

直指决策的全面战略人才管理（业务专属版）

含美世版权人才管理沙盘，善用人才管理“兵器”，打造可持续的人才供应链

Duration: 2 days

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现如今，外部市场人才竞争日益激烈，企业内部的人才管理难度也日益增加。业务管理者作为人才管理的第一责任人，如何运用多元人才管理方法与工具，做出有效的人才决策，并将有限的资源合理地分配至合适的人才身上，成为主要的人才管理挑战。

在实际工作中，业务管理者经常会遇到如下困惑：

- 应该把怎样的员工放到关键岗位上去？应该着重看绩效还是着重看潜力？
- 谁适合成为管理者？管理者该如何管理不同特点的员工？
- 什么时候应该给予某个员工发展性任务？又该如何设定人才发展的目标和期望？
- 我们是冒险将任务给予“新手”还是给予“熟手”呢？
- 谁应当获得奖励？我们奖励他们的原因是什么？
- 如何降低关键人才流失风险，具体该如何激励与保留？……

美世为期2天的《直指决策的战略人才管理》研讨会将从美世版权的人才管理沙盘导入，帮助业务管理者通过沙盘演练，反思自己的人才管理意识与能力，并通过与沙盘关联的案例研讨与工具方法输入，讨论和分析基于业务场景的人才管理实例，解决人才选聘、任用、培养、激励和保留过程中的痛点问题。

课程概述

VUCA 时代的人才管理挑战

- 外部宏观环境的变化：经济增速放缓，行业竞争加剧
- 企业内部环境的变化：90后00后大量进入职场，不同代际的员工管理挑战
- 管理者的认知转变：“聪明的管理者把人放在数字的前面”

美世人才游戏™：构建您的人才资产

- 教具：每一个小组会在他们自己的游戏面板上做出人才决定。这个版面上描绘了一个公司的组织架构和其中的核心角色。板面上有七位虚构的不同类型的管理者在他们的初始位置上

- 开始游戏：在美世资深顾问的辅导下各小组开始游戏。他们初始所拥有的虚拟管理者、人才发展方式和预算是一样的，但是在游戏过程中团队决策，真实情境中无法预见的变量和风险会导致每队最终的结果不一样
- 决策种类：团队成员们将共同评估每一个模拟角色的重要性并做出决策：例如什么样的投资能够获得理想的收益？应该内部培养还是在外部获得人才？不同人才发展决策对长期和短期的影响？在无法预料结果的情况，与竞争对手争夺人才也被模拟进了这个游戏。这些情况将促使团队成员谨慎衡量每一个人才决策的结果和风险
- 复盘与反思：在游戏终结篇，美世资深顾问与各组深入互动，以启发学员直面和反思所有人才决策点中的得与失，并帮助业务管理者们梳理适合各自企业的人才管理原则，需要摒弃的行为，需要坚持的理念，优化人才决策

人才选聘

- 外部招聘的变化：从招人到请人、人才画像的精准化、招聘渠道与招聘营销的变化
- 内部选拔的关键：潜力定义与潜力评价方法、人才盘点的九宫格与应用

人才任用

- 案例研讨与解析 1：谁更适合当管理者
- 案例研讨与解析 2：如何管理不同特点的下属
- 案例研讨与解析 3：一个不慎重的人才任用决策带来的反思

人才培养

- 培训与发展的区别
- 人才发展的多种工具与方法
- 管理人才与专业人才的建设方法
- 辅导与指导的区别与应用

人才激励与保留

- 最有效的人才激励手段
- 经典的激励模型介绍与实践应用分享
- 全面多样的激励工具
- 90 后的激励方式
- 关键人才保留案例分享与话术总结

学员收获

- 了解衡量人才价值的影响因素：岗位关键性、潜力和绩效
- 将人才战略管理的理论内在化为系统的人才决策方法，通过人才游戏体验人才投资和决策对于业务结果的影响，并将体会应用到日常的人才管理中
- 制定适合业务发展的人才策略，开展人才规划和布局
- 完善优化人才盘点，人才发展，继任者计划等流程体系，顺利实施人才管理项目
- 通过美世人才管理沙盘，模拟组织中各类人才发展与内外部人才竞争的场景，促动管理者真实地展现工作中的人才决策行为，促使管理者谨慎衡量每一个人才决策结果的风险和收益，优化战略人才布局与决策
- 帮助管理者全面、深入地了解人才管理如何助力业务发展，提升人才管理意识和技能，掌握人才管理实操方法与工具，尤其加强对人才选聘、任用、培养、激励与保留等技能的学习和应用，为企业人才管理制定下一步行动计划

