

## MERCER COLLEGE 美世学院

# 人力资源辅导流程及技巧（新）

如今的人力资源管理者被赋予多种角色，其中如何协助领导透过辅导提高组织效率、做好企业员工的辅导者已成人力资源的重要工作之一。人力资源辅导通过一系列有方向性、策略性的过程，洞察与完善被辅导者的心智模式：向内挖掘潜能，向外发现可能性，令被辅导者洞察自我、发挥潜能，并有效地激发团队发挥整体力量，从而提高企业的生产力。

### 课程概述

该研讨会将介绍人力资源辅导流程的相关模型，原则及技巧。帮助人力资源管理者通过对辅导技巧和内涵的把握更加有效的对企业员工进行有效地辅导，提高员工工作能力及工作效率，从而提高组织的利益。

### 教学内容

#### 上午模块

- 什么是人力资源辅导
- 辅导在组织内的应用
- 理解管理者所面临的挑战（模型和测评工具）
  - 个人的挑战
  - 团队的挑战
  - 组织的挑战

#### 下午模块

- 辅导的流程
- 辅导技巧
  - 反馈技巧
  - 倾听技巧
  - 提问技巧 — GROW模型
- 辅导和影响力的关系
- 如何在企业内推动辅导
- 如何成为有效的人力资源辅导师（人力资源辅导师所需要的能力）

#### 研讨会信息

时间地点:

北京

2014年8月8日

上海

2014年11月7日

费用:

RMB 5,800（未含6%增值税）

## 学员收获

- 了解和明确HR辅导业务经理、员工、下属的意义和作用
- 学习在工作中发现和了解业务经理的挑战和困难，选择合适的沟通方式来辅导业务经理
- 学习并演练如何对内部客户进行有效的反馈来使其认识到自己的优势和盲区
- 学习并应用GROW模型来帮助被辅导者思考有碍其发展的因素，通过分析结果，制定下一步的改进计划、明确未来的发展方向，提升对业务的高效支持作用
- 学习如何有效的在企业内推动辅导以及如何使自己成为合格的辅导师。

## 学员对象

人力资源经理、人力资源业务伙伴、企业管理人员，及其他有辅导员工职责的主管

研讨会信息

时间地点:

北京

2014年8月8日

上海

2014年11月7日

费用:

RMB 5,800 (未含6%增值税)

联络

北京

娄艳新

电话: +86 10 6533 4392

电邮: nancy.lou@mercer.com

上海

冯瑞婷

电话: +86 21 6103 5485

电邮: ruiting.feng@mercer.com

广州

杜维杰

电话: +86 20 6661 5116

电邮: max.du@mercer.com

或发送电子邮件至:

mercercollege.china@mercer.com

13344A-MC-080714

## MERCER COLLEGE

# HR COACHING PROCESS AND SKILLS (NEW)

Nowadays HR professionals need to play various roles. One of their important roles is to help managers improve the organization's efficiency through coaching and to become good coaches to their employees. HR coaching helps detect and improve employees' mental state through a directive and tactical process. In addition, high-potential talent can be identified and groomed internally while external possibilities are also explored, enabling employees to gain insights into themselves and develop their potential, while effectively motivating the whole team to increase business productivity.

### PROGRAM OVERVIEW

This workshop will introduce HR managers to models, principles, and skills related to the HR coaching process, helping them develop better coaching skills to help improve working capabilities and efficiency — advancing the organization's interests.

### TOPICS COVERED

#### Morning Module

- An introduction to HR coaching.
- Application of coaching in the organization.
- Understanding the manager's challenges:
  - Personal challenges.
  - Team challenges.
  - Organizational challenges.

#### Afternoon Module

- Coaching process.
- Coaching skills.
  - Feedback.
  - Listening skills.
  - Questioning skills — GROW model.
- The relationship between coaching and influencing.
- How to promote coaching within organization.
- How to be an HR coach — competence as an HR coach.

#### PROGRAM DETAILS

Dates:  
Beijing  
August 8, 2014

Shanghai  
November 7, 2014

Fees:  
RMB 5,800 (6% VAT excluded)

## BENEFITS TO PARTICIPANTS

- Know and clarify the purpose and effect of coaching business managers, employees, and subordinates.
- Discover and understand the challenges of business managers, and adopt an appropriate communication style to coach them.
- Learn and practice how to give effective feedbacks to internal clients to enable them to realize their advantages and blind spots.
- Learn and apply the GROW model to help employees think about the factors hindering their development, make improvement plans, and develop a clear future-development direction through analysis, all to provide efficient support to the business.
- Learn how to promote coaching and how to be a qualified coach.

## TARGET PARTICIPANTS

HR managers, HR business partners, general managers, and other supervisors who have a coach role

### PROGRAM DETAILS

Dates:  
Beijing  
August 8, 2014

Shanghai  
November 7, 2014

Fees:  
RMB 5,800 (6% VAT excluded)

### CONTACT

Beijing  
Nancy Lou  
P: +86 10 6533 4392  
E: nancy.lou@mercer.com

Shanghai  
Ruiting Feng  
P: +86 21 6103 5485  
E: ruiting.feng@mercer.com

Guangzhou  
Max Du  
P: +86 20 6661 5116  
E: max.du@mercer.com

Or email:  
mercercollege.china@mercer.com