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中国工商银行·哈佛

汉高：构建赢家文化
Henkel

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领导者的精力，是你最稀缺的资源

Leadership Attention is your Scarcest Resource

机会无限，但时间与精力有限

- 你必须做出艰难取舍，并让组织聚焦重点

Unlimited opportunity; limited time and attention

- You must make tough choices and focus the organization

你如何创造条件，最大化你的“管理回报率”？

How are you creating the conditions to maximize your return on management (ROM)?

$$\text{管理回报率} = \frac{\text{释放出的生产性组织能量}}{\text{投入的管理时间与精力}}$$

$$\text{ROM} = \frac{\text{Amount of Productive Organizational Energy Released}}{\text{Amount of Management Time And Attention Invested}}$$

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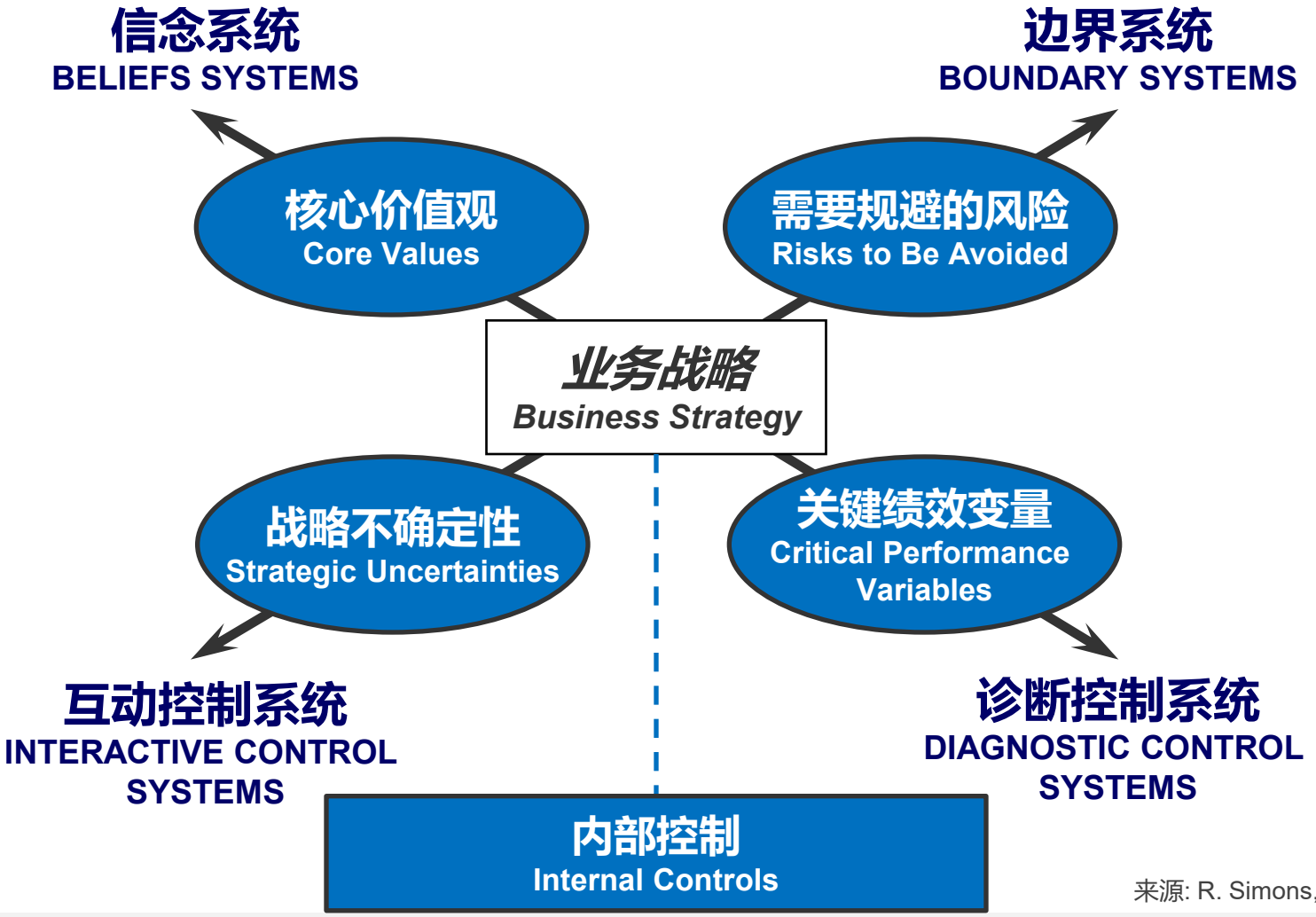
控制杠杆
Levers of Control

引导长期方向与战略取舍
Guiding long-term direction and tradeoffs

领导者直接关注并学习战略不确定性
Direct attention to learning about strategic uncertainties



战略聚焦与关键风险的约束
Strategic focus and containment of key risks

通过绩效压力塑造短期决策与行为
Creating performance pressure and shaping short term decisions and behavior

来源: R. Simons, Levers of Control (HBS Press, 1995)

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在罗思德成为 CEO 之前，你会如何评价汉高?

How would you describe Henkel before Rorsted became CEO?

你如何定义一种“赢家文化”?

What is your definition of a winning culture?

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第一步：直面棘手问题
这是否是打造“赢家文化”的一部分?

Step 1: Tackling the Hard Stuff
Is this part of building a winning culture?

