

Research on Source Training and Whole Chain Management of Excellent for Young Leaders

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ABSTRACT

Focusing on strengthening the construction of talent development channel of State Grid Henan electric power company and strengthening the attraction level of relatively weak channels such as expert channel. So as to achieve the goal of promoting the balanced distribution and better development of outstanding young leaders of State Grid Henan electric power company in each channel. This paper focuses on the source training and whole chain management of excellent for young leaders. Through analyzing the cutting-edge theories on talent training and career development at home and abroad, some typical experience and important research results of international advanced enterprises are summarized and drawn on. This paper analyzes deeply the problems faced in the construction of cadre talent team of state grid Henan electric power company, and carry out frontier exploration and breakthrough research on the source training and whole chain management of "selection and application" of excellent young leaders. This paper will strive to provide support and reference for the next talent team construction of State Grid Henan electric power company.

Keywords: *Young leaders; talent team construction; whole chain management; organizational structure optimization*

1. INTRODUCTION

On March 16, 2020, the Party group of State Grid Corporation held a special meeting to study and determine the strategic objectives leading the long-term development of the state-owned enterprise. The meeting stressed that we should adhere to strategic victory and strengthen strategic guidance, and strive to build an international energy internet enterprise. On April 28, 2021, the opinions of the Party group of State Grid Corporation of China on further Strengthening the construction of cadre and talent team put forward new and higher requirements for the development of talent team construction in [1].

Henan electric power company is a wholly-owned subsidiary of State Grid Corporation of China, which undertakes the important task of providing reliable power guarantee for the economic and social development. The scale, orientation and future development of Henan company need the support of high-quality talent team. Especially from the perspective of the development of the power grid industry facing the

future, orderly inheritance, exploration and innovation and successors, it is a very urgent and realistic task to forge the team of excellent young leading cadres and cultivate the talents of excellent young cadres in [2]. However, with the rapid development of power grid and the in-depth development of talent team construction, we still face the following main problems:

(1) Insufficient fit with the company's strategy. The team building level can not fully meet the needs of reform and development in the new era in [3-4]. There is a gap between the number structure, professional level and ability quality of leaders and the requirements of the company's strategy, the 14th five year plan and enterprise operation and development, which needs to be further improved.

(2) Training is not systematic enough. The research on the ability and quality structure of excellent young leaders is not deep enough, and a systematic training curriculum system has not been developed. According to the principle of "what's missing makes up what's

missing", targeted promotion of multi post communication is not enough in [5].

(3) Structural optimization needs to be strengthened. The overall age of the leadership team is still too old. In the next few years, there will be a large number of senior and division level staff who will withdraw from the third level, which has the risk of fault. It is necessary to further strengthen the promotion and use of young leaders.

2. REFERENCE AND ANALYSIS OF ADVANCED AND TYPICAL EXPERIENCE

2.1 Reference to the career development model of shell employees

Shell listed the responsibility to employees as one of the five major responsibilities of the company, and the responsibility to employees is mainly reflected in helping employees achieve career development. Taking the identification and selection of leading talents and the development and training of the quality and ability of leading talents as the focus of human resources management, and drawing on lessons from the career channel theory, competency theory and ability development theory, starting from the construction of three systems: position system, competency screening system and diversified ability training system. A characteristic career development model for leading talents-standardized position system is established to solve the problem of leading talent development channel, car ability evaluation system to solve the problem of leading talent competency, and diversified ability training system to solve the problem of leading talent ability development in [6].

Shell divides enterprise talents into entrepreneurial talents, professional managers, professional technicians and grass-roots operators. The key to shell's sustainable talent competitive advantage is to identify entrepreneurial talents and professional managers as soon as possible, determining the leadership talent group, and developing and cultivating their targeted leadership ability. The early screening and targeted cultivation of excellent young leaders are the key issues that Henan electric power company needs to pay attention.

