

情商领导力

日期 / 语言 / 地点: 2011 年 11 月 21-23, 英语授课配汉语交替翻译, 上海

课程费用: 人民币 26,800 元

更多信息请访问: <http://exed.ceibs.edu>

课程主任致辞

尊敬的学员们:

情绪影响组织生活的方方面面。无论是领导者还是其下属都会有气愤、恐惧、激动、嫉妒或愉悦之时。有时候,人们会让情绪自由地释放出来,然而更多情况下,在组织生活中,这些情绪是被隐藏、甚至伪装起来的。情绪可以是建设性的,也可以是破坏性的,这取决于多种因素,包括环境和目标。一位强有力的领导者必须能够管理自身以及他人的情绪,以实现组织和个人目标。在本课程中,我们将分析领导者的职能,并探讨哪些情绪会增强或削弱其领导效力。此外,我们还将探索领导者应如何提高自身能力,以便在履行领导职能的同时发现、理解并管理好自己以及他人的情绪。

期待着与你们共同探讨各种有关情商领导力的话题。

Schon Beechler
课程主任

本课程将从各种角度来考察情绪在领导力中所扮演的角色。领导者必须履行诸多职能——包括指导者、愿景树立者和团队建设者等。我们将考察情绪在这些以及其它领导职能中所具有的建设性和破坏性作用。

目标

本课程旨在考察情商如何成为有效领导力的强大动因,并帮助学员了解和发展自身的情商。学员将了解和研究如何将情商与有效的领导力相联系,并实践那些成为高情商领导者所必需的技能。所有学员都将接受一个 360°情商评估,了解自身的优势和待发展领域,并且有机会参与一对一的辅导和同侪辅导。课程的重点是向学员传授一些能够应用于个人和企业情境中的实用工具,以增进他们自身以及所属团队的绩效。

对象

本课程主要面向那些要想应用情商来创造一种情绪健康、富有成效的工作环境和组织文化,同时增进自身建立信任关系的能力的企业中高层管理人员。

受益

通过本课程的学习,学员将:

- 认知情商的界定特质
- 界定情商及其在领导力绩效中所扮演的角色
- 将基本的情商能力应用于工作和社交环境中
- 通过 360°反馈了解自身的情商水平和运用情况
- 了解增进自身情商的方法
- 利用自我了解来建立同理心、辅导他人和化解冲突
- 了解情商对于全球领导力的重要意义
- 制定一个行动计划来将课堂所学应用于实际工作

课程内容

- 情商导论
- 情商领导力：自我了解
- 情商领导力：自我管理
- 情商领导力：社交意识和社交技能
- 跨情境和跨文化情商领导力
- 发展自身及他人的情商：制定行动计划

课程安排

第 1 天	
上午	情商导论 <ul style="list-style-type: none"> • 何谓情商 • 为何情商对有效的领导力如此重要 情商与有效领导力
下午	情商领导力：自我了解 <ul style="list-style-type: none"> • 360°情商反馈 • 个别及同侪辅导：解读 360°反馈
第 2 天	
上午	情商领导力：自我管理 <ul style="list-style-type: none"> • 导致人们行为方式的原因 • 管理焦虑情绪和树立作为领导者的信心 • 增进自我了解和自我管理能力
下午	情商领导力：社交意识与社交技能 <ul style="list-style-type: none"> • 借助情商来建立和强化关系 • 发展团队的情商
晚间	个人和同侪辅导
第 3 天	
上午	跨情境和跨文化情商领导力 <ul style="list-style-type: none"> • 运用情商来了解和领导多元化的团队和组织
下午	发展自身及他人的情商领导力：制定行动计划 <ul style="list-style-type: none"> • 制定一个旨在利用自身优势和/或解决自身发展需求的个人行动计划 • 制定一个旨在帮助你的团队及组织增强情商从而提升绩效的个人行动计划 课程结束

课程主任

Schon Beechler



中欧国际工商学院客座教授
杜克企业教育学院学术主任

教育背景:

美国密歇根大学, 工商管理和社会学博士学位
美国奥伯林学院, 社会学和人类学学士学位

教学/研究领域:

