

# MERCER PUBLIC WORKSHOP

## 美世公开研讨会

### 职业发展架构师

从 2000 年至今，短短不到二十年间，世界已经进入了一个瞬息万变的互联网时代。伴随着无数企业的兴衰生死，80 后正在步入中年，他们中的许多人都正在企业里独挡一面，是企业需要的中流砥柱；他们身后，90 后甚至 00 后正在或者即将成为企业的生力军。与此同时，罗振宇在逻辑思维里推销着“U 盘化生存”；华为论坛上则流传着“精简 35 岁以上员工”。作为员工，有人津津乐道离职创业，有人苦恼“中年危机”；作为企业，有的苦于竞争中人才难留，有的苦于发展时无人可用……问题之下，员工如何规划职业生涯？企业怎样架构职业发展的管理？可能从未如此重要的呈现在人们面前。

美世为期 2 天的研讨会旨在帮助人力资源专业人士了解职业发展和组织发展的关系，HR 在员工职业生命周期各阶段的角色和作用，HR 成为职业发展架构师的方法与技巧，以及如何在企业中推动管理者和利益相关者建立和运作成功的职业发展体系。在学习形式上，将采用美世复合式教学模式，线下线上学习相结合，有效强化巩固学习效果。

### 课程概述

#### 职业发展管理与组织发展

- 组织在什么时候需要考虑职业发展
- 企业生命周期与员工职业发展的关系
- HR 在员工职业生命周期各阶段的角色和作用

#### HR 成为职业发展架构师的方法与技巧

- 职业图谱的设计与搭建一路径清晰，员工发展有迹可循
  - 规划职业通道的架构与路径
  - 搭建员工发展阶梯和标准
  - 员工职业成长的衡量与评判
- 培养方法的设计与实施一与时俱进，助力员工成长
  - 学习模式的变化和特点
  - 培养发展方法的比较与分析
  - 选择、设计培养员工成长的方法
  - 案例分享与讨论
- 指导和辅助员工管理自己的职业发展
  - 探索和运用员工的职业价值动机一评价、分析与应用
  - 做好职业沟通辅导的技巧和方法

### 研讨会信息

时间地点：  
北京  
7 月 26-27 日

上海  
3 月 27-28 日  
8 月 23-24 日

广州  
12 月 11-12 日

费用：  
RMB 9,800 (含 6%增值税)

### 联络

美世学习与发展热线电话  
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电邮：  
[learning.china@mercer.com](mailto:learning.china@mercer.com)

- 演练和讨论
  - 有效设计和运转 Mentor System
  - 管理员工退出的风险与机会

### 职业发展体系在企业中的关键成功要素

- 保证和检验职业发展体系的因素—FORME 模型
- 从人才管理的视角，调动管理者发挥角色作用
- 影响关键利益相关人，管理和推进组织支持度

### 学员收获

- 了解规划员工职业通道，搭建员工发展阶梯的思路和方法
- 学习从企业的角度如何规划和培养员工成长
- 学习如何探索员工的职业价值动机，掌握有效员工职业沟通辅导的方法和技巧
- 了解职业发展体系的关键成功要素，以及如何获取和提升组织支持度

### 学员对象

人力资源负责人、组织发展负责人，及其他致力于成为职业发展架构师的人力资源专业人士

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### CAREER DEVELOPMENT ARCHITECT

In less than 20 years from 2000 to the present, the world has entered into a constantly changing internet age. With the ups and downs of countless enterprises, the post-80s generation is stepping into middle age. Many of them are finding their feet in enterprises and becoming the mainstay needed by enterprises. Behind them, the post-90s and even the post-00s are becoming or about to become the fresh troops of enterprises. Meanwhile, USB flash disk survival is being promoted in Luo Zhenyu's logical thinking. Downsizing of employees above 35 years old is being spread in Huawei forums. As employees, some are talking about leaving offices to start up business and some are worried about the middle-age crisis. As enterprises, some are suffering from talent retention in competition and some have difficulty recruiting talents. How should employees plan their career? How should enterprises frame the management of career development? Maybe these questions are never presented in front of people so importantly.

Mercer's two-day seminar aims to help HR professionals understand the relationship between career development and organizational development, as well as HR's role and function at every stage of an employee's career life cycle, the methods and skills for HR to become career development architects, and how to drive managers and stakeholders to establish and operate successful career development systems in enterprises. We will take the method of Mercer blended learning, which will strengthen and consolidate learning effect through combining on line module with off line workshop.

#### TOPICS COVERED

##### Career Development Management and Organization Development

- When should the organization consider career development
- The relationship of enterprise life cycle and employee career development
- The role and function of HR in every stage of an employee's career life cycle

#### WORKSHOP INFORMATION

Time and Place:  
Beijing  
Jul 26-27

Shanghai  
Mar 27-28  
Aug 23-24

Guangzhou  
Dec 11-12

Price:  
RMB 9,800(including 6% added-value tax)

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## The Skills and Methods for HR to Become A Career Development Architect

- The design and building of a career map – a clear route for employee development
  - Plan the framework and route of a career channel
  - Build development pipelines and standards for employees
  - The measurement and judgment of employee career growth
- The design and implementation of cultivation methods – keep pace with the times and help employees grow
  - The changes and features of learning patterns
  - The comparison and analysis of cultivation development methods
  - Select and design the methods of employee cultivation growth
  - Case sharing and discussion
- Guide and assist employees to manage their own career development
  - Explore and use employees' career value motivation – evaluation, analysis, and application
  - The skills and methods to make good career communication counseling
- Drill and discussion
  - Effective design and operation of a Mentor System
  - Manage the risk and opportunity of employee withdrawal

## The Key Successful Factor of the Career Development System in Enterprises

- The FORME model – the element to guarantee and test the career development system
- Mobilize managers to give play to the role from the perspective of talent management
- Influence the key stakeholders and manage and drive the degree of organizational support

## BENEFITS FOR PARTICIPANTS

- Understand and plan employees' career pipeline and build the thinking and methods of each employee's developmental steps

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- Learn how to plan and cultivate employee growth from the perspective of enterprises
- Learn how to explore the career value motivation of employees and master the effective methods and skills for employee career communication counseling
- Understand the key successful factor of the career development system and how to obtain and improve the organizational support degree

## TARGET PARTICIPANTS

HR directors, organizational development directors, and other HR professionals committed to becoming professional career development architects

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