



LEADERSHIP FOR EXPAT MANAGERS IN CHINA: HOW TO LEAD LOCAL PERSONNEL



innova
management institute

INNOVA MANAGEMENT INSTITUTE (SHANGHAI)

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We organize this 2-day executive workshop now for more than twelve years. It attracts foreign managers from multinational corporations, both those new to China and those with considerable China experience.

Testimonials from earlier participants say:

'Participating at 'Leadership for Expat Managers: How to lead local Personnel' I was very impressed about the expertise of Dr. Laurence Awater, especially regarding his fundamental knowledge and experience in dealing with western management practice in the Chinese company environment. This excellent seminar helped me a lot in developing my own management style in China. I like to recommend this event to all Westerners working in China.'

General Manager, German manufacturing enterprise

'The active exchange between the participants based on cases and role discussions offers a valuable platform for experience sharing. Dr. Awater is monitoring and guiding his courses with high professionalism on an international level. Due to the limited number of participants, his seminars are very intense and Dr. Awater understands it very well to incorporate personal topics of the participants in the group discussions, if those wish so.'

Managing Director, German manufacturing enterprise

Two-day Executive Workshop for Foreign Managers in China

Monthly Held Small Group Event with 4-6 Participants

Venue: Sofitel Hyland Shanghai
Participant Fee: RMB 10,800 for 2 days
Registration: info@innova-institute.com.cn
Registration Hotline: (021) 51697601, 51088670



More than 500 international executives have attended over the past twelve years: The monthly held executive workshop 'Leadership for Expat Managers: How to lead local Personnel' is a small group event which provides a forum for the vivid exchange of experiences and discussion. The facilitator has more than twenty years of China experience and assists participants with practical advice on the challenges they face.

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.

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 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?
- **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?



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THE COURSE FACULTY



DR LAURENZ AWATER

Dr. Laurenz Awater is a people and organization development expert with more than 20 years of China experience. He works as management consultant and trainer for international corporations operating in China. As head of the Shanghai INNOVA Management Institute Dr. Laurenz Awater has been organizing and facilitating high-level consulting-style executive workshops for many years, most prominently the monthly held workshop 'Leadership for Expat Managers: How to lead local Personnel'.

INNOVA supports its corporate clients with customized development solutions to bring about performance-enhancing changes in the way organizations and teams are working. Our inhouse training solutions stand out for their innovative design, passionate way of delivery and their learning methodology stressing experience, reflection, interaction and results. Solutions offered cover management skills training, leadership coaching, team development programs and corporate culture transformation.

Participating with this INNOVA workshop were delegates from ABB, Akzo Nobel, Alstom, Amann, Andritz, A.O. Smith, Aramark, ARC, AREVA, Arkema, ARM, Arvato, Astra Zeneca, Atotech, AT&S, BASF, B. Braun, Blum, Bobst, Boehler Welding, BOSCH, BP, Caprari, Carbone Lorraine, Carl Zeiss, City University of Hong Kong, Clariant, Cognis, Competence, Continental, DAB Pumps, Diehl SyncroTec, DNV, Dorma, Draexlmaier, Deutz, Dynapac, Ebner, Eisenmann, Elektrisola, EMS-Chemie, EPCOS, Ericsson, Ernst, Ferrari, Fette, Fresenius, Fuchs, fischer automotive, GateGourmet, GEA, Geberit, Gerresheimer, Grifols, Halfen, Hengst, Heraeus, Hermes, Hershey, Hettich, Hoerbiger, HP Pelzer, HPTec, Hoyer, Huber+Suhner, Huntsman, IAV, IEE, Ismeco, Isovolta, IVECO, IWIS, Johnson Controls, Kaercher, Kendrion, Klueber, Koch Group, Kolbenschmidt, Komet, Kone, Kongsberg, Konvekta, KSB, Lanxess, Lenze, Lenzing, Malvern, Metabo, Miba, Michelin, Moeller, Murrelectronik, M+W, National Oil Varco, National Starch, Novis, Novo Nordisk, Oldenburger, Optibelt, Outotec, Pakway Health, Paul Wurth, Picanol, Poma, Putzmeister, Raumtechnik, RFS, Rieter, SABS, Saft, Saint Gobain, Sanofi Pasteur, SAPA, Sartorius, Schlafhorst, Schlenk, Schlumberger, Schottel, Schlunk, Schunk, Servier, Siemens, Sieper, SKF, SmidthKrebs, SNF, Solutia, SPX, Stiebel Eltron, Stokvis Tapes, Stulz, Sulzer, Suzhou Bordnetze, SWF, tesa, Testo, Thyssen-Krupp, Trayton, Total, Trumpf, TRW, Turck, TWE, UAES, Uhlmann, Valeo, Vallourec & Mannesmann, Vestas, Vibracoustic, Viessmann, Voith Paper, Volkswagen, Vorwerk, Wabco, Wacker Chemicals, Wahler, Walter, Wartsila, Webasto, Weckerle Cosmetics, Westrock, Wuerth, ZF and Zollner.

