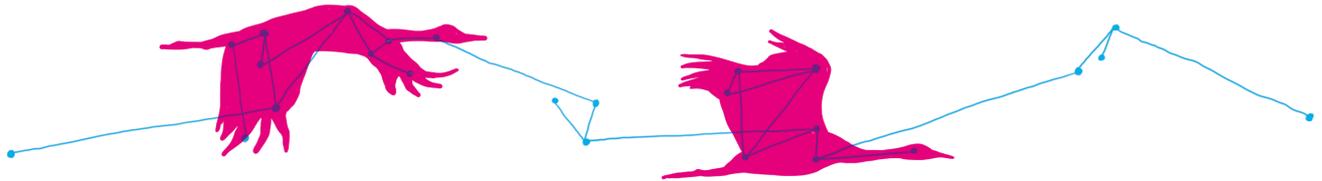


LEAD

MERCATOR
CAPACITY
BUILDING
CENTER FOR
LEADERSHIP
& ADVOCACY

LEAD CHINA LAB 2016



Call for Applications

Developing and sustaining solid partnerships in China: Capacity building for profit, non-profit, and public organizations

The LEAD CHINA LAB 2016 is a cross-sectoral capacity building program enabling specialists and executives to strengthen and further develop their long term cooperation endeavors with China.

It offers both: The necessary China context knowledge as well as relevant cooperation management know how. Furthermore: A space for critical reflection on China challenges while at the same time a constructive approach to create opportunities and shape successful partnerships.

The focus is on collaborations creating societal value. Therein it targets Europeanwide stakeholders across all sectors already active in common purpose projects with China or intending to engage in China cooperation (incl. NGOs and associations, officers and experts in charge of China cooperation in ministries and semi-government agencies, universities, foundations and companies (CSR, HR, government relations professionals and general management).

Dates

CHINA LAB session 1: Nov 24 2016, 9am -5pm
Nov 25 2016, 9am -5pm

Open Lab Day/

CHINA LAB session 2: Jan 26 2017, 9am -5pm
Jan 27 2017, 9am -5pm

CHINA LAB session 3: Mar 23 2017, 9am -5pm
Mar 24 2017, 9am -5pm

Location

Berlin (tba)

New opportunities through new levels of challenges

Over the last decades, China's society witnessed a rapid transformation with unprecedented investment, growth, industrialization, and urbanization. The country is home to a large relatively well-off middle class. At the same time, a number of collaterals came about: acute resource shortages, dramatic pollution levels, rising societal inequalities and strong value shifts.

Values gain relevance in business

Foreign companies are starting to consider China with another lens, one where their business trajectories are heavily intertwined with society challenges. More and more are they adapting a strategic view on society as a whole and not only on the market segment they are operating within. Corporate Social Responsibility is starting to shift to the attention of leadership and seen as a good means to create stronger relationships with government and society alike and root longterm in China. Competition is getting stronger and companies more and more see the need to compete with *values* now.

Action spaces for NGOs change

For foreign civil society organizations the big question mark currently at the horizon is the new NGO-law (effective January 2017): What will be the impact? Will spaces for collaboration shrink? What are appropriate strategies to maintain relationships and continue operating? Who could be new partners? Etc.

Public sector partnerships move to the next level

For governmental actors timely questions to address include, e.g.: How to use a nourishing ground of more than 30 years of bilateral cooperation dialogue and move on to the next level of an even deeper collaboration and of scaled impact? How to shape win-win strategy models that benefit both countries equally? And also: How to maintain trust, respond and keep processes in times of conflict?

The LEAD CHINA LAB is addressing above challenges and perspectives and offers a trusted space for reflection and open dialogue, for developing plans to put ideas into action or finding solutions and strategies to challenges. It offers a combination of context, topic, process, and practical knowledge.

