

## Four Dimensions of Human resource Strategy

人力资源战略的规划与实施

(12 课时, 12 hours)

### 课程综述

本课程是清华大学 MBA 总裁班的品牌课程，用一句话描述本课程，是“人力资源的战略地图”。

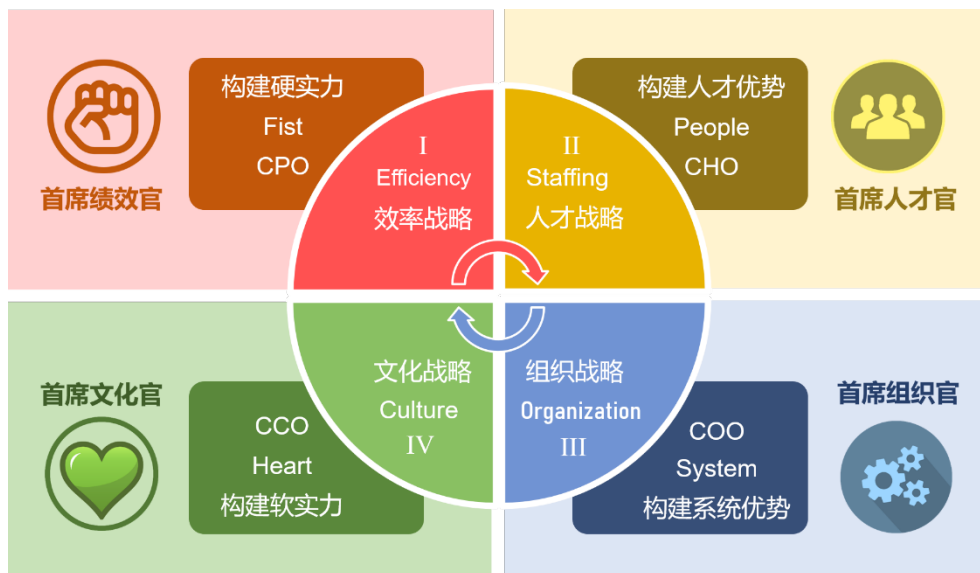
### Recommendation

This is a brand course of Tsinghua EMBA. To summarize this course in one sentence, is “the blueprint of human resource strategy”.

### 课程导言

人力资源战略有四个维度，即效率、人才、组织、文化。卓越的人力资源战略，是借助这四个维度上张力，为企业构建核心优势（见下图）。

企业的硬实力，来自效率战略，它是强大执行力的基础。企业的人才优势，来自人才战略，它让企业人才济济、英雄辈出。企业的系统优势，来自组织战略，它让各部门协调一致、配合顺畅。企业的软实力，来自文化战略，它让企业形象积极正面、深入人心。本课程围绕人力资源战略的四个维度，阐述人力资源战略的规划和实施步骤。



### Overview

There are four dimensions of human resource strategy, namely, efficiency, staffing, organization, and culture. An outstanding HR strategy, is a combination of those four sub strategies (as shown in the

diagram above).

A company's hard power is based on executive power, which comes from the company's efficiency strategy. A company's personnel advantages come from the company's staffing strategy. A company's system advantage comes from the organizational strategy, which makes all departments coordinate and cooperate smoothly. The company's soft power comes from the company's cultural strategy, which can build the company's positive image, and can root the image deeply in people's minds.

Aligning with the four dimensions of HR strategy, this course introduces the planning and implementing of HR strategy.

#### 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战略的组成部分，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战略的规划过程，以及战略实施要点。

#### Benefits

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

#### 课程特色

1. 案例教学：以丰富的案例，讲述人力资源战略的四个维度，让学员迅速掌握人力资源战略的结构和步骤。
2. 情景演练：以精心的演练，让学员结合工作场景，演练战略规划实施技能，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 strategy.
2. Practical: By scenario exercise, this course shapes skills of HR strategy planning and implementing.

