

Building Leadership Bridges in Asia 建构亚洲领导力桥梁

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Center for
Creative
Leadership

NORTH AMERICA EUROPE ASIA

www.ccl.org

Question
问题

21st Century Boundaries

二十一世纪界限

#1
—

Why are
boundaries a
critical leadership
challenge in the
global economy?

为什么界限在全球
经济里是关键性领
导力的挑战？

Question
问题

#2
二

Boundary
Mapping
界限制图

**What are the key
boundary gaps
across your
organization?**

**您企业内主要的界限
差距是什么？**

Question 问题

Building Leadership Bridges 建构领导力桥梁

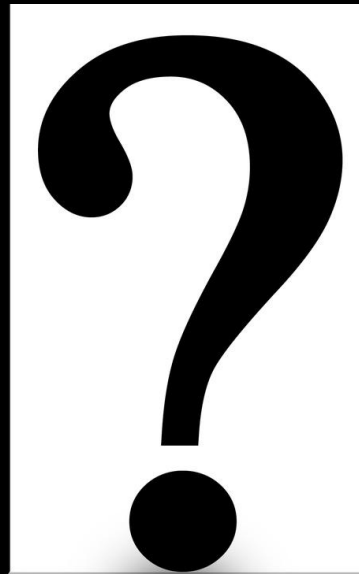
#3 三

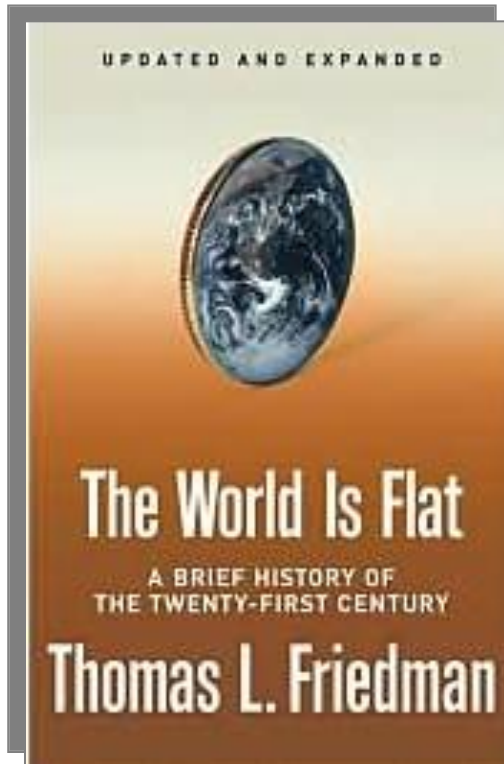
How will leadership
need to change to
effectively bridge
boundaries?

领导力需要做什么改变才能有效的搭建界限的桥梁？

Question 1: 问题一

21st Century Boundaries 二十一世纪的界限

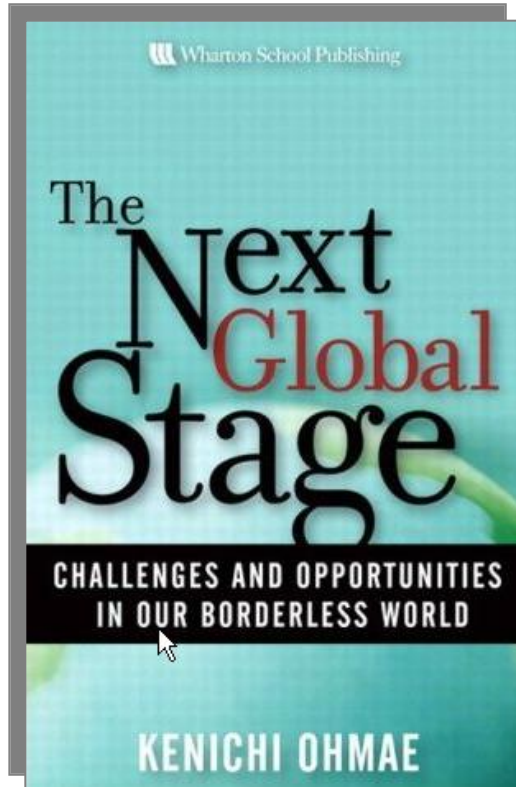




The world is *flat*.
世界是平面的。

-Thomas Friedman, *The World Is Flat*
托马斯·弗里德曼指出，“世界是平面的。”

