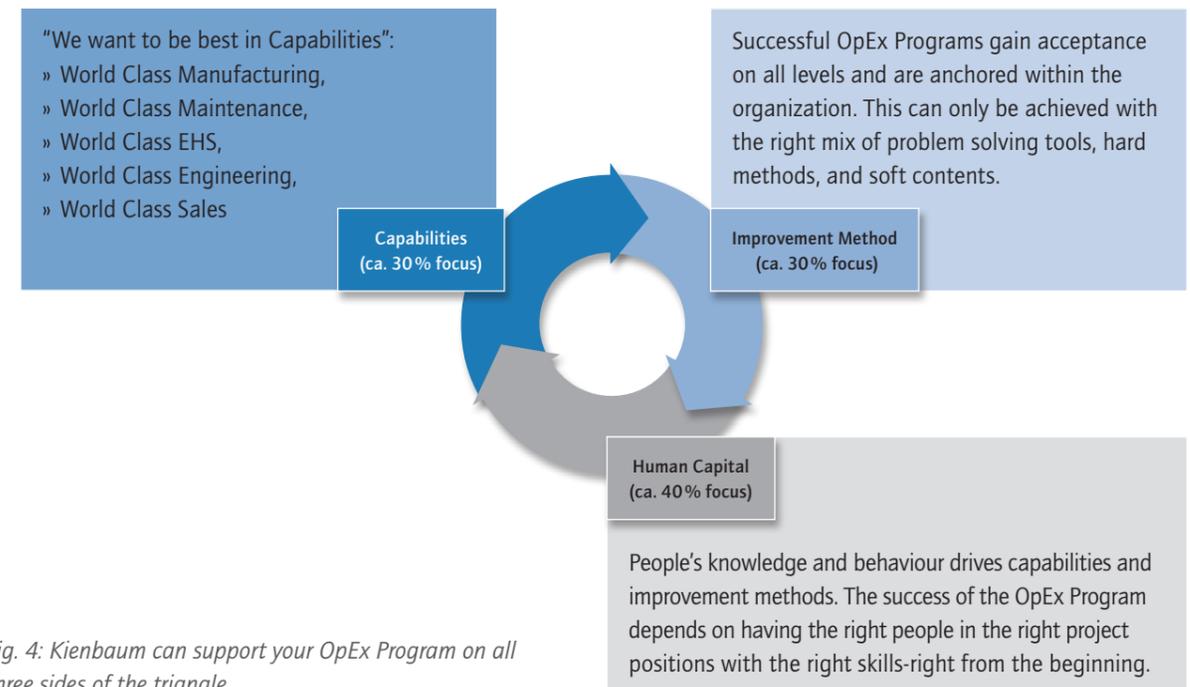


Fig. 4: Kienbaum can support your OpEx Program on all three sides of the triangle.

» Process Safety Excellence » 卓越的流程安全

Many incidents with hazardous materials, such as chemicals, oil, and gas, have negative repercussions for human wellbeing and for the health of the environment, and can lead to negative publicity. The possible root causes often include inadequate hazard identification or inefficient management processes.

许多涉及危险物质的事故, 如化学制品、汽油和气体, 会给人类健康和环境健康带来负面影响, 也会导致负面的宣传。很多时候, 事故的根源为缺乏危险辨识或低效的管理流程。

An example is the explosion at a petrochemical plant in Lanzhou, China, 2011, leaving five people missing and six people injured. The blast was triggered by static electricity, igniting flammable gases which had leaked from a tank. How can we avoid such incidents in the future?

在2011年, 中国兰州的一家石油化工厂发生爆炸, 导致五人死亡和六人受伤。该爆炸是由静电引发的, 静电点燃了从储气罐泄漏的易燃性气体。我们如何在未来避免此类事件的发生?

The idea of Process Safety is to prevent such explosions as well as fires and accidental releases, which have far-reaching consequences for people and the environment, by establishing a set of targeted mechanisms. One such mechanism is a well-oiled management system. It manages Process Safety and supplies preventive measures, such as regular controls of the equipment.