#### 内容目录

第一章 战略概述：人力资源的战略意义（1课时）

- 第二章 效率战略：构建强大的效率优势（2 课时）
- 第三章 人才战略：构建持久的人才优势（3 课时）
- 第四章 组织战略：构建全面的系统优势（1.5 课时）
- 第五章 文化战略：构建深远的文化优势（1.5 课时）
- 第六章 战略实施：人力资源的战略实施（3 课时）

## Contents

- Chapter 1 Overview, understanding human resource strategy (1 hour)
- Chapter 2 Efficiency, building hard power of execution (2 hours)
- Chapter 3 Staffing, building lasting personnel advantages (3 hours)
- Chapter 4 Organization, building overall system advantages (1.5 hours)
- Chapter 5 Culture, building universal soft power of culture (1.5 hours)
- Chapter 6 Implementation, steps of human resource strategy (3 hours)

## 课程进度

- 第一天 上午 9：00—12：00
  - 第一章 战略概述：人力资源的战略意义
  - 第二章 效率战略：构建强大的效率优势
- 第一天 下午 13：30—16：30
  - 第三章 人才战略：构建持久的人才优势
- 第二天 上午 9：00—12：00
  - 第四章 组织战略：构建全面的系统优势
  - 第五章 文化战略：构建深远的文化优势
- 第二天 下午 13：30—16：30
  - 第六章 战略实施：人力资源的战略实施

## Scheduling

- 1<sup>st</sup> Day, 9:00—12:00
  - Chapter 1 Overview, understanding human resource strategy
  - Chapter 2 Efficiency, building hard power of execution
- 1<sup>st</sup> Day, 13:30—16:30
  - Chapter 3 Staffing, building lasting personnel advantages
- 2<sup>nd</sup> Day, 9:00—12:00
  - Chapter 4 Organization, building overall system advantages
  - Chapter 5 Culture, building universal soft power of culture
- 2<sup>nd</sup> Day, 13:30—16:30
  - Chapter 6 Implementation, steps of human resource strategy

## 目标学员

成熟企业的中高层经理、创业公司的创始团队

#### Intended participates

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. 效率战略的模拟演练：演练成果，流程缺陷的定位 (30 分钟)
2. 人才战略的模拟演练：演练成果，生涯发展的规划 (30 分钟)
3. 组织战略的小组讨论：讨论成果，组织结构的优化 (15 分钟)
4. 文化战略的小组讨论：讨论成果，文化理念的提取 (15 分钟)
5. 人力资源的战略推演：推演成果，战略项目的起点 (30 分钟)

#### Classroom exercises

1. Locating the defects of project process (30 minutes)
2. Rehearsal of staffing strategy (30 minutes)
3. Discussion of organization strategy (15 minutes)
4. Discussion of culture strategy (15 minutes)
5. Rehearsal of strategy implementation (30 minutes)

## 课程大纲

### Course outline

#### 第一章 战略概述：人力资源的战略意义

本章的课前思考问题：怎样判断企业人力资源管理的成熟度？

##### 一 人力资源管理的三个阶段

1. 人事阶段：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 以后

##### 二 人力资源的战略因素

1. 个人内隐因素：特质、信念、习惯
2. 个人外显因素：知识、技能、能力
3. 组织外显因素：程序、流程、结构
4. 组织内隐因素：理念、惯例、习俗

##### 三 人力资源的战略价值

1. 内部容易复制：高效执行力
  2. 外部难以模仿：核心竞争力
- ✓ 案例讲解：麦当劳、海底捞、苹果、迪斯尼的外包体系

➤ 本章的教学目标：让学员了解人力资源的战略因素。

#### Chapter 1 Overview, understanding human resource strategy

Pre-training question of this chapter: How to judge the of maturity level of a company's human resource management.

##### 1. The three stages of human resource management

- a) Personnel management, efficiency directed
- b) Resource management, value directed
- c) Strategy management, advantage directed

##### 2. Elements of human resource strategy

- a) Personal implicit elements, trait, belief, habit
- b) Personal explicit elements, knowledge, skill, ability
- c) Organizational explicit elements, procedure, process, structure
- d) Organizational implicit elements, idea, custom, tradition

##### 3. Strategic value of human resource elements

- a) Easy to duplicate, effective execution
- b) Hard to imitate, core competitiveness

✓ Case study, the outsourcing system of Hi Hotpot, McDonald's, Apple

➤ Benefits from this chapter: distinguish the elements of HR strategy.

