



快人一步 领先一筹

文 / 柯玟秀

20年前的那部手机，您现在应该已不会再用了；同理，贵公司的IT系统往往也是定期升级的。但是，您和贵公司的高级管理层最近一次深入地了解关于领导艺术、市场学、平台战略或管理心理学方面的最新研究成果，是在什么时候？在瞬间万变的商场，企业要想保持敏锐的洞察力、提高竞争力水平，就需要在硬件、软件和管理知识方面都不断更新。而这正是中欧国际工商学院高层经理培训课程的切入点所在。这一与中欧同龄的课程在过去18年来，已为3000余家中外企业培训了逾10万名中高层经理。

“越来越多的公司将高管培训列入其后备管理人才的储备与发展规划之中。”中欧高层经理培训部副主任、公司特设课程主任陈玲珍说，“我们的课程重心在于知识的传授、以及帮助领导者实现思维和能力的转型升级。”

“企业派送员工来参加我们的高层经理培训课程，并不是为了让他们来发展社交圈子，而是希望他们认真学习，提高技能，并将学到的东西转化为实践，催生改变。”中欧院长助理兼高层经理培训部主任刘涌洁说，“在理解这些需求的基础上开发相应的课程，是我们团队的关键能力之一。”

世界一流的师资，也是众多公司派送高管来中欧“升级”管理知识与技能的重要原因。“我们的教授拥有全球化的视野。我们了解全球业务与新兴市场。”中欧副教授长、管理学教授兼拜耳领导力教席教授忻榕说，“我们因时、因地制宜，针对各种企业——不论跨国企业、亚太区域企业或是中国本土企业的需求来制定不同的课程。我们对于各行各业都拥有相当的研究和了解。”

高层经理培训课程的课题涵盖了包括商业基本原理与全新挑战在内的几乎全部领域。创新、战略、市场、谈判、领导艺术、金融、财会、企业管理与经营管理等等，都名列其中。授课方式有两种：一种是接受个人报名的公开课；另一种是公司特设课程，即中欧的教学团队与某个企业紧密合作，为企业的一群高层经理“潜力股”度身定制课程。

“如果这家公司有15到20名、或是更多员工一起参加其公司特设课程，该课程的效果将会更加明显，而且性价比也更高。”陈玲珍补充道。



Staying Ahead of the Game

By Janine Coughlin

It's not likely you are using the same mobile phone you had in 1993. Similarly, your company's IT system is probably upgraded regularly. Yet when was the last time you and your company's senior managers had a deep-dive into the latest research on leadership, marketing science, platform strategy or managerial psychology? To stay nimble and competitive in today's fast-changing business environment, a company needs to keep both its hardware and its soft skills and management knowledge up to date. This is where the CEIBS Executive Education Programme comes in. It has worked with more than 3,000 enterprises to train more than 100,000 executives since it began 18 years ago with the founding of CEIBS.

"Companies are increasingly making executive development part of the solution to talent retention and development of their leadership pipeline," says Ruby Chen, Deputy Director, Executive Education and Director of Company Specific Programmes (CSP). "Our programmes are about the transfer of knowledge and the transformation of leadership mindset and capabilities."

"Companies don't send their staff to our Executive Education programmes for networking, they want them to focus on learning and improving their skills, and then put those skills into action to make an impact, to make a change," says Hobbs Liu, Executive Director, Executive

Education. "Understanding clients and programme development is a key ability of our team."

The world-class faculty is also a key reason companies send their senior managers to CEIBS to tune-up their management skills and knowledge. "Our faculty members are very global. We understand global business and emerging markets," says Associate Dean of Executive Education Katherine Xin, Professor of Management and Bayer Chair in Leadership at CEIBS. "We are creating knowledge that is context relevant. We can meet the needs of a variety of customers, from global companies to Asia-Pacific to local Chinese. We really have a breadth of industry knowledge."

Topics covered by Executive Education programmes run the gamut of business fundamentals and challenges. Innovation, strategy, marketing, negotiation, leadership, finance, accounting, corporate governance and operations management are among the offerings. Courses are delivered in two ways – through open programmes, where individuals can sign up, and through Company Specific Programmes (CSP) in which CEIBS faculty and staff work closely with a company to design a bespoke course for a group of its high potential senior managers. A CSP makes more sense for companies where 15 to 20 or more will participate, as it can be more cost effective says Chen.





