

导师赋能工作坊

Mentor Empowerment Workshop



课程背景 | Course Background:

企业在高速成长的过程中，需要大量合格并且能迅速独当一面的人员支撑。新入职和新到岗的人员作为有效的人才来源，对公司的持续发展意义重大。快速的人员增长，对如何保障文化传承、职业素养提升、专业技能过硬等提出了更高的要求。为了能够帮助新人快速有效的融入公司，掌握岗位技能，达到外部和内部要求，导师制和导师能力关乎成功关键。

In the process of rapid growth of an enterprise, it needs a large number of qualified and capable personnel to support it quickly. As an effective source of talents, newly recruited and newly arrived personnel are of great significance to the sustainable development of the company. The rapid growth of personnel puts forward higher requirements on how to ensure cultural inheritance, promotion of professional quality, and excellent professional skills. In order to help new comers quickly and effectively integrate into the company, master job skills, and meet external and internal requirements, the mentor system and mentor ability are the key to success.

课程目标 | Course Targets:

导师将掌握结构化的辅导技术，并能够结合学员的特点采取个性化的辅导策略。同时，导师还将学会分析辅导任务的方法，为企业的知识管理与导师制落地提供有力支持，并达成以下目标：

The tutor will master structured tutoring techniques and be able to adopt personalized tutoring strategies based on the characteristics of the students. At the same time, the tutor will also learn to analyze the methods of tutoring tasks, provide strong support for the enterprise's knowledge management and tutoring system implementation, and achieve the following goals:

1. 识别导师不同的角色和价值；

Identify the different roles and values of mentors;

2. 认知辅导风格和学习风格，有针对性选择辅导方式；

Cognitive tutoring styles and learning styles, and select tutoring methods in a targeted manner;

3. 能够制定有效的辅导计划；

Ability to formulate an effective coaching plan;

4. 运用辅导模型完成辅导任务；

Use the coaching model to complete the coaching task

5. 能达到外部和内部要求，导师制和导师能力关乎成功关键。

Able to meet the external and internal requirements, the mentor system and mentor ability are the key to success.

课程安排 | Course Schedule:



标准课时: 2天, 6小时/天

Standard lesson time: 2 days, 6 hours/day



建议学员: 企业内部导师、新员工带教老师

Suggested trainees: company internal mentors, new employee coaching teacher



课程特色 | Course Features:

落地性 | Landing

内容工具化，语言通俗易懂；

The content is instrumentalized, and the language is easy to understand;

案例贴近工作，课后无需二次转化，拿来即用。

The case is close to the work, there is no need for secondary conversion after class, and it is ready to use.

工具性 | Instrumentality

将技巧工具化，引入ICF国际教练联盟；

Introduce skills into the ICF International Coaching Federation;

最前沿教练工具，易于操作及掌握；

The most cutting-edge coaching tool, easy to operate and master;

针对性 | Pertinence

为企业量身定制的课程；

Courses tailor-made for enterprises;

内容100%贴合导师工作实际；

The content is 100% in line with the actual work of the tutor;

实用性 | Practicality

培训突出实用效果；

Training highlights practical effects;

课堂演练及讲师指导；

Classroom drills and lecturer guidance;

学员课上直接掌握方法；

Students master the method directly in class;

生动性 | Vividness

采用研讨、案例、视频、教练体验等；

Adopt seminars, cases, videos, coaching experience, etc;

多种培训形式，突出课堂的生动性；

Various training forms highlight the vividness of the classroom;

课程导入：导师制的发展

Course introduction: the development of tutorial system

破冰活动：“我是谁？”-体验教练式辅导对人的赋能之力

讨论：谁是导师的最佳人选？导师扮演的角色？

导师应具备哪些能力？

一、导师的角色

1. 师傅:MENTOR一词的由来

2. 导师的最佳人选

案例：GE “逆向导师制”

案例：华为导师制

3. 导师的关键5角色

4. 导师的5项职责

二、优秀导师的能力要求

1. 优秀导师的能力特征

2. 优秀导师在岗辅导核心技巧

Icebreaking activity: "Who am I?"-Experience the empowering power of coaching

Discussion: Who is the best candidate for a mentor? What role does the mentor play?

What abilities should a mentor possess?

1. The role of the mentor

1. Master: the origin of the word MENTOR

2. The best candidate for a mentor

Case: GE "Reverse Tutorial System"