目标学员

企业中高层业务管理者

Strategic talent management (business edition)

Make good use of talent management "weapons" to create a sustainable talent supply chain (Mercer Talent Game™ included)

Nowadays, the talent competition in the external market is increasingly fierce, and the difficulty of talent management in enterprises also increasing day by day. How to make effective talent decisions by using various talent management methods and tools, and reasonably allocate limited resources to the right talent? It is a major challenge for business manager, who is the primary person responsible for talent management.

In practical work, business managers are often faced with the following puzzles:

- Who would fit in key positions? Should we focus on performance or potential?

- Who would fit in management positions? How does a manager manage employees with different characteristics?
- When do we assign a developmental task to an employee? How to set goals and expectations for talent development?
- Do we risk giving tasks to the "new hand" or to the "experienced"?
- Who should be rewarded? Why do we reward them?
- How to reduce the risk of the loss of key talents, and how to motivate and retain them?
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Mercer's two-day workshop with the Mercer Talent Game™ help business managers reflect on their own talent management consciousness and abilities, discuss and analyze talent management real cases based on the business scenario through game-related case studies and methods, so as to solve the difficulties on talent selection, development, motivation and retention.

Topics covered

Talent management challenges in VUCA era

- External changes in the macro environment: Slowing economic growth and intensifying industry competition
- Internal changes in the enterprises: a large number of Generation Z entering the workplace, employee management challenge of different generations
- The cognitive shift of managers: "Smart managers put people before the number"

Mercer Talent Game™: Build your talent asset

- Tools: Each team makes talent decisions on its own board — a pictorial depiction of a company's organization chart and its critical roles. Seven fictitious executives are at a starting spot on that board
- Getting started: Under the direction of a Mercer facilitator, teams begin with the same fictional executives, available talent interventions and budgets. Over the course of the game, team decisions, unforeseen variables (real-world situations) and risks result in different outcomes

- Types of decisions: Team members work together to assess the criticality of each role and make decisions, such as which investments have the biggest pay-off and for whom, and whether to build internal talent or buy external talent. Unexpected events, which also leave team members weighing consequences and risks, are built into the simulation, such as to what degree the team should compete for a competitor's key talent
- Review and rethink: At the end of the simulation, Mercer facilitators interact with teams to inspire students to rethink the gains and losses of all talent decisions and help them sort out talent management ideas and principles suitable for different companies, the actions to be abandoned and the concepts to be adhered, helping to gradually form a future-oriented talent management system suitable for their own companies

Talent selection

- The change of external recruitment: From recruiting to hiring, talent profile precision, the change of channels and marketing in recruitment
- The key to internal selection: How to define and evaluate potentiality, and how to use the nine-grid of talent review

Talent appointment

- Case Study & Analysis 1: Who is more suitable to be a manager
- Case Study & Analysis 2: How to manage subordinates with different characteristics
- Case Study & Analysis 3: Reflection brought by an imprudent talent appointment decision

Talent development

- The differences between training and development
- Multiple tools and methods for talent development
- Management methods for management talents and professional talents
- The differences and application of coaching and guidance

Talent motivation and retention

- The most effective methods of talent motivation
- Introduce classic models and cases sharing of talent motivation
- Comprehensive and various incentive tools

- Motivation Methods for the generation after 90s
- The cases sharing and for retaining key talents

Benefits to participants

- Mercer Talent Game™ simulates the real scenario of internal talent management and external talent competition, which make managers to show real behaviors of talent decision at work. It makes managers measure the risks and benefits of the outcome of every decision carefully and optimize strategic talent management and talent decision-making.
- Help managers understand how talent management drive business development comprehensively. Strengthen their awareness and abilities of talent management. Learn to use the practical methods and tools of talent management, especially in talent selection, development, motivation, and retention, and make the action plan for the future talent management.

Target participants

Middle and senior business managers