流程安全的理念旨在通过建立一套目标机制, 防止此类对人类和环境都有深远影响的爆炸、火灾和意外泄漏事件的发生。这个机制必须是一个良好运行的管理系统, 可有效管理流程安全并提供预防性措施 (例如设备的定期维护)。

Kienbaum Management Consultants and TÜV Süd have developed Process Safety Excellence, a holistic system which embraces the behavioural, occupational, and technical sides of Process Safety.

Kienbaum管理顾问和TÜV南德意志集团(TÜV Süd)开发了“卓越的流程安全”(Process Safety Excellence)系统,这是一个涵盖了流程安全的行为、职业和技术方面的全面系统。

Focus Area

In cooperation with TÜV Süd, we have developed a system for measuring, improving, and demonstrating safety and environmental and business performance. Process Safety Excellence is designed to manage risks. It safeguards and improves the health of business processes, provides management with advanced decision support, and helps build a reputation of safety. It powers your commercial results and helps establish a competitive advantage.

To achieve a sustainable Process Safety management system, the focus needs to be directed at four preventive barriers, one mitigation control barrier, and four foundation layers. Each barrier is segmented into its constituent elements. These elements need to be evaluated, optimised, and aligned with the “voice of the regulator” to ensure their sustainable implementation.

关注领域

通过与TÜV Süd的合作,我们开发了用于测量、改善和展示企业安全、环境和经营绩效的系统。“卓越的流程安全”系统旨在管理风险。此系统可确保并改善业务流程的健康,为管理层提供先进的决策支持,并帮助建立安全声誉。该系统可推动您的商业成果,并帮助建立竞争优势。

为实现可持续的流程安全管理系统,我们需要关注四个预防障碍、一个缓冲控制障碍及四个基础层面。每个障碍均被分割为不同的构成要素。我们需要通过“调节器声音”(Voice of the regulator)对这些要素进行评估、优化和校正,以确保它们可持续实施。

