



HGSConcept

豪格希姆企业管理咨询（上海）有限公司



汽车绩效辅导教练
资格认证课程
中国

**AUTOMOTIVE PERFORMANCE COACH
QUALIFICATION PROGRAM
CHINA**



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豪格希姆企业管理咨询

HGS是业内领先的企业及员工发展的解决方案提供商。我们为全球大中小企业提供最专业的服务。

1993年，公司由加布里埃拉.赫什克尔、埃伯哈德.古霍斯和贡杜拉.施拉姆共同创建（公司名为三位创始人姓的首字母组合）。公司为全球运营机构提供专业服务，包括从概念设计到项目执行。业务范围涵盖整个人力资源价值链，业务领域从汽车行业起步。总部设在德国，中国大陆设有分公司（南美分公司也即将投入运营）。公司员工来自于世界各地。

HGS Concept

HGS Concept is a leading provider of solutions for personnel and organizational development, primarily in the automotive industry. Serving globally-operating companies from concept to implementation, HGS seeks to improve their ROI by professionalising their marketing, sales and after sales departments.

The company was founded by Gabriele Heuschkel, Eberhard Groß and Gundula Schramm in 1993 to provide professional services to global organizations. The primary goal is the support of marketing, sales and service departments. HGS delivers from concept to implementation, with an international staff and office locations in Germany, China, USA and, soon, South America.

什么是汽车绩效辅导教练？

作为汽车辅导教练，您是整个企业价值链重要的组成部分。通过细分关键绩效指标及制定相应的优化方案，您将有助于增加公司的经济增加值。

绩效辅导是：

- 1) 鼓励个人提高工作技能和知识的过程，
- 2) 协助解决问题或掌握新技能的过程，
- 3) 为他人提供有价值的信息，使其组织有更好的表现的过程。

What is an Automotive Performance Coach?

As an Automotive Performance Coach you are a vital part of the organization's value chain. By breaking down Key Performance Indicators (KPIs) and defining adequate behavior as distinct drivers for these KPIs, you help to increase the economic value added of the company.

We define Performance Coaching as ...

- 1) the processes of encouraging the individual to improve both job skills and knowledge,
- 2) assisting in problem solving or mastering new skills
- 3) and the process of providing others with valuable information so that the organization learns and performs better.