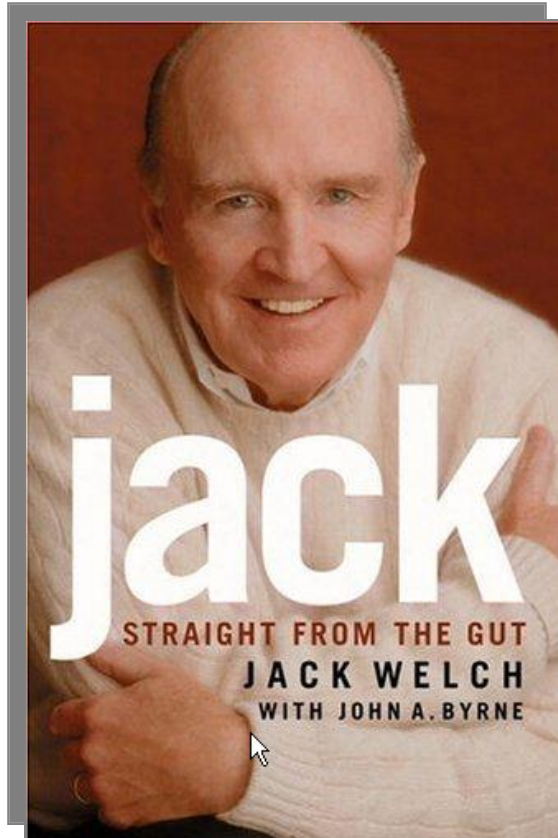




We live in a new, *borderless* world.
我们住在一个新而无边界的世界里。

-Kenichi Ohmae, *The Next Global Stage*
大前研一，“全球舞台的未来”



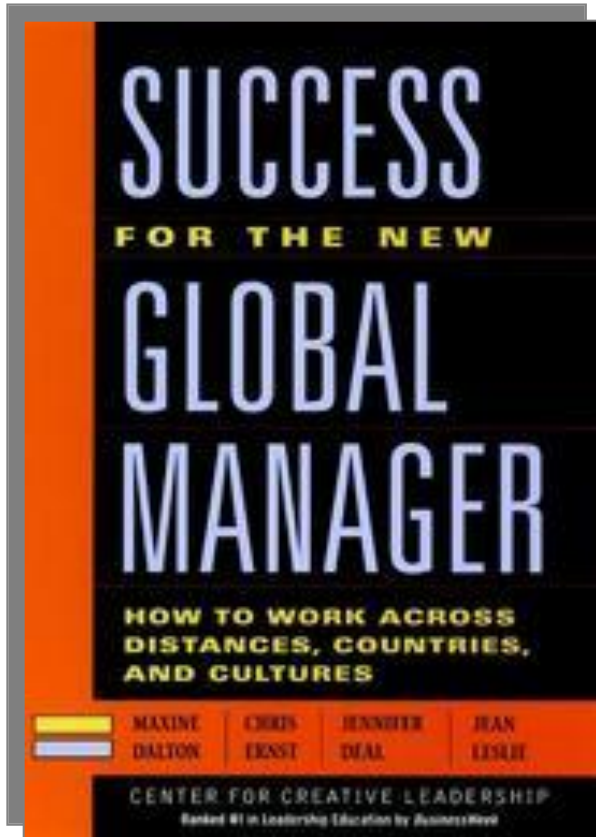


The *borderless* company will remove all the barriers among the functions... knock down external walls...eliminate the walls of race and gender.

