

MERCER PUBLIC WORKSHOP

美世公开研讨会

敏捷组织设计：构建有竞争力的组织结构

解读战略与明晰组织能力，梳理优化管控模式与流程，构建有竞争力的组织结构

在不断变化的环境下，由于增长有限以及经济减速，企业必须保持对市场的敏锐度，灵活调整其业务战略以保持竞争力。然而调查发现，许多此类战略失败的原因并非战略方向不够明确，而是组织架构和组织能力不能应对变化，原有的组织结构成为了阻碍企业前进的锁链。构建竞争性的组织结构将使企业实现对战略的有效支撑，并促进流程效率大幅提升，从而在激烈的市场竞争中处于有利地位。

美世为期 2 天的研讨会旨在从战略、管控、流程及相关配套体系来梳理有效提升组织竞争性的实战工具。研讨会将以互动和演练的形式，融入许多公司的业务战略和管理实践。

课程概述

组织设计基本概念与组织发展趋势

- 组织结构的定义及基本要义
- 影响组织结构的主要因素
- 企业生命周期的不同发展阶段对组织模式有不同的要求
- 美世组织结构设计方法论

打造一个敏捷的组织

- 敏捷组织的特点与成功要素
- 敏捷组织主要的结构选项与市场实践

战略解读与核心能力

- 战略的组成部分

研讨会信息

时间地点：

北京

5月 27-28 日

7月 1-2 日

10月 14-15 日

上海

4月 13-14 日

7月 15-16 日

12月 14-15 日

杭州

10月 19-20 日

广州

6月 22-23 日

深圳

11月 18-19 日

成都

5月 19-20 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

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- 战略目标分解
- 将战略目标转化为核心组织能力
- 将核心组织能力转化为组织结构设计元素
- 组织结构五个元素

组织结构元素 1：管控模式

- 组织管控的核心问题
- 3 种典型的集团管控模式
- 集团管控模式选择的主要要素
- 集团管控模式选择矩阵
- 集团总部创造价值的五种主要方式

组织结构元素 2：矩阵组织及共享服务中心

- 矩阵组织需要注意的 4 大配套
- 矩阵式组织运行中的常见问题及应对措施
- 设计共享服务中心的核心元素
- 典型的共享服务中心实施策略
- 案例分享

组织结构元素 3：管控流程与岗位分析

- 管控流程的定义及与企业战略和组织结构的联系
- 管控流程分层梳理
- 管控流程优化方法：ESIA
- 管控流程优化的步骤
- 管控流程与职责分析工具
- 流程梳理与职责匹配工具：职责匹配图 (Role Mapping)
- 案例分享

组织结构元素 4：六种组织结构模式

- 职能型组织结构模式

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- 产品型组织结构模式
- 地区/市场/客户型组织结构模式
- 矩阵型组织结构模式
- 流程型组织结构模式
- 项目小组型组织结构模式
- 案例练习：基本组织模式分析实战演练
- 案例分享

组织结构元素 5：组织管理幅度与组织层数

- 定义与原则
- 建议模板：S&L 汇总表

综合案例练习：某公司的组织结构设计

学员收获

- 形成组织结构设计的战略性和竞争性思维
- 了解组织结构设计的基础概念及组织发展的总体趋势
- 理解和掌握战略解读和战略分解工具
- 理解组织管控模式选择方法和组织流程梳理及优化方法
- 掌握组织设计的基本模式、以及各组织模式的优势和风险
- 通过实战演练，把握如何有效整合关键组织要素，构建竞争性的组织结构

目标学员

人力资源总监和经理，组织发展专业人士，业务领导者

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DESIGNING A WINNING ORGANIZATION

Nowadays, due to limited growth and economic slowdown, organizations need to ensure they maintain their sensitivity to the market and can easily adjust business strategy to maintain their competitive advantage. However, the survey found the main reason causes such strategic failure is not unclear strategic direction, but organizational structure and organizational capacity is not able to cope with the change. The original organization structure hinders enterprises moving forward. A competitive organization structure can support company strategy and bring about a remarkable improvement in the efficiency of business processes.

Mercer's 2-day workshop will introduce practical tools to effectively improve the competitive ability of your organization from the perspective of strategy, control model, process, and matching systems. The workshop will be run interactively and practically, and many case studies highlighting business strategy and managerial practice will be integrated into the course. 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 Concept of Organization Design and Organization Development Trend

- The definition and essentials of organization structure
- The main factors influencing the organizational structure
- The different development phases of the enterprise life cycle have different requirements on the organization mode
- Mercer's methodology on organizational structure design

Creating an Agile Organization

- Characteristics and success factors of agile organizations
- Key structural options and practices for agile organizations

Strategy Interpretation and Core Competence

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- Strategy components
- Decomposition of strategic objectives
- Convert strategic objectives to core organizational competencies
- Convert core organizational competencies to organizational structure design elements
- Five elements of organizational structure design

Organization Structure Element 1: Management and Control Mode

- Key issues of organizational management and control
- Three typical modes of group management and control
- The main factors of group management and control mode selection
- Matrix of group management and control mode selection
- Five main ways by the group headquarters to create values

Organization Structure Element 2: Matrix Organization and Shared Service Center

- Four sets which need to be paid attention to in matrix organization
- The common problems and countermeasures in the operation of matrix organization
- Core elements of shared service center designing
- Typical implementation strategies of shared service center
- Case studies

Organization Structure Element 3: Management and Control Process and Position Analysis

- The definition of management and control process and the relationship between the corporate strategy and organizational structure
- The hierarchies of management and control process
- The optimization method of management and control process: ESIA
- The optimization steps of management and control process
- The management and control process and responsibility analysis tool
- The process analysis and role mapping tool: Role Mapping
- Case studies

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Organization Structure Element 4: Six Types of Organization Structure Model

- Functional organization structure model
- Product organization structure model
- Region/Market/Customer organization structure model
- Matrix organization structure model
- Process organization structure model
- Project group organization structure model
- Case practices: Basic organizational model analysis and practical exercises
- Case studies

Organization Structure Element 5: Scope of organizational management and organization levels

- Definition and principles
- Proposal template: S&L summary sheet

Elements of Organizational Structure Design and Resources of Data Analysis

Overall Case Study: Organization Structure Design

BENEFITS TO PARTICIPANTS

- Develop the strategic and competitive thinking on organization structure design
- Understand basic concept of organization design and organization development trend
- Understand and master strategy analysis and decoding tools
- Learn the selection method of organizational management and control mode, as well as organization process analysis and optimization method
- Master basic organization structure modes and their advantages and risks
- Master how to effectively integrate the key success elements of an organization and set up a competitive organization structure through practice

TARGET PARTICIPANTS

HR directors and managers, senior business leaders

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