

职业发展架构师

基于美世 FORME 框架，设计基于企业战略的职业发展架构和体系，规划员工职业发展通道与路径

上海场次支持全景动态直播 

Duration: 2 days

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

从 2000 年至今的二十余年间，世界已经进入了一个瞬息万变的互联网时代。伴随着无数企业的兴衰生死，80 后正在步入中年，他们中的许多人都正在企业里独挡一面，是企业需要的中流砥柱；他们身后，90 后甚至 00 后正在或者即将成为企业的生力军。与此同时，罗振宇在逻辑思维里推销着“U 盘化生存”；华为论坛上则流传着“精简 35 岁以上员工”。作为员工，有人津津乐道离职创业，有人苦恼“中年危机”；作为企业，有的苦于竞争中人才难留，有的苦于发展时无人可用……问题之下，员工如何规划职业生涯？企业怎样架构职业发展的管理？可能从未如此重要的呈现在人们面前。

美世为期 2 天的研讨会旨在帮助人力资源专业人士了解职业发展和组织发展的关系，HR 在员工职业生命周期各阶段的角色和作用，HR 成为职业发展架构师的方法与技巧，以及如何在企业中推动管理者和利益相关者建立和运作成功的职业发展体系。

课程概述

什么是职业发展

- 职业发展管理在整体人才管理体系中的位置
- 对于职业发展，员工和管理者的诉求和关注点
- 职业发展管理的目标和衡量维度

职业发展管理与组织业务战略的关系

- 组织成长模式决定组织的人才战略
- 企业人才战略的规划影响职业发展管理重点

HR 成为职业发展架构师的方法与技巧

- 建设和管理职业发展的框架—FORME 模型
- 职业发展管理的基础设施建设
 - 职业发展路径图的搭建
 - 人才标准与任职资格的使用
 - 职业描述与能力开发指南
- 管理好组织的支持度
 - 关键利益相关者分析
 - HR 在推进职业发展管理系统时如何发挥影响力，扮演多种角色
- 使用有效的数据和技术
 - 内部劳动力市场分析 ILM 工具
 - 业务数据与人才效能
 - 人才能力评价的工具使用与分析
- 打造管理能力
 - 人才盘点基本概要
 - 高效的人才培养发展的设计要点与思路
 - 案例分享：多元组合手法实现员工绩效能力双提升
- 辅助员工自我管理职业发展
 - 员工不同职业阶段的诉求和激励要点
 - 管理者辅导与沟通影响员工职业规划

学员收获

- 了解规划员工职业通道，搭建员工发展阶梯的思路和方法
- 学习从企业的角度如何规划和培养员工成长
- 学习如何探索员工的职业价值动机，掌握有效员工职业沟通辅导的方法和技巧
- 了解职业发展体系的关键成功要素，以及如何获取和提升组织支持度

目标学员

人力资源负责人、组织发展与人才管理负责人，其他致力于成为职业发展架构师的人力资源专业人士

Career development architect

Live stream is available for Shanghai sessions 

In less than 20 years from 2000 to the present, the world has entered a constantly changing internet age. With the ups and downs of countless enterprises, the post-80s generation is stepping into middle age. Many of them are finding their feet in enterprises and becoming the mainstay needed by enterprises. Behind them, the post-90s and even the post-00s are becoming or about to become the fresh troops of enterprises. Meanwhile, USB flash disk survival is being promoted in Luo Zhenyu's logical thinking. Downsizing of employees above 35 years old is being spread in Huawei forums. As employees, some are talking about leaving offices to start up business and some are worried about the middle-age crisis. As enterprises, some are suffering from talent retention in competition, and some have difficulty recruiting talents. How should employees plan their career? How should enterprises frame the management of career development? Maybe these questions are never presented in front of people so importantly.

Mercer's two-day seminar aims to help HR professionals understand the relationship between career development and organizational development, as well as HR's role and function at every stage of an employee's career life cycle, the methods and skills for HR to become career development architects, and how to drive managers and stakeholders to establish and operate successful career development systems in enterprises. 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

What is career development

- Position of career development management in the overall talent management system
- Demands and concerns of career development for employees and managers
- Goals and measurement dimensions of career development management

Relationship between career development management and organization development

- Organizational growth model determines its talent strategy
- The planning of organizational talent strategy influences the key points of career development management

The skills and methods for HR to become a career development architect

- Build and manage the framework of career development - The FORME model
- The infrastructure construction of career development management
 - The building of career map
 - The use of talent standards and job qualification
 - Career description and capability development guide
- Manage organizational support
 - Analyze key stakeholders
 - How to play multi-roles for HR when pushing career development management system
- Use effective data and skills
 - ILM for the internal labor market analysis
 - Business data and talent performance
 - Talent competence assessment tools and analysis
- Build management skills
 - Overview of talent review
 - Key points and ideas of efficient talent cultivation design
 - Sharing case studies: Use multiple combination methods to achieve the improvement of employees' performance and ability
- Support employees to conduct self-management of career development
 - Employees' demands and incentive points in different career stages
 - Managers' communication counseling will influence employee career planning

Benefits for participants

- Understand and plan employees' career pipeline and build the thinking and methods of each employee's developmental steps
- Learn how to plan and cultivate employee growth from the perspective of enterprises



Mercer Public Workshop

美世公开研讨会

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- Learn how to explore the career value motivation of employees and master the effective methods and skills for employee career communication counseling
- Understand the key successful factor of the career development system and how to obtain and improve the organizational support degree

Target participants

HR directors, organizational development directors, and other HR professionals committed to becoming professional career development architects