无边界公司应该将各个职能部门之间的障碍全部消除。。。将把外部的围墙推倒。。。推倒那些不易看见的种族和性别藩篱。

-Jack Welch, *Jack – Straight from the Gut*
杰克。 韦尔奇， 杰克。 韦尔奇自传





To be effective, global managers must simultaneously span the *boundaries* of distance, countries, and cultures.

全球性经理必须同时跨越距离、国度和文化界限才能提高效率。

-Maxine Dalton, Chris Ernst, Jenn Deal, Jean Leslie
麦斯。谷桶，克里斯。恩恩特，詹尼弗。蒂，吉恩。乐丽



The Rhetoric and the Reality 修辞与真实

Silos 筒仓 | Rifts | Turf Battles 势力范围斗争 |
Fiefdoms | Glass Ceilings 职场限制 | Generation Gaps
East vs West | Fragmentation 分裂 | Separation 分离
Discrimination | Stovepipes | Mother Ships |
Satellites | Divisions 区分 | Departments 部门 | Units
单位 | Segments 部份 | Splinter | Splits 分裂 |
Culture Clash 文化冲突 | Distrust 不信任
Ethnocentrism 民族优越感 | Tribalism 部落的特征 |
Ingroup/Outgroup | Line-Staff | Native/Foreigner 土
生/老外 | Faction 内讧 | Bloc 集团 | Clan 党派 |
Walled Off | Closed Doors | Barriers 障碍

闭

封闭

**being constrained and not open to
the outside**

闭塞

**hard to get to; to be stuck within a
boundary**

闭关锁国

**to live in seclusion; to be isolated
from the outside**

闭门造车

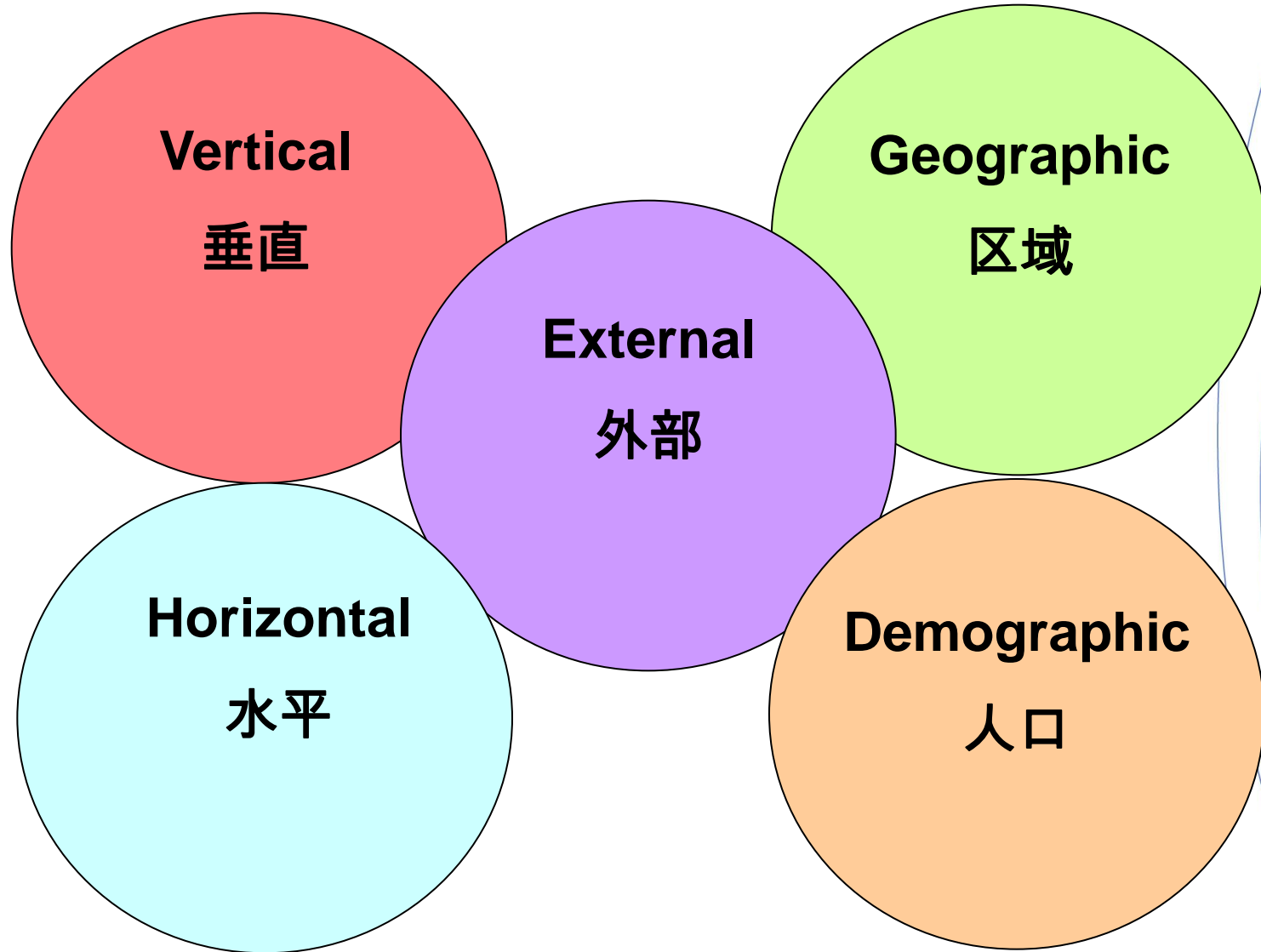
**to make a cart behind closed doors;
to divorce oneself from reality; to act
blindly**

