

# EFFECTIVE TALENT MANAGEMENT

## Best Practices in Integrated Talent Management 2009

Shanghai, China

26<sup>th</sup> & 27<sup>th</sup> November 2009



### Your International Facilitator:

**Les Pickett** is Chief Executive of Pacific Rim Consulting Group and Partner Australasia and South East Asia for McBassi & Company a world leader in the analytics of people and results.

He is recipient of the prestigious **Asia-Pacific Human Resource Development Award** for outstanding contribution to the development of people and the human resource development profession in the Asia Pacific region.

Les Pickett has consulted for a wide range of leading public and private sector organisations. His professional career has taken him to over twenty countries and he has been internationally recognised for his work on linking business planning, corporate objectives, human capital capability and leadership development strategies for improved business outcomes.

He is author of Organisation and Manpower Planning and Some Aspects of Personnel Management. Over two hundred of his articles on a wide range of leadership, management and human resource topics have been published in more than twenty countries. Some have been translated from English and some have won awards.

### What Others Say:

Les Pickett is one of the most experienced and influential human resource executives in the Asia-Pacific region - **ARTDO International**

An internationally recognised leader in human resource management - **Australian Human Resources Institute**

One of the outstanding global leaders in human resource development - **International Federation of Training and Development Organisations**

One of the most experienced human resource practitioners in the Asia Pacific region and a recognised world leader in human capital capability - **Asia Pacific Centre for Continuing and Professional Development**

### People make the difference.

Effective management of human capital is already a critical responsibility of the senior corporate executive team. It is rapidly increasing in its importance and is making new demands on the HR department and on managers at all levels in the organisation.

During this two day programme an internationally recognised global leader on human capital capability development and talent management will discuss current and emerging challenges and provide practical suggestions and guidelines for the future.

In confronting what has often been described as the global war for talent participants will examine and discuss the impact of the changing environment on human resource planning, recruitment, staff training and professional development, performance management, succession and career planning, retention of talent and managerial leadership.

The changing role of the human resource function and its emerging future relationship with senior executives and operating line managers will also be examined. Practical examples and actual case studies will be used to reinforce and expand the material presented during the programme.

### Attend this two-day course to secure expert advice on:

- The changing world of business
- Strategies for growth under the impact of the global financial crisis
- Human capital planning and strategy
- Managing people in organizations
- Enterprise planning and business strategy
- Human capital capability and enterprise success
- Leadership and Managerial effectiveness
- Knowledge retention and organizational learning
- Managing people during organizational transition
- A focus on the future
- Planning for action- **A unique feature of this practical two-day programme is the preparation of an INDIVIDUAL CAPABILITY PROFILE AND PROFESSIONAL DEVELOPMENT PROGRAMME**

**Participants will also have email access to us for a period of Six Months after completion of the course for updated materials.**

### Pre-Course Questionnaire

In order to tailor this course precisely to your needs, the course leaders would value information on your knowledge, experience and requirements.

The rapidly changing international business environment is presenting organizations with an increasing range of challenges.

Progressive organizations recognize that they need to review the way in which they employ, develop, retain and manage their people. Tomorrow's successful companies are carefully planning to ensure that they have the managerial, professional and technical human capabilities they will need to succeed. They also recognize that international expansion and growth brings new challenges and opportunities.

They are working hard to create value through their people. They are developing new ways of attracting people and unlocking and utilising the talent in their organizations.

## Session One

### The changing world of business

- Major issues facing executive management
- Tomorrow's global company - challenges and opportunities
- Planning for the future – and the significance of human talent
- Critical human factors in going international or global

*Morning tea and networking break*

## Session Two

### After the storm

- Impact of the global financial crisis
- Strategies for growth
- Riding the waves to success

## Session Three

### Human capital planning and strategy

- Tomorrow's global talent – meeting enterprise requirements
- Workforce capabilities and demographics
- Integrating business objectives and human capital planning
- Conducting the corporate human capital review

*Luncheon*

## Session Four

### Managing people in organizations

- How leading companies are creating value through people
- Guidelines for business success and enterprise sustainability
- Human resource challenges of culture, values and behaviour
- Guidelines for successful change management

*Afternoon tea and networking break*

## Session Five

### Enterprise planning and business strategy

- Models for business excellence and organisational success
- Conducting the strategic retreat – and some alternatives
- Using SWAT and PEST as strategic human capital planning tools

*Close of Day One*

### About your facilitator

Les Pickett is Chief Executive of Pacific Rim Consulting Group and Partner Australasia and South East Asia for McBassi & Company a world leader in the analytics of people and results. He has held senior corporate executive positions in general management, information technology, marketing and human resource management in leading corporations and is in high demand as a speaker and facilitator in these fields. Les is a member of the International Board of Advisors to the International Public Management Association for Human Resources (IPMA-HR) and Ambassador to Tomorrow's Global Company, a UK based international business led think tank.