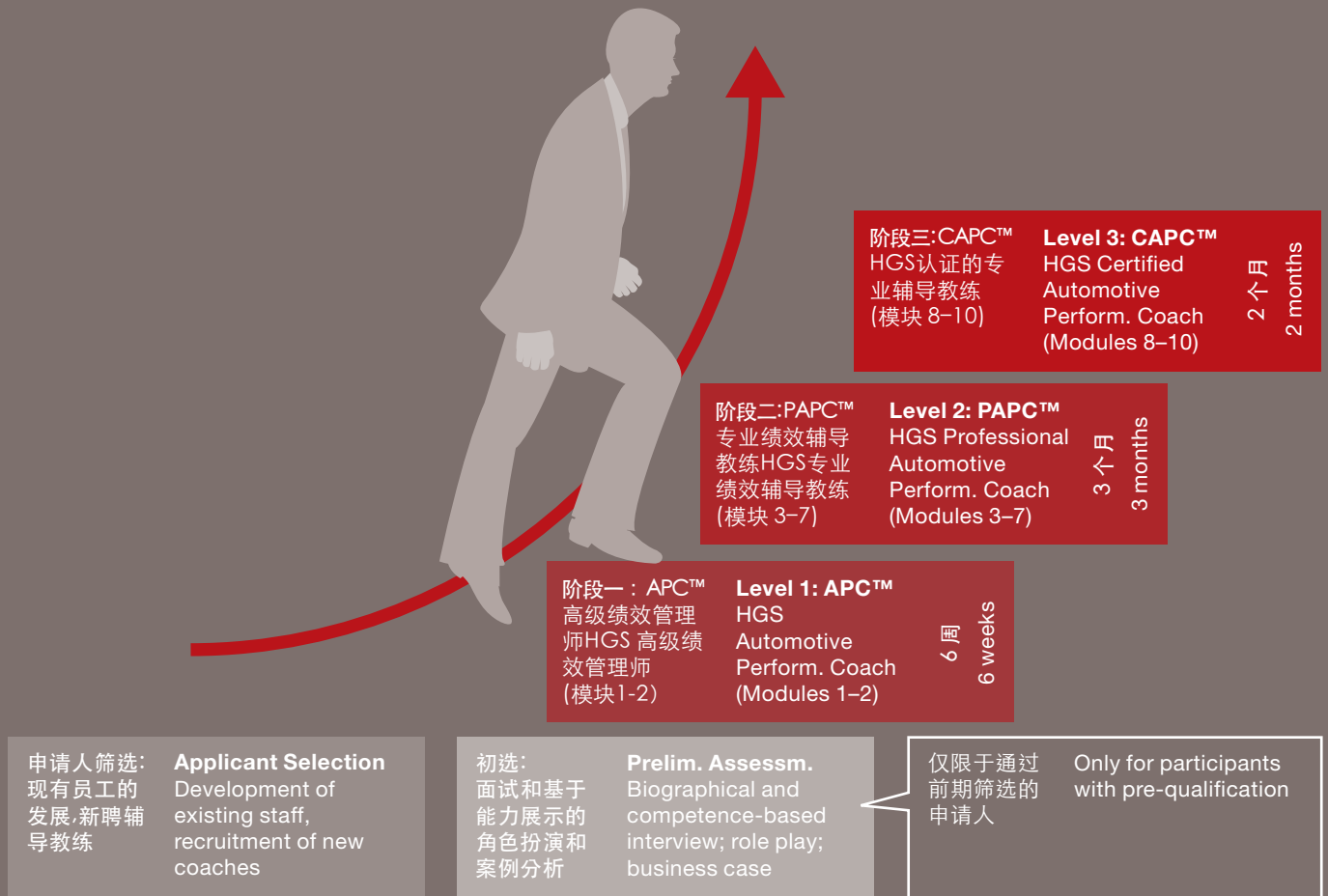
背景

当前，中国的汽车市场已渐趋成熟，客户掌握了大量的信息并有着多种选择。经销商间已不再是简单的产品竞争，而是通过不断提升服务质量赢得客户、保留客户。因此，拥有高水平专业销售、服务及培训人才已成为经销商面临的又一大挑战。

现在的经销商多数需要用高水平的绩效教练在工作中培训现有员工。但这个投资将会为企业带来更大的整体收益。

为使在工作中培训更加高效和有效，我们推荐使用富有经验的认证绩效辅导教练，他既可以是内部员工，也可以是外聘老师。但目前这种资源非常的缺乏。

我们的计划目标是填补这一空白：在中国提供经认证的汽车绩效辅导教练培训课程，由HGS专家以中文授课。



Background

The automotive market in China is a big and maturing market. Customers are well-informed, and they have choices. Dealerships must compete not only with products, but increasingly with excellent customer services in order to boost or at least keep their return. Therefore, there is an outstanding demand in the dealerships for high-level qualified staff in sales, services and training.

Currently, dealers in China find it difficult to recruit adequately- trained staff. As a consequence, staff members need to become qualified on-the-job. This investment should contribute to the company's overall profits.

In order to make this on-the-job qualification efficient and effective, we recommend using the services of experienced and certified performance coaches – either as internal employees or as an external resource. These resources are currently scarce.

Our program aims to fill the gap: We offer a certified training program for automotive performance coaches in China – in Chinese language(s), delivered by HGS experts in automotive coaching and training who are native Chinese speakers.

