

CEO 的关键职责： 领导、管理与 4R 管理模型

面向企业决策者与高层管理者的高管课程

Job of the CEO: Leadership, Management and the 4 Rights™ Model
An Executive program for Enterprise Decision-Makers and Senior Leaders

课程详情

PROGRAM DETAILS

师资 FACULTY	日期/时间 DATE/TIME	费用 [*] FEE	地点 VENUE
张冬贵 (Teo Tong Kooi)	2026 年 8 月 26 日 上午9:00 - 下午5:00 26 August 2026 9.00AM - 5.00PM	RM2,750 USD688	亚洲商学院 Asia School of Business

备注: *

- 费用不包含销售及服务费 (8%)
- 费用不包含外地/海外学员在ASB住宿中心的住宿费用, 如有需要, 可根据学员需要另行安排并收取额外费用。
- 美元定价仅为参考价格。所有费用均以马来西亚林吉特 (RM) 计费。美元金额仅作参考之用, 实际费用会根据付款时的汇率有所不同。

Note: *

- Excludes Sales & Service Tax (8%)
- Fee excludes accommodation at ASB Residential for outstation/ overseas participants but can be arranged at additional cost.
- USD Pricing is indicative pricing. All fees are invoiced in Malaysian Ringgit (RM). USD amounts are shown for reference only and will vary based on the prevailing exchange rate at the time of payment.

课程概览

在当今充满波动与竞争的商业环境中，企业常见两种失衡：一类组织管理体系完善，却缺乏真正能够引领方向、推动变革的领导力；另一类组织拥有强势领导，却在执行纪律与组织协同方面存在短板。无论哪一种，最终都可能制约企业绩效与持续增长。

本课程围绕企业经营中的核心命题展开：领导力与管理究竟有何不同，高层管理者又应如何同时驾驭这两项关键能力。课程结合三十余年横跨金融服务、制造业、房地产开发及企业顾问领域的高层管理实战经验，帮助学员从企业全局视角重新理解 CEO 与高层团队的真实职责。

课程将系统介绍由拿督张冬贵博士提出的 4R 管理模型，聚焦企业领导者如何围绕“合适的人才、合适的产品、合适的成本、合适的回报”实现战略对齐与经营平衡，构建推动可持续发展的管理框架。

课程亦将引入“双元领导力”理念，帮助学员理解如何在提升运营绩效的同时，推动战略升级、组织创新与业务转型。通过框架讲授、真实案例与课堂互动，学员可获得可直接应用于企业实践的领导洞察与行动方法。

学习成果

在课程结束时，参与者将学会：

- 清晰区分企业层面的领导力与管理职能
- 深入理解 CEO 及高级管理团队的核心职责
- 运用 4R 管理模型评估企业经营表现与战略协同
- 围绕人才、产品、成本与回报实现更有效的经营对齐
- 打造高绩效领导团队，并塑造绩效导向的组织文化
- 运用“双元领导力”在执行效率与创新转型之间实现平衡

适合参与人群

- 董事会成员
- CEO、董事总经理、总裁等企业一把手
- COO、CFO、CIO、CHRO 等 C-suite 高层管理者
- 事业部负责人及高级副总裁
- 带领企业成长中的创业者与企业负责人
- 正在为 C-suite 角色做准备的核心高潜管理者

课程大纲

模块一 领导力与管理的真正区别

- 为什么领导力与管理都是企业成功不可或缺的关键能力
- 领导力与管理在角色、目标与实践层面的根本差异
- 从职能经理人走向企业领导者的关键跃迁
- 反思练习：识别个人在领导与管理上的风格特征

收获：帮助学员建立清晰的领导与管理认知框架，并更准确识别自身的领导取向。

模块二 4R 管理模型：CEO 的实用经营框架

- 合适的人才：构建匹配战略的组织架构、领导团队与人才梯队
- 合适的产品：确保产品具备市场相关性、客户价值与运营支撑
- 合适的成本：强化财务纪律、成本控制与资本效率
- 合适的回报：实现可持续的股东价值与长期盈利能力

收获：帮助学员掌握识别组织短板的方法，并围绕四大支柱实现增长与经营协同。

模块三 CEO 的真实职责

- 设定组织愿景与战略方向
- CEO 作为首席人才官的关键角色
- 高层领导团队的组建、发展与协同
- 打造以绩效为导向的组织文化
- 推动组织系统与治理机制的有效对齐
- 多行业企业转型案例研讨

收获：帮助学员理解高层领导者必须亲自承担的关键职责，以及应聚焦的领导时间与精力。

模块四 双元领导力与企业转型

- 为何单一领导风格已难以应对今天的复杂经营挑战
- 开发式与探索式领导的平衡逻辑
- 如何在提升运营效率的同时推动战略更新
- 扭亏、转型与高增长情境下的领导挑战
- 形成适合自身的领导哲学

