

Meet the Three-pillar Model

HR 三支柱的规划与实施

(12 课时, 12 hours)

课程综述

本课程是清华大学 MBA 总裁班的好评课程，用一句话描述本课程，是“科技公司的 HR 蓝图”。

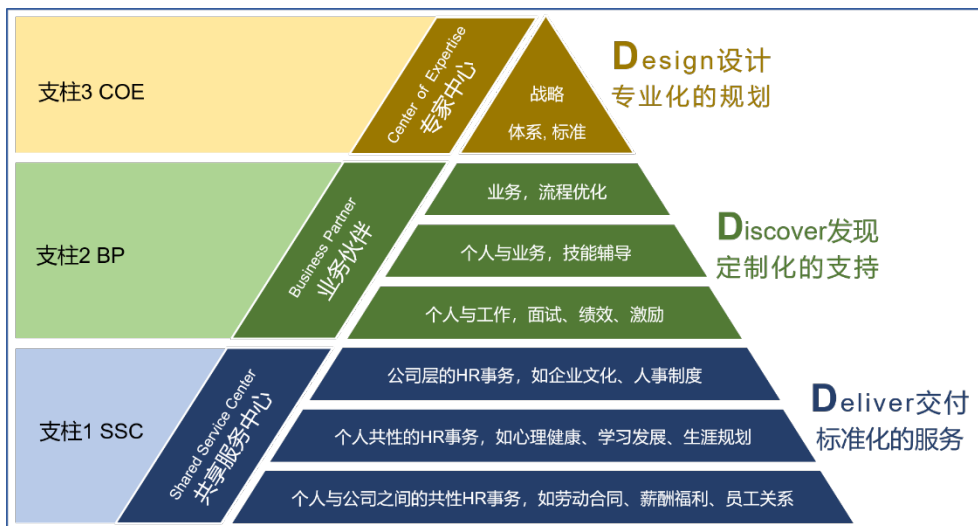
Recommendation

This is a highlighting course of Tsinghua EMBA. To summarize this course in one sentence, is “human resource blueprint of Hi-tech companies”.

课程导言

工业革命以来，企业都在追求重资产、大规模。基于企业追求，人力资源演化成了职能管理模式。上世纪后期，科技公司开始追求轻资产、高人效。围绕新兴公司的追求，人力资源管理的“三支柱模式”应运而生。三支柱模式，是把 HR 职能分为三个部分，共享服务中心、业务伙伴、专家中心（如下图所示）。这三个部分，即为人力资源管理的“三支柱”。

三支柱模式有三个优势，人效高、弹性大、响应快。因为有这三大优势，三支柱模式被越来越多的企业采用。如果你所在的公司，也想采用三支柱模式，本课程能助你一臂之力。



Overview

Since the industrial revolution, companies have been pursuing fixed assets and large scale. Based on companies' pursuits, human resource management evolved into a functional model. In the late last century, hi-tech companies began to pursue asset-light and high personnel

efficiency. Around the pursuit of emerging companies, the "three-pillar model" of human resource management came into being. The three-pillar model divides HR functions into three parts, Center of Expertise, Business Partner, and Shared Service Center (as shown in the upper diagram). These three parts are the "three pillars" of human resource management.

The three-pillar model has three advantages: quicker response, higher person efficiency, and higher flexibility. Because of these advantages, the three-pillar model has been adopted by more and more companies. If your company also wants to adopt the three-pillar model, this course can help you.

课程收益

1. 系统知识：学习该课程，学员能全面了解人力资源三支柱的各个部分，以及各部分之间的相互作用。
2. 关键技能：学习该课程，学员能迅速掌握人力资源三支柱的规划过程，以及三支柱模式的实施要点。

Benefits

1. Systematic knowledge: In this course, you will see the big picture of human resource three-pillar model.
2. Critical skills: In this course, you will develop new skills for planning and implementing human resource three-pillar model.

