

MERCER PUBLIC WORKSHOP

美世公开研讨会

企业学习发展体系的构建与优化

美世中国人才吸引和保留调研表明：学习与发展机会是吸引和保留人才的首要因素。我们看到越来越多的企业将优化和完善学习发展体系作为企业核心人才管理体系的重点。在日常的工作中我们经常听到学习发展中最具有挑战性的是学习需求分析以及如何评估学习结果。美世为期 2 天的研讨会将与您共同探讨构建人才培养和发展体系的关键因素。您将学习和理解企业中学习与发展整体系统的六步法，真正做到学习需求来自于企业的实际需要。您不仅可以学习到优化学习发展体系的具体工具，还可以运用所学来解决实际工作中的困惑。

在学习形式上，将采用美世复合式教学模式—在线学习、线下面授与在线测试。美世会在课前开通 1 门与课程内容相关的在线课程，线上学习与测试有助于预习和复习理论知识和工具方法，面授研讨则更加关注重点知识的融会贯通、实战演练、实际案例的讨论和问题解决，线上线下相结合，强化巩固学习效果，为每位学员带来精彩充实的学习旅程。

课程概述

学习与发展的新趋势和新角色

界定业务需求

- 提升对业务了解的工具
- 结合企业战略、组织能力与学习发展重点的工具
- 以终为始的梅林工具
- 业务访谈工具

设计学习项目

- 利用商业术语表达学习结果
- 搭建学习与业务需求的价值链
- 学习体验的角色定位
- 缩小学与做的差距
- 激发学员的学习动机
- 学习机构与专业讲师筛选的要则

联络

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开发员工能力

- 搭建胜任力模型
- 发展人才的形式
- 制定继任者计划

驱动绩效转化

- 转化阶段所面临的障碍
- 掌握转化阶段的关键因素
- 提升管理层的参与程度

量化学习成果

- 面临挑战
- 学习量化方法
- 量化学习成果的核心原则
- 避免学习中的 4 大误区

学员收获

- 优化企业学习发展体系框架
- 有效评价学习项目及完善过程管理
- 通过案例学习了解学习发展体系以达到支持绩效、继任以及职业规划

学员对象

从事培训和发展工作的人力资源专业人士

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STRUCTURING AND OPTIMIZING ORGANIZATIONAL LEARNING AND DEVELOPMENT SYSTEMS

Because learning and development are key factors in attracting and retaining talent, companies are looking for ways to optimize or improve their learning and development systems as part of their core talent management practices. Every day, we hear that the most challenging parts of learning and development are conducting a learning needs analysis and evaluating results. This two-day workshop will show the key factors in optimizing an effective learning and development system. You will gain an understanding of your own organization's learning and development system and learn how to define learning needs based on specific business needs. You will also hear about specific tools and solutions and apply them to your organization.

We will use Mercer's blended learning approach, including online learning, offline training and online assessment. Before the workshop, we will be opening one online module, which will help participants preview and review theory, knowledge, tools and methods. The face-to-face workshop will focus on practicing key knowledge, discussing real-life cases and learning how to deal with practical HR problems. These highly effective online and offline learning methods will allow participants to consolidate their learning, helping them take the next critical step in their learning journey.

TOPICS COVERED

Identify New Trends and Determine Roles in Learning and Development

Define Business Needs

- Tools for improving business knowledge
- Integration tools with a focus on organizational strategy, HR strategy and Learning & Development
- Apply end-user analysis tools through Merlin
- Effective dialogue with business leaders to define learning needs

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Design Learning Projects

- Use business language to express learning results
- Value chain of knowledge transfer
- Learning roles.
- Shorten the gap between learning and doing
- Motivate learners
- Key selection criteria for vendor and trainer

Develop Employees' Skills

- Build competency models
- Different ways of developing employees
- Design succession planning

Drive Performance Change

- Key challenges of performance change
- Understand key factors in embedding learning and raising performance
- Increase management team participation

Document Learning Results

- Key challenges
- Learn about the different methods of measuring results
- Understand the key principles of measurement
- Prevent four learning pitfalls

BENEFITS FOR PARTICIPANTS

- Optimize a conceptual and actionable framework for a learning and development system
- Critically evaluate your learning program and improve the learning development process
- Support performance, succession, and career-path planning through the analysis of world-class case studies

TARGET PARTICIPANTS

HR professionals who specialize in the area of learning and development

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