

人才 · 创新 · 战略

趋势的力量

Talent · Innovation · Strategy  
— The Power of Trend

2017 项目管理大会

Project Management Congress 2017

2017年9月23-24日 中国 · 上海

23-24 SEP. 2017 Shanghai · China

- 在医疗行业构建敏捷的知识型组织

# HEALTHCARE ENVIRONMENT

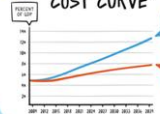
THE HEALTHCARE ENVIRONMENT IS CONTINUOUSLY EVOLVING AND WILL IMPACT ALL STAKEHOLDERS

## MAJOR TRENDS IN THE HEALTHCARE ENVIRONMENT



1. 议价的压力

2 "BENDING THE COST CURVE"



3. 为质量付费，而不是数量

4. 来自政府更多的财政支持

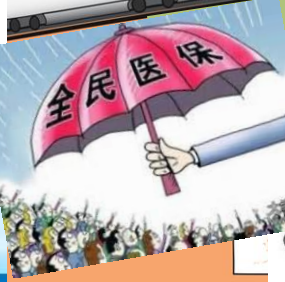
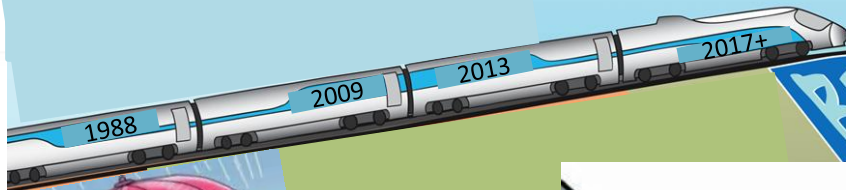


中国加入ICH (The International Council for Harmonisation of Technical Requirements for Pharmaceuticals for Human Use) 会有什么变化?