**Les participated by invitation in a pilot residential programme on "Human Resources for Competitive Advantage" conducted by the Harvard Graduate School of Business Administration in Boston, U.S.A. and has completed the Investors in People Advisors training programme.** Les played a lead role in the development and conduct of a national series of three day workshops on Effective Manpower Planning in Australia on behalf of Productivity Australia in response to requests from the State Ministers of Labour. He has also played an active role in the development of effective managers and human resource practitioners in Australia, New Zealand, South Africa, North America and in many countries in Europe and Asia. He is also Senior Executive Advisor to Sanseman Government and plays an integral role in the delivery methodology supporting organisations working within the public sector and government environments. He specialises in the human capital aspects of organisational requirements, the knowledge and competencies required to be successful in the sector and planning for the successful implementation of public sector programs.

### Who Must Attend

**Directors, Senior Managers, Chief Executives, Vice President, General Managers and Departmental Heads Managers of**

- Human Resources
- Leadership Development
- Executive & Career Development
- Succession Planning
- Training and Development
- Recruitment & Staffing
- Organisational & Strategic Planning
- HR Policy
- Employee Relations
- Talent Management

**Friday 27th November 2009**

### Session One

#### Human capital capability and enterprise success

- Building a practical human resource framework
- Performance management and career planning
- Organisation and workforce planning
- Succession planning and skills for the future
- Planned recruitment and capability development

*Morning tea and networking break*

### Session Two

#### Leadership and Managerial effectiveness

- Managerial leadership and enterprise success
- Leadership, talent development and retention
- The changing role of frontline and middle managers
- Managing the transition from technician or professional to manager
- Why successful managers derail and fail
- Managerial leadership competencies and capabilities

*Luncheon*

### Session Three

#### Knowledge retention and organizational learning

- Knowledge management, retention and transfer
- Conducting the knowledge audit
- Establishing a framework for knowledge management
- Creating an effective learning organisation
- Human resource development in rapidly changing business environment
- Action learning for accelerated development of high potential people

### Session Four

#### Managing people during organizational transition

- People management and leadership challenges during mergers and acquisitions
- Managing people during organisational transformation
- Critical human factors during downsizing and restructuring
- Stress, anxiety, motivation, productivity and talent retention

*Afternoon tea and networking break*

### Session Five

#### A focus on the future

- Emerging trends in managing and developing talent
- The changing role of human resource management

### Session Six

#### Planning for action

**A unique feature of this practical two-day programme is the preparation of an INDIVIDUAL CAPABILITY PROFILE AND PROFESSIONAL DEVELOPMENT PROGRAMME**

Participants will be invited to complete a simple proforma that will enable them to identify their own managerial competencies, the competencies their current role requires, identify the gap and then consider their next role and identify the core competencies required to enable them to meet the requirements of their desired future role.

They can then see what skills and competencies they need to develop to prepare them for the future.

**Participants will also have email access to us for a period of Six Months after completion of the course for updated materials.**

*Close of Day Two*

**Pacific Rim Consulting Group Chief Executive Les Pickett has made presentations to many different Chinese organizations including:**

- Anhui Provincial Association for International Exchange of Personnel
- Baotou Mineral Resources Inner Mongolia Autonomous Region
- China Huarong Asset Management Corporation
- China Eastern Airlines
- Department of Labour and Social Security Guangdong Province
- Guangdong Finance Bureau
- Tianjin Finance Bureau
- Ministry of Lands and Resources PRC
- China Ship-Building Industry Corporation
- Yantai City Administration, Shandong Province
- Department of Labour and Social Security from Guangdong Human Resource Development Center
- Gansu Poverty Alleviation Delegation
- Hubei State Enterprise Administration Commission
- Sichuan Province Human Resources Group
- Chongqing Municipal People's Congress
- Shanxi Provincial Power
- Shanghai Press and Publication Executives
- China Southern Power Grid
- Anhui Province State Owned Enterprise Commission
- China Cinda Asset Management Corporation
- Hebei Province Personnel Bureau
- Ministry of Personnel The People's Republic of China

