

组织发展与变革

日期 / 语言 / 地点: 2011年10月13日—16日, 英语授课配汉语交替翻译, 上海
课程费用: 人民币 32,800 元
更多信息请访问: <http://exed.ceibs.edu>

课程主任致辞

尊敬的人力资源经理:

一个组织如果想要能够适应瞬息万变的市场环境, 就必须具备灵活性和敏捷性。在中国, 许多组织都在发展和变革自身的结构及合作文化。新的组织形式以及新的管理和变革实践不断涌现。巨大的变革和创新压力迫使管理人员和人力资源专业人员们对于如何领导改进、变革和更新过程重新进行思考。组织的学习能力很可能成为组织唯一的难以复制的竞争优势。

要创建一个学习型组织, 需要些什么? 变革过程中有哪些障碍? 有哪些业已经过证明的战略可以用来应对这些障碍, 并创造能量和活力? 变革的不确定性会对领导角色产生什么影响? 普通员工和管理人员对负责组织转型的高层管理人员有何期望? 在组织更加聚焦于学习和变革的过程中, 人力资源职能会扮演什么角色、做出哪些贡献? 我们的“组织发展与变革”课程将对这些问题作出解答。

高层管理人员要求人力资源专业人员成为业务上的合作伙伴和变革中的助推者。而最高管理人员则要求他们在以下二者之间的平衡上提供支持: 一是保持高效运营的持续性, 一是令组织为变革和创新做好准备。

通过本课程的学习, 您将获得一些有用的见解, 了解变革的动态, 以及哪些战略可以用来有效地应对不确定性和情绪等这些变革过程中不可避免的问题, 从而为您的角色转变提供支持。

我期待着与您就组织发展与变革的复杂动态进行深入地探讨。

André Wierdsma
课程主任

本课程将从不同的角度审视变革，从而对变革的复杂现实有一个整体性的认识。此外，本课程还将探讨变革在组织各个层级上的动态。本课程包含了当前有关组织变革、复兴和转型的最新思想，将讲座、调查问卷、案例研究和练习等多种教学方法融为一体，具有很强的互动性，为学员提供了一个交流思想、相互学习的平台。

目标

本课程旨在针对以下方面提供深入见解：变革管理的复杂性、学习型组织的特征、以及人力资源职能能够以哪些方式为优化商机与商业环境做出贡献。

对象

本课程针对的是那些希望增进对变革的了解、提高变革领导能力的高级人力资源管理人士。此外，本课程对于那些正处于挑战环境的新任业务经理、项目经理和中高级一线经理亦将有很大的帮助。

受益

通过本课程的学习，学员将：

- 了解组织演进的各个阶段
- 对变革过程的复杂性有深入的了解和见解
- 学会用各种不同的战略来应对不确定性和情绪
- 就人力资源专业人员可能发挥的作用获得有价值的见解
- 掌握成为学习型组织的新战略
- 了解领导力在变革的发起、指引和推动中所起的关键作用

课程内容

- 组织的演进
- 变革的必要性
- 变革过程的动态
- 变革战略：优势和弱点
- 变革过程的强度所产生的影响
- 如何应对来自组织不同层级的阻力（普通员工和管理人员）
- 领导力与变革过程心理学
- 人力资源专业人员在变革过程中所扮演的角色

课程安排

| | |
|------------|------------------------------------------------------------------------------------------------------------------------------|
| 第一天 | |
| 上午 | 组织的演进 <ul style="list-style-type: none"> • 增长模式与演进阶段 • 组织作为一个系统 • 变革作为一种竞争优势 |
| 下午 | 变革的挑战 <ul style="list-style-type: none"> • 案例讨论 • 变革的模式 • 关于变革的不同视角 • 变革的目标 |
| 晚间 | 小组作业 |

| | |
|------------|---------------------------------------------------------------------------------------------------------------------------------------------------|
| | <ul style="list-style-type: none"> • 案例研究 |
| 第二天 | |
| 上午 | 了解变革的必要性 <ul style="list-style-type: none"> • 变革过渡管理 • 变革战略 • 变革过程中的各个步骤 • 最佳实践 |
| 下午 | 变革管理战略 <ul style="list-style-type: none"> • 案例讨论 • 过渡期中关键的两难困境 • 变革的核心 |
| 晚间 | 分组活动 <ul style="list-style-type: none"> • 案例研究 |
| 第三天 | |
| 上午 | 学习型组织，“锚定”学习能力 <ul style="list-style-type: none"> • 学习型组织的特征 • 集体从结果中汲取经验教训的能力 • 共同创造策略 |
| 下午 | 人力资源专业人员在促成变革中所扮演的角色 <ul style="list-style-type: none"> • 案例讨论 • 人力资源职能在促成变革中所扮演的角色 • 提高人力资源管理职能的可信度：综合视角 |
| 晚间 | 自习 <ul style="list-style-type: none"> • 案例准备 |
| 第四天 | |
| 上午 | 变革心理学 <ul style="list-style-type: none"> • 领导角色及其在职业生涯中的变化 • 了解变革心理学 • 阻力和不确定性管理 |
| 下午 | 领导力与变革 <ul style="list-style-type: none"> • 案例讨论 • 人际关系的动态 • 变革过程中情绪的动态 |

