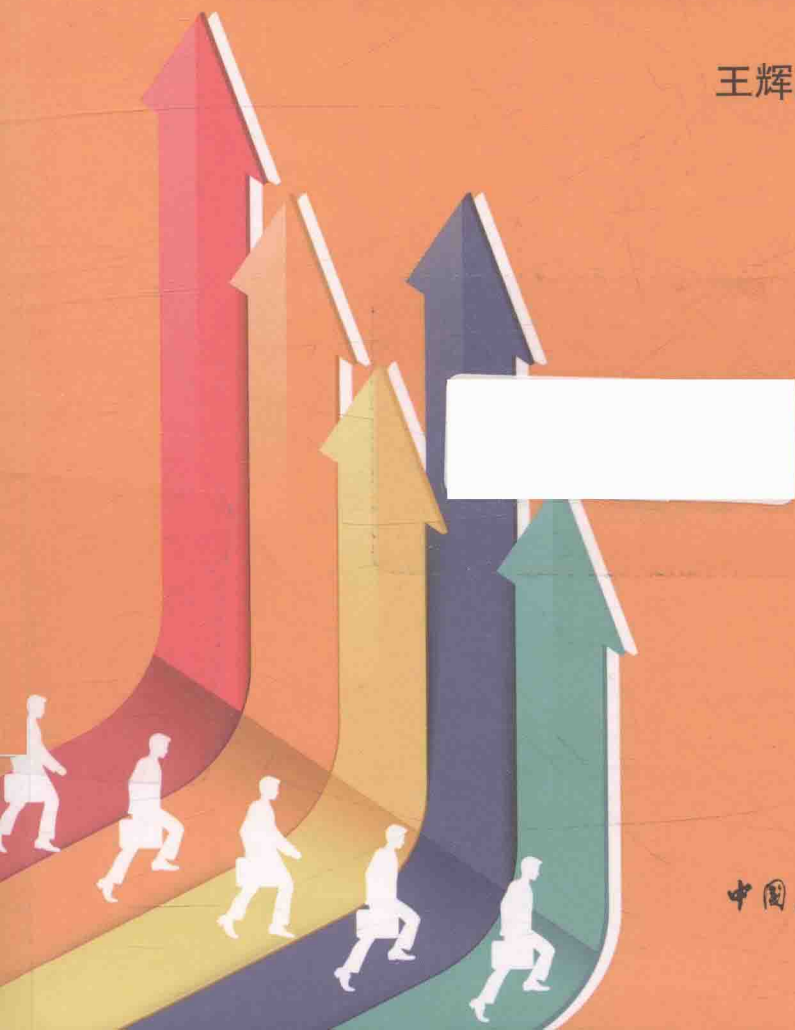


THE ROADMAP OF TALENT DEVELOPMENT

人才成长路线图

王辉耀 苗绿 著



中国社会科学出版社

THE ROADMAP OF TALENT DEVELOPMENT

人才成长路线图

王辉耀 苗绿 著



中国社会科学出版社

图书在版编目(CIP)数据

人才成长路线图 / 王辉耀, 苗绿著. — 北京: 中国社会科学出版社, 2018.2

ISBN 978-7-5203-1079-6

I. ①人… II. ①王… ②苗… III. ①人才培养—研究—中国 IV. ①C964.2

中国版本图书馆CIP数据核字(2017)第238501号

出版人 赵剑英
责任编辑 黄山
责任校对 张文池
责任印制 李寡寡

出版 中国社会科学出版社
社址 北京鼓楼西大街甲158号
邮编 100720
网址 <http://www.csspw.cn>
发行部 010-84083685
门市部 010-84029450
经销 新华书店及其他书店

印刷 北京明恒达印务有限公司
装订 廊坊市广阳区广增装订厂
版次 2018年2月第1版
印次 2018年2月第1次印刷

开本 710×1000 1/16
印张 14
字数 230千字
定价 49.00元

凡购买中国社会科学出版社图书,如有质量问题请与本社营销中心联系调换。

电话:010-84083683

版权所有 侵权必究

序

在时代机遇中“入世”

