

Best Practices in Organization Development 2010

THE KEY OBJECTIVE OF THIS UNIQUE ORGANIZATION DEVELOPMENT PROGRAMME IS TO IMPROVE ORGANISATIONAL PERFORMANCE AND BUSINESS RESULTS BY OPTIMIZING HUMAN CAPITAL CAPABILITY

Shanghai, China
18th & 19th March 2010



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**

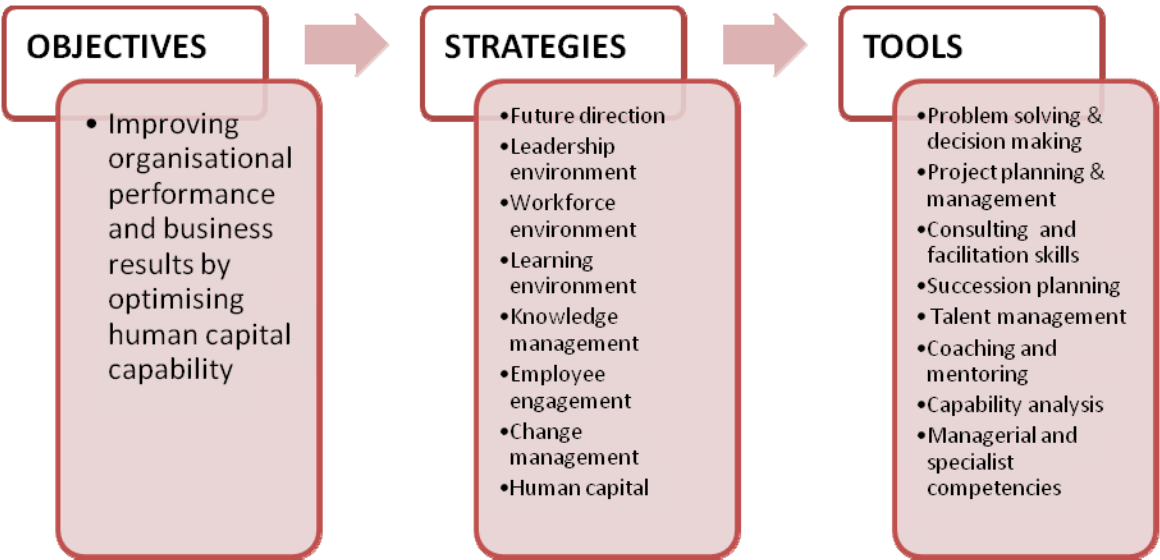
One of the most experienced human resource practitioners in the Asia Pacific region and a recognised world leader in human capital capability - **Asia Pacific Centre for Continuing and Professional Development**

Course Description:

Organisation development facilitates the integration of corporate strategies and human capital capability to achieve enterprise objectives.

Participants in this unique programme will benchmark their current enterprise practices against leading international practices and utilizing an extensively researched framework develop a practical action plan to improve the performance of their own organizations.

PROGRAMME FRAMEWORK



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.

Training Programme

Session One

Future Direction

Clarity of future direction provides a focus for the most effective utilization of corporate resources.

Strategic Importance:

Strategic planning to identify future directions creates the roadmap for the future providing an integrated framework for achieving corporate objectives. An integrated corporate strategy minimizes the risk of fragmentation and the dilution of resource utilization.

Session Two

Leadership

Managerial leadership is the key to organizational success requiring effective communication, performance feedback, supervisory and managerial skills, demonstration of key organizational values and the ability to motivate and instill confidence in people.

Strategic Importance:

Leadership and managerial practices are the foundation for ensuring that human capital is developed, sustained and successfully deployed. These practices create the foundation for the achievement of all organizational goals and impact business outcomes.

Session Three

Workforce

The organization's success in optimizing the performance of its workforce by establishing essential processes for getting work done, providing good working conditions, establishing accountability, making good hiring choices and eliminating barriers to effective employee performance.

Strategic Importance:

As people related expenditure represents a major portion of most organizations' total operating cost, the quality of the practices, systems and processes for ensuring that employee capabilities and position requirements are aligned and effectively utilized is a foundational determinant of business results.

Session Four

Learning

The organization's overall ability to learn, innovate and continually improve.

Strategic Importance:

An organization's ability to respond effectively to constant (and inevitable) changes in its environment hinges on its ability to learn. Training, development and innovation must be valued and supported in order for an organization to have the capacity to respond to changing conditions and consistently achieve strategic business goals.

Session Five

Knowledge

A multi disciplinary approach to achieving organizational objectives by making the best use of intellectual capital and the capacity for making knowledge and ideas widely available to employees.