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第二步：宣布 2012 年目标——息税前利润率达到 14%，每股收益增长 10%
这是否是打造“赢家文化”的一部分?

Step 2: Announces 2012 Goals: 14% EBIT Margin, 10% Growth in EPS
Is this part of building a winning culture?

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第三步：调整核心价值观
这是否是打造“赢家文化”的一部分?

Step 3: Changes Core Values
Is this part of building a winning culture?

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墙上的文化 vs 走廊里的文化

Culture on the Walls versus Culture in the Halls

92% 的高管认为，改善企业文化会提升公司价值。

92% of executives believe that improving culture would increase firm value

但只有 16% 的高管认为，他们公司的文化已经达到了理想状态。

16% of executives believe their culture is where it should be

来源: Graham, J.R., Grennan, J., Harvey, C.R. and Rajgopal, S., 2022. Corporate culture: Evidence from the field. Journal of financial economics, 146(2), pp.552-593.

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墙上的文化 vs 走廊里的文化

Culture on the Walls versus Culture in the Halls

约 50% 宣称拥有强势高层管理文化的企业，在员工层面却存在组织文化不一致的问题。

~50% of firms with strong top management (stated) culture exhibit organizational culture inconsistency at the employee level.

文化不一致会对企业价值和盈利能力产生负面影响。

Culture inconsistency has negative effects on firm value and profitability

来源: Chen, Yaxuan., 2025. Inconsistency in Organizational Culture, Working Paper

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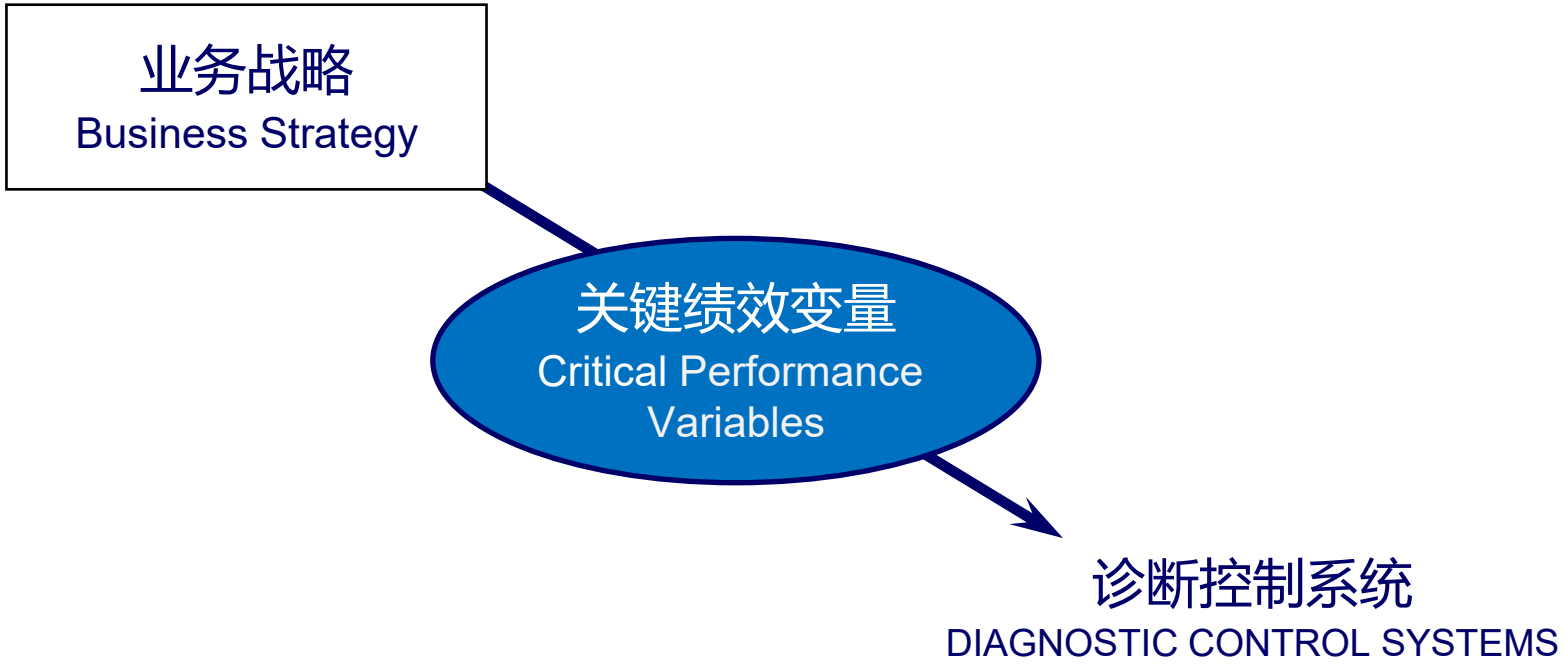