全球化时代下的今天，所有的一切要素都在不断被重新组合，商品、技术、资金、劳动力跨越国界自由交换流动；互联网技术的产生成为推动全球化不断发展的更大动力，世界开始连接的越来越紧密，以互联网为核心的新经济时代已经到来。

与此同时，全球人才模式和结构也开始发生革命性的变化：伴随各方资源跨越国界、跨越行业不断的整合，各国对于国际化、专业化的跨界人才的需求便开始大规模的应运而生。如今人才的跨界发展不仅仅冲破了国界，也不仅仅表现为跨越行业之间，同时也越来越向各种机制之间、思想、物质全方面的跨界发展。人才跨界的方法越来越多样化，手段越来越便捷，行业之间的门槛随着技术进步在不断降低……

随着全球化进入新阶段，人才争夺越演越烈，经济进入新常态，改革进入新时期，中国对人才的重视也进入了前所未有的阶段。随着经济实力进一步增强，我国逐渐成为国际人才的向往之地，外国人才集聚相应开始显现，我国的选才范围也早已从国内 13 亿人，扩大到全球 70 亿人。与此同时，我国创新创业战略正当时，人才成长的路径也必然要顺应时代趋势，直指创新创业。“致天下之治者在人才”，“择天下之英才而用之”这些人才理念的提出体现出我国对人才的重视。人才优先发展战略被提升到国家战略的层面，党和国家领导人在重要会议或谈话中更是多达七十多次的提到要重

视人才。

时代背景、国家战略对人才展现了足够的好感和“善意”，那么如何将自己培养成“合格”的人才呢？显然，这是一条“道阻且长”的漫长探索之路。

一路走来，我感到十分幸运。19岁，我赶上了恢复高考的机遇，成为了这场“中国有史以来录取率最低的高考”的通关考生之一；25岁，我放弃了在国家机构工作的“铁饭碗”，抓住留学的机会，毅然踏出国门，去北美开拓眼界，成为了中国最早的一批MBA之一；而立之年我成为加拿大魁北克政府有史以来首位出生在中国大陆的高级经济商务代表；35岁，我担任世界最大工程管理咨询公司之一的AMEC-Agra国际公司副总裁，正值中国改革开放的大势，促成了中国三峡工程的第一笔外资引进；回国后，我发起创办中国欧美同学会商会和2005委员会、创办全球化智库（CCG），凝聚了一大批回国创业有影响、有成就的留学人员，推动“中国海归事业”的发展，有幸在海归回国创业的大潮中分得一杯羹……

“个体与时代是相遇的关系，擦肩而过，或无意邂逅，或正逢其时”。^①我在《在不如意的人生里奋起直追》一书中，回顾自己职业生涯时曾感慨：“我不怕折腾，因为我知道必须抓住自己人生的命运。”如今，中国人才发展大环境早已不同于六七十年代。当时代的机遇悄然到来的时候，我们更要懂得如何敏锐地发掘、精准的判断和把握时机。回国后我担任欧美同学会副会长，长期从事人才研究，深深感受到人才的成长进阶之路是那么的复杂且多变，个人、平台、时代都在其中扮演着重要的角色。

笔者曾有幸作为首位中国大陆人士被加拿大《商业周刊》选登为封面人物；也曾被国家发改委《中国投资》评为中国首届“中华海归十大创业人物”，被《中关村》杂志和新浪网评为“中国最受尊重的十大海归人物”。正如《圣经》上说：“凡走过必留下痕迹”，在笔者与众多优秀人物一起对话交流的过程中，通过观察、分析成功者的成长轨迹，结合自身的体验，笔者发现成才之路是有“道”可循的：