Strategic Importance:

Organizations that capture, apply and reuse knowledge and best practices among departments, business units and divisions that have successful, collaborative team structures are best able to leverage their knowledge and talent for improved business results.

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.

Training Programme

Session Six

Engagement

The organization's capacity to engage, retain and optimize the value of its employees is based on how well jobs are designed, how employees' time is used and the commitment that is shown to employees.

Strategic Importance:

The most successful organizations are those that proactively manage people and talent retention by creating desirable work environments, including designing jobs purposefully, ensuring that employees' time is well used, recognizing and valuing employees and their work and providing opportunities for employee development and advancement.

Session Seven

Change

The organization's ability to respond rapidly to the changing business environment.

Strategic Importance:

Resistance to change is one of the major obstacles to improved business outcomes. Barriers to change include constant pressure for short term results, managerial and employee resistance, lack of time, failure to lack of recognize the need to change and the lack of managerial support and leadership.

Session Eight

Human capital

Alignment of corporate objectives and human capital capabilities significantly increases the likelihood of success.

Strategic Importance:

Effective organizations have superior strategies for managing and developing their people. They focus on both individual and organizational capability. They have learned to measure people as assets as well as costs and are able to resist the short-term pressures that cause chronic under-investment in their people.

TOOLS FOR ACTION

Essential managerial tools to improve the outcomes of organizational development initiatives utilizing practical action guidelines.

Session Nine

- Problem solving & decision making
- Project planning & management
- Consulting and facilitation skills

Session Ten

- Succession planning
- Talent management
- Coaching and mentoring

Session Eleven

- Capability analysis
- Managerial and specialist competencies

Session Twelve

Developing an action plan – a review of the specific business needs and opportunities identified during the programme and the preparation of an action plan of practical solutions and new initiatives that will assist in their application to each participant's organisation.

In-House Training Solutions

If you have a number of delegates with similar training needs, then you may wish to consider having an In-House Training solution delivered locally on-site. Course can be tailored to specific requirements.

Please contact **Whitney Shen** on **+86 28 6552 1255** or email **whitney.shen@martinlinking.net** to discuss further possibilities.

Workshop Schedule-Day One & Two

0830 Registration and coffee
0900 Workshop commences
1045 Morning refreshments
1115 Workshop re-commences
1200 Luncheon
1300 Workshop commences
1500 Afternoon refreshments
1530 Workshop re-commences
1700 Workshop concludes

组织发展最佳实践 2010

这一独特的组织发展培训项目的主要目的是为了通过优化人力资本的能力来改善组织的绩效和业务成果

中国上海

2010 年三月 18-19 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)**

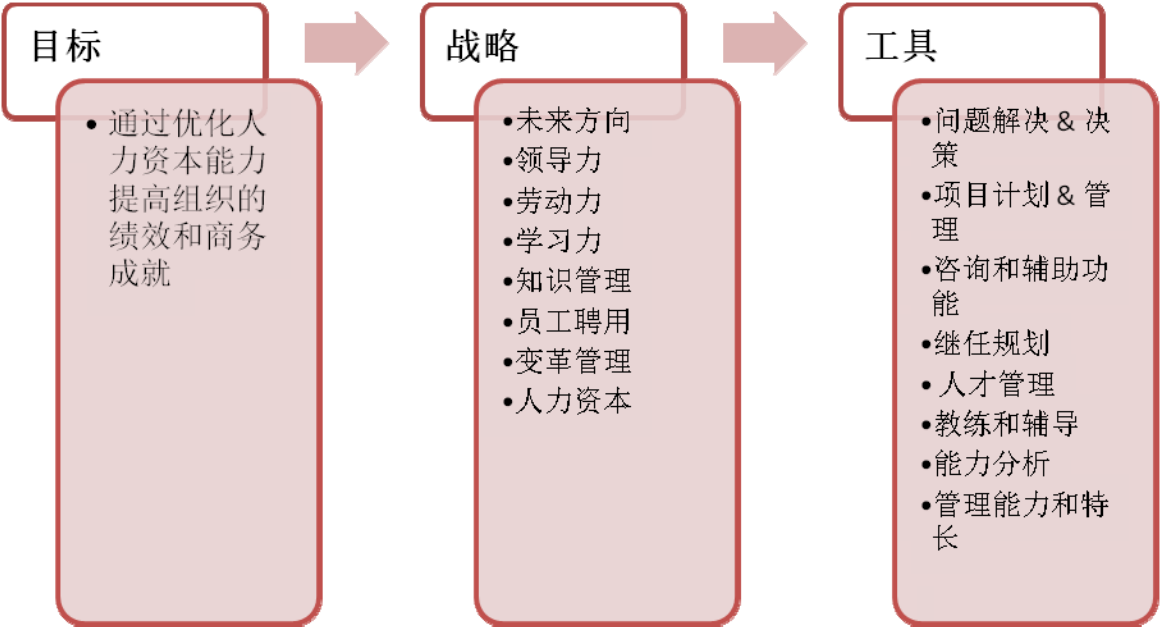
亚太地区最有经验的人力资源从业者之一。一位人力资本能力方面的公认的世界领导者 - **亚太持续专业发展中心**

