



知享会
HR Excellence
Center

Visiting us at  www.hrecchina.org



内训师管理中的
“点” “线” “面”
“Dot” and “Line” and “Plane”
of Internal Trainer Management



今天分享的目标？

- 1、 “面”：根据组织需求，构造管理模块
- 2、 “线”：满足个人需求，助力职业成长
- 3、 “点”：打造实战亮点，落实执行效果

1 面的层面

你为什么要发展内训师？



内训师管理模块的设计



定向提名？看人看岗？
标准？松紧度？

选



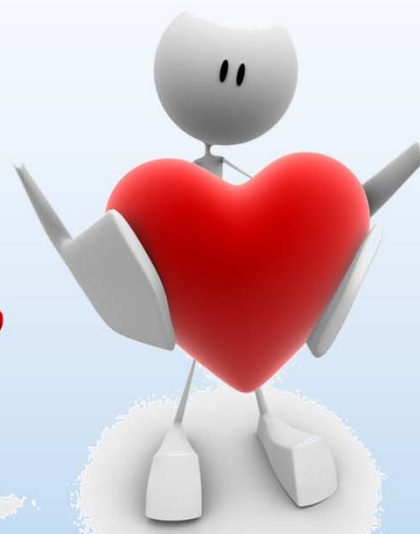
专业与授课能力？
实战经验分享

育



职责与资源？
过程跟踪与反馈？

用



公平性？吸引力？
物质？非物质？

留

确定核心课程
定向提名
更看重专业能力
小组式工作团队
尺度弹性

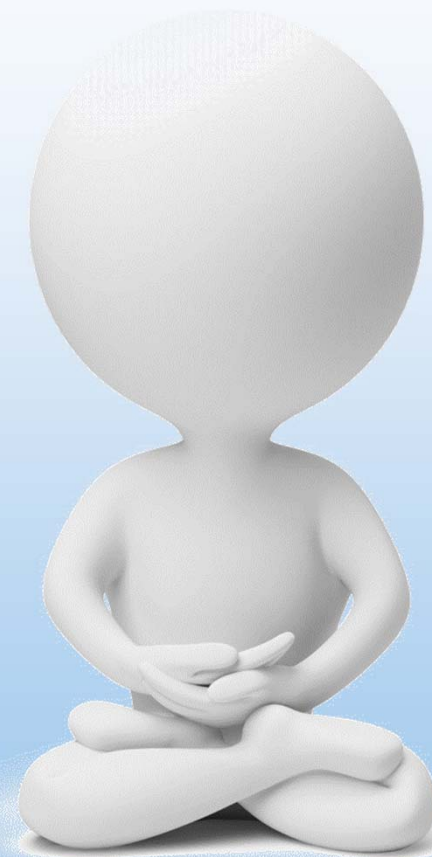




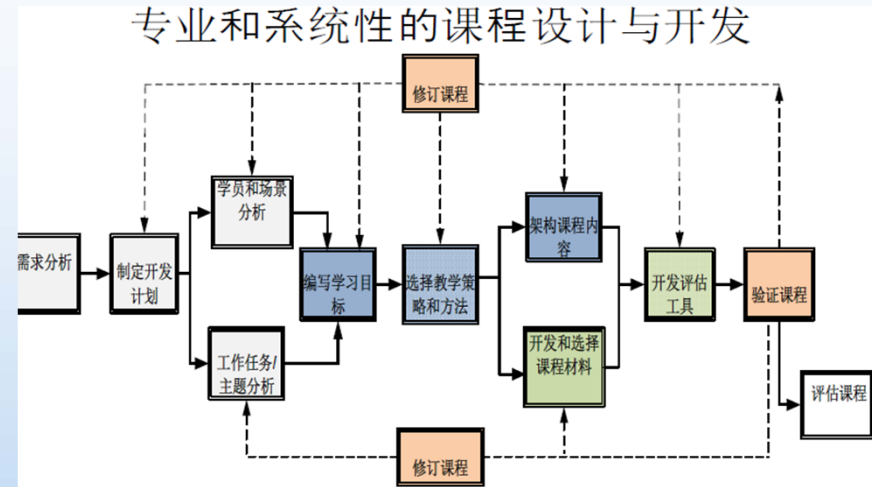
知识管理下的

育

注重专业能力
注重课程开发能力
经验的分享



三元素



课程设计和开发专业软件-LeaderGuide Pro Plus

- 现在LeaderGuide Pro Plus 有 Office 2007 和 2010 两个版本
- LeaderGuide Pro Plus 包括以下内容:
 - LeaderGuide Pro
 - ParticipantGuide Pro
 - E-LeaderGuide
 - Librarian和...
 - george!

LeaderGuide **PRO PLUS**

point,
click,
polish &
present!
george!