参加对象：

- ▶ 如果您是汽车行业内企业的管理者，需要传授知识和技能给您的员工，您是否需要好的工具和方法？
- ▶ 如果您是一个培训管理者，是否在寻找优秀的教练培训课程？
- ▶ 如果您是汽车行业富有经验的从业人员，是否想成为专业汽车辅导教练，将自己的经验传授给他人？
- ▶ 如果您是汽车行业培训师，是否希望进一步提升您的技能并学习更多的方法？

HGS Concept 的“培训绩效辅导教练 (TtC)” 认证课程为您提供了实现愿望的机会。

我们承诺帮助您成长，作为个人、教练或是从业者。我们采用，在过去二十多年在欧洲教练实践经验积累的快速学习方法首次引入在中国的教学，在整个的培训过程中，您将会体验我们的教学方法。

课程分为三个阶段：

- ▶ 汽车绩效辅导教练APC™
- ▶ 专业汽车绩效辅导教练PAPC™
- ▶ 认证汽车绩效辅导教练CAPC™

除了学习辅导行业先进的并经过实践验证的技能外，学员还将在完成全部课程后，获得权威的认证证书。



Why should you enroll?

- Are you a corporate manager in the automotive industry who wants to pass on knowledge and skills to your staff, and needs the tools and methods to do so in a world-class fashion?
- Are you a coaching manager looking for an outstanding Train the Coach program?
- Do you possess professional automotive industry experience and expertise that you now want to pass on to others as an automotive professional coach?
- Are you an automotive trainer striving to take your skills and methodologies to the next level?

If your answer is yes to any of these questions, the HGS Concept Train-The-Coach (TtC) certification programs are for you.

HGS Concept is committed to helping you grow, as a person, a coach and a professional. We use Accelerated Learning Techniques that have been

refined over more than two decades in our European coaching operations, and now is your first chance to experience and learn these techniques in China. You will be enjoying HGS Concept's methodology in all programs!

There are three program levels for you, depending on your background:

- The Automotive Performance Coach APC™
- The Professional Automotive Performance Coach PAPC™
- The Certified Automotive Performance Coach CAPC™

Apart from learning the most advanced and proven skills in the coaching industry, participants will – upon successful completion of the whole program – receive an official HGS Concept accreditation and a certificate of the VDA, a German acknowledged certification organization.



目标

毕业学员（阶段一至三）将获得汽车绩效辅导教练资格证书他们将：

- 拥有汽车行业的具体工作经验，熟知工作流程以及如何创造收益；
- 能够个性化观察和分析受训者的个人行为差距；
- 选择正确的辅导教练/或培训手段；
- 实施以及植入必要的行为和活动，使得学员在每一种情况下都能高效和有效的完成工作；

检查改进结果，并且决定下一步的辅导/培训需要
总而言之：汽车绩效辅导教练是企业价值链当中重要的一环。

通过分解关键绩效指标（KPIs），查明并改善与KPIs密切相关的行为表现，从而为企业提升经济价值和效益。

Objectives

Graduates of the HGS Coach Qualification Program (Level I – III) qualify as performance coaches for the automotive industry because they:

- know the nuts and bolts of the automotive business and know what it takes to make the processes work and create profit;
- observe and analyze the behavioral gaps of their coachees on an individual basis;
- choose the right coaching and/or training interventions;

- implement and implant the necessary behavior and activities to the point that their coachees perform in each situation efficiently and effectively;
- check improvements and determine, if necessary, further coaching/training needs.

In a nutshell: The HGS Automotive Performance Coaches are a vital part of the organization's value chain. By breaking down Key Performance Indicators (KPIs) and defining perceptible behavior as distinct drivers for these KPIs, they increase the economic value added of the company.



第一阶段：汽车绩效辅导教练

模块1：汽车辅导工作的基础

- 对于“辅导—作为强有力的工具”的基本理解
- 辅导工作应具备的基本态度和原则
- 质量标准
- 如何介入复杂的社交系统
- 理解什么是“绩效”

模块2：辅导流程 I—任务澄清

- 分析绩效差距的方法和工具
- 基于KPI基础的差距分析
- IdeAS™绩效分析模型
- 确定学习需求和培训目标
- 设计和开发学习工具包及成功要素
- 帮助提升绩效的第一步



Level 1: Automotive Performance Coach

Module 1: Fundamentals of Coaching in the Automotive Sector

- Basic understanding of coaching as a powerful tool
- Ethical principles in coaching and fundamental attitude
- Quality criteria
- How to intervene in complex social systems
- Understanding performance