Case: Huawei Tutorial System

3. The 5 key roles of a mentor

4. The 5 responsibilities of a mentor

2. Ability requirements of excellent tutors

1. Ability characteristics of excellent tutors

2. Core skills of excellent tutors on the job

第一讲：创建和谐的师徒关系

Lecture 1: Create a harmonious relationship between teacher and apprentice

一、识别员工的工作动力

1. 工作动力三来源

案例：小张与小王的工作动力

2. 工作动力与绩效表现

3. 认识马斯洛需求理论

4. 识别员工需求层次与工作动力

二、认识员工的性格偏好与长项

1. 认识4P风格与偏好

2. 肌肉动力学测试：4P风格

3. 4P风格与行为偏好

4. 4P风格与沟通风格

5. 4P风格与DISC

6. 识别员工的4P风格与行为偏好

7. 确定导师辅导策略

1. Identify the work motivation of employees

1. Three sources of work motivation

Case: The motivation of Xiao Zhang and Xiao Wang

2. Work motivation and performance

3. Understanding Maslow's demand theory

4. Identify the employee's level of needs and work motivation

2. Recognize employee's personality preferences and strengths

1. Know 4P style and preferences

2. Muscle dynamics test: 4P style

3. 4P style and behavior preference

4. 4P style and communication style

5. 4P style and DISC

6. Identify employees' 4P styles and behavior preferences

7. Determine the coaching strategy of the mentor

第二讲：带教操作基本技巧与实践

Lecture 2: Teaching the basic skills and practice of operation

一、辅导沟通的4项能力

游戏：画图

案例：无效沟通4例

1. 阻碍沟通的因素

2. 有效沟通的循环

3. 辅导沟通4能力

二、清晰表达技巧

1. 沟通的梅拉比安原理

工具：清晰表达的4C原则

工具：完整表达6W

演练：6W法

三、教练式聆听技巧

活动：体验聆听的特征

1. 聆听的三个层级

2. 3F深层聆听技巧

练习：区分事实与判断

体验：3F聆听案例一

体验：3F聆听案例二

1对1练习：3F聆听

视频欣赏：3F聆听

课后行动：3F聆听练习

四、提问的技巧

1. 开放式提问与封闭式提问

工具：厘清事实3问

案例：纪念碑怎么了？

2. 提问的注意事项

五、积极反馈技巧

工具：积极反馈法

演练：积极反馈法

1. The 4 abilities of coaching and communication

Game: drawing

Case: 4 cases of invalid communication

1. Factors that hinder communication

2. The cycle of effective communication

3. Counseling and communication 4 skills

2. Clear expression skills

1. The Merabian Principle of Communication

Tools: clearly expressed 4C principles

Tools: Full expression 6W

Walkthrough: 6W method

3. Coaching listening skills

Activity: Experience the characteristics of listening

1. Three levels of listening

2. 3F deep listening skills

Exercise: Distinguish facts and judgments

Experience: 3F listening case one

Experience: 3F listening case 2

1:1 practice: 3F listening

Video appreciation: 3F listening

Action after class: 3F listening practice

Fourth, the skills of questioning

1. Open-ended and closed-ended questions

Tools: 3 questions to clarify the facts

Case: What happened to the monument?

2. Points to note when asking questions

5. Positive feedback skills

Tool: Positive Feedback Method

Exercise: Positive feedback method

第三讲：带教操作基本技巧与实践

Lecture 3: Teaching operation process and practice

一、因人而异的带教原则

1. 因人而异的带教矩阵

角色扮演：4种类型员工的辅导沟通

二、带教操作流程与关键点

1. 技术传授5步流程

1) 第1步关键：意义与清晰

2) 第2步关键：示范标准

3) 第3步关键：认识标准

4) 第4步关键：达到标准

5) 第5步关键：认可

演练：技术传授5步流程

2. 纠正行为4步法

1) 示范与演练

2) 操作关键：事实

3. 表扬巩固行为4步法

1) 示范与演练

2) 操作关键：未来成功

4. 员工关怀五步法

1) 示范与演练

2) 操作关键：员工需求

5. 综合角色扮演3技巧

1. Teaching matrix that varies from person to person

Role-playing: coaching communication for 4 types of employees

2. Teaching operation process and key points

1. 5-step process of technology transfer

1) The key to step 1: meaning and clarity

2) The key to step 2: Demonstration standards

3) The key to step 3: Know the standard

4) The key to step 4: meet the standard

5) The key to step 5: recognition

Drill: 5-step process of technology transfer

2. Four steps to correct behavior

1) Demonstration and practice

2) The key to operation: facts

3. 4 steps to praise and consolidate behavior

1) Demonstration and practice

2) The key to operation: future success

4. Five steps to employee care

1) Demonstration and practice

2) Operational key: employee needs

5. Integrated role playing 3 skills

第四讲：教练式辅导技巧

Lecture 4: Teaching operation process and practice

一、认识教练技术

1. 教练的工作方式

视频案例：教练是如何工作的

2. 教练式辅导的核心

3. 教练的三大原则

二、绩效导向的辅导技巧

工具：CUP工具提升目标承诺

工具示范与演练：CUP工具

工具：5R行动计划引导法

工具示范与演练

1. 建立SEA问责系统

工具示范

工具：2W行动督导法

工具示范与演练

三、6L激发行动力工具学习

视频案例：永不放弃

四、自我成长计划

1. Recognize coaching skills

1. How a coach works

Video case: How does a coach work

2. The core of coaching

3. Three principles of coaching

2. Performance-oriented coaching skills

Tools: CUP tools to improve target commitment

Tool demonstration and exercise: CUP tool

Tool: 5R Action Plan Guidance Method

Tool demonstration and exercise

1. Establish a SEA accountability system

Tool demonstration

Tool: 2W Action Supervision Method

Tool demonstration and exercise

Three, 6L stimulates action tool learning

Video case: never give up

Four, self-growth plan