支付方：  
整体控费的情况下，  
如何用更好的医疗模式提供服务？

最终目的：  
花费更少，  
得到更好的  
医疗服务



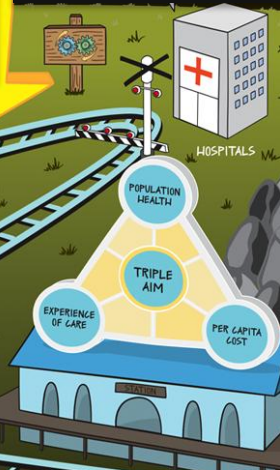
医生：  
这么点医保费用，  
我怎么样留住病人？

医疗机构：  
又要投资创新，  
又要降低费用，  
究竟该怎么办？

患者：  
这么多的  
保险可以  
选，哪一  
种合适？

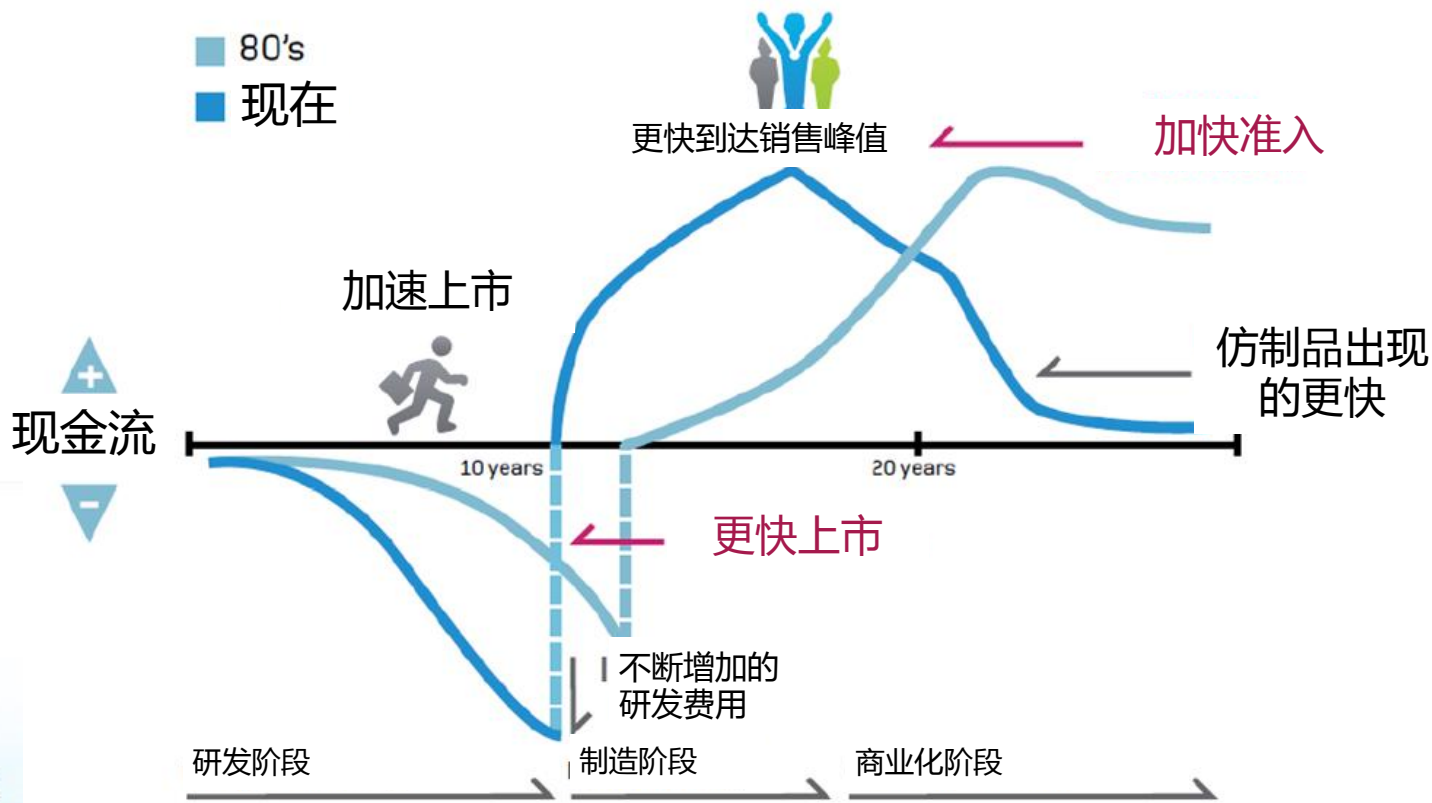
PATIENTS

MEDICAL SUPPLIERS





# 商业环境正在重塑中



# 组织将何去何从？



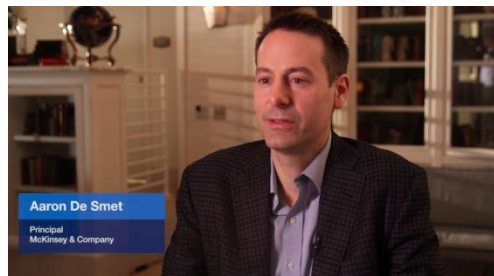
# 组织敏捷的定义

**更新**

**适应**

Agility is the ability of an organization to **renew** itself, **adapt**, change quickly, and succeed in a rapidly changing, ambiguous, turbulent environment. Agility is not incompatible with stability—quite the contrary. Agility requires **stability** for most companies.

**稳态**



Aaron De Smet

Principal  
McKinsey & Company

Economist Intelligence Unit

**Organisational agility:**  
How business can survive and thrive  
in turbulent times

A report from the Economist Intelligence Unit  
Sponsored by EMC

**In your view, how important is agility to your organisation's overall business success?**

(% respondents)

**敏捷对组织整体商业成功有多重要？**

Extremely important — it is a core differentiator for us

Somewhat important — it contributes to our business success

Neutral — many factors shape our business success

Somewhat unimportant — other factors play a more significant role

Not at all important — agility is not a relevant criterion for our business

0

**非常重要40%+重要48%=88%**

40

48

10

2

Source: Economist Intelligence Unit survey, January 2009.



In light of the economic downturn, what do you believe are your organisation's priorities in terms of improving agility?  
Select up to three.  
(% respondents)

为改进敏捷度，你认识组织要做的事情的优先级应该是？

## 改进流程效率

Improving process efficiency (eg, change management, outsourcing, automation and standardisation)

38

Improving knowledge management and information sharing processes

33

## 鼓励团队协作

Encouraging (and extending) collaboration across the business and beyond

30

Scenario planning and preparing for market changes

28

## 提高员工生产力

Increasing overall employee productivity

25

Creating cross-functional teams

24

Securing funding for business expansion

23

Improving workforce planning, ie, ramping up and down as needed based on human capital and expertise

18

Establishing policies that encourage and reward employee-generated process improvements and innovation

14

Reducing the number of initiatives under way

13

Allowing some budgets to be appropriated on a rolling versus annual basis to improve responsiveness to changing market needs

13

Other

2

Don't know

1

Source: Economist Intelligence Unit survey, January 2009.