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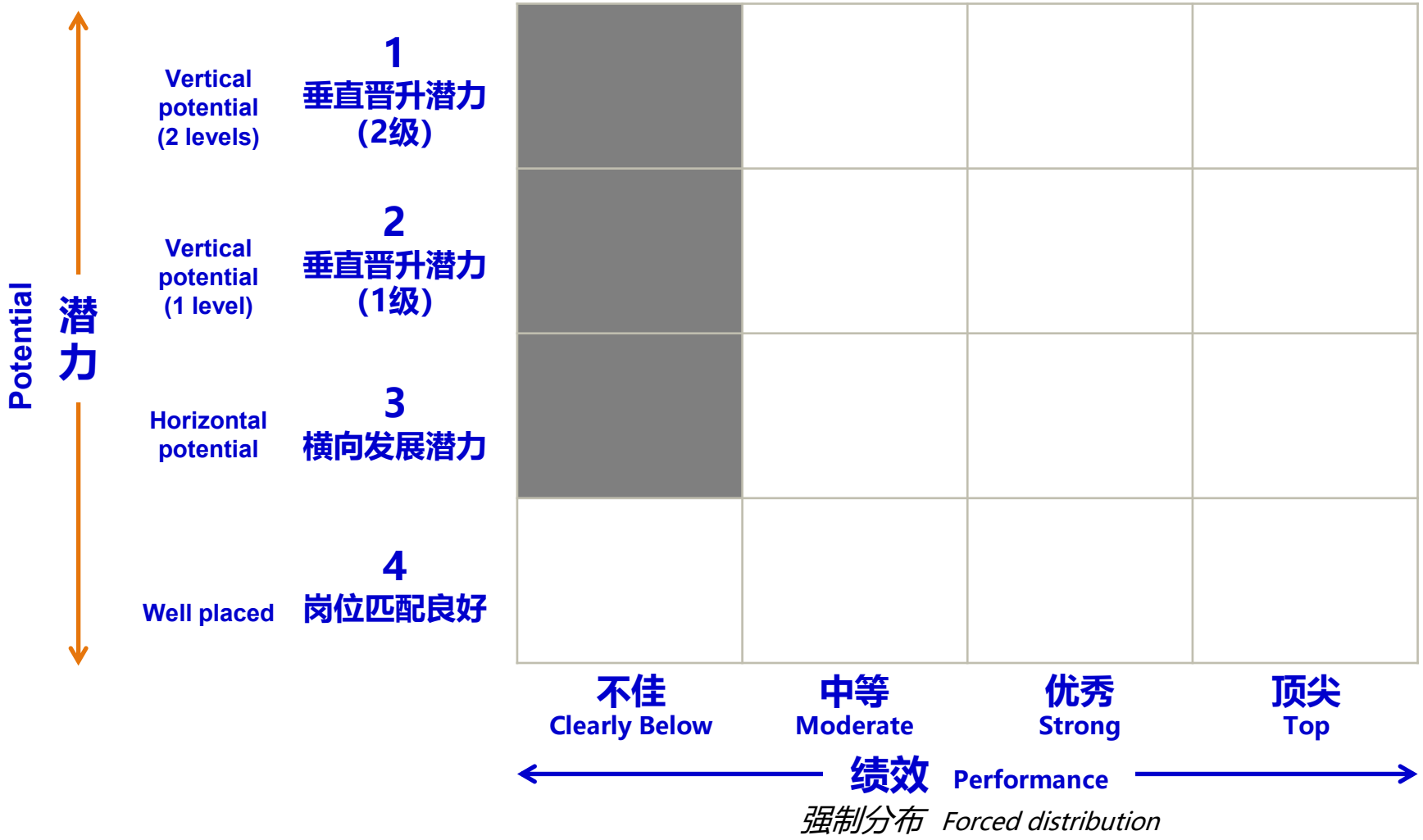
汉高的诊断控制系统

Diagnostic Systems at Henkel



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汉高的诊断控制系统
Diagnostic Systems at Henkel

4 项绩效标准
(如结果的质量和数量)
4 performance criteria
(e.g. quality & quantity of results)

↓

总体绩效评分
Overall Performance Rating

与薪酬挂钩
Tied to compensation

6 项影响潜力的胜任能力
(如教练式辅导和培养员工)
6 potential competencies
(e.g. coaching & developing people)

