



SHANGHAI INNOVA
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Executives of all Levels / General Managers / HR Managers

Dear Madam or Sir,

the Shanghai INNOVA Management Institute is pleased to present the upcoming public seminar:

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

September 24-25, 2009, Sofitel Hyland Shanghai

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 an unique opportunity to share experiences with peers from other MNCs. This workshop consists of a significant consulting part.

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.

Participants will learn more about

- How to get to understand the people in your organization better
- How to improve communication and cooperation with Chinese staff
- How to create a culture of accountability in your organization
- How to build up a cross-cultural team
- How to motivate team members effectively
- Appropriate leadership styles
- Successful delegation and empowerment
- Relationship management for Western managers in China.

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 coach 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.

Laurenz worked many years in German industry and was involved in large infrastructure and construction projects in China. In 2003 he founded the Shanghai INNOVA Management Institute, a training company 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 concerns from Western Europe.

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

WORKSHOP CONTENT

I. Introduction

Expectations from participants and objectives of the workshop

Challenges participants are facing with regard to leadership in China

II. Preliminary Considerations on Culture and Business

Going through the process of cultural adaptation

A simplified model of corporate cultures

Where does your company stand now?

Culture clash

Avoiding the human divide and forming a 'We-Culture' – a leader's foremost task

III. Fundamentals of Leadership

What is a leader?

The difference between a leader and a manager

What makes a good leader?

What kind of expectations do Chinese people generally have of their leaders?

What impacts leadership culture and individual style?

IV. Tasks of a Leader

Set directions

Demonstrate personal character

Build organizational capability

Mobilize individual commitment

V. Cultural Values: Why China is different

Individualism versus Collectivism

Universalism versus Particularism

Status Achievement versus Status Ascription

Specific versus Diffuse

Neutral versus Emotional

Power Distance

Uncertainty Avoidance

High versus Low Context Cultures

VI. Cross-Cultural Communication Styles and Mentality

Direct vs. indirect communication styles
Giving feedback
Western and Chinese ways of thinking
Confucianism and the Chinese Educational System
What motivates Chinese staff?

VII. Leadership, Team Development and Delegation

Stages of leadership
Stages of team development and levels of delegation
Why is empowerment that important to corporate development?
Effective delegation (Case Study)
What makes empowerment that difficult to implement in China?

VIII. Building Trust Systematically

Why trust is that important
Building trust through leadership
Tools for building trust in teams systematically
Let your people grow!

IX. Core Competencies of a Cultural Savvy Leader

Introduction to competence model
The 10 competencies and 22 dimensions
Team work exercise and discussion

X. Coping with Cross-Cultural Challenges

Meetings
Negotiations
Problem-Solving
Conflict Handling

XI. Chinese Leadership Styles

XII. Appropriate Leadership Styles and their Adaptation

-- How to qualify for the elephant in the China shop?
-- Relational Leadership and the importance of interpersonal skills and relationship building
-- Situational Leadership
-- x- versus y-leadership

- Participatory Leadership
- Patriarchal Leadership
- Top-Down versus Bottom-Up
- Leading by Emotional and Cultural Intelligence
- Supportive Leadership: Coaching and Mentoring
- Push- versus Pull-Strategies
- Team Leadership and Team Spirit: Bringing your Team forward

XIII. Review of Individual Cases, Summary with Discussion, Feedback and Closing

There will be enough time to answer individual questions and to discuss leadership issues in China in depth. Number of attendees is limited to 12 persons to facilitate discussion and exchange of experiences.

Fee is only RMB 7.000,- for two days and per participant including workshop documentation, luncheon and coffee breaks.

Seminar language is English.

To **REGISTER**, simply send an email to info@innova-institute.com.cn indicating your name, company, position and contact details.

For further information please phone (021) 6225 0477, 5169 7601 or 5108 8670 or send an email to info@innova-institute.com.cn.

We are glad to welcome you at this extraordinary event !

Best regards

Dr. Laurenz Awater

Shanghai INNOVA Management Institute