

Leading Change for Transformation

By Prof. Roger Lehman

October 24-26, 2019

Shanghai Marriott Hotel Pudong East

英文授课，配有中文同声翻译

Program Overview >>>>>

We are complex, unique and paradoxical beings with rich and myriad motivational drivers, decision-making and interaction patterns. Our important feelings, thoughts and desires that remain out of awareness serve as major sources of motivation and determinants of behavior. Leadership involves harnessing and leveraging the different complex forces and dynamics at play in organizational and social functioning.

Based on the famous INSEAD Executive Master in Change degree program (EMC, formerly known as EMCCC) led by Dr. Roger Lehman, in both Fontainebleau and Singapore, this 3-day program is designed to be a truly transformational leadership journey for corporate and entrepreneurial executive participants.

You will engage and gain the insights and “lenses” to use yourself as an “instrument” for transformation. This mindset and capability will further enable you to reframe leadership shadow, so as to shape your leadership legacy in leading change more effectively through personal and social defenses.

The INSEAD clinical approach is to focus on the direct application of these seemingly familiar concepts to your professional context. This will be accomplished by creating space for case presentations to the class as well as small group work.

Applicants for this program should be curious and interested in gaining a deeper understanding of their own life patterns and apply the “night vision” - a core skill to see and work “below the surface” - to the team and organizational context. Curiosity leads to an eagerness to understand which leads to increased self-awareness. Self-awareness creates the space for options and these options allow for choices which are necessary for change at both personal and organizational levels.

One of the broader goals of this program is to create a learning community that will extend far beyond the 3-day program. Small group work will take place on each day with the expectation that you will follow up post-program with each other in terms of your Individual Development Plan (IDP) which you will generate on Day 3.

EMCCC Participant Companies

Cisco
McKinsey
Medtronic
Boston Scientific
Fuji Xerox
Deloitte
IBM
Deutsche Bank
Carrefour
Abbott Laboratories
IKEA
LinkedIn
Mattel
Vodafone
UBS
Mahindra Financial Services
Goldman Sachs
TOTAL
Federal Reserve Bank of
New York
Dow Chemical
Schlumberger
Cornell University
TATA Sons
SingTel
Google

4 Reasons for Attending >>>>>

- Based on the famous INSEAD EMC program, our LCT workshop promises to live the great tradition of enabling profound transformations and makes history since this is the first such EMC-rooted program in China. The EMC is also first degree program to focus on the psychological forces behind effective leaders and healthy organizations, and introduce psychoanalytical approach to leadership development.
- Hand-in-hand with Dr. Manfred Kets de Vries, Dr. Roger Lehman set up the legendary INSEAD Global Leadership Center (IGLC) and masterminded the EMC program. As the lead professor and director for the EMC, Roger will facilitate the LCT program drawing upon his 36 years' experience in clinical, teaching and organizational consulting.
- In this age of disruptions, organizations call for empowerment and putting people first. Leaders should be more transformational in their style, encouraging, inspiring and motivating employees to innovate and create change. Our LCT workshop is a timely program for individual psychology and leading change in face of unprecedented uncertainties, confusion and stress.
- Leveraging research on psychodynamic, cognitive-behavioral and systems frontiers, the LCT program, like the EMC, powerfully advocates using self as an instrument, which is at the heart of uniqueness and effectiveness.

Who Should Attend >>>>>

- CEOs, other C-suite individuals, VPs, GMs and directors in business and HR functions
- Entrepreneur CEOs and their core leadership team
- Senior executive coaches and leadership consultants
- Class size is limited to 36 participants. Due to threshold requirements, MindSpan retains the right to decline intended registrants in order to honor this class size capping and quality standard. Those who are late in submitting registration or don't meet the requirements for registration can consider future programs

"As an MBA student at INSEAD, I was young, ambitious and focused on success," says Loren Shuster MBA'96J and EMCCC'14, now Chief People Officer of LEGO. "If anyone had told me I'd return to do a second program about 'the basic drivers of human behavior and organizational dynamics', I wouldn't have believed them."