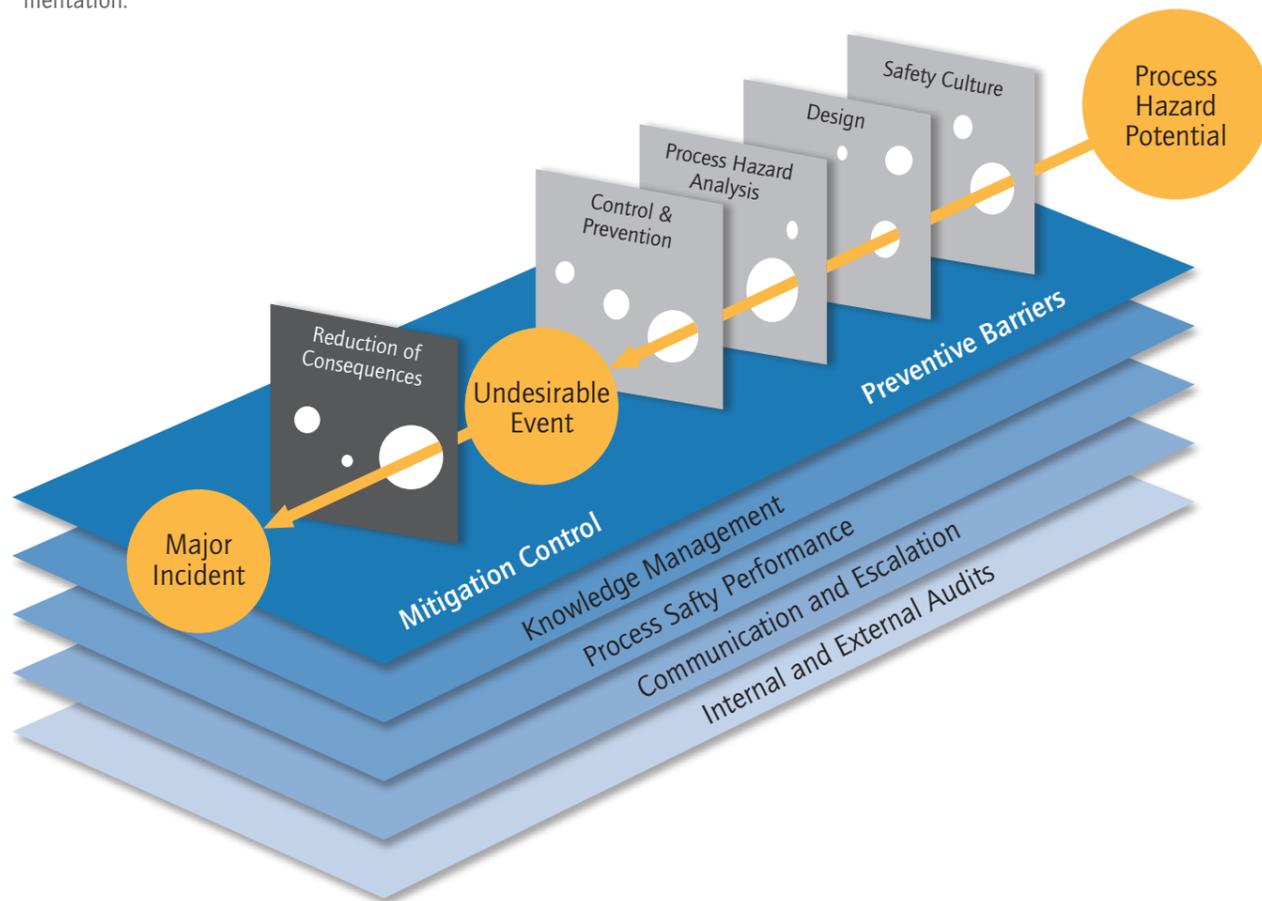


Fig. 5: Kienbaum Process Safety management system

Each of the five barriers and four foundation layers consists of logical, functional blocks which – collectively and holistically – provide Process Safety assurance. As such, successful transformation requires all of these blocks to perform at their optimum.

