**经理人的8项修炼**

**Eight Practices for High-performance Managers**

**Duration: 2 Days**

**Price: 5990 Yuan**

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| **Jan** | **Apr** | **Jul** | **Sep** | **Oct** | **Dec** |
| 11-12(SH) | 14-15(SH)  21-22(BJ) | 12-13(SH)  25-26(BJ) | 15-16(SH) | 13-14(CD)  27-28(BJ) | 22-23(SH) |

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| elearning图标 |
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| **在线学习（推荐理由：研究证实，持续性的回顾可强化记忆和吸收。）** |
| M150：管理者的行为自如性 |
| M151：引领团队和个人行动 |
| M152：成为一名教练式经理 |

**课程意义：**

管理者的对象是人，那么管理的核心就是人。 基于这一认识，本课程强调以人为本，帮助您系统而全面地认识、应对管理中关于人的各项挑战。同时八项修炼更加强调经理人的成长是个循序渐进的、自我完善的过程。 本课程将充分激发您自身的领导意识与潜能，从思维模式到方法技能获得全方位提升。

**参加对象：**

\* 企业中、高层管理人员 \* 职能部门经理 \* 主管与相关人员

**内容大纲：**

**基本概念：八项修炼的课程综述**\* 经理人面临的时代挑战\* 理解职场人的需求发展\* 管理物还是人\* 认知八项修炼的循环系统

**1.正向积极——个人心态的修炼**\* 积极与消极的本质差异\* 价值观的自我完善\* 提升个人的影响力\* 承担责任的勇气\* 自信来自自律**2.目标导向——个人领导的修炼**\* 笃定生活与工作的重心\* 愿景与目标的威力\* 结果心态替代任务心态\* 目标实现依赖人人负责\* 领导是过程，而非职务**3.要事思维，效能管理——自律习惯的修炼**\* 要事思维，知非即舍\* 认识阻碍效能的陷阱\* 建立第二象限时间管理系统\* 平衡工作与生活\* 掌握相应的时间管理工具**4.双赢思维，互信互惠——人际关系的修炼**\* 认识人际交往的思维习惯\* 双赢品格的特征\* 沟通风格测评\* 双赢关系的推进流程\* 双赢是成熟、有效人际交往的准则

**5.同理之心，知人解己——沟通技巧的修炼**\* 沟通的总印象原理\* 沟通的致命假设\* 非语言暗示的力量\* 沟通分歧的三角模型理论\* 同理心沟通的原则与实践**6.团队管理，协作共赢——团队创意的修炼**\* 不同部门的立场与利益\* 跨部门沟通的障碍\* 诊断分歧的实质\* 三大原则解决跨部门的异议\* 寻求和创造环境中的支持资源**7.自我完善，循序渐进——持续学习的修炼**\* 职业生涯成长的需求\* 自我修炼，逐日更新**8.激励他人，释放潜能——教练角色的修炼**\* 肯定他人的价值与潜能\* 勇于建立互补的团队\* 面谈的三个层次\* 成功在系统

**Program Outline：**

**Introduction: eight practices overview**\* Challenges that managers face nowadays\* Understanding the development of people’s needs \* Managing things or people\* Cognizing circulatory system of eight practices **1. Proactiveness - personal attitude**\* The essential differences between positiveness and negativeness\* Self-improvement of values \* Enhancing personal circle of influence \* The courage to take responsibility \* Confidence comes from self-discipline **2. Goal-oriented - personal leadership practice**\* Assuring the main part of life and work  \* The power of vision and goals \* Replacing the  result mentality by the task mentality \* Target fulfillment relies on everyone’s responsibility for the results\* Leadership is a process not a position**3. Putting first things first, performance management - self-discipline practice**\* Assuring the main part of life and work  \* The power of vision and goals \* Replacing the  result mentality by the task mentality \* Target fulfillment relies on everyone’s responsibility for the results\* Leadership is a process not a position**4. Win-win thinking, mutual trust and reciprocity - interpersonal practice**\* Recognizing interpersonal thinking habits\* The characteristics of win-win \* Communication style assessment \* Progression of win-win relationship processes \* Win-win is norms of a mature and effective interpersonal relations**5. Empathy, appreciation - practicing communication skills**\* The general impression principle of communication \* Fatal assumption in communication \* The power of non-verbal cues \* Triangular model theory of communication differences  \* The principles and practices of empathy in communication **6. Team management, collaboration to win-win - the team creation practice**\* Positions and interests of different sectors \* Cross-functional communication barriers \* Diagnosing real differences \* Three principles to solve cross-functional disagreements \* Seeking and creating supportive resources **7. Progressive self-improvement - continuous learning practice**\* Demand for career growth \* Self-discipline, daily updates **8. Inspiring others to release their potential - coaching roles practice**\* Affirming the value and potential of others \* The courage to establish a complementary team \* Three levels in interviewing \* Success by system