

Accelerated Leadership Development Program (ALDP)

加速领导力发展课程（ALDP）

Activity: Warm It Up!

活动：热身一下！



Why Are We Here? 目的

- ❖ **Differentiate Management and Leadership**
区分管理能力与领导力之间的差异
- ❖ **Gain critical knowledge and self-awareness to be a successful leader**
获得成为一个成功领导者的必备知识和自我认知能力
- ❖ **Distinguish style preferences to be more effective**
能够适应不同的风格，实现更高效率
- ❖ **Identify appropriate leadership behaviours in different situations to be more effective**
在不同情况下能够采取适合的领导行为，以实现更高效率



The Quality of IHG's Leadership ... IHG的领导水平.....

... drives our corporate priorities推动我们的企业优先事项的进程



The Cost of a Bad Boss

不称职上司的代价

58% of people who have worked with subpar managers are affected as follows:

58% 曾与不合格经理人工作过的员工表示受到以下影响:



Source: McKinsey's War for Talent 2000 survey of 6,500 senior & mid-level managers at 35 large US companies
来源: 麦肯锡2000年人才之战调查, 对象是35家大型美国公司的6,500名高级和中层经理人

What's This Got To Do With Me?

这与我有什么关系？

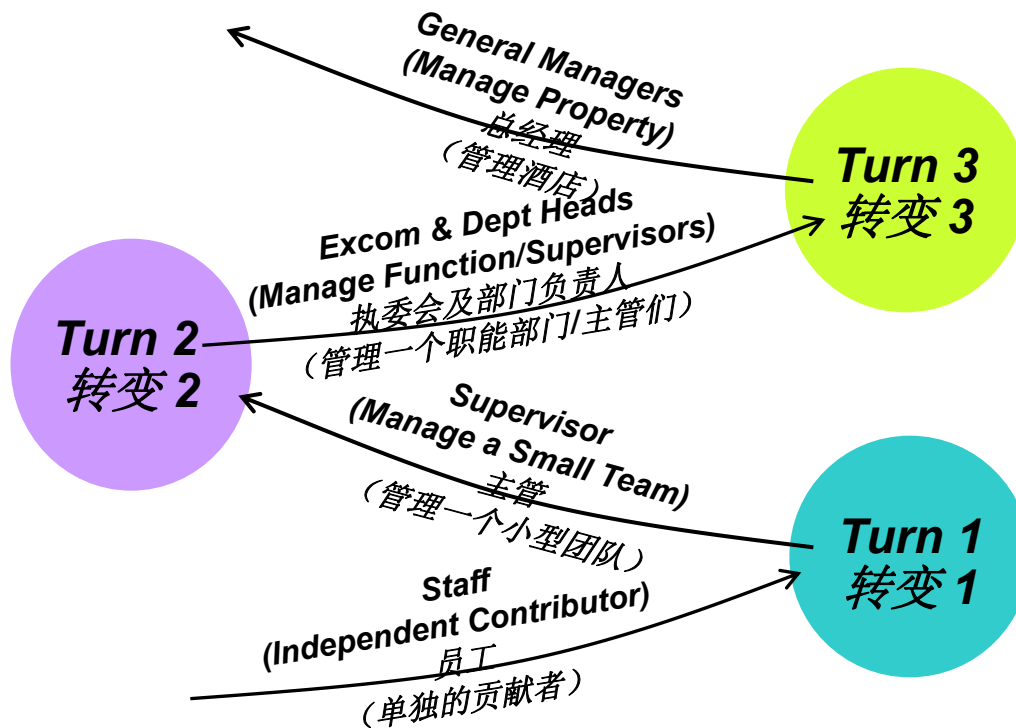
我们对员工的期望是什么？



我们对员工的付出是什么？

Developing Leaders at IHG

洲际酒店集团的领导者培养



- The ALDP is a 10-module leadership development program based on the IHG Competency Model, that is designed to skill Band 6 & 7 supervisors in essential leadership practices.