Question 2: 问题二

Boundary Mapping 界限制图

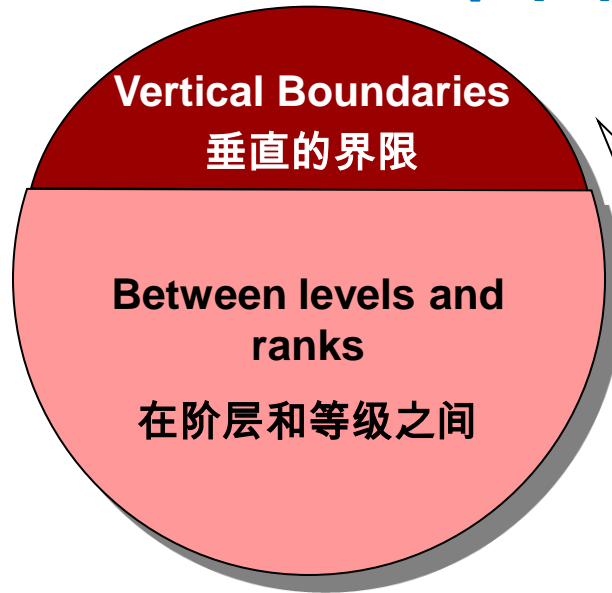


A Typology of Boundaries 界限类形学



Boundaries in the Context of China

中国的界限情况



“Within the big banks, the hierarchies are still very rigid and bureaucratic. Senior managers will go to great effort to maintain their boundaries”

“在各大银行内，阶层仍然是非常凸显和官僚。高级管理人员极力维护他们的界限”

**-General Manager, State Owned Bank, Guangzhou
广州国企银行总经理**



Boundaries in the Context of China

中国的界限情况

Horizontal Boundaries
水平的界限

**Between functions,
ideologies and
units**

在职能部门，观念学
和单位之间

**“Our biggest
challenge is how to
create a coherent new
organizational culture
after the merger. We
need to find a way to
integrate our distinct
values and habits.”**

