

# MERCER PUBLIC WORKSHOP

## 美世公开研讨会

### 识别、保留与激励关键人才

随着亚洲乃至全球对关键性人才需求的日益增长，识别、保留与激励关键人才已成为企业管理者面临的关键问题。美世调研表明，在中国，三分之一的员工正在认真的考虑离开现在的公司去寻找新的机会。美世为期 1 天的研讨会旨在分享美世在人才保留与激励方面最新的研究成果并讨论人才保留与激励策略及实用技巧。

#### 课程概述

##### 关键人才保留与激励的挑战

- 关键人才流失成为业务重点
- 如何核算关键人才流失的替换成本

##### 如何识别关键人才

- 关键人才的常用定义
- 应用战略地图识别关键岗位
- 应用九宫格识别关键员工

##### 关键人才流失风险

- 关键人才流失风险地图
- 关键人才流失风险的能见度分析

##### 人才流动的驱动因素分析模型

- 外界影响因素
- 个人特征
- 组织实践因素

##### 保留与激励关键人才的工具和方法

- 实施有效的整体报酬策略
  - 整体报酬地图
  - 整体报酬有效性评估与改善
- 应用个性化的定制化方法保留与激励关键人才
  - 激励动机和职业动机分析
  - 个人价值观分析
  - 个人特性

#### 研讨会信息

时间地点：  
北京  
3月21日  
11月23日

上海  
7月4日  
12月19日

深圳  
12月14日

费用：  
RMB 6,800 (含 6%增值税)

#### 联络

美世学习与发展热线电话  
电话：400 600 5599  
电邮：  
[learning.china@mercer.com](mailto:learning.china@mercer.com)

- 职业能力分析
- 影响个人工作满意度分析
- 关键人才保留计划制定

## 衡量人才保留与激励效果

## 学员收获

- 如何定义与识别关键人才
- 识别关键人才流失风险的工具
- 掌握人才流失的驱动因素
- 有效的整体报酬策略
- 最新美世保留与激励人才调研结果分享
- 如何应用个性化分析，制定保留与激励关键人才的定制化策略

## 学员对象

认为自己的人才队伍面临流失风险，愿意学习有效方法保留与激励本公司关键员工的人力资源管理者、组织开发专业人士及企业管理者

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### IDENTIFYING, RETAINING AND MOTIVATING KEY TALENT

With increasing demand for talent in Asia and around the globe, identifying, retaining and motivating key talent has become a critical issue for business leaders. Surveys indicate that one-third of employees are thinking about searching for new opportunities with other companies. This one-day workshop focuses on retention strategies and practical tools to assist you in retaining and motivating your most valued employees.

#### TOPICS COVERED

##### The Challenges of Retaining and Motivating Key Talent

- Turnover as a business priority
- Calculating the replacement cost of key talent

##### Identifying Key Talent

- Defining key talent
- Defining key positions by strategic map
- Defining key talent by nine-grid

##### Identifying Talent Risk

- Mapping key-talent-draining risk
- Visibility analysis of key-talent-draining risk

##### Assessing Drivers of Turnover

- External influences
- Individual attributes
- Organizational practices

##### Tools and Tactics for Retaining and Motivating Key Talent

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

##### Tools and Tactics for Retaining and Motivating Key Talent

- Total compensation strategy
  - Total compensation map
  - Effective assessment and improvement
- Customized solutions to retain key talent

#### WORKSHOP INFORMATION

##### Time and Place:

Beijing  
Mar 21  
Nov 23

Shanghai  
Jul 4  
Dec 19

Shenzhen  
Dec 14

##### Price:

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

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- Motivation analysis
- Personal values analysis
- Personality traits analysis
- Career competency analysis
- Job satisfaction analysis
- Key talent retention planning

## Measuring the Impact

### BENEFITS FOR PARTICIPANTS

- Learn how to define key talent
- Master tools for defining key talent loss
- Know the driving factors of talent loss
- Learn effective overall compensation strategy
- Access the latest Mercer survey results on retaining and motivating talent
- Learn how to apply custom analysis to establish a customized strategy for retaining and motivating key talent

### TARGET PARTICIPANTS

HR managers, senior HR leaders, OD professionals and business leaders who believe their talent pools may be at risk and are keen to retain their organizations' top performers

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