

MERCER PUBLIC WORKSHOP

美世公开研讨会

人力资源如何成为变革推进者

现在组织在多种经营压力的驱使下，已将变革作为企业日常运作的一部分，而如何通过有效的组织沟通和员工的行为改变来确保变革管理的成功已经成为企业各级领导所面临的挑战。

美世为期 2 天的研讨会将与您探讨在变革的不同阶段，HR 如何使用不同的工具及方法以推进变革的发生和确保变革的成功。

课程概述

人力资源专业人士作为变革推进者的角色定位，职责和胜任力模型

领导有效组织变革的基本概念、工具、流程、技术和模型

- 领导变革
- 创建共同的需求
- 共创愿景
- 动员获得承诺
- 让变革持久
- 监督进程

变革过程中 HR 需要具备的技术能力

- 组织变革的关键及变革沟通的挑战
- 推进组织变革的方法论
 - 变革背景分析：背景评估与制定议程
 - 变革沟通管理：策略制定与执行
 - 变革效果评估：沟通效果评估与强化
- 推进变革的重要工具
 - 变革背景架构模板
 - 利益相关者鉴别方法
 - 组织倾听模型
 - “了解、支持、行动”
 - 组织沟通模型
 - 变革动态模型
 - 变革议程框架
 - 变革沟通清单

研讨会信息

时间地点：
北京
7月24-25日

上海
4月24-25日
10月23-24日

深圳
8月28-29日

费用：
RMB 10,800 (含 6%增值税)

联络

美世学习与发展热线电话
电话：400 600 5599
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理解变革过程中人的因素，如何让利益相关者接受变革并进行行为改变

- 沟通负面消息的有效方法
- 个人影响力在变革沟通中的灵活应用
- 促进员工在组织变革中的行为改变

结合实际案例应用上述方法论和工具

学员收获

- 了解人力资源专业人士作为变革推动者的角色定位和能力要求
- 理解变革过程中需要的硬性和软性能力，实际操练并应用有效推动变革成功的模型及工具
- 能针对公司的实际案例设计组织层面的沟通策略、战术和实施计划，组织变革沟通会议
- 学习和应用沟通负面消息的有效方法
- 了解自己的影响力风格，提升影响他人的能力，有效指导和辅导经理与员工
- 有能力设计组织变革中促进员工行为改变的方案，推进组织变革顺利实施

目标学员

在企业内部正在/将要领导或参与变革以期待提升组织绩效的资深人力资源专业人士或人力资源业务伙伴

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BECOMING AN EFFECTIVE CHANGE AGENT

Change is now the norm in the everyday life of most organizations, and that change is driven by many concurrent business forces. In this environment, leaders face the challenge of accelerating change through effective organizational communication and employee behavior change.

Mercer's two-day training will focus on how you can use different tools and methods in different phases of organizational change to ensure success.

TOPICS COVERED

Position, Responsibility and Competency Model of Human Resource Professional as a Change Agent

Mercer's Methodology on Driving Organizational Change

- Leading change
- Creating A Shared Need
- Shaping a Vision
- Mobilizing Commitment
- Making Change Last
- Monitoring Progress

Technical Ability HR Needs to Have in the Process of Change

- Key elements of change and the challenge of change communication
- The methodology of change
 - The analysis of change background: background assessment and development of agenda
 - Change communication management: proposal development and execution
 - Change effect assessment: effect assessment and enhancement of change communication
- Mercer's Change Communication Tools
 - Change context framework template
 - Stakeholder identification method
 - The LILI™ model

WORKSHOP INFORMATION

Time and Place:

Beijing
Jul 24-25

Shanghai
Apr 24-25
Oct 23-24

Shenzhen
Aug 28-29

Price:

RMB 10,800 (including 6% added-value tax)

CONTACT

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- The “Get it-Support it-Do it “ framework
- The CFI™ model
- The Change Dynamic™ Model
- Change agenda framework
- Change communication list

Understand People Related Factors and Encourage behavior change of stakeholders

- The Tactics for Delivering Bad News
- “Influence to Impact” Strategy
- Accelerating Organizational Change with Employee Behavior Change

Learning and Practicing the Methodologies and Tools through Real Case Studies

BENEFITS TO PARTICIPANTS

- Understand position and competency requirement of HR as a change agent
- Understand the hard and soft skills needed in the process of change, practice the methodology and model to accelerate the change
- Build consensus, lead change design, and implement a targeted communication plan
- Find wayside of delivering bad news more effectively
- Learn your own communication style, enhance your influence to others, coach line managers and employees
- Be able to determine the appropriate strategy for influencing a target to change behavior and promote the change plan

TARGET PARTICIPANTS

Senior HR professionals or HR business partners who are/will leading or participating in change management initiatives and are expected to improve the effectiveness of organization