



智享会
HR Excellence
Center

第十六届学习与发展年会

资料分享

2016年8月17日

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企业学习课程与内容及设计实践 教练制的安排

嘉吉投资
励勇

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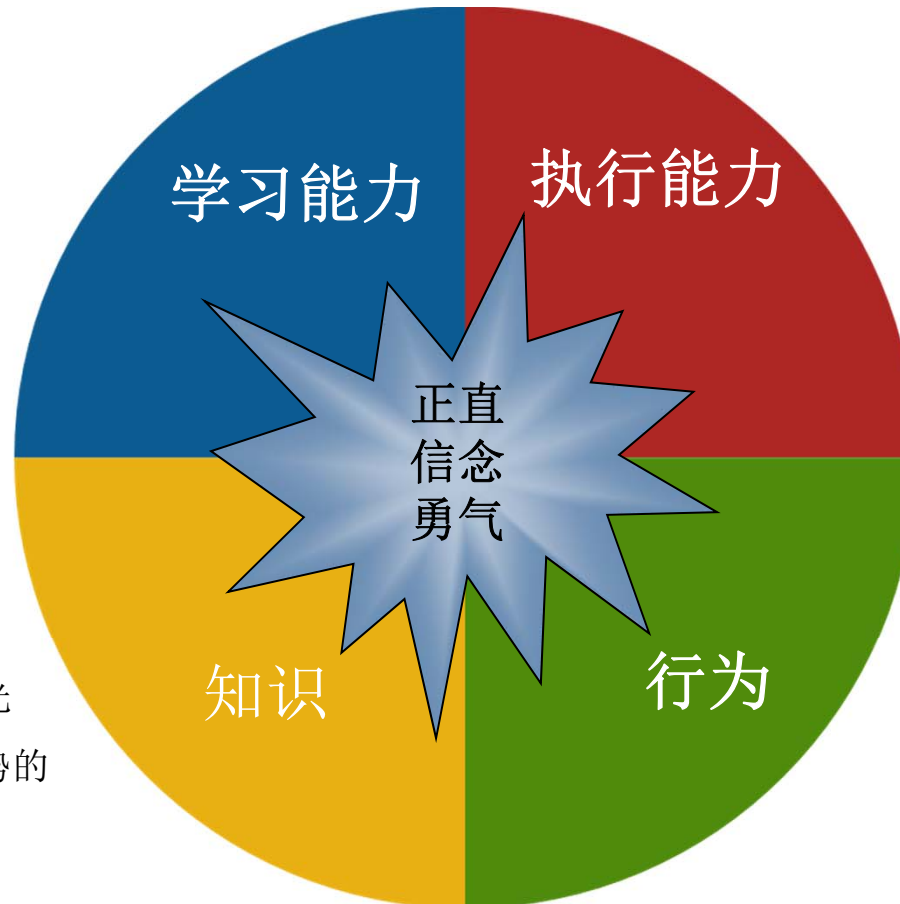


人力资源专家中心(TCOE)



嘉吉领导力模型

- 求知欲—期望主动学习甚于被动教导
- 适应性强，灵活
- 开阔的视野
- 理性思维



- 深刻而实际的商业眼光
- 对宏观经济和政治趋势的把握
- 变革领导

- 敏锐的优先顺序判断力
- 坚定的决心
- 追求高绩效和卓越
- 培养他人
- 乐观
- 具备说服/真诚沟通的能力
- 极强的反弹力

- 讨论、决定、拥领
- 尊重、坦率、承诺
- 对客户的深刻洞察力
- 寻求并加强合作
- 让自己和他人承担责任
- 挑战、创新、变革
- 重视多样性

High Performance Leadership Academy (HPLA)

Fundamentals of Management (FOM)

Target Audience:
New supervisors – enrollment in the program should occur within the first six months of being placed in a supervisory role.

Program Objectives:
Basic leadership skills including communicating, building trust, valuing differences, delegating, resolving conflicts and managing people processes.

Delivery:
Three-phase program includes instructor-led training and technology-enabled modules.

Selection:
BU or Functional Managers share names with their HR representative of new supervisors needing development.

NEW LEADER

High Performance Management (HPM)

Target Audience:
Managers with at least two years of managerial experience and high-performing individuals with team leadership responsibilities.