Beechler 教授是中欧国际工商学院客座教授。此外, 她还是密歇根大学罗斯商学院高层经理培训部积极领导力课程的兼任教授及课程主任, 以及杜克企业教育学院学术主任。在这些岗位上, 她致力于与高层经理培训课程的客户及其他教授合作, 在全球设计和举办各种高层经理培训课程。1989 年到 2006 年, 她执教于哥伦比亚大学商学院, 任管理系副教授, 主要教授 MBA、EMBA 和博士的学分课程。1994 年至 2006 年期间, 她担任学院高级经理人课程 (高层经理培训课程部的旗舰课程) 的教务主任。除此之外, Beechler 教授是一位全球领导力与跨国企业管理领域的专家。她在日本生活了 6 年多, 并曾担任一桥大学创新研究中心的客座副教授。

学术成就:

Beechler 教授的研究成果发表在众多领先的学术期刊上, 包括《管理学会评论》、《管理学会学习与教育期刊》、《国际商业研究期刊》、《人力资源管理》和《国际管理期刊》等。此外, 她的研究成果还被收录在一些书籍章节和业界期刊中。她撰写了两部有关日本企业管理的著作, 目前还有一本即将完成的新书《全球企业中的人员战略》(与 Vladimir Pucik 和 Anne-Valerie Ohlsson 合著) 即将由 Routledge 公司出版。

企业经验:

Beechler 教授在美国、澳亚地区和欧洲设计、指导并教授了大量公开课和公司特设课程。她还曾与众多客户展开合作, 包括美敦力、安万特、日立、日本伊藤忠商事株式会社、Credit Agricole、通力电梯、麦格理银行、微软、德勤、Alston & Bird、纽约艺术学院、纽约市警察局、纽约市消防局等。她曾连续五年当选为管理学会国际管理分会执行委员会委员, 并于 2004 年至 2005 年期间担任该分会主席。她目前致力于公益事业, 担任非营利性组织支教美国的咨询顾问。

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2011 年 11 月 21-23 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 26,800 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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Emotionally Intelligent Leadership

Date / Language / Venue: November 21-21, 2011, English with sequential Chinese interpretation, Shanghai

Fee: RMB26,800

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

Letter from the Programme Director

Dear participants,

Emotions influence all aspects of organisational life. Leaders and subordinates experience anger, fear, excitement, jealousy and joy on a regular basis. These emotions are sometimes freely expressed, but are often hidden or even faked in organisations. Emotions can be constructive or destructive, depending on many factors, including the context and the goals. Effective leaders must be able to manage emotions in themselves and in others in order to reach organisational and personal goals. In this programme, we examine the functions of a leader and how specific emotions are likely to enhance or diminish a leader's effectiveness. Furthermore, we explore how leaders can improve their ability to recognise, understand and manage emotions in themselves and others while performing leadership functions.

I look forward to exploring emotionally intelligent leadership with you.

Schon Beechler
Programme Director

This programme will examine the role of emotions in leadership from a variety of perspectives. Leaders are called upon to perform many functions – including coach, visionary and team builder. In this programme, we will examine the constructive and destructive role of emotions in these and other leadership functions.

Objective

This course examines how emotional intelligence is a powerful driver of effective leadership and helps participants understand and build their emotional intelligence. Participants will understand the research linking emotional intelligence and effective leadership and practice the skills necessary to be an emotionally-intelligent leader. All participants will take a 360° emotional intelligence assessment, learn their areas of strength and development opportunities, and have the opportunity to engage in one-on-one and peer coaching. The programme emphasises practical tools that participants can apply to their personal and business contexts to enhance their own, and their teams' performance.

Who Should Attend

Senior managers who wish to refresh their leadership skills and want to apply emotional intelligence to create an emotionally healthy, productive workplace and organisational culture, as well as enhance their ability to form trusting relationships.

Programme Benefits

Participants in this programme will:

- Recognise the defining qualities of emotional intelligence
- Define emotional intelligence and the role that it plays in leadership performance
- Apply basic emotional intelligence competencies in work and social settings
- Understand their level and use of emotional intelligence through 360° feedback
- Learn ways to enhance their emotional intelligence
- Utilise self-awareness to build empathy, coach others, and resolve conflict
- Understand the importance of emotional intelligence to global leadership
- Apply an action plan to apply their learning back at work

Programme Coverage

- Introduction to emotional intelligence
- Leading with emotional intelligence: understanding yourself
- Leading with emotional intelligence: managing yourself
- Leading with emotional intelligence: social awareness and social skills
- Leading with emotional intelligence across contexts and cultures
- Developing emotional intelligence in yourself and others: action planning

