

MERCER PUBLIC WORKSHOP

美世公开研讨会

打造深植人心的企业文化

从标语到标准再到行为，掌握将企业文化从理念落地为现实的 五种武器

企业在竞争激烈与多变的市场环境中，希望表现出怎样的价值观念、经营理念及种种行为决策？组织的快速成长，企业文化需要与时俱进吗？组织转型或变革，优良的传统是否能够被保持和传承？企业发展进入平台期，文化价值观怎样才能支持中坚力量坚持初心和勇于突破？组织的不同成长阶段，员工的个性和自我价值怎样与企业的价值观实现整合与共赢？这些思考与实践的挑战越来越多地浮现在企业管理者和组织发展人员的面前。

在很多企业，那些“高大上”的使命、愿景、核心价值观乃至各项经营管理理念总是流于形式、浮于表面，与实际的经营管理相脱节，难以得到有效的贯彻落实。只有制订切实可行的理念落地规划，进而构建完善的企业文化管理体系，采取有效的策略与方法，加以长期不懈地推进实施，才能实现文化的落地和深植，最终对企业长期经营业绩的提升和战略目标的实现发挥核心作用。

美世 1 天的研讨会将帮助学员全新认识企业文化，了解从标语到标准再到行为的企业文化明晰化与落地的工具、方法和实践，掌握企业文化体系建设的优化思路和推进企业文化变革的策略方法。在学习形式上，将采用美世复合式教学模式，线下线上学习相结合，有效强化巩固学习效果。

课程概述

企业文化的内涵和构成

- 企业文化与愿景、使命、战略的关系

研讨会信息

时间地点：

北京

11月6日

上海

5月14日

11月19日

广州

7月9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

- 企业文化在组织发展中的角色和位置
- 企业文化的构成要素与结构
- 企业文化建设的本质

从标语到行动—企业文化落地的成功要素和方法

- 企业文化与业务发展阶段、经营理念的一致性
- 管理者身体力行，践行文化
 - 案例研讨—实践中的管理文化应用
 - 案例分享—令管理者践行文化的优秀实践
- 文化变革行动的宣传策略
 - LILI 模型的运用要点和实践分享
- 文化落地的制度优化
 - 运用考核新思路跟进和奖惩文化落地行为
 - 案例研讨
- 文化实施的支持与辅导系统
 - 美世文化审计工具的使用和分析技巧
 - 案例分享—组织成长中的文化审视与梳理

HR 在企业文化建设中发挥能力与价值

学员收获

- 全新认识企业文化在组织发展中的价值和作用，学习文化明晰化和文化变革的方法
- 认识企业文化落地的本质，明确完整的企业文化管理体系内容
- 系统掌握企业文化管理体系及企业文化落地和持续推进的构建思路、策略与方法

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目标学员

企业组织发展负责人、人力资源负责人和企业中负责企业文化建设与推进的中高层管理者

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CREATING PENETRATING CORPORATE CULTURE

What value concepts, operational concepts, and various behavior decisions do enterprises hope to present in the fiercely competitive and changeable market environment? Are the fast growth and corporate culture of enterprises keeping pace with the times? Are organizational transformation or reform and good traditions able to be kept and inherited? How can the cultural values support the core force to stick to the original intention and have the courage to break through when enterprises enter into the platform period? How can employees' personalities and self-value be integrated and achieve a win-win situation with the value of enterprises in different growth stages of the organization? Mercer practice research found that, these thoughts and practical challenges are emerging in front of enterprise managers and organizational development personnel more and more.

In many enterprises, those high and lofty missions, visions, core values and even various operation and management concepts always become more of a formality and float on the surface, disjointed with the practical operation management and difficult to be effectively implemented. Only by formulating a practical and feasible concept implementation plan, building a perfect enterprise culture management system, adopting effective strategies and methods, and conducting unremitting promotion and implementation can culture be implemented and deeply rooted, so as to give play to its core effect on the improvement of enterprises' long-term operation performance and ultimately the realization of strategic goals.

Mercer's one-day seminar will help trainees have an all-new understanding of corporate culture, understand the tools, methods and practice of corporate culture clarification and implementation from slogans to standards and behaviors, master the optimization ideas of corporate culture system construction, and promote the strategic methods of corporate culture.

TOPICS COVERED

The connotation and composition of corporate culture

WORKSHOP INFORMATION

Time and Place:

Beijing
Nov 6

Shanghai
May 14
Nov 19

Guangzhou
Jul 9

Price:

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

CONTACT

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- The relationship between corporate culture and corporate vision, mission and strategy
- The role and status of corporate culture in organizational development
- The elements and structure of corporate culture
- The essence of corporate culture construction

From slogans to action—Successful elements and methods for corporate culture implementation

- Consistency of business development stage, business philosophy and corporate culture
- Managers devote to culture practice
 - Case discussion— Application of management culture in practice
 - Case sharing— Excellent practices that enable managers to practice culture
- The propaganda strategy of cultural reform
 - Applying key points and practice sharing of LILI model
- System optimization of culture implementation
 - Apply new ideas of assessment to follow up, reward and punish culture practices
 - Case discussion
- Support and coaching systems of culture implementation
 - Use and analytical skills of Mercer’s cultural audit tools
 - Case sharing— Review and sort out the culture during organizational growth

HRs exert their abilities and value in corporate culture construction

BENEFITS TO PARTICIPANTS

- Have an all-new understanding of the value and function of corporate culture in organizational development and learn the methods of cultural clarification and cultural reform
- Recognize the essence of corporate cultural implementation and clarify corporate culture management system content
- Systematically master the corporate culture management system and corporate culture implementation, and continuously build ideas, strategies and methods

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TARGET PARTICIPANTS

Corporate organization development directors, HR directors, and middle-senior managers responsible for corporate culture construction and promotion

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