**“我们的最大的挑战是如何
在合并以后创造新的组织文
化。我们需要融合不同部门
的价值观和工作习惯。”**

**-Manager, Insurance
Company, Jiangsu
江苏保险公司经理**



Boundaries in the Context of China

中国的界限情况



“Partnering with the government has created some constraints we cannot control internally”
“成为政府的伙伴给我们造成一些内部不能控制的局限”

- Vice President, Oil Company, Beijing
北京石油公司副总裁



Boundaries in the Context of China

中国的界限情况

Geographic Boundaries
区域的界限

**Between regions,
cultures and
nationalities**

在地区，文化和国
籍之间

**“We must now learn
to collaborate not only
across our vast
country, but with
people from around
the globe”**

**“现在我们必须学会和世界
各地的人合作而不只限于在
中国这地大的国家而已”**

**-General Manager,
Telecom Company,
Guizhou
贵州电信公司总经理**



Boundaries in the Context of China

中国界限的情况

“Closing the generation gap is a big challenge for my company. If senior managers don’t change their style, their younger subordinates will quit and go to our competitors.”

缩小代沟是本公司一个大挑战。如果高级管理人员不改变他们的管理方式，他们年轻的下属将辞职并加入我们的竞争对手。

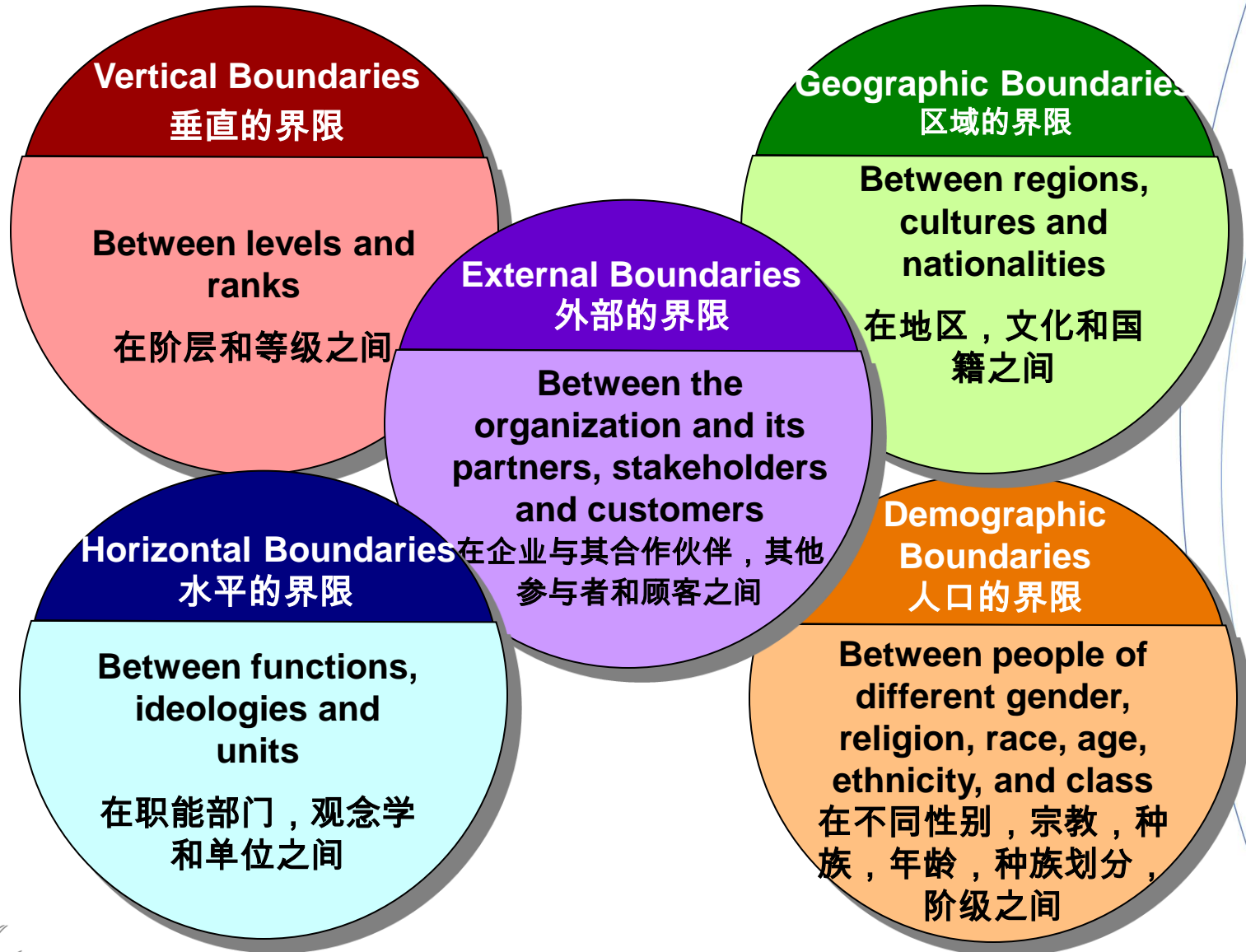
**-General Manager, Manufacturing,
Inner Mongolia
内蒙古制造业总经理**

