



DEVELOPING LEADERS FOR THE CHINA ORGANIZATION

OPEN ENROLLMENT PROGRAM

This leadership training is inspirational, interactive and instructive – and application-oriented. It is designed for leaders of organizations in China and its ambition is to blend western and Chinese leadership approaches. The program introduces basic management theories in simple language and includes tools, exercises, teamwork, case studies and group discussions and puts emphasis on the exchange of experiences and ideas.

Target audience of this training program are department heads, leaders of business units, and key management talents who have not received systematic leadership training before. As a thumb rule participants should have three to five years of management experience.

With the number of participants limited to 12 persons this training program is an ideal platform for small management teams consisting of managers of different departments and one or two senior managers.

The training is held in English language – the global business language – and is designed for delegates from global organizations and for managers with a significant need for cross-border coordination and cooperation. As such it is a great opportunity for multicultural management teams to develop a deeper mutual understanding and a higher degree of cohesion.

As an interactive workshop-style of training we are open for input from participants who are invited to come up with their own cases and challenges to be dealt with in the forum. Of course, we also offer this program as corporate training.

The basic philosophy we follow is humanitarian – respect for people, trust, responsibility, competence, credibility, fairness and valuing differences are all basic values to us.

The inner dynamics of the training program are best described as 'out of crisis

towards creating a winning organization’.

The program consists of five different modules:

- **Fundamentals of Leadership**
- **Leadership, Team Development and Delegation**
- **Leadership in Cross-Cultural Perspective**
- **Developing a Range of Leadership Styles**
- **Leadership and the Art of Influencing**

The main objectives of this training program are to

- Support the transition from functional to leadership roles
- Prepare for future leadership roles in organizations
- Provide with a complete overview on leadership roles and tasks
- Discuss leadership models and styles with regard to their applicability in China
- Enable participants to understand themselves and others better
- Enable to effectively motivate and lead team members
- Enable to lead multicultural teams
- Tap full leadership potentials
- Combine professional with personal growth
- Further develop intercultural competences
- Support the development of a global mindset

Integral part of the program are ‘leadership challenges’, that is exercises, case analyses or discussions surrounding leadership challenges with particular relevance to leaders in China.

During day one the main focus is upon a challenging leadership and team exercise and the reflection on its outcome. The contents of day two reinforce the basic learning from day one and consists of an overview on leadership tasks and roles.

FUNDAMENTALS OF LEADERSHIP

(PART ONE)

PART ONE: INTRODUCTION

- Objectives and format of the training
- Expectations of participants

PART TWO: FUNDAMENTALS OF LEADERSHIP

- What is a leader?
- What makes a good leader?
- Leadership and team exercise (groups of four): New World exercise
- Reflective process map of each team process
- Developing an individual profile in terms of survival strategy
- Evaluating the team performance: Which team has the best chances of survival and why?
- How do you think the teams would deal with fundamental conflicts? What was the vision for your team?
- What do you expect from your leaders? What are your strengths? What are capabilities to be found in a good leader in times of crisis?
- The function of teams vs. the function of leadership

PART THREE: TASKS OF A LEADER

- Set directions
- Demonstrate personal character
- Build organizational capability
- Mobilize individual commitment
- Is this definition of leadership roles universally applicable or not?
- What are for you the most difficult tasks to perform as a leader?

PART FOUR: VALUE-BASED LEADERSHIP AND LEADING BY EXAMPLE

- Envisioning
- Developing a corporate vision
- Put values first
- Creating shared values
- Value-based leadership and leading by example
- Seeing change as an opportunity
- Specific attributes of an entrepreneurial leader
- Change management
- Building confidence

PART FIVE: EMPOWERING

- Attitude and motivation
- Inspirational leadership
- Mobilize your people around one single goal
- Energizing others
- Leading others to lead themselves
- Empathy

PART SIX: TEAM LEADERSHIP AND COACHING

- Involving everyone
- Building a team culture
- Keys to team success
- Effective Coaching
- The GROW Model
- Valuing Differences – the power of diversity

PART SEVEN: SUMMARY & DISCUSSION

LEADERSHIP, TEAM DEVELOPMENT & DELEGATION

(PART TWO)