课程特色

1. 案例教学：以丰富的案例，讲述人力资源管理的三个支柱，让学员迅速掌握实施三支柱的步骤。
2. 情景演练：以精心的演练，让学员结合工作场景，演练三支柱的实施，让学员达到知行合一。

Features

1. Perceptible: By case study, this course provides a stereoscopic profile of the human resource three-pillar model.
2. Practical: By scenario exercise, this course shapes skills of planning and applying three-pillar model.

内容目录

第一章 演化过程：三支柱模式的演化过程（1课时）

- 第二章 协作方式：三支柱模式的分工协作（2 课时）
- 第三章 特征分析：三支柱模式的特征分析（2 课时）
- 第四章 专家中心：专家中心的机制与功能（1 课时）
- 第五章 业务伙伴：业务伙伴的职能和技能（2 课时）
- 第六章 服务中心：服务中心的输入和交付（1 课时）
- 第七章 导入步骤：三支柱模式的导入步骤（2 课时）
- 第八章 运行要点：三支柱模式的运行要点（1 课时）

Contents

- Chapter 1 Evolution: The Evolution of the Three Pillar Model (1 hour)
- Chapter 2 Interaction: Collaboration in the three-pillar model (2 hours)
- Chapter 3 Analyzing: Characteristics of the Three Pillar Model (2 hours)
- Chapter 4 Designing: Mechanism and Function of Expert Center (1 hour)
- Chapter 5 Discovering: Functions of Business Partners (2 hours)
- Chapter 6 Delivering: Input and Delivery of Service Center (1 hour)
- Chapter 7 Adopting: Stages of adopting the three-pillar model (2 hours)
- Chapter 8 Focusing: Knowhow of the three-pillar model (1 hour)

课程进度

- 第一天 上午 9 : 00—12 : 00
 - 第一章 演化过程：三支柱模式的演化过程
 - 第二章 协作方式：三支柱模式的分工协作
- 第一天 下午 13 : 30—16 : 30
 - 第三章 特征分析：三支柱模式的特征分析
 - 第四章 专家中心：专家中心的机制与功能
- 第二天 上午 9 : 00—12 : 00
 - 第五章 业务伙伴：业务伙伴的职能和技能
 - 第六章 服务中心：服务中心的输入和交付
- 第二天 下午 13 : 30—16 : 30
 - 第七章 导入步骤：三支柱模式的导入步骤
 - 第八章 运行要点：三支柱模式的运行要点

Scheduling

- 1st Day, 9:00—12:00
 - Chapter 1 Evolution: The Evolution of the Three Pillar Model
 - Chapter 2 Interaction: Collaboration in the three-pillar model
- 1st Day, 13:30—16:30
 - Chapter 3 Analyzing: Characteristics of the Three Pillar Model
 - Chapter 4 Designing: Mechanism and Function of Expert Center

2nd Day, 9:00—12:00

Chapter 5 Discovering: Functions of Business Partners

Chapter 6 Delivering: Input and Delivery of Service Center

2nd Day, 13:30—16:30

Chapter 7 Adopting: Stages of adopting the three-pillar model

Chapter 8 Focusing: Knowhow of the three-pillar model

目标学员

成熟企业的中高层经理、创业公司的创始团队

Intended participants

Top managers of established companies, executive team of startup companies.

课堂形式

研习班，班级最佳人数为 35 人。

Course format

Workshop, recommended number of class members is 35.