看人再准，不如识人有“法”。中国社会是讲究人情的，古人怀才不遇后的

① 王辉耀：《那三届：77、78、79级大学生的中国记忆》，中国对外翻译出版社2014年版，第1页。

希望是自己尽快遇到伯乐，却从未反思过制度的问题。伯乐不常有，发现人才不能靠“人治”，不能寄希望于某个人，而要通过科学化、系统化的制度、程序来发现人才、选拔人才，保证人才供给的持续性，不因人事变动受到冲击。

用人不能简单粗暴，要懂得用“术”。用人是门艺术，“术业有专攻”，简单粗暴的给人才安排同质的工作是不明智的，成效不好还浪费。量才授任，岗位与才能匹配是最大的节约，而且用人不能一是一，二是二，要适当加压，激发人才的潜能，做到才尽其用。

“爱之深责之切”，骨干人才要多磨难。“胡子眉毛一把抓”的人才培养模式是最没有效率的，也说明了组织、单位在人才培养上的盲目性。做事要抓主要矛盾、关键节点，人才培养也是如此。骨干人才作为组织、单位的后备梯队要重点培养，通过竞争加速骨干人才成长，为他们早日挑大梁打下基础。

“组团”就像玩积木，有长有短才精彩。“和而不同”是构建团队的最高境界，团队需要拍板拿主意的人，也需要执行力强的实干派，更需要情商高的外联人才。构建团队就是为了实现团队成员之间的互补，同质化有悖“组团”的初衷，多样化的“团队”构成才能碰撞出精彩。

“少”“为他人作嫁衣裳”。人才资本的积累是组织、单位发展、壮大的源泉，招人、用人、育人一样都不能少，而最为关键的是要避免“煮熟的鸭子飞了，培养起来的人才走了”的尴尬境地。为争夺人才，各方各出奇招，组织、单位要形成自己的留人优势与黏性，“少为他人作嫁衣裳”。

时代与平台都准备好了接纳、争夺人才，那么个人如何成为炙手可热的人才呢？

理想还是要有的。有人说理想太虚，不如踏踏实实一步一个脚印的做事。执行力是需要的，理想也是不能丢的。理想是人生的“定海神针”，即使身处逆境，需要向现实妥协，它也是人生的亮点，温暖逆境中的时光，引导个体逐渐向他靠拢，直至走进理想。

认识你自己。这句刻在古希腊德尔斐神殿上的箴言一直被后代大哲拿来警醒世人。石头可以做石雕，碧玉可以做玉雕，各有各的美。石头非要晶莹剔透，或是碧玉非要“深藏不漏”，那只能是“邯郸学步”，想学的没学会，反而把自己

的优势也丢了。个人的自身条件是个体发展的基础，立足自身才可能，也才可以放眼世界。

必须要专业。互联网时代，跨界人才很吃香。但这个跨界绝不是东一点皮毛，西一点末节凑起来的，必须有一方面很专业。“互联网+”很时髦，很多人都想去蹭点光环，实现嫁接，而真正能够嫁接成功的是在某一领域很专业的人才。专业是个体发展的基底，打好了底儿才能继续谈跨界或是深入发展。

自我更新，创新创业。“士别三日当刮目相待”，这就是“日新”的力量。在过去那个慢节奏的时代，“日新”都备受推崇。如今，创新创业渐成大势，个体更要不断的刷新，培养创新创业的能力和精神。个体的完满要在时代的背景下蜕变、完成，主动的自我更新，才能不被时代抛弃。

需传递成才路上遇到的善意。哈佛商学院院长麦克阿瑟曾在给他的学生致辞时说：“人的一生只做一个企业经理、银行家、学者、企业家，挣许多钱是不够的。除了事业上成功之外，你还应设法帮助许许多多被生活遗弃的善良人。”优秀的人才在成才的路上也得到别人的帮助，自己的成功是成才的一部分，而另一部分就是传递成才的善意，从被培养者转型为培养者，缔造更多优秀人才。

