MERCER PUBLIC WORKSHOP
美世公开研讨会

直指决策的全面战略人才管理

联络

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人才是经济增长的主要驱动力，亦是竞争优势的重要来源。然而，做出有效的人才决策仍然是雇主所面临的挑战。

为期两天的研讨会将通过美世人才游戏™（沙盘演练）和研讨方式展开。我们在人才游戏环节中模拟组织中各类人才发展与内外部人才竞争的场景，促动学员真实地展现工作中的人才决策行为，并通过结果的衡量、决策过程、风险和收益系统地展现人才管理如何支持企业中长期发展。在模拟游戏过程中灌输一个观念：要像管理公司其他重要资产一样管理人才资产，人才必须与其他核心商业资源一样得到同等严格和系统化的管理。

课程概述
理解并体验人才管理的价值
- 战略性人才管理的定义及重要性
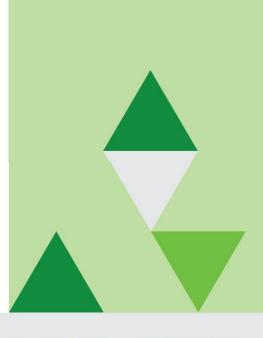- 战略性人才管理的目标设定
- 人才决策的制定
- 提升人才决策的有效性

美世人才游戏™：构建您的人才资产
- 教具：每一个小组会在他们自己的游戏面板上做出人才决定。这个版面上描绘了一个公司的组织架构和其中的核心角色。板面上有七位虚构的不同类型的管理者在他们的初始位置上。
- 开始游戏：在美世资深顾问的辅导下各小组开始游戏。他们初始所拥有的虚拟管理者、人才发展方式和预算是相同的。但是在游戏过程中团队决策，无法预见的变量（真实世界中有的情况）和风险会导致每队最终的结果不一样。
- 决策种类：团队成员们将共同评估每一个模拟角色的重要性并作出决策：例如什么样的投资能够获得最大的收益？应该内部培养还是在外部获得人才？不同人才发展决策对长期和短期的影响？在无法预料结果的情况，与竞争对手争夺人才也被模拟进了这个游戏。这些情况将促使团队成员谨慎衡量每一个人才决策的结果和风险。
- 复盘与反思：在游戏终结篇，美世资深顾问与各组深入互动，以启发学员直面和反思所有人才决策点中的得与失，并帮助学员们梳理适合各自企业的人才管理理念和原则，需要摒弃的行

为，需要坚持的理念，逐渐形成面向未来的人才管理体系的基本框架。

战略性人才管理四原则

- 原则 1：商业目标及确定关键职位
  - 诊断 SPEC（规模、绩效、承诺、能力）
  - 确定关键角色
  - 评估任职者的技能
- 原则 2：满足需求的人才
  - 量化绩效与潜力，评估准备度与胜任力
  - 利用九宫格，分析人才分布情况
  - 制定对应于九宫格的人才发展方式
  - 分析团队风险，做好准备
- 原则 3：可持续的人才供应
  - 明确人才决策的种类，不同人才决策带来的收益与风险衡量
  - 针对不同类型的人才做出不同的人才决策
- 原则 4：制度和流程
  - 基于战略要求制定绩效管理体系
  - 建立制度/流程/文化以优化当前的人才实践

继任者计划

- 链接继任者计划与企业战略
- 制定核心岗位的继任者计划
- 对继任者候选人的评估和发展
- 继任者计划的推进和实施要点

课堂练习和探讨： 为企业建立人才规划

- 回顾并改进公司目前的人才发展制度
- 制定人才发展计划

学员收获

- 了解衡量人才价值的影响因素：岗位关键性、潜力和绩效
- 通过人才游戏，体验人才资本的短期投资与长期投资组合
- 掌握人才投资的主要方式，能针对不同的人才做出不同的投资决策

- 掌握战略性人才管理框架和原则，继任者计划的制定流程和要点，合理人才规划
- 帮助管理者把人才战略管理的理论内在化为系统的人才决策方法，将人才游戏体会应用到日常的人才盘点中，并制定自己所在公司/部门的人才管理行动计划

学员对象
人力资源经理、业务经理等涉及人才管理工作的公司管理者

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STRATEGIC TALENT MANAGEMENT

Talent is a key driver of economic growth and a critical resource of competitive advantage. Making effective people decisions, however, remains a challenge for employers.