Program Objectives:
Advanced leadership skills including self-awareness, coaching, developing others, and creating, leading and sustaining high-performing teams.

Delivery:
Three-phase program includes instructor-led and technology-enabled modules along with pre-work, readings, coaching sessions and learning labs.

Selection:
BU or Functional Managers share names with their HR representative of managers and/or high-performing individuals with team leadership responsibilities.

Transitioning into Leadership (TIL)

Target Audience:
Experienced supervisors, managers and high-performing individuals who lead teams, typically with at least five years of leadership experience.

Program Objectives:
Broadening leadership perspectives, building team capabilities, change leadership, and strategic and systems-oriented thinking.

Delivery:
Four-phase program includes instructor-led and technology-enabled modules along with pre-work, readings, coaching sessions and learning labs.

Selection:
Nominees are determined by BU, Function and Platform Leaders in alignment with the LTM process.

High Performance Leadership (HPL)

Target Audience:
Experienced, key positional leaders or members of a BU or Functional leadership team with potential to expand their leadership role within the organization.

Program Objectives:
Emotional intelligence and modeling CLM behaviors, mastery in developing others and talent management, change leadership, and continued focus on values and ethics in leadership.

Delivery:
Four in-person sessions with significant on-the-job application, pre-work, coaching sessions and learning labs.

Selection:
Nominees are determined by BU, Function and Platform Leaders in alignment with the LTM process.

SENIOR LEADER



HPM课程结构

第一阶段：

自我认知与领导力风格

- 真诚领导力
- 自我认知——乔哈里窗
- 领导力的核心要素——价值观、优势、积极性
- MBTI®
- 情景领导®
- 建立信任
- 运用所学知识

第二阶段：

共创式教练辅导

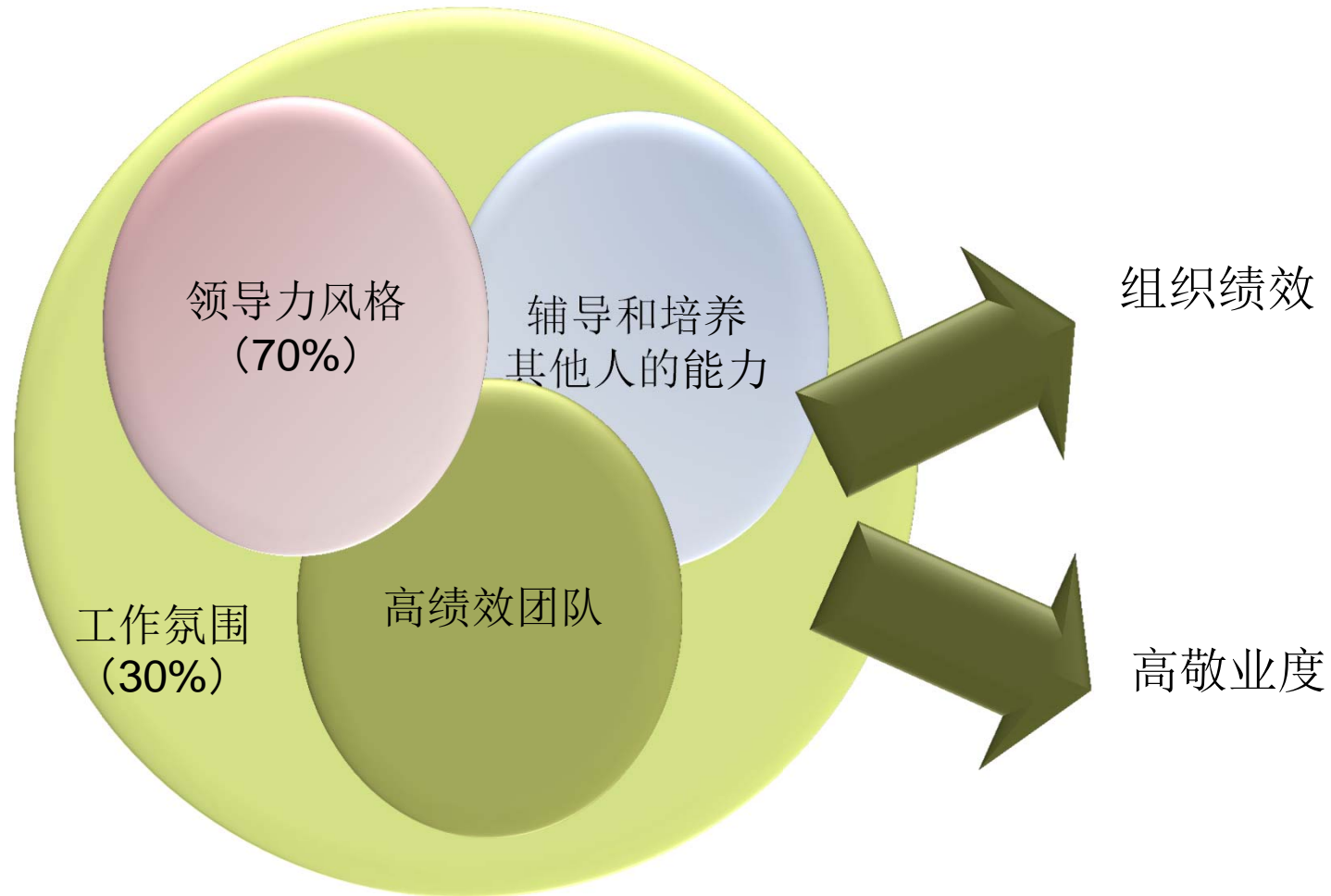
- 教练式辅导文化
- 反馈
- 四个基石
- 共创式教练辅导的基础
- 教练式辅导练习
- 培养其他人
- 运用所学知识

