

领导艺术与管理教练课程：激励导向型（新）

日期 / 语言 / 地点： 2011 年 11 月 29 日-12 月 1 日，英语授课配汉语交替翻译，上海

课程费用： 人民币 27,800 元

更多信息请访问： <http://exed.ceibs.edu>

在过去十年中，人们发现了新的科学证据，表明如何通过管理教练工作来促使人员履行职责、获取成功和发挥潜力。通过本课程的学习，学员将掌握在职场开展管理教练工作的框架、技能和工具。这些框架、技能和工具可应用于多种管理教练项目，适用于正式和非正式、个人和团队的管理教练情境。

在本课程中，学员所学将不仅仅是针对具体任务或问题的管理教练方法，而是两种管理教练模式：“解决方案导向型”模式和“优势能力导向型”模式。前者侧重于解决问题，后者侧重于让个人或任务绩效实现从优秀到卓越的飞跃。学员将学习如何根据不同的情境来确定所采用的模式以及相关的技能和工具。

学员会发现，近期的神经科学研究成果丰富了我们管理教练方法的认识，同时还会了解到，作为一名管理教练，如何才能培养自身以及教练对象的思维能力，从而提升工作中的成功度、敬业度和满意度。

目标

本课程的设计旨在帮助企业高管提升其管理教练能力，在完善高管个人领导技能的同时，亦对企业内部人才发展机制的建立与发展起到推动作用。

对象

本课程专为在组织内身居要职、有志于增强人才管理能力的人士而设置。适合对象包括任何希望超越传统绩效管理理念的团队管理者、团队领导者及高管人员。

受益

本课程将帮助学员：

- 重新审视自身的领导与管理教练风格
- 学习如何根据组织发展的需要不断调整改进自身的管理教练策略与能力
- 了解管理教练的角色职责以及有效培养发展人员所需的技能
- 掌握有效培训和发展人员的相关概念与工具
- 加强洞察力，深化见解，设计实用的管理教练体系并提升总体的管理教练绩效

课程内容

- 基于优势的领导力教练理论与经验
- 管理教练技能：针对个人的管理教练
- 管理教练技能：针对团队的管理教练

课程安排

第一天	基于优势的领导力教练理论与经验 通过介绍严谨的理论和研究成果以及开展实践练习，帮助学员了解自身及他人的优势，以及如何运用优势和肯定式询问来达成高影响力的管理教练结果。
	<ul style="list-style-type: none"> ● 管理教练：定义。管理教练与管理、培训、指导和咨询有何不同 ● 积极思维模式：涵义以及对管理教练结果的重要性 ● 体验式专题研讨：运用优势导论 <ul style="list-style-type: none"> － 发现自身的标志性优势 － 运用优势 － 发现和运用他人的优势 ● 区分技能、才能和优势，了解如何在个人和组织层面将它们融合在一起，从而推进绩效、满意度和成功 ● 了解“优势运动”；历史、当前发展情况以及在商业乃至更多领域的应用 ● 了解激励人员和推升满意度的内在因素。认识成功与满意度之间的联系 ● 运用赏识力和肯定式询问作为推动积极变革的一种工具 <ul style="list-style-type: none"> － 探讨如何发展战略能力，而非单纯地解决问题 － 了解如何重构自身的询问技能以促进变革 ● 发挥管理教练的巨大影响力：神经可塑性的重大意义以及管理教练对话对大脑产生的影响
第二天	管理教练技能：针对个人的管理教练 学员将通过实践练习来发展自身的管理教练技能，并运用这些技能来进行针对个人的管理教练角色扮演。
	<ul style="list-style-type: none"> ● 技能发展——与教练对象建立联系 <ul style="list-style-type: none"> － 建立友好和信任关系 － 何谓同理心以及如何运用同理心 － 积极倾听 － 肯定式询问 － 积极响应 － 制定行动计划和自和谐目标 ● 角色扮演——针对个人的管理教练工作 <ul style="list-style-type: none"> － 发展/进步 － 克服绩效难题 － 员工挽留 － 化解冲突