# 敏捷的知识型组织需要不断改进



流程的效率



团队协作



员工生产力





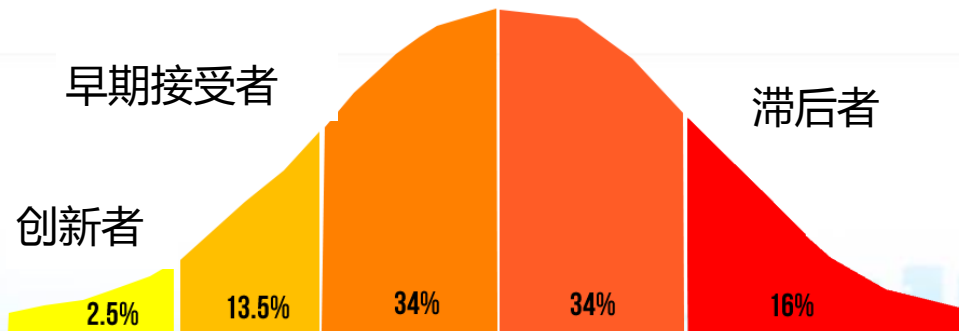
# 流程的效率

----变革管理

## 自始至终的干预和推进

- 文化弹性度
- NO Surprise
- 基层支持

早期大多数 晚期大多数



## 面对的挑战

- 强大的领导力
- 行动、行动、行动



# 团队协作

-----干系人和冲突管理



- 识别干系人
- 细分Segmentation
- 沟通方式和渠道
- 团队角色的认知



## 面对的挑战

- 冲突管理
- 协作分工的边界





# 员工生产力

## ——人员和绩效管理

- 公司愿景和使命
- 雇主品牌形象管理
- 组织架构设计
- 定义岗位角色和职能

- 入职培训
  - 合规
  - 文化和愿景
- 技能和胜任力
  - 能力建议项目
  - 行动学习
- 绩效考核
  - 清晰明确的目标设定
  - 认可和激励
- 职业发展



规划和招募阶段



上岗



初级

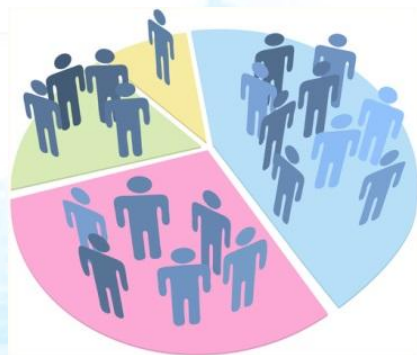


高级

下一阶段

## 面临的挑战

- 规划资源
- 平衡工作效率和组织复杂度



# 敏捷的知识型组织

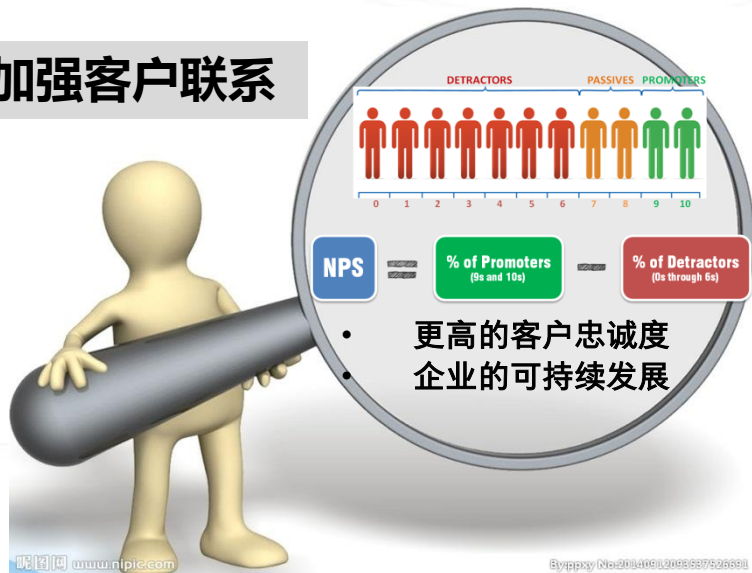


不断自我进化的学习型组织  
高度适应动态变化的市场环境  
稳定的可持续组织形态

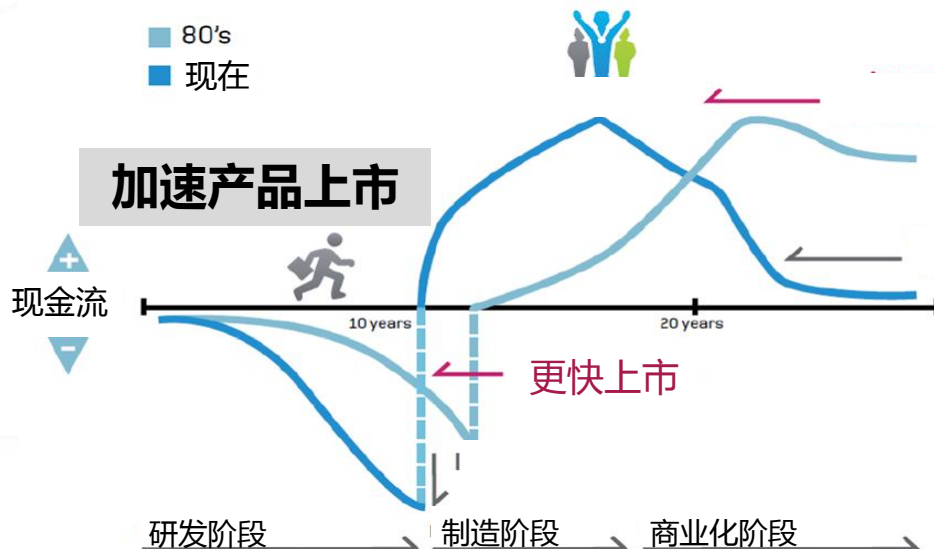


# 敏捷的知识型组织带来持续的商业价值

## 加强客户联系



## 加速产品上市



- 降低研发费用
- 提高产品的竞争力