To be fair to Loren and his powers of prediction, the EMCCC didn't exist at the time. And it was only in 2004, when he had finally reached his personal Everest of becoming a general manager (with Nokia in Taiwan) that he realized he'd changed. He recognized that he was deriving far more energy, purpose and inspiration from managing people than from hitting targets. As this awareness grew, he completed a coaching qualification and started to apply mindfulness to managing.

– By and about Loren Shuster, Chief People Officer of LEGO and former Google Asia Pacific executive

Program Outline >>>>>

Group dinner before Day 1

Day 1 : Building Self-awareness, Use Yourself as An Instrument for Transformation

On the first day, we will focus on a deep understanding of ourselves - use ourselves as the instrument for transformation.

Inner theater is the stage filled with people who have influenced our experiences in life. Our early experiences contribute to the creation of our response patterns, which we continue to act out in the context of workplace.

However, most of us are strangers to ourselves, can you listen with the 3rd ear? Tuning in to what is going on in one's self can be at times the best entry to understanding what the other is really experiencing and communicating.

Using your own live cases, we will explore and understand much of what happened to us are beyond our consciousness. The past is the lens through which we can understand the present and shape the future.

Morning

- Introduction of program and participants
- Why this program interests me
- What it takes to lead effectively in the age of disruptive changes
- Adaptive leadership
 - Difference between technical leadership and adaptive leadership
 - Become more aware of the role of the leader as being "disruptive" in order to help the team and organization to continue to grow and develop so that both can continue to evolve and thrive
 - Importance of reflective space and how leaders can take their team to the balcony
- Participant case

Afternoon

- EQ/mentalizing: Perceiving and interpreting human behaviors in terms of intentional mental states
- Impulse control: Negative capability & containment
- Deep listening: for deeper and often subtler levels of meaning and intention without trying to control it or judge it. Listening to not only others but to oneself
- Leadership role biography:
 - Leader's role in the context of organizational system
 - Organizational Role Analysis (ORA)
 - How to genuinely believe in and project empathy, charisma and inspiration in your leadership capacity
- Shifting leadership style and building an employee-empowered culture to capitalize on the millennium workforce
- Participant case

Small group dinner

我觉得我最大的改变是学会了“暂停”，并让“暂停”越来越多的出现在我日常生活中。“暂停”在事件，情绪，反应之间创造了反思的空间，让我有更多的机会看到实相，降低过去对当下的影响，并基于实相采取行动。除此以外，EMCCC项目在某种程度上培养了我的“夜视能力”，让我能捕捉到底层逻辑的一些踪影，看到看似不合理行为和关系背后的合理和必然性。从而，让我整个人更平和，更具同理心，更能接纳自己和他人，在生活和工作中感到更有力量。

– Victor Yang, 麦肯锡中国领导力学院负责人/Head of McKinsey China Leadership Institute

Program Outline (Cont'd) >>>>>

Day 2 : Naming, Taming and Reframing Your Shadow

On the 2nd day, we will learn Night Vision as a core skill in being able to see and work “below the surface”. The INSEAD clinical approach provides lenses which help us to identify and understand themes, patterns, behaviors and mechanisms in individuals, teams and systems at large that otherwise remain “hidden”.

A deeper understanding of your own hidden desires, fears, feelings and motivations provides an entry point for a deeper understanding of others and fundamental aspects of organizational reality.

Leaders can only be consistently and continuously at their best when they are prepared to stay in touch with, and to balance, their “Leadership Shadow”. Doing this is not necessarily easy and straightforward, particularly if you are a successful and acclaimed leader. Leaders repeatedly tell us that being aware of and learning to work with (rather than to deny) one’s shadow is the only way to surmount new challenges and continue to lead others effectively through changing times.

We will also explore the dynamics of vulnerability, the related phenomenon of shame and guilt and how they apply in organizational settings as well as in your everyday life.