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 (以优异成绩毕业)

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办者之一。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、DHV 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 13 日—16 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。请登录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 32,800 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。

撤销报名

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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Organisational Development and Change

Date / Language / Venue: October 13-16, 2011, English with sequential Chinese interpretation, Shanghai

Fee: RMB32,800

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

Letter from the Programme Director

Dear Human Resources Manager,

To be able to adjust to quick changing circumstances in the market, organisations have to become flexible and agile. Many organisations in China are developing and changing their structures and their culture of collaboration. New forms of organisation and new practices of management and change are emerging. This level of change and the necessity to be innovative force managers and HR professionals to rethink their opinions on how to lead the process of improvement, change and renewal. The learning capacity of organisations could well become the only competitive advantage which is difficult to copy.

What does it take to create a learning organisation? What are the obstacles in the process of change? What are proven strategies to deal with these obstacles and create momentum? What is the impact of the uncertainties of change for the leadership role? What do employees and managers expect of the executives responsible for the transformation of the organisation? What can the role and contribution of the HR function be in the process of becoming more focused on learning and change? The programme "Organisational Development and Change" will offer answers to these questions.

Executives ask the HR professional to become a partner in business and a facilitator of change. Top executives require the support of HR in balancing the need to preserve the continuity of efficient operations with the need to prepare the organisation for change and innovation.

To support you in your changing role, this programme will give you insights in the dynamics of change and strategies to work effectively with the uncertainties and emotions that are the unavoidable consequences of the change process.

I look forward exploring the complex dynamics of organisational development and change with you.

André Wierdsma
Programme Director

The programme will look at change from different perspectives to build a holistic view of the complex reality of change. The dynamics, at different levels within the organisation, will be explored. The programme covers current thinking on the change, renewal and transformation of organisations. It includes lectures, questionnaires, case studies and exercises. The programme will be highly interactive and is a platform for the participants to exchange their ideas and learn from each others' experiences.

Objective

The objective of the programme is to provide a deep insight in the complexity of the management of change, the characteristics of a learning organisation and the way the HR profession can contribute to the optimization of business opportunities and to influence the market dynamics.

Who Should Attend

The programme is aimed at senior HR professionals and senior managers who wish to increase their understanding and their competences to lead change. New business managers, project managers and upper middle line managers in organisations with a challenging environment will also benefit strongly from the programme.

Programme Benefits

Participants in this programme will gain:

- An understanding of the phases in the evolution of organisations
- A deep understanding and insight in the complexity of change processes
- Different strategies to work with the uncertainties and emotions
- Valuable insights into the possibilities of the contribution of HR professionals
- A new strategy to become a learning organisation
- Insight in the crucial role of leadership for initiating, directing and facilitating change

Programme Coverage

- The evolution of organisations
- The need for change
- The dynamics of the process of change
- Strategies for change: strengths and weaknesses
- The impact of the intensity of the change process
- How to work with resistance (employees and managers) at different levels of the organisation
- Leadership and the psychology of the change process
- The role of HR professional in the change process

Programme Schedule

| Day 1 | |
|-----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| morning | The Evolution of Organisations <ul style="list-style-type: none"> • Growth models and phases in the evolution • Organisations as systems • Change as competitive advantage |
| afternoon | The Challenge of Change <ul style="list-style-type: none"> • Case discussion: Jacob Suchard • Models of change • Perspectives on change |

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| | <ul style="list-style-type: none"> Objectives of change |
| evening | Assignment in Groups <ul style="list-style-type: none"> Case study: Transforming Singapore's public libraries |
| Day 2 | |
| morning | Understanding the Need for Change <ul style="list-style-type: none"> Managing transitions Change strategies Steps in a change process Best practices |
| afternoon | Strategies for Managing Change <ul style="list-style-type: none"> Case discussion Critical dilemmas in transitional moments The heart of change |
| evening | Assignment in Groups <ul style="list-style-type: none"> Case study: Tesco |
| Day 3 | |
| morning | The Learning Organisation, Anchoring the Learning Capacity <ul style="list-style-type: none"> Characteristics of the learning organisation Competences to learn collectively from results Co-creation strategies |
| afternoon | The Role of the HR Professional in Enabling Change <ul style="list-style-type: none"> Case discussion Roles of HR in enhancing change Building credibility for the HRM function: integrated perspective |
| evening | Self Study |
| Day 4 | |
| morning | Psychology of Change <ul style="list-style-type: none"> Leadership roles and changes during the career Understanding the psychology of change Managing resistance and uncertainty |
| afternoon | Leadership and Change <ul style="list-style-type: none"> Case discussion The dynamics of interpersonal relations The dynamics of emotions in the process of change |

Programme Director

André Wierdsma



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 13-16, 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 RMB32,800, 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 | Office 8F, RongChao Business Centre Block |
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