

## 高潜质人才领导力开发课程

**日期/语言/地点:** 2010年6月2日-4日, 英语授课配汉语交替翻译, 上海班

2010年10月28日-30日, 英语授课配汉语交替翻译, 深圳班

**每班课程费用:** 人民币 25,800 元

**更多信息请访问:** <http://exed.ceibs.edu>

在管理学的全部学科中, 领导力可能是一门人们研究得最多、却理解得最少的学科。全世界的管理学研究者都将其视为“圣杯”。关于领导力的新旧观点在每一本管理学期刊上层出不穷, 它们共同组成了实践专家们出版论著的基础。究竟什么样的神秘基因或 DNA 结构才能确保管理者获得成功? 领导者在多大程度上是先天形成的? 领导力又在多大程度上能够得到培养?

### 目标

本课程旨在帮助潜力巨大的经理形成独树一帜的领导力风格, 而不是竭力去模仿他人。我们致力于揭开领导力概念的神秘面纱, 并为未来的商界领袖明确他们必须从事的关键活动及必备技能。我们会发掘并列明所有这些领导行为与能力, 并证明, 没有哪位领导者可以集所有的领导能力与行为于一身。事实上, 每位领导者都拥有独特的技能与行为组合, 并因此形成自身独特的领导风格。

### 对象

本课程适于那些潜力巨大、有望成为高层管理人员的经理。在通往企业领导层的阶梯上, 这些高潜力人员需要将自身的技术能力、综合管理技能和所必需的新技能结合起来, 从而领导组织和管理员工。

### 受益

课程结束时, 学员将:

- 了解企业领导者日程上的主要活动
- 明确自身需要进一步开发的能力, 以确保上述活动得以顺利高效地进行
- 培养在商业环境中影响领导力和组织行为的跨文化差异意识
- 制定个人领导力发展计划

### 课程内容

- 作为企业领导者所需从事的活动
- 作为企业领导者所应具备的能力
- 在全球市场环境下领导企业时的关键跨文化差异
- 个人领导力发展计划

### 课程安排

第一天	
上午	<ul style="list-style-type: none"><li>• 协调组织</li><li>• 管理变革</li></ul>
下午	<ul style="list-style-type: none"><li>• 建设并强化组织文化</li></ul>

	<ul style="list-style-type: none"> <li>• 培养高绩效团队</li> </ul>
<b>第二天</b>	
上午	<ul style="list-style-type: none"> <li>• 了解组织行为</li> <li>• 管理差异的能力</li> <li>• 培养不同的领导风格</li> </ul>
下午	<ul style="list-style-type: none"> <li>• 分析社会文化的起源</li> <li>• 社会文化对领导风格及组织行为的影响</li> </ul>
<b>第三天</b>	
上午	<ul style="list-style-type: none"> <li>• 分析权力的来源</li> <li>• 高效利用权力来源</li> </ul>
下午	<ul style="list-style-type: none"> <li>• 明确个人优势与劣势</li> <li>• 制定个人发展计划</li> </ul>

## 课程主任

### 霍华德

中欧国际工商学院管理学教授



#### 教学/研究领域:

霍教授在加入中欧国际工商学院前一直执教于英国曼彻斯特商学院。同时他也是法国、西班牙、意大利、俄罗斯等国家一些商学院的客座教授。从1984年起，他就一直在中欧及其前身CEMI担任客座教授。1997年，他正式成为中欧的全职教授。他的教学活动主要涉及变革管理、组织行为、领导艺术、跨文化团队建设和人力资源。

#### 企业经验:

霍教授具有丰富的管理实践经验，曾在英国、法国和爱尔兰的米其林轮胎公司工作过9年。在此期间，他先是进入商务部工作，然后又人力资源部工作了5年。离开米其林公司之前，他是米其林北爱尔兰巴利米纳工厂的人力资源经理。该厂员工人数超过1000人。

在中欧，他专门负责公司特设课程的开发工作。他经常与许多大公司合作，针对这些公司内部管理人员的教育和发展需要设计出各种度身定制的培训解决方案，并负责相应培训课程的教学组织、评估和课后项目等工作。这类公司特设课程将咨询与管理教育结合在一起，并把重点放在两个方面：首先是提高学员个人的管理技能；其次是向学员提供如何提高他们组织效力的建议。他曾与许多公司合作，为跨职能高层管理团队、中层管理人员和高潜质年轻经理人设计了大量定制课程。

以下是他曾经一起合作开发公司特设课程的一些公司：柯达、汉高、阿托菲纳、英美烟草、施耐德、赛诺菲-安万特、诺华、罗氏、卡特彼勒、礼来、雀巢、迅达、欧莱雅、AP Moller、诺维信、中海油、平安保险、上药集团、赛达、东胜油田、光明乳业、四环制药、东方国际集团、美的、联想、中智、华为技术、恒源祥、步步高。此外，霍教授还为多家中资企业开展了许多咨询项目，如1996年光明乳业的企业

