

Excellent Team Executive Ability

To build excellence executive type supervisors and team managers of high performance

Shanghai, China
13th-14th, September, 2010

Trainer: Bin Li

He had been senior production executives, production center part-time trainer, core team member of TPM activities, and internal trainer in a well-known multinational company. In early 2000, changed from production management to specialize in providing education and training to production operations related staff, the main job was to provide training to nationwide sub-companies, the core suppliers and other related enterprises; after that he worked as part-time trainer, training consultant in School of Management of a domestic enterprise.

From July 2002, he worked as a professional trainer, cooperated with a number of management consultant companies engaged in management training nationwide, including internal training and public courses. As a project manager and core members, he worked with other project team members co-counseling enterprises including machinery, beer industries, etc., in which the TPM activities for a well-known enterprises in Tianjin achieved remarkable results: the downtime rate of the demonstration equipments reduced and stabilized at 1/20 of the original level, with an average increase of nearly 12% in production capacity and average savings of more than 1 million per month. Other production lines' efficiency had also been improved, the demonstrated production line's OEE increased by nearly 15%.

Mr. Li advocate training concept of "happy to learn and enjoy work", pursue of practical learning concepts of "learner-centered, easily understood, can remember, usable". Since engaged in professional training, more than 13,000 students attended his public courses, some typical clients include Bohai Shipyard of PetroChina, Dalian ITT Flygt Pump, ABB Shanghai, LG Chemical, LG Tongchuang, SGENEC, Tianjin Denso air-conditioning, Hisense mobile phone, Uni-President Enterprises Corp., SMC (China), Lenovo Computer, Gates Unitta, Chery Auto, Samsung, Siemens, Pepsi-Cola China, SONY Chemical, Timken, Sun Machinery, Liufeng Machinery, Sumitomo Electric, Flextronics, Suzhou Metrologic, Huiyuan Juice, Red Bull drinks, Qingdao Beer, 999 medicine, Lanbao pharmaceuticals, Shanghai Yongda elevator, Japanese state printing, Panasonic Communications, Daewoo Heavy Industries, Huaqiang Sanyo Dalian, Shenyang Astron chemical, Howden Weihai, etc.; Up to now has completed more than 230 in-house trainings for companies such as: Sany Heavy Industry, Shanghai Maglev, Dongfeng Honda Engine (Guangzhou), Dongfeng Honda Automobile Parts (Huiyang), Yutong Bus (Luoyang plant), Shandong aluminum plant of CHINALCO, Shanxi Aluminum Plant, Danjiangkou aluminum of Hanjiang Group, Tradex Converting Co., Ltd., Wuxi Lihu Impeller, Asiatrak Tianjin, Qinhuangdao Dicastal Wheel, Yantai Timken, Yuasa Battery (YUASA), Punch Industry (Dalian), Philips Lighting, Makita China (Kunshan), Tianwei Baobian Group (Baoding), Tianjin Tianhai synchronizer, Suzhou Grande Electronics, China-Arab fertilizer, Weishen pharmaceuticals of CSPC, Zhongnuo pharmaceutical, Taishan beer, Swire Coca-Cola, Perfect China, Nanjing Phoenix Contact, Guangzhou Pusheng Speakers, Guangdong Jinsha Paints, Sate-Lite (Foshan) Plastics, ECCO (Xiamen), Quanzhou Xinhuanghe Clothing etc.



Based on trainer's more than 6 years training practice, in-depth investigation and survey with hundreds of enterprises, face to face interviews with hundreds of general managers, vice presidents, factory directors, department managers and front-line managers and staffs, combined with training feedbacks, understand that: for most supervisors, the fact is that they are familiar with management tools, methods and techniques and even have a good knowledge of it, but most people do not "do" or "do well ". There are many reasons for that, but the lack of effective implementation is common and same.

Purpose of this class:

To build excellence executive type supervisors and team managers of high performance

Who Should Attend:

All types of middle-level managers, department back-up supervisors and business professionals who pursue execution excellence and personal rapid growth.

Training Introduction:

Enterprise is of no shortage of great strategic thinking, what it lacks of is effective execution. However, the team's executive ability often depends on the backbone of the company, executive ability of team (department) is the core of business execution ability, as it can transform the target into performance, it can also shape vocational habits of the staff. From a kind of sense, the execution ability of the staff equals leadership of the management.

Therefore, this course aims to train outstanding executive type managers for the company's strategic to be put into practice, the culture to be put down roots, create a strong team executive ability. To help attendees change "from knowing to implementing, from implementing to excellent".

About Martin Linking

Martin Linking Business Consulting plans to produce more than 80 trainings and conferences and works with senior executives from the majority of the world's top 1000 companies to improve their business strategy and match their learning and training needs in one year. And we continue to grow.

