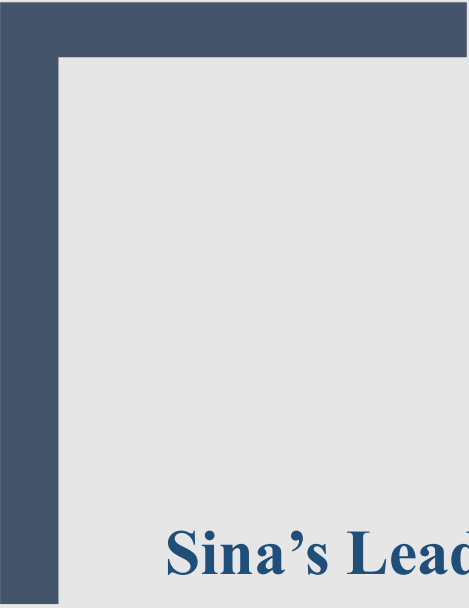




Sina's Leadership Development Program

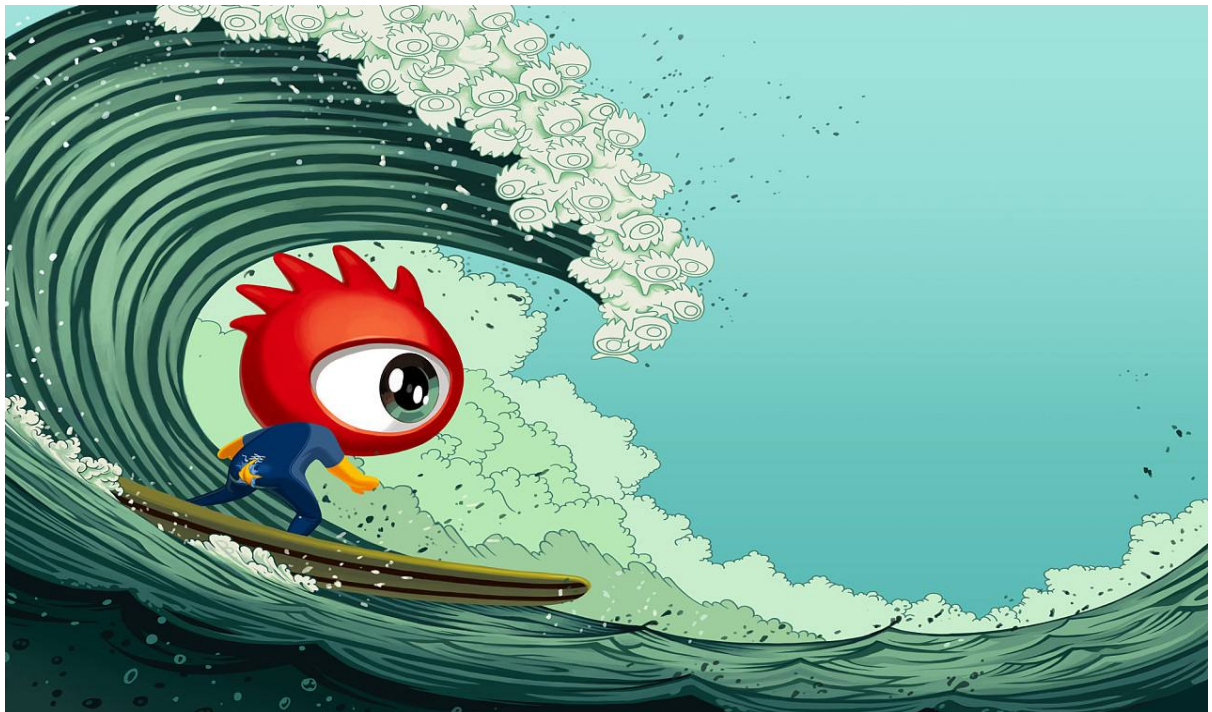
Siqi Li



Summary

Middle managers, as the mainstay of a company, they play an important role in the development of the company. In this program, the consulting team will according to the powerful theory and your company's situation to provide the most suitable plan for your organization.