## 第二章 效率战略：构建强大的效率优势

本章的课前思考问题：怎样让平凡的人做出不平凡的事？

### 一 效率的来源

1. 个人效率：作业管理
2. 团队效率：岗位管理
3. 项目效率：流程管理

### 二 提高作业效率

1. 作业效率的障碍：技能主动优化
2. 提高效率的方法：动作时间分析

### 三 提高岗位效率

1. 岗位效率的障碍：团队岗位同质化
2. 提高效率的方法：团队化工作设计

### 四 提高流程效率

1. 流程效率的障碍：流程因素模糊
2. 提高效率的方法：流程因素优化
  - 小组练习 1：演练，流程缺陷的定位

➤ 本章的教学目标：让学员掌握的效率战略的关键技能。

## Chapter 2 Efficiency, building hard power of execution

Pre-training question of this chapter: How to enable ordinary people to achieve extraordinary works?

### 1. Source of efficiency

- a) Personal efficiency: task management
- b) Teamwork efficiency: post management
- c) Project efficiency: process management

### 2. Increasing task efficiency

- a) Obstacle of task efficiency: proactive improving of skills
- b) Method of increasing task efficiency: motion/time study

### 3. Increasing post efficiency

- a) Obstacle of post efficiency: homogenizing of posts
- b) Method of increasing post efficiency: team-based job design

### 4. Increasing process efficiency

- a) Obstacle of process efficiency: blurred factors of process
- b) Method of increasing process efficiency: optimizing of factors
  - Team exercise 1: locating of process defects

➤ Benefits from this chapter: understanding the implement steps of efficiency strategy.

### 第三章 人才战略：构建持久的人才优势

本章的课前思考问题：学习是员工的个人责任，还是企业的组织行为？

一 人才选拔体系：如何发现适合的人才

1. 胜任力模型：人岗匹配的标杆
2. 高潜力人才：后备力量的来源

二 培训体系：如何引导员工掌握知识、提升技能

1. 知识云库：岗位知识的信息化
2. 知识滴灌：如何高效获取知识
3. 情景模拟：工作情景的行为模拟

三 能力开发体系：如何激励员工提升能力

1. 主动适应：工作压力的分段适应
2. 主动脱敏：压力情景的主动适应

四 管理发展体系：如何助力管理者的成长

1. 基层管理者：管理培训生
  2. 中层管理者：接班人计划
  3. 高层管理者：初级董事会
- 小组练习2：演练，管理人才的生涯规划

✓ 本章教学目标：让学员掌握人才战略的关键技能。

### Chapter 3 Staffing, building lasting personnel advantages

Pre-training question of this chapter: Is learning an employee's personal responsibility or the company's organizational behavior?

1. Talents selecting system

- a) Competency model, benchmark of abilities
- b) High potential talent system, finding future talents

2. Training system

- a) Knowledge cloud: digitalization of working knowledge
- b) Knowledge drip-irrigation: behavioral approach of learning
- c) Behavior imitation of working situation

3. Ability developing system

- a) Progressive adaptation of work situation
- b) Systematic desensitization of work stresses

4. Management developing system

- a) Management trainee program
  - b) Successor program
  - c) Junior board meeting program
- Team exercise 2: Career planning for managerial talents

➤ Benefits from this chapter: understanding the stages of staffing strategy.

## 第四章 组织战略：构建全面的系统优势

本章的课前思考问题：品质卓越的公司，会有哪些共同点？

### 一 组织战略的作用对象

1. 结构：目标分解与成果合并
2. 机制：组织目标的排序方式

### 二 组织结构

1. 结构的因素：层级、线路、部门、跨度、规范
  2. 结构的作用：组织效能的固化与调整
- ✓ 案例解读：诺基亚、苹果、谷歌，组织结构的演化

### 三 组织机制

1. 机制的类型：决策、保障、监督、纠错、优化
  2. 机制的价值：组织智商的挖掘与升华
- ✓ 案例讲解：拿破伦、毛奇、CEO，组织机制的演化

### 四 组织战略的实施

1. 结构的主动调整：强化目标效能
  2. 机制的主动引入：强化组织智商
- 小组练习 3：讨论，组织结构的优化
- 本章教学目标：让学员了解组织战略的推进步骤。

## Chapter 4 Organization, building overall system advantages

Pre-training question of this chapter: What do companies of high quality have in common?

