

## 领导力发展战略

<b>日期 / 语言 / 地点:</b>	2011年5月16日-19日, 英语授课配汉语交替翻译, 北京班
	2011年7月18日-21日, 英语授课配汉语交替翻译, 上海班
	2011年11月10日-13日, 英语授课配汉语交替翻译, 深圳班
<b>每班课程费用:</b>	人民币 36,800 元
<b>更多信息请访问:</b>	<a href="http://exed.ceibs.edu">http://exed.ceibs.edu</a>

现代组织必须注重如何发挥内部人员的潜力, 以此打造自身的竞争优势。作为组织中的高级管理人员, 则需要认识到, 如何帮助组织创建快速、灵活和自我更新的能力业已成为新的挑战。毋庸置疑, 现代组织的发展和繁荣离不开能力出众、对工作满怀激情的人才。而对于世界上任何一家组织而言, 最为核心的一点就是它的领导层是否具备超凡卓越的能力, 是否能够成熟稳重地处理问题。这一点也正是组织能否有效应对上述挑战的关键。

本课程凝聚了 Saar 博士过去 30 年从事咨询、教学、科研和行政管理工作的丰富经验。本课程将采用一些具有创新性的教学方法, 注重教学之间的双向互动, 以及模拟练习和实践应用。学员将有大量机会将所学内容与实际工作环境紧密结合, 并从课堂讨论、案例分析和理论研究中获取一些重要的知识。

### 目标

通过本次课程的学习, 我们希望帮助学员了解领导力的重要作用及其对组织成员和业绩的影响。

### 受益

本课程将帮助学员:

- 探讨如何营建帮助组织走向成功的必要条件
- 了解区分领导与管理之间差异的重要意义
- 了解如何为组织确立一个明确清晰、具有强烈吸引力的远景目标
- 明确阐述如何与组织成员进行开诚布公的对话
- 了解如何让员工有效理解组织变革与转型的必要性, 使他们对变革能够做出合理预期, 并接受组织变革, 从而充分发挥组织变革的效用
- 了解如何指导下属, 为他们开创未来职业发展道路, 以达到培养并留住人才的目的
- 探讨如何以及何时运用刚性权力和柔性权力
- 帮助学员学研究冲突的来源及如何管理棘手的行为
- 帮助学员绘制“路线图”, 将课程所学内容与实际工作环境紧密结合

### 对象

本课程专为组织中负责督促他人做出良好表现的领导者设计。本课程注重实践, 任何希望提高领导和管理能力的高级管理人员都能从中获得巨大收益。本课程也适用于那些希望在组织困难期仍能驾轻就熟的高层领导人士。

## 课程内容

- 领导力与管理
- 领导力与变革
- 领导力与自我认知
- 激励与辅导他人
- 创造性地解决问题
- 解决冲突
- 领导力与实施

## 课程安排

<b>第一天</b>	
上午	<b>领导力与管理</b> <ul style="list-style-type: none"> <li>• 为什么要讨论领导力的问题?</li> <li>• 何谓领导力?</li> <li>• 领导者的特征轮廓</li> <li>• 领导者是天生的还是可造就的?</li> </ul>
下午	<b>领导力与变革</b> <ul style="list-style-type: none"> <li>• 理解变革</li> <li>• 个人对变革的反应</li> <li>• 变革动态研究</li> <li>• 管理变革过程</li> <li>• 变革的类型</li> <li>• 过渡战略</li> </ul> <b>领导力与个性类型</b> <ul style="list-style-type: none"> <li>• 了解个性类型</li> <li>• 分析优势和弱点</li> <li>• 利用多样性</li> <li>• 与不同个性的人沟通</li> <li>• 探索你团队成员的个性</li> <li>• 文化与个性类型</li> </ul>
<b>第二天</b>	
上午	<b>激励与辅导他人</b> <ul style="list-style-type: none"> <li>• 我们对于激励知道多少?</li> <li>• 了解员工的准备就绪程度</li> <li>• 学习如何探询和提问</li> <li>• 有效辅导者的特征轮廓</li> </ul>
下午	<b>激励与辅导他人 (续)</b> <ul style="list-style-type: none"> <li>• 分析 LEAD (领导力有效性与适应性描述) 工具</li> <li>• 情景领导艺术</li> <li>• 利用刚性权力和柔性权力</li> <li>• 辅导模拟</li> </ul>
<b>第三天</b>	
上午	<b>领导力与批判性思维</b> <ul style="list-style-type: none"> <li>• 草率思考的后果</li> </ul>

