

从战略规划到执行：全面组织效能提升

从“选好路”“搭好台”“布好阵”“分好钱”“用好人”五大维度进行有效战略规划与落地实施，并系统掌握组织效能提升的工具方法与实践

Duration: 2 days

Price: RMB 15,800 (6% VAT included)

Enterprise group price: RMB 51,800 per enterprise (up to 6 participants)

后疫情时代行业的迭代、人口老龄化的加速、居民消费支出结构的改变，将深刻影响国家战略和产业走向。变化已经成为最不变的规律，企业如今需要应对的不仅仅是外界快速的市场变化，组织内部也面临组织能力与客户需求的剪刀差，以及人效的挑战。

在日常咨询项目中，我们通常会发现企业有两种典型的组织战略困局：

1.“战略目标不明确”：我们是否能洞察和预测出影响企业未来的环境要素？是否有清晰的组织成长战略和实现成长的路径？尤其对于很多快速发展中的企业，他们对于自身的了解并不深刻，无法制定有效的决策和长期战略，并有效地执行，而是以快速成长取代战略。因此，企业高管常常面临如何定准战略，选对赛道，以及抓住机会的难题。

2.“战略落地有困难”：企业战略年年制定与更新，但高层管理者都能对“战略的内容”、“实现的路径”、“重点的举措”达成一致吗？即便达成了一致，又该如何推进具体关键任务，并将之转化为实际的业绩结果？在战略执行过程中，组织结构和流程、人才管理和激励体系等是否合理有效，足以支撑战略的有效落地？组织效能低下是战略落地的主要障碍。

美世 2 天的公开研讨会，基于美世“五横四纵”的组织效能提升模型和 BLM 业务领导力模型，从选好路、搭好台、布好阵、分好钱、用好人五个维度，帮助学员系统掌握战略制定的关键流程与方法，以及战略实施的核心路径与精要，并通过赋能与共创，转化为企业内生的战略规划与落地实施能力，以及组织效能的全面提升。

课程概述

方法论介绍：致力于组织效能提升的战略规划与执行

- 组织效能的概念和内涵
- 美世五横四纵组织效能提升模型
- BLM 业务领导力模型

“选好路”：战略规划与制定

- 市场洞察：如何有效识别与应对机会和风险
 - 市场洞察的工具与方法：“五看”
 - 市场洞察领先实践分享
 - 团队研讨与点评
- 战略意图：如何制定使命愿景、战略目标与阶段里程碑
 - 战略意图的表述和构成
 - 战略意图领先实践分享
 - 使命愿景领先实践分享
 - 团队研讨与点评
- 创新焦点：如何根据差距探索创新
 - 三类创新模式
 - 创新焦点领先实践分享
 - 团队研讨与点评
- 业务设计：如何利用组织能力持续改进与变革
 - 业务设计六要素
 - 业务设计领先实践分享
 - 团队研讨与点评
- 关键任务：通过关键任务满足业务设计和价值创造的要求
 - 细化关键任务的流程与示例
 - 关键任务领先实践分享
 - 团队研讨与点评

基于价值链共赢的组织效能提升：战略执行与落地

- “搭好台”：打造深植人心企业文化与卓越领导团队

- 企业文化的三个层次与文化落地的三个阶段
- 文化落地的具体方法、示例与工具
- 文化与价值观领先案例分享
- 美世领导力模型
- 团队效能曲线与团队有效性评估
- 领先实践分享-东西方文明融合中的领导力
- 团队研讨与点评
- “布好阵”：如何打造有竞争力的敏捷组织
 - 组织设计方法论
 - 敏捷组织发展趋势
 - 领先实践分享：构建激活一线的敏捷组织
 - 领先实践分享：以客户为中心的敏捷组织
 - 团队研讨与点评
- “分好钱”：如何通过绩效管理改进与有效人才激励来提升组织效能
 - 绩效管理体的设计与优化
 - OKR 的设计与实践应用
 - 绩效管理领先实践分享
 - 从成本控制到人力资本投资回报
 - 美世全面奖酬理论的实践应用
 - 获取分享制领先实践分享
 - 长期激励领先实践分享
 - 团队研讨与点评
- “用好人”：如何打造可持续人才供应链
 - 战略人才盘点的关注点与策略
 - 基于未来战略的人才数量、质量与结构规划
 - 优化招聘体系
 - 搭建多通道员工职业发展机制
 - 打造全方位人才培养体系
 - 建立人才生态系统
 - 人才获取与培养领先实践分享
 - 团队研讨与点评

