

创建学习型组织

日期 / 语言 / 地点: 2011年10月19日—22日, 英语授课配汉语交替翻译, 上海
课程费用: 人民币 28,800 元
更多信息请访问: <http://exed.ceibs.edu>

课程主任致辞

尊敬的高层经理:

为灵活应对复杂多变的(国际)市场环境,世界各地的组织都必须增强自身的学习能力。这一点至关重要,而且势必成为一种使你有别于其他公司的重要因素。这种学习能力只能在组织内部长期培养,而无法像管理工具那样进行外购或实施。因此,组织的学习能力是真正具有竞争力的资产。

今天,我们对组织、管理及变革的看法正在发生根本性变化,新的组织形式以及各种兼具灵活性和可靠性的新实践更是层出不穷。

不断变化的组织观

传统意义上的管理专知是指在组织内创造并监控持续性、一致性和效率。在动态变化的环境下,我们头脑中原有的、根深蒂固的组织层级观已不再行之有效。此时,我们必须深入了解,层层揭示个体、团队和组织的学习能力。只有在提高认识和能力之后,我们才能从容应对业务环境的多样性、复杂性和不确定性。此外,当今的组织正在与某些机构或部门所恪守的劳动分工以及人为设置的种种界限作斗争。这种种变化都展示了组织加强学习、提高灵活性的必要性。如果组织文化阻碍了组织的学习与变革,即使重新设计组织结构也无济于事。因此,我们必须了解学习的障碍,进而找到克服障碍的办法。

组织必须具备从行动中汲取经验教训的能力,关键在于从经验中汲取知识的学习能力。此外,学习的速度也很重要——你必须比竞争对手学得更快。因此,为组织设计有效的学习能力也成为当今组织的一项核心管理任务。还有一点至关重要,那就是我们是否愿意重新思考那些未经质疑的、关于组织和学习的假设,以及我们如何获取知识、如何介入并提高群体的学习能力等问题。

我们真诚期待与您合作。

André Wierdsma 教授
课程主任

在“如何成为学习型组织”课程中，我们将探讨关于组织现实、学习本质及变革本质的种种隐含假设。组织必须怎么做才能成为一个学习型组织？在学习的过程中会出现哪些障碍？我们应如何开发员工和管理者的学习潜力？如何培养团队从行动中吸取经验教训的能力？管理者应如何在组织内部建立一种可以使员工在掌握新技能的同时、从错误中吸取教训的关系？危机会如何激发或阻碍员工的学习意愿？

本课程采取主动参与法授课。学员要想提高学习能力，就必须对个人的学习以及自己所在组织的学习流程进行反省。

目标

本课程旨在帮助领导者深入了解创建学习型组织所必需具备的能力。此外，课程还将联系学员的自身经验，阐述“集体学习”概念。

对象

本课程针对的是那些希望公司长期保持竞争力的高管人士。学员应该认识到，公司要想保持竞争力，就必需增强学习能力。此外，本课程对于那些正处于不断变化环境下的资深人力资源经理及业务单元经理也会有很大帮助。

受益

通过本次课程，学员将：

- 深入了解个体及集体学习的发展动态
- 了解学习的各类阻碍因素
- 克服学习障碍的各种策略
- 剖析领导者在变革时期的角色
- 焦虑、不确定性及目标设置等心理效应

课程内容

- 组织的不同类型
- 组织发展中所遇到的发展困境
- （集体）学习的流程
- 旨在提高灵活性的团队学习
- 组织的学习；制度动态
- 个体（普通员工与管理人员）为规避学习而采用的机制
- 创建跨界合作文化的策略以及从行动中汲取经验教训的意愿
- 求同存异、展开建设性合作的方法
- 领导者在培养学习与变革风气中的作用

课程安排

第一天	
上午	组织或组织流程 <ul style="list-style-type: none"> • 流程简介 • 个人问卷调查 • 个人练习 • 组织：平衡利益，从结果中汲取经验教训
下午	组织的不同类型与发展阶段

	<ul style="list-style-type: none"> • 创业型、指令型和学习型组织 • 分组练习与讨论 • 组织发展的困境
第二天	
上午	了解制度：组织内部动态 <ul style="list-style-type: none"> • 了解制度：“瞬目反射之舞” • 了解关系与流程的模式：“如果你对制度不了解，就会任其摆布”
下午	组织的学习 <ul style="list-style-type: none"> • 研讨讲座制度动态 • 提高组织的学习能力
第三天	
上午	强化组织学习与发展的结构 <ul style="list-style-type: none"> • 可行的制度模型
下午	个人学习与团队学习相结合 <ul style="list-style-type: none"> • 团队学习：克服学习中的五大障碍 • 克服团队内的冲突恐惧，创造学习风气 • 个人学习：反馈与支持性结构
第四天	
上午	学习的强度 <ul style="list-style-type: none"> • 个人与集体学习的强度 • 学习的心理学：信任的作用与支持性网络
下午	领导力与成为学习型组织 <ul style="list-style-type: none"> • 案例分析 • 建立在学习基础上的变革战略 • 领导者在支持学习中的角色 • 课程总结

