

MERCER PUBLIC WORKSHOP

美世公开研讨会

绩效管理有效实践

许多企业在最近几年内大量使用了很多绩效管理工具……BSC, MBO, KPI, 360度反馈等等。一切先进的工具可能都被使用过了。绩效管理能够发挥应有的效能吗? 为什么有些企业的绩效管理进展并不顺利? 我们到底忽视了哪些方面? 如何不断地衡量绩效管理的“绩效”并满足企业发展目标与战略的需要? 现在, 人力资源管理人员开始问一些更加深层次的问题。

美世为期2天的研讨会, 旨在分享与探讨现代企业绩效管理趋势、管理策略、实施误区及有效实践, 利用美世在全球的实际咨询经验和通过企业实际案例探讨, 帮助您拓展绩效管理新思维, 并提升企业绩效管理的实际效能, 塑造高绩效的企业文化。

课程概述

绩效管理概述

- 绩效管理基本概念
- 绩效管理发展趋势和目前企业实施的误区
- 绩效管理的关键成功因素

绩效计划的制定

- 如何制定公司层面的绩效计划
 - 平衡计分卡
 - 如何设计战略地图
- 如何制定部门和个人层面的绩效计划
 - 公司指标到部门和个人指标的分解
 - 常见的目标分解方式
- 目标值和权重的设定
- 案例练习与要点难点评析

绩效反馈与辅导

- BEST反馈模型
- 绩效反馈的方法、原则和技巧
- GROW模型
- 绩效辅导的流程、原则和技巧
- 反馈与辅导练习

绩效评估

- 绩效评估的流程和工具
- 绩效评估面谈的要点与步骤

联络

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绩效激励

- 绩效奖金设计
- 绩效评估结果应用于培训和发展
- 个人发展计划

学员收获

- 全球绩效管理的研究成果和全球知名企业的绩效管理实践分享
- 全面系统性地了解绩效管理和企业绩效管理的实际操作
- 掌握如何设计绩效管理体系, 并进行有效绩效管理
- 掌握指标设定、反馈辅导、绩效评估等技巧

学员对象

企业高层、人力资源总监、人力资源经理、企业内部顾问、部门经理

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APPROACHES TO AN EFFECTIVE PERFORMANCE MANAGEMENT PRACTICE

Various performance management approaches, such as balanced scorecard (BSC), management by objectives (MBO), key performance indicators (KPIs), and 360-degree feedback, have been used extensively by many companies in recent years. Do they really work? Why do some companies fail at performance management? What are the key factors we ignore when executing performance management? How should we evaluate the effectiveness of performance management in line with our development objectives and strategies? HR managers should start thinking about these advanced-level questions as soon as possible.

Mercer's two-day workshop is designed to share and discuss various issues around performance management, including trends, strategies, erroneous zones, and effective practices. Mercer's global consulting experience and case studies will help you explore new ideas, improve performance management efficiency, and establish an effective high-performance culture.

TOPICS COVERED

Performance management overview

- Basic concepts of performance management.
- Performance management development trends and common traps.
- Key success factors of performance management.

Performance planning

- Corporate KPIs.
- Introduction of BSC.
- Strategic map design.
- Business unit/team/individual KPIs.
- Breakdown of corporate goals to business units and key positions.
- Common ways to break down the goals.
- Goals and weight set-up.
- Case study and difficulties analysis.

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Performance enhancement through feedback and coaching

- BEST model.
- Methods, principles, and skills of performance feedback.
- GROW model.
- Process, principles, and skills of performance coaching.
- Exercise on feedback and coaching.

Performance evaluation

- Process and tools of performance evaluation.
- Key points and processes of performance interview.

Performance motivation

- Salary-structure design based on performance results.
- Performance results application in training and development.
- IDP.

BENEFITS TO PARTICIPANTS

- Obtain global research results and well-known global enterprises' practices for performance management.
- Gain a systematic and comprehensive understanding of performance management practices.
- Develop a good command of how to design a performance management system in the workplace to manage performance effectively.
- Learn skills for goal-setting, feedback and coaching, performance evaluation, and more.

TARGET PARTICIPANTS

Top leaders, HR directors, HR managers, internal consultants, and line managers

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