第三天	管理教练技能：针对团队的管理教练 学员将通过实践练习来发展自身的管理教练技能，并运用这些技能来进行针对团队的管理教练角色扮演。
	技能发展 <ul style="list-style-type: none"> ● 集中注意力、全神贯注：运用思维习惯，以一种开放的心态对待管理教练工作 ● 思维方式 <ul style="list-style-type: none"> – 成功思维：运用管理教练和反馈以获得最优绩效 – 领导力思维：管理教练的思维对教练对象的影响 角色扮演——针对团队的管理教练工作 <ul style="list-style-type: none"> ● 改进绩效 ● 提升敬业度 ● 促进协作 ● 应对团队中的冲突 课程回顾反思和作业 <ul style="list-style-type: none"> ● 学习要点回顾反思 ● 布置课末作业——案例研究

课程主任

Schon Beechler



中欧国际工商学院客座教授
 杜克企业教育学院学术主任

教育背景：

美国密歇根大学，工商管理和社会学博士学位

美国奥伯林学院，社会学和人类学学士学位

教学/研究领域：

Beechler 教授现为杜克企业教育学院学术主任、中欧国际工商学院客座教授、西班牙 ESADE 商学院客座教授兼顾问、印度商学院客座教授。她获奥伯林学院社会学和人类学学士学位，获密歇根大学工商管理和社会学博士学位，是一位全球领导力和跨国公司管理专家。她曾在日本定居六年多，任一桥大学创新研究中心客座副教授。

1989-2006 年间，Beechler 教授执教于哥伦比亚大学商学院，任管理系副教授，主要教授 MBA、EMBA 和博士的学分课程。1994-2006 年间，她担任学院高级经理人课程（高层经理培训课程部的旗舰课程）的教务主任。2006 年，Beechler 教授加盟杜克企业教育学院，任学术主任。在 2010 之前，她还担任密歇根大学罗斯商学院高层经理培训班正向领导力课程的兼职教授及课程主任。

学术成就：

Beechler 教授的研究成果发表在众多领先的学术期刊上，包括《管理学会评论》、《管理学会学习与教育期

刊》、《国际商业研究期刊》、《人力资源管理》和《国际管理期刊》等。此外，她的研究成果还被收录在一些书籍章节和业界期刊中。她撰写了两部有关日本企业管理的著作，并围绕日本企业管理与领导力主题定期撰写文章、提供咨询。

企业经验：

自 1991 年起，Beechler 教授在美国、澳亚地区和欧洲设计、指导并教授了大量公开课和公司特设课程。她还曾与众多客户展开合作，包括美敦力、安万特、日立、日本伊藤忠商事株式会社、Credit Agricole、通力电梯、麦格理银行、微软、德勤、Alston & Bird、纽约艺术学院、纽约市警察局、纽约市消防局等。

Beechler 教授还曾连续五年当选为管理学会国际管理分会执行委员会委员，并于 2004-2005 年间担任该分会主席。2006-2010 年间，她担任非营利性组织支教美国的咨询顾问。

Jan Elsner



高管教练、咨询师、教师和顾问

教学/研究领域：

Elsner 女士于 1983 年毕业于西澳大学，是一名注册心理师（心理学荣誉学士）。她已在伦敦居住两年，遍访各地，研究过临床心理学（西澳大学，硕士肄业），拥有烹饪专业资格（法式蓝带阿德莱德烹饪艺术学院）和“真实的幸福”教练课程（Martin Seligman 教授，宾夕法尼亚大学）毕业证书。

Elsner 女士的专业领域包括：女性领导力和女性高管的发展壮大、全球领导力和多元化的倡导、优势领导力（包括肯定式探询）和教练心理学等。

Elsner 女士担任澳大利亚 Positive Leadership 公司主管已有十余年，在澳大利亚积极倡导教练、优势、积极组织学、积极心理学以及肯定式探询的应用和教学，尤其是多元化和全球领导力的应用。她还担任凯斯西储大学维泽赫德管理学院客座教授，在澳大利亚讲授企业和社会积极变革肯定式探询学位课程。