各个障碍和基础层面均由逻辑模块和功能模块组成,这些模块共同且全面地提供了流程安全保证。同样地,成功的变革也需要所有模块在最佳状态下执行。

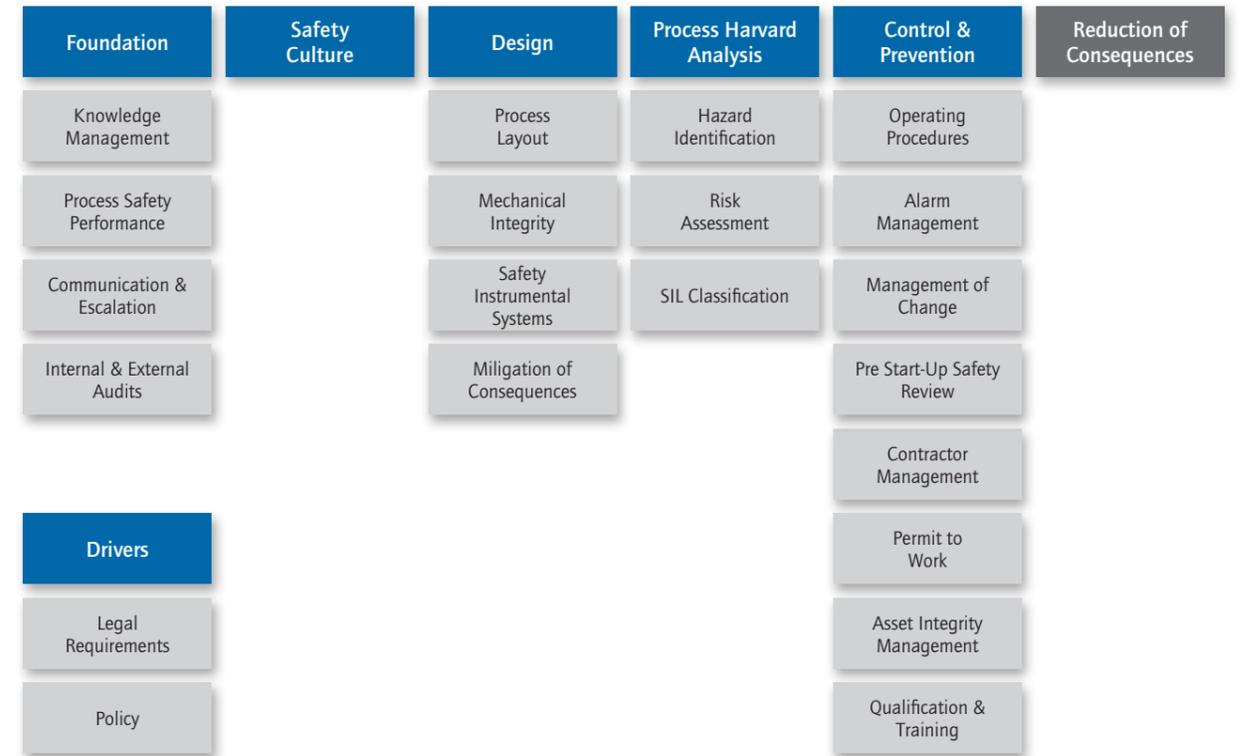


Fig. 6: Process Safety elements for relevant barriers and Process Safety foundation layers

Our Approach

Our concept uses a three-phase approach to achieve cultural and process transformation and deliver sustainable Process Safety excellence at your company. During the first phase, we establish the capability of your existing risk management system and processes. Thus, we identify opportunities for optimization including the design, development, and implementation of the required upgrades.

The rigorous implementation of systems and processes means that they can be initially certified and monitored over time with regular audits resulting in a certification of the excellence level at your company.

我们的方法

我们通过三个阶段来达到文化和流程的变革,以及在您的公司交付可持续的“卓越的流程安全”系统。在第一阶段,我们测量您现有的风险管理系统和流程管理的能力;从而,我们可以识别包括设计、开发和实施等各方面的优化机会。

严格实施系统和流程意味着它们从最初就能获得认可,同时通过长期监控和定期审核,从而使您的公司获得卓越水平的认证。

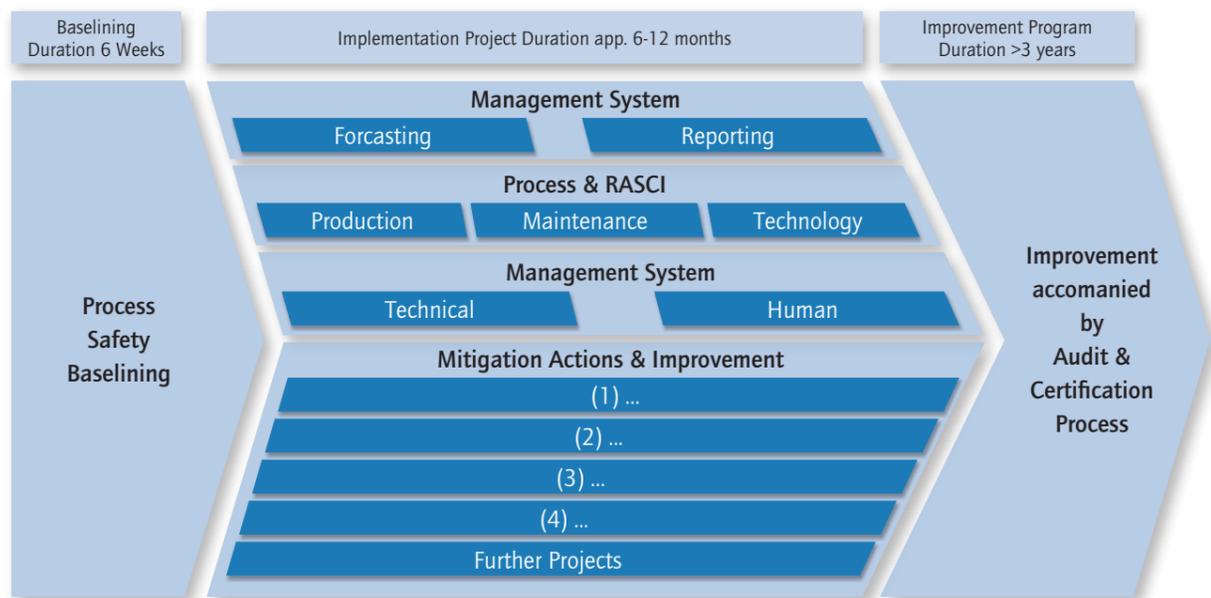


Fig. 7: A sample approach and contents of a Process Safety project

We follow a defined approach to implement safety-relevant processes interlinked with KPI dashboards on different management levels to achieve sustainable Process Safety Excellence. Maintaining transparency for process safety and putting in place a methodology to steer the KPI output allows your operators to solve problems where they occur and gives them the capability to steer Process Safety in the desired direction based on selected key indicators.

