

战略性绩效管理：工具与实践

美世经典四步法设计上接战略落地，下接人才管理的绩效管理体系

上海场次支持全景动态直播 

Duration: 2 days

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

“绩效管理就是考核发奖金”

“绩效管理是人力资源部的事情”

“绩效管理就应该是量化考核”

.....

我们经常在为企业提供咨询的实践中听到上述这些观点或问题。其实，中国许多企业绩效管理推进困难或者效果不佳，很大原因在于对绩效管理的理解和认知有偏差，进而带来很多实践中的问题。其实绩效管理本质上是一个帮助战略落地的工具，以及通过提升员工能力帮助直线经理更好地达成业务目标。

美世为期 2 天的研讨会，旨在利用美世在全球的咨询实践经验，分享与探讨绩效管理的本质、发展趋势和优秀实践等，帮助您掌握从公司战略到员工个人的指标分解方法，以及如何辅导员工的具体技能，进而帮助企业提升绩效管理的实际效能，塑造高绩效的企业文化。

课程概述

绩效管理的本质：帮助战略落地，提升员工能力

- 对绩效管理的认知误区
- 绩效管理的本质
- 绩效管理循环四步骤在实践中的典型问题与优秀实践分享
- 绩效管理的发展趋势

绩效计划的制定：从战略到行动

- 如何制定公司层面的绩效计划：把握战略重点
 - 工具：平衡计分卡与战略地图
 - 设定公司 KPI
- 如何制定部门和个人层面的绩效计划：跨部门、跨职能协同
 - 公司指标到部门和个人指标的分解
 - 工具：横向指标协同矩阵
 - 工具：价值树分解法与 DOAM 分级法
 - 定量指标与定性指标分解
- 目标值和权重的设定
- 案例练习与要点难点评析

绩效反馈与辅导

- BEST 反馈模型
- 绩效反馈的方法、原则和技巧
- GROW 辅导模型
- 绩效辅导的流程、原则和技巧
- 反馈与辅导现场演练

绩效评估

- 绩效评估的流程和工具
- 强制分布法的利弊分析与适用改进
- 绩效评估面谈的要点与步骤

绩效激励

- 绩效与奖金的关联
- 绩效评估结果应用于人才盘点
- 绩效改进与员工培训和发展
- 制定个人发展计划（IDP）

学员收获

- 全球绩效管理的研究成果和全球知名企业的绩效管理实践分享
- 全面系统性地了解绩效管理和企业绩效管理的实际操作
- 掌握如何设计绩效管理体系，并进行有效绩效管理
- 掌握指标设定、反馈辅导、绩效评估等技巧

目标学员

企业高层、人力资源总监、人力资源经理、企业内部顾问、部门经理

Strategic performance management: Tools and practice

Live stream is available for Shanghai sessions 

“Performance management just refers to bonuses.”

“Performance management is 100% quantitative evaluation.”

“Performance management is the responsibility of the human resources department.”

“Does a forced ranking approach really work?”

Companies have asked many questions about performance management in recent years. In fact, many Chinese enterprises encounter difficulties when they try to promote performance management culture or when performance management does not meet their expectations. A major reason for these challenges lies in the lack of understanding of performance management and in cognitive bias, which can create many problems in practice. Performance management is essentially a tool to assist the implementation of strategy, as well as improve the capability of employees to help line managers to achieve business objectives in a better way.

Mercer's two-day workshop is designed to allow participants to share and discuss various issues in performance management, including trends, strategies, misconceptions and best practices. Mercer's global consulting experience and case studies will help you explore new ideas, improve performance management efficiency and establish an effective high-performance culture. 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

The essence of performance management: Supporting the implementation of strategy and improving the capacity of employees

- Misunderstandings about performance management
- The essence of performance management
- Four key success factors for performance management in practice
- Performance management development trends

Performance planning: From strategy to action

- How to draw up a company-level performance management plan: capture the strategic focus
- Tools: BSC and Strategy Map
- How to design corporate key performance indicators (KPIs)
- How to draw up a plan on an individual and department level: cross-department, cross-function collaboration
- Translating corporate goals into individual objectives
- Tools: Transverse index synergy matrix
- Tools: Value tree decomposition and DOAM classification
- Common ways to break down goals
- How to set up goals and weight them
- Case study and analysis of barriers to effective performance

Enhance performance through feedback and coaching

- BEST model
- Methods, principles and skills of performance feedback

- GROW model
- Process, principles and skills of performance coaching
- Exercise on feedback and coaching

Performance evaluation

- Process and tools for performance evaluation
- Benefits analysis of forced distribution method and improvement strategies
- Key process points for the performance interview

Performance motivation

- Incentive plan design based on performance results
- Applying a performance evaluation during a talent review
- Performance results application for training and development
- IDP (individual development plan) management

Benefits to participants

- Global research results on performance management and sharing best practices from well-known global enterprises
- Systematic and comprehensive understanding of performance management practices
- Good command of how to design a performance management system in the workplace to manage performance effectively
- Learning and skill development in goal setting, feedback and coaching, performance evaluation, etc.

Target participants

Executives, HR directors, HR managers, internal consultants, and line managers