

人力资本衡量与分析：利用数据驱动业务结果

基于美世人力资本分析实践框架，有效识别、分析与展示解读数据，制定数据驱动的人才决策

上海场次支持全景动态直播 

Duration: 2 days

Price: RMB 12,800 (6% VAT included)

业务部门和人力资源的负责人正在意识到人力资本衡量与分析的潜在价值，然而目前很多组织仍然纠结于如何制定战略，确定从哪里开始，衡量什么，如何衡量和分析，以清晰和有效的将人力资本项目和政策与业务结果相链接。

苹果的库克说：“我并不担心机器人会像人一样思考，我担心人像机器一样思考！”美世对于 HR 们的担心是，“我们担心 HR 还不知道机器怎么思考”。换句拗口的话来说，就是你需要知道指导机器思考的人是怎么思考的。和众多类似名字的网络课程所不同的是，美世并不认为通过单向式、散发式的屏幕学习，能够解决这类系统式思考的传递。

美世为期 2 天的研讨会将着眼于提高组织劳动生产力，落实业务战略，帮助学员搭建基于业务需求的分析框架，进一步提升对数据分析的影响力的认识，寻找设定公司体系化的分析指标库，并在分析数据、解读数据、呈现数据这三方面，通过详细的步骤分解、练习演练，掌握相应的技能和方法，作为 quick win 为公司深化数据分析工作提供支持。

课程概述

Impact: 使数据分析能对业务产生影响

- 人力资本和人力资源的区别
- “偏执”的结构化思维是量化的基础
- 改变思考框架：从业务影响开始

Insight: 识别关键指标，开展数据分析，形成基于事实和数据的观点

- 确保数据分析的“有效性”是提升影响力的前提

- 确保有效性的三部曲：建立假设、思辨假设、再次追问
- 结构化、体系化地管理你的数据分析
 - 没有量化指标的体系，就不是真正的体系化“量化分析”
 - 从美世筹建人力资本效能报告的指标库过程去学习
 - 像美世数据顾问一样管理数据的全生命过程
- 所谓量化分析决策就是：多个论据指向同一个论点
 - 直接对比、寻找差异、反映事实
 - 直接对比，思考差异的原因、相关性（因果性）
 - 时间轴对比，寻找关键时间点、相关性
 - 回归分析，寻找最优拟合关系
 - 波士顿矩阵的资源决策思考
 - 论点摆在眼前，该做什么决策？

Engage：有效展示并阐述价值，建立可信度，提升方案成功率

- 十八种常用图表，选择哪种合适的图表呈现你的结论
- 单个读图的五个步骤
- 八个能产生有力冲击的表达手法，以合适的方式将信息传递给对的人，用数据来讲故事

学员收获

- 自信清晰的阐述关于人才和人力资本衡量与分析的相关问题及优秀实践
- 以高效的方式，在公司内部定制开发量化分析的指标体系
- 利用数据信息讲述一个有影响力的故事以吸引和感染听众
- 制定行动计划，以克服在公司中实施人力资本衡量及分析的障碍

目标学员

人力资源总监，人力资源经理，人力资源业务伙伴以及其他需要做出人才管理相关决策的专业人士

Workforce metrics and analytics: Drive business by data

Live stream is available for Shanghai sessions 

Business and HR leaders are recognizing the potential value of workforce metrics and analytics. Yet many organizations still struggle with developing a strategy and identifying where to start, what to measure, and how metrics and analytics can clearly and effectively link human capital programs and policies to business results.

"I'm not worried about machines thinking like humans, I'm worried about humans thinking like machines," says Apple's Cook. Mercer's concern for HR is, "we are worried that HR doesn't know how the machine thinks." In other words, you need to know how humans guiding the machine thinks. Unlike many online courses with similar names, Mercer does not believe through one-way, dispersive learning via screen can solve this problem of systematic thinking.

Mercer's upgraded two-day workshop aims to improve organizational productivity; assist in implementing business strategies; help you build an analysis framework based on business needs; further improve the understanding of the impact of data analysis; look for the establishment of a system of analysis index database; and analyze, interpret, and present the data to support you in mastering related skills through detailed steps, practice, and rehearsal. These can act as a quick win to support the company's deepening of data analysis.

Topics covered

Impact: Making data analysis impact on business

- Distinction between human capital and human resources
- Structural thinking is the basis
- Changing mindset: starting with business impact

Insight: Identify key indicators, carry out data analysis, and form viewpoints based on facts and data

- Ensuring the validity to enhance influence
 - Assumptions, speculation, and questioning again
- Manage your data in a structured and systematic way.
 - A library of index is the basis of data analysis
 - (Exclusive) learning from how Mercer establish the library of index of human capital effectiveness report
 - (Exclusive), learning from Mercer data consultant, how to manage the whole life of data (from source to conclusion)
- Data analysis: multiple arguments point to the same argument
 - Direct comparison, finding differences and reflecting facts.
 - Direct comparison, thinking about the causes and relevance
 - Comparison by duration, finding correlation
 - Regression analysis to find the best fit relationship
 - Thinking about resource decisions for the Boston matrix
 - What decision should we make when we get a clear viewpoint?

Engage: Effectively demonstration and value clarification to build credibility and improve scheme success rate

- Eighteen commonly used charts, choose the right chart to present your conclusion.
- Five steps for a single reading.
- Eight powerful expressions, Pass the information to the right person in the right way, and tell the story with the data.

Benefits to participants

- Speak confidently about issues and best practices in talent and workforce analytics
- Learn how to build a human capital dashboard system for your own company
- Tell an effective story with data that will engage your audience
- Create an action plan to overcome obstacles to using metrics and analytics in your organization



Mercer Public Workshop

美世公开研讨会

美世学习与发展热线 | Tel: 400 600 5599 | E-mail: LearningChina@mercer.com

Target participants

HR directors, managers and business partners, and others who make talent-related decisions