



人合群力 基業長青

MANAGEMENT CONSULTING

康士藤管理顧問有限公司

後疫情時代 領導力升級的關鍵密碼

@2020 Virtual ATD

盧立軒

Estella

康士藤管理顧問有限公司 資深顧問/講師
當責系列課程培訓總監

【經歷】

- 美商宏智 執行顧問/講師
- 台灣杜邦
 - 鈦科技事業部亞太區行銷顧問
 - 業務與市場發展部 顧問
 - 亞太區專業服務策略採購
- 寶僑家品
 - 業務發展部客戶經理

【專業】

- 企業講師
 - 各階主管管理技能
 - 策略與行銷
 - 教練與領導力
- 人才發展顧問
 - 職能建置/評鑑/發展
 - 高潛/策略人才發展專案
 - 組織文化



atd VIRTUAL CONFERENCE

Building Capabilities and Connections

BUILDING CAPABILITIES AND CONNECTION

June 1-5, 2020

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Theme Tracks 主題線

領導力發展
Leadership Development

人才發展
Talent Management

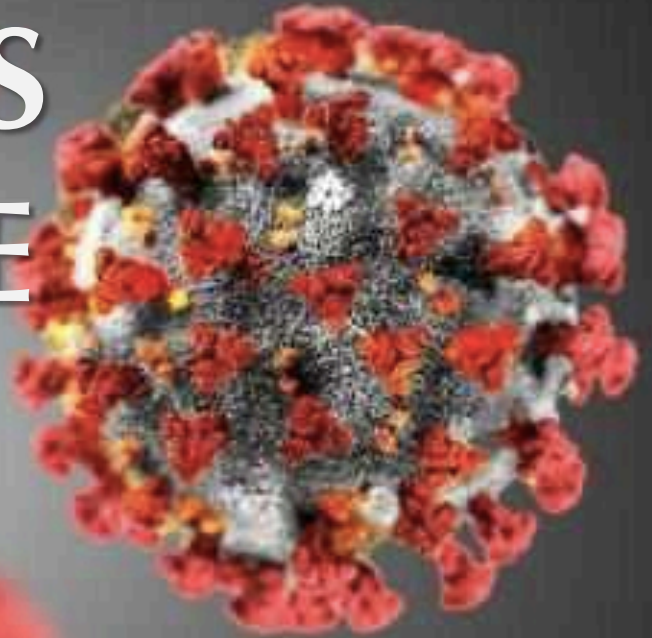
管理
Management

2019 → 2020

變 vs. 不變

2020的巨變

COVID_19 HAS
CHANGED THE
WORLD...





後疫情時代的領導力升級

Connection +

Upskill to Reskill +

Culture Matters +





Emotional Intelligence

情商管理

情商相關的領導力要素

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June 1-5, 2020

BUILDING CAPABILITIES
AND CONNECTION

Genos EI Model - Leadership



The last competency changes from "POSITIVE INFLUENCE" to **INSPIRING PERFORMANCE**

42 behaviors are written in the context of leadership – the demonstration of emotionally intelligent workplace behaviors as they are applied to leadership