顺势突围，借风翱翔。时代是无法选择的原生环境，那么人才只能“认命”？答案当然是否定的，人才要顺势突围，借风翱翔。人才的成长之路要学会“借势”，知识经济时代，创新创业是热点，“走出去”如火如荼，国际化人才供不应求。显然，这就是时代给人才的提示，契合时代需求，自然“顺风顺水好行舟”。若是非要逆流而上，学没有市场的屠龙之术^①，最终归宿大概也逃不出朱泚漫之外。

上述是笔者在本书写作过程中得到的一些启示，同时也概括了本书的行文结构。中观上，组织、单位对人才的培养是人才落地发展的基础。微观上，人才个体的先天资质与后天努力是人才成长的最强动力。

也许并不是所有的人都要经过层层的路才能到达终点，人生的成长或许仅仅是要走好几个关键的节点。2008年，时值中国改革开放30周年之际，我推出

^① 《庄子·列御寇》中记载了一个故事：朱泚漫向支离益学屠龙的技术，耗尽家财学艺三年，技艺炉火纯青。下山之后，却根本没有施展才能的机会。

了《开放你的人生》一书，立足开放的时代特点，放眼一个开放的中国，倡导一个开放式人生。我认为中国崛起的背后，不仅仅得益于过去 30 年宏观性的国家对外开放政策，还需要具备大国开放心态和高素质的人才作为发展的基石和后盾。2017 年，改革开放即将迎来第 40 个年头，我们在中国社会科学出版社推出本书，重新审视国际国内社会发展的的大趋势，立足经济全球化时代下的中国国情，倡导国际化、跨界发展的人才培养模式，引导青年人注意人生中普遍性的成长节点，走好关键的每一步，希望能够帮助青年人在人才成长的麦田里摘到最大的麦穗。

是为序。

王辉耀

全球化智库（CCG）主任

2017 年 4 月

Preface

Talent Development and Time Opportunities

In the era of globalization, all the economic factors such as merchandise, technology, capital and labor force are being constantly reintegrated and transferred across countries. Driven by Internet technology, the world is becoming more well-connected and a new economic era is about to befall.

Against such a backdrop, a revolution is taking place to the global talent development model and structure. As various factors are reintegrating and moving cross-border and cross-sector, the demand for international, professional, and interdisciplinary talents dramatically increases. People owning cross-culture, cross-sector and cross-system knowledge and capabilities are highly desired, and the process to become such a type of multifaceted talent is being diversified and shortened.

As globalization enters into a new phase and China's economy steps into the new normal, an unprecedentedly high attention has been given to the talent development. As a fast-growing economic power, China has become a magnet that attracts international talent. China could only select talent from its own 1.3 billion people years ago, but now its talent pool has been expanding to the 7 billion people in the

world. More specifically, driven by the national strategy of “Mass Innovation and Entrepreneurship,” the demand for talent with such quality and capabilities is more than ever. Therefore, talent development has been publicly talked as one of top priorities by Communist Party of China and central government for more than 70 times recently, and a national strategy for this particular purpose is being unfolded.

So, it is a good timing and right place to become such a talent to meet those demands in China now, but how? Apparently, it needs to go through a long and rugged road full of uncertainties and possibilities.

Looking back on my life so far, I feel I have been blessed and lucky. At the age of 19, I was given a great opportunity to take the first national college entrance examination after it was reinstalled in 1977 after the Cultural Revolution, and became one of the very few students who made the cut. At 25, I gave up a stable job at government and seized another opportunity to study abroad, as one of the earliest batch of Chinese MBA candidates in Canada. Turning 30, I became the first-ever senior economic and business representative for Canada’s Quebec provincial government who was born in mainland China. Five years later, I took a position as the vice president at AMEC-Agra, the world’s largest international professional services group specializing in engineering, and successfully introduced the first foreign investment to China’s Three Gorges Dam project.

