

MERCER PUBLIC WORKSHOP

美世公开研讨会

领导力评估与发展

拥有丰富的领导人才储备是企业战略成功与否的关键驱动力。随着各行业对高端领导人才的激烈争夺，越来越多的企业开始转向从内部劳动力市场来培养潜在领导者。

美世为期1天的研讨会，将通过美世的方法论帮助您了解如何找到有效的领导力评估的方法与工具，以及在内部有系统地培养优秀领导力，探索在组织环境内如何建立和优化符合企业自身特点的领导力评估与发展体系，提升企业领导力发展的综合实力。

课程概述

美世观点：使用战略性的、整合的方法解决领导力问题

- 什么是领导力
- 如何从战略层面将领导人才与动态的企业需求相结合
- 美世领导力发展核心体系：战略-评估-发展-继任
- 关键人才的质与量：明确领导力成功模式和需求间的差距

领导力发展的核心步骤：成功典范-评估-发展

领导力评估中的主流工具及其应用

- 厘清核心概念：评估、绩效、准备度、匹配度
- 美世领导力评估方法论
- 各类评估工具介绍
 - 心理类测验
 - 行为类评估
 - 知识经验审核等
- 评估工具的比较、选择及应用
- 不同层级领导力评估工具的组合应用
- 领导力评估结果在组织内的应用
- 领导力评估方案设计：案例讨论

领导力发展的方法、手段及其应用

- 美世领导力发展观点及最佳实践分享
- 不同方法手段的特点、利弊分析
- 不同层级领导力发展的方法与特点
- 学习与发展方案设计：案例讨论
- 领导力发展的现状与趋势

联络

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继任：领导梯队及高潜人才储备

学员收获

- 定位与实施企业的领导力发展战略
- 了解领导力评估的各种主流方法、利弊及适用性，为领导团队选择和运用合适的评估工具
- 了解领导力发展的各种方法与手段，实践设计系统的领导力发展项目
- 了解领导力发展操作实践的现状和趋势
- 了解领导梯队及高潜人才储备的关键要素
- 与其他企业 HR 专业人士交流及探讨领导力评估与发展的挑战与应用实践

学员对象

人力资源专业人士、组织发展顾问及其他致力于领导力评估与发展的专业人士

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LEADERSHIP ASSESSMENT AND DEVELOPMENT

The strength and depth of your leadership talent pool is a key driver of success for your business strategy. Organizations across industries are competing for top leadership talent, and more and more companies are turning to their internal labor maker for potential leaders.

Mercer's one-day workshop will take participants through Mercer's approach to understanding various leadership assessment styles and ways of systematically developing strong leaders from within.

TOPICS COVERED

Understand Mercer's Strategic and Integrated Approach to Addressing Leadership Issues

- What leadership is
- Aligning leadership talent with dynamic business needs from a strategic perspective
- Mercer's key process of leadership development: strategy-assessment-development-succession
- Quality and quantity of key leadership talent: Defining the success profile and leadership requirement gaps

The Key Steps of Leadership Development: Success Profile – Assessment – Development

Evaluate Your Leadership Bench Using a Range of Assessment Instruments

- Understanding core concepts: Assessment, performance, readiness, fit
- Mercer's leadership assessment methodology
- Introduction to main leadership assessment tools
 - Psychological tests
 - Behavior-based assessment
 - Knowledge and experience checking
- The comparison, selection and application of assessment tools
- Application of bundled assessment tools for different levels of leadership
- Best usage of assessment results within the organization
- Designing a leadership assessment solution: A case study

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Leadership Development Methodology, Approach and Applications

- Mercer's leadership development overview and best practice sharing
- The features of different approaches, pros and cons analysis
- Leadership development for different levels
- Learning and development solution design: A case study
- Leadership development: Current trends

Brief Introduction: Manage Your Leadership Pipeline Through Effective Succession Planning

BENEFITS TO PARTICIPANTS

- Align and define the leadership strategy in your organization
- Understand main leadership assessment tools, their pros and cons, and application in order to help choose and combine the right assessment tools for your leader groups
- Understand different leadership development approaches to design a systematic leadership development program
- Understand the current practices and likely future trends of leadership development
- Understand the key elements of succession planning
- Discuss and share with other HR professionals some real-life challenges and best practices of leadership assessment and development within organizations

TARGET PARTICIPANTS

HR professionals, organization development professionals and others who wish to take an active role in leadership assessment and development

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