# 有效人才管理系列 整合人才管理最佳实践 2009

中国上海  
2009 年 11 月 26-27 日



## 您的国际培训师：

**Les Pickett** 是 Pacific Rim Consulting Group 的首席执行官和人才和结果分析的世界领先公司 McBassi & Company 泛亚太区的合伙人。

他因为在亚太地区对人员的发展和人力资源开发做出的杰出贡献而获得著名的**亚太人力资源开发奖**。

**Les Pickett** 为很多领先的公共机构和公司提供咨询服务。他的职业生涯遍及 20 多个国家。他在综合业务规划、公司目标、人力资本能力和领导力发展战略以改善业务成果方面的工作而获得国际认可。

他的著作有《Organisation and Manpower Planning》和《Some Aspects of Personnel Management》。他在二十多个国家发表了超过200篇的涉及领导力，管理和人力资源方面的议题的论文。其中一些已被从英文翻译为其他语言，其中一些获得了奖项。

## 来自他人的评价：

**Les Pickett** 是在亚太地区最有经验的和影响力的人力资源方面的高层领导之一。 - ARTDO 国际

国际公认的人力资源管理方面的领导者。 -澳大利亚人力资源研究所

人力资源开发的全球领导者之一 - **International Federation of Training and Development Organisations** (国际联合培训及发展组织)

亚太地区最有经验的人力资源从业者之一。一位人力资本能力方面的公认的世界领导者 -**亚太持续专业发展中心**

## 是人创造差别。

有效管理人力资本已经是企业高级管理团队一个重要的责任。它的重要性正在迅速增加，并对人力资源部门和组织中各级管理人员提出新的要求。

在这次为期两天的培训中，一位国际认可的人力资本能力和人才管理方面的全球领导者将和您探讨当前的和新出现的挑战，并提供切实可行的建议和针对未来的指导方针。

面对常常被称为全球人才争夺战的现实，与会者将审视和探讨变化的现实环境对人力资源规划，招聘，员工培训和职业发展，绩效管理，继任和职业规划，留住人才和管理人领导力等方面的影响。

培训还涉及不断变化的人力资源管理职能及其和高级管理人员和经营管理人员的新兴的未来关系。培训中将使用实际例子和实际案例研究来加强理解和发展观点。

## 出席这次为期两天的课程，以确保获取以下方面的专家意见：

- 不断变化的商务世界
  - 全球金融危机影响下的增长策略
  - 人力资本规划和战略
  - 组织中人的管理
  - 企业规划和经营战略
  - 人力资本能力和企业成功
  - 领导和管理的不有效性
  - 知识的保留和组织的学习
  - 组织转型中人的管理
  - 对未来的探讨
  - 行动规划 -这次两天的培训还特为每位参会者提供一份个人能力档案和职业发展规划
- 与会者还将可以在培训结束后通过电子邮件获得 6 个月中的课程更新材料。



星期四 2009 年 11 月 26 日

迅速变化的国际商业环境对组织提出越来越多的挑战。

不断进步的组织认识到，它们需要审查他们聘用，发展，保留和管理人员的方式。明天的成功公司正在认真规划，以确保他们拥有需要的管理，专业技术人才以确保成功。他们也认识到国际扩张和发展带来了新的挑战和机遇。