**Demographic
Boundaries
人口的界限**

**Between people of
different gender,
religion, race, age,
ethnicity, and class
在不同性别，宗教，种
族，年龄和阶级之间**



A Typology of Boundaries 界限类形学



Stop & Reflect 深思熟虑



What are the key
boundary gaps
across your
organization?

您的企业界限差距
是什么？

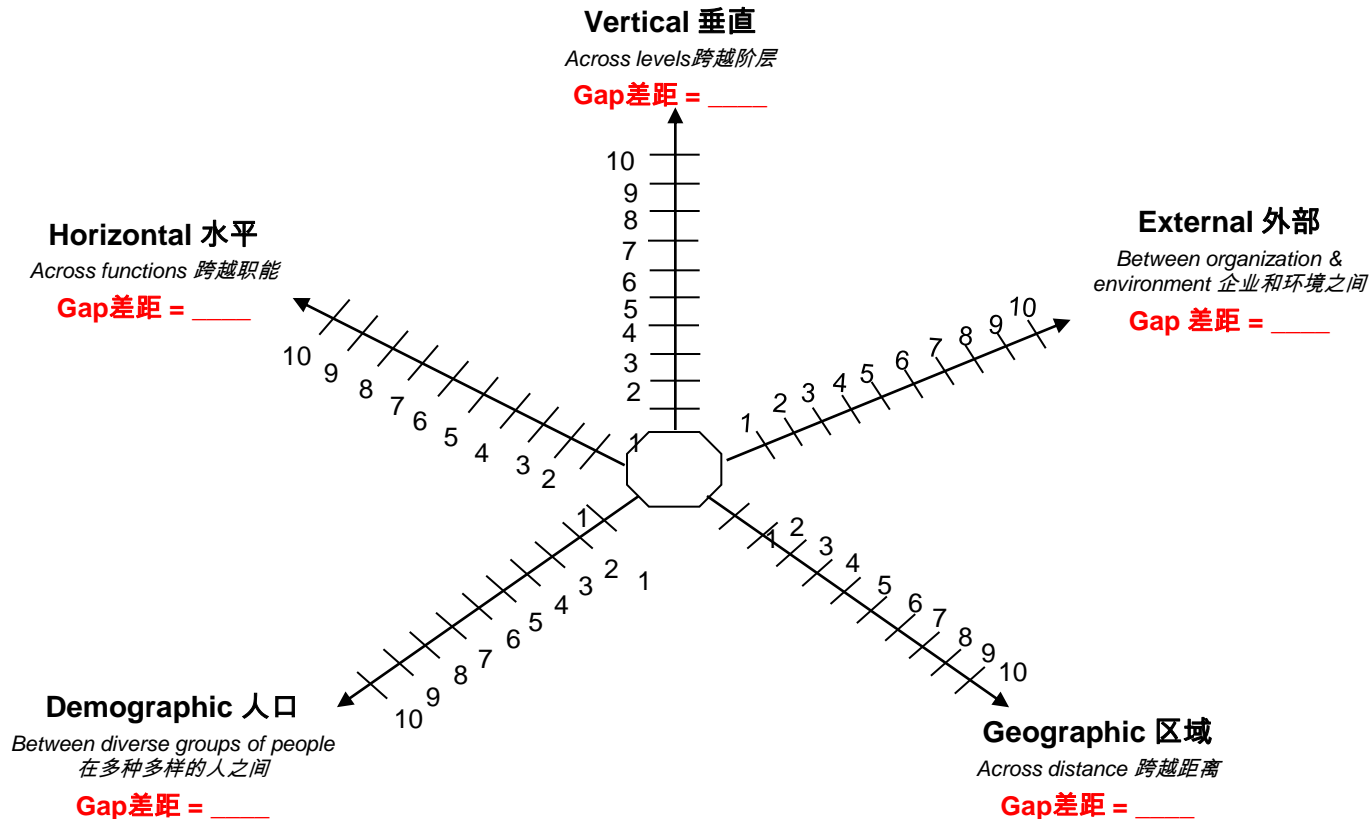


Boundary Mapping Star Diagram 界限限制图

This gap analysis tool is designed to increase your understanding of the vertical, horizontal, external, geographic, and demographic boundaries that exist within your organization. 这差距分析工具是为了增加在您的组织内对垂直，水平，外部，区域和人口界限的理解而设。

How effective are we at working across boundaries? 我们在横跨界限上做得如何？

(1= Highly Ineffective 高度无效 to 10= Highly Effective 高度有效)



Questions for Reflection 反思的问题:

1. What boundary represents your smallest gap? Why? 哪一个界限/范围的差距最小? 为什么?
2. What boundary represents your largest gap? Why? 哪一个界限/范围的差距最大? 为什么?
3. What new insight, idea, or question do you have based on this activity? 当您检阅您的星图时, 有什么新的感想或问题?



Boundary Mapping 界限制图

- **Step 1 - Where we are now:** Place a X on each of the 5 lines to represent your **current level** of effectiveness **第1步-我们现在的状况**：请在每个界限的类型安置X来代表您目前的效率。
- **Step 2 - Where we need to be:** Place a O on each of the 5 lines to represent your **desired level** of effectiveness **第2步-我们的需要**：请在每个界限的类型安置O来代表您渴望的效率。
