

# MERCER PUBLIC WORKSHOP

## 美世公开研讨会

### 基于价值链共赢的组织效能提升

#### 从组织结构优化、绩效协同、人才规划发展与激励等维度 全面掌握组织效能提升的工具与实践方法

在我们日常的咨询过程中，经常会听到来自客户关于组织效能方面遇到的困难与挑战：

“审批流程长，效率慢，一个流程有 10 多个签字”；“部门多，流程复杂，部门职责交叉重叠”；“人才培养跟不上，某些关键岗位的人员流失，3 个月都找不到匹配的合适人选，影响业务开展”……

全要素生产率提高，是党的十九大提出的战略性目标。与此同时，中国企业在组织和人员方面，也面临适龄劳动力成本的急剧增长、人口红利的衰退等挑战。另外还有巨大的隐性成本，组织效能低下可能造成高达 30% 的人力成本损失以及难以估量的业务损失。因此，组织效能提升已经成为越来越多的企业关注的战略重点。

美世为期 1 天的研讨会，旨在利用美世在全球的咨询实践经验，帮助您从调整与优化组织结构、改进绩效管理、合理规划与发展人才以及有效激励员工，多个角度系统学习和全面掌握提升企业组织效能的实践方法和工具。

#### 课程概述

##### 组织效能的概念和内涵

- 组织效能提升的重要性
- 组织效能的定义
- 美世组织效能驱动模型
- 提升组织效能的系统方法概览

#### 研讨会信息

时间地点：

北京

4月16日

12月15日

上海

3月30日

8月11日

深圳

6月10日

成都

9月8日

费用：

RMB 7,200(含 6%增值税)

#### 联络

美世学习与发展热线电话

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## 美世公开研讨会

### 通过调整与优化组织结构来提升组织效能

- 依据战略目标及管控定位明确组织类型
- 组织结构调整的常见方式
  - 建立新的模式
  - 削减管理层级
  - 整合业务单元
  - 建立共享服务
  - 拓宽管理范围
  - 合并冗余部门
- 实现以流程驱动为核心的管理提升
- 如何形成业务价值链的协同机制
- 案例分享与实战演练

### 通过改进绩效管理来提升组织效能

- 绩效管理体系的设计与优化
  - 自上而下的指标分解过程
  - 跨部门绩效协同指标分解工具
  - 绩效考核模式
  - 绩效结果应用
- OKR 的设计与实践应用
- 案例分享与实战演练

### 通过合理规划与发展人才来提升组织效能

- 战略人才盘点的关注点与策略
- 人员数量与结构规划
- 搭建多通道员工职业发展机制
- 打造全方位人才培养体系
- 建立人才生态系统
- 案例分享与实战演练

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### 通过有效激励员工来提升组织效能

- 从成本控制到人力资本投资回报
- 如何衡量与提高人力资本投资回报
- 美世全面奖酬理论的实践应用
- 案例分享

### 数字化时代的人才管理

- 运用颠覆性技术与数字化手段提升组织效能
- 未来劳动力队伍的影响因素
- 如何从企业战略、业务和 HR 层面做好准备

### 学员收获

- 对组织效能提升这个企业日益关注的重点领域建立整体的思维框架
- 学习组织效能的诊断架构，从而学会系统思考和分析组织效能相关问题
- 从组织结构调整与优化、绩效管理改进、人才规划与发展以及员工激励等多个角度系统掌握助力组织效能提升的方法和工具
- 了解与学习国内外优秀企业的实践与案例

### 目标学员

企业业务高管、人力资源总裁/总监/经理、组织发展总监/经理等企业  
中高层管理人士

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## ORGANIZATION EFFECTIVENESS IMPROVEMENT BASED ON MUTUAL- BENEFICIAL VALUE CHAIN

In our daily consultation process, we often hear clients' difficulties and challenges facing organization effectiveness:

"Long approval processes and low efficiency, one process needs more than ten approvals." "Lots of departments, complex processes, departmental responsibilities overlap." "The talent training is not able to meet the reality demand, once key account talent brain drain, the organization failure to match suitable candidates over three months which greatly affect business development."

The improvement of total factor productivity is a strategic goal put forward by the 19th National Congress of the Communist Party of China. At the same time, Chinese enterprises are also facing great changes in terms of organization and labor force, such as a sharp increase in working-age labor costs and a recession in the demographic dividend. Meanwhile, huge hidden costs and low organization effectiveness can result in over 30% loss of labor costs and incalculable business losses. Therefore, organization effectiveness improvement has become a strategic focus of more and more enterprises.

Mercer's one-day workshop is designed for utilizing Mercer's global consulting practice experience to help you systematically and comprehensively grasp the practical methodology and tools to improve the effectiveness of your organization from the perspectives of adjusting and optimizing organizational structure, improving performance management, rationally planning and developing talents, and effectively motivating employees.

## TOPICS COVERED

### The Conception of Organization Effectiveness

- Importance of organization effectiveness improvement
- Definition of organization effectiveness
- Mercer's Organization Effectiveness Driven Model
- Overview of organization effectiveness improvement systematic methodology

## WORKSHOP INFORMATION

Time and Place:

Beijing  
Apr 16  
Dec 15

Shanghai  
Mar 30  
Aug 11

Shenzhen  
Jun 10

Chengdu  
Sep 8

Price:  
RMB 7,200(including 6% added-value tax)

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## Improve Organization Effectiveness through Adjusting and Optimizing Organizational Structure

- Identify organizational types based on strategic objectives and regulatory positioning
- Common method of adjusting organizational structure
  - Create a new model
  - Cut management level
  - Integrate business unit
  - Establish shared service
  - Broaden the scope of management
  - Consolidate of redundant departments
- Implement process-driven management improvement
- How to form a synergy mechanism based on business value chain
- Case sharing and practical exercises

## Improve organization effectiveness through improving performance management

- Design and optimization of performance management systems
- Performance management system design and optimization
  - Top-down indicators decomposition process
  - Cross-departmental performance collaboration indicators decomposition tool
  - Performance appraisal mode
  - Performance results application
- OKR design and practical application
- Case sharing and practical exercises

## Improve Organization Effectiveness through Rationally Planning and Developing Talents

- Focus and strategy of strategic talent inventory
- Planning of headcount and talent structure
- Build a multi-channel employee career development mechanism
- Create a comprehensive talent development system
- Build a talent ecosystem
- Case sharing and practical exercises

## Improve Organization Effectiveness by Effectively Motivating Employees

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- From cost control to human capital investment return
- How to measure and improve the return on human capital investment
- Mercer's total rewards theory in practical application
- Case Sharing

## Talent Management in the Digital Age

- Use disruptive technology and digital means to improve organization effectiveness
- Future workforce influence factors analysis
- How to be ready from business strategy, business and HR?

## BENEFITS TO PARTICIPANTS

- Establish a holistic thinking framework of organization effectiveness improvement which more and more enterprises focus on this area
- Learn the diagnostic framework of organization effectiveness which would help to think and analyze related issues systematically
- Master the methods and tools to improve organization effectiveness from multiple perspectives of adjusting and optimizing organizational structure, improving performance management, planning and developing talents, and effectively motivating employees
- Understand and learn the best practices and cases of outstanding enterprises at home and abroad

## TARGET PARTICIPANTS

Corporate executives, HR presidents/directors/managers, organizational development directors/managers, and other middle and high level executives

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