	<ul style="list-style-type: none"> <li>• 全脑思维模型</li> <li>• 思考思维框架的问题</li> <li>• 利用思维框架</li> </ul>
下午	<b>冲突管理</b> <ul style="list-style-type: none"> <li>• 冲突模拟</li> <li>• 冲突的性质</li> <li>• 个人处理冲突的方法</li> <li>• 冲突处理战略</li> <li>• 进行坦诚的对话</li> </ul>
<b>第四天</b>	
上午	<b>领导力与实施</b> <ul style="list-style-type: none"> <li>• 有关实施的战略</li> <li>• 创造一个明确的愿景</li> <li>• 绘制路标图</li> <li>• 传达你的计划</li> <li>• 监控、评估和奖励</li> </ul>
下午	<b>习得与应用</b> <ul style="list-style-type: none"> <li>• 综合案例</li> <li>• 将学习延续保持下去</li> </ul>

#### 课程主任

**Shalom Saada Saar**



中欧国际工商学院管理实践教授  
 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 教授是**中欧国际工商学院管理实践教授**。他还执教于或曾执教于麻省理工学院、哈佛大学、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。他目前是**中欧国际工商学院**的客座教授，教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。他曾为联邦和州政府高层官员提供领导有效性和管理发展方面的培训。他还曾为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进行领导等课程。

#### 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 ACS、阿迪达斯、安泰、美国证券交易所、AT&T、金盛保险、伯林顿北方圣大菲铁路公司、锦标国际公司、丘博保险、德国科隆再保险公司、通用汽车公司、Guilford 制药公司、Harleysville 保险集团、曼纳尔保健公司、万豪国际集团、MBIA 保险公司、圣保罗公司和肯尼迪表演艺术中心。Saar 教授还为联邦和州政府机构做过大量工作，如劳工部、司法部、小型企业管理局、空军国民警卫队等，并曾为康涅狄格州警察长官们讲授过领导艺术发展课程。

### 日期/语言/地点

- 2011 年 5 月 16 日-19 日 / 英语授课配汉语交替翻译 / 北京班（北京市海淀区东北旺西路 8 号中关村软件园 20 号楼中欧国际工商学院北京校园）
- 2011 年 7 月 18 日-21 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）
- 2011 年 11 月 10 日-13 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

每班课程费用为人民币 36,800 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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# Strategic Leadership

**Dates / Language / Venue:** May 16-19, 2011 / English with sequential Chinese interpretation / Beijing class

July 18-21, 2011 / English with sequential Chinese interpretation / Shanghai class

November 10-13, 2011 / English with sequential Chinese interpretation / Shenzhen class

**Fee for each class:** RMB36,800

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

Today's organisations must focus on building a competitive advantage through its people. Executives recognise that the new challenge is how to build speed, flexibility and self-renewal. Clearly, today's organisations need competent and motivated people in order to grow and flourish. At the core of this challenge are the quality and maturity of leadership which is central to any organisation anywhere in the world.

The programme is shaped by the extensive experience that Dr. Saar has accumulated in the last 30 years of his work as a consultant, teacher, researcher and administrator. The programme will rely on innovative teaching methodologies, promoting interaction, simulations and applications. Participants will have ample opportunities to relate their work environment and gain important knowledge from the discussion, case studies and theories.

## Objective

The purpose of this programme is to help participants see the importance of leadership and its impact on people and performance.

## Who Should Attend

This programme is designed for individuals who are in leadership positions responsible for the performance of others. This is a hands-on workshop that can benefit any executive who is looking for ways to become a better leader and manager. This can also be useful for senior leadership that are interested in exploring ways to enhance their ability to navigate in challenging times.