<p>特性 identity identity [n] 名 身份 个性 特性 同一性 In philosophy, identity from Latin <i>identitas</i> [sameness]</p>	<p>cli'mate [n] 名 The weather conditions pre- general or over a long peri- climate 我们又冷又湿的气 development is constrained 农业的发展依存气候</p>	<p>对话 dialogue duìhuà [n] 名 dialogue; from 对(duì) 面(miàn): opposite [n] 名 对话; 会话 来源: 希腊文 dialogos (dia: inter-; logos: speech)</p>	<p>差不多 chà bù duō not much difference Being not a true <i>chengyi</i> Westerners often perce very positive. Perfection</p>
<p>CHINA CONTEXT KNOWLEDGE</p> <p>SOCIETY, POLITICS, ECONOMY, CULTURE & HISTORY</p>	<p>THIRD SECTOR KNOW HOW</p> <p>SOCIAL INNOVATION & ENTREPRENEURSHIP AND NON PROFIT SCENE IN CHINA, IMPACT MODELS</p>	<p>PROCESS KNOWLEDGE</p> <p>MANAGEMENT & COMMUNICATION, CREATIVITY TOOLS, BUSINESS MODELS</p>	<p>PRACTITIONER KNOW HOW & NETWORKS</p> <p>CASE STORIES, PRACTICAL TIPS, CONCRETE CONTACTS</p>

Participating organizations will develop:

- **Knowledge:** Status quo of economic, societal and political development with relevance for European organizations.
- **Reflection in a trusted space:** The CHINA LAB is valued for its trusted space where peer-learners can – beyond their daily project work - jointly share challenges and experiences.
- **Strategies:** based on an evaluation of opportunities, the CHINA LAB offers a constructive approach to shaping successful partnerships despite difficulties.
- **Networks & contacts:** the CHINA LAB offers access to new partners and networks in China, but also in Europe, esp. Germany.
- **Cultural sensitivity:** The CHINA LAB offers an analysis of cultural and contextual factors on cooperation.

Furthermore, participants will get:

- A **handout of current trends** on the bigger picture in China (with key trends of relevance for participating organizations)
- A **concept and a related action plan** to further advance project cases brought by the organization (depending on where participants are in the process the plan is adapted; can take the format of a concept, or an implementation plan, a communication strategy or just an idea sketch)
- An **individual reflection map** (picturing the learning curve, individual take aways, and lessons learned)
- A **recommendation summary for each project** prepared by CHINA LAB lead experts

The Lab – a comprehensive workshop format for co-learning

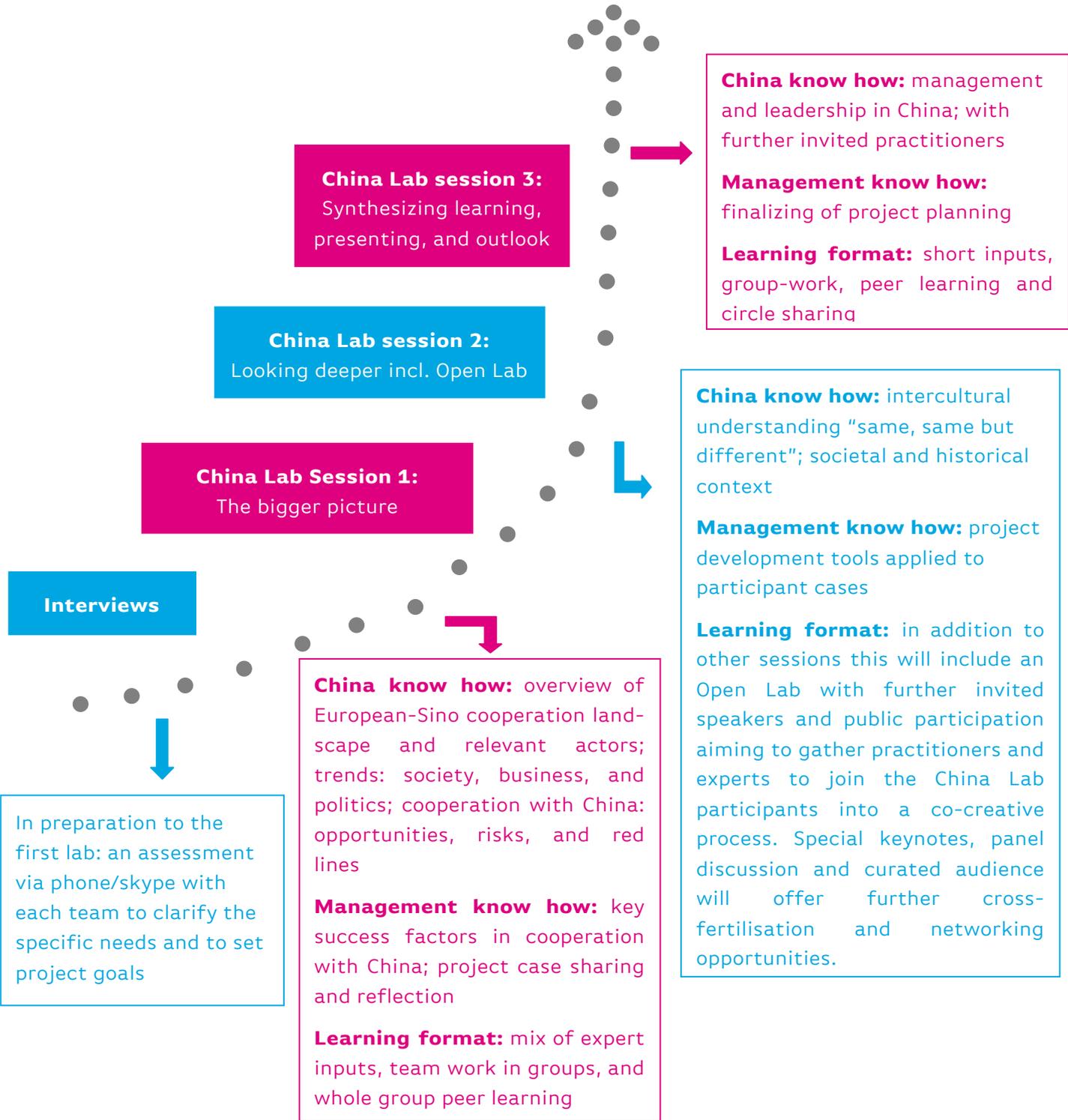
The LEAD CHINA LAB offers participating organizations a safe space for co-learning to integrate cultural awareness and practice into their ongoing work and projects.