PART ONE: INTRODUCTION

- Objectives and format of the training
- Expectations of participants

PART TWO: TEAM DEVELOPMENT

- Situational leadership and the four stages of team development
- The changing leadership roles and developing a range of styles
- Tuckman's team development model
- Tool: Assessing the stage of development of your team
- What are the challenges your organization is facing?
- Sharing power and authority – can it work in China?
- Are individuals easier to empower than teams? And if why?
- The relevance of empowerment to high performance
- Advantages and disadvantages of multicultural teams

PART THREE: TEAM COMMUNICATION

- The Johari Model
- Emotional Intelligence
- Listening, empathy, trust, conflict handling and rapport
- Cultural Intelligence
- Cross-cultural comparison of communication styles

PART FOUR: BUILDING TRUST SYSTEMATICALLY

- What does trust mean to you?
- Why trust matters
- Ten criteria for trust
- What are your trust needs? With regard to team members / leaders
- Tool: Building trust systematically within teams

PART FIVE: TEAM DEVELOPMENT AND SUCCESSFUL DELEGATION

- Model of delegation and team development (Tannenbaum & Schmidt)
- Exercise: Where does your team stand in the process?
- Levels of delegation
- Examples for different levels of delegation
- Why is delegation one of the most important management skills?
- Steps of successful delegation
- Exercise: Successful delegation
- SMARTER: A quick checklist for proper delegation

PART SIX: SUMMARY & DISCUSSION

- When does delegation fail?
- Empowerment – understood in China as indicator of weak leadership?
- If empowerment fails, what is the outcome?
- How to make delegation work in your organization?
- Successful delegation and participative leadership

LEADERSHIP IN CROSS-CULTURAL PERSPECTIVE

(PART THREE)

PART ONE: INTRODUCTION

- Objectives and format of the training
- Expectations of participants

PART TWO: CULTURES IN COMPARISON

- Models of cross-cultural comparisons
- Stereotyping, culture shock and adaptation
- What makes us different, what do we have in common?

PART THREE: CHINESE VS. WESTERN STYLES OF LEADERSHIP

- Chinese vs. Western styles of leadership (participative/supportive)
- The impact of organizational culture
- A simple model of different types of organizational culture
- Exercise: Identify your organization's culture

PART FOUR: CASE STUDIES: CHINESE LEADERS & LEADERSHIP STYLES

- Examples of Chinese leadership styles
- Are these leadership styles effective? Are they transferable?

PART FIVE: WHAT MAKES WESTERN MANAGERS FAIL IN CHINA?

PART SIX: CASE STUDY: DIFFERENT CORPORATE CULTURES CLASHING WITHIN ONE COMPANY

PART SEVEN: LEADERSHIP CHALLENGE: EXPLORATION OF WAYS TO OVERCOME CROSS-CULTURAL CONFLICTS IN THE CORPORATION

Teamwork with discussion

PART EIGHT: A MODEL OF INTERCULTURAL COMPETENCIES

- Introduction to the competency model
- 10 main competencies
- 22 dimensions
- Push & Pull competencies
- Which competencies are the most important to you?
- Which are the most important to be successful in China?

PART NINE: SUMMARY & DISCUSSION

- A Western model of leadership - Can it be fully applied in China?
- What adaptations are necessary?
- How to blend Western and Chinese leadership practice?
- An example of an universally applicable leadership approach

DEVELOPING A RANGE OF LEADERSHIP STYLES

(PART FOUR)

PART ONE: INTRODUCTION

- Objectives and format of the training

PART TWO: LEADERSHIP - STAGES OF DEVELOPMENT

- Stages of development as leader according to Maxwell
- Where are you now?

PART THREE: SHORT REVIEW OF LEADERSHIP STYLES

- Short review of leadership styles

PART FOUR: THEORY X AND THEORY Y

- Theory X ('Authoritarian management style')
- Theory Y ('Participative management style')
- Exercise: Your preferences, your situation
- Managing upwards: Managing your x-theory boss
- Situational leadership and the four stages of team development
- Theory Z: Involving, enabling and empowering – do Japanese management techniques work in China?
- Bottom-Up and Top-Down: When to follow which approach?