Elsner 女士在澳大利亚曾与多位国内外知名的学界泰斗共事：Martin Seligman 教授和 Tal Ben Shahr 博士（积极心理学），Ron Fry 教授（肯定式探询），Schon Beechler 教授（积极组织学和全球领导力），Craig Hassed 博士（神经科学和正念）等。

学术成就：

2010 年，Elsner 女士带领澳大利亚代表团受邀参加在法国多维尔举办的世界女性经济与社会论坛，并参加了论坛在巴黎举行的活动。她一直是众多国际和澳大利亚本国学术会议、专业会议以及女性领导力会议的受邀演讲嘉宾，参加的会议包括：管理学会年会（蒙特利尔，2010 年）；积极心理学国际峰会（华盛顿，2006 年）；女性国际网络会议（巴塞罗那，2008 年；布拉格，2009 年；巴黎，2010 年）；澳大利亚公司董事会（澳大利亚，2003 年）；女性企业领袖会议（澳大利亚，2003 年）。她还与 Martin Seligman 教授主办了国际积极心理学学会第一次国际会议（2006 年），被任命为两届（2008 年，2010 年）澳大利亚积极心理学年会顾问委员会成员。她还曾在欧洲积极心理学会（葡萄牙布拉加，2006 年）和资优教育国际研讨会（澳大利亚，2003 年）上发言，并曾入选澳大利亚心理学学会教练心理学全国和各州委员会成员（2003 年和 2004

年)。

企业经验:

自 1997 年以来, Elsner 女士一直从事擅长领域的教练和顾问工作。她的客户包括: 普华永道、IBM、铿晓设计咨询有限公司、澳新银行、澳大利亚国家银行集团、高盛、ASIC、Guild 集团、IAG、Stockland、澳大利亚社会福利部、DHS、伊索、澳大利亚邮政、Amcor、ATO、澳大利亚注册会计师协会、毕马威、波士顿咨询集团、Freehills、圣乔治银行等。

1996-1997 年间, Elsner 女士担任澳新银行集团人力资源专员, 专门负责最高领导人员和人才储备; 1994-1995 年间, 担任通用汽车 (ASX 指数前 100 家公司) 集团人力资源高管, 此前从事过 6 年的高层管理咨询服务工作 (永道会计师事务所、安永会计师事务所, 1988-1994 年间)。

Elsner 女士还是澳大利亚公司董事协会成员、管理学会成员、注册心理师 (1986 年起) 和澳大利亚心理学学会成员。

Barbara Heilemann



中欧国际工商学院讲师

教育背景:

澳大利亚墨尔本, 本大学性别研究专业硕士学位
澳大利亚墨尔本商学院, 市场营销硕士学位
加拿大西蒙菲莎大学, 商科学士学位

教学/研究领域:

Heilemann 女士已在澳大利亚墨尔本莫纳什大学任教 10 年, 教授本科生和研究生课程。目前, 她教授一门三年级管理学选修课以及 MBA 课程中一门商业与经济学方面的主修课。她有丰富的与大公司及企业高管打交道的实际经验, 在授课中注重理论联系实际。她还担任凯斯西储大学维泽赫德管理学院客座教授, 在澳大利亚讲授企业和社会积极变革肯定式探询学位课程。

学术成就:

Heilemann 女士一直是众多国际会议和澳大利亚本国会议的受邀演讲嘉宾, 2010 年出席了在蒙特利尔举行的管理学会年会, 2010 年澳大利亚积极心理学会年会, 连续三年 (2008、2009 和 2010 年) 出席了在欧洲举办的女性国际网络年会, 带领澳大利亚代表团参加了 2010 年在法国多维尔举行的世界女性经济与社会论坛。她曾在 2008 年和 2010 年任职于澳大利亚积极心理学会年会顾问委员会。

企业经验:

Heilemann 女士是澳大利亚墨尔本 Positive Leadership 公司主管。在企业界浸淫 20 多年后, 她从 2005 年开始担任高管教练。她曾是一名注册会计师, 效力于普华永道和毕马威; 曾是一名银行业者, 效力于澳大利亚国家银行; 还曾是一位市场营销战略家和研究者。她目前还在西区反性侵犯中心 (一家政府非盈利机构)

