

Executive Coaching Programme (new)

Date/Language/Venue: July 26-27, 2008, English, Shanghai

Fee: RMB21,800

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

In a competitive environment with an on-going battle for talent, coaching has been used by many leading companies as a tool for acquiring a competitive advantage. The function of an executive coach is to proactively establish an equal relationship with his or her reports, use dialogue and observation as tools for identifying their mental model's strengths and weaknesses and provide the critical feedback to motivate and help employees to improve their performance. Mastery of executive coaching skills could help executives to raise their team members' individual and collective performance leading to an irreplaceable organisational competitive advantage.

Objective

The overall purpose of the programme is to assist participants to become better coaches for their employees. We'll discuss each key point of effective coaching, and introduce necessary skills to effectively tap the maximum potentials of employees.

Who Should Attend

Individuals in key roles that are interested in becoming better managers of talent. This should apply to team managers, team leaders and executives who are willing to go beyond the conventional wisdom of performance management.

Programme Benefits

The programme aims at helping the participants:

- Build an accessible, friendly and trusting relationship with the coachees
- Stimulate the coachees' potentials and creativity, improve their problem-solving ability, break conventions, and create more possibilities
- Develop stronger abilities to discern, understand the coachees' mindset change and take appropriate actions
- Improve the ability to listen, question, distinguish and react
- Design a specific executive coaching plan and ensure desirable coaching results

Programme Coverage

- Dynamics of coaching
- A profile of an effective coach
- A framework for relevant coaching
- Best practices of developing employees
- Exercising the coaching framework
- Receiving feedback
- Charting out a personal development plan

Programme Director

Shalom Saada Saar



Visiting Professor, CEIBS
Founder of the Centre for Leadership Development,
Harvard University

EDUCATIONAL BACKGROUND:

Master and Ph.D. in Organisational Behaviour and Administration, Harvard University, U.S.A.

Bachelor's degree in Economics and Psychology, Swarthmore College, U.S.A.

TEACHING/RESEARCH INTERESTS:

Professor Saar taught at State University of New York, University of Hartford, Southern Methodist University, Loyola College and is currently at Harvard University and teaching courses in organisational behaviour and leadership at the China Europe International Business School. He is the founder of the Centre for Leadership Development at Harvard University. He has trained federal and state executives and government officials on leadership effectiveness and management development. He has managed executive education for universities and corporations, and developed workshops on managing change, motivating and influencing others, thinking strategically, and leading in adverse environments.

ACADEMIC ACHIEVEMENTS:

Professor Saar has presented papers on leadership development and been a speaker at civic, industry, and professional associations throughout the United States and abroad.

CORPORATE EXPERIENCE:

Professor Saar has worked with various companies on articulating strategic direction, identifying leadership competencies, designing and delivering learning initiatives, and coaching executives. His clients include multinational corporations, government agencies and non-profit organisations.

Date/Language/Venue

July 26-27, 2008 / English / Shanghai (CEIBS Shanghai campus, 699 Hongfeng Road, Pudong, Shanghai).

Admissions Procedures

Applications are reviewed as they arrive. Completed applications must be received 20 working days before the start of the programme. Any applications received after that date will be considered on a space-available basis. Please address all applications and enquiries to our customer service team in Shanghai, Beijing or Shenzhen.

Fee

The cost of the programme is RMB21,800, 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 working days before the start of the programme. Applications made within 15 working days of the start of a programme require immediate payment.

Cancellations

If a confirmed booking is cancelled within 15 working days of the start of the programme, or if the applicant fails to attend the

programme, a cancellation fee equaling to 20 percent of the total programme fee will be charged. If an applicant is unable to attend the programme, the applicant may transfer to another CEIBS Executive Education Programme within the same calendar year. When a request to substitute participant(s) for the same programme is made less than 15 working days prior to the start of the programme, the seat(s) will not be guaranteed.