Thus, the systematic and transparent Process Safety program for your company can include the following key steering activities:

- » The current status in your production areas is measured by shift tours, spot checks, and analyses of safety excursions according to the logic of Process Safety management.
- » The progress and status of Process Safety in your production areas is represented by defined KPIs, including data on acceptable thresholds/targets that allow everyone in your organization to be aware of where they are on the way to excellence.
- » Deviations are assessed immediately and remedial measures and responsibilities are defined.
- » Process Safety is reported regularly to your management to ensure its proper steering on the business level.

我们有确定的方法来帮助您, 实施与安全相关、并且在不同管理层级上与KPI有相互关联的流程, 以实现可持续的“卓越的流程安全”。透明的流程安全以及清晰的KPI, 可让您的员工就地解决问题, 并让他们有能力根据所选的KPI来掌握流程安全的方向。

因此, 在您的公司内实行系统化的和透明的流程安全方案可包括以下关键的引导活动:

- » 根据流程安全管理的逻辑, 我们在您的生产领域内制定了跟踪轮班工作、抽查和安全探索分析, 从而测量您的生产领域的当前状态。
- » 通过明确的KPI展示您生产领域内的流程安全进展和状态, 包括勉强可接受的数据/目标数据, 让您公司内的每一位员工都意识到他们离卓越还有多远的距离。
- » 任何偏差都可以被立即评估出来, 且有明确的补救措施和责任人。
- » 定期向您的管理层报告流程安全情况, 确保管理层在经营层面上得到正确地引导。

» Human Resource Management

» 人力资源管理

Kienbaum Management Consultants provides a holistic solution for all questions along the entire HR value chain. Based on our commitment to long-term HR development and strategic competence management, we realign the HR systems and processes to match the strategy of your business and help you maintain your innovative creativity and competitiveness.

We offer a versatile spectrum of services from the recruitment of suitable, highly qualified personnel to their retention and from the design of change processes to actively supporting their execution.

Our main goal is to use our consultancy support to enable our clients to face their industry's or business's specific challenges with a durable response and to ensure a lasting effect even beyond the completion of the consultancy project.

Kienbaum管理顾问为整个人力资源价值链上出现的所有问题提供全面的解决方案。根据我们在长期人力资源发展和战略能力管理方面作出的承诺, 我们重新调整人力资源系统和流程以符合您企业的战略, 并帮助您维持最新的创造力和竞争力。