课堂练习

1. 小组模拟：演练成果，怎样实现部分培训的外包 (30 分钟)
2. 小组模拟：演练成果，怎样建立外部的专家团队 (30 分钟)
3. 小组讨论：讨论成果，怎样识别战略的关联事务 (15 分钟)
4. 小组模拟：演练成果，怎样梳理项目的流程因素 (30 分钟)
5. 小组讨论：讨论成果，怎样确定服务的体验标准 (15 分钟)
6. 小组模拟：演练成果，怎样明确业务伙伴的角色 (30 分钟)
7. 小组讨论：讨论成果，怎样规划人员的生涯发展 (15 分钟)

Classroom exercises

1. Roleplay: how to outsource basic training (30 minutes)
2. Roleplay: how to build an external expert team (30 minutes)
3. Discussion: how to identify the strategy correlation (15 minutes)
4. Roleplay: how to analyze process factors (30 minutes)
5. Discussion: how to set the service experience standard (15 minutes)
6. Roleplay: how to clarify the roles of business partners (30 minutes)
7. Discussion: how to plan the career development (15 minutes)

课程大纲 Course outline

第一章 演化过程：三支柱模式的演化过程

本章的课前思考问题：人力资源部门，是战略部门，还是服务部门？

一 阶段：人力资源管理的四个阶段

1. 职能阶段：专业事务导向，提高效率 1960s 以前
2. 资源阶段：资源价值导向，发现价值 60s 到 80s
3. 战略阶段：核心优势导向，构建优势 80s 到 00s
4. 支柱阶段：业务支持导向，快速响应 00s 以后

二 分析：人力资源工作的类型分析

1. 专家型、战略型的工作：例如制定方针、标准，占 10%
 2. 伙伴型、支持型的工作：例如分析流程、绩效，占 30%
 3. 服务型、操作型的工作：例如工资发放、考勤，占 60%
- ✓ 学术背景讲解：拉姆·查兰和戴维·尤里奇的观点分歧

三 逻辑：三支柱模式的逻辑

1. 拆分：把 HR 活动拆分为专家型、伙伴型、服务型
2. 重组：把 HR 活动重组为 COE、BP、SSC

➤ 本章的教学目标：让学员了解三支柱模式的背景及逻辑。

Chapter 1 Overview, understanding human resource strategy

Pre-training question of this chapter: Why do hi-tech companies prefer the three-pillar model?

1. The four stages of human resource management
 - a) Personnel management, efficiency directed
 - b) Resource management, value directed
 - c) Strategy management, advantage directed
 - d) Three-pillar, business directed
 2. Analysis: Analysis of the types of human resource work
 - a) Strategy and expert work: accounting for 10%
 - b) Coaching and Supportive work: accounting for 30%
 - c) Operational and service work: accounting for 60%

✓ Background explanation: debate between Ram Charan and Dave Ulrich
 3. Logic: logic of the three-pillar model
 - a) Breakdown: breakdown HR's work
 - b) Reorganization: reorganize HR activities into SSC, BP, COE
- Benefits from this chapter: advantages and challenges of the three-pillar model.

第二章 协作方式：三支柱模式的分工协作

本章的课前思考问题：人力资源部和其他部门是什么关系？

一 专家中心 (COE) 的活动

1. 战略解读：识别战略目标中的人力资源事务
2. 专业指导：提出人力资源事务的原则和标准
3. 需求响应：响应业务伙伴和共享中心的需求

二 业务伙伴 (BP) 的活动

1. 业务解读：识别业务目标中的人力资源事务
2. 业务支持：提出人力资源事务的方案和步骤
3. 需求响应：响应业务部门对人力资源的需求

三 共享中心 (SSC) 的活动

1. 服务规范：共性人力资源服务的标准化
 2. 操作实施：人力资源方案的具体实施
 3. 需求响应：响应员工对标准服务的需求
- 小组练习 1：模拟，怎样实现部分培训外包

➤ 本章的教学目标：让学员理解三支柱的分工协作。

Chapter 2 Efficiency, building hard power of execution

Pre-training question of this chapter: What is the relationship between HR department and other departments?

1. Activities of the Center of Experts (COE)

- a) Decoding: Identifying HR issues in strategic goals
- b) Directing: Setting the principles and standards of HR affairs
- c) Responding: responding to the needs of BP and SSC

2. Activities of Business Partners (BP)

- a) Interpreting: Identifying HR issues in business goals
- b) Supporting: proposing plans and steps for HR affairs
- c) Responding: responding to the needs of business departments

3. Activities of Sharing Center (SSC)

- d) Specification: standardization of common HR services
- e) Implementation: the implementation of HR program
- f) Responding: responding to employees' demand for standard services

- Group exercise 1: Roleplay, how to outsource basic training

➤ Benefits from this chapter: Understanding the roles of three pillars and their collaboration.