After moving back to China, I initiated Chamber of Commerce of Western Returned Scholar Association (WRSA) and the 2005 Committee in it, and then founded the Center for China and Globalization, which has now grown into the most influential independent think tank in China. Through those efforts joined by a large number of influential and reputable overseas returnees, I was able to contribute and also gain my strength in the course of bringing more Chinese talent abroad back home.

Everyone, successful or not, depends on whether he/she can grasp opportunities

of the times. Taking a retrospective look at my professional life, I always say “I thrive on changes because it is the only way to seize the opportunities and control you own destiny”. Now, China is quite different from itself in 1960s and 70s. Soon after I returned to China, I was appointed as Vice President of WRSA, and started my study on talent policies and development. After a long-term study on talent development policies, I deeply understand the growing process of a successful talent, its difficulties and complexities. The success is determined not merely by oneself but more important, by the platform he/she has and the time.

With such courage and vision, I became the first person from mainland China as the cover figure by Canadian Business Week magazine, one of the top 10 overseas Chinese returnee entrepreneurs nominated by NDRC' China Investment magazine, and one of the most 10 respected overseas Chinese returnees selected by sina.com and Zhongguangcun magazine readers.

Drawing from my own experience and stories of many other successful talents, I found out some common strategies for talent development in an organization, with the key tactics as followed:

- **Establishing a scientific and systemic institution and procedure** to identify and select talents as well as ensure their sustainable development, instead of counting on individuals' tendency and capabilities to do so.
- **Developing an artistic approach to leverage talent**, such as assigning the tasks based on their specialty and setting a proper amount of expectation to tap their greatest potential.
- **Prioritizing the talented people holding key positions**, by assigning them tougher tasks to grow their capabilities and creating a fair competition environment to advance their career.
- **Building the team with people that have diverse talent and advantages**, to allow the members complement, inspire and support each other and to create a differentiated but harmonious and efficient team.
- **Retaining talents** by offering an environment, platform, or eco-system needed for their skill training and career development.

As for individuals, I also have some recommendation on how to develop into a desirable talent who can stand out in the global competition.

- **Ideal is still necessary** in one's life, to serve as an overall direction and source of courage and determination to achieve his career goals.

- **Don't lose yourself in the attempt of blindly learning new skills and creating career path.** An individual should pursue a career based on his/her competencies and interest.

- **Specialty is a must.** Even though interdisciplinary talent is highly desirable, especially in the Internet era, many people are still expected to have expertise in a certain field.

- **Constantly broadening vision and updating skills** to grow innovation capacity and entrepreneurship. Only by doing so, one can keep a steady foothold in this rapidly changing world.

- **Pass on the goodwill you received along your career path.** As former Dean of Harvard Business School McArthur Hall once said in his addressing to students, beside a successful career, you should also try to help many kind but unfortunate people. Talented people must have received a lot of help from others along the way, and should pass on the goodwill to help more to become the talent like themselves.

- **Learning to “fly with the wind” and “swim against the stream”.** Indeed, we cannot choose the time we live in, but it does not mean that we just take our destiny for whatever it is. We should learn how to thrive on momentum such as growing opportunities for innovation and entrepreneurship in the era of knowledge economy and rising demand for international talent as Chinese companies are going global.

Those above outline the main structure and include the key takeaways of this book. In a macro perspective, we believe organizational effort for talent cultivation is crucial, a foundation for talent development. In a micro perspective, born genius and necessary skills are both important to talent development.

It is not necessary to go through many detours to reach one's final destination, but several key steps to one's goal are essential and crucial. In 2008 when China marked the 30th anniversary for the reform and opening-up policy, I published the book "Open Up Your Life" to present my ideas about how to live in the opening-up era and opening-up China. China's rise is not only an outcome of the reform and opening-up policy in the past 30 years, but also a result of China's opening-up mentality as a great power and its expanding pool of high-quality talent.

