

# MERCER PUBLIC WORKSHOP

## 美世公开研讨会

### 人力资源战略与规划

如今在亚洲，企业期望人力资源可以在帮助企业完成业绩目标上担任战略性的角色，也开始使用战略化的人力资源规划来促进企业经营目标的完成。这需要人力资源团队更加积极的参与到公司战略的制定和执行上，并且能够规避企业当前和未来因市场对关键人才供求不平衡带来的风险。那么，人力资源该如何将业务战略转化为人力资源举措，并有效规避关键人才供求风险呢？

美世为期2天的研讨会将通过系统化地人力资源战略规划方法及互动式的演练和讨论，帮助大家提升人力资源的战略思维，并通过预测性的战略人力资源规划，规避人才供求风险，提升企业长久竞争力。

#### 课程概述

##### 人力资本战略概述

- 人力资本战略定义和关键要素
- 人力资本战略的四个原则

##### 制定公司的人力资本战略

- 步骤1: 收集并整理资料信息，明确战略目标
  - 理解公司战略的组成部分
  - 收集信息，澄清组织的战略目标
- 步骤2: 开展战略研讨会，列出人力资源支持业务的举措及优先级
  - 战略研讨会的设计流程及要点
  - 战略研讨会的步骤及成果
- 步骤3: 评估人力资源举措的影响，细化人力资源举措的短清单
  - 评估人力资源举措的软硬成本
  - 评估人力资源举措的价值
  - 评估工具：驱动因素树
- 步骤4: 制定和实施人力资本战略蓝图
  - 设计和制定三年发展蓝图
  - 战略蓝图的组成部分

##### 战略人力资源规划

- 战略人力资源规划概述
- 战略人力资源规划的主要流程
  - 步骤1: 战略分析与解读
  - 步骤2: 人力资源数据分析
  - 步骤3: 人力资源规划方案设计
- 综合案例分析与练习

#### 联络

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## 学员收获

- 学习和了解人力资本战略的关键要素和原则, 以及使高级经理和业务领导参与制定人力资本战略的方法
- 通过案例学习并应用将业务计划转化为人力资源举措的方法
- 了解人力资源规划的挑战, 学习人力资源规划中所使用的工具和方法
- 学会分析企业短期与长期对人才需求与市场供应的关系

## 学员对象

希望在组织中承担起战略职位, 或涉及人力资源规划的人力资源中、高级经理人

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### HR STRATEGY AND PLANNING

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Today's organizations in Asia need HR to play a strategic role in helping achieve business goals. These companies have also begun to use strategic workforce planning to accelerate their business target achievements. HR professionals are therefore required to more actively contribute to establishing and implementing the business strategy, as well as manage workforce risks caused by the gap between supply and demand of critical talent. But how can HR translate business strategy into action and manage critical talent gap risk?

Mercer's two-day workshop provides you with systematic HR strategic planning methods and improves your HR strategic thinking through interactive exercises and discussions. This workshop also helps you avoid the risks of talent supply and demand, as well as enhance the competitiveness of enterprises for the long term through predictive and strategic HR planning.

#### TOPICS COVERED

##### Human capital strategy overview

- The definition of human capital strategy.
- Three principles of human capital strategy.

##### Develop HR strategy

- Phase 1: Establish the context and clarify the strategic target.
  - Understand company strategy.
  - Collect information to clarify company strategic objectives.
- Phase 2: Launch strategy development workshops to work out action plans and list priorities supported by HR.
  - Understand the process and key points of designing strategy workshops.
  - Move toward steps and outcomes of strategy workshops.
- Phase 3: Assess the impact of HR initiatives and make a short list.
  - Evaluate the soft and hard costs of HR initiatives.
  - Assess the value of HR initiatives.
  - Use the assessment tool, the Driver Tree.
- Phase 4: Develop and deliver people strategy blueprint.
  - Design and develop a three-year blueprint.
  - Establish the components of the strategy blueprint.

#### CONTACT

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### Strategic HR planning

- Strategic HR planning overview.
- Strategic HR planning process.
  - Step 1: Strategy analysis and decoding.
  - Step 2: HR data analysis.
  - Step 3: Strategic HR planning design.
- Overall case study and practice.

### BENEFITS TO PARTICIPANTS

- Comprehend the key elements and principles of human capital strategy, and how to involve senior managers and business leaders in HR strategy design.
- Learn how to translate business strategy into HR initiatives through case studies.
- Understand strategic HR planning and its challenges, as well as the tools and methods used in HR planning.
- Learn how to analyze the relationship between short-term/long-term workforce demand and market supply.

### TARGET PARTICIPANTS

Senior HR managers and directors responsible for or involved in strategic HR planning

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