Programme schedule

Day 1	
Morning	Introduction to Emotional Intelligence <ul style="list-style-type: none"> • What is emotional intelligence • Why emotional intelligence is important to effective leadership Emotional Intelligence and Effective Leadership
Afternoon	Leading with Emotional Intelligence: Understanding Yourself <ul style="list-style-type: none"> • 360° emotional intelligence feedback • Individual and peer coaching to interpret the 360° feedback
Day 2	
Morning	Leading with Emotional Intelligence: Managing Yourself <ul style="list-style-type: none"> • Why people behave the way they do • Manage anxiety and building confidence as a leader • Enhance self-awareness and self-management capabilities
Afternoon	Leading with Emotional Intelligence: Social Awareness and Social Skills <ul style="list-style-type: none"> • Build and strengthen relationships through emotional intelligence • Build the emotional intelligence of teams
Evening	Individual and Peer Coaching
Day 3	
Morning	Leading with Emotional Intelligence Across Contexts and Cultures <ul style="list-style-type: none"> • Understand and lead across diversity using emotional intelligence
Afternoon	Developing Emotional Intelligence in Yourself and Others: Action Planning <ul style="list-style-type: none"> • Create a personal action plan to leverage your strengths and/or address your development needs

	<ul style="list-style-type: none"> • Create a personal action plan to help your team and your organisation perform at a higher level by being more emotionally intelligent <p>Program Close</p>
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Programme Director

Schon Beechler



**Visiting Professor, CEIBS
Academic Director of Duke Corporate Education**

EDUCATIONAL BACKGROUND:

Ph.D. in Business Administration and Sociology, the University of Michigan, U.S.A.
B.A. in Sociology and Anthropology, Oberlin College, U.S.A.

TEACHING/RESEARCH INTERESTS:

Professor Beechler is a visiting professor of CEIBS. She is also Adjunct Faculty and Director of Positive Leadership Programmes in Executive Education at the Stephen M. Ross School of Business, University of Michigan, and Academic Director, Duke Corporate Education. In these roles, she works with executive education clients and faculty to design and deliver executive education programmes globally. From 1989 to 2006, she served as faculty member, Columbia Business School, where she held the title of Associate Professor of Management and taught credit courses in the MBA, Executive MBA and PhD programmes. She also served as Faculty Director of the Columbia Senior Executive Programme, Columbia's flagship senior executive programme from 1994 to 2006. She is a specialist in global leadership and the management of multinational corporations. She lived in Japan for over six years and was a visiting associate professor at the Centre for Innovation Research at Hitotsubashi University.

ACADEMIC ACHIEVEMENTS:

Professor Beechler has published a number of articles on her work that have appeared in leading academic journals, including the *Academy of Management Review*, *Academy of Management Learning and Education Journal*, the *Journal of International Business Studies*, *Human Resource Management*, and the *Journal of International Management*. In addition to academic journal publications, her research has also been published in book chapters and practitioner-oriented journals. She has authored two books on Japanese management and is currently finishing a new book, *People Strategies for Global Firms*, (with Vladimir Pucik and Anne-Valerie Ohlsson), which will be published by Routledge.

CORPORATE EXPERIENCES:

Professor Beechler has designed, directed, and taught in numerous open enrollment and custom programmes in the United States, Austral-Asia, and Europe. She has worked with clients such as Medtronic, Aventis, Hitachi, Itochu, Credit Agricole, Kone, Macquarie Bank, Microsoft, Deloitte Touche Tohmatsu, Alston and Bird, the Arts Institute of New York, New York Police Department, and the Fire Department of New York. She was elected to the Executive Committee of the International Management Division, Academy of Management for five years, serving as Chair of the Division from 2004 to 2005 and she currently works pro bono as a consultant with the not-for-profit organisation, Teach for America.

Date/Language/Venue

November 21-21, 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 RMB26,800, 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
China Europe International Business School	No.20, Zhongguancun Software Park, 8 Dongbeiwang West Road, Haidian District, Beijing, 100193, P.R.C.	Office 8F, RongChao Business Centre Block A, 6003 Yitian Road, Futian District, Shenzhen, 518026, P.R.C.
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