

# ***LEADERSHIP DEVELOPMENT IN INTERNATIONAL AUTOMOTIVE OEMS IN CHINA***



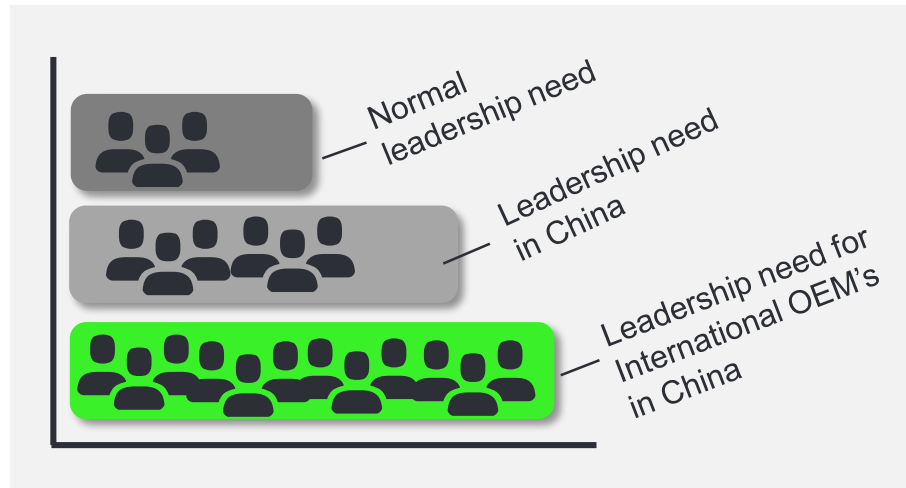
# IS THE AGE OF EXPAT MANAGERS IN THE CHINESE AUTOMOTIVE INDUSTRY OVER?



# THE NEED FOR HIGHLY QUALIFIED LOCAL LEADERS IS TREMENDOUS.

## The lack of ...

... well qualified and experienced leaders is obvious!  
Especially by comparing local OEM's with international OEM's in China the gap is remarkable high.



### Local OEM's:

- have better remuneration packages
- it seemed to be easier to step up the career ladder

### International OEM's:

- close the gap with expatriates
- establish a feeling of a "glass ceiling" for local leaders

The need for leadership development for locals in international OEMs in China is high!

# THE CHALLENGES OF LOCAL LEADERSHIP DEVELOPMENT ARE HIGHER FOR INTERNATIONAL OEMS.

## General

- How to identify the right candidates (managers vs. leaders) ?
- How to develop/ apply leadership in the job?
- What is the right level of challenge?
- How to measure the leadership impact?
- How to adapt Leadership development programs to the individual learning styles?



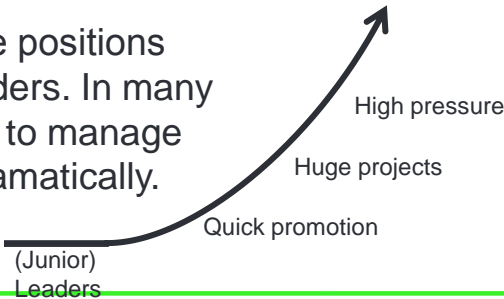
## Specific

- + How much German / Chinese do local leaders at international OEMs need to be?
- + Direct vs. indirect communication?
- + Modesty vs. assertiveness?
- + “Harmony” vs. fighting for the best solution?
- + Strong competition for the best talents & perceived “glass ceiling” at many international OEM

# DO TRADITIONAL/GLOBAL LEADERSHIP DEVELOPMENT PROGRAMS REALLY HELP OVER HERE?

## The traditional way ...

...to fill the lack of leaders is to staff the positions with available local – often junior – leaders. In many cases they are quickly promoted, have to manage huge projects and the pressure rise dramatically.



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Does the traditional way help to address these challenges ?