知识管理下的



N# 编号	Name of Events 活动名称	Trainer 老师	Duration Per Session 长度(天)	Estimated Date预计日期	Aim to 目标人群
1	<u>Train the trainer(Advanced)</u> 培训培训师(高级)	Xu Yu (External)	2 days	April.24-25, 2012 2012年10月	Jr. Internal Trainer or Candidates for Trainer 初 级内训师或内训师候选人
2	<u>Training Course Design</u> 培训课程设计	TBA (待定)	1-2 days	June, 2012 2012年6月	Sr. Internal Trainer or Candidates for course designer高级内训师或 课程开发师候选人
3	<u>Make Powerful PPT (Internal Sharing)</u> 制作有力的PPT(内部经验分享)	Caroline & Milly	0.5+0.5 day	August & Sept., 2012 2012年8-9月	Certified trainers 所有认证的内训师
4	<u>Trainer Evaluation & Promotion</u> 内训师的评估和晋级	HR	30 days	April, 2012 2012年4月	Certified trainers 所有认证的内训师
5	<u>Y2012 Internal Trainer Forum</u> 内训师论坛	HR	0.5 day	June, 2012 2012年6月	Certified trainers 认证的内训师代表



Y2012 Trainer Development Plan 内训师发展计划

注重需求分析

注重课程开发的跟踪

注重教材的审阅

注重专业资源支持

给予课后反馈





知识管理下的

用



The installation and usage of the products

Develop Technical Dictionary

.....

Introduction



Goal

The purpose and goal of this module is to provide participants with an introduction and overview of the training program.



Time

30 minutes



Overview

The facilitator welcomes participants to the training program, reviews the learning objectives and agenda, and provides a general overview of the day. An entertaining conflict-based activity helps to launch the program in a lively way.



Materials Needed

- Participant Workbook
- Name card for each participant if they do not know each other

Welcome and Introductions



Show Slide 1: Managing Conflict in Teams



Welcome participants to the training program

- Introduce yourself as the facilitator and briefly describe your background and involvement with this program.
- Point out the location of refreshments and restrooms and go over any other ground rules.



Direct participants to PAGES 1-3 in the Participant Workbook. These 3 pages contain introductory remarks.

百里挑一
广泛的绩效评估
与职业发展结合
要求与需求（非物质）





知识管理下的



Non-Monetary: 非物质鼓励

Training Resources Support: including purchase reasonable teaching materials (books, magazines, teaching aid, video and etc.) 培训教材与教具的支持

Re-education Plan: including giving more training opportunities, organizing rich "grow" club activities, planning career. 内训师的培训与发展机会

Recognition: including Sending Appreciation Letter, showing their individual picture in Training Room. 内训师宣传与感谢活动

Monetary: 物质鼓励

Reward deluxe domestic tour to annual 7 best internal trainers in China Region 奖励年度优秀内训师（7名）国内豪华旅游机会一次

2 线的层面

Trainer Responsibility

内训师职责

Responsibility of Internal Trainers 内训师职责

Teaching

- To be fully prepared for the training session (materials and content). Improve or develop training material if necessary.
- Arrive and begin training sessions on time. A neat appearance with unified Trainer badge and a professional and respectful manner at all times.
- Ensure all trainees receive equal attention and support.
- Keep teaching records good. 7H is a must, 28 H is preferable.

授课

- 充分备课，并在需要时完善和开发教材；
- 准时上课，并在所有教学活动中注重仪表，配戴培训师徽章，呈现职业精神；
- 对待所有的学员，一视同仁；
- 做好培训记录，每年实施 28 小时的培训和课后辅导，最少不低于 7 小时。



Responsibility of Internal Trainers 内训师职责

Coaching

- Identify needs of trainees and Communicate training objectives to trainees.
- Be available to answer questions, provide advice and give support.
- Evaluate and return assignments or coach them in real working situation with sufficient promptness to enhance learning experience.

辅导

- 发现学员的需求，并能与学员沟通培训目标。
- 能够回答学员的问题，并提供建议和支持。
- 及时批改并反馈作业，或者在真实工作场景中进行及时的辅导以促进培训效果。

Lead by personal example

- An initiative attitude is the prerequisite.
- Disseminate SG Principles at all times.

以身作则

- 具有良好的主动性。
- 在任何时候传播和实践圣戈班行为行动准则。

Trainer Ladder 内训师职业通道



Feedback to People Review by Observation Report

用观察报告的形式进入人才回顾项目



- Focus on Knowledge, Skill, and Ability presented in classroom.
- Use SG competences model.
- Individual Career Interests.

PEOPLE REVIEW						
Employee Name 员工姓名			SGI:			
Performance 绩效		Potential 潜力		Leadership 领导力		
Review & Comments 回顾和评价						
Strengths 优势			Development Areas 需改进的领域			
Development Plans Implemented 完成的发展计划			2012 Development Plans 2012年 发展计划			
Career Path/Plan 职业生涯规划			Next Potential Assignment/Timing 下一个可能的工作任命/时间			
Potential Damage if Vacant 员工流失可能的影响			Retention Strategy 留任策略			
Potential Successors 可能的继任者						
Successor	Rank	Readiness	Job Title	Hay Class	Company	Country
Mobility Wishes 工作地的迁移性						
National 国内:			International 国际:			Without Relocation 不需要:
International Mobility Preference		Country		National Mobility Preference		