Contact Information

Customer Service Team

Executive Education Department

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Customer Service Team

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管理教练课程（新）

日期/语言/地点：2008年7月26日—27日，英语，上海

课程费用：人民币 21,800 元

更多信息请访问： <http://exed.ceibs.edu>

如今的竞争日趋激烈，企业的人才争夺也激战正酣。管理教练作为培养人才的独特而有效的方式正日益受到企业的关注。管理教练的作用是通过主动与员工建立平等的关系，用对话、观察等沟通方式找出其行为与心智模式的优势和弱点，通过提供反馈参考意见，激励员工主动决策、果敢行动，帮助员工提升绩效。企业的管理层如能掌握这种辅导、训练员工的能力，无疑将为企业带来不可复制的竞争优势。

目标

管理教练课程的总体目标在于帮助学员成为出色的“教练”，以便在工作中更好地辅导员工。我们将逐一探讨有效辅导工作的基本要素，以及有效挖掘员工最大潜力所必需的各类技能。

对象

本课程专为在组织内身居要职、立志成为卓越人才管理者的人士。本课程适合那些希望超越传统绩效管理、团队管理者、领导者及高管参加。

受益

本课程将帮助学员学习如何：

- 与被训练者建立可接近的、友好的、值得信任的关系
- 激发被训练者的潜能和创意，提升解决问题的能力，冲破思想限制，创造更多的可能性
- 培养见微知著的洞察力，及时了解受训者的心态变化并制定相应对策
- 全面提升聆听、发问、区分和回应的能力
- 有针对性地设计管理训练计划，提升训练效果

课程内容

- 管理教练工作的发展动态
- 有效训练纲要
- 相关训练框架
- 培养员工的最佳实践
- 按照框架进行训练
- 收集反馈意见
- 制定个人发展计划

课程主任

Shalom Saada Saar



中欧国际工商学院客座教授
哈佛大学领导艺术发展中心创始人

教育背景：

美国哈佛大学，组织行为学和行政管理学硕士和博士学位
美国斯沃斯莫尔学院，经济学和心理学学士学位

教学/研究领域：

Saar 教授曾在纽约州立大学、哈特福德大学、南部卫理公会大学和洛约拉学院任教，目前在哈佛大学执教，并且在中欧国际工商学院讲授组织行为学和领导力课程。他是哈佛大学领导艺术发展中心创始人。他还为联邦和州政府官员讲授过领导效力和管理发展课程，并为许多大学和公司组织管理短期培训课程，并开发设计了变革管理、激励和影响他人、战略性思考以及在逆境中领导等课程。

学术成就：

Saar 教授发表过多篇有关领导力发展的论文，并曾在美国和其他地区的民间会议、行业会议以及专业组织会议上发表演讲。

企业经验：

Saar 教授曾与多家公司合作，帮助指明战略方向、识别领导能力、设计和组织学习计划，以及给高级经理提供指导培训。他的客户包括跨国公司、政府机构和非营利组织。

日期/语言/地点

2008 年 7 月 26 日－27 日 / 英语 / 上海（上海市浦东红枫路 699 号中欧国际工商学院）。

申请程序

申请表必须在开课前 20 个工作日内寄到。所有申请根据先后顺序进行审核。开课前 20 个工作日内收到的申请视具体情况而定。如需申请表或咨询详情，请联络我院位于上海、北京和深圳的客户服务小组。

收费

整个课程费用为人民币 21,800 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 个工作日内全部缴清。开课前 15 个工作日内提出申请时需立即付费。

撤销报名

开课前 15 个工作日内要求撤销报名，或指定学员未能上课，我们将收取课程费用的 20% 作为手续费。如果学员因无法参与课程而要求转至中欧国际工商学院其他高层经理培训课程，必须在同一年度内进行课程的更换。开课前 15 个工作日内提出更换学员，其席位无法得到保证。

联系我们

客户服务小组

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