

# MERCER PUBLIC WORKSHOP

## 美世公开研讨会

### 企业学习发展体系的构建与优化

#### 掌握学习发展整体系统搭建五步法，设计符合企业特点且与时俱进的学习发展体系和项目

美世中国人才吸引和保留调研表明：学习与发展机会是吸引和保留人才的首要因素。我们看到越来越多的企业将优化和完善学习发展体系作为企业核心人才管理体系的重点。然而，如何使得学习发展体系或项目的设计有效衔接企业战略、助推业务绩效并充分激活员工，往往是企业学习发展工作的主要挑战。

美世为期 2 天的研讨会将与您共同探讨构建人才培养和发展体系的关键因素。您将学习和理解企业中学习与发展整体系统搭建的五步法，真正做到学习需求来自于企业的实际需要。您不仅可以学习到优化学习发展体系的具体工具，还可以运用所学来解决实际工作中的困惑。

### 课程概述

#### 第一部分 学习与发展的新趋势和新角色

- 学习与发展体系的组成
- 学习与发展体系在企业人才供应链搭建中的重要作用和价值
- 如何把学习发展体系与人力资源其它模块打通

#### 第二部分 学习和发展体系搭建的关键步骤和核心要素

- 1、如何真正助力业务，满足企业发展需求
  - 提升对业务了解的工具
  - 结合企业战略、组织能力与学习发展重点的工具

### 研讨会信息

时间地点：

北京

7月8-9日

上海

5月20-21日

11月2-3日

深圳

8月24-25日

费用：

RMB 10,800(含 6%增值税)

### 联络

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- 以终为始的梅林工具
  - 业务访谈工具
  - 利用商业术语表达学习结果
  - 搭建学习与业务需求的价值链
- 2、开发员工能力体系，形成学习体系搭建的基础
- 搭建胜任力模型
  - 发展人才的形式
  - 制定继任者计划/建立人才池
- 3、与时俱进、立足现实，设计符合企业特点的学习体系和项目
- 学习体系的搭建
  - 亮点项目的打造
    - 学习体验的角色定位
    - 缩小学与做的差距
    - 激发学员的学习动机
  - 数字化手段的广泛应用
  - 迅速提炼一线经验，建立反哺机制，加快学习内容更新速度
- 4、学以致用，驱动绩效转化
- 转化阶段所面临的障碍
  - 掌握转化阶段的关键因素
  - 提升管理层的参与程度
- 5、评价体系的建立
- 面临挑战
  - 学习量化方法
  - 量化学习成果的核心原则
  - 避免学习中的 4 个误区

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### 学员收获

- 优化企业学习发展体系的框架与思路
- 有效设计与评价学习项目及完善过程管理
- 通过案例学习了解学习发展体系构建与优化的方法与实践，以达到承接战略、支持绩效和打造人才供应链

### 目标学员

从事培训和人才发展工作的人力资源专业人士

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## STRUCTURING AND OPTIMIZING ORGANIZATIONAL LEARNING AND DEVELOPMENT SYSTEMS

Because learning and development are key factors in attracting and retaining talent, companies are looking for ways to optimize or improve their learning and development systems as part of their core talent management practices. Every day, we hear that the most challenging parts of learning and development are conducting a learning needs analysis and evaluating results. However, how to make the design of learning development system or project effectively connect with enterprise strategy, boost business performance and fully activate employees is often the main challenge of enterprise learning development.

This two-day workshop will show the key factors in optimizing an effective learning and development system. You will learn and understand the five steps of building the learning and development system in the enterprise and learn how to define learning needs based on specific business needs. You will also hear about specific tools and solutions and apply them to your organization.

### TOPICS COVERED

#### Part One Identify New Trends and Determine Roles in Learning and Development

- The composition of the learning and development system
- The important role and value of learning and development system in the construction of enterprise talent supply chain
- How to connect the learning development system with other modules of human resources

#### Part Two Key steps and core elements of learning and development system

1. How to really help business and meet the needs of enterprise development
  - Tools to enhance business understanding
  - Tools that combine corporate strategy, organizational capabilities and learning development priorities

### WORKSHOP INFORMATION

Time and Place:

Beijing  
Jul 8-9

Shanghai  
May 20-21  
Nov 2-3

Shenzhen  
Aug 24-25

Price:  
RMB 10,800(including 6% added-value tax)

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- The Merlin tool that starts with the end
  - Business interview tools
  - Use business terms to express learning outcomes
  - Building a value chain between learning and business needs
2. Develop the ability system of employees and form the foundation of learning system
    - Building competency model
    - The form of talent development
    - Succession planning / pool building
  3. Keep pace with the times, base on the reality, design the learning system and project in line with the characteristics of the enterprise
    - Construction of learning system
    - Creation of highlight projects
      - The role orientation of learning experience
      - Narrowing the gap between learning and doing
      - Stimulate students' learning motivation
    - Wide application of digital means
    - Quickly refine the first-line experience, establish a feedback mechanism, and speed up the update of learning content
  4. Learning for application, driving performance transformation
    - Obstacles in the transformation phase
    - Grasp the key factors in the transformation stage
    - Enhance management involvement
  5. Establishment of evaluation system
    - Facing challenges
    - Learning quantitative methods
    - Core principles for quantifying learning outcomes
    - Avoid four mistakes in learning

## BENEFITS FOR PARTICIPANTS

- Optimize the framework and ideas of enterprise learning development system
- Effective design and evaluation of learning projects and improvement of process management
- Through case study, we can understand the method and practice of learning development system construction and

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optimization, so as to achieve the goal of undertaking strategy, supporting performance and building talent supply chain

### TARGET PARTICIPANTS

HR professionals who specialize in the area of learning and development

welcome to brighter

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