We also invite the leading business practitioners, industry decision makers and innovators to share insights, best business practice, and new technology at our forums. **We are dedicated to give attendees cutting edge information they can use immediately.** We constantly research and listen to all industry sectors to ensure that the business intelligence we provide is timely and cutting-edge.

Pre-Course Questionnaire

In order to tailor this course precisely to your needs, the course leaders would value information on your knowledge, experience and requirements.

Excellent Team Executive Ability

Course Outline (2 days/12 hours)

Course lead-in: Why execution ability?

Our habit of thinking and behavior

Shaping individual career competitiveness, enhancing self-value in a competitive society

Cases: enlightenment from disappearance of world top 500 companies

Section 1. Understanding executive ability (1.5 hours)

1. No competitiveness without executive ability

"4 + 1" model Interpretation of plant competitiveness

Executive ability is competitiveness

Analysis of enterprise executive ability chart

Executive ability of supervisor is the core of team executive ability and staff executive ability

Case: Interpretation of executive ability by entrepreneur

2. Definition of executive ability: measurement of execution ability

Understanding execution ability - not just finish work on time and with quality and quantity assured

True execution: only pay for result, execution is the action with outcome

Three key factors of organizational execution ability – people, strategy and operation

Three key factors of team execution ability – supervisors' demonstration, process supervision and team culture

"2+1" factor of employees' execution ability - professional ability, attitude and supervisors' influence

Case study

Section 2. Interpretation of team execution ability (9 hours)

1. Evaluate managers' execution ability

Role and responsibility of managers

Coaching and support to subordinates by managers - thinking and behavior mode

Three factors of manager's influence - rewards and punishments, professional ability and role model

Role model effect of managers

Team culture - culture of managers and culture of old employees

Onion peeling action: are you a manager of executive type?

2. Three thinking of operating managers

Execution ability is a result of management, not by request;

Execution ability of employees = leadership of the managers;

Staff subconscious: only do things will be checked instead of desired

Case: practice of three thinking

3. Interpretation of team execution ability

Enlightenment from wild geese - view team execution ability from migratory wild geese

Lock target - clear, explicit, consistent and together

Win-win cooperation - Internal cooperation and interdepartmental cooperation

New interpretation of barrel theory

Unblocked communication - institutionalized and non-institutionalized communication

Team culture - culture is not equal to goals, expectations and requirements

Disciplines and rules - will supervisors take the lead in carrying out or not?

Case study: Samsung, Lenovo, Kohler...

Learning and growing - career development and group growing of employees

Negative example: analysis of some phenomena in the implementation of team execution

Case analysis and experience borrowing

4. Interpretation of the executive ability of subordinates (4 hours)

Analyse 20 common problems of staff executive ability

10 ways to improve the executive ability of subordinates

Case analysis and discussion

5. Inspire staffs' willingness

Shape dream: everyone is concerned about their own growth

True effective communication: communication problem causes poor execution ability

Instant incentive and critical appraisal: no incentive and appraisal, no true execution

Use rewards and punishments together, and be fair

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Section 3. Other factors affect execution (1.5 hour)

Set goals and break down plans

Process follow up and the time management

Performance management and quick guidance

Conclusion: enlightenment from IBM

In-House Training Solutions:

If you have a number of delegates with similar training needs, then you may wish to consider having an In-House Training solution delivered locally on-site. Course can be tailored to specific requirements. Please contact **Whitney Shen** on **+86 28 65521255** or email **whitney.shen@martinlinking.net** to discuss further possibilities.

Workshop Schedule

Day One & Two

0830 Registration and coffee

0900 Workshop commences

1045 Morning refreshments

1115 Workshop re-commences

1200 Luncheon

1300 Workshop commences

1500 Afternoon refreshments

1530 Workshop re-commences

1730 Workshop concludes

卓越团队执行力

打造具有高绩效的优秀执行型主管、团队管理者

上海，中国
2010年9月13日至14日



培训师：
李斌

曾经担任著名跨国企业高级生产主管，生产中心兼职培训师，TPM 活动小组核心成员，内部培训师。2000年初，从生产管理转向专门对生产运作相关员工进行教育训练，主要工作是在全国范围内相关兄弟公司、核心供应商及其他关联企业实施培训；后在国内企业管理学院担任兼职培训师、培训顾问。

2002年7月始作为职业培训师，与多家管理顾问公司合作，全国范围内从事管理培训，包括内部培训和公开课培训。作为项目经理和核心成员，与项目组成员共同辅导的企业包括机械、啤酒等，其中天津某著名企业的TPM活动，取得显著效果：示范设备故障停机率降低并稳定在原来的1/20，平均产能提升接近12%，月平均节约100多万元，其他生产线效率也得到改善，示范生产线的OEE水平提高近15%。