ALDP 领导力发展课程以洲际酒店集团能力模型为基础，由10个板块构成，旨在为6级和7级主管人员提供基础领导力实践的技巧培训。

ALDP Modules 模块



* 内容与题目待定



洲际集团领导能力与致胜之道



OUR LEADERSHIP COMPETENCIES

BE BRANDHEARTED

Being Brandhearted is an attitude and a commitment that demonstrates the pride we feel about our brands and the value we place on them. It means that our Brands are at the center of what we do and how we think.

It's important because... being Brandhearted helps us deliver Great Hotels Guests Love. Brands are all about how people feel and so our Brands will be brought to life through the actions of our people. We need to feel inspired by our brands and really use our knowledge of them to guide our actions and decisions. When we do this together, our Brands become stronger, our guests and owners will prefer them over our competitors and we will win market share.

THINK AHEAD

Knowing and feeling confident about what makes us distinctive and what it will take to win in our industry and become one of the world's greatest companies. Using insights to set direction that is in step with our business plans for the future, so that we can create a competitive advantage in the short and long term. We need to be adaptable, anticipating market changes, while keeping in mind our compelling picture of the future (our Vision), as well as our focus on delivering results today.

It's important because... we are more successful when we take time to plan for the future, so that we can create a competitive advantage in the short and long term. We need to be adaptable, anticipating market changes, while keeping in mind our compelling picture of the future (our Vision), as well as our focus on delivering results today.

CHAMPION CHANGE

Leading and inspiring people to make the right change happen. Creating a dynamic culture that embraces progress and helps us manage change successfully.

It's important because... change is a constant in our industry, and it's an everyday part of our lives. By being equipped for change, we can adapt quickly and maintain our focus on creating Great Hotels Guests Love.

LEAD AND DEVELOP

Leading the team to accomplish great things and developing the teams ability to accomplish even greater things. Creating an environment where people can give their best every day and where people are encouraged to try new things and given support and feedback to improve. Showing a real personal commitment to your own development.

It's important because... when a team is led well it has a huge impact on how the team perform. It takes effort, but with patience, practice and feedback, we can all improve our leadership. If we do this together then it will play a large part in the success of our business. We need our teams to deliver even greater results in the future. The best leaders have a genuine interest in their people, they make time to be with them, know what's going on with them, know how they are performing and coach them to improve.