任财务主管，并任职于该中心董事会。

Heilemann 女士所采用的教练方法、所开展的企业咨询和教学活动注重学术严谨性，并以积极组织学、肯定式探询、积极心理学、全球领导力和最新的神经科学等领域知识为基础。她曾受教于这些领域的专家，包括 Tal Ben Shahr 博士（哈佛）、Craig Hassed 博士（莫纳什）、Ron Fry 博士（凯斯西储）和 Schon Beechler 博士（杜克企业教育学院）。

Heilemann 女士的客户包括普华永道、澳大利亚国家银行、澳新银行、毕马威、Stockland、IAG、波士顿咨询集团、注册执业会计师协会、Freehills、IBM、澳大利亚人力资源部和铿晓设计咨询有限公司（Hassell）。

日期/语言/地点

2011 年 11 月 29 日-12 月 1 日 / 英语授课配汉语交替翻译 / 上海（上海市浦东红枫路 699 号中欧国际工商学院）

申请程序

申请者可以通过以下两种方式申请课程：

- 在线申请。请登陆中欧高层经理培训课程网站 <http://exed.ceibs.edu>，选定您想要申请的课程，点击**在线申请**即可进行课程申请。
- 您也可以致电中欧客户服务小组索取课程申请表，填写完整之后传真、电子邮件或邮寄至中欧客户服务小组即可完成课程申请。

课程申请必须在开课前 20 日前完成。所有申请根据先后顺序进行审核，席位以中欧最终确认为准。开课前 20 日内收到的申请视具体情况而定。如需咨询详情，请联络我院设于上海、北京和深圳的客户服务小组。

收费

每班课程费用为人民币 27,800 元，包括学费、案例使用费、午餐费、资料费、文具费、其他相关材料费，以及口译和笔译费用（如有需要）。课程费用应在开课前 15 日前全部缴清。开课前 15 日内提出申请时需立即付费。

撤销席位

开课前 15 日（含第 15 日）之前取消课程，将退还全部学费，因为退款所发生的费用由学员/学员企业承担。在开课前 15 日之内取消课程，将收取应付学费总额的 20%。开课后，学员因任何原因自行退出学习，学费概不退还。

联系我们

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CEIBS reserves the right to amend information on this programme including price, date, location, faculty, daily schedule and other details.

文件更新日期 2011 年 8 月 30 日 | Updated on August 30, 2011

Positive Leadership Coaching (New)

Date /Language/Venue: November 29 –December 1, 2011 / English with sequential Chinese interpretation / Shanghai

Fee: RMB27,800

For more information, please visit <http://exed.ceibs.edu>

In the last decade a new body of scientific evidence has emerged about coaching people to perform, succeed and fulfil their potential. In this program, participants will learn frameworks, skills and tools for coaching people and teams at work, which can be applied to many coaching agendas in formal and informal coaching situations.

This program goes beyond simple performance coaching of people to improve delivery on tasks or to solve an issue. Students will learn 2 models for coaching: 'strengths-focused' for improving individual or task performance from good to great and 'appreciative focused' as a reframe tool for working on solving issues. Participants will learn how to determine what approach to use in different situations, how to combine them as well as the skills and tools to apply the approach.

Students will discover how recent neuroscience now informs our knowledge of coaching methods, and how as a coach you can build the thinking skills for success, engagement and satisfaction in yourself and the people you coach and lead.

Objective

The purpose of the programme is to help business executives to improve their coaching competencies in management, and promote the establishment and development of internal talent development mechanism while improving personal leadership skills.

Who Should Attend

The programme is designed for individuals in key roles that are interested in becoming better managers of talent. This should apply to team managers, team leaders and executives who are willing to go beyond the conventional wisdom of performance management.

