

人力资源通才全攻略

含 28 门专业线上课程，18 个高效工具方法，系统掌握人力资源管理全模块

上海场次支持全景动态直播 

Duration: 2 days

Price: RMB 11,800 (6% VAT included)

业务环境的剧烈变化与人力资源职能的转型都要求人力资源专业人士可以提供专业高效的多元化人力资源解决方案，而非“头疼医头、脚痛医脚”的片面或局部措施。未来更有竞争力的 HR 专业人士的发展将趋向于打通了任督二脉，掌握 HR 领域的十八般武器的全面型 HR。

美世为期 2 天的研讨会将涵盖组织与岗位管理、人才管理、绩效与薪酬管理几个主要模块，帮助学员快速梳理人力资源管理的 16 个核心概念、重点掌握 18 个高效专业的方法与工具以及研讨交流三个领域的实际问题，从而提升其解决实践问题的能力，更有效地支撑企业战略落地与实现。同时，本研讨会将线上与线下学习紧密结合，应用美世复合式教学模式，扎实地巩固学习效果。

课程概述

组织结构与岗位管理

- 快速梳理的核心概念：组织与组织结构的本质和层次、典型管控模式、常见的组织模式、岗位设计的三项原则
- 重点掌握的工具方法：
 - 组织结构设计提案的优劣势分析法
 - 岗位分工诊断与设计的职责匹配图方法（Role Mapping）
 - 职责匹配的流程分析法
 - 职位角色定位的 ARCPI 法
 - 职位评估工具（IPE）应用的核心逻辑与关键要项
 - 科学管理职位评估项目的六步骤模型
- 研讨交流的实践问题：如何破解组织结构与岗位管理中的诸多实践问题，譬如矩阵式管理中多头汇报困境、岗位职责间的交叉与遗漏、职位说明书的形式化等

人才管理

- 快速梳理的核心概念：能力与冰山模型、典型的能力类别、能力模型、人才招聘与培训发展的相互关系、人才发展的 721 原理
- 重点掌握的工具方法：
 - 能力模型设计的三步骤方法
 - 萃取能力项目的常用方法-行为事件访谈法
 - 人岗匹配度的量化打分法
 - 提升人才甄选效率的四因素
 - 结构化行为面试方法
 - 系统化培训管理的 ADDIE 框架
 - 人才发展的九宫格工具
- 研讨交流的实践问题：如何破解能力模型建立与应用中的诸多实践问题，譬如能力模型的“花瓶化”现象、业务经理不擅于应用能力模型与九宫格等

绩效和薪酬管理

- 快速梳理的核心概念：绩效类型、绩效管理的根本目标与直接目标、绩效管理的 PDCA 循环、薪酬的组成要素、薪酬外部竞争力与内部公平性、薪酬策略与薪酬架构、绩效薪酬乘数
- 重点掌握的工具方法：
 - 战略地图与平衡计分卡
 - 绩效反馈中的“自我探寻”法
 - 绩效评估的五个效应
 - 绩效评估面谈的“七步走”流程
 - 薪酬分析框架
 - 薪酬体系设计的五步骤法
 - 绩效薪酬设计与改进四因素
- 研讨交流的实践问题：如何破解绩效与薪酬管理中的诸多实践问题，譬如业务经理“不愿不敢不能”实施绩效管理、绩效强制分布的弊端与改进、薪酬与业务策略的不匹配、薪酬的内外部不平衡等。

学员收获

- 全面快速掌握 HR 管理主要职能的方法与工具
- 系统性思考人力资源管理的实践问题，科学有效决策

目标学员

人力资源部门管理者，人力资源业务伙伴，从负责单一职能到全面管理的人力资源专业人士，从业务线转型为人力资源管理的专业人士，其他希望全面掌握人力资源管理的专业人士

HR generalist

Live stream is available for Shanghai sessions 

Today's business development requires HR professionals to apply knowledge of many different areas in order to design strategies and make appropriate decisions based on a holistic view of business needs in a rapidly changing environment. The HR Generalist workshop helps participants acquire the overall knowledge and skills of HR management quickly and helps them become capable of problem solving in practice. The workshop enables HR professionals to support the business strategy more effectively.

This two-day workshop covers all aspects of HR knowledge, including organization and position management, talent management, compensation and performance management. The workshop so as to improve their ability to solve practical problems, more effectively supporting the implementation and realization of enterprise strategy. We will take the method of Mercer blended learning, which will strengthen and consolidate learning effect through combining online module with offline workshop.

Topics covered

Organizational structure and position management

- A quick overview of the core concepts: Essence and vertical hierarchy of organizational structure, typical control mode, common organizational patterns, three principles of job design
- Key tools and methods:
 - Analysis of advantages and disadvantages of organizational structure design proposals
 - Job division diagnosis and design responsibility matching graph method (Role Mapping)
 1. Process analysis of responsibility matching
 2. ARCPI method for position and role positioning

- Core logic and key elements of International Position Evaluation application
- A six-step model of the scientific management job evaluation program
- Practical problems in discussion: how to solve many practical problems in organizational structure and post management, such as the dilemma of multiple reporting in matrix management, the intersection and omission between post responsibilities, job description, etc.

Talent management

- A quick overview of the core concepts: Competency with iceberg model, typical competency categories, competency model, the relationship between talent recruitment and training development, 721 principle of talent development
- Key tools and methods:
 - A three-step approach to competency model design
 - Behavioral event interview is a commonly used method for extraction capacity project
 - The quantitative scoring method of people and post matching degree
 - Key factors of success in people selection
 - Methods of structured behavioral interview
 - AADIE process of training system management
 - Tool of nine grid to talent development
- Practical problems in discussion: How to solve many practical problems in organizational structure and post management, such as multiple reporting difficulties in matrix management, cross and omission between post responsibilities, and formalization of job description

Performance and compensation management

- A quick overview of the core concepts: The performance of type, the fundamental and direct objectives of performance management, the PDCA cycle of performance management, elements of compensation, compensation external competitiveness and internal equity, pay strategy and pay structure, performance pay multiplier
- Key tools and methods:
 - Strategic maps and balanced scorecards
 - Self –exploration method in performance feedback
 - A seven-step process of performance evaluation interviewing
 - Compensation analysis framework

- A five-step approach to compensation system design
- Performance compensation design and four improving elements
- Practical problems in discussion: How to solve many practical problems in performance and compensation management, such as the unwilling of business manager to implement performance management, the disadvantages and improvement of performance mandatory distribution, the mismatch between compensation and business strategy, the unbalance between internal and external compensation, etc.

Benefits to participants

- Master the methods and tools of HR management quickly and comprehensively
- Think about HR-management-related issues systematically, and make decisions more effectively

Target participants

Directors, managers, business partners and professionals transferring to diversified HR management from a single function, as well as professionals who would like to master comprehensive HR knowledge and skills