我们提供多样化的服务, 从招聘合适、高素质的人员到人员的留任, 从变革流程的设计到积极支持该流程的执行。

我们的主要目标是利用我们的咨询支持, 让客户能够面对并持久应对行业或企业的特定挑战, 及确保持续的效果, 而不仅仅是完成咨询项目。

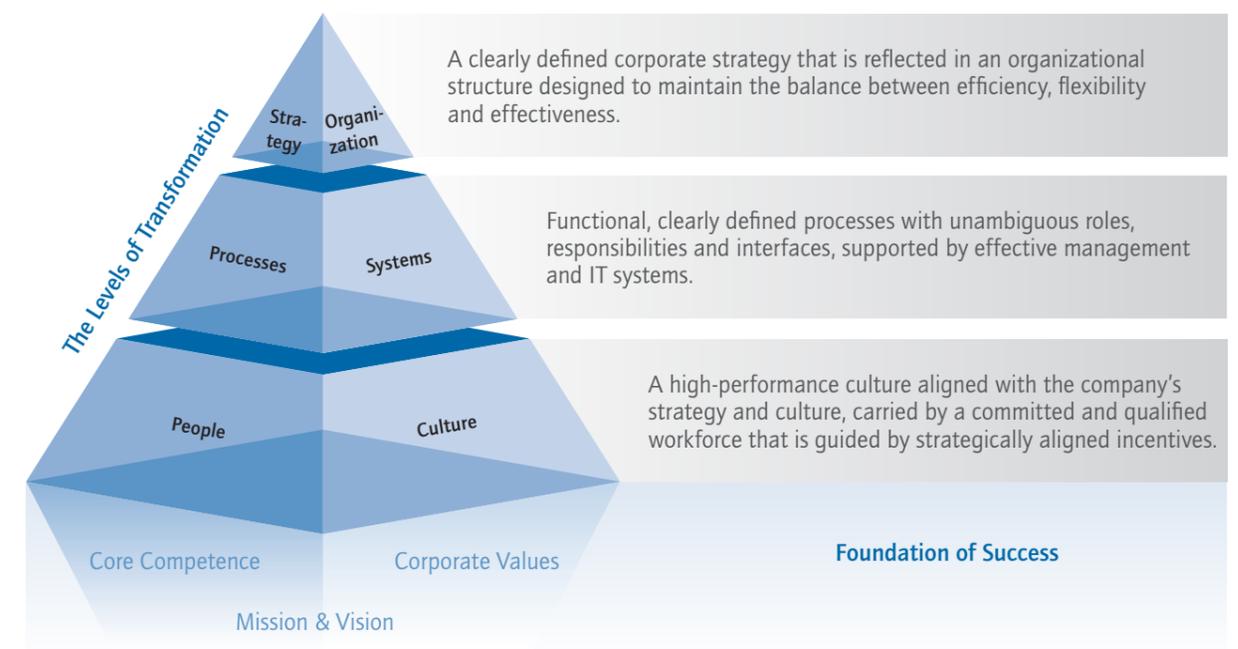


Fig. 8: The Levels of Transformation

HR Strategy

Traditional human capital management processes include strategic competence management, talent and potential management, and the introduction of effective succession management, all under the roof of strategic workforce planning. This is the joint that connects the HR strategy with the strategy of the business.

When realigning HR sections, we focus on the value-adding aspects of HR work and on a close connection between your business and HR strategies. To achieve a better-positioned and more professional HR section, it needs a strategically aligned shape of your structural organization. The organization needs to keep the support costs for each member of staff at a sustainable level and ensure that the administrative-supportive component of HR work does not exceed a certain threshold limit in the overall HR budget. In questions of HR strategy of this nature, we follow the so-called three-pillar model of Dave Ulrich.



Fig. 9: Where Kienbaum adds value!

Attract

We accompany business on their way towards becoming "employers of choice". Kienbaum Management Consultants supports you on every step in the employer branding process, from analysing and advising you on the (further) development of your employer brand to the execution of HR marketing activities. For us, employer branding means the effective placement of your brand in all relevant media and target audiences.

In times of demographic change and an increasingly scarce supply of qualified employees, human resource management has begun to focus on the recruitment of highly qualified people for the positions they are needed in. We can assist you in the search and selection of the right people with tried and tested, bespoke procedures. The instruments we use for this purpose, including dedicated interview guidelines, role-plays, and business case studies, are designed to allow an unbiased and objective assessment in line with strict psychological quality criteria. This gives our tools their great acceptance among both established and potential employees.

人力资源战略

传统的人力资本管理流程包括在战略性人力规划下的战略能力管理、人才和潜能管理,及引进有效的继任管理。这是连接人力资源战略和企业战略的接合点。

在重新调整人力资源部门时,我们注重人力资源工作的价值提升部分与企业与人力资源战略之间的紧密联系。为了打造更有利的定位及更专业的人力资源部门,需要在战略上调整您的结构组织。公司需要持续为每个职员提供支持费用,并确保人力资源工作的行政支持部分的费用不会超出人力资源总预算的某个上限。在这种性质的人力资源战略的问题上,我们遵循由戴维·尤里奇(Dave Ulrich)提出的三支柱模型。