培训介绍:

组织发展能促进企业战略和人力资本能力的整合以实现企业目标。

与会者在这个独特的培训项目中将会衡量比较当前企业的做法和领先的国际做法和利用一个已经经过广泛研究的框架来制订一个提高自己的组织效能的切实可行的行动计划。

培训框架



第一节

未来方向

明晰未来发展方向提供了一个最有效利用企业资源的基本点。

战略重要性:

通过战略规划以确定未来方向，创建实现企业目标的综合框架的未来发展蓝图。集成的公司战略能最大限度地减少了分散的风险和资源利用的稀释。

第二节

领导力

管理的领导力是组织成功的关键，需要有效的沟通，绩效反馈，监督和管理技能，重要组织价值观的示范和激励的能力，从而培养人们的内在信心。

战略重要性:

领导力和管理实践做法是保证人力资本开发，持续和成功部署的基础。这些管理实践做法造就了实现所有的组织目标和影响业务成果的的基础。

第三节

劳动力

组织在优化其劳动力的绩效方面的成功是通过建立完成工作的基本流程，提供良好的工作条件，建立责任制，进行良好的招聘选择，消除阻碍员工有效工作的障碍。

战略重要性:

随着人员相关开支占了大多数组织的总经营成本，实践做法和制度的质量和确保员工的能力和职位的要求保持一致和有效的利用是一个决定经营业绩的基本因素。

第四节

学习

该组织的整体学习能力，创新和持续改善。

战略重要性:

一个组织有效应对不断（和必然）的环境变化的能力取决于其学习能力。必须重视和支持培训，发展和创新来使得一个组织有能力应对不断变化的环境和实现战略业务目标。

第五节

知识

一个多重训练的方法以达到通过最佳利用智力资本和让知识和思想能让员工广泛利用的能力来实现组织目标。

战略重要性:

能在具有成功的、合作的团队结构的科室、业务单位和部门中获取、实施和再利用知识和最佳做法的组织是最能充分利用他们的知识和人才来提高其经营业绩的。

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。

第六节

雇佣

组织的雇佣、保留并优化其雇员的价值能力是基于如何设计工作，员工的时间是如何被使用和对雇员承诺为基础的。

战略重要性:

最成功的组织是那些积极管理人员和人才通过创造适宜的工作环境，包括有针对性的工作设计，确保雇员的时间得到很好的利用，并承认和重视员工和他们的工作，并为员工发展和晋升提供机会。

第七节

变革

组织对变化的商业环境的快速反应能力，。

战略重要性:

不愿变革是改善业务成绩的主要障碍之一。对变革的障碍包括强调短期的成果，管理层和员工的抵制情绪，时间不够，未能认识到改变的需要，以及缺少管理层支持和领导力。

第八节

人力资本

把企业的目标和人力资本的能力结合大大增加了成功的可能性。

战略重要性:

有效的组织具有管理和发展员工的卓越战略。他们对个人和组织能力都非常重视。他们学会了把人当成资产以及成本，并能够抵御导致长期在对人的过低投资的短期压力。

行动工具

利用实际行动纲领以改善组织发展措施的基本管理工具。

第九节

- 解决问题与决策
- 项目规划与管理
- 咨询和辅助技能

第十节

- 继任规划
- 人才管理
- 教练和辅导

第十一节

- 能力分析
- 管理和专业能力

第十二节

制定一项行动计划—回顾在这次培训中的特定的业务需求和机会。准备一份有助于在每个参与者的组织中应用的切实可行的解决办法和新措施的行动计划。

内训方案

如果公司有许多人有类似的培训需要，那么你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来进行。

请联系 Whitney Shen 来讨论合作的可能:

电话: +86 28 65521255

Workshop Schedule-Day One & Two

0830 签到及早茶

0900 培训开始

1045 早间休息

1115 继续培训

1200 午餐

1300 培训开始

1500 午间休息

1530 继续培训

1700 培训总结

Best Practices in Organization Development 2010

SH 10027-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 6995 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

账 号: **4402928009022523952**

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.