

# MERCER PUBLIC WORKSHOP

## 美世公开研讨会

### 结构化行为面试：

### 基于能力的人才选拔与招聘

#### 如何 360 度无死角地了解候选人？一门能精准检验候选人和深挖动机的面试课程

随着对于业绩成长的持续关注，也为了确保新雇员良好地适应工作和组织，正确的人才选拔显得比以往更为重要。我们经常听到招聘中最困难的是在有限时间中甄别候选人的软技能和工作态度等。那么如何掌握技巧、克服困难，是本课程将要解答的。

美世为期 1 天的研讨会将教授您规范结构化的、基于能力的人才选拔与招聘技能，使您能够招聘到更高质量的员工。同时，您还将会学习如何基于能力设计结构化的面试问题，如何探究并且评估应试者的回答，从而做出更好的决策。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

#### 招聘和人才选拔概念叙述篇——厘清招聘中的困惑以及确立正确的招聘理念

- 招聘和人才选拔中的主要困惑和挑战
  - 招聘渠道是否正确
  - 前期准备是否充足
  - 评估方法是否给力
- 招聘和人才选拔中的失误风险
  - 法律风险
  - 离职率风险
  - 成本风险

### 研讨会信息

时间地点：

上海

8 月 26 日

11 月 27 日

深圳

10 月 23 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)

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- 企业品牌风险
- 企业不同生命周期的招聘重点
- 树立正确的招聘理念

### 招聘和人才选拔实战演练篇——提升面试官的信心

- 认识结构化行为面试
- 准备：根据职位描述确定岗位中的能力需求
  - 界定职位中的主要能力需求
  - 实际演练如何提取岗职中的主要能力
  - 如何从简历中判断和挖掘主要能力
  - 区分理论性问题，引导性问题和行为性问题
  - 拟写结构化面试的行为性问题
- 实施：有效进行结构化的行为面试
  - 开场阶段
  - 收集信息阶段
  - 提供信息阶段
  - 收尾阶段
  - 评估阶段
  - 面试中的三问三不问
  - 如何有效挖掘和判断候选人真实动机
  - 一对一面试和群体面试的技巧
  - 现场面试演练和点评

### 学员收益

- 了解并演练基于能力的招聘与甄选流程
- 掌握“结构化的行为面试”的有效实施技能
- 全面提升面试技能，成为面试专家

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## 美世公开研讨会

### 目标学员

负责设计、组织招聘与甄选流程的人力资源专业人士，以及有招聘职责的业务经理

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## STRUCTURED BEHAVIORAL INTERVIEW: COMPETENCY-BASED SELECTION AND RECRUITMENT

As your business grows, in order to ensure new employees fit well with both the job and the organization, the recruitment decisions you make are more important than ever. We often hear that the biggest challenge in selection is how to evaluate candidates' "soft skills" and attitudes. This workshop will show you how to do just that.

This one-day interactive workshop will teach you structured, competency-based interviewing skills and enable you to recruit high-quality employees. You will learn how to construct behavior-based questions, how to probe and evaluate responses, and how to make a better final decision. 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

#### Basic Talent Selection and Recruitment Overview-Developing the Right Mindset

- Key challenges in talent selection and recruitment
  - Right channel
  - Preparation in advance
  - Appropriate evaluation
- Main risk analysis in talent selection and recruitment
  - Legal risk
  - High voluntary turnover rate risk
  - Cost risk
  - Company branding risk
- Right mindset for talent selection and recruitment
- The key points of recruitment in different life cycles

#### Understanding and Employing the Key Skills and Tools of Talent Selection and Recruitment-Building Interviewer Confidence

- Master structured behavioral interview

### WORKSHOP INFORMATION

Time and Place:  
Shanghai  
Aug 26  
Nov 27

Shenzhen  
Oct 23

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

### CONTACT

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# MERCER PUBLIC WORKSHOP

- Preparation: Defining competency requirements through job descriptions
  - Listing job competency requirements
  - Practicing how to select key competencies from specific job descriptions
  - How to identify and tap the Core Competency from a resume
  - Differentiating theoretical, leading and behavioral questions
  - Practice in preparing behavioral questions
- Implementation: Practicing structured behavioral interviewing techniques
  - Opening
  - Collecting information
  - Providing information
  - Closing
  - Evaluating
  - Three Interview Dos and Don'ts
  - Effectively tap and identify the real motivation of candidates
  - Techniques for 1V1 and group Interviews
  - On-site interview rehearsals and comments

## BENEFITS TO PARTICIPANTS

- Design a competency-based selection and recruitment process
- Master the effective implementation skills of structured behavioral interview
- Improve interview skills and become an expert

## TARGET PARTICIPANTS

Business managers and HR professionals involved in designing and conducting recruitment processes

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