



# Employee Development Shallows or Deep-sea?

CHINA HUMAN CAPITAL FORUM  
SEPTEMBER 13, 2012

[Dow.com](http://Dow.com)

*we strive. we lead. we thrive. we solve.*

## WHAT EMPLOYEES TELL US?

“ Seems company gives a lot attention to high potentials....”

“Leadership development is the priority, we are not on the radar screen”

“My leader didn’t actively share responsibility for development”

“What are the resources for us to get access to development opportunities?”

“If I were offered a comparable position with similar pay, I would leave the company”



*we strive. we lead. we thrive. we solve.* 2

## WHAT CEO's SAY?

“There are challenging business goals. The only way we'll achieve these goals is with enthusiastic, passionate commitment of every employee.”

“You can instruct employees to reach certain goals, but you'll only get to the highest levels if you engage your people – their hearts and minds – in achieving them together.”

“I don't have a lot of time for human resource people who want to talk about company culture. We are here to drive performance. End of story.”



*we strive. we lead. we thrive. we solve.* 3

# TO BE EFFECTIVE, EVERYONE NEEDS TO BE WORKING TOWARDS THE SAME GOAL

Study shows employee engagement is one of the critical success factors to bring the company's vision to reality.

AND, Effective employee development keeps employee engagement high and alive.



... strive. we lead. we thrive. we solve. 4

# THE MISSING LINKS – INTANGIBLE FACTORS

Delivered by  
**Communications**

Be sensitive in communicating, listening to employees' needs is key

Facilitated by  
**Inclusive Culture**

Embracing difference, value different perspectives, equal opportunities

Showcase by  
**Recognitions**

Recognition/Appreciation stands on top of non-monetary motivators



*we strive. we lead. we thrive. we solve.*

# WHAT HR CAN FACILITATE?

## **A**dvocator for Employee Value Proposition

- Value agreement between employees and the company

## **B**uild Talents across all levels

- Investing at all levels in the organization and extend their development journey

## **C**reate platform for employees to excel

- Unconventional ways to help employees show their talents

# EMPLOYEE DEVELOPMENT@ DOW

## Improve and Excel

- Focusing on the lessons learned
- Preparing for the future
- Long term vision

## Apply and Feedback

- Clarity on job responsibility
- Setting expectation on required skills
- Accountable for actions and results
- On-going performance feedback for development

Reflection

Insight and Motivation

Real-World Practice

Building Capabilities

CONTINUOUS DEVELOPMENT

**Understand ourselves; Feel good about what we do and why we do it**

- Personal Interest
- Values/Expectations
- Flexibility/Mobility
- Skills / Capabilities
- Sense of Purpose
- Pride in what you do

**Develop competencies through a variety of learning experiences:**

- On the job training
- Challenging assignment
- New tasks
- Opportunity to leverage



*we strive. we lead. we thrive. we solve.* 7

# BE TARGETED AND FOCUSED

## High potentials

- Leadership capability
- Stretch assignment, work challenges
- Developmental assessment...

## High Performers

- Expertise,
- coach, mentor
- In-depth, broader work scope
- Leverage experience

## People Leaders

- People management
- Employee development responsibilities
- Leadership experience



## Company Goals

### All employees:

- Company vision, mission, strategy,
- Employee development resources
- Generic training courses...



*we strive. we lead. we thrive. we solve.*



# DRIVE EMPLOYEE DEVELOPMENT TO THE NEXT LEVEL

**2010** – Employee Dev Awareness

Enhance awareness of ED concept and offerings  
Get buy in from leadership and employee on ED value

**2011** – People Leader Engagement

Employee Dev outreach across the region  
Enhance people leader engagement in Employee Dev initiatives

**2012** – Employee in Driving Seat

Empower employees to take lead of their development  
Adopt refreshed Employee Dev processes, practices and resources

Centralized Offering



Customized Solution



*we strive. we lead. we thrive. we solve.*

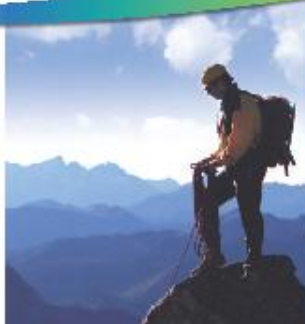
# 2011 Employee Development Week



Competency Jigsaw  
胜任力拼图



My Development @ Dow  
发展在陶氏



Career Fair  
陶氏职业展



One-on-One Career Counseling  
职业发展辅导



Employee Development Carnival  
员工发展嘉年华



we strive. we lead. we thrive. we solve. 10

# 2012 Employee Development Campaign -- You're the Captain of Your Development



*we strive. we lead. we thrive. we solve.* 11



*Thank  
You*



*we strive. we lead. we thrive. we solve.*



®™ Trademark of The Dow Chemical Company