2.2 Reference for the training development system based on career development of Guangdong Nuclear Power Group

Guangdong Nuclear Power Group has positioned itself as a school to help employees career growth, formulated a dual channel for employees career development, established a career development system and talent selection, training and evaluation mechanism,

defined the direction of employees' career development, and established a training and development system based on employees' career development with reference to the "systematic training method". We have developed a training system for improving the ability and quality of employees at different levels and types of CGN. The most prominent is the egret program of CGN. Aiming at the transformation and ability development needs of employees on the path of career development and referring to the talent training practice of global excellent enterprises such as general electric. The plan creates a growth channel for management cadres of CGN group, and breaks through the traditional mode of training management talents within the group. We rely on the training content close to the actual production and paying attention to the unity of knowledge and action. The training system can truly serve the development goal of the enterprise. Through experiential learning and other learning methods to improve the effectiveness of learning. We use a one-to-one and mentoring talent training method to help employees grow, and the quasi employee training enterprise school joint training method is adopted to comprehensively train fresh college students.

3. RESEARCH ROUTE OF SOURCE TRAINING AND WHOLE CHAIN MANAGEMENT OF YOUNG LEADERS

This study takes solving the fundamental problems of enterprise personnel management such as orderly talent management and smooth system operation as the starting point, combined with the development route of talent training - talent reserve - practical talent selection - talent exchange - talent evaluation, and centered on the whole life cycle management of selection and application. In terms of selection criteria, education path, management means and methods, we should carry out advance research on how to realize the whole chain management in combination with the existing institutional measures, so as to achieve the purpose of someone can be used in the enterprise and talent can go.

4. SELECTION CRITERIA -- BUILDING A COMPREHENSIVE EVALUATION MODEL FOR EXCELLENT YOUNG LEADERS

4.1 Comprehensive evaluation model of management and training talents of excellent young leaders

Through the comprehensive evaluation of talents, this paper carries out the initial talent selection and identification of the source training of young leading cadres. The tracking evaluation in the training process, and the comprehensive identification after the end of the

training cycle. Comprehensive talent evaluation is an important tool for source training and whole chain management. At the same time, it can also be applied to the process of talent selection and reserve in the talent resource pool. The design of comprehensive talent evaluation is mainly to overcome the problems that when enterprises use external talent evaluation institutions to evaluate personnel, the tools are stylized. The pertinence is poor, and the evaluation direction is single, which can not meet the needs of comprehensive and comprehensive evaluation of compound talents under the requirements of complex management technology, the reliability and validity are low, and it is difficult to be responsible for the application results. In order to avoid the traditional personnel evaluation method within the enterprise, the standard is too wide, mainly evaluation, and the influence of human subjective factors is large.

The comprehensive evaluation of talents is based on the combination of subjective and objective comprehensive scoring evaluation, and adopts the method of taking the demand analysis of target posts as the basis, taking the optimal talent allocation of posts as the standard, grasping the core elements such as key abilities, fundamental qualities and important characteristics required by posts, and building a comprehensive evaluation model" to form a quantitative evaluation tool, Comprehensively investigate the comprehensive matching degree between employees' 360 degree angles such as ability and quality → personality traits → professional tendency → hardware conditions → daily comprehensive performance → key event performance" and the target position, and seek the most matching talents for the employment decision-making of the enterprise.

This project creatively puts forward the model of talent performance ability of leading cadres of power grid enterprises. The evaluation results of each leader's ability and management ability are summarized from four dimensions, including the evaluation results of each leader's ability and management ability.

Based on the model of the ability of leading cadres to perform their duties, we adopt the trilogy method to evaluate all leading cadres, especially the talents of excellent young leading cadres, layer by layer, so as to find gaps, fill weaknesses, promote practice, evaluate and select cadres, and promote the growth of cadres at the same time. Specifically:

First, developing situational leadership simulation evaluation tools to conduct situational leadership simulation tests on outstanding young leading cadres, and investigate young cadres' understanding and mastery of cadres' ability to perform their duties from the level of knowledge.

Second, gradually introduce knowledge into practice, develop the holographic reality evaluation tool for the ability of leading cadres to perform their duties, and adopt the method of holographic reality case conference for the ability of leading cadres to set questions and solve them on site. The expert group will evaluate and score the leading cadres according to the talents participating in the evaluation, and investigate the work scenes and difficulties that young cadres and talents may encounter in the face of reality. The application of leaders' ability to perform their duties.

