

# Assessment and Training Methods in China



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*It is no secret that Chinas' on-going and fast economic growth creates a nearly endless increasing need for specialists. But availability of human resources with proven experiences are rare and can only partly satisfy demand. As a result, companies in China struggle to find and bind high-skilled and experienced employees. Many employers are even forced to adjust salary structures too often in order to satisfy highly promising employees or candidates. To conquer increasing gap between available workforces and business growth, companies turn their focus on already existing employees more closely while using assessments.*

Assessments in combination with aligned training and development programs indeed appear as a suitable method to identify, develop, motivate and bind existing employees more effectively. Some global operating companies can (or have to) apply corporate in-house assessment programs. Many of them enrich their in-house methods with external programs. But for most companies in China, access to such in-house assessment tools

is not given. They have no choice than to out-source this sensitive but crucial HR matters to external suppliers. But what are the parameters to focus on in China, when appointing an external assessment consultancy suitable to your company's needs? See basic check-list on page 62.

Especially for the purpose of binding employees, demand for assessments in China will increase.

But despite the lack of resources and high employee-turnover, companies in China are facing another challenge: It is estimated that majority of local employees working for foreign companies in China are using approximately 60–70% of their potential at work only. As a result, those employees mostly perform just average. Why is that?

The main reason for a low "use of potential" is because employees' responsibilities or working environment is not in-line with their background, experiences or motivation anymore. Once employed for a specific position

| Comparison "use of potential at work" in % |                     |
|--|---------------------|
| <b>Above average</b><br>(< 80%)            | Mr. WANG Xxx (93%)  |
|  | Mr. XU Xxx (91%)    |
|  | Mr. CAO Xxx (89%)   |
|  | Ms. ZHANG Xxx (86%) |
| <b>Average</b><br>(73% +/- 10%)            | Mr. LIU Xxx (80%)   |
|  | Mr. SMITH X (76%)   |
|  | Ms. XU Xxx (75%)    |
|  | Mr. CHU Xxx (72%)   |
|  | Ms. ZHENG Xxx (71%) |
|  | Ms. WANG Yyy (69%)  |
| <b>Below average</b><br>(> 66%)            | Mr. MULLER X (65%)  |
|  | Mr. WANG Zzz (60%)  |
|  | Mr. CHEN Xxx (59%)  |
|  | Ms. YAO Xxx (55%)   |
|  | Mr. DONG Xxx (53%)  |

**Methods / Services have to be executed in local language and even adjusted to local culture:**  
To achieve reliable results and achieve long-lasting impact, Assessment and Training methodologies have to be held in local language and should even be adjusted to local culture. Participants need to be able to understand and express in their native language.

**Referring to work environment:**

Conclusions evaluated through Assessment and Training programs have to precisely refer and focus on participants' work environment based on a tailor-made Competency- or Dimension model to make use of it.

**Assessment in combination with Development:**

Executing assessments to understand participants' strengths and weaknesses is only the Begin. The real challenge comes afterwards, when trying to achieve a change in behavior through trainings or development programs. It is therefore crucial to know, if the appointed Consultancy has experience in delivering measurable success in not only assessing, but in developing employees as well.

References:

Although it is sensitive and confidential, successful Consultancies will be able to offer you references from previous assignments.

Quality of Consultants who will execute the assessments and trainings:

Executing assessment and training programs request maturity, life and work experience to achieve impact. Participants do not take advice easily from too young and un-experienced Consultants. Consulting firms who offer lower fees, will most likely appoint less experienced "Senior"-Consultants. It is therefore recommended to personally meet the Consultants who will execute the assessment and training programs first. Do not hesitate to request examples of previous made written conclusions as well.

Fix all fees:

Makes sure from begin, that daily or hourly fees are fixed and expenses are precisely defined as well.

Time investment:

Fix the amount of time each of your employees will have to spend for the Assessment or Training respectively Development Program.

suitable to their background and experiences, working environment even within 1 year can change significantly in China due to a new appointed management, change of policy, fast company growth, restructuring, merger with another company, etc. Although change of responsibilities does have a positive learning and development effect, employees do not adjust with their new working environment appropriate and struggle to apply their full potential.