第三章 特征分析：三支柱模式的特征分析

本章的课前思考问题：相比职能模式工，三支柱模式有什么特点？

一 优势：三支柱模式的优势

1. 方向准：始终以业务为中心，人力资源职能的方向准确
2. 人效高：基础和尖端的服务外包，减少人员、提高人效
3. 响应快：人力资源深入一线业务部门，和业务需求同步

二 机遇：三支柱模式的机遇

1. 开放性：可以广泛接触外界，能拓宽人员的视野
 2. 适应性：职能可以项目化执行，提高环境适应性
 3. 多元性：可以多项目同时执行，提高内部多元性
- ✓ 案例讲解：索尼、腾讯、阿里，三支柱模式的共同点与差异

三 挑战：三支柱模式的挑战

1. 数字化：没有数字化基础，能不能实行三支柱
 2. 领导力：业务领导，如何做出人力资源的决策
 3. 专业性：内部专家，如何跳出企业的知识局限
- 小组练习 2：模拟，如何建立外部专家团队

➤ 本章的教学目标：让学员了解三支柱模式的特征

Chapter 3 Analyzing: Characteristics of the Three Pillar Model

Pre-training question of this chapter: What is the relationship between HR department and other departments?

1. Advantages: the advantages of the three-pillar model
 - a) Accurate direction: focusing on the business
 - b) High person efficiency: improving person efficiency by outsourcing
 - c) Quick response: keeping pace with business needs
 2. Opportunities: Opportunities in the three-pillar model
 - a) Openness: extensive contact with the outside world
 - b) Adaptability: functions can be implemented as projects
 - c) Diversity: multiple projects can be executed at the same

✓ Case study: Sony, Tencent, Alibaba, the commons and differences
 3. Three challenges: the challenge of the three-pillar model
 - a) Digitalization: the three-pillar model need a digital foundation
 - b) Leadership: business leaders should develop HR sense
 - c) Professionalism: experts shall go beyond knowledge limitations
 - Group exercise 2: Roleplay, how to build an external expert team
- Benefits from this chapter: understanding the characteristics of the three-pillar model.

第四章 专家中心：专家中心的职能与机制

本章的课前思考问题：什么样的 HR 可以成为专家？

一 专家中心的职能

1. 规划战略：围绕公司战略，规划人力资源战略
2. 提出标准：针对最佳实践，提出人力资源标准
3. 制定制度：针对管理目标，制定人力资源制度

二 专家中心的运行机制

1. 常态化：以战略导向为中心，形成研讨小组
 2. 专业化：以职能板块为中心，形成专业小组
 3. 项目化：以解决问题为目的，形成项目小组
- ✓ 案例讲解：处在多个项目组中的专家

三 专家中心的日常工作

1. 主动型：优化标准、优化实践
 2. 响应型：响应战略、响应需求
 3. 发展型：赋能组织、赋能团队
- ✓ 案例讲解：领导力中心的常态任务与项目任务
- 小组练习 3：讨论，怎样解读战略的关联性
- ✓ 本章教学目标：让学员理解专家中心的运行机制。

Chapter 4 Designing: Mechanism and Function of Expert Center

Pre-training questions of this chapter: What kind of HR can become an expert?

