

# MERCER PUBLIC WORKSHOP

## 美世公开研讨会

### 组织发展

近年来，随着 HR 团队的日益成熟，组织发展(OD)已成为资深 HR 们最为关注的主题之一；成为企业中的 OD 顾问被很多 HR 视为其职业发展的新高度，因为 OD 顾问可以在促进企业长期健康发展中发挥更大的作用，然而，大多数人仍然不能准确回答以下关于组织发展的一些基本问题：

- 组织发展真正的定义是什么？
- 为什么组织发展对现在的人力资源专业人员如此重要？
- 组织发展的基本活动和流程是什么？
- 在公司发展中组织发展专业人员该如何体现其价值？
- 公司如何运用组织发展实现业务目标？

美世为期 2 天的研讨会将帮助您了解关于计划、推进以及评估组织发展介入措施的概念、模型、理论和技巧。同时，您还将了解到企业成功地实施组织发展以提高组织有效性的案例并掌握一系列有效的咨询工具与方法。

### 课程概述

#### 组织发展的概念及要素

#### 组织发展的流程及原则

- “行动研究”模型
- 组织发展介入的步骤
- 成功管理变革的关键角色
- 关键的变革原则

#### 组织发展项目的整体设计

#### 组织发展活动在组织各层面的介入

- 个人、团体和组织的组织发展介入
- 组织发展活动的主要衡量标准

#### 组织发展咨询顾问的能力要求及角色定位

### 联络

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## 组织发展项目的咨询流程及工具应用

- 差距分析
- 头脑风暴
- 决策网格
- 多方投票
- 根源分析
- 形成解决方案
- 行动规划

## 结合实际案例学习和应用组织发展流程和工具

### 学员收获

- 从了解组织来认识 HR 在组织发展中的责任
- 了解组织发展的基本理论、流程以及对企业发展的影响
- 理清组织发展专业人员在企业中的角色定位、价值和需要具备的胜任力
- 学习运用组织发展的流程及方法，提高设计和规划组织发展项目的的能力
- 借鉴组织发展的成功案例，制定企业/个人在组织发展方面的提升计划
- 掌握一系列有效的咨询工具和方法使组织发展项目进行的更顺利更成功

### 学员对象

人力资源总监和资深经理、组织发展专业人员、人力资源业务伙伴、负责或者参与组织发展项目的业务经理

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### ORGANIZATIONAL DEVELOPMENT

In recent years, as HR teams have matured, organizational development (OD) has become an increasing focus for HR professionals. To be an OD consultant is regarded as a new height in career development, as HR professionals can play a more important role in healthy organizational long-term development, yet most are unable to answer the following basic questions regarding OD:

- What exactly does OD mean?
- Why has OD recently become so important to HR management?
- What are the basic activities and processes of OD?
- What is the value of an OD professional within a company?
- How do organizations improve performance results through OD interventions?

Mercer's two-day workshop will help you understand the concepts, models, methods and techniques for planning, facilitating and evaluating OD interventions. You will also learn how other companies have successfully improved their organizational effectiveness through OD interventions and how to master a series of useful facilitating skills and tools.

#### TOPICS COVERED

##### The Definition and Key Elements of Organizational Development

##### The Process and Principles of Organizational Development

- "Action Research" Model
- The Steps of OD Interventions
- Key Goals of Successful Change Management
- Key Change Principles

##### Overall OD Project Design

#### CONTACT

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## **Interventions of Different Levels of OD Activities in the Organization**

- Individual, Group and Organizational OD Interventions
- Measures and Standards of OD Activities

## **Competency Requirements and the Role of the OD Consultant**

## **The Consulting Process and Tools Application of OD Projects**

- Gap Analysis
- Brainstorming
- Decision Grid
- Multi-vote
- Root Cause Analysis
- Solution Formation
- Action Plan

## **Case Study and Application of OD Process and Tools**

## **BENEFITS TO PARTICIPANTS**

- Learn about HR responsibilities in organizational development by understanding the organization
- Understand the basic theory of organization, its process and its influence on the development of the enterprise
- Clarify the role, value and competency of OD professionals in the company
- Learn the process and methods of OD to improve OD professionals' capabilities in designing and planning OD initiatives
- Identify areas of improvement in OD practice through case study
- Master a series of useful consulting skills and tools to effectively manage OD activities

## **TARGET PARTICIPANTS**

HR directors, senior HR managers, OD professionals, HR business partners and business leaders who are responsible for or participate in OD initiatives

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