Managerial Psychology in Practice

Date / Language / Venue:
May 10-12, 2014 / English with Chinese sequential interpretation / Shanghai (699 Hongfeng Road, Pudong, Shanghai)
October 29-31, 2014 / English with Chinese sequential interpretation / Beijing (No.20, Zhongguancun Software Park, No. 8 Dongbeiwang West Road, Haidian District, Beijing)

Fee: RMB 30,800
Programme Fee 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 30 days before the start of the programme. Applications made within 30 days of the start of a programme require immediate payment.
For more information, please visit http://exed.ceibs.edu

Letter from the Programme Director

Dear Executive,

Every day you are confronted with the complexities of human behaviour along with the psychological factors that influence it. As a manager it is possible to use the insights of psychology to improve effectiveness of yourself and your company.

Processes of decision-making and cooperation between people and departments are all influenced by emotions and by the fear of losing face. People have a tendency to avoid sensitive issues and fear failure, leading to conflicts and misunderstandings that block high performance.

The challenges in the market place are increasing. Professionals have become more assertive and want managers to support and coach them. Ultimately, it is effective behaviour and creative cooperation between committed people that characterise high-performing companies.

It is the job of a leader to break down the barriers that obstruct effective cooperation. Only by establishing relationships in which people feel comfortable enough to give constructive feedback can the organisation increase its ability to learn and its overall effectiveness.

Early in your career, technical competencies are sufficient to do a good job. But after you move up in management positions, you realise that success increasingly depends on your competence in building effective interpersonal relationships. Maintaining positive working relationships is difficult. As a manager, you have to make decisions in situations with conflicting interests between different individuals and groups, and so conflicts inevitably arise. Simply working in an organisation can cause anxiety and a fear of failure that are very difficult to avoid. Popular management books focus on setting high goals but often underestimate such worry and fear. They fail to recognise the power of emotions such as fear, jealousy, rivalry and the risks of narcissistic and strong-arm leadership.

Misunderstandings in interpersonal relationships arise easily and frequently. Unconscious motives can influence behaviour in many ways. You have experienced firsthand how irrational processes distort rational decisions, and have seen individuals in groups support riskier decisions then when deciding alone. You have run into managers who avoid responsibility or blame others for failure, and it is clear that this blocks willingness to cooperate and to learn. Creativity and flexibility are lost as
people hide behind procedures and rules, and long, unproductive meetings become the norm. Many successful entrepreneurs start up a company easily but then have difficulty in maintaining its growth, because they lack the emotional understanding needed to grow a strong management team.

You strive towards a culture in which mutual expectations and respect allow constructive criticism and learning. You want to improve your competence in diagnosing situations and increase your capability to improve interpersonal relations. Leading people, teams and organisations requires an understanding of the influence of the unconscious and of “irrational” dynamics.

In the Managerial Psychology in Practice Programme, you will learn the key concepts for better understanding the psychological dimensions of human behaviour, revealing new ways of to unblock situations and encourage mutual understanding and cooperation.

In the programme we discuss such questions as: How should these psychological dimensions be understood? How can you observe and interpret people's behaviour? Do you understand the emotions behind your own behaviour? Are you aware of the consequences of your leadership behaviour? Do you see the forces behind the irrational behaviour of others? How can you recognise harmful exchanges in interpersonal relations? What should you do to overcome the barriers to interaction between groups or departments? How can you avoid cliques or factions from forming in the organisation? How should you get rid of outdated organisational routines? How does hierarchy affect the way people express themselves? How can you stimulate the creativity of your employees? How can you use conflicts to achieve a positive outcome? How should you handle underperformers and high performers that threaten the existing culture?

You know that as a leader you should be flexible, but you also realise that staying true to yourself is crucial for your reputation and credibility. In order for you to be a leader who nurtures growth and excellence, you need to be able to understand your personal needs, emotions, and dilemmas, along with those of the people around you.

I look forward working with you.

Dr. André Wierdsma
Programme Director
Objective
The objective of this programme is to provide managers, leaders and entrepreneurs with a deeper understanding of the psychological factors influencing collaborative processes in organisations. The dynamics of interpersonal relations will also be explored from a managerial perspective. We will analyse how the personal leadership styles of participants relate to their own personal development. We will also discuss the influence of the unconscious and emotions on interpersonal exchange, group dynamics, collaboration and decision-making, and will show how organisational routines are used as social defenses against anxiety.

Who Should Attend
The programme is directed at managers who influence the culture of their organisations, and who want to increase the organisational effectiveness by strengthening the quality of the relationships with colleagues and employees. These managers understand that insight into the psychological dimensions of cooperation and decision-making is a prerequisite for the creation of culture of high performance.

Programme Benefits
Participants will be better able to:
- Observe, diagnose, and interpret behaviour, understand the psychological effects of anxiety, competition, collusion, uncertainty, and fear of failure
- Choose appropriate interventions to break down barriers to cooperation
- Avoid escalation in dealing with conflicts
- Stimulate a culture of mutual expectation and respect
- Work with differences constructively
- Stimulate creativity and innovation
- Acquire deeper insight into the roots of the strengths and weaknesses in their own leadership
- Manage the complexities of face-to-face and (inter) group interaction

Participants will improve their leadership abilities in the following areas:
- Balancing flexibility and staying true to yourself
- Creating organisation-supporting structures
- Balancing conflicting interests
- Being a role model for others
- Creating a performance culture of unity and commitment
- Challenging outdated practices

Programme Coverage
- The role of perception, mental models and personality
- Dynamics of interpersonal relations
- Leadership: Coaching for performance
- Conflict management: Dealing with differences
- Psychological dimensions of coaching and change

Programme Schedule
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Executive Education Programmes
Managerial Psychology in Practice

- The psychological dimensions of cooperation within organisations: The multilevel approach
- Case study
- The rationality of the irrational

**Afternoon**
The Role of Perception, Mental Models and Personality
- Exercise: Discovering your core qualities, pitfalls, challenges and allergies
- The impact of scripts on behaviour
- Movie analysis

**Day 2**
**Morning**
Dynamics of Interpersonal Relations
- Exercise: Lifeline
- Building effective one-on-one work relationships
- The influence of expectations and projections in hierarchical relations
- Pathology of leaders: Narcissism and addiction to power and control

**Afternoon**
Leadership: Coaching for Performance
- Case study
- Balancing the need for support and the need to challenge
- Dealing with “stars” and “losers”
- Leadership: Flexibility and staying true to yourself

**Day 3**
**Morning**
Conflict Management: Dealing with Differences
- Exercise
- Dynamics of splitting, projection and defensive routines
- Overcoming barriers to create high-performing teams

**Afternoon**
Psychological Dimensions of Coaching and Change
- Movie and exercise
- Empowerment and high performance
- Concluding lecture

André Wierdsma, Programme Director
- Visiting Professor of Management and Organisation, CEIBS

**Admissions Procedures**
Applicants can apply for the programme in either of the following two ways:
- Online application: Please visit the CEIBS Executive Education website at http://exed.ceibs.edu, then 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 at least 30 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 the basis of space availability. For more information, please contact our Customer Service Team in Shanghai, Beijing or Hong Kong.
Shenzhen.

Cancellations
Any cancellation made 30 days or more prior to the programme start date is eligible for a full refund of programme fees paid. However, any expenses arising therefrom shall be the responsibility of the applicant or his/her employer. Any cancellation made fewer than 30 days prior to the programme start date shall be subject to a fee of 20 percent of total programme fees. After the programme begins, no fees shall be refunded for participants who withdraw from the programme for any reason.

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