During the participation in the Lab each organization will work on its concrete case or develop an idea for collaboration in the first lab session, set goals, and work on the implementation of these goals (prototyping).

A Sino-European tandem of experienced practitioners, facilitators and mentors with long-term cooperation experience provides input and structure, facilitates exchange, and supports the participants through a fully moderated learning process.

The overall program includes the following main steps and content items. The detailed schedule will be aligned to best match the individual requirements of the final participants.

Sessions & Content



In between the CHINA LAB sessions each team will work on their projects guided by questions and 'home work', will get offered further third parties as interview expert partners and potential project contacts, and will benefit from the offer of an individual coaching session.

LEAD especially promotes cross-sectoral learning and development that strives to follow up beyond the duration of the CHINA LAB 2016 to sustain the peer-learning practice between stakeholders.

Leading CHINA LAB Experts and Coaches

The CHINA LAB was jointly conceptualised and designed with CONSTELLATIONS, a consulting agency based in Shanghai and since 2015 also in Berlin. Its founder Katja Hellkoetter together with CONSTELLATIONS partner Dr. Jing Bartz are going to be the lead facilitators and experts to guide participants through the Lab sessions.



Katja Hellkötter is managing director and founder of the private consulting agency CONSTELLATIONS. She gained experience in Sino-European/German cooperation for almost 20 years. Being a strong macro-facilitator, with a good eye for the big picture Katja's strength lies in devising integrated and creative strategies for linking people, potential, and perspectives. Among numerous Sino-German partnership projects in all sectors she also is a co-initiator of the 'More than a Market'-multi-stakeholder initiative for society engagement of German businesses in China. Earlier work experiences include: chief representative of Hamburg in Shanghai; environmental marketing manager, German Industry Shanghai; editor-in-chief 'Europe China Cultural Compass'; China strategy evaluation for the Goethe-Institut and for the BMBF (DLR). She has a background in China and management studies from the University of Applied Science Bremen and Sichuan University. Furthermore she has studied learning theories and practices with "Theory U/ MIT".



Dr. Jing Bartz is a German-Chinese with a distinct intercultural biography. In 1989 she received her BA degree in literary studies at Beijing University; later she worked and studied in Germany and gained her PhD and MBA in Kiel and Leipzig. From 2003 to 2010 she worked as director of the German Book Information Centre of Frankfurt Book Fair in Beijing, from 2010 to 2013 she set up and led Hachette Livre's joint venture with the Chinese publishing and media group Phoenix. After living and working for ten years in Beijing, Jing relocated to Germany, Hamburg. She is now consultant, culture manager and writer. Her strength lies in development and implementation of Sino-Western projects in the cultural sector.