WORKSHOP CONTENT

DAY ONE (9.00h – 18.30h)

Part One

Introduction (9.00 am – 11.00 am)

- Expectations of Participants
- Discussion of Individual Cases
- Objectives of the Workshop

Part Two

Challenges and Major Tasks of Foreign Managers in China (11.15 am – 12.00 pm)

- Typical Challenges
- Root Causes
- Key Tasks of a Leader of the China Organization

Part Three

Cultural Differences and Culture Types (12.00 pm – 13.00 pm)

- Definition of Culture
- Stereotyping
- Exercise
- Differences between Western and Chinese Culture

Part Four

Cross-Cultural Communication (14.00 pm - 15.15 pm)

- Chinese Communication Style
- Direct and Indirect Communication Style
- Mastering the Communication Challenge
- Practical Guidelines

Part Five

Case Studies of Culture Clashes within MNCs in China (15.30 pm – 16.00 pm)

Part Six

Considerations on Organizational Culture (16.00 pm – 17.00 pm)

- Types of Corporate Culture
- Group Discussion: Where does your Organization stand now?
- Corporate Culture and Mindset
- Characteristics of Low- and High-Performance Corporate Cultures
- Avoiding the 'Human Divide'

Part Seven

What Motivates Chinese Staff? (17.15 pm – 18.30 pm)

- Understanding Motivation
- Recent Survey on Employee Engagement
- Job Satisfaction and Performance Drivers
- Effective Motivation Strategies

DAY TWO (8.30 h - 17.30 h)

Part Eight

Understanding why Chinese People are Different (8.30 h - 17.30 h)

- High- vs. Low-Context Cultures
- Relational Leadership
- Power Distance
- Individualism vs. Collectivism
- Uncertainty Avoidance

Part Nine

Critical Success Qualities for Expatriate Managers in China
(9.30 am - 11.00 am)

- China-Specific Qualities
- Building Relationships
- Competency Model for Leadership by Emotional Intelligence
- The Competency Set of Inter-Culturally Savvy Leader
- Push vs Pull Leadership Competencies

Part Ten

Adaptation of Leadership Style (11.00 am - 12.30 pm)

- Self-Assessment of Leadership Style (1)
- What does Chinese Staff expect from their Leaders?
- Self-Assessment of Leadership Style (2)
- Six Main Leadership Styles
- Four Stages of a Typical Expat Assignment

Part Eleven

Developing Others: Delegation and Empowerment
(13.30 pm - 14.30 pm)

- Types of Followership
- Encouraging Effective Followership
- Case Study: What went wrong?
- Path to Effective Delegation

Part Twelve

Developing Teams (14.30 pm - 15.30 pm)

- From Conflict to Collaboration
- Stages of Team Development
- Types of Teams and Team Conflict Style
- A High-Performance Team
- Example of Team Development Experience

Part Thirteen

Building Trust Systematically (15.45 pm - 16.30 pm)

- Levels of Trust and Organizational Performance
- Different Ways to Build and Maintain Trust
- Ten Dimensions of Trust
- Exercise

Part Fourteen

Creating a Culture of Accountability (16.30 pm - 17.15 pm)

- The Accountability Cycle
- Chinese Understanding of Responsibility
- Western Understanding of Accountability
- A Model for Developing a Culture of Accountability
- Creating an Accountable Work Environment

Part Fifteen

Final Review of Individual Cases, Summary and Feedback (17.15 pm - 17.30 pm)

Fee is **RMB 10.800,-** per participant for two days of training including workshop documentation, luncheons and coffee breaks.

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

For further information please call 021-5108 8670 or 5169 7601.

We are glad to welcome you at this extraordinary event!

Your INNOVA Team