吸引您的地方

我们陪伴着企业朝着“首选雇主”的方向发展。Kienbaum为您创建雇主品牌的每一步提供支持,从为您分析并向您提供(进一步)发展雇主品牌的建议,到执行人力资源营销活动。对于我们而言,创建雇主品牌意味着在所有相关的媒体和目标受众中有效置入您的品牌。

在人口结构发生变化和日益缺乏合格员工的时期,人力资源管理层已开始注重为其所需的职位雇用高素质的人员。我们可以通过反复测验的定制程序协助您搜寻和选择合适的人员。我们用于此目的的工具包括专用的面试指南、角色扮演和商业案例研究,旨在令公正客观的评估符合严格的心理素质标准。这让我们的工具/方法广受现任员工和应聘者的接受。

Our Capabilities in Brief

- » Group assessments of candidates' skills and competences with culturally specific individual and group exercises (assessment centres)
- » Individual assessments of management skills in competence-driven exercises (management audit)
- » Online personality and performance tests for the identification of potential with full consideration for the given corporate or national culture

Retain

Dwindling supplies in terms of young talents (caused by the impact of aging and fluctuation) have turned the retention of experts and executives into one of the frontline challenges faced by businesses today. Providing development programs that are tailored to the needs and expectations of these young talents and establishing dependable mentoring relationships between young and old members of staff helps keep people loyal to their employer.

The particular culture of your company and the country you are based in is highly relevant for the effective design of such retention measures. When working with our Chinese clients, we pay particular attention to questions of family when addressing salary developments or training opportunities. We consider the education of children and the overall family income to be among the primary factors when talented Chinese executives decide for or against an employer.

Our Capabilities in Brief

- » Tailor-made retention programs for international corporations and local enterprises
- » Designing retention interventions to match the given local circumstances (headcount, regional particularities, entrepreneurial challenges)
- » Sophisticated models for large-group interventions or success-critical sub-groups (key players) at our clients

我们可以为您提供

- » 通过具有文化特异性的个人和小组练习,对候选人的技能和能力进行小组评估(评估中心)
- » 在能力驱动练习中评估个人的管理技能(管理层审核)
- » 在充分考虑现有的企业文化或国家文化的情况下,通过在线个性和表现测试来识别潜能

留任

年轻人才的短缺(受老龄化和经济波动的影响)已将专家和高管的留任变成当今企业所要面临的首要挑战。根据年轻人才的需求和期望提供发展计划,及在年轻职员和老职员之间建立可靠的辅导关系,可帮助员工保持对雇主的忠诚度。

您所在公司和国家的特定文化与该留任措施的有效设计紧密相关。与中国客户合作时,我们在处理薪水发展或培训机会时将特别注意家庭的问题。当有才能的中国高管决定继续为公司效力或离开公司时,我们将孩子的教育和家庭总收入作为主要因素之一来考虑。

我们可以为您提供

- » 为国际企业和当地企业制定个性化留任计划
- » 设计留任干预措施,符合特定的当地环境(职员总数、区域特性、创业挑战)
- » 为我们的客户建立大群体干预措施或成功关键小组(关键角色)的高端模型

Diversity & Inclusion

When companies in China engage in processes of change, they need to remember the additional challenge of reconciling the different national cultures of expatriates and local personnel. By contrast with their local peers, internationally active companies have the opportunities to make use of these diversities in terms of age, gender, cultural background or education for their commercial success, beginning with the recruitment process and HR development to eventual succession management processes.

However, relying on intercultural training alone will fall short of the target: These need to be expanded with coaching interventions during on-boarding and active participation in accepting the mutual differences in culture and vision development processes. Companies can do so by creating the space to allow every employee to contribute his or her own perspectives, expectations, and experience and, in the end, to realize all of the potential for innovation they have.