第三阶段：

创建、领导并保持高绩效团队

- 目标
- 人员
- 流程
- 工作氛围
- 环境
- 业务项目演示
- HPM课程总结

HPM课程: 招聘、启发、提升领导力



- 70%的团队绩效差异与领导力风格有关
- 30%的团队绩效差异源于工作氛围



培训前 - 高绩效管理课程入场券



Microsoft Word
Document



第一阶段

- Leadership Journey Sharing from Cargill Leader
听取嘉吉领导人的成长历程...
- 布置团队项目- 商业挑战/学习运用项目



高绩效管理课程 第一阶段:

学习应用项目 介绍

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喜好 & MBTI

优势

价值观

内部动机 & 外部动机

情景领导力™

信任

行为

你的原则以及领导力风格

学习应用项目的目的

- 运用在HPM课堂中学习到的技巧，同时加深对于高绩效团队的理解
- 沟通以及合作 和跨部门跨BU的优秀同事建立联系，共同发展个人以及团队的优势
- 在一个自我组建的团队中扮演队长或者成员，将共创式教练技巧和反馈技巧加以运用
- 将HPM课程的学员以及项目展示给嘉吉资深的管理者们

学习应用项目团队

HPM 商业挑战项目团队	
团队 #	学员姓名/时间节点 /任务
1	
2	
3	
4	

■ ■ 最后一天中项目团队展示的重点

- 如何发挥团队成员的各自优势？
- 如何发现你的团队与众不同及对团队有什么影响？
- 你在团队中会如何互相学习及共同工作？
- 你如何把所学到的知识, 要点用到工作中？
- 你如何在整个项目中运用与展现你的领导力？





第二阶段

- 参观工厂分享最佳实践
- 三次一对一教练





认证教练提供一对一教练服务

目的?

- 3次一对一的教练, 任何工作与生活中的话题; 完全由你设立话题, 教练会遵循保密原则!
- 从观察教练过程中学习一对一教练技巧然后运用在工作中
- 探索与解决工作与生活中的困惑





认证教练提供一对一教练服务

过程？

- 通过邮件分配内外部教练提供3次一对一教练
- 你要主动与你的教练制定教练时间
- 你要与你的教练签订教练协议，并主动联系教练
- 每次教练间隔3-4 周





第三阶段

- 团队项目汇报
- 部门领导点评及反馈

培训后

- **教练俱乐部**：内部与外部教练提供分享教练学员的心得的平台，并一起继续提高教练技术
- **教练社团**：为学员提供经验分享的平台，分享在工作中使用教练技术的经验
- **HPM校友会**：持续提升，分享经验，促进跨业务部门联系与交流，提升课程在业务部门的品牌知名度

结束和提问