Morning

- Reflections on Day 1 learnings
- Leadership shadow: Leader’s own leadership persona and his or her shadow, and how to assess and overcome one’s dark side
- Core Conflictual Relationship Theme (CCRT): Defining, generating and reliably measuring recurring patterns in one’s central relationships and ways in exploring such patterns
- Self-portrait: Dimensions of social competence, self-perception and how to take advantage of them for elevated self-awareness and personal growth
- Imposter syndrome: Understanding the psychological phenomenon and how to harness self-doubt, self-abasing, and an inability to internalize accomplishments and a persistent fear of insecurity about own ability to act as the position required
- Participant case

Afternoon

- Vulnerability as defined by Brene Brown to be “uncertainty, risk and emotional exposure”, while a birthplace of creativity, innovation and change
- Why we are reluctant to place ourselves in a position of vulnerability
- Using vulnerability to develop trust and team bonding
- Small group work
- Participant case

Small group dinner

两年的EMCCC学习，让我我经历了脱胎换骨的改变，深度理解了原生家庭对我的塑造，并且对自己达成了深刻的接纳和和解。作为教练，我深深感受到INSEAD高管教练的理念和方法可以带我们下潜到生命底层，解开潜意识中的焦虑和恐惧，穿透高管团队心理动力，让CEO和高管们有机会直面自己的心智模式，同时教授们心心念念的抱持理念(holding)，也让成年人在心理安全和温暖的环境之下，愿意投入，把自己的脆弱转化为潜力，释放出来。

– Nancy Chen/陈瑜, 高管教练,
EMCCC毕业生

Program Outline (Cont'd) >>>>

Day 3 : From Self to Others: Impacting Team and Organizational Transformation

In fast changing environments, companies need to innovate and change rapidly to survive and prosper. Emotional benefits can complement economic benefits as incentives to engage various groups for strategy execution. On the 3rd day, we will explore how leaders can create emotional capital to inspire average employees to do extraordinary things.

Fairness is a basic underlying principle which influences our decision-making process much more than the rational and objective aspects. The skills involved in effectively managing both change and collaboration have established themselves as key underlying success factors of many of our strategic leadership initiatives.

In this session, we will discuss the underlying principles of Fair Process – the procedural drivers of effective change and collaboration – and compare existing realities with the ones found in your personal experiences.

The art of “engagement”, knowing when and how to involve people – and when not to – is at the heart of leading and retaining talented employees. The Fair Process Model provides some very clear guidelines that will assist you in understanding both the “when” and the “how”.

Morning

- Reflections on Day 2 learning
- Understanding collective emotions and creating emotional benefits to inspire employees to shoot for extraordinary deeds
- Leading effective change and transition
- Social defenses
 - Human defenses against workplace primitive anxieties
 - Making sense of function and meaning
 - Hidden sources of resistance to change
 - Identifying and elaborating on the 3 major categories of social defenses: basic assumptions, covert coalitions and organizational rituals.
- Participant case

Afternoon

- Fair Process:
 - Underlying principles of Fair Process that influences our decision-making process
 - Procedural drivers of effective change and collaboration in increasing success of strategic leadership initiatives
 - The art of “engagement”
 - The Fair Process Model
- Understanding and engaging millennials
- Building resilience and grasping meaning
- Hidden competing commitments
- Your leadership legacy
- Small group work
- Closing

Remarks: The actual delivery of content may be different from the workshop outline and flow depending on situational choices of emphasis.

Dr. Roger Lehman Bio >>>>>

Senior Affiliate Professor of Entrepreneurship and Family Enterprise, Founder & Director, the EMCCC, INSEAD



Roger Lehman is a professor at INSEAD's Singapore campus where he is Director of the Executive Masters in Change Program (EMC) . In addition, he designs and teaches in both open and company specific programs, providing a focus on executive leadership, leading innovation, personal and professional development, change management and high-performance teams. In 2002 Roger was instrumental in setting up the INSEAD Global Leadership Center (IGLC) serving as its first Executive Director. As co-designer and Program Director of INSEAD's innovative Coaching and Consulting for Change Program (CCC), he is deeply involved in supporting leadership transformational processes. In 2009 Roger navigated the CCC program through its own transformation from a non-degree executive education program into an Executive Master Degree, resulting in the EMCCC program being offered in both Fontainebleau and Singapore and Roger's relocation from Europe to Singapore.