↓

总体潜力评分
Overall Potential Rating

不与薪酬挂钩
Not tied to compensation

绩效评分采用“强制”分布
“Forced” Distribution for Performance Ratings

不佳 CI Below	中等 Moderate	优秀 Strong	顶尖 Top
5%	25%	60%	10%

30%

潜力评分未规定分布比例
No Specified Distribution for Potential Ratings

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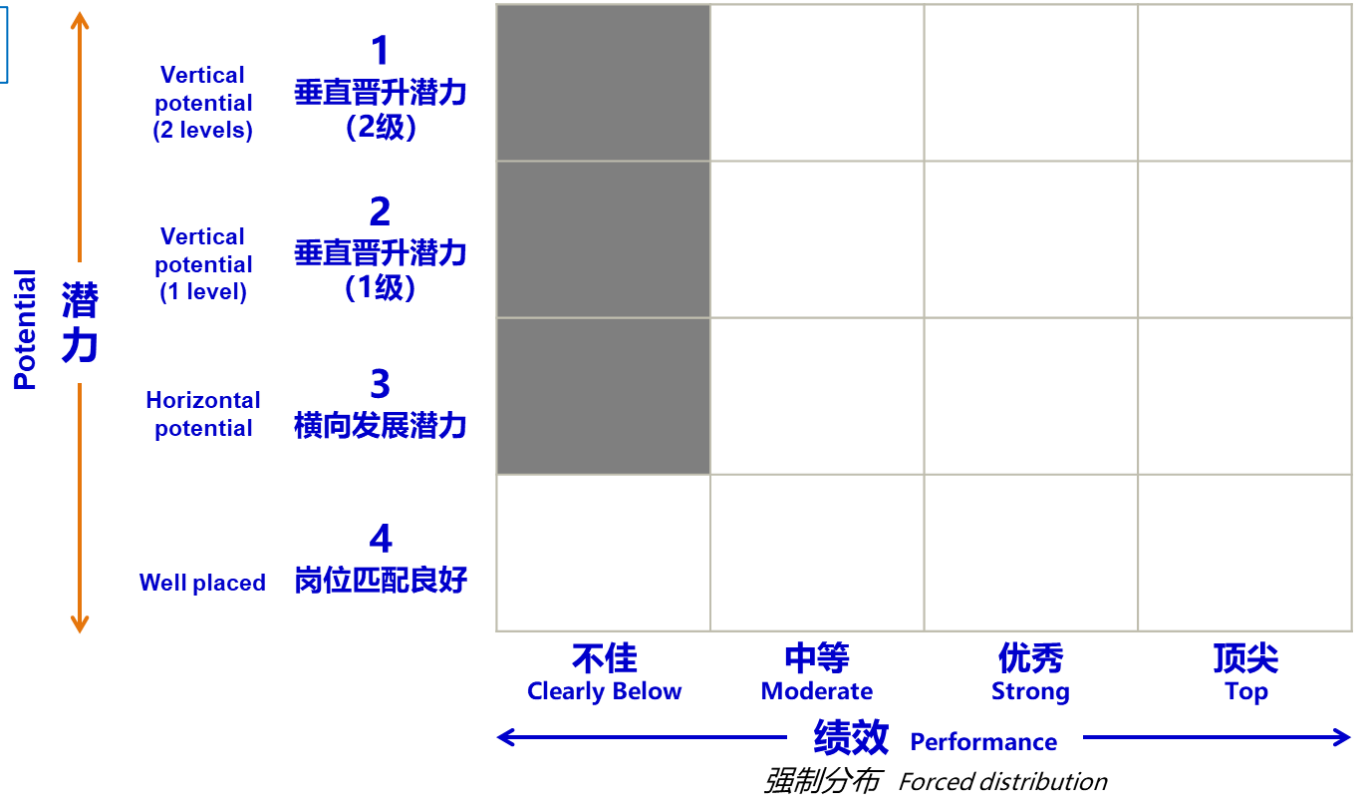
第四步：调整汉高的诊断控制系统
这是否是打造“赢家文化”的一部分?

Step 4: Changing Diagnostic Systems at Henkel
Is this part of building a winning culture?



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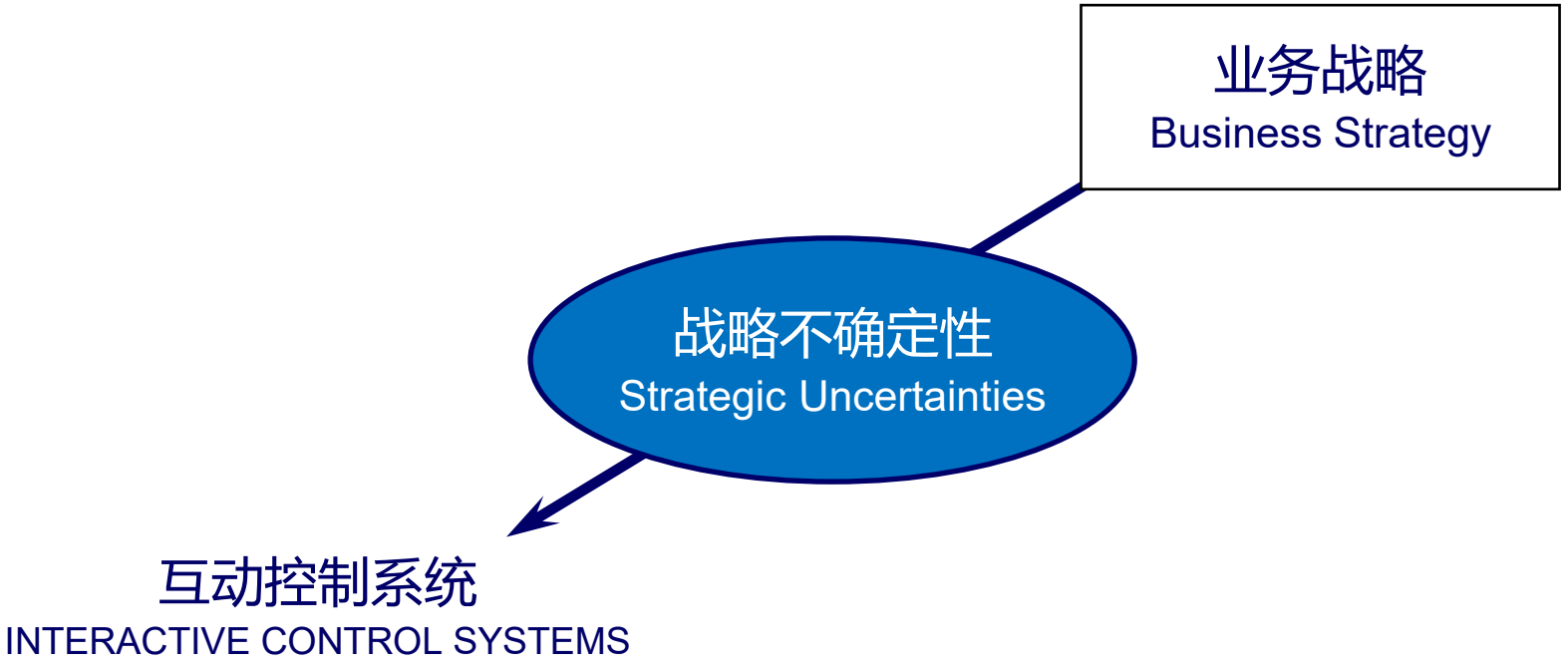