Programme Benefits

The programme will enable the participants to:

- Review their leadership and coaching style
- Learn how to improve and adapt their coaching strategies and competencies in accordance with the requirements of organisational development
- Understand the role of a coach and the skills needed to be an effective developer of people
- Build awareness of concepts and tools about effective people training and development
- Sharpen insight, design a practical coaching system, and improve overall performance in coaching

Programme Coverage

- Strength based leadership coaching theory and experience
- Coaching skill for coaching individuals

- Coaching Skills for Coaching Teams for Success

Programme Schedule

Day 1	Strength Based Leadership Coaching Theory and Experience Through the introduction of rigorous theory and research and practical exercises, participants will learn to understand their strengths, and those of others, and how to work with strengths and appreciative questions to achieve high impact coaching outcomes.
	<ul style="list-style-type: none"> • Coaching: a definition. How Coaching differs to Managing, Training, Mentoring and Counselling • Positive mindset: what it means and how it matters to a coaching outcome • Experiential workshop: introduction to working with strengths: <ul style="list-style-type: none"> – Discover your signature strengths – Working with strengths – Identifying and the strengths of others • Differentiate between skills, talents and strengths and understand how they fit together to fuel performance, satisfaction and success at the individual and organisational levels • Learn about the “Strengths Movement”; the history, current advances and applications in business and beyond • Understand what intrinsically motivates people and drives satisfaction. Realise the link between success and satisfaction • Using Appreciative Intelligence and Appreciative Questions as a tool for transformational positive change <ul style="list-style-type: none"> – Participants will look at how to build strategic capability as opposed to solving problems – Learn how to reframe your questioning skills to facilitate change • Coaching with impact: the implications of neuroplasticity and the effect of the coaching dialogue on the brain
Day 2	Coaching Skill for Coaching Individuals Participants will work with practical exercise to build their coaching skills and apply them to role plays for coaching individuals.
	<ul style="list-style-type: none"> • Skill building - connecting with coachees <ul style="list-style-type: none"> – Establishing rapport and trust – What is empathy and how to use it – Positive Listening – Appreciative Questioning – Positive Responding – Setting action plans and self concordant goals • Role plays- individual coaching agendas <ul style="list-style-type: none"> – Development / advancement – Overcoming performance problems – Employee retention – Working through conflict

Day 3	Coaching Skills for Coaching Teams for Success Participants will work with practical exercise to build their coaching skills and apply them to role plays for coaching teams.
	Skill Building <ul style="list-style-type: none"> • Attention and focus: working with people's mental habits to improve motivation, satisfaction, productivity and success • Mindset <ul style="list-style-type: none"> – Mindset for success: using coaching and feedback to build optimal performance – Mindset for leadership: the impact of your own mind on your coaches Role Plays - Team coaching agendas <ul style="list-style-type: none"> • Performance improvement • Increasing engagement • Facilitating collaboration • Dealing with conflict in teams Program Reflection and Assignment <ul style="list-style-type: none"> • Participants learning reflections • Planning for final assignment case study

Programme Director
Schon Beechler



Visiting Professor, CEIBS
Academic Director of Duke Corporate Education

EDUCATIONAL BACKGROUND:

Ph.D. in Business Administration and Sociology, the University of Michigan, U.S.A.

B.A. in Sociology and Anthropology, Oberlin College, U.S.A.

TEACHING/RESEARCH INTERESTS:

Professor Beechler is currently Academic Director, Duke Corporate Education; Adjunct Professor, China Europe International Business School; Visiting Faculty and Consultant, ESADE Business School, Spain; and Visiting Faculty at the Indian School of Business, Hyderabad, India. She received her undergraduate degree with high honors in Sociology and Anthropology from Oberlin College and earned a joint PhD in Business Administration and Sociology from the University of Michigan. She is a specialist in global leadership and the management of multinational corporations. She lived in Japan for over six years and was Visiting Associate Professor at the Centre for Innovation Research at Hitotsubashi University.

From 1989 until 2006, Professor Beechler served as faculty member, Columbia Business School, where she held the title of Associate Professor of Management and taught credit courses in the MBA, Executive MBA and PhD programmes. She also served as Faculty Director of the Columbia Senior Executive programme, Columbia's flagship senior executive programmes from 1994 until 2006. In 2006, she joined Duke Corporate Education as Executive Director and The University of Michigan as Adjunct Faculty and Director of Positive Leadership programme in Executive Education at the Stephen M. Ross School of

Business, a position she held until 2010.

