

MERCER PUBLIC WORKSHOP

美世公开研讨会

直指决策的全面战略人才管理

含美世版权人才管理沙盘，助力企业高效人才盘点，人才库建设与继任规划，提升人才价值

人才是经济增长的主要驱动力，亦是竞争优势的重要来源。然而，做出有效的人才决策仍然是雇主所面临的挑战。

为期 2 天的研讨会将通过美世人才游戏™（沙盘演练）和研讨方式展开。我们在人才游戏环节中模拟组织中各类人才发展与内外部人才竞争的场景，促动学员真实地展现工作中的人才决策行为，并通过结果的衡量、决策过程、风险和收益系统地展现人才管理如何支持企业中长期发展。之后将围绕美世战略性人才管理四原则，帮助企业梳理关键岗位与人才标准，高效实施人才盘点，完善人才库建设与继任规划，以保证可持续的人才供应。

课程概述

提升人才管理的战略价值

- 战略性人才管理的宗旨
- 分享全球人才发展趋势
- 进行有效的人才决策

美世人才游戏™：构建您的人才资产

- 教具：每一个小组会在他们自己的游戏面板上做出人才决定。这个版面上描绘了一个公司的组织架构和其中的核心角色。板面上有七位虚构的不同类型的管理者在他们的初始位置上
- 开始游戏：在美世资深顾问的辅导下各小组开始游戏。他们初始所拥有的虚拟管理者、人才发展方式和预算都是相同的，但是

研讨会信息

时间地点：

北京

9月22-23日

上海

6月4-5日

10月27-28日

广州

6月11-12日

杭州

8月27-28日

成都

8月20-21日

深圳

12月15-16日

费用：

RMB 13,800(含 6%增值税)

联络

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在游戏过程中团队决策，真实情境中无法预见的变量和风险会导致每队最终的结果不一样

- 决策种类：团队成员们将共同评估每一个模拟角色的重要性并作出决策：例如什么样的投资能够获得理想的收益？应该内部培养还是在外部获得人才？不同人才发展决策对长期和短期的影响？在无法预料结果的情况，与竞争对手争夺人才也被模拟进了这个游戏。这些情况将促使团队成员谨慎衡量每一个人才决策的结果和风险
- 复盘与反思：在游戏终结篇，美世资深顾问与各组深入互动，以启发学员直面和反思所有人才决策点中的得与失，并帮助学员们梳理适合各自企业的人才管理理念和原则，需要摒弃的行为，需要坚持的理念，逐渐形成面向未来的人才管理体系的基本框架

战略性人才管理四原则

- 原则 1：我们需要什么：明确企业发展对人才的需求
 - 梳理公司的战略目标，明确人才策略
 - 聚焦组织内部目前及未来的关键岗位
 - 定义符合企业未来发展的人才标准
- 原则 2：我们拥有什么：人才盘点和人才库建立
 - 人才盘点的目的和范围
 - 人才评估的标准和方式
 - 人才盘点的流程和规则
 - 人才校准会议的组织 and 产出
 - 应用九宫格，区分人才现状，规划人才布局
 - 人才库的建立和管理
- 原则 3：我们如何加强：发展人才，保障人才的持续供给
 - 综合运用人才发展的多种措施
 - 制定个性化的人才发展计划
 - 人才发展项目案例分享

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- 链接继任者计划与企业战略
- 关键岗位继任者计划的制定和实施
- 原则 4：我们如何实现：完善人才管理的制度流程
 - 人才管理体系的演变和发展
 - 业务经理在人才管理中的角色和责任
 - 培养和提高经理人员的人才管理能力
 - 创建绩效文化，帮助人才管理落地

课堂探讨及分享：改进人才管理的体系

- 回顾并探讨公司目前的人才发展体系
- 制定改进的计划

学员收获

- 了解衡量人才价值的影响因素：岗位关键性、潜力和绩效
- 将人才战略管理的理论内在化为系统的人才决策方法，通过人才游戏体验人才投资和决策对于业务结果的影响，并将体会应用到日常的人才管理中
- 制定适合业务发展的人才策略，开展人才规划和布局
- 完善优化人才盘点，人才发展，继任者计划等流程体系，顺利实施人才管理项目

目标学员

人力资源经理、组织发展经理、人才发展经理、业务经理等涉及人才管理工作的公司管理者

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STRATEGIC TALENT MANAGEMENT

Talent is a key driver of economic growth and a critical resource of competitive advantage. Making effective people decisions, however, remains a challenge for employers.