TAKEAWAYS

- 自我連結與連結他人的能力息息相關
- 情商管理與員工認同度的關係正相關
- 情商管理會影響團隊信任、衝突管理
- 情商是教練式領導成功的基礎之一



Business & Team Readiness

企業與團隊準備度



面對變革時的準備

正向助益



**Business
Acumen**

**Resource
Allocation**

**Preemptive
Action**

負向削弱



**Low
Engagement**

**Lack of
Learning**

**Ineffective
Communication**



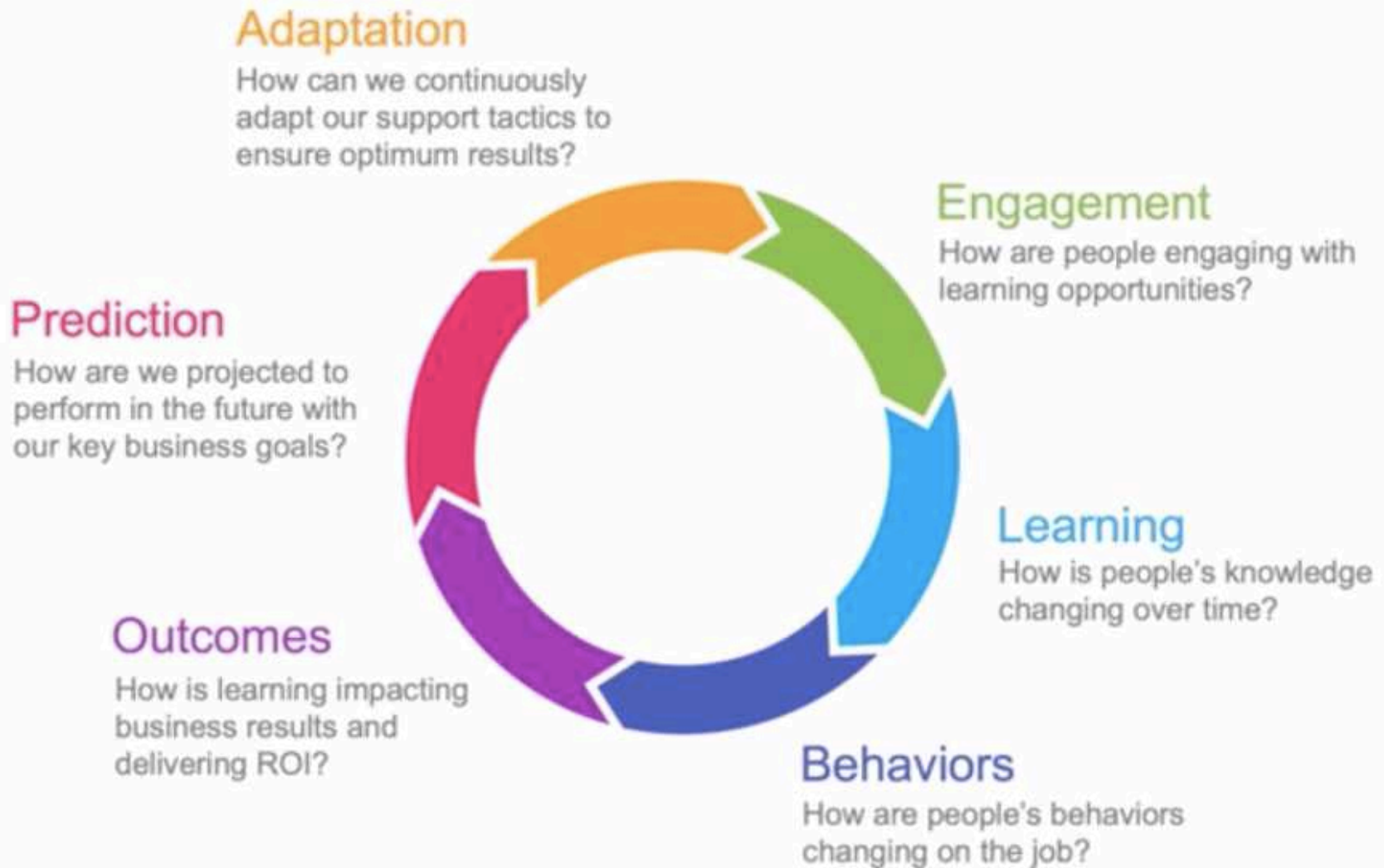
TAKEAWAYS

- 面對變革的準備度取決於平日累積的策略思考與訓練
- 策略溝通與策略執行同等重要
- 共通語言是策略上行下效的第一步



Competitive Advantage thru Learning 企業學習競爭力

學習是不斷循環的生態圈



“The illiterate of the 21st century will not be those who cannot read and write, but those that cannot learn, unlearn and relearn.”