The third is unity of knowledge and practice. Develop 360 degree Bi interview tool and adopt 360 degree interview to comprehensively capture the treatment methods adopted by each young leading cadre talent participating in the evaluation when they encounter various leadership and management problems in daily life, summarize them, extract key events and key behaviors, find deficiencies and weaknesses, and test whether knowledge and action can be integrated, Whether the ability can be transformed into practice and produce leadership and management benefits, so as to judge the maturity of young leading cadres.

Finally, the comprehensive evaluation of talents will form a comprehensive evaluation file of one person, one policy, self inspection and self correction, and look back according to the cadre management cycle to continuously improve the level of cadres' ability to perform their duties.

4.2 Application of talent comprehensive evaluation model results

Build and improve the talent funnel, which is divided into three stages.

The first stage is the elimination of the fittest, which defines the criteria and direction of selection and employment. Screening can be carried out through objective conditions such as business level. The screening process can be carried out in the form of written examination to help the organization quickly eliminate candidates who are inconsistent with the post requirements.

The second stage is to select the best, and select excellent talents from qualified candidates to focus on investigation, so as to ensure the high quality, high level and high requirements of the talent team.

The third stage is precise matching. Analyze the core requirements of the post, combine the characteristics of existing talents, and select the best from the best.

In the selection of cadres, we should adhere to political standards, focus on business development, start from the height of organizational line and service organizational development, and continuously cultivate and cultivate a high-quality ruling backbone team with

excellent skills, both political integrity and ability and worthy of important tasks.

5. THE PATH OF EDUCATION -- DESIGN THE LEARNING PATH MAP OF EXCELLENT YOUNG LEADERS

Design the learning path map according to the core requirements of the post, inspect the key nodes, and systematically build the talent training scheme. At the same time, combined with the post characteristics, carry out systematic training according to the business characteristics, risks and common problems of the cadre post. Strengthen the practical training of cadres, improve the ability and quality of cadres, and carry out two-way communication between the headquarters and the grass-roots level. Pay attention to the relationship between training and selecting young cadres and making good use of cadres of other ages, and fully mobilize the overall enthusiasm of the cadre team.

6. MEANS OF MANAGEMENT -- DESIGN THE RESOURCE POOL OF LEVEL II EXCELLENT YOUNG LEADERS

In accordance with the principle of extensive sources, sufficient quantity, reasonable structure, excellent performance and excellent quality. Henan company has solidly carried out the investigation of excellent young leaders and obtained first-hand materials, so as to lay a solid foundation for project research.

First, clear goals. Focusing on the long-term development of the company, through investigation, it is found that a group of excellent young leaders who are loyal to the party, worthy of important tasks, excellent style and outstanding ability, and establish a reserve of 1224 excellent young leaders, that is, about 100 excellent deputy department level cadres, 200 left and right excellent section level cadres, 200 excellent deputy section level cadres and 400 excellent young employees, Ensure that there are echelons in use and space in selection.

Second, strict standards. Adhere to the same standards and requirements in the selection and use of leaders, put political standards in the first place, pay attention to the combination of public praise and outstanding performance, and focus on the comprehensive ability and quality of leaders. Strict age conditions require that in principle, outstanding deputy department level leaders under the age of 45, outstanding section level leaders under the age of 40 and outstanding deputy section level leaders under the age of 35 should not be less than 50% of the recommended quota. Highlight the professional and grass-roots orientation, and pay attention to finding excellent young leaders with professional background, good

comprehensive quality and solid experience in important posts at the grass-roots level and in the front line of reform, development and stability.