在挑战中起步

“当我们首次涉猎这一市场的时候，商学院在社会上的普遍认知度真的很低。”刘涌洁说。他已在中欧工作了16年，有14年都任职于高层经理培训部。

中欧高层经理培训课程的发展反映了中国经济的飞速成长。刘涌洁说，该课程一直吸引着许多世界一流的跨国企业，但是近年来报名的中国国企与私企数量也在不断增长。他补充道，来听公开课的学员大约有70%来自中国企业，而公司特设课程的合作伙伴则有70%是跨国企业。“总部设于国外的跨国公司对于人才发展战略考虑得更为周到，不过，像联想、TCL这样的企业如今也认识到了人才发展和高管培训的重要性。”

衡量高管培训课程的开办是否成功的一个有力指标是回头率。刘涌洁说，就中欧而言，有60%至70%的学员或企业会再度来参加我们提供的其他各类课程。“这对我们是激励也是挑战。他们选择与我们长期合作，因此我们必须为他们创造尽可能多的价值。”

度身定制的学习之旅

“我们帮助企业建设强有力的领导团队，使得他们能以同一种商业语言沟通，并对自身面临的挑战及努力追求的解决方案都能有一个清晰的概念。”陈玲珍表示，这些都是学员和企业能从中欧的学习中获得的裨益。“我们鼓励他们相互之间、或是与教授之间掀起头脑风暴。”

每一门重要的公开课都由一位中欧教授担任课程主任，他（她）会指导全部课程内容的设置，确保这门公开课充分反映了该课题的全球最新研究成果。中欧的教授们还会对每一家开设公司特设课程的公司所面临的问题与挑战进行深入的研究与分析，参与搭建其公司特设课程的内容框架。

“互动、体验式学习”——陈玲珍认为这是公司特设课程的最大特点。“我们与这些公司越来越紧密地携手合作，成为真正的伙伴。”她透露，目前参与公司特设课程设计的不仅是这些公司的人力资源经理，往往还包括公司的CEO或其他最高管理层。

为了说明中欧教学团队怎样通过与这些公司高管紧密合作而为每一次公司特设课程精心打造框架，忻榕教授例举了中欧最近为一家跨国科技企业定制、包含两个模块的特设课程。中欧的团队首先组织这家公司的最高管理层开展专题讨论，帮助他们充分挖掘和梳理公司的培训需求，并选拔出一组来自不同职能部门的学员。然后，中欧再组织这些学员进行专题讨论，了解他们在技能与知识方面感到不足的领域。



在类似这样的合作中，有时甚至连这些企业的全球高管、亚太地区总裁和中国区的总经理都会亲自参与设计特设课程。

在实践中学习

“目前，许多企业都处于变革阶段，尤其是那些大型跨国公司。我们的公司特设课程不仅培训了学员，还帮助企业更好地执行其战略规划。”忻榕教授说，“我们与这些公司分享最新的知识与研究成果，并促使学员们在‘行动学习’的过程中运用所学知识，创造价值。”

“行动学习”是当前的流行词汇，意为学以致用过程，即学员在中欧教授的指导下，将课堂上学到的东西用以应对在办公室里面面临的实际挑战。这个过程同时也需要公司的高级管理层予以协作，并提供评估与反馈。

公开课程也同样具有强烈的“行动学习”方面的特征。中欧市场营销学教授王高同时也是首席营销官（CMO）课程的学术主任，据他介绍，这门课程的内容中有一堂关于现实案例的讨论课，学员们要将自己在现实中面临的市场挑战拿出来与大家分享，并群策群力探讨解决方案。该课程还设立了一个CMO俱乐部，促进持续学习，也促进学员毕业之后与中欧之间及学员们相互之间的交流。目前该俱乐部已有150名成员，不定期地举办研讨会和各类活动。“人际关系网络是一种附加价值。”王高教授说，“如果他们的工作中遇到挑战，就可以打电话给其他同学。这一关系网络将伴随学员们终生。”



EARLY CHALLENGES

“When we first started in this market there was not really a general awareness of business schools,” says Liu, who has worked in the Executive Education programme for 14 of his 16 years at CEIBS.