课程主任

André Wierdsma



中欧国际工商学院组织与管理学教授
荷兰奈耶诺德商业大学组织和共同创造学教授

教育背景：

荷兰蒂尔堡大学，社会科学博士学位

荷兰阿姆斯特丹自由大学，组织与临床心理学硕士学位（优等生荣誉学位）

荷兰奈耶诺德大学商学院，工商管理学位

教学/研究领域：

Wierdsma 教授是中欧国际工商学院组织与管理学教授。1978 年以来，他一直在荷兰奈尔洛德商业大学工

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我院保留对课程信息（包括价格、日期、地点、师资、课程安排和其他细节等）进行调整的权力。

CEIBS reserves the right to amend information on this programme including price, date, location, faculty, daily schedule and other details.

文件更新日期 2010 月 12 月 5 日 | Updated on December 5, 2010

作，也是奈尔洛德商业大学高层管理培训中心（EMDC）的联合创始人之一，也曾任 EMBA 课程主任（1986—1993）和公司内训课程主任（1993—2002），目前担任总经理课程（AMP）主任。他的教学与研究重点集中在组织变革、组织动态学、复杂决策的制定、跨文化沟通、界面管理及领导力等方面。他在多个国家拥有丰富的教学经验，这些国家包括：比利时、巴西、丹麦、英国、德国、意大利、南非及美国等。从 1991 年起，他就在中欧及其前身中欧管理中心教授高层管理课程。

学术成就：

Wierdsma 教授是获奖畅销书《如何成为学习型组织》一书的作者之一。他的博士论文《变革共建》曾被荷兰组织咨询师协会提名为“年度最佳图书”。该书主要介绍如何利用诸如知识发展、交易组织与群体学习等概念框架进行组织变革。他最近出版的著作包括《领导变革共建》与《组织学习》。

企业经验：

Wierdsma 教授在设计 and 教授管理培训课程方面拥有丰富的经验。他是奈耶诺德大学高层管理培训中心的联合创始人之一。他曾经合作过的公司有荷兰银行、荷兰全球人寿保险集团、Digital、丹沙、DHF 咨询公司、敦豪、帝斯曼、荷兰铁路、德勤、安永、Fortis 公司、毕马威、IBM、安泰、PTT 电信、飞利浦、任仕高、壳牌、西门子和施耐德等。

日期/语言/地点

2011 年 10 月 19 日—22 日 / 英语授课配汉语交替翻译 / 上海（上海市浦东红枫路 699 号中欧国际工商学院）。

申请程序

申请者可以通过以下两种方式申请课程：

- 在线申请。请登陆中欧高层经理培训课程网站 <http://exed.ceibs.edu>，选定您想要申请的课程，点击**在线申请**即可进行课程申请。
- 您也可以致电中欧客户服务小组索取课程申请表，填写完整之后传真、电子邮件或邮寄至中欧客户服务小组即可完成课程申请。

课程申请必须在开课前 20 日前完成。所有申请根据先后顺序进行审核，席位以中欧最终确认为准。开课前 20 日内收到的申请视具体情况而定。如需咨询详情，请联络我院设于上海、北京和深圳的客户服务小组。

收费

整个课程费用为人民币 28,800 元，包括学费、案例使用费、午餐费、资料费、文具费、其他相关材料费，以及口译和笔译费用（如有需要）。课程费用应在开课前 15 日前全部缴清。开课前 15 日内提出申请时需立即付费。

撤销席位

开课前 15 日（含第 15 日）之前取消课程，将退还全部学费，因为退款所发生的费用由学员/学员企业承担。在开课前 15 日之内取消课程，将收取应付学费总额的 20%。开课后，学员因任何原因自行退出学习，学费概不退还。

联系我们

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Becoming a Learning Organisation

Date / Language / Venue: October 19-22, 2011, English with sequential Chinese interpretation, Shanghai

Fee: RMB28,800

For more information, please visit <http://exed.ceibs.edu>

Letter from Programme Director

Dear Executive,

Organisations all over the world have to gain the competence to learn to make them flexible and agile in the complex and turbulent (international) markets. This competence to learn is crucial and will become a distinguishing factor. It can only be grown internally over time. It cannot be bought or implemented as a management instrument. This makes the competence to learn is a real competitive asset.