Roger's clinical, teaching and organizational consulting career spans over 36 years during which time his experience has included a variety of staff and leadership positions in both public and private institutions. Over the past 20 years his teaching and consulting have led him to a variety of international assignments on all continents including Antarctica. In addition to his extensive involvement in the Executive Master Program, Roger's current focus is on leader development in Asia and Africa.

As a result of his extremely varied academic background (anthropology, sociology, clinical social work, psychiatry and religion, clinical and organizational psychology and psychoanalytic training) Roger brings a variety of "lenses" to his understanding of both leader and leadership development. His formal academic degrees include Masters degrees from both Rutgers (Social Work) and Princeton Theological Seminary (Psychiatry and Religion) as well as a Ph.D. from the Florida Institute of Technology (Clinical Psychology). He completed his psychoanalytic training at the Sigmund Freud Institute, Frankfurt Germany in 1996.

He is an active member of the American Psychological Association, the International Psychoanalytic Association and the International Society for the Psychoanalytic Study of Organizations. Over the years he has been instrumental in helping to bridge the gap between the psychoanalytic and business communities. Over the years, some of Rogers clients have been the executive teams from Deutsche Bank, SAP, HSBC, BP, Church of England Bishops, JTI, the UN, Credit Suisse, as well as the Executive Management Board of LEGO. His advisory board positions include 8inc, TeamStreamz & The Sparks Foundation.

When not traveling, Roger splits his time between Singapore and Europe with his wife, Tessa. They have two adult sons, one who resides in Hong Kong and the other who lives in New York City.

About MindSpan >>>>

Founded in Shanghai in April 2006, MindSpan is a client-centric leadership development company and a leading executive coach network in the APAC with more than 400 coaches including 45 ex-CEOs from top companies.

MindSpan's core business is one-on-one executive coaching, which is 60% of our revenue. In addition, we provide other cutting-edge coaching/leadership programs such as:

- **High-performance Leadership Team** program (HPLT, delivered in both English and Chinese).
- **Experienced Leadership Program** (ELP, an integrated 6-month leadership program blending assessments, workshops of 8 days and 1:1 coaching)
- Marshall Goldsmith **Coaching for Leadership Excellence** workshop (C4LE, designed and delivered by Goldsmith himself)
- Roger Lehman **Leading Change for Transformation** workshop (LCT)
- **Global CEO Coaching** program by Gary Ranker and other top CEO coaches
- ICF-accredited **Executive Coach Certification Program** (ECCP, in both English and Chinese)
- **Leader as Coach** workshop (LaC, delivered in both Chinese and English)
- **Executive Presence for Impact** program (EPI)
- **Mastery in Deep Facilitation** workshop (MDF) by Dr. Peter Fullerton
- **High Flyers Leadership Coaching** program (HFLC, low-cost coaching program for HIPOs/mid-level managers)
- **Thinking and Leading Strategically** workshop (TLS, customized workshop)
- **Leading Transformation Alan Mulally Way** workshop (LTAM)
- **China Leadership and Executive Coaching** Conference (CLEC, biyearly conference, the 5th CLEC will be held in Shanghai in 2019)

MindSpan serves more than 450 leading MNCs and Chinese companies. Partial client list includes Microsoft, J&J, GE, Ford, IBM, Deloitte, Bayer, Mars, Standard Chartered, Roche, Boehringer Ingelheim, ABB, Bristol-Myers Squibb, Novartis, Texas Instruments, Coach, AB Agri, Starbucks, GSK, ThyssenKrupp, Philips, BCG, Bosch, Schneider Electric, Coca Cola, Pfizer, Jaguar Land Rover, Intel, B.Braun, Bertelsmann, McKinsey, Eaton, Saint-Gobain, Honeywell, Delphi, PepsiCo, Cisco, Mead Johnson Nutrition, L'Oreal, Richemont, Lenovo, Huawei, Alibaba, Midea, JD.com, Lianjia and China Resource.

