

# MERCER PUBLIC WORKSHOP

## 美世公开研讨会

### 伙伴式咨询技术和实践

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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: 提升咨询技能的价值

- 创造提高信任度的体验
- 以业务为中心的工作模型
- 与业务互动的RATER要素

##### 第二部分: 问题界定与剖析

- 当前状态与理想状态
- 问题树方法-诊断树与方案树
- MECE集策略

##### 第三部分: 运用恰当的管理咨询方法

- 常用管理咨询方法-战略与人力资本
- 方案选择矩阵

##### 第四部分: 直指痛点的提问与对话技能

- 高收益问题
- 有效提问的七个原则
- 针对不同风格的对话方式
- 美世一致性模型: 企业管理问题框架

##### 第五部分: 有逻辑性和故事性的呈现与演示

- Minto金字塔结构
- 故事板编排
- 正确的幻灯片呈现

#### 联络

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## 第六部分: 案例练习

- 构建问题树
- 与业务高层实施访谈与对话
- 方案设计与演示

## 学员收获

1. 理解咨询技能在支持业务部门过程中的独特价值
2. 掌握如何界定和剖析问题
3. 掌握如何提升解决方案的战略高度
4. 掌握直指痛点的有效提问和对话技能
5. 掌握富有逻辑力和故事性的影响与说服技能

## 学员对象

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

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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 strategic 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 further 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 methods. The workshop will consist of teaching, sharing, exercises and case studies, using a variety of learning methods. This comprehensive course is specially designed for the specific needs of HR personnel.

#### TOPICS COVERED

##### Part I: Enhancing the Value of Your Consulting Skills

- Creating and building trust
- Business-centric working model
- Interaction with the business – RATER factor

##### Part II: Defining and Analyzing Problems

- The present state and desired state
- Issue Trees method – Diagnosis Tree and Solution Tree
- MECE sets

##### Part III: Using the Appropriate Method of Management Consulting

- Commonly used methods of management consulting – strategy and human capital
- Options matrix

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#### Part IV: Questioning and Conversation Skills for Pain Points

- High-gain questions
- Seven principles of asking effective questions
- Different communication methods and styles
- Mercer Congruence Model: Enterprise Management Framework

#### Part V: Logical and Narrative Presentation and Demonstration

- Minto's Pyramid Structure
- Creating a storyboard
- Choosing the right slides for presentations

#### Part VI: Case Exercises

- Constructing an Issue Tree
- Interviews with business executives
- Proposal design and presentation

### BENEFITS TO PARTICIPANTS

1. Understand the unique value of consulting skills in supporting the business.
2. Learn how to define and analyze problems.
3. Learn how to enhance strategic solutions.
4. Master effective questioning and conversation skills for pain points.
5. Master logical and narrative influence and persuasion 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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