## Programme Benefits

The programme will help participants:

- Explore strategies aimed at creating the necessary conditions for success
- Understand the importance of differences between leadership and management
- Formulate a clear and compelling vision for the future
- Communicate effectively about how to conduct an honest dialogue with your people
- Leverage change by assisting employees to effectively understand, anticipate and embrace change and transition
- Coach your direct reports by creating a developmental path aimed at growing and retaining talent
- Examine ways on how and when to use hard power and soft power
- Examine sources of conflict and how to manage difficult behaviors
- Apply the learning to your situation and work environment by developing a roadmap

### Programme Coverage

- Leadership and management
- Leadership and change
- Leadership and self-knowledge
- Motivating and coaching others
- Creative problem solving
- Resolving conflicts
- Leadership and implementation

### Programme Schedule

Day 1	
morning	<b>Leadership and Management</b> <ul style="list-style-type: none"> <li>• Why leadership?</li> <li>• What is leadership?</li> <li>• Profile of a leader</li> <li>• Leaders – born or made?</li> </ul>
afternoon	<b>Leadership and Change</b> <ul style="list-style-type: none"> <li>• Understanding change</li> <li>• Individuals' reaction to change</li> <li>• Dynamics of change</li> <li>• Managing the change process</li> <li>• Types of change</li> <li>• Strategies for transition</li> </ul> <b>Leadership and Personality Type</b> <ul style="list-style-type: none"> <li>• Understanding personality type</li> <li>• Examining strengths and weaknesses</li> <li>• Leveraging diversity</li> <li>• Communication with different personalities</li> <li>• Exploring the personalities of your team members</li> <li>• Culture and personality type</li> </ul>
Day 2	
morning	<b>Leadership and Motivation</b> <ul style="list-style-type: none"> <li>• What do we know about motivation?</li> <li>• Understanding employees' readiness</li> <li>• Learning how to probe and ask</li> <li>• Profile of an effective coach</li> </ul>
afternoon	<b>Leadership and Motivation (continue)</b> <ul style="list-style-type: none"> <li>• Analysing the LEAD instrument</li> <li>• Situational leadership</li> <li>• Using hard and soft power</li> <li>• Simulation on coaching</li> </ul>
Day 3	
morning	<b>Leadership and Critical Thinking</b> <ul style="list-style-type: none"> <li>• Consequences of sloppy thinking</li> </ul>

	<ul style="list-style-type: none"> <li>• Whole brain module of mind</li> <li>• Thinking mindframes</li> <li>• Leveraging mindframes</li> </ul>
afternoon	<b>Managing Conflicts</b> <ul style="list-style-type: none"> <li>• Simulation on conflict</li> <li>• Nature of conflicts</li> <li>• Individual approach to conflict</li> <li>• Strategies to deal with conflict</li> <li>• Conducting an honest dialogue</li> </ul>
<b>Day 4</b>	
morning	<b>Leadership and Implementation</b> <ul style="list-style-type: none"> <li>• Strategies of implementation</li> <li>• Creating a clear vision</li> <li>• Charting out a roadmap</li> <li>• Communicating your plans</li> <li>• Monitoring, measuring and rewarding</li> </ul>
afternoon	<b>Lessons and Applications</b> <ul style="list-style-type: none"> <li>• Putting it all together</li> <li>• Sustaining the learning</li> </ul>

## Programme Director

### Shalom Saada Saar



**Professor of Management Practice, 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 is currently teaching leadership and management at MIT. In addition to teaching at MIT, Professor Saar taught at Harvard University, State University of New York, University of Hartford, Southern Methodist University, Loyola College. He is currently 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 have included ACS, Adidas, Aetna, American Stock Exchange, AT&T, AXA, BNSF, Champion International, Chubb/Executive Risk, General Cologne Reinsurance, GM, Guilford Pharmaceutical, Harleysville Insurance Group, ManorCare, Marriott International Corporation, MBIA, St. Paul Companies and the J.F. Kennedy Centre for the Performing Arts. Prof. Saar has done extensive work for federal and state agencies including the Department of Labor, Department of Justice, Small Business Administration, Air National Guard, and served as an instructor on leadership development for the Connecticut Chiefs of Police.

### **Dates/Language/Venue**

- May 16-19, 2011 / English with sequential Chinese interpretation / Beijing class (CEIBS Beijing Campus, No.20, Zhongguancun Software Park, 8 Dongbeiwang West Road, Haidian District, Beijing)
- July 18-21, 2011 / English with sequential Chinese Interpretation / Shanghai class (CEIBS Shanghai Campus, 699 Hongfeng Road, Pudong, Shanghai)
- November 10-13, 2011 / 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 <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 for each class is RMB36,800, 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  
Executive Education Department  
China Europe International Business  
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