A decade later as China is about to commemorate the 40th anniversary of its reform and opening-up policy, I had another book published by China Social Sciences Press to review the new trends in social development both at home and abroad and to initiate new models to cultivate international and interdisciplinary talent. I wish this book could be helpful for young people to make right decisions at the key moments of their career and to enjoy benefits most from the decisions.

Wang Huiyao
President of the Center for China and Globalization
April, 2017

目 录

序	在时代机遇中“入世”	1
Preface:	Talent Development and Time Opportunities	7

上篇 创新人才观念

人才资源对于一国的竞争力提升正变得举足轻重，综观世界，高端人才流动的趋势也愈演愈烈。那么当下“全球人才流动全景图”是什么样的？在这样的世界人才版图里中国站在什么样的“十字路口”上？正处于“人口红利”拐点的中国，又面对着怎样的人力资源危机？新一轮技术革命的时代背景下，中国又有哪些“人才红利”机遇？

第一章	全球化的人才观	3
	全球人才大流动	3
	危局之下，十字路口	11
	择天下英才而用之	20
第二章	站在“人口红利”的拐点上	27
	“人才红利”时代开启	27
	人力资源危机初探	32
	新一轮技术革命	36

中篇 人才培养之道

现阶段“人才红利”带来机遇的同时，如何培养新时期的人才再次引发我们的思考。人才发掘、选拔和举荐之道为何？人才使用和培养有哪些艺术魅力和策略？在组织中，如何缔造高效率、高业绩的人才团队？在团队运作中又如何创造出人与人之间的磁场效应？

第三章	人才发掘与选拔方略	47
	人才发掘：列清单、四基准	47
	人才选拔：审慎严格、出奇制胜	55
	人才举荐：尚贤、主动、多渠道	66
第四章	人才使用艺术	73
	量才授任，适得其所	73
	以用为本，才尽其用	77
	识人有道，用人有度	82
第五章	人才培养策略	89
	如何公正：赛马制用人	89
	小材大用：“小萝卜”能否占“大坑”	91
	三重目标：士气、业绩、能力	94
第六章	缔造高绩效队伍	98
	长短搭配：发挥组合优势	98
	制衡分享：“权、责、利”顶层设计	102
	沟通执行：创新思维、方式、工具	108
第七章	创造人才磁场效应	112
	组织平台：成就人才的舞台	112
	事业空间：人才和组织的双赢未来	116
	人才磁场：看不见的吸引力	118

下篇 人才成长路径

作为职场中的独立个体，我们需要跳出组织的框架结构，重新审视自己，了解自己，再次发现自己。职场新人如何“扣好人生的第一粒扣子”？失败了跌倒过之后，如何审视自己，制订“再成长计划”？在工作中，如何不断地纵深专业功底？如何发掘出自身的“创造家”潜质，培养“创新者精神”？最终又如何从“跟跑者”变成“领跑者”，成长为一名合格的领导者？

第八章 成长，永远不会太晚	125
重新思考：扣好人生的第一粒扣子	125
天马行空：理想始于“妄想”	131
始于足下：做个务实的冒险家	137
第九章 制订“再成长计划”	144
认清自己：精准定位三标准	144
忘记过去：接受有益的失败	149
再次瞄准：以终为始，再出发	154
第十章 提高专业精准度	158
术业专攻：强化职业能力	158
整合资源：构筑人脉“圈子”	162
开拓格局，跨界生长	165
第十一章 挖掘“创新者精神”	170
奇思妙想：打造创意肌肉	170
再跨两步：增进先见能力	174
创新者丛林法则：犯“众怒”、不设限、不惧败	178

第十二章 领导力造就领导者 184

登高望远：全局思维与决断力 184

角色转变：从“跟跑者”变成“领跑者” 189

成就定义：你培养了多少人才 193

参考文献 199

后 记 201