文化建立项目。

### 日期/语言/地点

- 2010年6月2日-4日 / 英语授课配汉语交替翻译 / 上海班（上海市浦东红枫路699号中欧国际工商学院）
- 2010年10月28日-30日 / 英语授课配汉语交替翻译 / 深圳班（深圳市福田区益田路6003号荣超商务中心A座8层）

### 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，选定您想要申请的课程，点击**在线申请**即可进行课程申请。
- 以传真或邮寄的方式递交课程申请表。请登陆中欧高层经理培训课程网站，选定您想要申请的课程，点击**下载申请表**，填写完整之后传真或邮寄至中欧客户服务小组即可完成课程申请。您也可以致电中欧客户服务小组索取课程申请表。

中欧高层经理培训课程网站：<http://exed.ceibs.edu>

课程申请必须在开课前20个工作日内完成。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个工作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

每班课程费用为人民币25,800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席位，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。开课前15个工作日内提出更换学员，其席位无法得到保证。如果学员因无法参与该期课程而要求转至下一期课程或者中欧国际工商学院其他高层经理培训课程，必须在原申请课程开课前15个工作日之前提出，并只能更换同一年度内的课程。课程费用以所换至课程的费用为准，席位以中欧确认为准。

### 联系我们

#### 客户服务小组

中欧国际工商学院  
高层经理培训部  
上海市浦东新区红枫路699号  
邮编：201206  
电话：(86 21) 2890 5187/5197  
传真：(86 21) 2890 5183  
电子邮件：[exed@ceibs.edu](mailto:exed@ceibs.edu)  
网址：<http://exed.ceibs.edu>

#### 客户服务小组

中欧国际工商学院深圳代表处  
深圳市福田区益田路6003号荣超  
商务中心A座8层  
邮编：518026  
电话：(86 755) 3337 8136  
传真：(86 755) 3337 8113  
电子邮件：[exed@ceibs.edu](mailto:exed@ceibs.edu)

#### 客户服务小组

中欧国际工商学院北京校园  
北京市海淀区东北旺西路8号中关村  
软件园20号楼  
邮编：100193  
电话：(86 10) 8296 6688  
传真：(86 10) 8296 6789  
电子邮件：[exed@ceibs.edu](mailto:exed@ceibs.edu)

# Leadership Programme for High Potentials

**Dates/Language/Venue:** June 2-4, 2010, English with sequential Chinese interpretation, Shanghai class

October 28-30, 2010, English with sequential Chinese interpretation, Shenzhen class

**Fee for each class:** RMB25,800

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

Leadership is probably the most studied and the least understood of all the management sciences. It is the "Holy Grail" of management researchers worldwide. Ideas new and old feature in every management journal and are the basis of many books by practising experts. What is the mysterious gene or DNA make-up that will guarantee successful leaders? To what extent are leaders born and to what extent can they be developed?

## Objective

The objective of the programme is to help high potential manager develop his own unique brand of leadership competencies and not try to imitate other leaders. We are seeking to demystify the leadership concept and identify the key activities and skills required of future leaders in a business world. We will identify and list all these behaviours and competencies and demonstrate that no single leader has all these competencies and behaviours. Each has a unique combination of skills and behaviours which enable them to lead in unique way.

## Who Should Attend

The programme aimed at high potential managers who are likely to become the next generation of senior executives. As the high potentials progress on their way up the corporate ladder, they need to combine their technical competencies and general management skills with the new skills required to lead the organisation and manage experts.

## Programme Benefits

At the end of the programme, participants will have:

- Understood the major activities that constitute the agendas of leader in China
- Identified the specific competencies that they will need to develop further to carry out these activities smoothly and efficiently
- Developed an awareness of the major cross-cultural differences affecting leadership and organisational behaviour in a business context
- Drawn up his own personal leadership development plan

## Programme Coverage

- Universally endorsed activities of business leaders
- Universally endorsed competencies for business leaders
- Key cross-cultural differences for leading in the global market place
- Personal leadership development plan

### Programme Schedule

<b>Day 1</b>	
morning	<ul style="list-style-type: none"> <li>Aligning the organisation</li> <li>Managing change</li> </ul>
afternoon	<ul style="list-style-type: none"> <li>Building and strengthening the organisation culture</li> <li>Developing high performing teams</li> </ul>
<b>Day 2</b>	
morning	<ul style="list-style-type: none"> <li>Understanding organisation behaviour</li> <li>Ability to manage difference</li> <li>Developing different leadership styles</li> </ul>
afternoon	<ul style="list-style-type: none"> <li>Analysing sources of social culture</li> <li>Impact of social culture on leadership styles and organisation behaviour</li> </ul>
<b>Day 3</b>	
morning	<ul style="list-style-type: none"> <li>Analysing sources of power</li> <li>Using effectively sources of power</li> </ul>
afternoon	<ul style="list-style-type: none"> <li>Identifying personal strengths and weakness</li> <li>Drawing up a personal development plan</li> </ul>

### Programme Director

#### Howard Ward

Professor of Management, CEIBS



#### TEACHING/RESEARCH INTERESTS:

Prior to working with CEIBS in China, Professor Ward was employed full-time by Manchester Business School. He is also visiting faculty at business schools in France, Spain, Italy and Russia. He has been working in China as visiting faculty with CEIBS and its earlier incarnation CEMI since 1984. He was appointed a full-time staff member in 1997. His teaching activities are in the field of managing change, organisational behaviour, leadership, cross-cultural teambuilding and human resources.

