

MERCER PUBLIC WORKSHOP

美世公开研讨会

直指决策的全面战略人才管理

人才是经济增长的主要驱动力，亦是竞争优势的重要来源。然而，做出有效的人力决策仍然是雇主所面临的挑战。

美世为期2天的研讨会将通过沙盘演练等方式，模拟人才决策，系统地展现人才决策行为、衡量方式、决策过程、风险和收益。帮助企业管理人员像管理公司其他重要资产一样管理人才资产。

课程概述

理解并体验人才管理的价值

- 战略性人才管理的定义及重要性
- 战略性人才管理的目标设定
- 人才决策的制定
- 小组讨论：人才决策中的误区和挑战
- 提升人才决策的有效性
- 人才标准的设定

美世人才游戏™：增强人才决策制定

- 模拟游戏情景与规则解释
- 第一轮人才游戏
 - 热身，并运用四张“人才发展”纸牌进行模拟游戏
 - 计算人才价值
 - 制定人才培养，激励及调整的策略
 - 导师点评与小组反思，准备下一轮更复杂的人才游戏
- 第二轮人才游戏
 - 运用更复杂的“人才发展”纸牌
 - 制定人才获取，发展，晋升，保留等的策略
 - 小组总结回顾和经验分享
 - 评估获胜小组
 - 在导师的引导下小组学习
- 第三轮人才游戏
 - 综合运用所有的人才发展方式
 - 着眼于企业未来发展对人才的需求
 - 小组经验分享
 - 导师引导总结人才游戏并引申到企业实践中

战略性人才管理四原则

- 原则1：商业目标及确定关键职位
 - 诊断SPEC（规模、绩效、承诺、能力）
 - 确定关键角色
 - 评估任职者的技能

联络

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- 原则2: 满足需求的人才
 - 量化绩效与潜力, 评估准备度与胜任力
 - 利用九宫格, 分析人才分布情况
 - 制定对应于九宫格的人才发展方式
 - 分析团队风险, 做好准备
- 原则3: 可持续的人才供应
 - 明确人才决策的种类, 不同人才决策带来的收益与风险衡量
 - 针对不同类型的人才做出不同的人才决策
- 原则4: 制度和流程
 - 基于战略要求制定绩效管理体系
 - 建立制度/流程/文化以优化当前的人才实践

继任者计划

- 链接继任者计划与企业战略
- 制定核心岗位的继任者计划
- 对继任者候选人的评估和发展
- 继任者计划的推进和实施要点

课堂练习和探讨: 为企业建立人才规划

- 回顾并改进公司目前的人才发展制度
- 制定人才发展计划

学员收获

- 了解衡量人才价值的影响因素: 岗位关键性、潜力和绩效
- 通过人才游戏, 体验人才资本的短期投资与长期投资组合
- 掌握人才投资的主要方式, 能针对不同的人才做出不同的投资决策
- 掌握战略性人才管理框架和原则, 继任者计划的制定流程和要点, 合理人才规划
- 帮助管理者把人才战略管理的理论内在化为系统的人才决策方法, 将人才游戏体会应用到日常的人才盘点中, 并制定自己所在公司/部门的人才管理行动计划

学员对象

人力资源经理、业务经理等涉及人才管理工作的公司管理者

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STRATEGIC TALENT MANAGEMENT

Talent is a key driver of economic growth and a critical resource of competitive advantage. Making effective people decisions, however, remains a challenge for employers.

Mercer's two-day workshop uses the Mercer Talent Game™ to simulate talent decisions, systematically showing the evaluation and process involved in talent management and the associated behaviors, risks, and benefits. This simulation helps participants learn to manage talent in a similar way to managing other important company assets.

TOPICS COVERED

The value of talent management

- Define strategic talent management and its importance.
- Set goals for strategic talent management.
- Make talent decisions.
- Hold a group discussion: the challenges and misunderstanding of talent decisions.
- Improve the effectiveness of talent decisions.
- Create talent criteria.

Mercer Talent Game: enhancing talent decision-making

- Simulation and rules explanation.
- Talent Game round one.
 - Warm up and play game with four “talent development” cards.
 - Calculate talent value.
 - Devise strategies for talent cultivation, motivation, and adjustment.
 - Hear comments and reflections.
- Talent Game round two.
 - Use more complex “talent development” cards.
 - Devise strategies for talent acquisition, development, promotion, and retention.
 - Review and share as teams.
 - Select the winning team.
 - Debrief and hold group discussion.
- Talent Game round three.
 - Apply all methods of talent development appropriately.
 - Focus on the demand for talent for the future development of your enterprise.
 - Conduct team sharing.
 - Debrief and practice sharing.

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The four principles of strategic talent management

- Principle 1: business objectives and key positions.
 - Diagnose SPEC (size, performance, engagement, capability).
 - Identify critical roles.
 - Assess role capability.
- Principle 2: talent to meet need.
 - Identify and quantify performance and potential, and assess readiness and competency.
 - Review talent with nine-box grid.
 - Select talent development methods corresponding to nine-box grid.
 - Analyze team risk profile and get ready.
- Principle 3: sustainable supply.
 - Define ways of making talent decisions, and balance benefits and risks caused by different decisions.
 - Choose different talent decisions according to different talent within the organization.
- Principle 4: systems and processes.
 - Design performance management systems based on strategic requirements.
 - Improve talent practices by establishing regulations/processes/culture and improve current talent practice.

Succession planning

- Associate succession planning with corporate strategy.
- Develop succession planning for core positions.
- Analyze the assessment and development of successor candidates.
- Design the promotion and implementation of succession planning.

Classroom exercise and discussion: talent planning

- Review and improve the company's current talent development system.
- Make a talent development plan.

BENEFITS TO PARTICIPANTS

- Know the factors of evaluating talent: roles' criticality, potential, and performance.
- Experience a different mix of long-term and short-term investment of human capital through the Talent Game.
- Learn the main components of talent investment and make different investment decisions according to different levels of talent within the organization.
- Learn the framework and principals of strategic talent management, and master processes and essentials of succession planning to rationalize it.
- Learn to translate strategic talent management theories into systematic talent decisions, apply what you've learned from the Talent Game into a real talent review, and design your own talent management action plans.

TARGET PARTICIPANTS

HR managers, business managers, others involved in talent management

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