组织发展实战—组织诊断与优化

掌握组织诊断分析的框架和工具，以及组织优化的方法，学会为自己的组织系统"把脉"与"调养"

上海场次支持全景动态直播 🖥

Duration: 2 days
Price: RMB 13,800 (6% VAT included)

组织文化研究的鼻祖埃德加·沙因 (Edgar Schein) 曾提出：所有组织——无论规模和类型，都会面临两类问题：

1.　　面对迅速变化的环境，组织如何不断地去适应外部
2.　　为帮助组织顺利适应外部，怎样相应地整合内部状态

而这两个维度，也将组织发展的实践者和战略专家紧密联系在一起。未来对于 HR 管理者的更高要求，既需要作为战略专家，辅助高层领导做出战略决策，使组织能够更好地适应外部环境，保持活力；又需要作为组织发展实践者，帮助高层领导充分发展组织内部的成熟度和有效性，为实现组织远大的战略目标提供保障。

近年来，组织发展这样的职位需求越来越多，可是很多公司及其管理者对于组织发展的概念、作用却不甚了解，甚至把组织发展和人才发展、学习发展混为一谈，只有少数企业能使组织发展触及到更为宏观的组织有效性的衡量、及组织效能提升的领域。

美世为期 2 天的研讨会将帮助您了解组织发展的概念和模型，组织诊断分析的框架和工具，以及组织优化的方法，并分享实践中成功的组织发展应用。

课程概述
组织发展的思路框架

· 组织发展的生命周期和各阶段关键问题
· 组织发展有效性的逻辑框架和关键要素—利特温模型

组织诊断的工具和组织优化的方法

- 组织战略管理与人岗匹配
  - 组织成长或转型的战略选择
  - 分析和理解组织的业务模式与核心竞争力
  - 运用美世 3P 模型诊断业务流程与组织架构
  - 职责匹配与人岗匹配管理战略落地
  - 案例分享：战略变革中的组织分析与优化
- 组织文化环境的诊断与建设
  - 不同的管理文化在组织中的展现
  - 美世文化审计工具分析组织文化环境和实施状态
  - 运用制度建设促进组织文化演变
  - 案例分享：企业文化价值观的梳理与诊断
- 领导力与管理环境的诊断和改进
  - 领导力盘点与团队的有效性诊断
  - 领导力与领导团队提升的手段
  - 用员工敬业度分析诊断管理环境
  - 管理环境优化策略选择与组织沟通

学习总结与实践应用

学员收获

- 理解组织发展的基本理论、框架以及对企业发展的影响
- 掌握一系列有效的组织诊断工具和组织优化的方法，提高设计和规划组织发展项目的能力
- 学习和借鉴企业成功地实施组织发展以提高组织有效性的案例，制定企业组织发展方面的提升计划
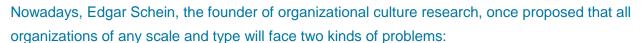
目标学员

人力资源总监和资深经理、组织发展专业人员、人力资源业务伙伴、负责或者参与组织发展项目的业务经理

Organization diagnosis and development

Live stream is available for Shanghai sessions 🖥

Nowadays, Edgar Schein, the founder of organizational culture research, once proposed that all organizations of any scale and type will face two kinds of problems:

1. Facing a rapidly changing environment, how should the organization constantly adapt to the external situation.
2. To help the organization successfully adapt to the external situation, how should it correspondingly integrate its internal state.

The two dimensions also closely connect the practitioners of "organizational development" and strategic experts. In the future, HR managers will be strategic experts to assist the top leaders with making strategic decisions, to allow the organization to better adapt to the external environment and remain vital. They also need to be practitioners of organizational development to help the top leaders fully develop the internal maturity and effectiveness of the organization and guarantee the achievement of the ambitious strategic targets of the organization.

In recent years, there have been more and more demands for the organization to develop such jobs, but many companies and managers are still not very clear about the concept and role of organizational development and even confuse organizational development with talent development and learning development. Only a few enterprises have connected organizational development to the measurement of more macroscopic organizational effectiveness and the improvement of organizational effectiveness.

Mercer's two-day seminar will help you understand the concept and model of organizational development, organize the framework and tools of diagnosis analysis and the methods of organizational optimization, and share successful organizational development applications in practice.

Topics covered
Logical framework of organizational development
· The life cycle and key questions of organizational development

- The logical framework of organization development effectiveness and key elements–Litwin Model

The tool of organization diagnosis and methods of organization optimization

- Organizational strategy management and person-post matching
  - o Strategic choice for organizational growth or transformation
  - o Analyze and understand the organizational business model and core competencies
  - o Apply Mercer's 3P model to diagnose business processes and organization frameworks
  - o Duty matching and person-post matching for organization implementation management
  - o Case sharing: Organizational analysis and optimization in strategic reform
- The diagnosis and construction of an organizational culture environment
  - o Different management culture in organizations
  - o Apply Mercer's culture audit tool to evaluate and analyze the organizational culture environment
  - o Apply system construction to promote the evolution of the organizational culture
  - o Case sharing: The combing and diagnosis of organizational culture and value
- The diagnosis and improvement of leadership and management environment
  - o Leadership inventory: Analysis of the effectiveness of leading teams
  - o The means of leadership and leadership group improvement
  - o Use employee engagement analysis to diagnose management environment
  - o The optimization strategy and organization communication of the organization management environment

Learning summary and practical application

Benefits to participants

- Understand the basic theory and framework of organizational development and the influence on enterprise development

- Master a series of effective organizational diagnosis tools and organizational optimization methods and enhance the ability of designing and planning organizational development projects
- Learn and refer to the cases where enterprises successfully implement organizational development to enhance the organization effectiveness and create an improvement plan for enterprise organization development

Target participants

HR directors and senior managers, organization development professionals, HR business partners, and business managers take charge of or participate in the organization development projects