1. Functional components of Organization strategy
    - a) Structure: The breaking down sequence of organizational goal
    - b) Mechanism: the sequencing insurance of organizational objectives
  2. About organizational structure
    - a) Structure factors: level, line, department, span, specification
    - b) Value of structure: stabilization of organizational efficacy

✓ Case study: the evolution of organization structure
  3. About system mechanism
    - a) Types of mechanism: decision, insurance, supervision, correction
    - b) Value of mechanism: exploring organizational wisdom

✓ Case study: the evolution of system mechanism
  4. Implementation of organization strategy
    - a) Structure adjusting, strengthening targeted efficacy
    - b) Mechanism adopting, strengthening organizational wisdom
    - Team exercise 3: adjusting of organizational structure
- Benefits from this chapter: understanding the stages of organization strategy.

## 第五章 文化战略：构建深远的文化优势

本章的课前思考问题：年青人希望加入什么样的公司？

### 一 什么是企业文化

1. 共同观念：成员共同的内在信念
2. 共同行为：成员共有的行为习惯

### 二 文化的因素

1. 表象因素：距离、假设、追求、偏好、取向
2. 作用因素：觉察、认同、契约、归属、承诺

### 三 文化优化的方法

1. 理念排序：文化理念的顺序排列
2. 范式转化：理念行为的提取固化

### 四 文化战略的成果

1. 多元适应性：适应多元文化社会
  2. 代际适应性：适应代际观念差异
- 小组练习 4：讨论，文化理念的提取
  - 本章教学目标：让学员掌握文化管理的关键操作。

## Chapter 5 Culture, building universal soft power of culture

Pre-training question of this chapter: What kind of company do young people want to join?

### 1. What is culture

- a) Common believes of organization members
- b) Common behaviors of organization members

### 2. Factors of culture

- a) Presentational: distance, hypothesis, pursuit, preference, choice
- b) Functional: awareness, conformity, contract, belonging, commitment

### 3. Method of shaping corporate culture

- a) Sequencing of cultural ideas
- b) Patterning of cultural behaviors

### 4. The achievement of culture strategy

- a) Adaptiveness of pluralistic society
  - b) Adaptiveness of mutigenerational groups
- Team exercise 4: refining of cultural believes

- Benefits from this chapter: Finding the path to upgrading culture effectiveness.

## 第六章 战略实施：人力资源的战略实施

本章的课前思考问题：人力资源总裁和人力资源总监，岗位职责有什么不同？

### 一 人力资源战略的预期目标

1. 效率目标：建成持续优化的系统流程
2. 人才目标：形成人才辈出的培训体系
3. 组织目标：构建目标导向的组织结构
4. 文化目标：树立以人为本的企业形象

### 二 战略推进的前期准备

1. 明确目标：描述战略目标的预期形态
2. 组建团队：组建战略实施的核心团队
3. 规划路径：规划达成战略目标的路径
4. 单点突破：规范关键情景的操作程序

### 三 战略推进的实施步骤

1. 效率战略的步骤：作业、岗位、流程，由点到面
  2. 人才战略的步骤：开发、培训、甄选，由面到点
  3. 组织战略的步骤：产品、结构、机制，由实到虚
  4. 文化战略的步骤：理念、行为、动作，由虚到实
- 小组练习 5：演练，选择战略推进的起点

➤ 本章教学目标：让学员掌握文化管理的关键操作。

## Chapter 8 Practice Knowhow of organization development project

Pre-training question of this chapter: What are the differences between the HR President and the HR Director in their job responsibilities?

1. Expected achievement of human resource strategy
    - a) Efficiency, building a total process system
    - b) Staffing, building a talent supply system
    - c) Mechanism, building a goal-oriented structure
    - d) Culture, building a people-oriented company image
  2. Preparation of strategy implementation
    - a) Objective, describing the objectives of strategy
    - b) Team, forming a team of experts for strategy implementation
    - c) Path, planning the path to achieve strategic goals
    - d) Focus, Setting operation procedures for key situations
  3. Stages of strategy implementation
    - a) Efficiency strategy, from motion to process
    - b) Staffing strategy, from development to selection
    - c) Organization strategy, from product to mechanism
    - d) Culture strategy, from idea to motion
    - Team exercise 5: locking the start point of strategy
- Benefits from this chapter: Understanding the knowhow of HR strategy.