



**SHANGHAI INNOVA**  
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The Shanghai INNOVA Management Institute is pleased to present the upcoming public event:

**"Leadership for Expat Managers:  
How to Lead Local Personnel"**

**2-day Executive Workshop**  
**April 19-20, May 24-25, June 14-15, July 5-6,**  
**August 23-24, September 20-21, October 25-26,**  
**November 15-16, December 6-7, 2012**

**Sofitel Hyland Shanghai**

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This course is designed for expat managers in global businesses who want to explore how to lead local personnel in ways which will improve the organization's overall and their personal managerial performance significantly.

Success in managing Chinese personnel is a crucial factor for reaching one's business goals and more than that, it is probably *the* decisive factor, simply because success in building strong and motivated teams transcending cultural differences is of that paramount importance for achieving high performance.

Most expat managers have realized that Chinese are quite different than them. To manage Chinese local personnel effectively, we need to understand their cultural assumptions, beliefs and values and how far they are different from our own. In addition, we need to cultivate "the hows" – the key skills and capacities -- to lead them.

To adapt one's leadership style to a different cultural settings is quite a challenge. During this course we introduce to you leadership approaches and techniques that have proven fit to the Chinese environment and the Do's and Do Not's to make these approaches work.

This course is more than just a seminar. It is an interactive workshop which provides you with a unique opportunity to share experiences with peers from other MNCs.

Participants should come prepared with their own real cases of problems, conflicts and examples where improved skills in managing local personnel might have benefited them. We will examine these cases during the workshop and our facilitators will provide you with instant advice on alternate approaches with better outcomes.

This workshop consists of a considerable consulting part. Participants can expect expert advice on their individual cases and how to tackle challenges typical of a China assignment. Among the issues dealt with are questions as:

- How can I achieve that Chinese managers really take problem ownership and demonstrate a good sense of accountability?
- How can I achieve that Chinese team members really work together as a team? How can I improve collaboration within our multicultural management team?
- Are Western management and leadership approaches actually applicable in China and if yes which approaches, and how far bring those real benefits? How far are adaptations of these approaches necessary to apply them successfully?
- How different are Westerners and Chinese people actually? Is a synergistic 'We-Culture' bringing Western and Chinese people together actually a realistic objective?
- What are critical factors for leadership success in China?

- Beyond money, status and promotion, what motivates Chinese employees?
- How can I overcome micromanagement and remove blockages towards more effective delegation and empowerment?
- How can I make team meetings more effective?
- What can we learn from successful Chinese leadership practices?

We organize this 2-day executive workshop now in the seventh year. It attracts foreign managers from multinational corporations, both those new to China and those with considerable China experience.

Testimonials from earlier participants say:

'A very good training with a very enthusiastic trainer.'

'I came on recommendation and thus my expectations were already high. They have however been surpassed.'

'Having 17 years of China experience I had strong doubts whether I could still benefit from such a program. Now I am happy to have attended and will send my colleagues to participate. Thank you!'

'Good insights into the causes of 'typical' Chinese behaviour and suggestions on appropriate tactics.'

'Congratulations, good course!'

'This is an excellent course!'

# **WORKSHOP CONTENT**

## **DAY ONE (9.15h – 18.00h)**

### **I. Introduction**

Workshop Objectives

Cases from Participants

### **II. Challenges and Major Tasks of Foreign Managers in China**

Typical Challenges

Root Causes

Key tasks of a Leader of the China Organization

### **III. What is your Culture?**

Definition of Culture

Avoiding the Pitfalls

What makes us different?

Types of Culture

## **Lunch Break (13.00h – 14.00h)**

### **IV. Culture Clash within a MNC (Case Study)**

### **V. Considerations on Organizational Culture**

Corporate Culture and Attitude

Corporate Culture and Decision-Making

High- and Low-Performance Cultures

### **VI. Understanding why Chinese people are different**

What motivates Chinese staff?