收获：帮助学员获得兼顾短期绩效与长期转型的整合型领导框架。

关于师资



拿督张冬贵博士是一位拥有超过30年跨行业经验的杰出资深高管，其职业生涯横跨金融、制造、房地产及投资管理等多个领域，业务版图遍及中国及东南亚。作为罕见的跨行业领导者，他精通普通话、英语及多种方言，擅长将全球化的战略视野与实操执行力相结合，尤其在推动企业跨境转型、大规模并购及投后整合方面拥有卓越成就。拿督张冬贵博士致力于将数十年的跨国企业实战经验转化为系统性的高管教育理论，这种“从实战中来，到教学中去”的独特路径，使他成为连接商业巨擘与学术殿堂的稀缺桥梁，持续引领着亚洲高管教育的实践导向转型。

拿督张冬贵博士在亚洲最具影响力的企业集团之一——丰隆集团（Hong Leong Group）任职超过二十年高管职位；曾担任新加坡丰隆亚洲首席执行官，掌管市值39亿美元、员工逾2万人的综合企业分布在马来西亚、新加坡、中国、印尼和越南。并成功主导了旗下水泥企业及多家跨国业务的业绩扭亏为盈与战略扩张。他曾担任马来西亚丰隆银行首席运营官，深度驱动了银行的运营效率提升与企业贷款战略发展。拿督张冬贵博士曾担任国浩投资（中国）有限公司董事总经理及国浩房地产（中国）集团董事总经理。他负责管理北京、上海、南京等核心城市总资产超过200亿元人民币的房地产开发与投资项，并主导了受法律限制的复杂资产重组及在华投资组合监督。他在职业早期曾任德意志银行（马来西亚）企业银行部主管，为跨国公司提供融资与投行服务；2018至2024年间，他领导DPS企业咨询（北京），为企业客户提供重组及投后管理咨询。

学术及教学职务

拿督张冬贵博士目前在亚洲多所知名学府担任教职，致力于培养新一代企业领导者：

- * 马来西亚亚洲商学院（ASB）：中文高管教育项目总监
- * 北京大学(PKU)及中欧国际工商学院（CEIBS）：客座讲师
- * 马来西亚泰莱大学（Taylor's University）：客座教授及越南英国大学（BUV）：特聘客座教授

荣誉与背景

拿督张冬贵博士曾荣获“CNBC亚洲商业领袖奖”入围及“大中华区十大经济英才”等多项国际荣誉。他拥有美国金门大学理学学士学位以及工商管理硕士学位，纽约福特汉姆大学与北京大学联合颁发的管理及金融专业博士学位，并完成了斯坦福大学商学院的高管教育课程。其博士论文研究方向——双元领导力（Ambidextrous Leadership），现已成为他为亚洲各地企业家及高级领导者授课的核心理论体系。

Program Overview

In today's volatile and highly competitive business environment, organizations often face one of two imbalances: they are either well managed but poorly led, or strongly led but weak in execution discipline and organizational alignment. Both conditions can ultimately constrain performance and long-term growth.

This program examines one of the most fundamental questions in enterprise leadership: what is the distinction between leadership and management, and how must senior executives master both to lead modern organizations effectively? Drawing on more than three decades of senior executive experience across financial services, manufacturing, property development and corporate advisory, the program helps participants rethink the real work of the CEO and the senior leadership team.

A central feature of the program is The 4 Rights™ Management Model, developed by Dato' Dr. Teo Tong Kooi. The framework explores how leaders align the right people, right products, right cost and right return to create strategic coherence, operational discipline and sustainable growth.

The program also introduces Ambidextrous Leadership, helping participants understand how to drive operational excellence while leading strategic renewal, innovation and business transformation. Through practical frameworks, real transformation cases and interactive discussion, participants will gain insights they can apply immediately within their organizations.

Learning Outcomes

- Clearly distinguish leadership and management at the enterprise level
- Understand the core responsibilities of the CEO and senior leadership team
- Apply The 4 Rights™ Model to assess organizational performance and strategic alignment
- Align people, products, cost structure and return expectations for sustainable growth
- Build high-performing leadership teams and institutionalise a performance-driven culture
- Apply Ambidextrous Leadership to balance operational execution with innovation and transformation

Who Will Benefit?

- Board members
- CEOs, Managing Directors and Presidents
- C-suite executives including COOs, CFOs, CIOs and CHROs
- Business unit heads and senior vice presidents
- Entrepreneurs leading growing enterprises
- Senior executives preparing for C-suite leadership roles

Program Agenda

Module 1: Leadership vs Management: The CEO Mindset

- Why both leadership and management are critical for business success
- The fundamental differences between leadership and management
- The evolution from functional manager to enterprise leader
- Reflection exercise: personal leadership and management profile

Outcome: Participants gain a clear mental model of leadership and management and greater awareness of their own leadership orientation.