他们正努力通过他们的人来创造价值。他们正在发展新方式来吸引人才和解除束缚和利用他们组织中的人才。

## 第一部分

### 不断变化的世界商业环境

- 执行管理面临的主要问题
- 未来的全球性公司 – 挑战和机遇
- 对未来的规划 – 与人才的重要性
- 走向国际和全球过程中人力因素的重要性

### 早茶休息与交流

## 第二部分

### 在风暴过后

- 全球金融危机的影响
- 增长战略
- 乘风破浪直至成功

## 第三部分

### 人力资本规划和战略

- 明天的全球人才– 适应企业的需求
- 劳动力的能力和人口统计
- 整合业务目标和人力资本规划
- 执行企业人力资本的审查

### 午餐

## 第四部分

### 管理组织中的人

- 领先公司是如何通过人来创造价值
- 商业成功与企业的可持续性发展的指导方针
- 人力资源的文化、价值观和行为的挑战
- 成功变革管理的指导方针

### 下午茶休息与交流

## 第五部分

### 企业规划和经营战略

- 卓越商业和组织成功的模式
- 进行战略撤退 - 和一些替代方案
- 使用 SWAT 和 PEST 作为战略人力资本规划的工具

### 第一天结束

#### 关于你的培训师

Les Pickett 是 Pacific Rim Consulting Group 的首席执行官和人才和结果分析的世界领先公司 McBassi & Company 泛亚太区的合伙人。他在领先企业担任过综合管理，信息技术，营销和人力资源管理方面的高级管理职位，并在这些领域常被邀请作为演讲者和培训师。Les 是人力资源国际公共管理协会（IPMA-HR）的国际顾问委员会成员。他还是在英国的国际商业领导智囊团 Tomorrow's Global Company（未来全球公司）的特使。

Les 还受邀参加了哈佛大学工商管理研究院在美国波士顿的一个关于“以人力资源促进竞争优势”的先驱在院项目，完成了投资人顾问的培训方案。Les 还代表澳大利亚生产力协会在一个由澳大利亚国家劳工部组织的一个主题为“澳大利亚高效人力规划”的为期 3 天的国家系列讲习班发挥了主导作用的。他还在澳大利亚，新西兰，南非，北美及其他欧洲和亚洲的国家中培养发展优秀经理人和人力资源从业者发挥了积极作用。他也是 Sanseman Government 的高级执行顾问，发挥的作用是为在与公共部门和政府环境下工作的组织提供方法支持。他专于人力资本方面的组织的要求，人力资源领域成功所需的知识和能力以及如何成功实施公共部门计划。

#### 谁应参加

总监，高级经理，首席执行官，副总裁，总经理和以下部门的领导：

- 人力资源
- 领导力发展
- 执行与职业发展
- 继任计划
- 培训和发展
- 招聘
- 组织和战略规划
- 人事政策
- 雇员关系
- 人才管理

## 第一部分

### 人力资本能力和企业成功

- 建立一个切实可行的人力资源框架
- 绩效管理和职业规划
- 组织和工作人员队伍规划
- 继任规划和未来技能
- 计划招聘和能力发展

## 早茶休息及交流

## 第二部分

### 领导力和管理的有效性

- 经理人的领导力和企业成功
- 领导力，人才发展和保有
- 一线经理和中层经理的角色变化
- 管理从技术或专业人员到经理角色的变化
- 为什么成功的经理也会失败
- 经理人的领导力的要求和潜在能力

## 午餐

## 第三部分

### 知识保留和组织的学习

- 知识管理，保留和转移
- 进行知识审计
- 建立知识管理的框架
- 创建一个不断学习的组织
- 快速变化商业环境下的人力资源发展
- 高潜力人员的加快学习行动

## 第四部分

### 组织变迁过程中的人员管理

- 并购中的人员管理和对领导能力的挑战
- 组织变革过程中人员的管理
- 裁员和重组过程中关键的人员因素
- 紧张，焦虑，动机，生产力和人才保留

## 下午茶休息和交流

## 第五部分

### 面向未来

- 管理和发展人才的新兴趋势
- 人力资源管理角色的改变

### 内训方案

如果公司有很多人有着类似的培训需要，那么您不妨考虑内部培训的解决方案。培训将在贵公司现场举行。并且培训可以根据您具体的要求进行。

请联系 **Whitney Shen** 来讨论合作的可能：

电话：+86 28 6552 1255

电邮：whitney.shen@martinlinking.net

## 第六部分

### 行动规划

这次两天的培训一个特色是为每位参会者准备一份个人能力档案和职业发展规划

参会者将被邀请完成一份简单的表格。这将使得他们能认清自己管理能力，他们现在的职位对能力的要求，认清差距并考虑自己的下一个角色，认清希望从事的未来角色的核心竞争能力要求。