- Alvin Toffler, American author, futurist and businessman



TAKEAWAYS

- 持續學習是人才發展不變的議題
- 學習的規劃比執行還要重要
- 有效的學習趨向生態圈概念，因此環境是關鍵，學習應在日常時刻就得以發生



Positive Environment 正向環境



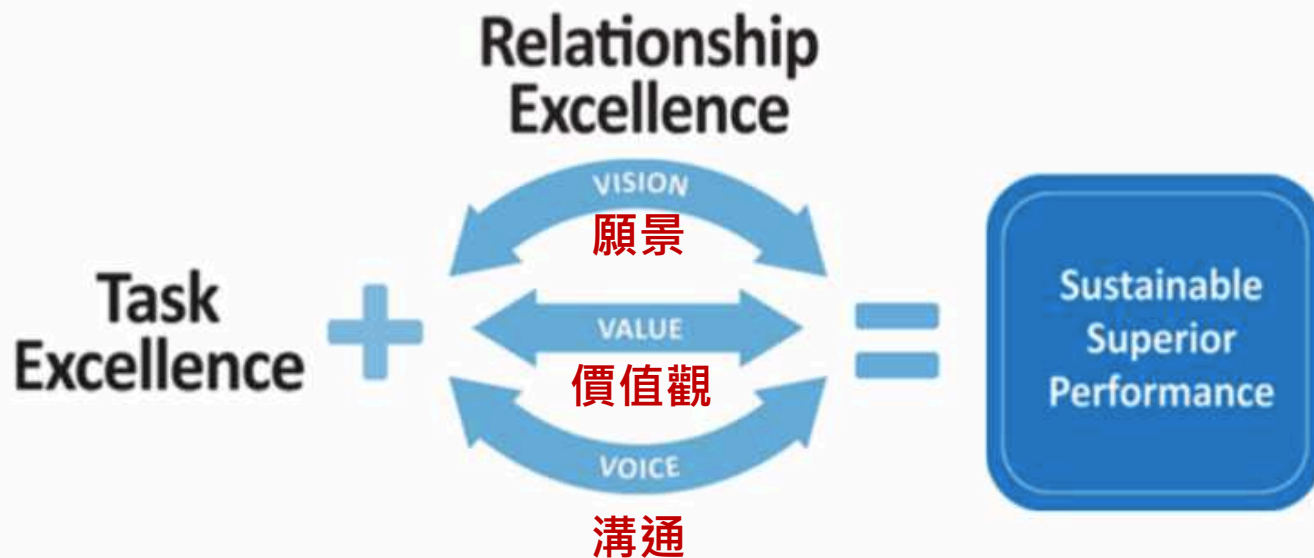
*2 principle needs of
every individual,*

*“Make me feel I’m
part of something
BIGGER than me”*

and

*“Make me seen as **ME**”*

CONNECTION CULTURE MODEL



DECODING A CULTURE

- Attitudes — feelings or ways of thinking that affect behavior 行為背後的信念
- Language — words used to express feelings and thoughts 共同語言
- Behavior — the way a person acts 行為