About you

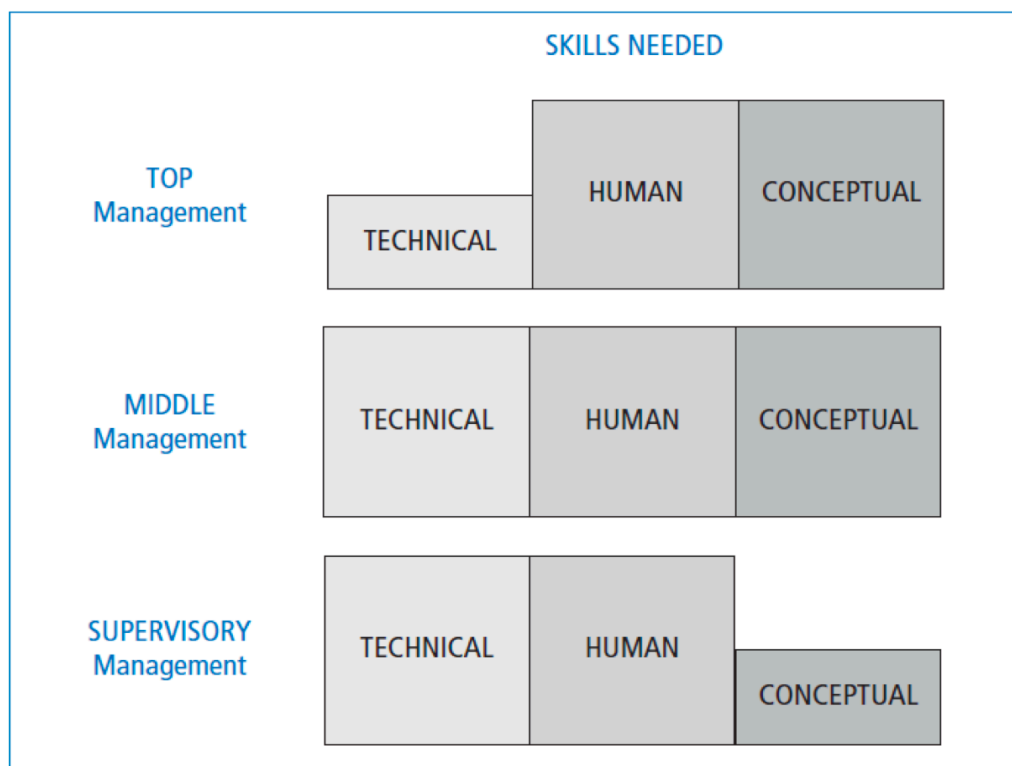


Sina is an Internet media company which serving Chinese and global Chinese communities. Sina has its own digital media network that consist of the portal Sina network (SINA.com), mobile portal mobile phone sina network (SINA.cn) and social media Sina micro-blog (Weibo.com), it helps the majority of users through the Internet and mobile devices to obtain professional media and user self-generated multi-media content (UGC) and to share with friends. (Corp.sina.com.cn, 2018) According to available statistics, there are more than 63,400 employees work in Sina. (En.wikipedia.org, 2018)

About the program

What skills do leaders need?

An administrator is one who directs the activities of other persons and undertakes the responsibility for achieving certain objectives through these efforts. Within this definition, successful administration appears to rest on three basic skills, which we will call technical, human, and conceptual. (Katz, 2009)



SOURCE: Adapted from "Skills of an Effective Administrator," by R. L. Katz, 1955, *Harvard Business Review*, 33(1), pp. 33-42.

According to the picture, it is easy to know that there are some different skills needed for different manager level. This program's target is to improve the middle managers' skills in Sina. The consulting team aim to improve leaders' human skills which means the executive's ability to work effectively with a team, understanding and acknowledging group

member's viewpoints. (Katz,1995) and conceptual skills. Conceptual skill involves the formulation of ideas. Managers understand abstract relationships, develop ideas, and solve problems creatively.

Why human skills are important?