We are witnessing a fundamental change in our views about organisation, management and change. New forms of organisation and new practices of combining flexibility and reliability are emerging.

The changing view on Organising

Conventional management expertise has resulted in the creation and control of constants, uniformity and efficiency. Old hierarchical understanding of organisations, so powerfully entrenched in our minds, is not good enough for effective performance in a dynamic environment. We need more and more an understanding of how we can disclose the learning capacity of individuals, team and organizations. These insights and competences allow us to deal with the variety, complexity and uncertainty of the business environment. Today's organisations are fighting against the rigid divisions of labour and artificial boundaries enshrined in institutions or departments. These changes recognise the need for organisations to learn and become agile. It is not enough to redesign a structure if the organisational culture blocks learning and change. We need an understanding of the obstacles for learning and ways to overcome them.

Organisations have to be able to learn from their actions. The essence is the capacity to learn from experience. The speed of learning is also important - one must be able to learn faster than the competition. To design an effective learning capacity for organisations has thus become one of the central management tasks of the present day. Critical is the willingness to reconsider unquestioned assumptions about what the organisation is, what the essence of learning is and how we can gain knowledge and make interventions to improve the competence to learn collectively.

I will look forward to working with you.

Sincerely,

André Wierdsma, Ph.D.
Programme Director

During the Becoming a Learning Organisation programme, we will explore implicit assumptions about the organisational reality, the essence of learning and change. What does it take to create a learning organisation? What are the obstacles in the process of learning? How can we disclose the learning potential of our employees and managers? How can we make teams competent to learn from actions? How can managers build relationships which allow people in the organisation to learn from their mistakes in the process of acquiring new competences? In what way will a crisis facilitate or block a willingness to learn?

The teaching approach is based on active participation. Participants who want to gain insight in their capacity to learn are expected to reflect on their own learning and the processes of learning in their own organisation.

Objective

The objective of the programme is to provide leaders with deep insight in the competences which need to be developed to become a learning organisation. The concept of collective learning will be addressed and linked to the participants own experience.

Who Should Attend

The programme is aimed at senior executives and managers who see the challenge of staying competitive in the long run. They understand that to make sure that their company will stay competitive they need to grow the competence to learn. Senior HR managers and managers of business units who have to work in changing circumstances will also strongly benefit from the programme.

Programme Benefits

Participants will learn:

- Insight in the dynamics of individual and collective learning
- An understanding of the factors that block learning
- Strategies to overcome learning blockages
- An appreciation of the role of leadership in periods of change
- The psychology effects of anxiety, uncertainty and target setting

Programme Coverage

- The different types of organisations
- The developmental dilemmas in the development of organisations
- The process of (collective) learning
- Learning of teams to become highly flexible
- Learning of organisations; System dynamics
- Mechanisms used by individuals (employees and managers) to avoid learning
- Strategies to create a culture for cooperation across boundaries and the willingness to learn from action
- Ways to work with differences in a constructive way
- The role of leadership in fostering a climate for learning and change

Programme Schedule

Day 1	
morning	Organisation or The Process of Organising <ul style="list-style-type: none"> • Introduction of the programme flow

	<ul style="list-style-type: none"> • Individual questionnaire • Individual exercise • Organising: balancing interests and learning from results
afternoon	Different Types of Organisations and Stages of Development <ul style="list-style-type: none"> • The entrepreneurial, prescriptive and learning organisation • Group exercise and discussion • Dilemma's in organisational development
Day 2	
morning	Seeing Systems: Understanding The Dynamics in Organisations <ul style="list-style-type: none"> • Seeing the systems: "the dance of blind reflex" • Seeing patterns of relationships and process: "if you do not see systems, you are at their mercy"
afternoon	The Learning of Organisations <ul style="list-style-type: none"> • Workshop system dynamics • Facilitating the capacity of organizations to learn
Day 3	
morning	The Structure to Enhance Learning and Development <ul style="list-style-type: none"> • The viable system model
afternoon	Linking Individual and Team Learning <ul style="list-style-type: none"> • Learning in teams: removing the five obstacles to learning • Overcoming fear of conflict and creating a learning climate in teams • Individual learning: feedback and supporting structures
Day 4	
morning	Intensity of Learning <ul style="list-style-type: none"> • Intensity of individual and collective learning • Psychology of learning: the role of trust and supporting networks
afternoon	Leadership and Becoming a Learning Organisation <ul style="list-style-type: none"> • Case study • Strategies of change that build on learning • The role of leaders in supporting learning • Wrap-up lecture