TAKEAWAYS

- 組織文化 = 想什麼 + 做什麼
- 正向環境從創造正向經驗開始
- 想要建構強大的團隊，從優勢下手比聚焦弱勢來得有效

Co-elevation 共同提升

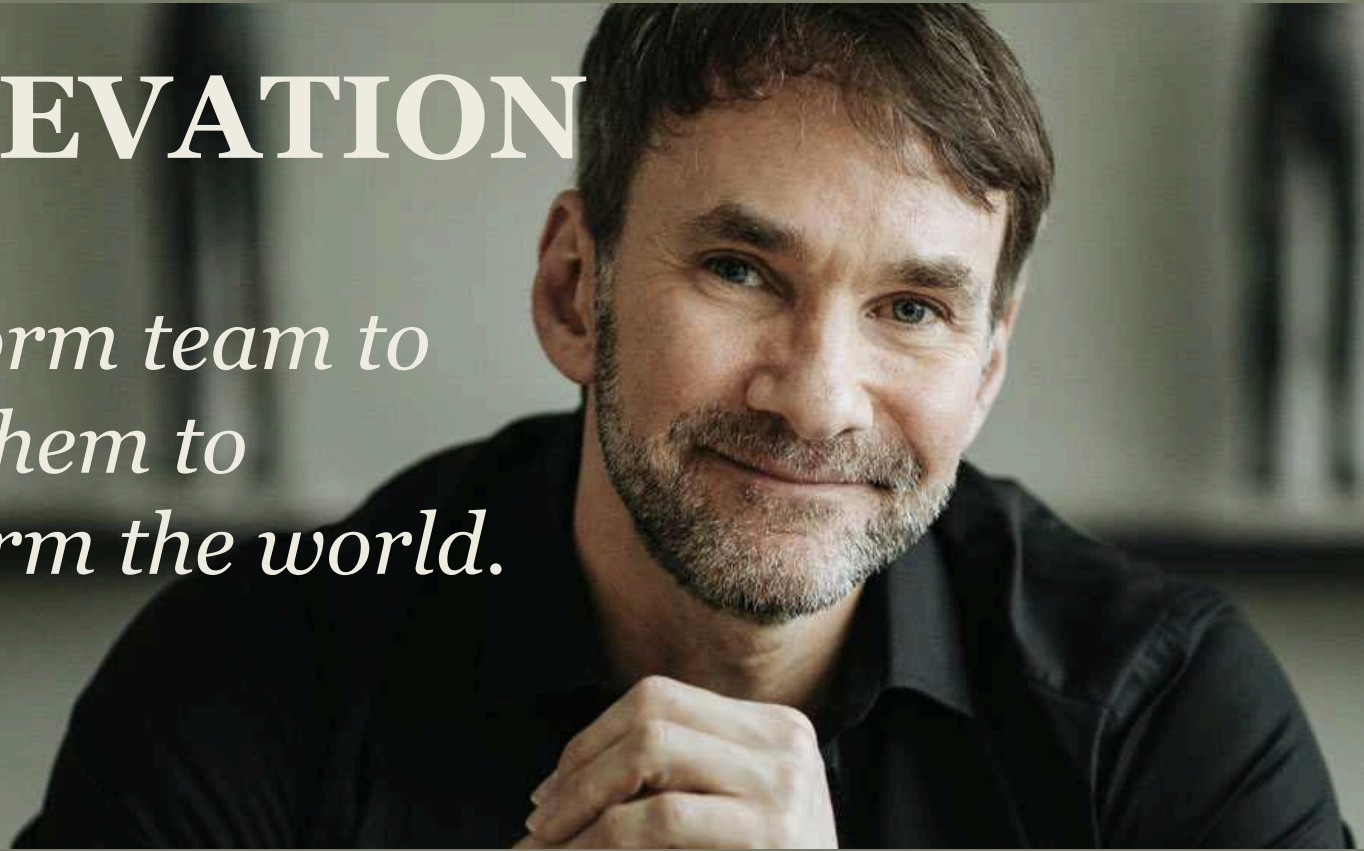


What is your VISION

Who's on your TEAM

CO-ELEVATION

*Transform team to
allow them to
transform the world.*



Solicit People
by Trust

Collaborative
Problem
Solving

Serve People
by Sharing &
Caring

Grow
Together



How to build strong teams thru STRENGTHS

Always be rallying.

why(purpose) & customized how

Always be recruiting.

I see you. I love you. We need you.

Always be weaving.

Person vs. work; reality vs. near future



TAKEAWAYS

- 用團隊驅動
- 從個人激發
- 靠組織孕育



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Thank You