We serve clients in Greater China, Japan, Korea, Thailand, Indonesia, Singapore, Vietnam, India, Australia, Israel, South Africa, EU and North America.

Reserve Your Seat Today!

Workshop Information

Dates: October 24-26, 2019

Time: 9:00 AM – 5:30 PM on Day 1-2 and 8:30 AM – 5:00 PM on Day 3

Venue hotel: Shanghai Marriott Hotel Pudong East

Hotel address: 15 Jinqiao Road, Pudong New Area, Shanghai/上海金桥红枫万豪酒店, 浦东新区新金桥路15号

Participation Fee & Discounts

Item	Price in RMB ¥ and US\$	Remarks
Individual Fee	RMB ¥ 43,800 (US\$6,537)	Price for full program, certificate of completion, lunches and group dinner on Oct 23, but does not include hotel or small group dinner
Group Fee	RMB ¥ 37,230 (US\$5,557)	15% discount provided for 3 or more participants from the same company
Early-bird discount	RMB ¥ 37,230 (US\$5,557)	People can enjoy this 15% discount only when an irrevocable invoice is issued before April 30, 2019

Participant Information

#	Full Name	Company	Title	Cell Phone #	E-mail
1					
2					
3					

How to Make Payments

√ or ×	Bank transfer/电汇	See the bank account information below
√ or ×	Check/支票	See the company name below

(人民币支付)

公司名称：上海励行企业管理咨询有限公司

开户名：建设银行上海分行花木支行

Swift code：PCBCCNBJSHX

银行帐号：3100 1523 2120 5000 5786

(Payment in US\$ Or Other Currencies)

Company Name: MindSpan Asia Ltd.

Beneficiary Bank Name: HSBC Hong Kong

Beneficiary Bank Address: 1 Queen's Road Central, Hong Kong

Beneficiary Account Number: 848 654 232 838

Swift Code: HSBCHKHHHKH

Register Now! >>>>>

- Fill out and scan the Registration Form and send to your Account Manager or contact Kerry Zhao by email kerry.zhao@mindspan.cn or by phone (86-21) 5059 8969 x 803

Terms & Conditions >>>>>

- Participant fee is inclusive of participant workbooks, refreshments, luncheons, the group dinner before Day 1 and VAT.
- The program participant shall not videotape any session of the workshop.
- If you are unable to attend, a substitute delegate is welcome at no extra cost. Or your registration can be credited to a future LCT workshop organized by MindSpan.
- Participant fee will be paid in full amounts and invoice will be issued upon receipt of full payment of participant fee. For corporate participants, we can also issue invoice before payments are made.
- Cancellations should be confirmed in writing four (4) weeks before the workshop commencement date. In this case, half the participant fee will be charged for cancellation. MindSpan will not accept cancellations within four (4) weeks of the workshop commencement date. Workshop workbook, however, will be couriered to the delegate. Failure to attend this workshop without prior notice will result in loss of participant fee.
- MindSpan will refund full participant fee if the workshop is cancelled due to its own operational reason, but will not be held accountable for any other expenses incurred by the participant or his/her employer as a result of the cancellation. Alternatively, the delegate can choose to attend another LCT workshop to be organized in future.
- MindSpan reserves the right to change the dates, location, trainer or combine the workshop with another LCT workshop as a result of circumstances beyond its control or as it deems necessary, without penalty and in such situations no full refunds, part refunds or alternative offers shall be made.
- The registration information you provided to MindSpan will not be published or shared with external parties for whatever purpose.