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互动控制
Interactive Controls

是什么： 管理者用来定期、亲自参与下属决策活动的一套控制系统

怎么做：
- 成为高层管理者重要且反复讨论的议题
- 由业务负责人持续关注
- 面对面会议沟通
- 对数据、假设和行动方案进行质疑与辩论

为什么： 战略不确定性要求组织不断寻找颠覆性变化与新机会

What: Control systems that managers use to regularly and personally involve themselves in the decision activities of subordinates

How:
- Important & recurring agenda for top managers
- Regular attention by operating managers
- Face-to-face meetings
- Challenge and debate data, assumptions, and action plans

Why: Strategic uncertainties require search for disruptive change and opportunities

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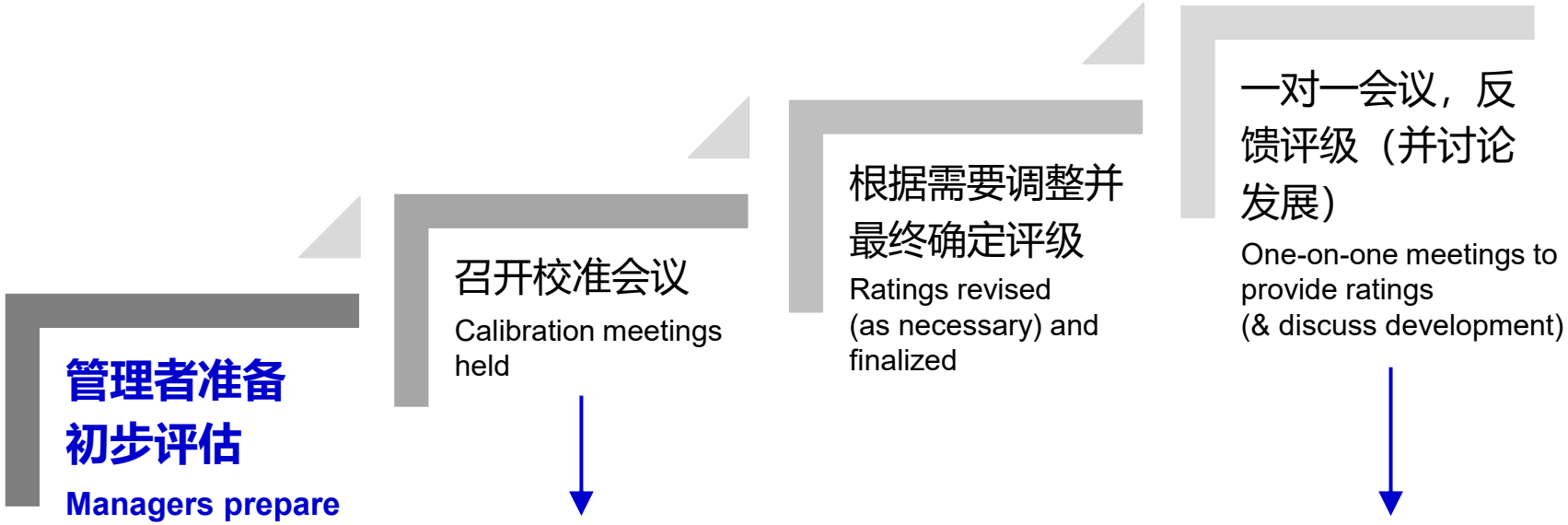
汉高的互动控制机制：DRT 流程

Interactive Controls at Henkel: The DRT Process



- 这是高管层关注的重要且常规的议题
- 运营管理者会持续跟进
- 面对面会议
- 质疑和讨论数据、假设和行动计划

- Important & recurring agenda for top managers
- Regular attention by operating managers
- Face-to-face meetings
- Challenge and debate data, assumptions, and action plans

