

MERCER PUBLIC WORKSHOP

美世公开研讨会

打造企业领军人才

——敏捷高效的干部管理体系与实践

结合美世咨询案例，从选用育留退五维度全面梳理打造敏捷高效干部管理体系的具体方法。

实践证明人才管理是企业成功最核心的要素之一，而干部管理更是人才管理中的重中之重。“火车跑得快，全靠头来带”，相反亦会“一将无能，累死三军”。

2020年，一场突如其来的疫情，在全球范围内，对经济和社会带来了超出预期的深刻影响，业务模式、组织效率和人才竞争力成为企业可否渡过难关的关键因素，而干部队伍的重要性越发凸显出来。那么，如何构建一支以核心价值观为本，有战斗力有竞争力的干部队伍？如何敏捷高效的打造干部管理体系与机制？国内市场有哪些干部管理的企业实战经验和方法值得借鉴？美世为期1天的研讨会，将基于美世干部管理框架，结合美世在干部管理项目中的咨询案例，从选、用、育、留、退各个角度，全面梳理打造敏捷高效干部管理体系的具体方法，帮助企业把好干部队伍建设的每一道关。

课程概述

一、干部管理概述

- 干部管理的挑战
- 干部管理理念与发展历程
- 美世干部管理整体框架

二、干部选拔

- 确定标准——干部任职资格体系建设
- 实施盘点

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- 干部盘点维度选择
- 干部盘点测评工具选择
- 案例分享
 - 某全球领先企业的干部优化

三、干部任用与激励

- 干部绩效管理体系
- 激发干部活力
 - 有效授权
 - 激发一线干部活力

四、干部培养与发展

- 干部培养的核心关注点
- 运用产品思维和设计思维，提高干部培养质量
- 通过敏捷化培养方式，加速干部成长
- 案例分享
 - 某集团对各级干部的培养体系
 - 某企业一线干部团队训战营

五、干部保留

- 事业留人
- 文化留人
- 薪酬留人

六、干部退出

- 可上可下&可进可退
 - 借助变革管理方法
 - 员工心理把握

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- 高效沟通机制
- 法律风险防范

七、干部管理的基础保障

- 组织承载
 - 干部管理部门的定位
 - 管控模式
 - 职责分工
- 上下贯通，统一认知
 - 建立干部档案，打造干部梯队

学员收获

- 构建敏捷和系统性的干部管理体系
- 学习干部管理选、用、育、留、退全套管理机制的具体设计与运行方法
- 了解市场领先企业干部管理的案例与实践

目标学员

企业干部管理负责人、HR 中高层管理者、企业中高层管理者

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DEVELOPING CORPORATE LEADERS -- AGILE AND EFFICIENT EXECUTIVE MANAGEMENT SYSTEMS AND PRACTICES

It has been proven by practice that talent management is one of the key points to corporate success, among which executive management is the most important. “The locomotive drives the train to run fast,” otherwise “an incapable general will exhaust the troops.”

In 2020, an epidemic caused global economic and social repercussions beyond expectations. Business model, organizational efficiency and talent competitiveness have become the key factors when deciding whether or not a company can pull through. The importance of the executive team has stood out. Then, how to build a core values-oriented, competitive and ambitious executive team? How to efficiently create an executive management system and mechanism? What corporate practices and methods of executive management in the domestic market can we refer to? Mercer’s one-day workshop will analyze the specific methods to create an agile and efficient executive management system to help companies with executive team building from perspectives such as selection, employment, training, retention and design based on its executive management framework and consulting cases of executive management projects.

TOPICS COVERED

I. EXECUTIVE MANAGEMENT OVERVIEW

- Challenges of executive management
- Executive management concepts and development
- Mercer’s overall executive management framework

II. Executive Selection

- Determine the criterion – executive qualification system building
- Analyze
 - Select an executive analysis dimension
 - Select an executive analysis measurement
- Case sharing

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- The executive optimization of a world-leading company

III. EXECUTIVE APPOINTMENT AND INCENTIVES

- Executive performance management system
- Energize executives
 - Valid authorization
 - Energize first-line executives

IV. Executive Training and Development

- The focus of executive training
- Use product and design threads to improve executive training
- Use agile training to accelerate executives' growth
- Case sharing
 - A group's executive training system
 - A company's training camp for first-line executives

V. EXECUTIVE RETENTION

- Retention by career
- Retention by culture
- Retention by remuneration

VI. EXECUTIVE RESIGN

- Free mobility
 - Adopt the change management
 - Delve into employees' psychology
 - Efficient communication system
 - Legal risk prevention

VII. BASIC GUARANTEE FOR EXECUTIVE MANAGEMENT

- Organization responsibilities
 - The positioning of the executive management department
 - Management and control pattern
 - Job assignment
- Close contact among all levels and cognition unification

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- Establish executive archives and an executive echelon

BENEFITS TO PARTICIPANTS

- Create an agile and systematic executive management system
- Learn the specific design and operating method of the management mechanism involving selection, employment, training, retention and design
- Learn about the advanced cases and practices of corporate executive management in the market

TARGET PARTICIPANTS

Executive managers, middle and senior HR managers, middle and senior management