The development of Executive Education at CEIBS mirrors the fast-paced growth of China’s economy. Liu says that while it continues to attract leading MNCs, the number of SOEs and private Chinese enterprises utilizing the programme has grown considerably. He adds that around 70% of open programme participants now come from Chinese companies, while 70% of the CSP clients are MNCs. “The foreign-based MNCs are more sophisticated about talent development, but companies like Lenovo and TCL are now recognizing the value of talent development and executive education,” he explains.

One of the strong indicators of a successful Executive Education provider is repeat clients. Liu says for CEIBS it is between 60 to 70%. “This creates a challenge for us, because for the clients to stay with you, you need to offer extra value.”

CUSTOMIZED LEARNING

“We help companies align their leadership team so they speak the same language and have a clear perception of the challenges they face and the solutions they are working towards,” Chen says, describing some of the extra value

CEIBS provides. “We facilitate their brainstorming, both between each other and with our professors.”

A CEIBS faculty member serves as Programme Director of each flagship open programme to oversee the curriculum and make sure it reflects the latest research on a topic from around the world. CEIBS faculty also help create the framework for every CSP after doing in-depth research and analysis of the issues and challenges the company is facing.

Interactive, experiential learning is how Chen describes the typical CSP module. “More and more, we are working together with companies in true partnership style,” she says, adding that now it often is not just the Human Resources (HR) executives who are involved in the CSP design, but also the CEO or other top management.

To explain how CEIBS faculty and staff work closely together with a company’s executives to craft the framework of each CSP, Prof Xin gives an example of a recent two-module programme CEIBS did with a multinational technology company. The CEIBS team first conducted focus groups with top management, helping them get an in-depth picture of the company’s needs and choose a team of cross-functional participants. It then conducted a focus group with the programme participants to identify the areas where they felt they had skill and knowledge gaps. In some cases even the company’s global management, Asia Pacific head and China general manager will be involved in planning a course.

新兵们,准备入营! Get Ready For Boot Camp!

文/柯玫秀

By Janine Coughlin

“未来领袖训练营”——中欧国际工商学院高层经理培训部今年新开设的这门课程，顺应国际潮流而生，蕴意深远。该课程意欲吸引的学员主要是全世界各地优秀的年轻经理人；他们初次走上管理岗位，正倾力迎战新岗位对其个人及职业方面带来的更多挑战。

“我对培养年轻经理人十分感兴趣，因

While many of the CEIBS Executive Education programmes are focussed on delivering the CEIBS “China Depth” brand promise, this year one of its new open programme offerings has a decidedly more global ambition. The CEIBS Future Leaders Boot Camp aims to attract young managers from around the world who are taking on their first managerial role, and grappling with the greater personal and professional risks and responsibilities that this entails.

建立伙伴关系

在企业与中欧携手开发并完成公司特设课程的过程中，双方常常会建立起更为深入的合作关系。“我们与企业建立了多点战略连接。”忻榕教授说。譬如，与企业合作公司特设课程的经历会帮助某位中欧教授得以完成一项案例研究；某个企业以设立研究基金或MBA奖学金的形式，进一步支持中欧。还有些企业在与中欧高层经理培训课程合作过之后，开始接收

中欧MBA学生进行实习，进而聘用中欧MBA毕业生。

“如果我们与负责开发新客户的同事一起努力管理好客户关系，就能收到事半功倍的效果。”刘涌洁说，“中欧的许多赞助企业伙伴是通过高层经理培训而与中欧建立了关联。EMBA课程申请者中则约有10%在此前曾参加过高层经理培训。这些都从旁例证了我们产生的积极影响。”



为你能够在更大程度上影响他们。”未来领袖训练营课程主任、中欧运营管理学教授倪科斯（Nikos Tsikriktsis）说，“已经担任、或即将担任职业生涯中首个管理职位的经理人，都可以参加我们的训练营。营员们将第一次跳出自身职能的局限，更全面地了解其所在企业的整体业务。他们或许已经是最优秀的业务专精者了，但是现在，他们需要学会带领一个团队。”

本次未来领袖训练营的课程包括两个授课模块，各为11天，上课地点为中欧校园。两个模块中间相隔一个月，学员们在这段时间里还需要自行完成一个与本职工作相关的学习项目。该课程的整体目标在于加深学员对商业法则的理解，并为他们在领导能力方面奠定坚实的基础。

尽管许多高层经理培训课程的授课对象是高层经理，但该训练营面向的却是那些30岁左右的年轻经理人。课程组织者还将特别注意使得入选的学员们来自全球各地并具有各不相同的职业背景。倪科斯教授解

“I have a lot of interest in developing younger managers as you can impact them more,” says Professor of Operations Management Nikos Tsikriktsis, who is Programme Director of the Boot Camp. “Participants either have, or are just about to get, their first managerial job. They are stepping out of their functional silo for the first time and have to understand the bigger picture of their company’s overall business. . . They may be the most qualified technical expert but now they have to lead a team.”

