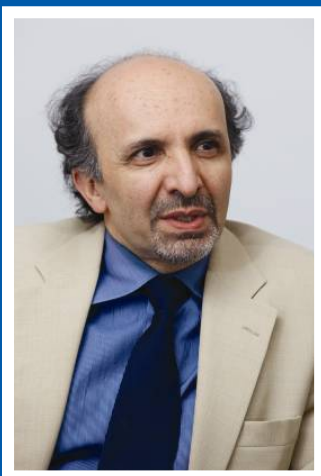美國標竿企業 IBM, HP, Cisco, GTE, Verizon, Corning …等人才發展顧問來台主講

Human capital development as a bridge between business requirements and business results

績效導向、系統化人才發展方案
串接落實營運策略、創造企業成效

Dr. Reza Sisakhti (瑞沙 希沙提)
- 人才發展策略大師
- Productivity Dynamics 公司
  /創辦人/董事

釐清「企業營運需求」是創造高績效學習與績效改善解決方案的關鍵步驟！有了這樣系統化的程序，才能為組織明確的定義出人才發展需求及關鍵指標，並可據此確保學習與績效改善解決方案的成功。

Dr. Reza Sisakhti 長期輔導美國標竿全球企業(IBM、HP、Cisco、Verizon、Sun Micro…等)，規劃具結構化且節奏快速的人才發展方案，協助聚焦並創造成效！所輔導的標竿企業也持續性的獲得 ASTD(美國訓練發展協會)年度 Best Practice 獎項，2007-2008 年更接受了 ASTD 委託〝業務職能〞顧問輔導、規劃與執行專案，同時持續受邀在 ASTD 年會主講相關的 workshop 與演講。

96 年 Dr. Reza Sisakhti 受資策會之邀，初次來台進行兩天的 workshop "Business Impact Measurement", 參與學員評點高達 4.75(over 5)，打破過去紀錄外，連續三年受資策會之邀舉行關聯主題的 workshop，持續得到參與學員的高度肯定！本次 workshop 將會貫串其 Strategic Talent Roadmap 架構，將關鍵人才發展專案的實務（ 如 Fig. 1 中的 Human Capital Development/Acquisition & Deployment)，如實呈現給參與學員，是台灣人才發展主管與專業工作者不可錯過的關鍵學習機會！

■ 日　　期：**10/1, 2 (週五, 六)**

■ 費　　用：**28,000 元/每人**

■ 上課地點：文化大學教育推廣部

■ 適學對象：企業 CEO, HR 主管, 人力資源專業工作者, 企業顧問, 人才訓練發展產業專業工作者

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Workshop 實戰營簡章

■ **Workshop Description:**：

    Talent management is an end-to-end system for acquiring, developing, maintaining, and fostering a high-performance workforce. The pivotal component in any talent management system is ***human capital development solution development, acquisition, and deployment***. This component serves as a bridge between business requirements and business results. It helps organizations to invest in the right learning opportunities, at the right time, and for the right audience to achieve significant business results (e.g., profitable growth, customer delight, market leadership, employee engagement, and enhanced productivity) (see Figure 1).

■ 課程簡介：

    Talent Management「人才管理」是一系列的流程，設計來召募、發展、留住與培育高績效的人才。在人才管理中最重要的部份即為人才發展方案的規劃、部署及執行。此部份可擔任企業需求以及企業成效間的聯結，可以協助組織投資正確的學習機會在正確的時間給予正確的人員，以促進企業績效的達成(例如：持續獲利的成長，顧客的滿意，市場的領導地位，員工的認同，以及生產力的提升) （見下圖 1） 。

■ *Learning Outcomes:*

Upon completion of the workshop, the participants should be able to:

- Use the results of business requirements analysis to identify requirements for human capital solutions

- Define metrics for measuring the business impact of investment in human capital development

- Apply a systems approach as a conceptual framework for defining a multifaceted strategy for acquiring and developing high-impact human capital development solutions

- Define an architecture for a human capital development solution set (including formal learning, work-based learning and development, and experience-based knowledge sharing)

- Conduct formative evaluation of human capital acquisition and development solutions to ensure conformance to requirements, integrity of design, and ultimate business impact