➤ **PART FIVE: EMOTIONAL INTELLIGENCE AND LEADERSHIP**

- Key aspects of emotional intelligence
- Emotional intelligence – why does it matter in business?
- Key competence areas of emotional intelligence
- How to improve on emotional intelligence
- Emotional intelligence and leadership

PART SIX: RELATIONAL LEADERSHIP

- The basic concept
- The Do's and the Do Not's

PART SEVEN: SUPPORTIVE LEADERSHIP

- Principles for coaching and mentoring
- Coaching techniques
- The GROW model
- Helping to build assertiveness and self-confidence

PART EIGHT: APPLYING SUPPORTIVE LEADERSHIP IN CHINA

LEADERSHIP AND THE ART OF INFLUENCING (PART FIVE)

PART ONE: INTRODUCTION

- Objectives and format of the training

PART TWO: DEVELOPING THE LEADER IN YOU

- The eight habits of highly effective people
- The Inner Game of Leadership: Leading from Within
- The six pillars of inner leadership

Pillar one: Personal purpose & vision

Pillar two: Character

Pillar three: A belief in yourself

Pillar four: Self-awareness

Pillar five: Self-control

Pillar Six: Personal accountability

- Developing your inner game
- Awaken the Leader in You
- Discussion

PART THREE: MOTIVATING OTHERS

- What motivates your staff?
- What motivates yourself?
- Maslow's Hierarchy of Needs
- Needs, Results & Effectiveness – Charles Handy's Motivation Calculus
- Motivation – from outside or the inside? The Herzberg Model
- Different types of leaders, different types of workers, different styles of motivational needs and styles
- Job fulfilment and inner calling – motivational concepts applicable in China?

PART FOUR: LEADERSHIP CHALLENGE: STRATEGIES FOR INCREASING RETENTION OF KEY MANAGEMENT TALENTS

PART FIVE: UNDERSTANDING ONESELF, UNDERSTANDING OTHERS

Why the MBTI model is useful

From C.G. Jung to Myers Briggs

The MBTI model of 16 personality types

Exercise: Identifying your own type

Exercise: Identifying the type of someone close to you

PART SIX: PERSONALITY AND LEADERSHIP TYPES

Preferred ways of judging or perceiving the world

Preferred ways of decision-making

Leadership types and core capabilities

PART SEVEN: SUMMARY, FEEDBACK AND Q&A

THE COURSE FACULTY

Dr. Laurenz Awater

Trainer, Consultant and Coach

General Manager, Shanghai INNOVA Management Institute

Dr Laurenz Awater is a political economist and China expert who first came to China in 1985 as foreign student at Beijing University. Dr Awater is fluent in Chinese and has lived in China in total for more than nine years now. His Ph.D. thesis on 'China's Political Economic History from 1949 to 1997' is a standard reference book at German universities, it received mentioning on Wikipedia and in books on China's WTO entry, EU Foreign Policy and G8 Summit Policy. When working in the German industry Dr Awater was involved in large infrastructure and construction projects in China. In 2003 he founded the Shanghai INNOVA Management Institute. **The Shanghai INNOVA Management Institute** has a client base of more than 200 MNCs, mainly consisting of larger and mid-sized manufacturing enterprises from Western Europe, and made itself known for its high-level executive workshops and leadership and management training programs.

Participating with Shanghai INNOVA leadership-seminars were delegates from Akzo Nobel, AREVA, Arkema, ARM, Astra Zeneca, AT&S, BASF, BOSCH, Carbone Lorraine, Cognis, Competence, Continental, Diehl SyncroTec, DNV, Dorma, Dynapac, Ebner, Elektrisola, EPCOS, GateGourmet, GEA, Heraeus, Hettich, Hoerbiger, HP Pelzer, HPTec, Hoyer, IEE, IVECO, Johnson Controls, Kendrion, Klueber, Kolbenschmidt, Kone, Malvern, Marquardt, Moeller, Murrelectronik, Novo Nordisk, Oldenburger, Putzmeister, Rieter, Saint Gobain, Schlafhorst, SKF, Stokvis Tapes, Sulzer, Suzhou Bordnetze, Testo, Trayton, UAES, Valeo, Vallourec & Mannesmann, Vestas, Voith Paper, Volkswagen, Vorwerk, Wabco and Wartsila.