As Cribbin said leadership is an influence process that enables managers to get their people to do willingly what must be done, do well what ought to be done. (Cribbin, 1981) As a good leader, you should have ability to communicate with your staff and make them be willing to work for you or your company. Hence, it is very significant for a leader to master the human skills.

There are two reasons to describe why the consulting team select human skills. Firstly, it could exercise leader's ability to express and communicate which are important traits for a good leader. Secondly, it makes team more unity. The great human skills make your partners and staff happier, over a long period of time, the working environment become more friendly and the solidarity between the employees increased naturally. Baes on friendly working environment, there is no doubt that the work efficiency will improved.

Why conceptual skills are important?

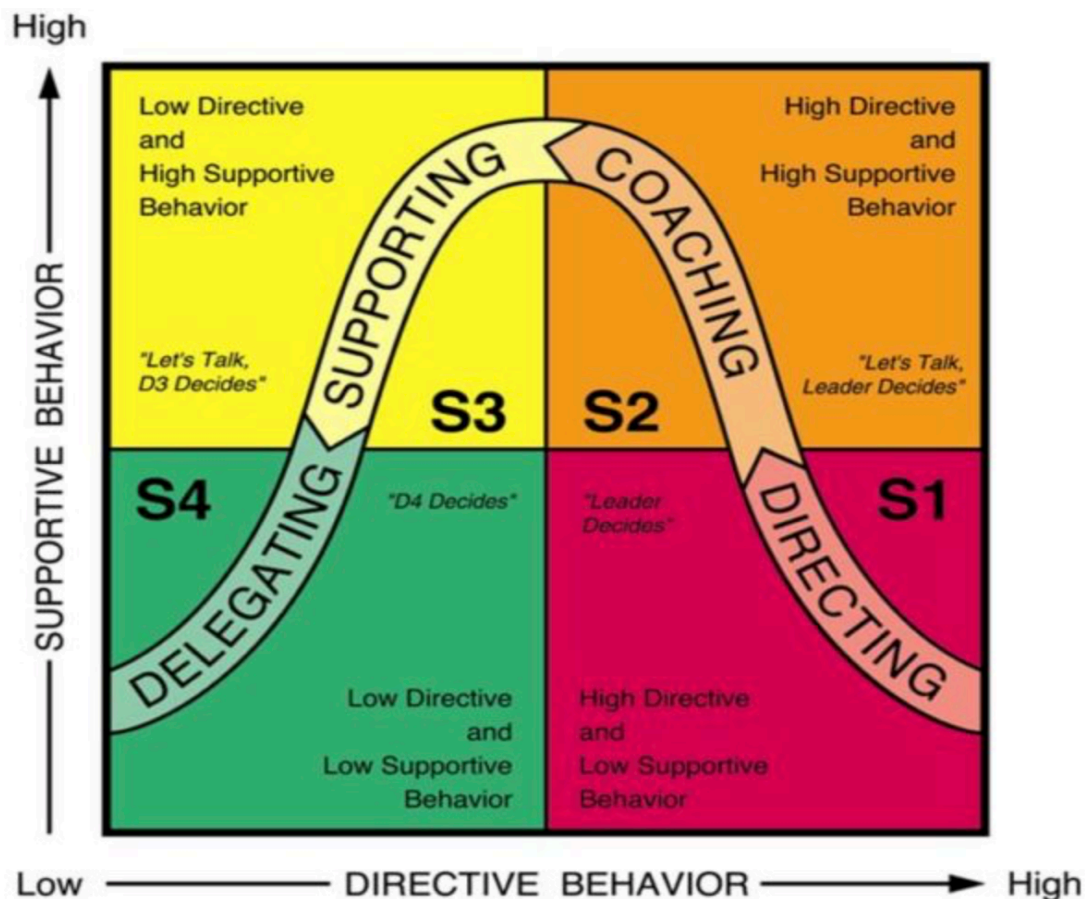
“The important aspect of the management process is to understand the enterprise as a whole, and also to realize the whole situation related to the enterprise.”