学员收获

- 掌握战略制定的关键流程与方法，以及战略实施的核心路径与精要，并通过赋能与共创，转化为企业内生的战略规划与落地实施能力
- 建立企业组织效能提升的思维框架，学会系统思考和分析组织效能相关问题，从企业文化、领导团队、组织结构、绩效管理、激励体系、人才管理等多个角度掌握助力组织效能提升的方法和工具
- 了解与学习国内外优秀企业在战略规划与执行落地不同层面的实践与案例

目标学员

企业业务高管、人力资源负责人、战略部门负责人、组织发展负责人等企业高层管理人员

Develop strategy to execution (DSTE): Organization effectiveness improvement

There are many things will profoundly affect national strategies and industrial trends in the post-epidemic era, such as the iteration of industries, the acceleration of population aging, and changes in the structure of household expenditures. Change is happening all the time. Today, companies need to deal with not only the rapid market changes from the outside world, but also the gap between organization's capabilities and clients' demands, as well as the challenges of human efficiency within the organization.

We usually find two typical organizational strategic dilemmas in recent consulting projects:

1. Unclear strategic goals: Can we find out and predict the environmental factors that will affect the future of the business? Is there a clear organizational growth strategy and a clear path to achieve growth? Especially for those fast-growing companies, a considerable part of them do not know enough about themselves, so they cannot make effective decisions and long-term strategies, implementing them effectively. Instead, they replace strategy with rapid growth. In hence, corporate executives often face the problem of how to determine the right strategy, choose the right track, and seize the opportunity.
2. Strategy execution difficulties: Corporate strategies are formulated and updated each year, but can top managers really align the "content of the strategy," "the path to achieve," and "the key

measures"? Even if an alignment reached, how can top managers push the specific key tasks and translated them into actual performance results? In the process of strategy execution, are the organizational structure and process, talent management and incentive system reasonable and effective enough to support the effective implementation of the strategy? Organizational inefficiency is the main obstacle to strategy execution.

Mercer's 2-day workshop, based on Mercer's organizational effectiveness improvement model and BLM model, will help you systematically master the key processes and methods of strategy formulation, learn the core path and essence of strategy implementation. Through empowerment and co-creation, this workshop will be transformed into the enterprise's endogenous strategic planning and implementation capabilities, improving the overall organizational efficiency.

Topics covered

Methodology introduction: Developing strategy to execution for organizational effectiveness improvement

- Concepts and significance of organizational effectiveness
- Mercer's organizational effectiveness improvement model
- BLM model

Business strategy planning

- Market insight: how to effectively identify and respond to opportunities and risks
 - Tools and methods of market insight
 - Leading practice sharing
 - Team discussion and review
- Strategic intent: how to make mission, vision, strategic objectives and milestones
 - Definition and composition of strategic intent
 - Leading practice sharing
 - Team discussion and review
- Innovation focus: how to explore innovation based on gaps
 - Three types of innovation models
 - Leading practice sharing

- Team discussion and review
- Business design: how to leverage organizational capabilities for continuous improvement and change
 - Six elements of business design
 - Leading practice sharing
 - Team discussion and review
- Key tasks: meeting business design and value creation requirements through key tasks
 - Process and examples of refining key tasks
 - Leading practice sharing
 - Team discussion and review

Organizational effectiveness improvement: Strategy execution

- Building penetrating corporate culture and an excellent leadership team
 - The three levels of corporate culture and three stages of culture implementation
 - Specific methods, examples and tools for culture implementation
 - Mercer leadership model
 - Team effectiveness curve and team effectiveness assessment
 - Leading practice sharing
 - Team discussion and review
- How to build a competitive agile organization
 - Organizational design methodology
 - Trends in agile organizations
 - Leading practice sharing
 - Team discussion and review
- How to improve organizational effectiveness through performance management improvement and effective talent motivation
 - Design and optimization of performance management system
 - OKR design and application
 - From cost control to return on human capital investment
 - Application of mercer's total rewards theory
 - Leading practice sharing
 - Team discussion and review

- How to build a sustainable talent supply chain
 - Key points and strategy of talent review
 - Talent quantity, quality and structure planning based on future strategy
 - Optimize recruitment system
 - Build multi-channel employee career path
 - Build comprehensive talent development system
 - Establish talent ecosystem
 - Leading practice sharing
 - Team discussion and review

Benefits to participants

- Master the key processes and methods of strategy formulation, as well as the core paths and essentials of strategy implementation. Through empowerment and co-creation, develop organization's endogenous capabilities of develop strategy to execution
- Master the methods and tools to improve organization effectiveness from multiple perspectives such as culture, leadership, organizational structure, performance management, incentive system and talent management
- Learn best practices of outstanding enterprises from home and abroad

Target participants

Corporate executives, HR Leader, Strategy and OD leader, and other senior executives