这个步骤可以使他们能认识到需要为未来准备什么样的技术和能力。

参会者在培训结束后还将会在六个月内通过电邮获得更新的材料。

## 第二天结束

**Pacific Rim Consulting Group** 的首席执行官 **Les** 为很多不同的中国机构或公司提供过服务。包括有：

- 安徽省国际人才交流中心
- 内蒙古包头矿产资源局
- 中国华融资产管理集团
- 中国东方航空
- 广东劳动和社会保障部
- 广东财政局
- 天津财政局
- 中国国土资源部
- 中国船舶重工集团公司
- 山东省烟台市城市管理局
- 广东人力资源发展中心劳动和社会保障部门
- 甘肃扶贫办
- 湖北国有企业管理委员会
- 四川省人力资源部
- 重庆人民代表大会
- 山东电力
- 上海出版局
- 中国南方电网
- 安徽省国有企业委员会
- 中国信达资产管理公司
- 河北省人事局
- 中国人事部

# Best Practices in Integrated Talent Management 2009

SH 09021-Sales Contract-Please Complete in Capital Letters and Black Ink

## Sales Contract

Please complete this form immediately and fax back to

Whitney Shen

Fax No: +86 28 6552 1233

## Fee Per Delegate

☐ Two Day Training Fee RMB 6000 per person

All the registered delegates are entitled for a set of documentation free of charge

☐ DOCUMENTATION RMB 1500

If you are unable to attend the conference/training but wish to receive copies of the conference/training documentation, please complete the sales contract, tick this box and return the contract with payment details.

Full Payment is required within 5 working days

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Email: \_\_\_\_\_

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Email: \_\_\_\_\_

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Email: \_\_\_\_\_

Organisation: \_\_\_\_\_

Address: \_\_\_\_\_

Town: \_\_\_\_\_ State: \_\_\_\_\_ Postcode: \_\_\_\_\_

Tel: \_\_\_\_\_ Fax: \_\_\_\_\_

Nature of Business: \_\_\_\_\_

Company Size: ☐ 1-99 ☐ 100-249 ☐ 250-499

☐ 500-999 ☐ 1000+

## Authorization

(Signatory must be authorized to sign on behalf of contracting organization.)

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

This booking is invalid without a signature.



## Register Now

Contact: Whitney Shen

Tel: +86 28 6552 1255

Fax: +86 28 6552 1233

Email: whitney.shen@martinlinking.net

## Business Opportunities

An exhibition space is available at the conference. Sponsorship opportunities covering lunch, evening receptions and advertising in documentation packs are also available. Please contact Ms. Whitney Shen at +86 28 6552 1255.

## Payment Method

**Our payment terms are 5 working days on receipt of invoice and full payments can be made by bank transfer.**

开户名: 成都马汀令可商务咨询有限公司

开户行: 中国工商银行成都市暑袜南街支行

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**CONFIRMATION DETAILS:** After receiving payment, a receipt will be issued. If you do not receive a letter outlining the conference details two weeks prior to the event, please contact the Conference Coordinator at Martin Linking.

## Terms & Conditions:

1. Fees are inclusive of program materials and refreshments.
2. Payment Terms - Following completion and return of the registration form, full payment is required within five (5) working days upon the issuance of invoice. Payment must be received prior to the conference/training date. A receipt will be issued on payment. Due to limited conference/training seats, we advise early registration to avoid disappointment. We reserve the right to refuse admission if payment is not received on time.
3. Client's Cancellation/substitution - Provided the total fee has been paid, client's cancellation must be received in writing by MAIL or FAX four (4) weeks prior to the event in order to obtain an 85% credit to attend for any future **Martin Linking** Events. Under such circumstances, **Martin Linking** will retain the other 15% service fee to cover expenses for prior cost that has already been incurred upon the acceptance of registration. All bookings carry a 50% cancellation liability immediately after a signed sales contract has been received by **Martin Linking**.
4. If, for any unexpected circumstances or reasons that **Martin Linking** decides to postpone this event, the client hereby indemnifies and holds **Martin Linking** harmless from any cost incurred in by the client. The event fee will not be refunded, but can be credited to future **Martin Linking**'s events. **Martin Linking** reserves the right to change the content without notice.
5. Copyright etc. - All Intellectual Property rights in all materials produced or distributed BY **Martin Linking** in connection with this event is expressly reserved and any unauthorized duplication, publication or distribution is strictly prohibited.
6. Important note: In the event that **Martin Linking** permanently cancels the event for any reason whatsoever, (Including, but not limited to any force majeure occurrence) and provided that the event is not postponed to a later date nor is merged with another event, the client shall receive a refund for the amount that the Client has paid to such permanently cancelled event.