

HR 伙伴式咨询技术和实践

掌握美世顾问的咨询密器与技术，成为企业内专业有影响力的内部咨询顾问

上海场次支持全景动态直播 

Duration: 2 days

Price: RMB 10,800 (6% VAT included)

在 HR 的技能工具箱中，咨询技能的位置尤为独特，并且对于 HR 职业发展的重要性愈发明显：

- 咨询技能的缺失，易丧失与业务的链接，无法解码外部和内部客户期望
- 咨询技能的不足，易丧失全局和系统角度，始终无法跨越与战略规划的“最后一公里”
- 咨询技能的落后，易丧失业务高层对您的尊重，并难以在 HR 同仁中脱颖而出，与 HR 翘楚的距离亦渐行渐远

因此，对于致力于成为战略性业务伙伴的 HR 来讲，咨询技能的修炼不仅重要，而且紧迫。

美世精心研发 2 天研讨会，将通过讲授、分享、练习和案例等多种学习方式，与学员分享四项咨询技术的核心工具方法和实操要点，课程内容丰富并且指向 HR 的具体工作实践。

课程概述

如何建立伙伴关系

- 成为战略性业务伙伴模型
- 如何参与到业务中
- 如何建立可靠性
- 如何赢得信任

理解和应用业务语言/战略思维

- 业务思维的核心主题
- 用五张图解读业务逻辑，统一语言

分析业务需求：GAPS! 地图工具

- 管理者提出需求的四个层次

- GAPS! 工具框架与模板
- 问题树：诊断树与方案树
- MECE 原则
- 利用 GAPS 地图工具重构需求
- 开展有价值的有效提问与对话

运用咨询工具实现结构化思考

- 关键岗位界定模型
- 战略地图
- 领导力发展通道
- 职责匹配
- 人才盘点九宫格
- 人才流动驱动因素模型
- 人才激励的整体报酬框架

通过有效的对话和展示提高影响力

- 讲故事结构与艺术
- Minto 金字塔结构与故事板编排
- 行动方案的选择矩阵
- 运用 Disc®识别与调整沟通风格
- 运用 VISUAL 原则增强方案说服力

学员收获

- 掌握如何建立伙伴关系和咨询技能的独特价值
- 掌握如何解读公司业务发展模式 and 战略
- 掌握运用咨询技能对业务需求进行解码和重构的能力
- 掌握如何界定和剖析问题
- 掌握常用的人力资本咨询工具，提升结构化分析与思考能力
- 掌握有效的提问和对话技能
- 掌握富有逻辑力的呈现与展示技能

目标学员

具有内部顾问角色的各个职能相关人员，如人力资源业务伙伴、学习发展顾问，以及其他需要以顾问的方式提供内部服务的专业人士

HR consulting skills for partnering

Live stream is available for Shanghai sessions 

Consulting skills are unique HR skillsets, and they are becoming increasingly important in HR career development:

- Without consulting skills, it's difficult to connect with the business, making it impossible to decode both external and internal customer expectations
- With insufficient consulting skills, it is easy to lose overall and systematic perspective. It will be hard to complete strategic planning
- If your consulting skills are inadequate, you may lose the respect of senior business leaders, making it difficult to stand out from HR colleagues and driving you farther away from becoming an HR partner

Therefore, for HR leaders committed to become strategic business partners, perfecting your consulting skills is not just important but critical.

Mercer has developed a two-day workshop to share the core tools, methods, and operations of four consulting approaches. This comprehensive course is designed for the specific needs of HR personnel.

Topics covered

Building the partner relationship

- Model for becoming a strategic business partner
- Participating in business
- Establishing reliability
- Winning trust

Understand and apply business language / strategy thinking

- Core themes of business thinking
- Interpreting business logic in five diagrams and unifying language

Analyze business needs: GAPS! mapping tools

- Four levels of manager's needs
- GAPS! tool frame and template
- Issue Tree: Diagnosis Tree and Solution Tree
- MECE principle
- Refactoring needs using the GAPS! Tool
- Valuable and effective questioning and dialogue

Achieve structured thinking using consulting tools

- Position definition model
- Strategy map
- Leadership development pathway
- Job matching
- Talent review nine grids
- Driving factor model of talent flow
- Total rewards framework of talent motivation

Enhance influence through effective dialogue and presentation

- Storytelling structure and art
- Minto pyramid structure and storyboarding
- Choice matrix of action plan
- Identify and adjust communication styles using Disc[®]
- Enhance the persuasiveness of the plan by using VISUAL principles

Benefits to participants

- Understand the unique value of consulting skills and setting up business partner relationship
- Learn how to interpret your company's development model and strategy
- Learn how to use consulting skills to decode and reconstruct business needs
- Learn how to define and analyze problems
- Learn commonly used human capital consulting tools, and enhance capability of structured analysis and thinking
- Master effective questioning and conversation skills
- Master logical presentation and demonstration skills

Target participants

This course is relevant for anyone in an internal consulting role, such as HRBP, learning and development consultants, and those who provide internal or external consulting services