1. Functions of the Expert Center

- a) Planning strategy: planning HR strategy around company strategy
- b) Proposing standards: Proposing HR standards for best practices
- c) Setting regulation: setting HR regulations for management goals

2. The operating mechanism of the expert center

- a) Normalization: to form a seminar group focusing on strategy
 - b) Specialization: to form a professional group for upgrading
 - c) Projectization: to form a project team for problem-solving
- ✓ Case study: experts in multiple project teams

3. Daily work of the expert center

- a) Proactive: optimizing standards and optimizing practices
 - b) Responsive: responding to strategy and demand
 - c) Progressive: empowering organization, empowering team
- ✓ Case study: normal and project tasks of the leadership center

- Group exercise 3: Discussion, how to identify strategy correlation

➤ Benefits from this chapter: understanding the operating mechanism of the expert center.

第五章 业务伙伴：业务伙伴的职能和技能

本章的课前思考问题：业务团队需要什么样的人力资源支持？

一 业务伙伴的职能

1. 流程梳理：发现业务的流程缺陷
2. 绩效分析：定位岗位的绩效障碍
3. 动作分析：提取作业的最佳实践

二 业务伙伴的知识背景

1. 作业管理：动作和时间分析
 2. 岗位管理：团队化工作设计
 3. 项目管理：优化流程的要素
- ✓ 案例讲解：业务团队欢迎的业务伙伴

三 业务伙伴的关键技能

1. 激励：发现优势、唤醒激情
 2. 辅导：指导行为、提高技巧
 3. 沟通：获得信任、凝聚团队
- ✓ 案例讲解：业务伙伴的硬技能与软技能
- 小组练习4：演练，怎样梳理项目流程因素
- ✓ 本章教学目标：让学员理解业务伙伴的工作模式。

Chapter 5 Discovering: Functions of Business Partners

Pre-training questions of this chapter: What kind of HR support does the business department need?

1. Functions of business partners
 - a) Process analysis: locking the defects of business process
 - b) Performance analysis: positioning the performance barriers
 - c) Procedure analysis: finding out the standard procedure
2. Knowledge background of business partners
 - a) Task management: motion/time study
 - b) Post management: team work design
 - c) Project management: optimizing process elements

✓ Case study: business partners welcomed by the business team
3. Key skills of business partners
 - a) Motivation: discovering advantages and awakening passion
 - b) Consultation: guiding behavior and building skills
 - c) Communication: gaining trust and uniting the team

✓ Case study: hard and soft skills of business partners

 - Group exercise 4: Roleplay, how to analyze process factors

➤ Benefits from this chapter: understanding the working mode of business partners.

第六章 服务中心：服务中心的输入和交付

本章的课前思考问题：哪些人力资源事务可以在线上完成？

一 服务中心的职能

1. 数据：可以数据化的HR事务，如考勤记录、差旅报销
2. 标准：可以标准化的HR活动，如在线测评、知识管理
3. 规范：可以规范化的HR职能，如校园招聘、新人培训

二 服务中心的结构

1. 员工自助中心：功能化应用程序，如资料上传
 2. 员工呼叫中心：一对一线上应答，如手续咨询
 3. 事务处理中心：面对面事务处理，如离职面谈
 4. 数据分析中心：后台数据的分析，如人均产出
 5. 运营管理中心：内部的管理支持，如采购管理
 6. 运营维护中心：服务中心的维护，如网络管理
 7. 运营执行中心：具体的活动执行，如培训组织
- ✓ 案例分析：服务中心的建设起点
 - 小组练习5：讨论，怎样确定服务体验标准
 - ✓ 本章教学目标：让学员理解服务中心的工作模式。

Chapter 6 Delivering: Input and Delivery of Service Center

Pre-training questions of this chapter: Which HR affairs can be done online?

1. Functions of the service center
 - a) Data: HR affairs that can be digitized
 - b) Standard: HR activities that can be standardized
 - c) Specification: HR functions that can be specified
2. Structure of the service center
 - a) Employee self-help center
 - b) Employee call center
 - c) Transaction processing center
 - d) Data analysis center
 - e) Operation management center
 - f) Operation and maintenance center
 - g) Activity execution center
 - ✓ Case study: the starting point of service center construction
 - Group exercise 5: Discussion, how to set the experience standard
 - Benefits from this chapter: understanding the function layout of the service center.