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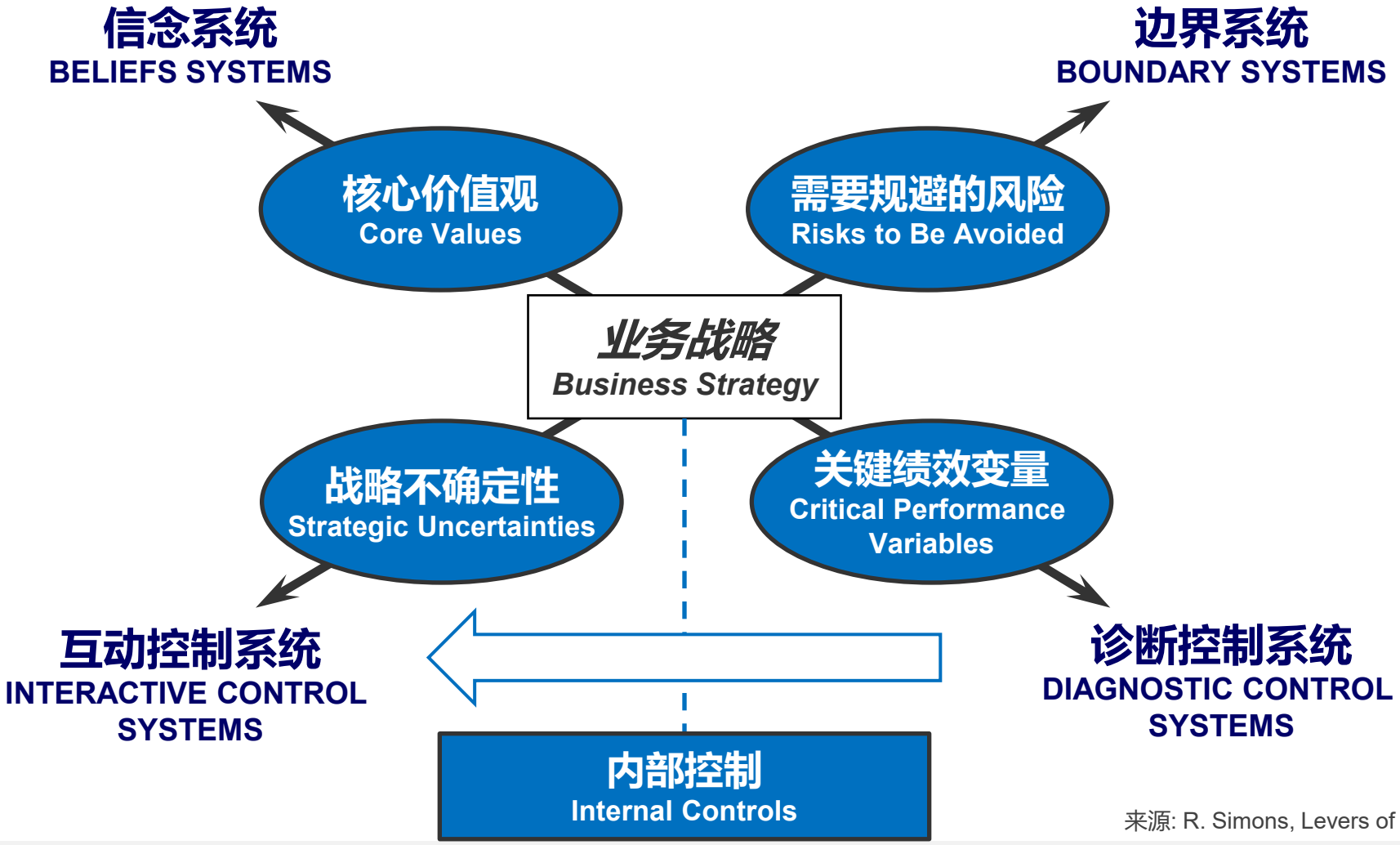
寻找机会，以互动的方式使用诊断控制系统

Look for Opportunities to Use Diagnostic Control Systems Interactively



来源: R. Simons, Levers of Control (HBS Press, 1995)

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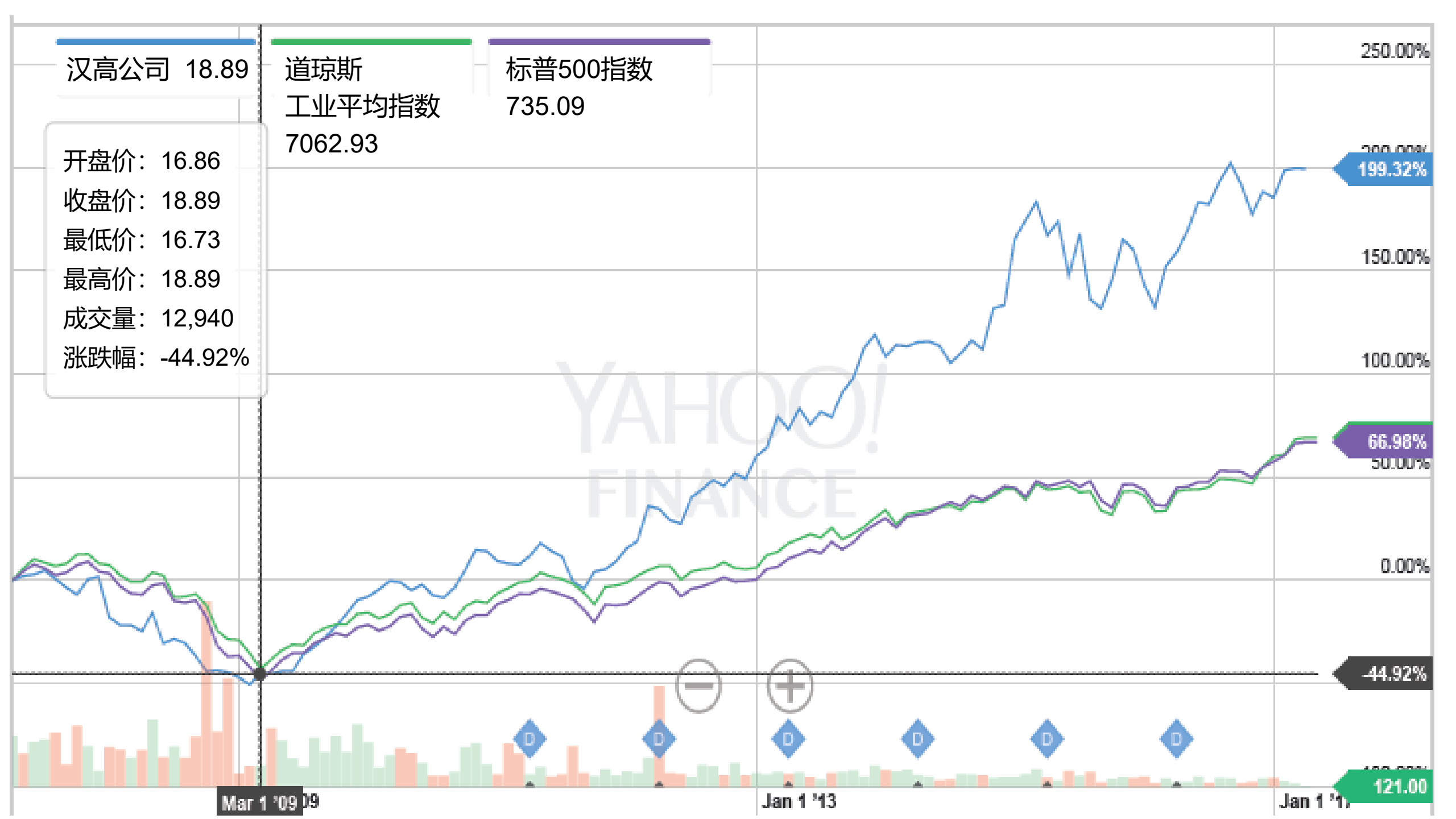
汉高公司 18.89
道琼斯
工业平均指数
7062.93
标普500指数
735.09
开盘价：16.86
收盘价：18.89
最低价：16.73
最高价：18.89
成交量：12,940
涨跌幅：-44.92%
250.00%
199.32%
150.00%
100.00%
66.98%
0.00%
-44.92%
121.00
Mar 1 '09
Jan 1 '13
YAHOO! FINANCE

