

MERCER PUBLIC WORKSHOP

美世公开研讨会

人力资源如何成为有价值的业务伙伴

在当今活跃的经济环境中，人力资源专业人士面临的挑战不仅仅是设计出高效可靠地人力资源运作流程和系统，而且需要担当公司高级管理层的业务伙伴和战略顾问。

美世为期 2 天的研讨会将帮助学员理解人力资源专业人士新的角色和职责；学习如何使人力资源业务伙伴的理念落实在人力资源管理体系中；探讨如何更好地成为一名真正的战略业务伙伴。在学习形式上，将采用美世复合式教学模式——在线学习、线下面授与在线测试。美世会在课前开通 1 门与课程内容相关的在线课程，线上学习与测试有助于预习和复习理论知识和工具方法，面授研讨则更加关注重点知识的融会贯通、实战演练、实际案例的讨论和问题解决，线上线下相结合，强化巩固学习效果，为每位学员带来精彩充实的学习旅程。

课程概述

HR 的价值提升——用战略业务伙伴的理念推动人力资源管理 体系的发展

- 对 HR 生存环境的认知及危机意识的树立
- 新环境下 HR 所面临的挑战及应对方式
- HR 在企业内部的定位和价值体现
- 现代企业 HR 的四个主要角色
- 如何提升 HR 的胜任能力来实践四个角色
- 从传统型的 HR 向 HR 业务伙伴转型升级的理念及实操
- 成功转型案例的分享

成为有价值的业务伙伴——提升个人及组织绩效，促进业务目 标实现

- 从传统型人力资源组织向“三柱型”人力资源管理模型的发展
- 人力资源业务伙伴、专业技术中心、共享服务中心三者的协作关系及角色定位
- 三支柱人力资源管理模型在实际应用中常见的问题分析及解决措施
- 人力资源业务伙伴履行 5 项职能的自我评估
- HRBP 如何建立与业务部门的信任合作关系

联络

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- 解决业务部门合作问题的辅导技巧及方法论
- HRBP 职业发展方向及规划

学员收获

- 了解当今 HR 在企业中的状况和业务发展对 HR 的期望
- 明确 HR 应当扮演的角色、承担的职责和应当具备的胜任力
- 用战略业务伙伴的理念推动人力资源管理体系的发展
- 理解成为战略业务伙伴和人力资源咨询顾问对业务发展的价值
- 学习如何建立 HR 个人品牌并影响高层
- 评估您作为人力资源业务伙伴的能力，制定个人能力发展规划

目标学员

在企业内部正在或将要负责领导 HR 团队转型的人力资源部领导，将要担当更多战略职责的人力资源专业人士，正在担任人力资源业务伙伴职务的专业人士

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HOW TO BECOME A VALUABLE HR BUSINESS PARTNER

In today's dynamic business environment, HR professionals need to deliver not only efficient and reliable HR operations and systems, but also to act as business partners and strategic advisors to the senior management.

This two-day workshop helps participants to understand the new demands and roles of the HR professional, learn how to add value to the business by developing HR practices and systems as a strategic business partner, and explore how to position oneself as a true business partner. We will take the method of Mercer blended learning: online learning, offline training and online assessment. Mercer will open 1 related online module before the workshop. The on line learning and assessment will help participants preview and review theory, knowledge, tools and methods, the face to face workshop will focus on practicing key knowledge, discussing real cases and learning how to deal with practical HR problems. The highly effective on line to off line learning method will consolidate learning effect, and bring participants a fruitful learning journey.

TOPICS COVERED

Enhance HR Value by Developing HR Practices and Systems as a Strategic Business Partner

- Understand the dynamic working environment of HR and setting up crisis consciousness
- Challenges HR are facing in new environment and copying ways
- Positioning and value proposition of HR in the company
- 4 HR roles in modern corporation
- How to improve HR competency to practice the 4 roles
- The concept and practices of HR transformation
- Case sharing of successful HR transformation

Becoming a Value-adding HRBP – Enhancing Individual and Organizational Performance to Achieve the Business Goal

- Develop the “three legs” HR management model

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- Cooperative relationship and role definition among HRBP, COE and SSC
- Common problem analysis and solutions of “three legs” HR management model’s practical application
- Perform a self-assessment of HR as a business partner
- How to build up trust and cooperative relationship with business unit
- Coaching skills and methodology in dealing with cooperative problems with business unit
- HRBP’s career development and planning

BENEFITS TO PARTICIPANTS

- Increase awareness of the expectations from business unit and demands on today’s HR professionals and the function as a whole
- Identify the key roles and responsibilities of HR in the future and the necessary skills and competencies for success
- Drive HR management system development by using the concept of HRBP
- Understand what it takes to be a strategic business partner and human capital strategy advisor
- Learn how to build your own personal brand and influence senior management
- Assess your own capabilities as an HRBP and create your development plan

TARGET PARTICIPANTS

The leaders in HR department who are or will leading the HR transformation in their organization, HR professionals who will take on a more strategic role in the future that requires a different way of thinking about the business, HR professionals who want to be a more value-adding HRBP

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