

MERCER COLLEGE 美世学院

建立培训与发展体系

美世中国人才吸引和保留调研表明：培训与发展机会是吸引和保留人才的首要因素。我们看到越来越多的企业将寻找建立和提高培训发展体系作为企业核心人才管理体系的重点。

欢迎参加美世为期两天的“建立培训与发展体系”研讨会，我们将与您共同探讨构建人才培养和发展体系的关键因素。

课程概述

- 培训、学习与发展
- 培训与发展的新趋势和新角色
- 培训需求分析
 - 组织/战略分析
 - 岗位/任务分析
 - 绩效/员工分析
- 培训体系设计
 - 培训课程体系设计
 - 领导力发展阶梯
- 培训课程开发与实施
 - 内部培训师体系的建立
- 培训课程效果评估
 - 新柯氏四级评估
 - 期望回报率 (ROE)
- 培训体系评估
- 如何评估并发现人才
 - 绩效与潜力
 - 如何定义潜力
- 70-20-10发展模式
 - 通过工作经验发展员工：岗位轮换和特殊项目
 - 帮助员工进行职业选择：职业锚
 - 通过工作关系发展员工：辅导和导师
 - 角色扮演：GROW模式

研讨会信息

时间地点：

北京
2014年10月21-22日

上海
2014年3月25-26日

广州
2014年6月12-13日

费用：

RMB 9,200 (未含6%增值税)

- 高层领导的支持和参与
 - 可传授的观点

学员收获

- 建立培训发展体系框架
- 评价培训项目及过程管理
- 通过培训发展体系支持绩效、继任以及职业规划

学员对象

本课程适合于从事培训和发展工作的人力资源专业人士。

讲师介绍

孙洪海现为美世学院大中华区负责人。

加入美世前，曾在礼来亚洲公司人力资源部任职，主要负责领导力发展、绩效管理和继任者计划。2001年至2005年，孙先生在中欧国际工商学院(CEIBS)担任公司特设课程经理，曾为中海油-壳牌、帝斯曼化工、爱默生电气、柯达、大众汽车、平安保险等公司设计并讲授领导力发展课程。

孙先生是《目标选才》、《情境领导力》、《领导力第一课》、《人际沟通》等课程的认证讲师。在美世学院，孙先生主讲的课程包括《建立培训与发展体系》、《保留关键人才》、《非人力资源经理的人力资源管理》和《培训培训师》等。

孙先生2001年在中欧国际工商学院取得工商管理硕士学位。

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更多详情

请访问美世学院中文网址

cn.mercer.com/mercercollege,

或者联系相关人员。

MERCER COLLEGE

ESTABLISHING A TRAINING AND DEVELOPMENT SYSTEM

As talent development requirements change with China's rapid economic growth, more and more companies are looking for ways to establish or improve their training and development systems as part of their core talent management practices.

Attend Mercer's two-day workshop *Establishing a Training and Development System* to get a complete view of what an effective learning and development system looks like.

TOPICS COVERED

- Training, learning, and development.
- New trends in and roles of training and development.
- Training needs analysis.
 - Organization/strategy analysis.
 - Position/task analysis.
 - Performance/employee analysis.
- Training system design.
 - Training curriculum design.
 - The leadership pipeline.
- Training program development and implementation.
 - Internal trainer identification and development.
- Training program evaluation.
 - The new Kirkpatrick evaluation model.
 - Return on expectation (ROE).
- Training system evaluation.
- Assessment and identification of talent.
 - Performance versus potential.
 - Defining potential.

PROGRAM DETAILS

Dates:
Beijing
October 21–22, 2014

Shanghai
March 25–26, 2014

Guangzhou
June 12–13, 2014

Fees:
RMB 9,200 (6% VAT excluded)

- The 70-20-10 development model.
 - Development of talent through job experience: job rotation and special projects.
 - Career anchor.
 - Development of talent through job relationship: coaching and mentoring.
 - Role play: the GROW model.
- Top leadership support.
 - The teachable point of view.
- Case study: GE's training and development system.

BENEFITS TO PARTICIPANTS

- Build a conceptual and actionable framework for a learning and development function.
- Evaluate a training program and a development intervention.
- Support performance, succession, and career-path planning through training and development.

TARGET PARTICIPANTS

HR professionals who specialize in the training and development field

FACILITATOR

Mel Sun is the Mercer College leader of the Greater China region, responsible for human resources management training and the leadership development business in the region. Mel is a certified trainer for Foundation of Leadership, target selection, insight, and situational leadership. His clients include DSM, Emerson, Kodak, Eli Lilly, Temasek, TRW, Volkswagen, Ubisoft, and YKK.

Prior to joining Mercer, Mel worked at Eli Lilly Asia for two years, where he was responsible for learning and development, performance management, employee communication, and succession planning.

From 2001 to 2005, Mel was in charge of company-specific programs at China Europe International Business School (CEIBS). In that role, he worked closely with leading multinational, state-owned, and private companies to design executive development programs.

Mel obtained an MBA from CEIBS in 2001.

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