- **Step 3 – Connect the dots:** Draw a line to connect the X’s. Draw another line to connect the O’s. **第3步-连接小点**：请画线连接所有您打X的界限。再画另一条线连接所有您打O的界限。
- **Step 4 – Calculate the gap:** For each type of boundary, subtract your O score from your X score. Place each of your “gap scores” on the Star Diagram. **第4步-计算差距**：在每个界限的类型，从您的X比分减去您的O比分。请您将每个界限的类型的“差距计分”安置在制图上。
- **Step 5 – Table discussion:** Each person show their map to others and share: What is your smallest boundary gap? Why? What is your largest gap? Why? What new insight, idea, or question do you have based on this activity? **第5步-小组讨论**：每个人展示您们的星图并与其他组员分享：什么是您最小的界限差距？为什么？什么是您最大的差距？为什么？当您检阅您的制图时，有什么新的感想或问题？



Question 3: 问题三

Building Leadership Bridges 建构领导力桥梁



In the past, leadership often stopped where boundaries started...

过去，领导力经常在界限开始时便终止。。。



**Today, the opposite is required –
leadership that builds bridges across
boundaries 今天, 却有必要与过去相反 –
得用领导力来搭建界限的桥梁**



A close-up photograph of a young child with dark hair and eyes, looking through a blue metal railing. A hand is resting on their head from above. The child's expression is neutral, and they are looking directly at the camera. The background is blurred, showing some blue and white elements.

Thank You!
谢谢！