

MERCER PUBLIC WORKSHOP

美世公开研讨会

伙伴式咨询技术和实践

在 HR 的技能工具箱中，咨询技能的位置最为独特，并且对于 HR 职业发展的重要性愈发明显：

- 咨询技能的缺失，便易丧失与业务的链接，无法解码外部和内部客户期望
- 咨询技能的不足，便易丧失全局和系统角度，“头痛医头，脚痛医脚”，始终无法跨越与战略规划“最后一公里”
- 咨询技能的落后，便易丧失业务高层对您的尊重，并难以在 HR 同仁中脱颖而出，与 HR 翘楚的距离亦渐行渐远

因此，对于致力于成为战略性业务伙伴的 HR 来讲，咨询技能的修炼不仅重要，而且紧迫。

美世精心研发 2 天研讨会，将通过讲授、分享、练习和案例的多种学习方式，与学员分享四项咨询技术的核心工具方法和实操要点，课程内容丰富并且指向 HR 的具体工作实践。

课程概述

第一部分：如何建立伙伴关系

- 成为战略性业务伙伴模型
- 如何参与到业务中
- 如何建立可靠性
- 如何赢得信任

第二部分：如何解读公司业务模式和战略

- 分析业务模式的咨询工具
- 用五张图解读发展战略

第三部分：GAPS! 地图工具

- 需求的四个层次
- GAPS! 工具框架与模板
- 问题树：诊断树与方案树
- MECE 集方法
- 美世组织绩效路线模型
- 利用 GAPS 地图工具重构需求

联络

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第四部分：运用咨询工具实现结构化思考

- 从战略地图到关键能力与岗位
- 组织分工与目标整合
- 领导力发展阶梯
- 人才盘点与发展
- 人才保留与激励

第五部分：通过有效的提问、对话和展示提高影响力

- 问题的类型与应用
- 有效提问的七个原则
- GROW 对话模式
- 针对不同风格的对话方式
- 故事板编排与金字塔结构
- 增加幻灯片呈现的说服力

学员收获

- 掌握如何建立伙伴关系和咨询技能的独特价值
- 掌握如何解读公司业务发展模式 and 战略
- 掌握运用咨询技能对业务需求进行解码和重构的能力
- 掌握如何界定和剖析问题
- 掌握常用的人力资本咨询工具，提升结构化分析与思考能力
- 掌握有效的提问和对话技能
- 掌握富有逻辑力的呈现与展示技能

目标学员

具有内部顾问角色的各个职能相关人员，如人力资源业务伙伴、学习发展顾问，以及其他需要以顾问的方式提供内外部服务的人

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CONSULTING SKILLS FOR PARTNERING

Consulting skills are among the most unique HR skillsets, and they're becoming increasingly important in HR career development:

- Without consulting skills, it's difficult to connect with the business, making it impossible to decode both external and internal customer expectations.
- With insufficient consulting skills, it's easy to lose overall and systematic perspective. Taking stopgap measures "to treat only where the pain is" won't get you across the last kilometer of strategy planning.
- If your consulting skills are inadequate, you may lose the respect of senior business leaders, making it difficult to stand out from HR colleagues and drawing you farther away from becoming an HR partner.

Therefore, for HR leaders committed to becoming strategic business partners, perfecting your consulting skills is not just important but critical.

Mercer has developed a two-day workshop to share the core tools, methods and operations of four consulting approaches. This comprehensive course is specially designed for the specific needs of HR personnel.

TOPICS COVERED

PART I: BUILDING THE PARTNER RELATIONSHIP

- Model for becoming a strategic business partner
- Participating in business
- Establishing reliability
- Winning trust

PART II: INTERPRETING A BUSINESS MODEL AND STRATEGY

- Consulting tools for business model analysis
- Interpreting developing strategy with five pictures

PART III: GAP MAPPING TOOLS

- Four levels of need
- GAPS tool frame and template
- Issue Trees method: Diagnosis Tree and Solution Tree

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- MECE set method
- Mercer Organizational Performance Route Model
- Refactoring needs using the GAPS tool

PART IV: ACHIEVING STRUCTURED THINKING USING CONSULTING TOOLS

- From strategy map to key competency and position
- Organizational division and goal integration
- Ladder of leadership development
- Talent count and development
- Talent retention and motivation

PART V: INCREASING IMPACT THROUGH EFFECTIVE QUESTIONING — DIALOGUE AND PRESENTATION

- Types of questions and application
- Seven principles for effective questioning
- GROW conversation mode
- Different styles of conversation
- Storyboard layout and pyramid structure
- Increasing the persuasiveness of your presentation slides

BENEFITS TO PARTICIPANTS

- Understand the unique value of consulting skills in supporting the business.
- Learn how to interpret your company's development model and strategy.
- Learn how to use consulting skills to decode and reconstruct business needs.
- Learn how to define and analyze problems.
- Learn commonly used human capital consulting tools, and enhance capability of structured analysis and thinking.
- Master effective questioning and conversation skills.
- Master logical presentation and demonstration skills.

TARGET PARTICIPANTS

This course is relevant for anyone in an internal consulting role, such as HRBP, learning and development consultants, and those who provide internal or external consulting services.

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