■ 學習目標：

完成課程後，您將可以…

- 利用企業需求分析的結果，明確定義企業關鍵的人才發展專案需求

- 定義人才發展專案的投資，對企業事業成效產生關鍵貢獻的評量指標

- 利用系統化的架構與流程，界定出挑選與培育對企具關鍵貢獻的人才多面向策略

- 界定合適的人才計畫架構與發展方案組合，(包含正式與非正式學習，OJT 在職訓練，以及經驗傳承的知識分享…)

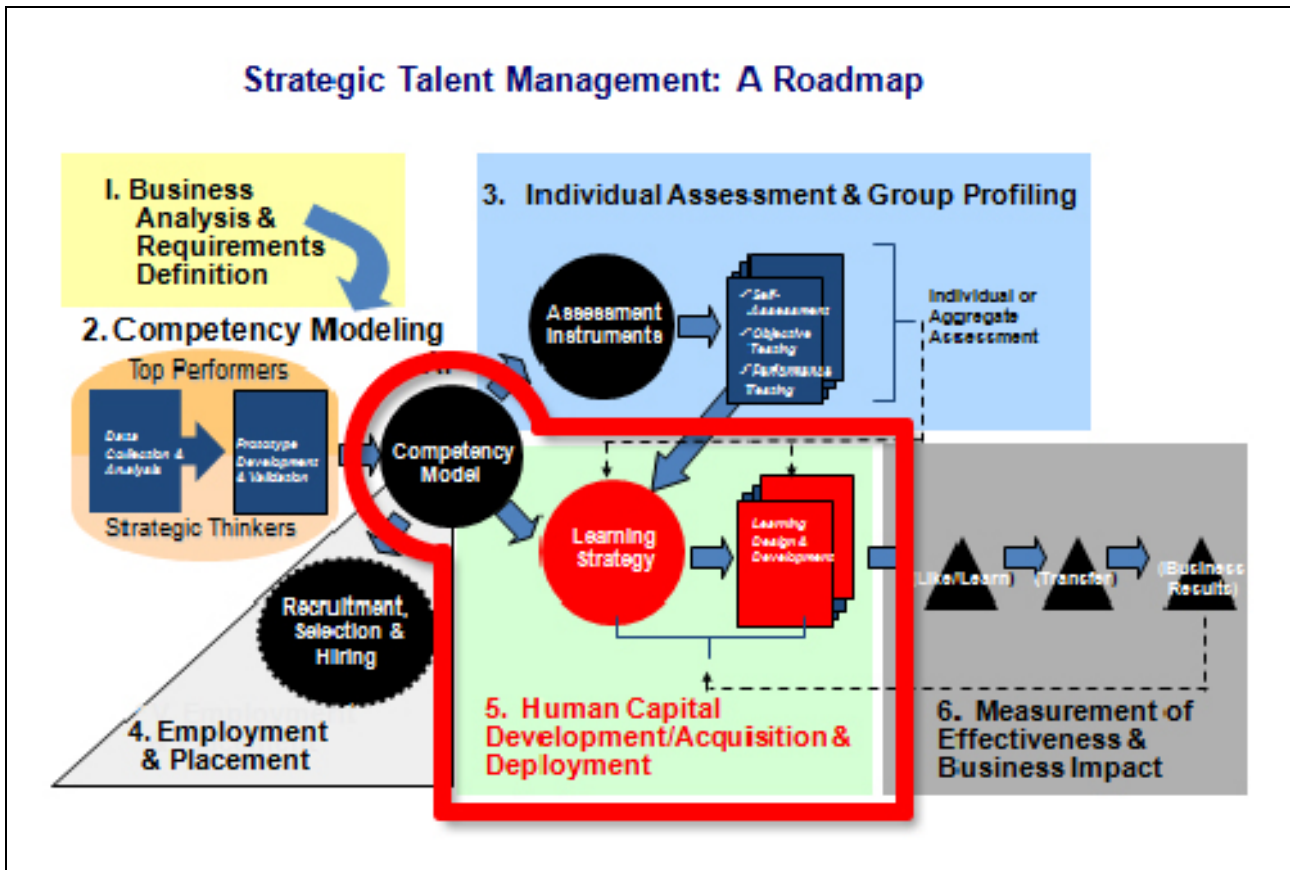- 如何落實執行發展專案過程中的評估與回饋調整，以確保與需求、設計，和企業期待成效的一致性

Figure 1. Strategic Talent Management: A Roadmap

As shown in Figure 1, the definition, development, acquisition, and deployment of human capital development solutions is considered the "moment of truth." It is a tangible intervention that employees touch and feel and that ultimately provides benefits to the organization.