Mercer's two-day workshop uses the Mercer Talent Game™ to simulate situations related to talent development and competition between internal and external talent, and encourage students to make talent decisions, thus systematically showing the evaluation and process involved along with the associated behaviors, risks and benefits. This simulation is designed to help you learn to systematically and strictly manage talent in a manner similar to ways of managing other core business resources.

TOPICS COVERED

Understanding and Experiencing the Value of Talent Management

- Define strategic talent management and its importance.
- Set goals of strategic talent management.
- Make talent decisions.
- Discuss challenges and misunderstandings of talent decisions.
- Improve the effectiveness of talent decisions.

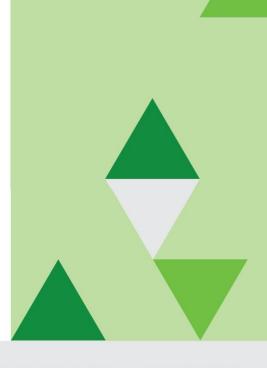**Mercer Talent Game: Managing Your Talent Assets**

- Tools: Each team makes talent decisions on its own board — a pictorial depiction of a company's organization chart and its critical roles. Seven fictitious executives are at a starting spot on that board.
- Getting started: Under the direction of a Mercer facilitator, teams begin with the same fictional executives, available talent interventions and budgets. Over the course of the game, team decisions, unforeseen variables (real-world situations) and risks result in different outcomes.
- Types of decisions: Team members work together to assess the criticality of each role and make decisions, such as which investments have the biggest pay-off and for whom, and whether to build internal talent or buy external talent. Unexpected events, which also leave team members weighing consequences and risks, are built into the simulation, such as to what degree the team should compete for a competitor's key talent.

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- Review and rethink: At the end of the simulation, Mercer facilitators interact with teams to inspire students to rethink the gains and losses of all talent decisions and help them sort out talent management ideas and principles suitable for different companies, the actions to be abandoned and the concepts to be adhered, helping to gradually form a future-oriented talent management system of the basic framework.

Four principles of strategic talent management
- Principle 1: business objectives and key positions
  - Diagnose SPEC (size, performance, engagement, capability).
  - Identify critical roles.
  - Assess role capability.
- Principle 2: talent to meet need
  - Identify and quantify performance and potential, and assess readiness and competency.
  - Perform talent review using a nine-box grid.
  - Select talent development methods corresponding to the nine-box grid.
  - Analyze your team risk profile and get ready.
- Principle 3: sustainable supply
  - Define ways of making talent decisions, and balance benefits and risks caused by different decisions.
  - Choose different talent decisions according to different talent within the organization.
- Principle 4: systems and processes
  - Design performance management systems based on strategic requirements.
  - Improve talent practices by establishing regulations/processes/culture, and improve current talent practice.

Succession Planning
- Associate succession planning with corporate strategy.
- Develop succession planning for core positions.
- Assess and develop successor candidates.
- Promote and implement succession planning.

Classroom Exercise and Discussion: Talent Planning for Enterprises

- Review and improve the company's current talent development system.
- Make a talent development plan.

BENEFITS FOR PARTICIPANTS

- Know the factors of evaluating talent: roles' criticality, potential and performance.
- Experience a different mix of long-term and short-term investment of human capital through the Talent Game.
- Learn the main components of talent investment and make different investment decisions according to different levels of talent within the organization.
- Learn the framework and principles of strategic talent management, and master the process and essentials of succession planning to rationalize it.
- Learn to translate strategic talent management theories into systematic talent decisions, apply what's learned from the Talent Game into a real talent review, and design your own talent management action plans.

TARGET PARTICIPANTS

HR and business managers who are involved in talent management

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