Barnard

Conceptual skill involves the formulation of ideas. Managers understand abstract relationships, develop ideas, and solve problems creatively. It requires leaders to have keen insight, problem-solving ability and innovative consciousness. A good command of conceptual skills enables leaders to broaden their horizons and to deal with problems more

comprehensive. The overall quality of leaders will also be greatly improved.

Which theory we selected?



According to the situational leadership II proposed by Blanchard, the leadership behavior can be divided into four types: Directing, Coaching, Supporting and Delegating. (Blanchard, 1994)

Advantages

- Situational leadership theory is simpler, easier to understand than other theories. It can make the completion degree higher under the premise of ensuring the quality of the project.
- The theory has stood the test of time in the marketplace of leadership training programs, as it is well-known and commonly used for training leaders. (Northouse, 2007)

- It emphasizes leader flexibility - there is not one best style of leadership, several styles are needed which depend on the requirements of the situation.

Challenge

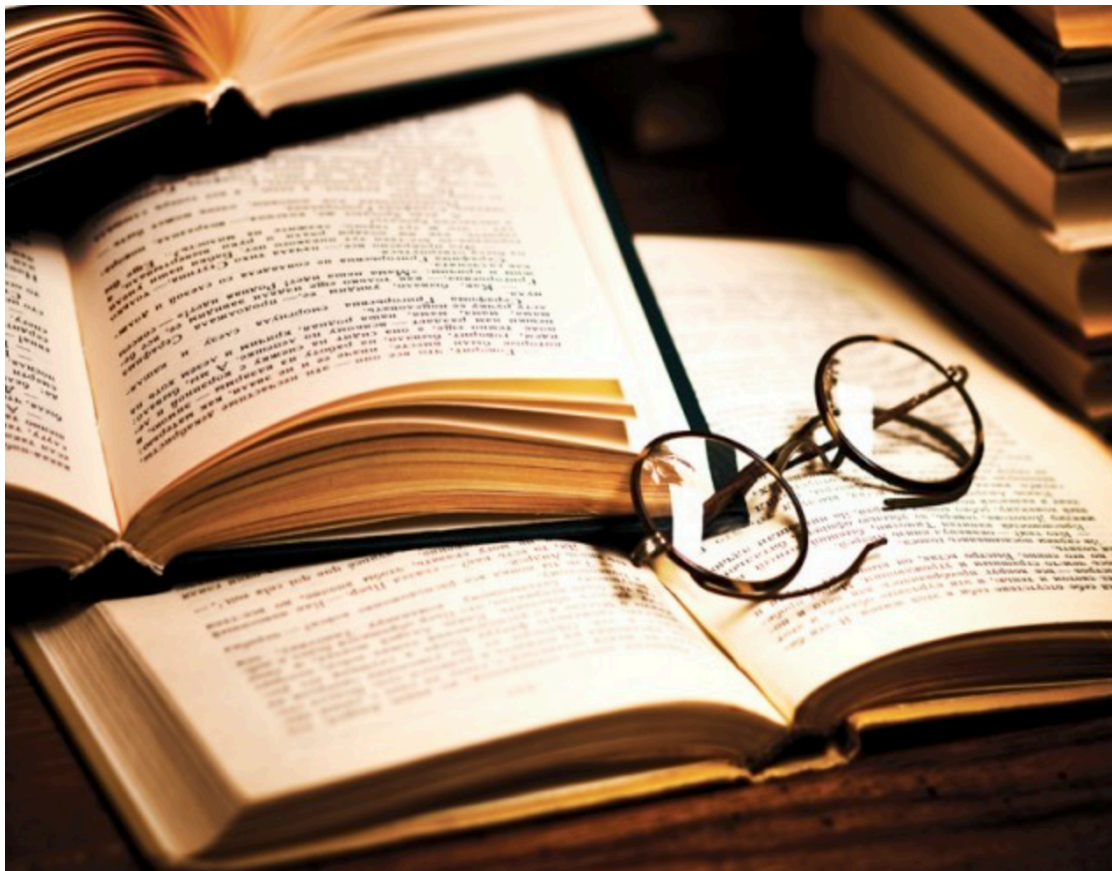
- A major criticism lies in the ambiguity surrounding the conceptual definition of follower development level. (Northouse,2007) It is hard to identify the staff's ability and attitude. Different leader has his own standard to evaluate the staff level.