李老师倡导“快乐学习、享受工作”的培训理念，追求“以学员为中心、听得懂、记得住、用得上”的实用学习理念。从事职业培训以来，公开课学员累计已超过13000人，部分代表性客户如中石油渤海修船厂、大连ITT飞力泵业、上海ABB、LG化学、LG同创、北京首钢日电、天津电装空调、海信手机、统一工业、SMC（中国）、联想电脑、盖茨优霓塔、奇瑞汽车、三星电子、西门子、百事可乐中国、索尼凯美高、铁姆肯、太阳机械、六丰机械、住友电工、伟创力电子、苏州码捷、汇源果汁、红牛饮料、青岛啤酒、三九药业、蓝宝制药、上海永大电梯、日邦印刷、松下通信、大宇重工、大连华强三洋、沈阳阿斯创化工、威海豪顿华工程等；截止目前入厂内部培训企业已完成230多家，服务的部分代表性客户如：三一重工、上海磁悬浮、东风本田发动机（广州）、东风本田汽车零部件（惠阳）、宇通客车（洛阳工厂）、中国铝业集团山东铝厂、山西铝厂、汉江集团丹江口铝业、特瑞胶黏配件有限公司、无锡蠡湖叶轮制造、亚实履带天津公司、秦皇岛戴卡轮毂、烟台铁姆肯、汤浅蓄电池（YUASA）、大连盘起工业、飞利浦照明、牧田中国（昆山）、天威保变集团（保定）、天津海同步器、苏州群鑫电子、中国-阿拉伯化肥、石药集团维生制药、中诺制药、泰山啤酒、太古可口可乐、完美中国、南京菲尼克斯电气、广州普笙音箱、广东鲸鲨制漆、顺德赛特莱特塑胶制品、厦门ECCO（丹麦）鞋业、泉州新黄河服装等。

培训师基于6年多的培训实践，深入数百家企业实地调研，与数百名总经理、副总、厂长、部门经理及基层管理者和一线员工进行过多次面对面的访谈，结合培训后的跟踪反馈，了解到：对于绝大多数主管而言，事实上他们对于管理工具、方法和技巧都比较“知道”甚至相当“知道”，但绝大多数人并未“做到”或“做好”，其中的原因很多，但缺乏有效执行却是共同和一致的。

本课程目的：
打造具有高绩效的优秀执行型主管、团队管理者

学习提示：
企业各类型中层主管、部门后备主管及追求卓越执行力和个人快速成长的职场人士。

课程介绍：
企业并不缺乏伟大的战略思想，缺乏的是有效的执行。然而，团队执行力的高低往往取决于公司的中坚力量，团队（部门）的执行力是企业执行力的核心，因为既能把目标变成绩效，又能教导培养塑造员工的职业习惯，从某种意义上讲，员工执行力＝管理者的领导力。因此，本课程旨在培养优秀的执行经理人，让公司的战略落地，让文化生根，塑造强大的团队执行力。帮助学员“从知道到做到，从做到到做好”的转变。

关于马汀令可

马汀令可商务咨询计划每年组织超过80场的培训和会议，与全球1000强公司的高层经理一起提高他们的商务战略，满足他们的学习和培训需求。并且我们在不断成长。我们邀请领先企业的管理者，决策者和创新者在我们的活动中分享他们的思想观念，最佳商业实践和新技术。我们致力于为我们的客户提供即刻可用的前沿信息。我们不断地研究和聆听所有行业的声音来保证我们提供商业信息的及时性和前沿性。

课前问卷调查

为了使这一课程真正适合您的需求，培训师将会评估你现有的知识，经验和需求。

卓越团队执行力

课程大纲（2天 12小时）

课程导入：执行力为什么？

我们的思维习惯与行为习惯
塑造个人职场竞争力，提升竞争社会的自我价值
500强企业案例消亡的启示

单元一、认识执行力（1.5小时）

1、没有执行力就没有竞争力

工厂竞争力的 4+1 模型解读
执行力就是竞争力
企业执行力结构图解析
主管执行力是团队执行力和员工执行力的核心

案例：企业家对执行力的解读

2、定义执行力：执行力的衡量标准

理解执行力—不仅仅要“按时保质保量”完成工作
真正的执行：只为结果买单，执行是有结果的行动
组织执行力三个核心因素—人、战略、运营
团队执行力的三个核心因素—主管示范、过程督导、团队文化
员工执行力的 2+1 因素—专业力、态度 + 主管影响力
案例启示

单元二、团队执行力解析（9小时）

1、管理者自身执行力解读

管理者的作用与责任
管理者对下属的教导和支持—思维方式与行为方式
管理者的影响力三因素-奖惩力+专业力+典范力
管理者的示范效应
团队文化--管理者文化+老员工文化
剥洋葱行动：你是执行型管理者吗？