Mercer's two-day workshop uses the Mercer Talent Game™ to simulate situations related to talent development and competition between internal and external talent, and encourage students to make talent decisions, thus systematically showing the evaluation and process involved along with the associated behaviors, risks and benefits. Following the four principles of Mercer's strategic talent management, we will help enterprises sort out key positions and talent standards, efficiently implement talent inventory, and improve talent pool construction and succession planning to ensure sustainable talent supply.

TOPICS COVERED

Improve Strategic Value of Talent Management

- The purpose of strategic talent management
- Share global talent development trends
- Make effective decisions on talent identification and application

Mercer Talent Game: Managing Your Talent Assets

- Tools: Each team makes talent decisions on its own board — a pictorial depiction of a company's organization chart and its critical roles. Seven fictitious executives are at a starting spot on that board
- Getting started: Under the direction of a Mercer facilitator, teams begin with the same fictional executives, available talent interventions and budgets. Over the course of the game, team decisions, unforeseen variables (real-world situations) and risks result in different outcomes
- Types of decisions: Team members work together to assess the criticality of each role and make decisions, such as which investments have the biggest pay-off and for whom, and whether to build internal talent or buy external talent. Unexpected events, which also leave team members weighing consequences and risks, are built into the

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simulation, such as to what degree the team should compete for a competitor's key talent

- Review and rethink: At the end of the simulation, Mercer facilitators interact with teams to inspire students to rethink the gains and losses of all talent decisions and help them sort out talent management ideas and principles suitable for different companies, the actions to be abandoned and the concepts to be adhered, helping to gradually form a future-oriented talent management system of the basic framework

Four principles of strategic talent management

- Principle 1: What do we need: clarify talent demands with business development
 - Review business goals and objectives, set up talent strategy
 - Focus on key positions which organization needs currently and for the future
 - Define qualification and success criteria of key talent, adapt with company's long-term development
- Principle 2: what do we have: talent review and talent pool set up
 - The aim and range of talent review
 - Standards and methods of talent assessment
 - Design principles and procedures of talent review
 - Organize and output talent calibration meeting
 - Apply Nine-matrix tool to identify talent's present situation and layout their future
 - Build up and manage talent pool
- Principle 3: how can we strength: develop talent, ensure talent supply
 - Apply multiple methodologies and solutions to develop talent
 - Design individual development plan
 - Best practice sharing: talent development program
 - Link success planning with business strategy
 - Design and implement succession planning for key positions
- Principle 4: how can we realize: optimize systems and procedures of talent management
 - Understand the evolvement of talent management
 - Clarify roles and responsibilities of line managers in talent development

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- Develop and improve managers' talent management abilities
- Facilitate talent management with performance-oriented culture

Classroom Exercise and Discussion: Optimize talent management systems

- Review and discuss the current talent management systems
- Make an improvement planning

BENEFITS FOR PARTICIPANTS

- Understand three factors of evaluating talent: role criticality, potential and performance
- Transfer strategic talent management principles into systematic talent decisions, experience the influence of talent investment and decisions on business results through the Talent Game, and apply the experience to daily talent management
- Make business-oriented talent strategy, talent planning and layout
- Optimize talent review, development practices and succession planning to implement talent management project smoothly

TARGET PARTICIPANTS

HR managers, organization development managers, talent development managers, business managers, and other managers who are involved in talent management

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