

# MERCER PUBLIC WORKSHOP

## 美世公开研讨会

### 人力资源如何成为变革推进者

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现在组织在多种经营压力的驱使下, 已将变革作为企业日常运作的一部分, 而如何通过有效的组织沟通和员工的行为改变来确保变革管理的成功已经成为企业各级领导所面临的挑战。

美世为期2天的研讨会将与您探讨在变革的不同阶段, 如何使用不同的工具及方法以推进变革的发生和确保变革的成功。

#### 课程概述

##### 组织变革的关键及变革沟通的挑战

##### 美世推进组织变革的方法论

- 变革背景分析: 背景评估与制定议程
- 变革沟通管理: 策略制定与执行
- 变革效果评估: 沟通效果评估与强化

##### 美世推进变革的重要工具

- 变革背景架构模板
- 利益相关者鉴别方法
- 组织倾听模型
- “了解、支持、行动”框架
- 组织沟通模型
- 变革动态模型
- 变革议程框架
- 变革沟通清单

##### 沟通负面消息的有效方法

- 影响情绪改变的沟通战术
- 削弱“坏消息”带来的负面影响的有效方法

##### 个人影响力在变革沟通中的灵活应用

- 个人影响力风格的评估
- 影响力决策的方法及流程

##### 促进员工在组织变革中的行为改变

- 行为改变模型
- 行为改变方法在组织变革中的运用

##### 结合实际案例应用上述方法论和工具

- 行为改变模型
- 行为改变方法在组织变革中的运用

#### 联络

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## 学员收获

- 了解沟通对组织变革成败的影响
- 能针对公司的实际案例设计组织层面的沟通策略、战术和实施计划
- 学习和应用沟通负面消息的有效方法
- 了解自己的影响力风格，提升影响他人的能力
- 有能力设计组织变革中促进员工行为改变的方案
- 使学员学会如何“操作”，在实际工作中运用这些技术和方法来组织变革沟通会议，制定变革沟通管理方案，指导和辅导经理与员工，促进员工行为改变；推进组织变革顺利实施

## 学员对象

在企业内部正在/将要领导或参与变革以期待提升组织绩效的资深人力资源专业人士或人力资源业务伙伴

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### BECOMING AN EFFECTIVE CHANGE AGENT

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Change is now the norm in the everyday life of most organizations, and that change is driven by many concurrent business forces. In this environment, leaders face the challenge of accelerating change through effective organizational communication and employee behavior change.

Mercer's two-day training will focus on how you can use different tools and methods in different phases of organizational change to ensure success.

#### TOPICS COVERED

Key factors of organizational change and challenges of change communications

Mercer's methodology on driving organizational change

- Discovery: context assessment and change agenda.
- Delivery: strategy development and implementation.
- Assessment: measurement and reinforcement.

Mercer's change communication tools

- Change context framework template.
- Stakeholder identification method.
- The LILITM model.
- The "Get it-Support it-Do it" framework.
- The CFITM model.
- The Change Dynamic™ Model.
- Change agenda framework.
- Change communication list.

The tactics for delivering bad news

- Communication tactics to influence emotional change.
- Wayside to break bad news.

"Influence to impact" strategy

- Accessing your style of influence.
- Practicing the strategy.

#### CONTACT

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### Accelerating organizational change with employee behavior change

- Behavior change model.
- Facilitating employee behavior change during organizational changes.

### Learning and practicing the methodologies and tools through real case studies

#### BENEFITS TO PARTICIPANTS

- Understand and anticipate resistance to change.
- Build consensus, lead change design, and implement a targeted communication plan.
- Find wayside of delivering bad news more effectively.
- Be able to determine the appropriate strategy for influencing a target.
- Accelerate organizational change with employee behavior change.
- Organize change communication meeting and formulate a strategy; coach managers and employees; facilitate employee behavior change; and accelerate organizational change by using Mercer's series of methodologies and tools.

#### TARGET PARTICIPANTS

Senior HR professionals or HR business partners who are or will be leading or participating in change management initiatives and are expected to improve the effectiveness of organization