

# MERCER PUBLIC WORKSHOP

## 美世公开研讨会

### 重塑与转型：构建数字化时代面向未来的员工团队

#### 数字化转型与技术颠覆背景下的组织岗位重构、人员规划、组织能力再造及转型计划实施与落地

根据《美世 2018 年全球人才趋势研究》发现，在全球数字化转型背景下，未来劳动力市场将面临诸多挑战，且如量子反应一样，互相影响，共同变化。随着人工智能越来越多的应用到我们工作中，我们需要高技能人才来发挥数字化优势，人才才能成为 21 世纪连接创新、竞争力、成长的关键因素，而非资本和技术。

- 面对这些挑战，企业该如何解决才能在快速变化的劳动力市场保持竞争力？
- 我们已经步入到“人才的时代”，如何确保我们始终把人作为变革的核心？
- 企业现在该如何布局，打造面向未来的员工团队？

美世为期 1 天的研讨会，将帮助您明确和评估数字化转型与技术颠覆给企业带来的实际影响，了解岗位重新设计的流程和方法、对员工团队进行战略规划和布局、并通过转型计划和员工技能升级计划确保战略的成功实施与落地。

#### 课程概述

##### 变革颠覆时代下，员工团队面临的问题和挑战

- 主要的颠覆性数字化趋势（如机器人、3D 打印、零工经济等）
- 数字化转型对流程驱动的岗位产生的巨大影响
- 老龄化挑战和人才资源的多元化并存

#### 研讨会信息

时间地点：

北京

8 月 14 日

上海

7 月 16 日

11 月 20 日

深圳

5 月 10 日

费用：

RMB 6,800(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

## 经典案例研究：技术颠覆下的行业标杆案例解析

- 金融行业——业务平台转型
- 零售行业——以人才为中心的收购模式
- 高科技行业——员工团队战略转型
- 服务行业——员工团队再培训

## 美世构建面向未来的员工团队的四大步骤

- 技术影响评估
  - 评估影响：科技、人口学和其他趋势
  - 影响的根源：价值链上的数字化和其他颠覆性变化
  - 聚焦分析主要受其影响的职位族和岗位角色
- 岗位重新设计
  - “三步走”岗位重新设计流程
- 员工团队战略规划
  - 人员供求关系的变化及差距分析
  - 人员规划的多种方法 (如自由职业、合伙、众包等)
  - 员工团队规划的具体策略
- 转型计划和再培训/技能升级计划
  - 实施路径与技能转化

## 综合案例讨论与练习

## 学员收获

- 了解数字化和技术颠覆时代下对价值链和组织及员工团队的影响

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- 通过案例学习了解多个受数字化和技术颠覆冲击的行业其具体变化及应对方案
- 学习和了解面向未来的组织和员工团队重塑的关键要素和原则
- 学习和掌握重塑未来员工团队的四大关键步骤，及过程中所使用的工具和方法

## 目标学员

希望在组织中承担起战略职位，或涉及组织发展、人力资源规划的人力资源中、高级经理人，人力资源业务伙伴

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## 美世公开研讨会

### WORK FOR THE FUTURE : BUILD A FUTURE-ORIENTED TEAM IN THE DIGITAL ERA (NEW)

Organizational restructuring, Personnel Planning, Organizational Capability Reengineering as well as Transformation Plan Implementation under the Background of Digital Transformation and Technology Revolution

According to 《 Mercer Global Talent Trends 2018—Unlock the growth potential in the Talent Age 》 , under the background of digital transformation, the labor market will face more and more challenges in the future, like the quantum reactions which will produce mutual influence and changes together. With the increasing application of Artificial Intelligence to our work, we need highly-skilled talents to take advantage of the digitalization. Only people could become the key factor to connect innovation、competiveness and growth in the 21st century, rather than capital and technology.

- How can companies face these challenges to remain competiveness in a rapid changing labor market?
- We have stepped into the era of “Talent Age”, how to ensure we always take human as the core tasks?
- How should companies deploy to build a future-oriented staff team?

Mercer’s One-day workshop will help you to identify and assess the real impact of digital transformation and technology revolution on the business. You will have a comprehensive understanding of the process and methodology of job redesign; learn how to deploy strategical plan and layout the employee team as well as the successful implementation of the strategy through adopting transformations and employee skill upgrade program.

#### TOPICS COVERED

**The problems and challenges faced by employee team in the era of changes and revolutions:**

- Major disruptive digital trends (such as robotics, 3D printing, gig Economy etc.)
- Digital transformation made a huge impact on process-driven positions

#### WORKSHOP INFORMATION

Time and Place:

Beijing  
Aug 14

Shanghai  
Apr 16  
Nov 20

Shenzhen  
May 10

Price:

RMB 6,800(including 6% added-value tax)

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- The co-existence of ageing challenges and talent diversification

### Classical Cases Study: Industry Benchmarking Case Analysis under Technology Revolution

- Financial Industry-business platform transformation
- Retail Industry- a talent-centered acquisition model
- High-tech industry- staff team strategic transformation
- Service Industry- staff retraining

### Mercer's Four Steps to Build a Future-oriented Team

- Technology Influences Assessment
  - Assess Impaction: technology、 demography and other trends
  - Impaction Causes: Digitization and other disruptive changes in the value chain
  - Focus on analysis the job group and positions that are primarily affected by technology
- Position Redesign
  - “Three -Step” Position Redesign Procedure
- Staff team strategic planning
  - Staff supply and demand changes as well as gap analysis
  - Multiple methods of staff planning (e.g. freelance, partnership, crowdsourcing, etc.)
  - Specific strategies of staff team planning
- Transformation Plan and Retraining/ Skill Upgrade Plan
  - Implementation Path and Skill Conversion

### Comprehensive case discussion and practice

### BENEFITS TO PARTICIPANTS

- Understand the impaction of digitalization and technology revolution on the value chains, organizations and staff team
- Learn about the specific changes and solutions of multiple industries affected by digitalization and technology revolution through case studies
- Learn key elements and principles of reshaping future-oriented organization and staff team

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- Learn and master the four key steps to reshape future-oriented staff member as well as the tool and methods used in the process

## **TARGET PARTICIPANTS**

Human Resource Senior Managers who hope to assume strategic positions or related to organization development and Human Resources planning, HRBP

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