第七章 导入步骤：三支柱模式的导入步骤

本章的课前思考问题：传统的企业导入三支柱模式，应该从哪些开始？

一 导入三支柱模式的三种路径

1. 从服务中心入手：信息和活动的标准化
 2. 从业务伙伴入手：支持和赋能的常态化
 3. 从专家中心入手：战略和系统的细节化
- ✓ 案例分析：京东的三支柱模式

二 模式导入的前期准备

1. 明确目标：描述目标的预期形态
2. 组建团队：组建实施的核心团队
3. 规划路径：规划达成目标的路径
4. 单点突破：选择推进的最初起点

三 模式导入的实施步骤

1. 服务中心：数字化、标准化、手册化
 2. 业务伙伴：人才引进、强化培养、岗位培训
 3. 专家中心：项目外包、引入外脑、内部迭代
- 小组练习6：演练，怎样明确业务伙伴的角色
- 本章教学目标：让学员掌握三支柱模式的导入步骤。

Chapter 7 Adopting: Stages of adopting the three-pillar model

Pre-training questions of this chapter: Where should traditional companies start to adopt the three-pillar model?

1. Three ways to adopt the three-pillar model
 - a) Start from SSC: standardization of information and activities
 - b) Start from BP: normalization of support and empowerment
 - c) Start from COE: decomposition of strategy and system

✓ Case study: JD's three-pillar model
 2. Preparations for adapting three-pillar model
 - a) Clarify the goal: describe the expected shape of the goal
 - b) Team building: build a core team for implementation
 - c) Planning the path: planning the path to achieve the goal
 - d) Single point breakthrough: choose the initial starting point
 3. Three implementation steps of three-pillar model adapting
 - a) Service center: digitizing, standardization, textualization
 - b) Business partners: talent searching, on-the-job training
 - c) Expert center: outsourcing, external brain, internal iteration
 - Group exercise 6: Roleplay, clarifying the roles of business partners
- Benefits from this chapter: understanding the adoption steps of the three-pillar model.

第八章 运行要点：三支柱模式的运行要点

本章的课前思考问题：在三支柱模式下，HR 的职业生涯会有什么变化？

一 问题：采用三支柱模式前，要回答的问题

1. 内部优化：通过三支柱模式，要获得哪些内部优化
2. 竞争优势：通过三支柱模式，要获得什么竞争优势
3. 员工价值：通过三支柱模式，员工能获得哪些价值

二 选择：三支柱模式面临的选择

1. 服务中心，是主体自建，还是主体外包
2. 业务伙伴，是业务背景，还是 HR 背景
3. 专家中心，是实体中心，还是项目中心

三 保障：三支柱模式下的职能保障

1. 人才梯队：如何建立三支柱模式下的人才梯队
 2. 生涯发展：如何规划三支柱模式下的生涯发展
 3. 战略独立：如何保证三支柱模式下的 HR 战略
- 小组练习 7：演练，怎样规划人员的生涯发展

➤ 本章教学目标：让学员掌握三支柱模式的运行要点。

Chapter 8 Focusing: Knowhow of the three-pillar model

Pre-training questions of this chapter: Under the three-pillar model, what changes will HR's career have?

1. Questions to be answered before adopting the three-pillar model
 - a) Internal optimization: what internal optimizations should be obtained
 - b) Competitive advantage: what competitive advantage should be obtained
 - c) Employee value: what employees' value should be obtained
 2. Choices faced by the three-pillar model
 - a) SSC, is outsourced or self-developed
 - b) BP, is it business background or HR background
 - c) COE, is it a physical center or a project center
 3. Functional guarantees under the three-pillar model
 - a) Backup system: how to establish the talent backup system
 - b) Career development: how to plan career development
 - c) Strategic independence: how to ensure the HR strategy
 - Group exercise 7: Discussion, how to plan the career development
- □Benefits from this chapter: understanding the knowhow of the three-pillar model.