

MERCER PUBLIC WORKSHOP

美世公开研讨会

HR 伙伴式咨询技术和实践

掌握美世顾问的咨询密器与技术，成为企业专业内有影响力的内部咨询顾问

在 HR 的技能工具箱中，咨询技能的位置尤为独特，并且对于 HR 职业发展的重要性愈发明显：

- 咨询技能的缺失，便易丧失与业务的链接，无法解码外部和内部客户期望
- 咨询技能的不足，便易丧失全局和系统角度，始终无法跨越与战略规划的“最后一公里”
- 咨询技能的落后，便易丧失业务高层对您的尊重，并难以在 HR 同仁中脱颖而出，与 HR 翘楚的距离亦渐行渐远

因此，对于致力于成为战略性业务伙伴的 HR 来讲，咨询技能的修炼不仅重要，而且紧迫。

美世精心研发 2 天研讨会，将通过讲授、分享、练习和案例的多种学习方式，与学员分享四项咨询技术的核心工具方法和实操要点，课程内容丰富并且指向 HR 的具体工作实践。

课程概述

如何建立伙伴关系

- 成为战略性业务伙伴模型
- 如何参与到业务中
- 如何建立可靠性
- 如何赢得信任

研讨会信息

时间地点：
北京
7月 2-3 日
10月 17-18 日

上海
3月 26-27 日
7月 9-10 日
11月 5-6 日

广州
11月 21-22 日

深圳
6月 20-21 日

费用：
RMB 10,800(含 6%增值税)

联络

美世学习与发展热线电话
电话: 400 600 5599
电邮:
learning.china@mercer.com

如何解读公司业务模式和战略

- 分析业务模式的咨询工具
- 用五张图解读发展战略

GAPS ! 地图工具

- 需求的四个层次
- GAPS ! 工具框架与模板
- 问题树：诊断树与方案树
- MECE 法则
- 美世组织绩效路线模型
- 利用 GAPS 地图工具重构需求

运用咨询工具实现结构化思考

- 从战略地图到关键能力与岗位
- 组织分工与目标整合
- 领导力发展阶梯
- 人才盘点与发展
- 人才保留与激励

通过有效的提问、对话和展示提高影响力

- 问题的类型与应用
- 有效提问的七个原则
- GROW 对话模式
- 针对不同风格的对话方式
- 故事板编排与金字塔结构
- 增加幻灯片呈现的说服力

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学员收获

- 掌握如何建立伙伴关系和咨询技能的独特价值
- 掌握如何解读公司业务发展模式 and 战略
- 掌握运用咨询技能对业务需求进行解码和重构的能力
- 掌握如何界定和剖析问题
- 掌握常用的人力资本咨询工具，提升结构化分析与思考能力
- 掌握有效的提问和对话技能
- 掌握富有逻辑力的呈现与展示技能

目标学员

具有内部顾问角色的各个职能相关人员，如人力资源业务伙伴、学习发展顾问，以及其他需要以顾问的方式提供内外部服务的专业人士

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HR CONSULTING SKILLS FOR PARTNERING

Consulting skill is the most unique HR skillsets, and they're becoming increasingly important in HR career development:

- Without consulting skills, it's difficult to connect with the business, making it impossible to decode both external and internal customer expectations
- With insufficient consulting skills, it's easy to lose overall and systematic perspective. It will be hard to complete strategic planning
- If your consulting skills are inadequate, you may lose the respect of senior business leaders, making it difficult to stand out from HR colleagues and driving you farther away from becoming an HR partner

Therefore, for HR leaders committed to become strategic business partners, perfecting your consulting skills is not just important but critical.

Mercer has developed a two-day workshop to share the core tools, methods and operations of four consulting approaches. This comprehensive course is designed for the specific needs of HR personnel.

TOPICS COVERED

PART I: BUILDING THE PARTNER RELATIONSHIP

- Model for becoming a strategic business partner
- Participating in business
- Establishing reliability
- Winning trust

PART II: INTERPRETING BUSINESS MODEL AND STRATEGY

- Consulting tools for business model analysis
- Interpreting developing strategy with five pictures

PART III: GAPS! MAPPING TOOLS

- Four levels of need

WORKSHOP INFORMATION

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Nov 21-22

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Jun 20-21

Price:

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- GAPS! tool frame and template
- Issue Tree: Diagnosis Tree and Solution Tree
- MECE method
- Mercer Organizational Performance Route Model
- Refactoring needs using the GAPS! tool

PART IV: ACHIEVING STRUCTURED THINKING USING CONSULTING TOOLS

- From strategy map to key competency and position
- Organizational division and goal integration
- Leadership development pipeline
- Talent review and development
- Talent retention and motivation

PART V: INCREASING IMPACT THROUGH EFFECTIVE QUESTION , DIALOGUE AND PRESENTATION

- Types of questions and application
- Seven principles for effective questioning
- GROW conversation mode
- Different styles of conversation
- Storyboard layout and pyramid structure
- Increasing the persuasiveness of your presentation slides

BENEFITS TO PARTICIPANTS

- Understand the unique value of consulting skills and setting up business partner relationship
- Learn how to interpret your company's development model and strategy
- Learn how to use consulting skills to decode and reconstruct business needs
- Learn how to define and analyze problems
- Learn commonly used human capital consulting tools, and enhance capability of structured analysis and thinking
- Master effective questioning and conversation skills
- Master logical presentation and demonstration skills

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TARGET PARTICIPANTS

This course is relevant for anyone in an internal consulting role, such as HRBP, learning and development consultants, and those who provide internal or external consulting services

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