Module 2: The Coaching Process I – Task clarification

- Methods and tools to analyze performance gaps
- KPI-based gap analysis
- IdeAS™ – performance analysis
- Determine learning demand and coaching goals
- Develop and design learning settings and road map to success
- First steps to support people in achieving higher performance





第二阶段：专业汽车绩效辅导教练

模块3：辅导流程 II — 分析与诊断

- ▣ 汽车行业的分析与诊断
- ▣ 分析与诊断工具
- ▣ 获得客户承诺
- ▣ 辅导教练的自我时间管理
- ▣ 实际辅导流程中的行动
- ▣ 基于真实案例的练习

模块4：辅导流程 III — 方法论 I

- ▣ 作为干预形式的提问与反馈
- ▣ GROW模型
- ▣ 肯定式探询
- ▣ 挑衅
- ▣ 自我画像与外部画像
- ▣ 潜能开发

模块5：辅导流程 III — 方法论 II

- ▣ 问题解决技巧
- ▣ 推理技巧
- ▣ 决策流程
- ▣ 角色演练设计
- ▣ 有意义的游戏



Level 2: Automotive Professional Performance Coach

Module 3: The Coaching-Process II – Analysis & Diagnosis

- ✔ Analysis and diagnosis in the automotive sector
- ✔ Analysis and diagnosis tools
- ✔ Commitment of the client (consent)
- ✔ Self-and time management as coach
- ✔ Acting in real coaching processes
- ✔ All exercises based on real cases

Module 4: The Coaching-Process III – Methodology I

- ✔ Questions and feedback as forms of intervention
- ✔ GROW
- ✔ Appreciative inquiry
- ✔ Provocation
- ✔ Self-image vs. external image
- ✔ Development square

Module 5: The Coaching-Process III – Methodology II

- ✔ Problem-solving techniques
- ✔ Reasoning techniques
- ✔ Decision-making processes
- ✔ Design of role-playing
- ✔ Meaningful games and exercises

模块6：辅导流程 III — 方法论 III

- ▣ 演讲方法
 - ▣ 辅导教练的自身绩效
 - ▣ 同伴互助辅导练习
 - ▣ 汽车辅导教练的效力
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模块7：辅导中的困境

- ▣ 情绪管控
- ▣ 干扰和问题的来源
- ▣ 危机与冲突管理
- ▣ 辅导中的危机预防
- ▣ 辅导流程会议
- ▣ 专家座谈晚会



Module 6: The Coaching Process III – Methodology III

- Presentation methods
- Own performance as coach
- Peer Coaching
- Effectiveness as a coach in the Autom. Industry

Module 7: Difficult Situations in Coaching

- Dealing with emotions
- Sources of interference and problem areas
- Crises and conflict resolution
- Crisis-prevention in coaching
- Coaching process meetings
- Expert evening



第三阶段：认证汽车绩效辅导教练

模块8：汽车辅导工作的典型应用

- ▣ 团队辅导（销售，服务绩效）
- ▣ 参与者的辅导项目框架
- ▣ 个性化辅导（包括各种具体情况）
- ▣ 专家座谈晚会：基于客户角度的辅导
- ▣ 变革管理与辅导

模块9：进入实践

- ▣ 跟进阶段的陈述以及学员的个人辅导项目讨论
- ▣ 准备/讨论论文
- ▣ 针对学员个人辅导项目框架的反馈

模块10：认证

- ▣ 最终考试：辅导项目陈述、结果及评估
- ▣ 口头及书面反馈
- ▣ 练习，基于真实案例的角色演练
- ▣ 授予“认证汽车绩效辅导教练”称号（证书）

最终考试与认证

认证的目的与结构

证书将证明该辅导教练已经按照HGS能力模型的标准具备了相应的能力，并能按照HGS质量标准执行辅导任务。

认证由四部分组成：

- ▣ 书面报告
- ▣ 在专家面前的辅导展示
- ▣ 专家讨论
- ▣ 反馈讨论

所有完成参加HGS汽车行业绩效辅导教练认证项目的参与者都将能参加最后的考试和认证环节。或者将能证明需要足够的继续教育。

资格认证确认参与者的专业和个人能力，想获取相关信息，请联系：info@hgs-concept.com通过考试及认证后，参与者将获得证书，认可其成为“认证汽车绩效辅导教练”