ACADEMIC ACHIEVEMENTS:

Professor Beechler has published a number of articles on her work that have appeared in leading academic journals, including the *Academy of Management Review*, *Academy of Management Learning and Education Journal*, the *Journal of International Business Studies*, *Human Resource Management*, and the *Journal of International Management*. In addition to academic journal publications, her research has also been published in book chapters and practitioner-oriented journals. She has authored two books on Japanese management and regularly writes and consults on the topic of Japanese management and leadership.

CORPORATE EXPERIENCES:

Since 1991 Professor Beechler has designed, directed, and taught in numerous open enrollment and custom programmes in the United States, Austral-Asia, and Europe. She has worked with clients such as Medtronic, Aventis, Hitachi, Iberdrola, Itochu, Credit Agricole, Kone, Macquarie Capital, Microsoft, Deloitte Touche Tohmatsu, Alston and Bird, the Arts Institute of New York, New York Police Department, and the Fire Department of New York.

Professor Beechler was also elected to the Executive Committee of the International Management Division, Academy of Management for five years, serving as Chair of the Division from 2004 until 2005 and worked as a pro bono consultant with Synergos, Save the Children and Teach for America between 2006 and 2010.

Jan Elsner



Executive Coach, Advisor, Teacher and Consultant

TEACHING/RESEARCH INTERESTS:

Ms. Elsner is a Registered Psychologist, graduating from University of Western Australia (B.Sc Hons, Psych) in 1983. She has lived in London for 2 years, travelled extensively, studied Clinical Psychology (UWA, incomplete Masters), and holds a Professional Certificate in Gastronomy (Le Cordon Bleu and Adelaide University), and a Diploma of Graduation, Authentic Happiness Coaching Programme (Martin Seligman, U. Penn).

Ms. Elsner specialises in the areas of: Women's leadership and building a critical mass of senior women; Global leadership and the sponsorship of diversity;; strengths-based leadership, including appreciative inquiry;; coaching psychology.

Ms. Elsner has been a Director of Positive Leadership, Australia for over 10 years and has pioneered the application and teaching of Coaching, Strengths, Positive Organisational Scholarship, Positive Psychology and Appreciative Inquiry in Australia, specifically with application to diversity and global leadership and diversity. She is adjunct faculty on the Certificate for Appreciative Inquiry Certificate in Positive Business and Society Change for Case Western Reserve University, Weatherhead School of Business, in Australia.

Ms. Elsner has hosted and taught in Australia with local and international thought leading academics: Prof. Martin Seligman

and Dr. Tal Ben Shahar (Positive Psychology), Prof. Ron Fry (Appreciative Inquiry), Prof. Schon Beechler (Positive Organisational Scholarship and Global Leadership) and Dr. Craig Hassed (Neuroscience and Mindfulness).

ACADEMIC ACHIEVEMENTS:

In 2010 Ms. Elsner led an invited Australian delegation to the Women's Forum for the Economy and Society in Deauville, France, and presented in Paris for the Forum. She has been an invited and selected speaker at numerous international and Australian academic, Professional and Women's Leadership conferences (Academy of Management, Montreal, 2010); International Positive Psychology Summit (Washington, 2006); WIN (Women's International Network) Conference (Barcelona 2008, Prague 2009, Paris 2010); the Australian Institute of Company Directors (Australia, 2003), Women Chiefs of Enterprise (Australia 2003), hosted the initial international meeting to launch the International Positive Psychology Association (IPPA) with Prof. Martin Seligman (2006), and been appointed to the Advisory Committees of the two Australian Positive Psychology Conferences (2008, 2010). She has also spoken at the European Positive Psychology Conference (Braga, Portugal 2006), the World Conference on Gifted Education (Australia, 2003), and been on the Australian Psychological Society inaugural National and State Committees for Coaching Psychology (2003, 2004).

CORPORATE EXPERIENCE:

Since 1997 Ms. Elsner has coached and consulted in her own businesses. Clients include: PricewaterhouseCoopers, IBM, Hassell, ANZ, NAB Group, Goldman Sachs, ASIC, Guild Group, IAG, Stockland, Centrelink, DHS, Cardno-Acil, Aesop, Australia Post, Amcor, ATO, CPA Australia, KPMG, BCG, Freehills, St George Bank.