Programme Director



Professor in Management and Organisation, CEIBS
Professor Organising and Co-Creating
Programme Director, Advanced Management Programme,
Nyenrode Business University, the Netherlands

EDUCATIONAL BACKGROUND:

Ph.D. in Social Sciences, University of Tilburg, the Netherlands

Msc. (cum laude) Organisational and Clinical Psychology, Free University of Amsterdam, the Netherlands

Diploma in Business Administration, Nyenrode, The Netherlands School of Business, the Netherlands

TEACHING/RESEARCH INTERESTS:

Professor Wierdsma is Professor in Management and Organisation of CEIBS. Since 1978 he has worked at Universiteit Nyenrode and is one of the founders of the Executive and Management Development Center (EMDC); Programme Director of the Nyenrode Executive MBA (Nemba 1986-1993); Director of In-company programmes (1993-2002); Presently Programme Director of Advanced Management Programme (AMP). He teaches within the field of Management and Organisation with a focus on organisational dynamics. His areas of expertise are: the learning organisation, management of change, complex decision-making and group dynamics, interdepartmental cooperation and leadership. He has extensive teaching experiences in various countries including China, Belgium, Brazil, Denmark, England, Germany, Italy, South Africa, and the United States. He taught various executive programmes at CEIBS and its earlier incarnation CEMI each year since 1991.

ACADEMIC ACHIEVEMENTS:

Professor Wierdsma is co-author of *Becoming a Learning Organisation*, an award-winning best seller. His Ph.D. thesis *Co-creation of Change* was nominated as "Best Book of the Year" by the Dutch Association of Organisational Consultants. In the book a methodology for organisational change is built on such new conceptual frameworks on knowledge development, transactional organising and collective learning. His latest books are: *Leading Co-creation of Change* and *Organising for Learning*.

CORPORATE EXPERIENCE:

Professor Wierdsma has extensive experience in designing and teaching executive development programmes. He is co-founder of the Executive Management Development Centre (EMDC) of Nyenrode Business Universiteit. The companies he has worked with include ABN-AMRO, Aegon, Digital, Danzas, DHV consultants, DHL, DSM, Dutch Railways, Deloitte, Ernst & Young, Fortis, KPMG, IBM, ING, PTT-Telecom, Philips, Randstad, Shell, Siemens, Schneider and others.

Date/Language/Venue

October 19-22, 2011 / English with sequential Chinese Interpretation / Shanghai (CEIBS Shanghai campus, 699 Hongfeng Road, Pudong, Shanghai).

Admissions Procedures

Applicants can apply for the programme in either form:

- Online application: Please visit the CEIBS Executive Education website <http://exed.ceibs.edu>, select the programme you want to take, and click "Apply Now" to apply for the programme; or
- Please call the CEIBS Customer Service Team for a printed Application Form, then fill in the form and send it to the CEIBS Customer Service Team by fax, email or mail.

Applications are requested 20 days before the programme start date. Applications are reviewed as they arrive and admissions are subject to the final confirmation of CEIBS. Any applications received after that date will be considered on a space-available basis. For more information, please contact our customer service team in Shanghai, Beijing or Shenzhen.

Fee

The cost of the programme is RMB28,800, which includes tuition, case licensing fees, lunches, stationery, other course materials, and interpretation and translation fees if required. The full fee must be paid no later than 15 days before the start of the programme. Applications made within 15 days of the start of a programme require immediate payment.

Cancellations

Any cancellation made 15 days or more prior to the programme start date is eligible for a full refund of programme fees paid. However, the expenses arising therefrom shall be for the account of the applicant or his/her employer. Any cancellation made less than 15 days prior to the programme start date shall be subject to a fee of 20 percent of total programme fees. After the programme starts, no fees shall be refunded for participants who withdraw from the programme for any reason.

Contact Information

Customer Service Team	Customer Service Team	Customer Service Team
Executive Education Department	CEIBS Beijing Campus	CEIBS Shenzhen Representative Office
China Europe International Business School	No.20, Zhongguancun Software Park, 8 Dongbeiwang West Road, Haidian District, Beijing, 100193, P.R.C.	8F, RongChao Business Centre Block A, 6003 Yitian Road, Futian District, Shenzhen, 518026, P.R.C.
699 Hongfeng Road, Pudong Shanghai, 201206, P.R.C.	Tel: (86 10) 8296 6688	Tel: (86 755) 3337 8136
Tel: (86 21) 2890 5187 / 5197	Fax: (86 10) 8296 6789	Fax: (86 755) 3337 8113
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