2、执行型主管三大思维

执行力是管理出来的，不是要求出来的；
员工的执行力=管理者的领导力；
员工潜意识：只做检查的而不是希望的
案例：三大思维的实践

内训方案：

如果公司有很多人有着类似的培训需要，那么您不妨考虑内部培训的解决方案。培训将在贵公司现场举行。并且培训可以根据您具体的要求来进行。

请联系 **Whitney Shen** 来讨论合作的可能：

电话：+86 28 6552 1255

电邮：whitney.shen@martinlinking.net

3、解读团队执行力

雁行启示—从大雁的迁徙看团队执行力
锁定目标—清晰、明确、一致、共同
双赢合作—内部合作与跨部门合作
木桶理论新解
畅通沟通—制度化与非制度化沟通方式
团队文化—文化不等于目标、期望和要求
纪律与制度—主管带头执行还是不执行？
案例：三星、联想、科勒的启示……
学习与成长—员工职业发展与团队成长
反面教材：团队执行中的若干现象剖析
案例解析与经验借鉴

4、解读下属的执行力（4小时）

解析员工执行力的 20 个常见实际问题
提升下属执行能力的十种做法

案例解析与讨论

5、启发员工自动自发

塑造梦想：每个人都关心自己的成长
真正有效沟通：执行力不佳沟通惹得祸
即时激励与关键考核：没有激励与考核，就没有真正的执行；
奖惩并用，公平公正

单元三、影响执行的其他因素（1.5小时）

目标设定与计划分解
过程跟进与时间管理
绩效管理 with 指导速度
结束语：IBM 的启示

培训时间表——第一天和第二天

0830 签到及早茶
0900 培训开始
1045 上午休息
1115 培训继续
1200 午餐
1300 培训开始
1500 下午休息
1530 培训继续
1730 培训总结

Excellent Team Executive Ability

SH10039-Sales Contract-Please Complete in Capital Letters and Black Ink

Sales Contract

Please complete this form immediately and fax back to

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Fee Per Delegate

☐ Two Day Training Fee RMB 7995 per person

All the registered delegates are entitled for a set of documentation free of charge

☐ DOCUMENTATION RMB 500

If you are unable to attend the conference/training but wish to receive copies of the conference/training documentation, please complete the sales contract, tick this box and return the contract with payment details.

Full Payment is required within 5 working days

Name: _____

Position: _____

Email: _____

Name: _____

Position: _____

Email: _____

Name: _____

Position: _____

Email: _____

Organisation: _____

Address: _____

Town: _____ State: _____ Postcode: _____

Tel: _____ Fax: _____

Nature of Business: _____

Company Size: ☐ 1-99 ☐ 100-249 ☐ 250-499

☐ 500-999 ☐ 1000+

Authorization

(Signatory must be authorized to sign on behalf of contracting organization.)

Name: _____

Position: _____

Signature: _____ Date: _____

This booking is invalid without a signature.



Register Now

Contact: Whitney Shen

Tel: +86 28 6552 1255

Fax: +86 28 6552 1233

Email: whitney.shen@martinlinking.net

Business Opportunities

An exhibition space is available at the conference. Sponsorship opportunities covering lunch, evening receptions and advertising in documentation packs are also available. Please contact Ms. Whitney Shen at +86 28 6552 1255.

Payment Method

Our payment terms are 5 working days on receipt of invoice and full payments can be made by bank transfer.

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CONFIRMATION DETAILS: After receiving payment, a receipt will be issued. If you do not receive a letter outlining the conference details two weeks prior to the event, please contact the Conference Coordinator at Martin Linking.

Terms & Conditions:

1. Fees are inclusive of program materials and refreshments.
2. Payment Terms - Following completion and return of the registration form, full payment is required within five (5) working days upon the issuance of invoice. Payment must be received prior to the conference/training date. A receipt will be issued on payment. Due to limited conference/training seats, we advise early registration to avoid disappointment. We reserve the right to refuse admission if payment is not received on time.
3. Client's Cancellation/substitution - Provided the total fee has been paid, client's cancellation must be received in writing by MAIL or FAX four (4) weeks prior to the event in order to obtain an 85% credit to attend for any future **Martin Linking** Events. Under such circumstances, **Martin Linking** will retain the other 15% service fee to cover expenses for prior cost that has already been incurred upon the acceptance of registration. All bookings carry a 50% cancellation liability immediately after a signed sales contract has been received by **Martin Linking**.
4. If, for any unexpected circumstances or reasons that **Martin Linking** decides to postpone this event, the client hereby indemnifies and holds **Martin Linking** harmless from any cost incurred in by the client. The event fee will not be refunded, but can be credited to future **Martin Linking**'s events. **Martin Linking** reserves the right to change the content without notice.
5. Copyright etc. - All Intellectual Property rights in all materials produced or distributed BY **Martin Linking** in connection with this event is expressly reserved and any unauthorized duplication, publication or distribution is strictly prohibited.
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