CONSTELLATIONS is an agency based in Shanghai and Berlin, with 20 years of China-Europe experience, together with a multilingual Sino-Foreign team of facilitators, moderators, and advisors that support creating meaningful interactions for better learning, leading and collaborating for sustainable futures.

Further accompanied by experts from MERICS:



Kristin Shi-Kupfer heads MERICS' research on politics, society, and the media. She is an expert on media policy, civil society, and religious policy in China. She previously worked as a research associate at the University of Freiburg's Institute for Sinology. She earned her PhD from Ruhr University Bochum with a thesis on spiritual and religious groups in China after 1978. From 2007 to 2011 she was the China correspondent for Profil (Austrian news magazine), epd (German Protestant Press Agency), and Südwest Presse in Beijing. She also worked as a freelance contributor for other media like ZEIT Online, tageszeitung (taz), and Deutsche Welle in Beijing.

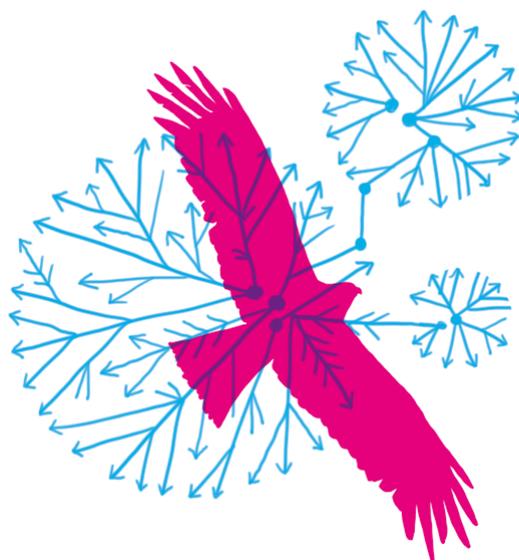


The Mercator Institute for China Studies (MERICS) is a research and analysis institute, or think tank, established in 2013 and based in Berlin. It is an initiative of Stiftung Mercator. MERICS has grown into one of the largest international think tanks for policy-oriented research into and knowledge of contemporary China.

The LEAD CHINA LAB is supported by:



Stiftung Mercator is a private and independent foundation. Through its work it strives for a society characterized by openness to the world, solidarity, and equal opportunities. In this context it concentrates on strengthening Europe; increasing the educational success of disadvantaged children and young people, especially those of migrant origin; driving forward climate change mitigation and promoting science and the humanities.



How to participate and apply for a scholarship

The Lab is limited to a maximum of 8 organizations, selected for a diverse background (private, public, non-profit). If applying, we will ask direct competitors for their approval before allowing participation to both.

The costs amount to EUR 7,900 € per participating organization. Small non-profits and as well as public organizations can apply for a partial scholarship. Full scholarships are granted only in exceptional circumstances.

As a participating organization, you need to commit to the following:

- Have a strong commitment from your organization's leadership to strengthen your current China collaboration project or set up one. Either you come with a very concrete project/challenge you want to work on in the lab or you are at the very beginning and have a clear intention to work with China.
- Nominate 1-3 participants for the entire lab. This should include one senior/top manager as a project sponsor (at least available for an assessment interview) and the relevant project manager working on implementation.
- Apply for participation by providing a brief outline of why your organization wants to participate, and what you hope to gain from it.
- Pay a full participation fee of EUR 7,900 or apply for a partial scholarship (for small non-profit or public organizations).

For application details and information on scholarships please go to the registration website:

<https://centerforleadershipandadvocacy.wufoo.com/forms/q13o8t8h0b2ac7j/>

For questions concerning the CHINA LAB please contact:



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LEAD is a social business with non-profit status located in the heart of Berlin. We support leaders from the non-profit, business, academic and political sectors in assuming leadership for the public good. At LEAD we believe a new leadership paradigm is needed. Future Leaders need to go beyond the mere interests of their organization or their individual career. They need to build bridges, empower others, think long-term and care for the public good and society. Only then can we successfully tackle the major challenges of our time. To build a network of such committed leaders LEAD works in three areas: academy (curriculum), research, consulting.