OUR LEADERSHIP COMPETENCIES AT A GLANCE						
BE BRANDHEARTED	THINK AHEAD	CHAMPION CHANGE	LEAD PEOPLE	DEVELOP PEOPLE	DRIVE RESULTS	WORK COLLABORATIVELY
- Champion the guest or owners needs within HIG and act to build long-term guest and owner satisfaction - Set a Brandhearted vision for the company - Define a long-term sustainable future for the brand based on deep understanding of industry drivers	- Have a clear view of where the company is, based on clear understanding of long-term business needs - Integrate multiple sources of data and insights to develop new strategies for the business - Identify and capitalize on previously unidentified business opportunities	- Build large scale support or partnerships and create champions to energize and sustain desired change - Build organization stability, energy and resilience through periods of change - Create a culture of renewal to keep the business at the forefront	- Describe a compelling vision that provides clarity of purpose, meaning and context for the whole organization - Inspire high performing teams whose impact spreads through the organization to create a winning culture - Take accountability for engaging and balancing diverse interests of key HIG stakeholders	- Enlist and cascade a talent management mindset through the organization - Provide high level mentoring for long-term talent development, across functional boundaries - Encourage appropriate risk taking and learning from mistakes	- Break new ground in the way business is done with a new radically improving results - Find new ways to maximize profitability across the value chain - Champion and role model the Winning Way to create a high performance winning culture across the whole business	- Ensure that business strategy is transparent across the business units - Promote and champion collaboration and build a sense of community across the whole business - Build and align the organization with the wider, long-term vision
- Act to create a Brandhearted culture across the organization - Build long-term organizational capability to deliver bigger, better, stronger brands - Put the brands at the heart of strategy, plans and decisions	- Create a clear 3-5 year strategy for your area, based on clear understanding of long-term business needs - Seek insight and learning from other industries to bring world-class thinking into HIG - Develop disruptive strategies to create sustainable competitive advantage	- Support those impacted by change in an open, fair and empathetic way - Create an environment that encourages innovation and taking calculated risks - Champion and lead opportunities for significant, transformational change, even outside of your area	- Create a credible and convincing picture of the future and sell it outside of your area - Create a team spirit of trust, excitement and motivation where people feel emotionally committed to the team as well as the results - Empower and support the team to creatively identify and solve problems	- Build organizational talent and capability to deliver long-term business needs - Find or create development opportunities outside of your normal roles to build long-term capability for individuals - Develop a successor and build a pipeline of talent deeper in the organization	- Act to create the right environment for outstanding performance across your area - Develop clear strategies to help grow the business, improve profitability and enhance operational effectiveness - Pioneer new commercially sound opportunities and build support and resources to realize them	- Invest time and resources to create partnerships with stakeholders, owners and external partners for long-term benefit - Facilitate cross-functional cooperation across functions and regions, even at short-term cost to your area - Remove organizational barriers to collaboration across the business
- Act as a catalyst and champion for Brandhearted behaviour across HIG - Drive brand performance and ensure brand plans are delivered - Identify guest, owner and industry trends and see implications for the brand	- Translate the strategy into 3-5 year plans for the area and align the resources to deliver it - Anticipate market and economic trends and adapt strategy and plans in response - Drive a culture of longer term planning, identify insights and opportunities	- Align your area to support larger change efforts and set clear targets for success - Demonstrate the processes and leadership required to initiate, deliver and embed organizational change - Create a compelling case for change, engaging others to understand, learn and live it	- Act and communicate in a way that builds excitement and commitment to the strategy - Flex leadership style and actions to inspire individuals and large groups - Actively engage with the team and seek their input to develop plans and resolve issues	- Accurately assess team strengths and weaknesses and take responsibility for developing talent - Create an environment where giving and receiving feedback is the norm - Coach and develop team members to maximize long-term potential	- Deliver results which impact across the HIG business goals - Make commercially savvy decisions, based on a clear cost/benefit analysis - Drive simplification and continuous improvement across the organization	- Deliver results in complex matrix structures through collaborative ways of working - Use a range of influencing styles to shape the thinking of others and achieve significant results - Facilitate and inspire collaboration across the wider organization
- Build pride in the brands and show determination to deliver a consistent brand experience - Seek to understand what our guests and owners value and look for ways to improve the brand experience - Develop understanding of the market and the competition and take action to stay ahead	- Think 1-2 years ahead and create a plan to deliver the strategy with ease, making complicated issues simple - Adapt plans to take account of changing situations	- Identify and communicate the need for change outside of your area whilst engaging them in it - Take ownership and lead change in your area, set a positive example through your response to change - Involve the team in identifying and delivering change	- Explain the vision and strategy in a way which is meaningful and motivating - Stand time with the team to get good performance and behaviour to flourish and share with others - Build the confidence of the team to take responsibility and support them to take more decisions	- Attract, develop and retain talent to build breadth and depth in the team - Develop the team's capability to coach and give feedback to each other and their teams - Support others in developing their career. Discuss aspirations, mobility, development and career options in detail	- Set up and use specific measures to track and improve performance - Identify a range of opportunities and take specific action to improve performance and results - Create enthusiasm and a sense of accountability to deliver great performance in others	- Challenge constructively and respectfully, build consensus to get the best from teams - Build beneficial relationships and networks across and outside the organization - Create an environment where best practice are shared and creativity can flourish
- Educate and inspire your team about our brands - Show the team's work to ensure they are supporting the brands to be bigger, better, stronger brands - Consider the impact on the brands and guests when making decisions	- Understand this year's goals and create a plan to deliver them - Set clear priorities and act to take advantage of them - Lead by setting clear direction and focus the team on priorities	- Keep the team informed about any changes, show empathy, and involve them from the outset - Express positive feelings about change and share the positive stories behind the change - Make the changes needed to drive team performance	- Set and communicate goals and objectives and make time to wider business goals - Set and maintain high standards of performance and behaviour in the team - Ensure the team has the information and resources needed to do their best work	- Create a motivating development plan with individuals which focuses on learning from experience - Speed time giving honest and constructive feedback and coaching to improve job performance - Ask individuals what they want from their job or their career and work with that information in their development plans	- Aim higher by setting clear, stretching and motivating targets for yourself and others - Find ways to improve both your and the team's performance - Coach poor performance whilst encouraging and recognizing exceptional performance	- Seek ideas and opinions from others and involve others in decision making - Understand the connection between your team's plans and other teams plans - Make the most of the diversity that there is bring out and set with sensitivity to different cultures
- Know our brands and talk about them with pride and passion - Understand how your role creates bigger, better, stronger brands - Respond appropriately to guest or owner feedback and requests	- Align your work with team priorities and company goals - Prioritize the most important work first - Think through situations, and consider the impact on others, before making decisions	- Account goals and adjust well to a change in situation and task - Respond sensitively to others reactions to change and support colleagues going through change - Look for ways to improve your performance or team performance	- Work in an organized way and take responsibility for delivering your results - Keep the team stay motivated and focus on delivering the team goals - Act with integrity and fairness and live the winning ways	- Take responsibility for your development and know your strengths and weaknesses - Look for feedback and coaching to develop skills and improve performance - Share experience, knowledge and skills with others and spend time supporting new colleagues	- Drive to meet goals, despite difficulties or obstacles, on time and budget - Have a "can do" attitude and take on new challenges - Support the team to deliver it's goals	- Work well with others and show real commitment to the team - Consider the impact of your actions on others - Proactively share information and listen to the ideas and feedback of others