Our Capabilities in Brief

- » Surface-level and deep-level diversity management with mixed consulting teams
- » Top management diversity concepts with a focus on the productive clash of expatriates and local talent
- » Programs for embedding diversity management in the existing management systems

Sustainability through Change Management

Restructuring or growth campaigns and the impact of changing business and market strategies confront companies with increasing pressure to change. Successful change processes are designed to reduce frictions and ensure sustainable, value-adding activities within your company. This is why all of our approaches revolve around the following goals:

- » Support for all three salient dimensions: systems, processes, and people.
- » Creating transparency, comprehension, and acceptance for the planned change interventions.
- » Ensuring the required capabilities and competences as well as the relevant methods and instruments.
- » Sustainable support for embedding the changes in the behaviour and attitudes of the people affected by change.
- » Lasting monitoring and management of cultural change.

多样性与包容

当中国的公司参与到变革的过程,他们需要留意额外的挑战,即调和外籍员工和当地员工不同的民族文化。与当地同行相比,跨国企业有机会从开始的招聘流程和人力资源发展到最终的继任管理,利用员工的年龄、性别、文化背景或教育的多样性,取得商业成功。

然而,仅依赖于跨文化培训是不够的:我们需要在员工入职和接受企业文化与企业愿景的发展过程中,展开辅导干预。公司可通过创建一个空间,让每位员工分享自己的观点、期望和经验,以及最终实现员工的所有创新潜能。

我们可以为您提供

- » 以具备多种才能的咨询团队进行表层和深层的多样性管理
- » 高层管理多样性概念,注重外籍人才和当地人才产生的冲突
- » 在现有管理系统中嵌入多样性管理

通过变革管理实现可持续性

企业重组、业务增长,以及企业变革和市场战略的影响使公司面临日益增加的变革压力。成功的变革流程旨在减少摩擦,并确保在公司内进行可持续的增值活动。这就是为什么我们所有的方法始终围绕着以下目标的原因:

- » 为以下三个重点提供支持:系统、流程和员工。
- » 为计划的变革干预措施创建透明、理解和接受的空间。
- » 确保所要求的本领和能力,以及相关的方法和工具。
- » 为受到变革影响的员工转化行为和态度提供持续的支持。
- » 持久监控和管理文化变革。

Numerous conservative solutions have helped optimize business processes and save costs in the past. However, many such purely technically biased programs fail to maintain sustainable changes after their conclusion, which means that companies cannot capture the full effects promised by the projects.

We consider it an essential and a natural part of any such project to ensure the sustainability of the change process. For this purpose, we offer holistic solutions that cover the frequently neglected, but essentially critical soft factors on top of the corporate activities, systems, and processes that are usually in scope. We place particular emphasis on the corporate culture and employees' engagement, which forms an early part of any solution designed by us. This empowers the people affected by change to not only execute new activities or other changes, but to actively carry and sustain these changes. In the end, this allows companies to benefit from the advantages of change for the long term, reduce costs sustainably, and increase quality.

Our Capabilities in Brief

- » Sustainable project execution with pre-emptive and simultaneous change management interventions
- » All from one source: German – Chinese subject matter experts, soft skill specialists, communication and strategy consultants from a diverse range of cultures and backgrounds combined for short and long-term project success
- » Simultaneous consideration for both structural-conceptual and behavioural transformations over the entire course of the project

在过去,许多保守的解决方案已帮助优化业务流程及节约成本。然而,许多这样的纯技术偏向的计划未能在完成后保持可持续性变革,也就是说,公司未能获得项目承诺的全部效果。

我们认为此类项目必要且本质的组成部分是确保变革流程的可持续性。出于此目的,我们提供全面的解决方案,将通常被忽略但本质上非常关键的软性因素置于企业活动、系统和流程的首位。我们尤其强调企业文化和员工的参与度,这两个因素在初期便被包含在我们设计的所有解决方案中。这让受任何变革影响的员工不仅能够执行新活动或其他变革,还可以积极落实和维持这些变革。最后,这让公司可从长期变革的优势中受益,获得可持续的经济效益及质量提升。

我们可以为您提供

- » 通过预先制定且同步运行的变革管理干预措施,持续地执行项目。
- » 我们的资源来自于:德国-中国专题专家,软性技能专家,战略顾问;为了获得短期和长期的项目成功,我们将这些不同文化和背景的专家组成团队。
- » 在整个项目过程中,同时考虑结构概念和行为转变。

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