Third, standardize procedures. The combination of conversation research and written research, the combination of Party Organization recommendation and comprehensive analysis and judgment, and pay attention to listening to word-of-mouth and actual performance. In the interview and research link, conduct in-depth individual conversations, talk with team members, master the candidates of excellent deputy department level and excellent section level leaders, talk with section level leaders, and master the candidates of excellent section level leaders. In the written research link, a meeting was held to recommend excellent section leaders and deputy section leaders by secret ballot. Party organizations of all units are required to study and recommend candidates for excellent section leaders and young employees according to the requirements of age, level and specialty, and submit realistic performance materials at the same time.

Fourth, sort out the results. Summarize the research results and the recommendation of grass-roots party organizations, comprehensively consider the political quality, work performance, work experience, public recognition, age, specialty and other factors of leaders, and study and determine the list of 1224 excellent young leaders. The list is not publicized and not made public, which can be used as an important basis for the selection, use, education and training of leaders. Subsequently, according to the growth, selection and use of leaders, the reserve will be dynamically investigated, updated and supplemented regularly to ensure that the number and quality of excellent young leaders fully meet the needs of team construction.

At present, the reserve pool list of 1224 excellent young leaders of Henan electric power company has been preliminarily established. In order to do a better job in talent reserve and training in a more solid and detailed way, this project further deepens on the basis of the existing 1224 reserve pool of the company and puts forward the concept of establishing a talent resource pool for secondary young leaders in Figure 1.

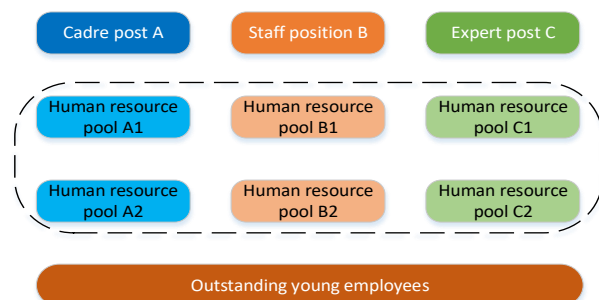


Figure 1 Two stage outstanding young leaders resource pool

Firstly, each level is set with level-1 reserve posts and level-2 reserve posts according to the degree of professional relevance, so as to form a framework for the construction of talent resource pool. The value of professional relevance is obtained by expert scoring method and mark five scale; Secondly, investigate the post characteristics and business requirements, set the entry standards of secondary reserve talents for each post respectively, and form a valve for talent resource pool control; Thirdly, formulate the management rules of talent resource pool, control the scale and quantity of talent reserve, and control all kinds of migration and flow of talents in the resource pool.

Finally, check the existing personnel and guide talents to enter the resource pool only, so as to provide a direct basis for talent selection and use.

7. METHOD USED - SET UP THE WHOLE CHAIN TRACKING AND ASSESSMENT MECHANISM

7.1 Set up the whole chain tracking and assessment mechanism

In the management of cadres, we should strengthen supervision, better preventing oversight and mistaking in the employment of personnel. At the same time, we should improve the assessment and evaluation mechanism, set up the whole chain management mechanism for cadres, objectively and fairly evaluate party members and cadres from the aspects of integrity, employment, assessment and ability, and comprehensively improving the scientific and standardized level of management. We should strengthen the supervision of assessment and evaluation, and strengthen the supervision of assessment and evaluation, and ensure that the operation process of assessment and evaluation is open, fair and just.

7.2 devise strategies and make overall consideration to truly achieve people and posts fit

Leading cadres should have the ability of overall planning and coordination, be good at dispatching troops and commanding generals, select talents to appropriate posts, perform their duties from top to bottom, and give full play to everyone's strengths. In terms of employment, we should adhere to strict standards, improve systems, improve policies and standardize procedures, conduct strict education, management and supervision, train and educate cadres, correctly use cadres, truly protect cadres, and give full play to their exemplary role and intelligence to the greatest extent.

8. CONCLUSION

In order to realize the balanced distribution and development of outstanding young leaders in each channel, based on the summary and reference of the typical experience and important achievements of international advanced enterprises. This paper puts forward the research route of source training and whole chain management of young leaders. By establishing a "reserve bank" of 1224 excellent young leaders and a whole chain tracking and assessment mechanism, that it can provide an important basis for the selection and appointment of leading cadres.

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