Module 2: The 4 Rights™ Model: A Practical Framework for CEOs

- Right People: building the right organizational structure, leadership team and talent pipeline
- Right Products: ensuring product relevance, customer value and operational excellence
- Right Cost: maintaining financial discipline, cost control and capital efficiency
- Right Return: delivering sustainable shareholder value and long-term profitability

Outcome: Participants learn how to diagnose organizational gaps and align the four pillars for sustainable growth.

Module 3: The Real Job of the CEO

- Setting organizational vision and strategic direction
- The CEO as Chief Talent Officer
- Building and developing senior leadership teams
- Creating a performance-driven culture
- Aligning organizational systems and governance
- Case discussions from real corporate transformations across multiple industries

Outcome: Participants understand what senior leaders must personally own and where they should focus their time and leadership energy.

Module 4: Ambidextrous Leadership and Business Transformation

- Why single-style leadership is no longer sufficient
- Balancing exploitation and exploration leadership
- Leading operational excellence while driving strategic renewal
- Leadership in turnaround and high-growth situations
- Developing a personal leadership philosophy

Outcome: Participants acquire an integrated leadership model and practical blueprint for sustainable transformation.

Faculty



Dato' Dr. Teo Tong Kooi is a distinguished senior executive with over 30 years of cross-industry experience spanning financial services, manufacturing, real estate, and investment management, with a strong professional footprint across China and Southeast Asia. As a rare multi-sector leader fluent in both Mandarin and English, he is recognised for integrating global strategic vision with hands-on operational execution. He has achieved exceptional success in driving cross-border corporate transformations, large-scale mergers and acquisitions, post-merger integrations, and business turnarounds.

Dato' Dr. Teo spent more than 20 years with the Hong Leong Group, one of Asia's most influential conglomerates. As Chief Executive Officer of Hong Leong Asia, he managed diversified businesses across Malaysia, Singapore, China, Indonesia, and Vietnam, with a combined market capitalisation of approximately US\$3.9 billion and a workforce of over 22,000 employees.

During his tenure, he successfully led the turnaround and strategic expansion of the Group's cement operations and multiple multinational businesses. He also served as Chief Operating Officer of Hong Leong Bank, where he drove significant improvements in operational efficiency, corporate banking performance, and strategic business development.

Dato' Dr. Teo subsequently served as Managing Director of Guoco Investment (China) and Managing Director of GuocoLand (China). In these roles, he oversaw real estate development and investment projects with total assets exceeding RMB20 billion across major Tier-1 Chinese cities, including Beijing, Shanghai, and Nanjing. He also managed complex legal asset restructurings, investment portfolios, and large-scale strategic recovery initiatives in China.

Earlier in his career, he was Head of Corporate Banking at Deutsche Bank, where he provided corporate finance and investment banking services to multinational corporations and publicly listed companies. From 2018 to 2024, Dato' Dr. Teo served as Chief Executive Officer of DPS Corporate Advisory, providing restructuring, post-investment management, and strategic advisory services to enterprises across China and Southeast Asia. Dato' Dr. Teo currently serves as an Independent Non-Executive Director and advisor to several public-listed and private corporations across the region.

Academic & Teaching Appointments

Dato' Dr. Teo holds academic and executive education appointments at several renowned Asian institutions, where he is dedicated to developing the next generation of corporate leaders and entrepreneurs:

- * Asia School of Business - Director, Mandarin Executive Education Programs
- * Peking University - Adjunct Professor
- * China Europe International Business School - Adjunct Professor
- * Taylor's University - Adjunct Professor
- * British University Vietnam - Distinguished Visiting Professor

Honors & Educational Background

Dato' Dr. Teo has received numerous international recognitions, including being a finalist in the CNBC Asia Business Leaders Awards and being named one of the "Top Ten Economic Talents of Greater China."

His academic and professional qualifications include:

- * Bachelor of Science (B.Sc.), Golden Gate University
- * Master of Business Administration (MBA), Golden Gate University
- * Doctor of Professional Studies (Management & Finance), jointly awarded by Fordham University and Peking University
- * Executive Education Program, Stanford Graduate School of Business

His doctoral research on Ambidextrous Leadership - the ability to balance operational efficiency with transformative innovation - forms the core theoretical foundation of his executive education curriculum designed for entrepreneurs, senior executives, and C-suite leaders across Asia.



Asia School of Business (DU046(W))

Iclif Executive Education Center

ASB Academic, No 11, Jalan Dato' Onn, 50480 Kuala Lumpur

Email: meep@asb.edu.my

exec.asb.edu.my



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