通过考试后，参与者将获得证书，认可其成为“HGS认证汽车绩效辅导教练”

Level 3: Certified Automotive Performance Coach

Module 8: Typical Applications in the Automotive Industry

- ✔ Team coaching (sales, after sales performance)
- ✔ Individual coaching (includes various specific situations)
- ✔ Change management and coaching
- ✔ Framework for coaching projects of participants
- ✔ Expert evening:
Coaching from a business perspective

Module 9: Putting into practice

- ✔ Follow-up presentation and discussion of the self-acquired coaching project
- ✔ Individual feedback on coaching concept
- ✔ Preparation/discussion of the thesis

Module 10: Certification

- ✔ Final examination: presentation of coaching project, results and evaluation
- ✔ Exercises, role plays based on real cases
- ✔ Verbal and written feedback
- ✔ Award “Certified Automotive Business Coach”

Final Examination and certification

Objective and Structure of the Certification

The certificate shows that the coach has the competences and qualifications as described in HGS Competence Model to perform coaching according to HGS quality standards.

The certification consists of 4 parts:

- ✔ Written report
- ✔ Live coaching in front of experts
- ✔ Expert discussion
- ✔ Feedback discussion

Participation in the examination and certification is possible for all participants who take part in the complete HGS Automotive Performance Coach Qualification Program, or who are able to demonstrate adequate further education.

The eligibility criteria ensure that proven professional and personal competences are available. For detailed information, please contact: info@hgs-concept.com.

After passing the exam the candidate will receive a certificate identifying him as a HGS “Certified Automotive Business Coach”.

“我非常感谢在我将要从事的汽车行业辅导工作中一再向我提供有价值的提示的首席辅导教练们。参与这个项目对我来说是一个正确的决定——通过这个质量标准，可以使自己与竞争对手区别开来。获得技能和机会也是在和辅导教练沟通过程中的一部分。我认同HGS认证标准将作为我将来工作的标准。作为个人发展，强烈推荐！”

»I thank the Master Coaches who once again have given me valuable tips for my future work as an Automotive Coach. Participating in the program was the right decision for me – using this quality criterion enabled me to differentiate myself from the competition. The acquired skills and the opportunity to be part of a Coaching Community have enriched me. I regard the HGS certificate as a quality feature of my work. Highly recommended also for personal development!«



你将了解到 ...

第一阶段：

HGS汽车绩效辅导教练 (APC)

- 在经销商的自身区域内，选择、计划和使用对辅导工作最有效的辅导手段；
- 在辅导和绩效领域掌握基本知识；
- 了解并应用KPI差距分析方法；
- 选择、计划和使用目标导向的处置措施

第二阶段：

HGS 专业汽车绩效辅导教练 (PAPC)

- 计划、组织和实现绩效辅导的辅导过程和方法；
- 分析绩效差距并确定学习需求；
- 开发、设计学习和辅导工具包；
- 提供专业的辅导以使被辅导者表现更好。

第三阶段：

HGS 认证汽车行业绩效辅导教练 (CAPC)

- 在全面的辅导项目中管控自己的问题
- 自己获取项目
- 规划和设计自己的项目——从订购到评估——坚持高标准
- 准备和认证过程形成文件

What You Will Know

Level 1:

HGS Automotive Performance Coach (APC)

- Select, plan and use the most effective intervention for coaching in your own area at the dealership;
- Know the terms “coaching” and “performance”;
- Know and apply analysis methods for KPI gaps;
- Select, plan and use the most target-oriented interventions.

Level 2:

HGS Professional Automotive Performance Coach (PAPC)

- Plan, organize and deliver coaching process & methodology of performance coaching;
- Analyze performance gaps and determine learning demand;
- Develop and design learning and coaching settings;
- Deliver coaching professionally so that your coachees perform better.

Level 3:

HGS Certified Automotive Performance Coach (CAPC)

- Manage your own difficult or comprehensive coaching projects;
- Acquire own project;
- Plan and design own project – from ordering to evaluation – to a consistently high standard;
- Prepare and document this process in certifiable form.

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