High- vs. Low-Context Cultures

Power Distance

Individualism vs. Collectivism

Uncertainty Avoidance

## **DAY TWO (9.00h – 17.00h)**

### **VII. Critical Success Qualities for Expatriate Managers in China**

China-specific Qualities

Emotional Intelligence (Competency Model)

Cross-Cultural Competencies (Competency Model)

### **VIII. Adaptation of Leadership Style**

Assessment of Leadership Style

What does Chinese staff expect from their Leader?

Chinese Leadership Styles

Push vs. Pull-Competencies

Relational Leadership

Cultivating a 'We'-Culture

### **IX. Developing Others: Delegation and Empowerment**

Types of Followership

Giving Feedback

Delegation and Empowerment (Case Study)

Path to effective Delegation

From Coaching to Delegation

## **Lunch Break (13.00h – 14.00h)**

### **X. Developing Teams**

Stages of Team Development

Conflict Handling Mode and Individual and Team Behaviour

Typical Challenges in the Development of Teams in China

Measuring your Team's Performance and Effectiveness

### **XI. Building Trust Systematically**

Low- and High-Trust Level Cultures

Why is China a Low-Trust Level Society?

Trust and Organizational Performance

Different Cultures – Different Trust Needs

Dimensions of Trust

## **XII. Creating a Culture of Accountability**

Lack of Culture of Accountability

Western Understanding of Accountability

Creating a Culture of Accountability

## **XIII. Review of Individual Cases, Summary and Conclusion**

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### **THE COURSE FACULTY**

#### **DR. LAURENZ AWATER**



Laurenz Awater, Ph.D., general manager and corporate trainer. Laurenz is a political economist and China expert whose China experience dates back to 1985 when he was foreign student at Beijing University. Laurenz is fluent in Chinese and works as trainer for intercultural management and leadership. His Ph.D. thesis on 'China's Political Economic History from 1949 to 1997' is a standard reference book at German universities and received mentioning on 'Wikipedia' and on books on G8 summit policy, China's WTO-integration and EU-Foreign Policy.

When working in German industry Laurenz was involved in large infrastructure and construction projects in China. In 2003 he founded the Shanghai INNOVA Management Institute, a training corporation known for organizing high-level executive workshops for expat managers and for its leadership and management training programs. Since then the Shanghai INNOVA Management Institute has built up a client base of more than 200 MNCs, mainly larger and mid-sized

manufacturing enterprises from Western Europe and the United States.

Participating with this executive workshop were delegates from ABB, Akzo Nobel, AREVA, Arkema, ARM, Astra Zeneca, AT&S, BASF, Boehler, BOSCH, Bosch-Siemens, BP, Carbone Lorraine, City University of Hong Kong, Cognis, Competence, Continental, Diehl SyncroTec, DNV, Dorma, DSM, Dynapac, Ebner, Eisenmann, Elektrisola, EPCOS, Ericsson, Fujitsu-Siemens, GateGourmet, GEA, Heraeus, Hettich, Hoerbiger, HP Pelzer, HPTec, Hoyer, IEE, Ismeco, IVECO, Johnson Controls, Kendrion, Klueber, Kolbenschmidt, Kone, KSB, Lenze, Lenzing, Malvern, Marquardt, Moeller, Murrelectronik, Novo Nordisk, Oldenburger, Parkway Health, Picanol, Putzmeister, Rieter, SABS, Saint Gobain, Sartorius, Schlafhorst, Schlumberger, Schottel, Schunk, Servier, Siemens, SKF, SmidthKrebs, SNF, Stokvis Tapes, Sulzer, Suzhou Bordnetze, Testo, Thyssen-Krupp, Trayton, Total, UAES, Valeo, Vallourec & Mannesmann, Vestas, Voith Paper, Vorwerk, Wabco, Wartsila, Weckerle Cosmetics, Wuerth, ZF and Zollner.

**Fee is only RMB 8.900,- for two days and per participant including workshop documentation, luncheon and coffee breaks.**

To **REGISTER**, simply send an email to [info@innova-institute.com.cn](mailto:info@innova-institute.com.cn) indicating your name, company, position and contact details. For further information please phone (021) 5169 7601 or 5108 8670.

Best regards

Dr. Laurenz Awater  
**Shanghai INNOVA Management Institute**