Definition and design of high-impact human capital development is the main focus of this workshop. In addition, the workshop will cover best practices in conducting formative evaluation of solutions before their deployment to ensure their continuous improvement and ultimate business impact. The workshop also presents cases that show how leading corporations and non-profit organizations have used this component of the talent management process strategically to achieve business results.

▲ 圖：策略性人才發展藍圖。

策略性人才發展藍圖：包含事業需求分析，高績效人才職能模型，職能評鑑優勢與落差評估，人員選才管理、學習發展策略與方案構建、學習與事業貢獻的成效評估。此次兩天 workshop 除了貫串整個架構的連結運用外，其中，學習發展策略與方案建構將是 Workshop 的分享重點！

■講師簡介：

Reza Sisakhti (瑞沙 希沙提)
Founder/Director
Productivity Dynamics, Inc.,
USA

瑞沙 希沙提博士(Dr. Reza Sisakhti)是 Productivity Dynamics 公司學習與績效策略顧問團隊的創始董事. 他以擅長建構職能模型, 定義企業組織學習發展需求以及衡量企業爲了改善生產力而做的學習專案的成效與影響而聞名. 擁有超過二十年設計與評估超大行企業學習方案的經驗, 希沙提博士輔導過 IBM, Verizon, HP(惠普), Corning(康寧), Sun Microsystems(昇陽電腦), Cisco Systems(思科), USPS(美國郵政)以及 Hyperion 軟體公司. 他也是全球最重要培訓與發展協會 ASTD Best Practice Awards(美國訓練發展協會最佳實踐獎)的常客, 輔導企業客戶得獎年份橫跨 1999, 2001, 2002, 2003, 2004, 2006, 2007, 2008 與 2009 年. 希沙提博士此一獲得世界肯定的理論與實踐方法論，在兩岸三地得到良好的應用。

Dr. Reza Sisakhti is the founding director of the learning and performance strategy consulting practice at Productivity Dynamics, Inc. He is a recognized expert in building competency models, defining learning requirements, and measuring the effectiveness and business impact of learning solutions designed for improving the productivity of organizations. He has over two decades of experience in design and measurement of learning solutions for major corporations such as IBM, Verizon, HP, Corning, Sun Microsystems, Cisco Systems, US Postal Service and Hyperion Software. Reza helped continuously clients to win the ASTD Best Practice Awards in 1999, 2001, 2002, 2003, 2004, 2006, 2007, 2008 and 2009 for measuring the business impact of various learning solutions. With the strategic cooperation with local partner from 2008, Dr. Reza's   methodology is also well applied to many projects of the companies in Greater China Area..

Dr. Reza Sisakhti, the measurement practice leader at Productivity Dynamics, is a frequent speaker on the topic of business impact measurement. Three recent workshops at ASTD included:
- "Learning Effectiveness and Impact Measurement: Challenges and Frameworks Learning," delivered at Executive Network BEST Event, ASTD, October 5 and 6, 2006 .
- "Managing with Metrics: Data-Driven Workplace Learning and Performance," delivered at Benchmarking Forum, ASTD, April 28 and 29, 2004 .
- "Impact Maturity Measurement Model," delivered at Executive Learning Network, ASTD, April, 2007.

In partnership with its clients, Productivity Dynamics has been the recipient of several Best Practice awards in measurement from the American Society of Training and Development. Examples of these awards include:
- Leadership development program (GTE, 1999)
- Blended technician training program (Verizon, 2001)
- One-year worldwide on-boarding program (IBM, 2002)
- Large-scale leadership training program for 40,000 managers worldwide (IBM, 2003)
- Large-scale management training program (Verizon, 2004)
- Large-scale transformational learning program to implement an on-demand business strategy (IBM, 2007)
- Large-scale one-year new-hire orientation program (IBM 2007)
- Global Sales Onboarding (Cisco, 2008)
- Sales onboarding program (HP, 2009)

Dr. Reza Sisakhti─人才發展策略大師 Workshop 活動
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