阿迪达斯股价因前汉高首席执行官即将上任而飙升

AFP • January 19, 2016



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罗思德将离开德国日用化学品集团汉高，加入运动品牌阿迪达斯

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在汉高打造“赢家文化”——控制杠杆框架

Building a Winning Culture at Henkel – The Levers of Control



- 愿景与价值观工作坊
- 沟通工具包
- 培训
- Vision and Values Workshops
- Communication Toolkits
- Training

- 客户至上
- 以激情追求卓越
- Customers First
- Excellence is Our Passion

- 我们不会在无法取胜的市场中竞争
- We will not compete in markets where we cannot win

- 自满情绪
- 失去聚焦
- Complacency
- Loss of Focus

战略执行与对齐
Strategy Execution and Alignment

- 销售增长
- EBIT 利润率
- 员工长期匹配度
- Sales Growth
- EBIT Margin
- Long-Term Employee Fit

发展圆桌会议
Development Roundtable

- 强制绩效排序
- 衡量与公开人才潜力
- Forced Performance Ranking
- Measure and Disclose Potential

来源: R. Simons, Levers of Control (HBS Press, 1995)

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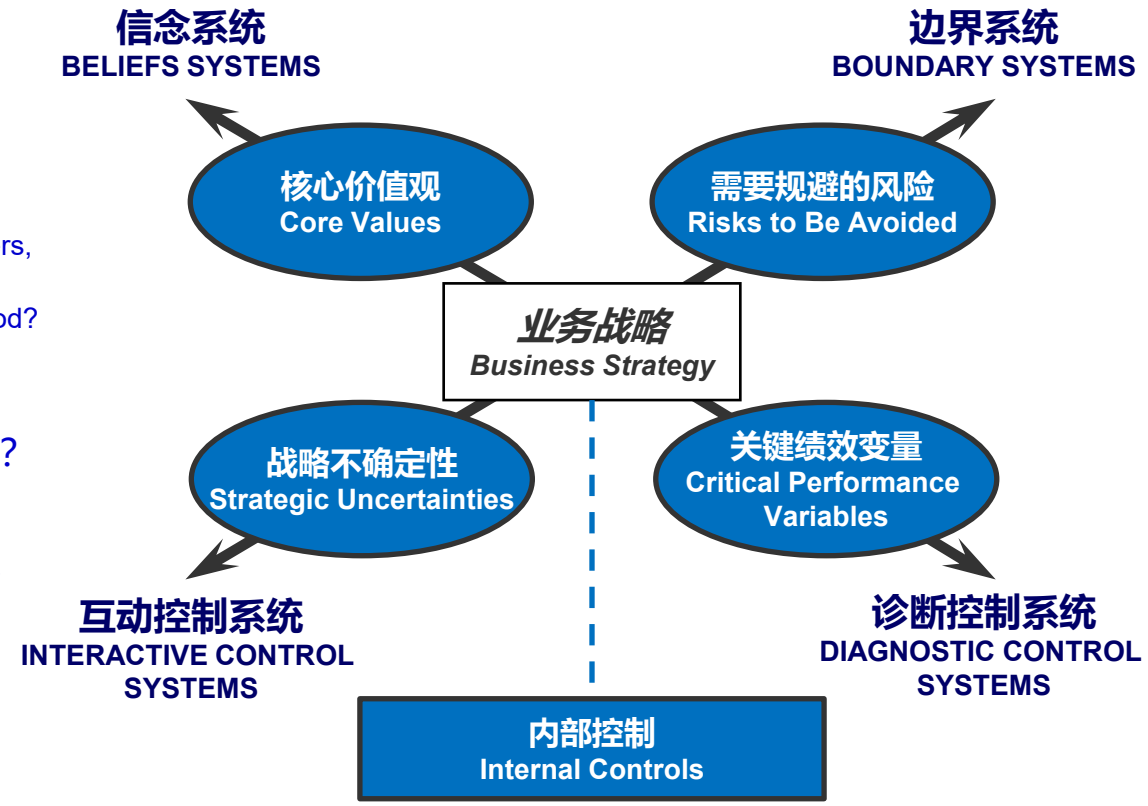
反思自身控制杠杆的问题

Questions to Ask About Your Own Levers of Control

- 你们的核心价值观是什么?
- 它们如何界定股东、客户和员工之间的优先顺序?
- 这些价值观是否被广泛传播并被真正理解?
- What are your core values?
- How do they prioritize shareholders, customers, and employees?
- Are they widely communicated and understood?