The plan of the program

1. Depth of the Professional Knowledge—study (to become a coaching leader and supporting leader)
2. Improve Insight (easy to identify the staff's attitude)
3. Communication Training (to become a directing leader and coaching leader)

Brainstorming

Details



Step One: Depth of the Professional Knowledge – Study

Time plan:

First step in this program

It will start from the beginning of the project to the end.

How to do it?

Between today and tomorrow, there is a very long time; while you still have the spirit of the time, learn to act quickly. – Gerd

In this section, there will be some professional person to teach leaders some professional knowledge, like Internet, social media which is the most important business for your company. At the same time, they also will teach you some theories about management and business.

The more professional knowledge is learned; the less time it takes to propose solutions. When you have enough professional knowledge, your horizon will be different and it is easier for trainees to understand the next few steps.

Step Two: Improving Insight Ability

Time plan:

Second step in this program

It will last for 3 or 5 days. (The time is flexible, it depends on the process and effect of this part.)

How to do it?

- Find the difference
It does not mean finding difference in two pictures, but finding out the most abnormal or logical points.
- Find new information
Some things can't be found because you don't know.
- Abandon the old idea
Reflecting yourself timely is beneficial for people to discover their own shortcomings and abandon them in time.



Step Three: Communication Training

Time plan:

Third step in this program

It will last for 3 or 5 days. (The time is flexible, it depends on the process and effect of this part.)

How to do it?

- Theoretical Study
In this section, there will be a professional person to talk about the importance of communication and how communicate effectively with subordinates and leaders. We also recommend a book, which named “Looking Out/ Looking In”
- Discussion and Conclusion
After learning, each group will discuss and summarize separately. It is not only the process of relearning, but also the process of practice.
- Make a speech and Practice more
At the last, everyone makes a speech with the topical what he has learned.



Step Four: Brainstorming

Time plan:

Final step in this program

It will last just one day or shorter.

How to do it?

The consulting team make some activities to improve leaders' innovation.
e.g.

Case: A man lay naked in the desert and died. There was no trace around him. Tell me the full story.

Requirement:

1. The trainer explained the case and the trainees judged the cause of the case by asking closed questions.
2. Trainers can only answer trainees' questions by saying "yes" or "no".
3. The time limit is twenty minutes.

The full story: A couple expedition through a hot air balloon in an endless desert. Unfortunately, during the journey, the fuel of the hot air balloon is insufficient, and the weight of the hot air balloon needs to be reduced.

The couple tried their best to throw away all the things that could be thrown, including clothes, but it could not solve the problem at all.

Finally, the husband abandoned his life for his beloved wife and died in the desert. (Wang, 2010)

According to the book 125 creative thinking games, there are many activities can be used.

Benefits

- After a series of training, employees and leaders will trust each other better than before and their work efficiency will be higher and higher
- This project exercises leadership's insight, communication, problem-solving and innovation. In other words, this project has created a group of high quality and excellent talents for your company. it will provide a great help for your company's development.
- Finally, this program will help your company form a younger and more unique corporate culture.

About us



Professional

I have studied business English for three years at Shandong University of Technology, and I have a certain understanding of business management. At the same time, I work in the student union and have experience in dealing with interpersonal relationships and how to lead. Learning in

UWTSD has strengthened my previous knowledge, not only in leadership, but also in how to be a good consultant.

Youthful

The 90s generation began to shoulder the responsibilities of society, and more and more young people play an important role in organization. The target of this project is the middle-level leader in company, which indirectly indicates that most of them are young people. I believe that I will know more about my clients than other consultants.

I know you

In addition to the identity of the consultant, I am still a client of your company. I use your products every day. I believe that my advice on your company management may not be covered by other consultants. At the same time, I will try best to do what you want.

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