

MERCER PUBLIC WORKSHOP

美世公开研讨会

人才管理的心理学思维与应用

当移动互联大潮突袭，传统经济与传统企业都面临着前所未有的挑战，新的商业模式，新的产品类型，新的客户诉求，新的营销方式都匆匆来临……企业的商业周期、业务战略制定周期都在缩短，组织时常在一个动态的变化当中，以适应不断变化的市场环境和战略变革需求。于是在战略性人力资源管理被日益提上日程的同时，员工的诉求也在发生着变化。80、90后等新生代如何管理？在激烈的竞争中如何能吸引和保留核心人才？靠原来老套的管理机制可以解决问题吗？很多新兴企业开始尝试管理变革，赋能管理、自组织模式、网络型组织架构、OKR 目标管理等新的管理模式应运而生。而所有的变化都对管理者提出了更高的要求，他们必须要更了解人，懂得人心，才能更好地解决员工的诉求，甚至是自身职业发展的压力与迷茫。那么，如何读懂他人，了解自己；如何能在理解自我与他人的基础上有效沟通、解决冲突、协同团队；如何在团队的不同发展进程，进行有效的介入与干预，成为一名教练式领导越来越重要。

课程概述

新时代下人才管理的棘手议题探讨

- 分组讨论在选、用、育、留几个不同维度的人才管理议题
- 对议题进行筛选，并针对核心议题深入探讨

如何立足战略性人力资源管理框架，看待目前的人才管理问题

- 人力资源战略规划与人才管理策略体系框架概述
- 在人力资源战略规划框架下，梳理从业务战略到人才战略，再到配套人力资源管理机制的动态系统变化
- 理解不同人才类别与管理机制之间的关系

管理人才的前提是读懂自己与他人

- 性格类型分析
- 如何通过非语言来观察他人（表情、身体姿态）
- 如何进行自我觉察（情绪、身体感觉、认知、价值感）
- 自我潜意识探索

人与人之间的互动与连接

- 沟通：心理咨询师的倾听、共情与表达
- 影响：如何有效干预

联络

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人与团队的关系与影响

- 团队发展阶段与走向
- 团队动力运作

学员收获

- 启发人力资源管理者从战略性人力资源管理的角度，看待急剧加速的战略变化引发的人才管理变革
- 熟悉一些心理学的思维、工具和方法是如何解读人，以及解读人与团队的关系
- 增进对心理咨询和心理工作坊运作方式的了解，增加对教练式领导培养的新思路

目标学员

人力资源总监、经理等管理人员，组织发展总监，企业大学校长或培训发展总监、经理等管理人员

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PSYCHOLOGY THINKING AND APPLICATION TO TALENT MANAGEMENT

Our increasingly mobile world is creating seismic shifts in the way we do business. Traditional economies and enterprises are facing unprecedented challenges: new business models, new product types, new customer demands and new marketing methods are evolving rapidly. In addition, business and strategy development cycles are being shortened, and organizations are being forced to constantly adapt to a dynamic market environment and shifting strategic change requirements.

At the same time, strategic human resource management is being put on the agenda, and the demands of employees are also changing. How can organizations effectively manage the generations born in the 80s and 90s? How can they attract and retain key talent amid fierce competition? Can we rely on traditional management mechanisms to solve these problems? In response, many companies have begun to try management transformation. Therefore, empowerment management, self-organization mode, network organization structure and OKR target management are born at the right moment.

All these changes have placed bigger responsibilities on managers. Managers are now required to have a better understanding of people to ensure they're meeting the demands of their employees, and addressing the pressure and confusion their employees often experience in charting their own career development.

How can managers better understand others and themselves? How can they use effective communication to resolve conflicts and promote collaboration among team members? Becoming a leader who acts as a coach and who can intervene effectively at the different development stages of a team is becoming increasingly important.

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TOPICS COVERED

Challenging issues related to talent management in a new era:

- Group discussion of topics related to selection, application, development, employment and other dimensions of talent management
- Advice and discussion on the core issues related to screening

How to treat current talent management issues based on the strategic human resources management framework:

- Overview of strategic human resource planning and the talent management strategy framework
- Translating the business strategy to the talent strategy, and supporting the human resource management system using the basic framework for strategic human resource planning
- Understanding the relationship between different management mechanisms and talent categories

The premise of the talent management: understanding yourself and others

- Analysis of personality types
- How to observe others' non-verbal cues (facial expressions, body language)
- How to promote self-awareness (emotional, physical, and cognitive self-awareness; our sense of self-worth)
- An exploration of the self-subconscious

Interaction and connection between people

- Communication: listening, empathy and expression of psychologist
- Communicating for impact: how to intervene effectively

The relationship between individuals and teams

- Development stages of a team
- Team dynamics operation

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BENEFITS TO PARTICIPANTS

Inspire human resource managers to adopt a strategic human resource management perspective, and provide advice for dealing with the rapid acceleration of strategic change and its impact on talent management

- Increase familiarity with select psychological concepts, tools and methods to help guide interactions between individuals as well as teams
- Enhance understanding of the operation of psychological counseling and psychological workshops, and spark new ideas and skills to cultivate for coaches

TARGET PARTICIPANTS

HR directors, HR managers, OD directors, entrepreneurial university presidents, training and development directors, and other management personnel

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