"Use of potential at work" methodologies therefore are now becoming very popular in order to help top-, average- or even under-performing employees to perform better. When adjusting employees' potential better with their responsibilities, employees are more motivated and satisfied. If more satisfied, loyalty to company increases, quality delivery is higher and more stable. Sales revenue might even increase as well.

Some "use of potential" methods not only show current use of potential, they as well precisely revile in which competencies (responsibilities) each employee has a possibility to increase. It is of course not recommended to invest money for training in competencies where employee can hardly develop. (see bar graph: "use of potential at work")

In the event when potential and performance of several employees has been assessed, companies receive an interesting overview about how effective employees are performing in this branch. Based on this information, local management can change responsibilities of certain job-levels for example.

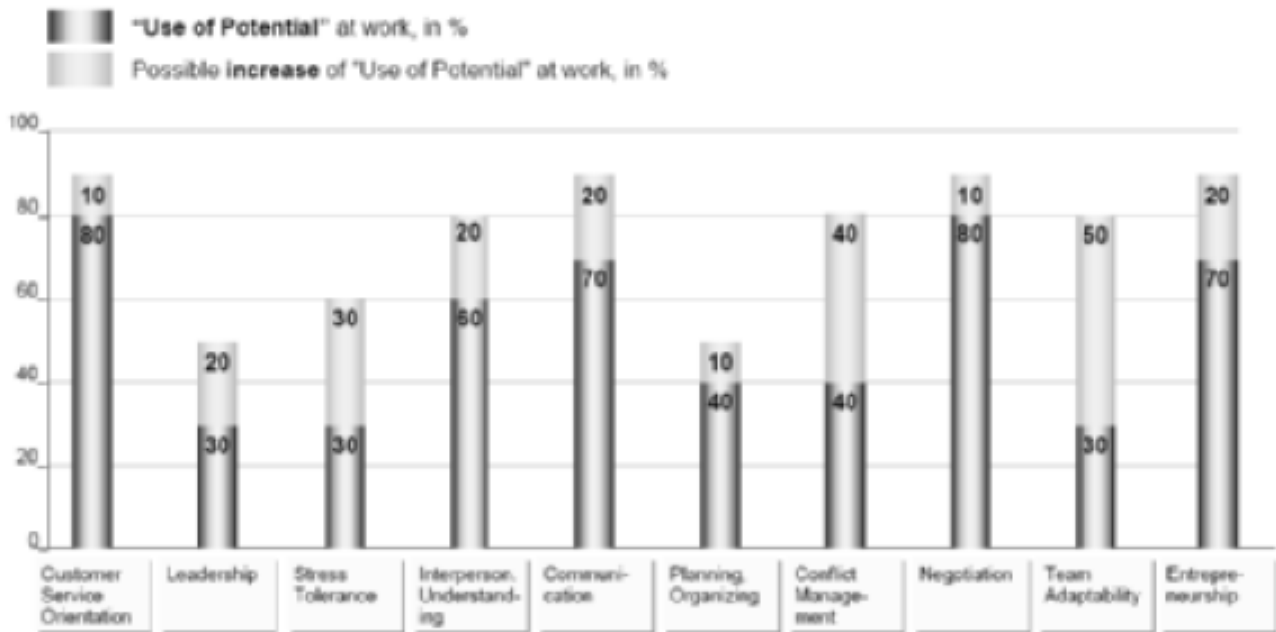
To grow and tackle global competition, corporations are entering markets such as China. To succeed in China, market surveys and customer behaviour studies are seen as essential and fully accepted in order to win and keep customers. What is considered as normal and essential towards products should be seen as essential and normal in terms of human resources as well. Assessments as "surveys" to understand your own employees, and tailor-made training programs as "marketing strategy" to win and keep your staff!

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"Use of Potential at work" assessment reports can be used as basis for decision making in order to increase employees' performance, when making decisions for Successor-Planning, or for analyzing Short-Listed candidates during hiring process.