Key development fields for local talents at international OEM

A leadership style that correlates with the expectations of the Chinese and the German organization

Owning and proactively driving topics and considering the big picture

International collaboration leadership

“Out of the box” leadership

4 key leadership development areas

Personnel leadership

Project leadership

Developing from managing tasks to managing teams

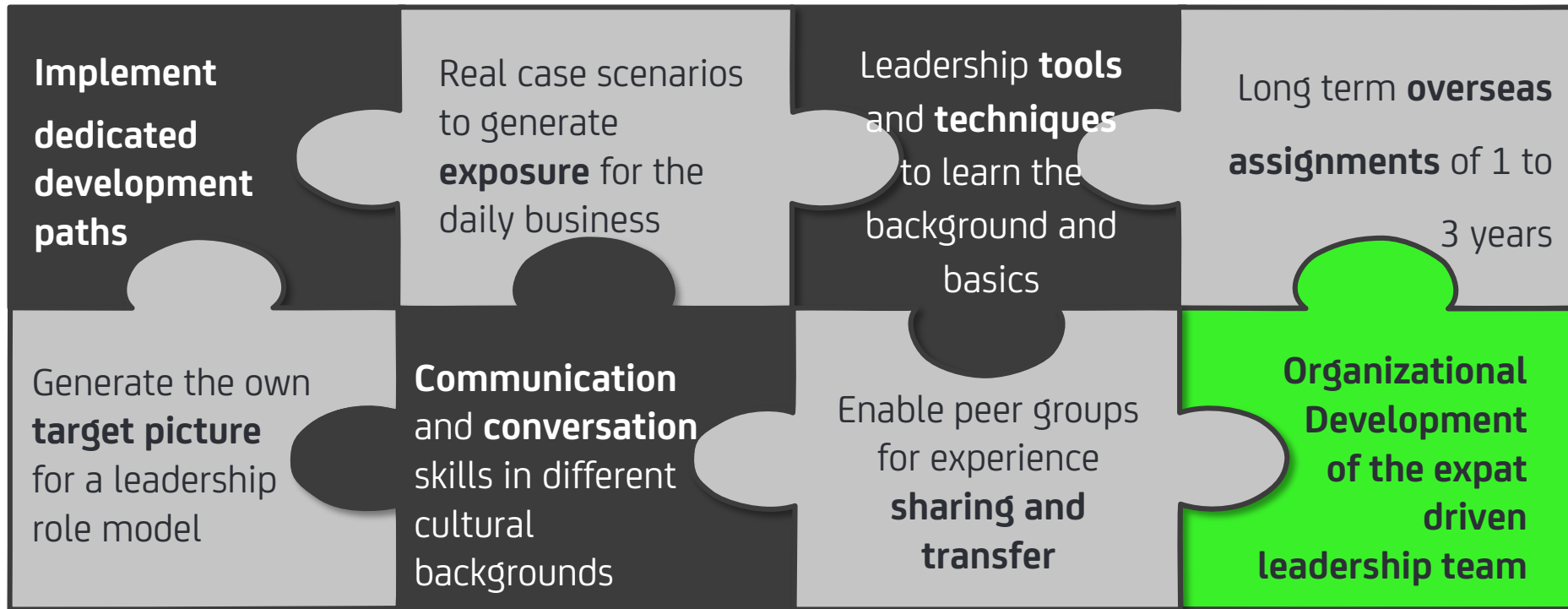
Managing large scale projects in a dynamic environment

# TO DEVELOP LOCAL LEADERS AT AN INTERNATIONAL OEMS, NEW APPROACHES ARE NEEDED

We need something that . . .

- . . . focusses on the **specific** development fields of local leadership
  - . . . provides new **impulses & ideas** for business life
  - . . . brings our leaders in **challenging situations** where they can grow
  - . . . combines trainings and **practical** exposure
  - . . . is **specifically** designed to address the key leadership development fields
  - . . . . helps to **decouple** leadership development from time and “experience”
- **Give confidence and positive exposure to the local talents**

# POSSIBLE ELEMENTS OF A CHINESE LEADERSHIP DEVELOPMENT PROGRAM IN OEMS



# CREATE YOUR WAY AND START NOW!



**Chinese leaders need the chance to create their own leadership style!**



**Provide confidence to local talents!**



**Be fast – in China leadership development has less time as in good old Europe!**



**Global standards might not work here.  
They should be adapted!**





**Questions?  
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