The programme comprises two 11-day modules of instruction at CEIBS, with a month-long break in between during which participants are expected to complete a self-directed learning project related to their work. The curriculum is aimed at deepening their understanding of business fundamentals and providing a solid foundation in the principles of leadership.

Though most Executive Education programmes are aimed at senior managers, this one is targeting people in their late 20s



REAL LIFE LESSONS

“These days companies, particularly MNCs, are going through a lot of changes. Our CSP doesn’t just educate participants but helps companies implement their strategic plans,” Prof Xin explains. “We also share with them the most up-to-date knowledge and research, and ask participants to use that knowledge through action learning to create value.”

Action learning is the current buzzword that describes the learning process in which course participants take what they are doing in the classroom and, under the tutelage of CEIBS faculty, apply it to a practical challenge they are facing at the office. This process also requires a commitment from the company’s senior management to provide evaluation and feedback.

Open programmes also feature action learning aspects. Professor of Marketing Wang Gao, who is Programme Director for the Chief Marketing Officer (CMO) Programme, explains that the coursework in this class includes a live case study, where participants share their real-life marketing challenges and develop solutions with input from the class. The CMO Programme has also established a CMO Club to facilitate ongoing learning and connection for participants with both CEIBS and each other after the course is over. The club now has more than 150 members and offers occasional seminars and other events. “This network adds value,” says

Prof Wang. “If they have a challenge they are facing in their work they can make a phone call to one of their fellow students. It’s a life-long network.”

BUILDING PARTNERSHIPS

The process of working closely together to develop and execute a CSP programme often sees companies building a deeper cooperation with CEIBS. “We have strategic links with companies at multiple points,” says Prof Xin. Sometimes working with a company on a CSP will lead to a CEIBS faculty member doing a case study. In other instances, a company has decided to invest in CEIBS by funding research or providing a scholarship for the MBA programme. Some companies began hiring CEIBS MBA students for internships and stepped up their efforts to recruit CEIBS MBA graduates after their involvement with the CEIBS Executive Education Programme.

“We are able to create synergy if we manage the client relationship well together with our development colleagues,” adds Liu. “Many corporate sponsors started their relationship with CEIBS through Executive Education. About ten percent of EMBA applicants have participated in an Executive Education programme before applying to the EMBA Programme. So that is also the impact we are having.”

释道，这样做是因为多元化团队的管理也属于该训练营学习的重要内容。

“我们将创造一个类实验室的环境，促进学员之间的开放交流、积极参与、分享以及合作。”倪科斯教授说。每位学员都有机会跟随某位教授进行一对一的研究，教授将对学员在课程中的多方面成长加以全程指导。事实上，学员在报名时就必须提交一份仅供导师参阅的个人陈述。

“未来领袖训练营将为学员们提供一个加速开发他们领导力潜能的机会。”中欧院长助理兼高层经理培训部主任刘涌洁表示，鉴于现今中国市场对于全球化企业而言意义重大，在中国开办这一训练营课程将帮助学员乃至企业更好地了解中国，并从中受益。

and early 30s, and organizers are making a particular effort to draw a diverse range of participants from around the world. Prof Tsikriktsis explains the reason behind this: managing cross-cultural teams is part of the learning experience.

“We create a laboratory-like environment that fosters openness, participation, sharing and collaboration amongst participants,” he says. Each participant will have the chance to work one-on-one with a professor who will coach him/her through the programme in various areas of self development. In fact when they sign up, participants must write a personal statement which will only be seen by their coach.

“The programme will give participants the opportunity to accelerate their leadership potential,” says Hobbs Liu, Executive Director, Executive Education. He adds that hosting the programme in China is an added benefit, as the China market is now critical for most global businesses.