

Case Study – Texas Instruments

Graduate performance program

ABOUT CLARKMORGAN

Founded in 2001, ClarkMorgan Ltd is one of Greater China's most awarded training and development firms. The firm has been 'Training Firm of the Year' in both 2007 and 2008 by CCH Wolters Kluwer and 'Most Outstanding New Trainer' by the Hong Kong Management Association in 2008.

In 2005 the company began publishing China's longest running, bilingual human resources magazine, NetworkHR. In 2012 ClarkMorgan helped found the Chinese Association of Training & Development Specialists (CATDS).

Today ClarkMorgan Ltd has three offices across China, as well as an office in Melbourne, Australia. The firm assists both foreign and Chinese multinational firms improve the soft skills of their employees to improve productivity, engagement, sales and negotiation outcomes.

The company maintains a faculty of 12 full time trainers, each with unique skill sets. Trainers speak English, Mandarin, and Spanish and have worked throughout Australia, China, Europe, South East Asia, and the USA.

For more information, please visit www.clarkmorgan.com.

BACKGROUND

Texus Instruments (TI) has a culture of developing talent, rather than poaching it. This stems from the CEO's own development through TI – he was a new college graduate and grew within TI.

In the United States, TI hires students who have undertaken internship programs. However, in China internships are uncommon and there is more focus on book learning. TI wanted to have a consistent level of business acumen across the entire company globally, and so introduced a college graduate acceleration program to be undertaken by approximately 200 Chinese new graduates per annum.

The program itself would, in its own words, teach the 'TI mindset' and behaviours, demonstrate how to use these to improve workflow, and ultimately improve performance.

ISSUE

The initial consultation between ClarkMorgan and TI uncovered that the materials that were intended for use were to be produced by TI in the United States and could not be modified. However, while no customisation to the training material was allowed, TI expected trainers to align materials to both the company's core values of curiosity, being proactive, accountability, alignment, connectivity and 'making it happen', as well as to the unique Chinese audience.

To ensure quality, TI selected four companies to audition. The successful training firm would then be responsible for running the entire program across China.

SOLUTION

ClarkMorgan was ultimately successful in winning the tender, and two trainers were allocated to the program. Both trainers were full time employees of ClarkMorgan as well as Hogan Assessment certified. Furthermore, both trainers had been working for ClarkMorgan since 2005 and had over 10 years of business experience each.

Both ClarkMorgan trainers attended an internal training program with TI in order to become 'qualified' to train the program.

ClarkMorgan then rolled out the first of three planned programs, with 16 trainees in the first group. The results of the first group would indicate whether the following three groups would be run by ClarkMorgan.

RESULT

The first group was a success and consequently the three remaining training programs for the remaining TI trainees were also initiated.

After the first training was completed Diana Xin, Organisation & Talent Development Manager stated:

" We really appreciate Rupert, Jeff and Ling Min's support for the training and the feedback is very good. We would like to continue to cooperate with ClarkMorgan in 2014, particularly because the trainers were very professional and knowledgeable. Ling Min is also quite responsible for all administration."

CONTACT INFORMATION

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