Changing Role of the Supervisor

主管的角色变化

Traditional 过去

Main role was to direct and control the way work was done by the people that reported to them

主要角色是指挥和管理下属员工的工作方法

Today 现在

Successful supervisors are primarily driven by the roles of coach, leader, developer, mentor, and planner

成功的主管以担任教练、领导、培养者、导师和计划者的角色为主



The True Leader 真正的领导者

**“The only true leader is someone who has followers.
An effective leader is not someone who is loved or
admired. He or she is someone whose followers do
the right thing. Popularity is not leadership. Results
are.”**

“真正的领导者拥有自己的追随者。
一个高效的领导者未必众人皆爱。
其追随者都以正确的方式工作。
受人欢迎并不是领导力。成效才是。”

- Peter Drucker
彼得·德鲁克



Activity: Electric Maze 活动：电子迷宫



Activity: Electric Maze 活动：电子迷宫

1. **What happened? What feelings did you experience at the beginning, middle, end?**

发生了什么事？在开始、中间和最后，你体验到了怎样的感觉？

2. **Was there a leader? Why do you think so?**

当时有没有一个领导者？为什么？

3. **What can you learn from this experience?**

从中你能学到什么？



What is Managing 什么是管理

- 💡 **The root of the word management is “manas” -- meaning hands.**
英语管理（management）一词的词根是 “mana”，本意是双手。
- 💡 **Managing is... to accomplish, to be in charge of or responsible for, to conduct.**
管理是指.....完成、负责、执行。
- 💡 **It involves the process of setting and achieving the goals through the planning, organizing, directing and controlling.**
管理包括通过计划、组织、指挥和控制来设定和实现目标的流程。



What is Leading 什么是领导

The root of the word leadership is “lead” -- meaning to go, to guide.

英语领导力（leadership）一词的词根是“lead”，本意是通向、引导。

- **Leading is... influencing, guiding in direction, action, or opinion.**

领导是指.....在方向、行动或意见上给予影响、指导

- **It involves inspiring others to follow, creating goodwill and supporting others. Leaders achieve things that could not have been done without them.**

领导包括激励他人追随、建立友好关系和对他人提供支持。领导者所完成的事情，缺少他们便无法成功。



以上内容仅为本文档的试下载部分，为可阅读页数的一半内容。如要下载或阅读全文，请访问：<https://d.book118.com/167012110045006041>