- 哪些战略不确定因素让你夜不能寐?
- 你的系统是否推动对这些不确定因素的持续关注?它们是否能够挑战支撑你战略的关键假设?
- What strategic uncertainties keep you awake at night?
- Do your systems promote ongoing monitoring of these uncertainties that can invalidate the assumptions underpinning your strategy?



- 你设定了哪些战略边界?
- 越过这些“边界”会带来什么后果?
- What strategic boundaries have you set?
- What are the consequences of stepping over the line?

- 你的业务中有哪些关键绩效变量?
- 你是否在持续追踪这些指标?
- 你如何利用它们在组织中创造“建设性的张力”?
- 你如何利用它们促进协作?
- What are the critical performance variables in your business?
- Are you tracking these?
- How are you using them to generate creative tension in your business?
- How are you using them to foster collaboration?

来源: R. Simons, Levers of Control (HBS Press, 1995)

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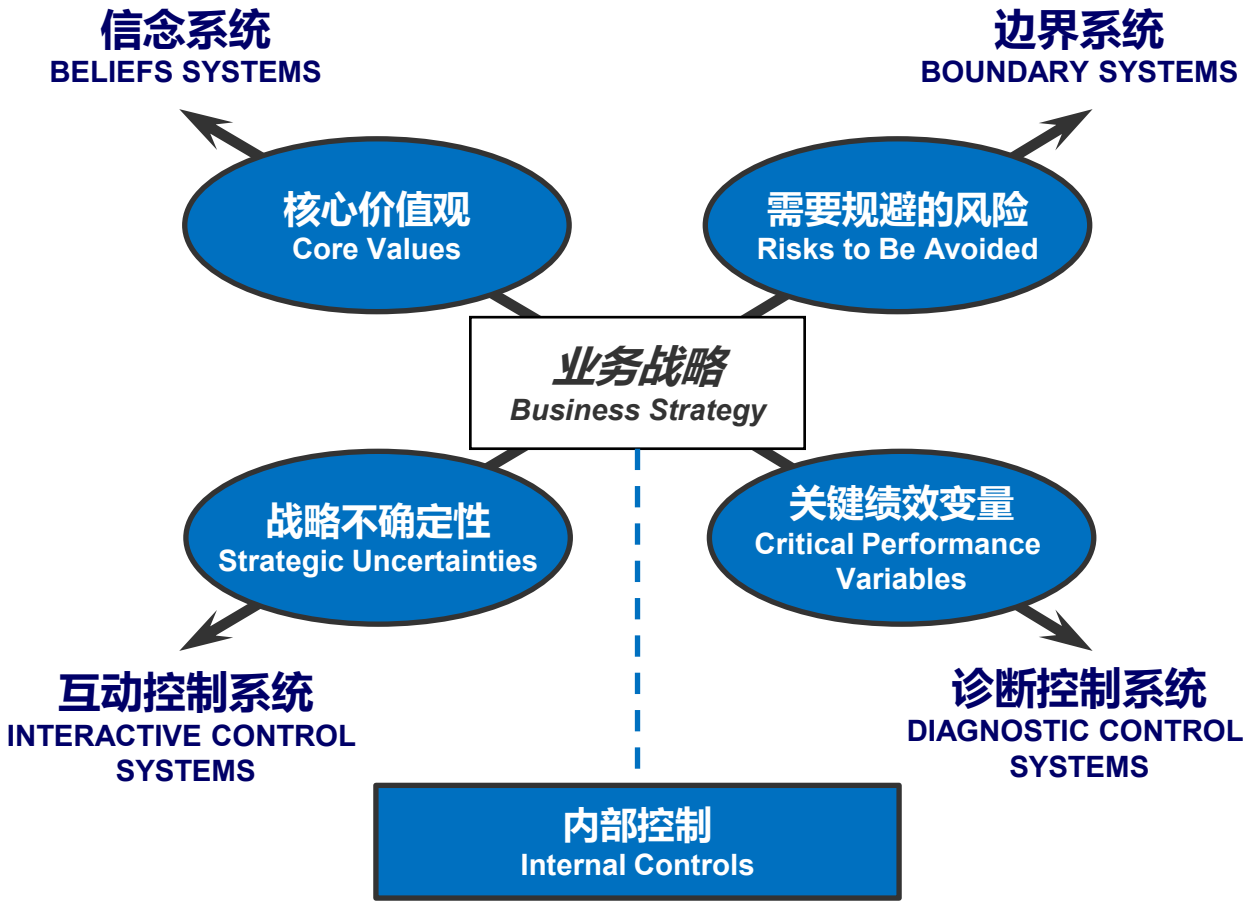
为赋能而设计控制机制

Designing Controls for Empowerment



设计良好的控制系统，是领导者的一项重要职责，它应当能够带来：

- **更好的战略执行**
- **在可控范围内，提升承担风险的能力**
- **将绩效压力引导为积极的组织成果**
- **打造高绩效文化**

Well designed control systems are a key leadership responsibility and should allow:

- **Better strategy execution**
- **An increased capacity to take risks without being hurt by them**
- **Direction of performance pressures towards positive organizational outcomes**
- **The creation of a high performance culture**

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