From 1996-1997 Ms. Elsner held a Group HR specialist role focused on top bench leadership and talent in ANZ Bank and from 1994-1995 a Group GM HR executive role (ASX top 100 Group,) preceded by 6 years senior level Management Consulting (Coopers & Lybrand, Ernst & Young, 1988-1994).

Ms. Elsner is: Member of the Australian Institute of Company Directors; Member Academy of Management; Registered Psychologist since 1986; Associate Member of the Australian Psychological Society.

Barbara Heilemann



Lecturer, CEIBS

EDUCATIONAL BACKGROUND:

M.A. in Gender Studies, University of Melbourne, Australia
Masters of Marketing, Melbourne Business School, Australia
Bachelor of Business, Simon Fraser University, Canada

TEACHING/RESEARCH INTERESTS:

Ms. Heilemann has lectured at Monash University, Melbourne Australia for 10 years to Undergraduate and Post Graduate Students. Barbara currently teaches a popular third year elective in Management and an MBA subject in the Business and Economics Faculty. Her courses combine theory with real world application based on her work with Executives and large Corporations. Barbara has also taught as adjunct faculty on the Case Western Reserve University, Weatherhead School of

Business, Certificate for Appreciative Inquiry Certificate in Positive Business and Society Change in Australia.

ACADEMIC ACHIEVEMENTS:

Ms. Heilemann has been a selected and invited speaker at numerous international and Australian conferences, and has in 2010 presented at the Academy of Management international meeting in Montreal, the Australian Positive Psychology Conference in 2010 and the Women's International Networking Conference in Europe in 2008, 2009 and 2010, led an Australian Delegation to the Women's Forum for the Economy and Society in Deauville, France in 2010. She has been on the Australian Positive Psychology Conference Advisory Committee in 2008 and 2010.

CORPORATE EXPERIENCE:

Ms. Heilemann is a Director of Positive Leadership, based in Melbourne, Australia. She has been practicing as an Executive Coach since 2005, after over 20 years in the corporate sector. Barbara's background is as a Chartered Accountant, with PWC and KPMG, a Banker, with NAB and a Marketing Strategist and Researcher. Barbara holds a board position as Treasurer for West CASA (Centre Against Sexual Assault), a government not-for-profit agency

The foundations for Ms. Heilemann's coaching approach, corporate advisory and teaching are steeped in academic rigour and are based in the fields of Positive Organisational Scholarship, Appreciative Inquiry, Positive Psychology, Global Leadership and the latest neuroscience. She has been taught by and presented with the experts in these fields including Dr. Tal Ben Shahrar, Harvard, Dr. Craig Hassed, Monash, Dr. Ron Fry, Case Western Reserve and Dr. Schon Beechler, Duke Corporate Education.

Ms. Heilemann's clients include PricewaterhouseCoopers, National Australia Bank, ANZ Bank, KPMG, Stockland, IAG, Boston Consulting Group, Institute of Certified Practising Accountants, Freehills, IBM, Department of Human Services, and Hassell.

Date/Language/Venue

November 29 –December 1, 2011/ English with sequential Chinese interpretation / Shanghai (CEIBS Shanghai Campus, 699 Hongfeng Road, Pudong, Shanghai)

Admissions Procedures

Applicants can apply for the programme in either form:

- Online application: Please visit the CEIBS Executive Education website <http://exed.ceibs.edu>, 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 20 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 a space-available basis. For more information, please contact our customer service team in Shanghai, Beijing or Shenzhen.

Fee

The cost of the programme is RMB 27,800, which 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 15 days before the start of the programme. Applications made within 15 days of the start of a programme require immediate payment.

Cancellations

Any cancellation made 15 days or more prior to the programme start date is eligible for a full refund of programme fees paid. However, the expenses arising therefrom shall be for the account of the applicant or his/her employer. Any cancellation made less than 15 days prior to the programme start date shall be subject to a fee of 20 percent of total programme fees. After the programme starts, no fees shall be refunded for participants who withdraw from the programme for any reason.

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