

# MERCER PUBLIC WORKSHOP

## 美世公开研讨会

### 组织发展实战—组织诊断与优化

组织文化研究的鼻祖埃德加·沙因（Edgar Schein）曾提出：所有组织——无论规模和类型，都会面临两类问题：

1. 面对迅速变化的环境，组织如何不断地去适应外部
2. 为帮助组织顺利适应外部，怎样相应地整合内部状态

而这两个维度，也将“组织发展”的实践者和战略专家紧密联系在一起。战略专家辅助高层领导做出战略决策，使组织能够更好地适应外部环境，从而保持活力；而组织发展实践者要帮助高层领导充分发展组织内部的成熟度和有效性，为实现组织远大的战略目标提供保障。

近年来，组织发展这样的职位需求越来越多，可是很多公司及其管理者对于组织发展的概念、作用却不甚了解，甚至把组织发展和人才发展、学习发展混为一谈，只有少数企业能使组织发展触及到更为宏观的组织有效性的衡量、及组织效能提升的领域。

美世为期 2 天的研讨会将帮助您了解组织发展的概念和模型，组织诊断分析的框架和工具，以及组织优化的方法，并分享实践中成功的组织发展应用。

#### 课程概述

##### 组织发展

- 什么是组织发展
- 组织成长的生命周期和关键问题

##### 组织诊断的逻辑框架

- 组织有效性和关键要素
- 组织分析与组织发展管理的逻辑框架-利特温模型

##### 组织诊断的工具和组织优化的方法

- 组织战略管理与人岗匹配
  - 运用美世 3P 模型诊断业务流程与组织架构
  - 运用组织优化的工具方法管理战略落地
  - 组织优化方法的应用和练习
- 组织文化环境的诊断与建设

#### 研讨会信息

时间地点：  
北京  
4 月 17-18 日  
9 月 11-12 日

上海  
5 月 17-18 日  
10 月 18-19 日

广州  
7 月 5-6 日

费用：  
RMB 13,800 (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)

- 运用美世文化审计工具评估分析组织文化环境
- 运用制度建设促进组织文化演变
- 案例分享
- 领导力与管理环境的诊断和改进
  - 领导力盘点，领导团队有效性分析
  - 领导力提升的手段
  - 提高团队有效性的方法和实践
  - 员工敬业度分析与练习
  - 组织管理环境的优化策略和组织沟通

## 学习总结与实践应用

## 学员收获

- 理解组织发展的基本理论、框架以及对企业发展的影响
- 掌握一系列有效的组织诊断工具和组织优化的方法，提高设计和规划组织发展项目的能力
- 学习和借鉴企业成功地实施组织发展以提高组织有效性的案例，制定企业组织发展方面的提升计划

## 目标学员

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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## 美世公开研讨会

### ORGANIZATION DIAGNOSIS AND DEVELOPMENT

Nowadays, Edgar Schein, the founder of organizational culture research, once proposed that all organizations of any scale and type will face two kinds of problems:

1. Facing a rapidly changing environment, how should the organization constantly adapt to the external situation.
2. To help the organization successfully adapt to the external situation, how should it correspondingly integrate its internal state.

The two dimensions also closely connect the practitioners of “organizational development” and strategic experts. Strategic experts assist the top leaders with making strategic decisions, so as to allow the organization to better adapt to the external environment and remain vital. The practitioners of organizational development should help the top leaders fully develop the internal maturity and effectiveness of the organization and guarantee the achievement of the ambitious strategic targets of the organization.

In recent years, there have been more and more demands for the organization to develop such jobs, but many companies and managers are still not very clear about the concept and role of organizational development and even confuse organizational development with talent development and learning development. Only a few enterprises have connected organizational development to the measurement of more macroscopic organizational effectiveness and the improvement of organizational effectiveness.

Mercer’s two-day seminar will help you understand the concept and model of organizational development, organize the framework and tools of diagnosis analysis and the methods of organizational optimization, and share successful organizational development applications in practice.

#### TOPICS COVERED

##### Organizational Development

- What is organizational development
- The life cycle and key questions of organizational growth

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Time and Place:

Beijing

Apr 17-18

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Guangzhou

Jul 5-6

Price:

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## Logical Framework of Organizational Diagnosis

- Organizational effectiveness and key factors
- The logical framework of organization analysis and organization development management—Litwin Model

## The Tool of Organization Diagnosis and Methods of Organization Optimization

- Organizational strategy management and person-post matching
  - Apply Mercer's 3P model to diagnose business processes and organization frameworks
  - Apply the tool and method of organization optimization to manage organization implementation
  - The application and practice of organizational optimization methods
- The diagnosis and construction of an organizational culture environment
  - Apply Mercer's culture audit tool to evaluate and analyze the organizational culture environment
  - Apply system construction to promote the evolution of the organizational culture
  - Case sharing
- The diagnosis and improvement of leadership and management environment
  - Leadership inventory: Analysis of the effectiveness of leading teams
  - The means of leadership improvement
  - The methods and practice to enhance the effectiveness of teams
  - Analysis and practice of employee engagement
  - The optimization strategy and organization communication of the organization management environment

## Learning Summary and Practical Application

### BENEFITS TO PARTICIPANTS

- Understand the basic theory and framework of organizational development and the influence on enterprise development

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- Master a series of effective organizational diagnosis tools and organizational optimization methods and enhance the ability of designing and planning organizational development projects
- Learn and refer to the cases where enterprises successfully implement organizational development to enhance the organization effectiveness and create an improvement plan for enterprise organization development

### **TARGET PARTICIPANTS**

HR directors and senior managers, organization development professionals, HR business partners, and business managers take charge of or participate in the organization development projects

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