

人力资源如何成为变革推进者

深入解析变革八步法，以及美世变革沟通方法及工具，与业务一起实现变革的有序推进和成果转换

上海场次支持全景动态直播 

Duration: 2 days

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

现代企业在面对着内外部环境变化和经营变化等多重压力下，已将变革作为企业日常运作的一部分，而 HR 在其中承担着与业务共同去发起、推动和落实变革的重要作用。那么我们所谓的变革，也就是企业的内部变化，涉及到了人力资源的各个方面——例如现在国企的三项制度改革所引发的内部变革，或是基于产业升级引起的，或是基于提升组织效能等等引发的，都会发起这些深层次的变革。在这个变革过程中，对 HR 自身能力和沟通方法以及影响力上面都提出了更高的要求。如何可以与业务领导一起去发起、策划和推动实施这些变革，这将要求 HR 在企业里担当越来越重要的角色和作用！

美世为期 2 天的研讨会将与您探讨在变革的不同阶段，HR 如何使用不同的工具及方法与业务一起推进变革的发生和确保变革的成功。

课程概述

站在业务的角度，深入理解变革的业务动因以及面临的挑战

- 企业发展不同阶段的业务转型主题及关注点
- 阻扰组织变革的 8 大失误
- 科特（John P. Kotter）的变革八步法

了解人力资源对组织变革成败的影响，如何为企业变革保驾护航

- 组织变革管理的过程
- 组织变革成功的五要素
- 组织变革的关键是变革沟通的挑战

领导有效变革过程中 HR 需要掌握的基本概念、流程、工具和模型

- 组织变革的关键及变革沟通的挑战
- 推进组织变革的方法论
 - 变革背景分析：背景评估与制定议程
 - 变革沟通管理：策略制定与执行
 - 变革效果评估：沟通效果评估与强化
- 推进变革的重要工具
 - 变革背景架构模板
 - 利益相关者鉴别方法
 - 变革动态模型
 - 变革议程、框架变革、沟通内容清单
 - “了解，支持，行动”框架
 - LILI 模型
 - 沟通计划

促进员工在组织变革中的行为改变

- 行为改变模型
- 第一步：确定员工在变革中需要改变的行为
- 第二步：理念信仰
- 第三步：行为榜样
- 第四步：能力培养
- 第五步：机制/体系强化

结合实际案例应用上述方法论和工具

学员收获

- 了解人力资源专业人士作为变革推动者的角色定位和能力要求
- 理解变革过程中需要的硬性和软性能力，实际操练并应用有效推动变革成功的模型及工具
- 能针对公司的实际案例设计组织层面的沟通策略、战术和实施计划，组织变革沟通会议
- 有效的衡量变革的效果
- 有能力设计组织变革中促进员工行为改变的方案，推进组织变革顺利实施

目标学员

在企业内部正在或将要领导或参与变革以期待提升组织绩效的资深人力资源专业人士或人力资源业务伙伴

Becoming an effective change agent

Live stream is available for Shanghai sessions 

In the face of multiple pressures, such as internal and external environmental changes and business changes, modern enterprises have taken change as part of their daily operations, and HR has played an important role in initiating, promoting, and implementing change with the business. When we talk about change, we actually are talking about the internal change of the enterprise, touches upon all aspects of human resources. The internal changes caused by the three system reforms of the state-owned enterprises, the industrial upgrading, the improvement of organizational efficiency, etc., all the above factors will initiate these deep-seated changes. In this process of change, higher requirements are put forward for HR's capabilities, such as communication and influence. How to initiate, plan and promote the implementation of these changes with business leaders will become an increasingly important part of HR in the enterprise!

Mercer's two-day training will focus on how you can use different tools and methods with business leaders in different phases of organizational change to ensure success.

Topics covered

Deeply understand the business drivers and challenges of change

- Business transformation themes and concerns at different stages of enterprise development
- 8 mistakes that hinder organizational change
- John P. Kotter's eight-steps to change

Understand the impact of human resources on the success or failure of organizational changes, how to escort the enterprise changes

- The process of organizational change management
- Five elements of a successful organizational change
- The key to organizational change is change communication

Basic principle, process, tools, and models HR needs to have in the process of change

- Key elements of change and the challenge of change communication
- The methodology of change
 - The analysis of change background: background assessment and development of agenda
 - Change communication management: proposal development and execution
 - Change effect assessment: Effect assessment and enhancement of change communication
- Mercer's change communication tools
 - Change context framework template
 - Stakeholder identification method
 - The change dynamic model
 - Change agenda and framework
 - Change communication checklist
 - The "Get it-Support it-Do it" framework
 - The LILI model
 - Communication plan

Promote employee behavior changes during organizational changes

- Behavior change model
- Step 1: Identify behaviors that need to be changed
- Step 2: Beliefs
- Step 3: Role model
- Step 4: Develop capabilities
- Step 5: Strengthen mechanism/system

Practicing the methodologies and tools through real case studies

Benefits to participants

- Understand position and competency requirement of HR as a change agent
- Understand the hard and soft skills needed in the process of change, practice the methodology and model to accelerate the change
- Be able to design communication strategy, tactic and implementation plan base on real organization case.
- Effectively measure the impact of change
- Be able to design plans for employee behavior change and promote the change plan

Target participants

Senior HR professionals or HR business partners who are/will leading or participating in change management initiatives and are expected to improve the effectiveness of organization.