#### CORPORATE EXPERIENCE:

Before entering the executive education sector, Professor Ward worked for 9 years with Michelin Tyre Co., in France, England and Ireland. He worked first in the commercial department then for the last 5 years in HR. When he left Michelin, he was HR Manager for the Ballymena factory in Ireland employing just over 1,000 staff.

At CEIBS, he has responsibility for the development of Company Specific Programmes. This involves working with key companies on the design, delivery, evaluation and follow-up assignments for a wide range of customised training solutions for in-company management education and development. These Company Specific Programmes are a blend of consultancy

and executive education. They focus on development at two levels: firstly at the level of the individual participants; secondly at the level of the organisation by suggesting ways of improving organisational effectiveness. He has worked with companies to design customised programmes for cross-functional senior management teams, middle managers and young high potential managers.

Some clients with whom he has worked as Company Specific Programme Director include Kodak, Henkel, Atofina, BAT, Schneider, Sanofi-Aventis, Novartis, Roche, Caterpillar, Eli Lilly, Nestle, Schindler, L'Oréal, AP Moller, Novozymes, CNOOC, Ping An Insurance, Shanghai Pharmaceuticals, Celstar, Dong Sheng Oil, Bright Dairy, Four-Ring Pharmaceuticals, Orient International, Midea, Lenovo, Intellectech, Huawei Technologies, Heng Yuan Xiang and BBK. In addition, Professor Ward has also done many consulting projects for SOEs, including the establishment of culture of Bright Dairy in 1996.

### Dates/Language/Venue

- June 2-4, 2010 / English with sequential Chinese interpretation / Shanghai class (CEIBS Shanghai campus, 699 Hongfeng Road, Pudong, Shanghai)
- October 28-30, 2010 / English with sequential Chinese interpretation / Shenzhen class (8F, RongChao Business Centre Block A, 6003 Yitian Road, Futian District, Shenzhen).

### Admissions Procedures

Applicants can apply for the programme in either form:

- Online application: Please visit the CEIBS Executive Education website, select the programme you want to take, and click "**Apply Now**" to apply for the programme; or
- Submit application by fax or mail: Please visit the CEIBS Executive Education website, select the programme you want to take, click "**Application Form**" to download the form, then fill in the form and send it to the CEIBS Customer Service Team by fax or mail. You are also welcome to call the CEIBS Customer Service Team for a printed Application Form.

CEIBS Executive Education website: <http://exed.ceibs.edu>

Applications are requested 20 working 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 for each class is RMB25,800, 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

Cancellations or changes of a programme registration may be made without penalty at least 15 working days before the start of the programme. 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. When a request to substitute participant(s) for the same programme is made less than 15 working days before the start of the programme, the seat(s) will not be guaranteed. If an applicant is unable to attend the programme, the applicant may transfer to a different session of the same programme or another CEIBS Executive Education programme within the same

calendar year, but must pay any differences in fees between the two programmes. All changes and cancellations are subject to the final confirmation of CEIBS.

### Contact Information

Customer Service Team	Customer Service Team	Customer Service Team
Executive Education Department	CEIBS Shenzhen Representative Office	CEIBS Beijing Campus
China Europe International Business School	8F, RongChao Business Centre Block A, 6003 Yitian Road, Futian District, Shenzhen, 518026, P.R.C.	No.20, Zhongguancun Software Park, 8 Dongbeiwang West Road, Haidian District, Beijing, 100193 P.R.C.
699 Hongfeng Road, Pudong Shanghai, 201206, P.R.C.	Tel: (86 755) 3337 8136	Tel: (86 10) 8296 6688
Tel: (86 21) 2890 5187 / 5197	Fax: (86 755) 3337 8113	Fax: (86 10) 8296 6789
Fax: (86 21) 2890 5183	E-mail: <a href="mailto:exed@ceibs.edu">exed@ceibs.edu</a>	E-mail: <a href="mailto:exed@ceibs.edu">exed@ceibs.edu</a>
E-mail: <a href="mailto:exed@ceibs.edu">exed@ceibs.edu</a>		
Website: <a href="http://exed.ceibs.edu">http://exed.ceibs.edu</a>		