M | MICHIGAN ROSS
Executive Education

PROGRAM DATES
Oct. 19-21, 2015 // April 25-27, 2016

LOCATION
Ann Arbor, Michigan

FEE // $5,900
Includes:
- Tuition
- Living accommodations
- Instructional materials
- Post-program executive coaching session
- All breakfasts, lunches, and coffee/snack breaks
- Selected dinners

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leadingteams

FOR QUESTIONS
734-763-1000
rossexeced@umich.edu

LEADERSHIP

LEADING HIGH-PERFORMING TEAMS

Are your teams achieving their full potential?

Unleash the power of your most talented teams — globally, locally, or virtually. Learn best practices to motivate and enable your teams to achieve sustainable high performance with fewer resources.

You'll explore key things you can do in the critical roles you play as a team leader: Visionary, designer, coach, coalition builder, and ambassador. As you interact with faculty experts and program participants, you'll learn which behaviors do and don't lead to high-performing teams. You'll analyze the common pitfalls many talented leaders make and explore techniques for leading teams regardless of functional area, organizational level, geography, or industry. You'll emerge with a roadmap to take your teams' performance to the next level, a deeper understanding of your personal team leadership strengths and weaknesses, and insight into the special needs of diverse, global, and virtual teams.

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TAKEAWAYS AND TOOLS

- Step-by-step plans to implement best practices for creating work contexts that maximize results

- Tools to diagnose and improve the strengths and weaknesses of your team(s)

- Coaching strategies to cultivate both the individual team member and the team as a whole

- Techniques for avoiding common dysfunctional team dynamics

- You'll develop a personalized action plan to implement with your team(s) immediately upon return to your organization.

- A private, follow-up coaching session within three months of the program will help propel your success.

PROGRAM HIGHLIGHTS

- The highly engaging and interactive nature throughout the program fosters your skills and your networking with high-level peers.

- Simulations exploring real-world examples of best and worst team leadership practices give you new tools for maximizing team performance.

- Leadership self-assessments and diagnostics for evaluating team performance help you reflect on your effectiveness.

WHO SHOULD ATTEND?

- Mid-level managers whose success depends on leading teams, including global and virtual teams

- Mid-level managers whose teams interact across different parts of the organization

Paula Caproni // Director
Lecturer of Management
and Organizations

Caproni has almost 20 years' experience teaching Michigan Ross Executive Education. She has coached more than 500 executives to improve their leadership and has worked with organizations in more than 10 countries. Her book, *Management Skills for Everyday Life: The Practical Coach*, is in its third edition.

Jeffrey Sanchez-Burks
Associate Professor of Management and Organizations

Sanchez-Burks is a leading expert in cross-cultural competence in global business. His research, teaching, and consulting has been featured in *Harvard Business Review*, *The New York Times*, and National Public Radio, as well as scholarly journals, including *Organization Science*, the *Journal of Applied Psychology*, and *Negotiation and Conflict Management Research*.

Visit our website for more information:
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PROGRAM IN FOCUS IN THIS PROGRAM, YOU'LL EXPLORE:

Implementing the Team Leadership Framework
- Common myths about team leadership and why they don't work
- The team leadership framework and why it leads to better results
- Tools for implementing the framework with your own teams

Understanding your Team Leadership Style, Strengths, and Weaknesses
- Assessing your team leadership style and the impact on your teams' performance
- Assessing your emotional intelligence and the impact on your teams' performance

Diagnosing Your Teams' Effectiveness
- What is the collective intelligence of your teams and why is it a competitive advantage?
- Team effectiveness assessment
- Dysfunctional processes in teams and how to avoid them

Developing Strategies for Coaching Your Team
- Which coaching strategies work best (and which strategies are unlikely to work)?
- When should you actively coach your teams and when should you stay out of their way?

Becoming an Effective Decision Manager
- Why is it more important to be a decision manager than a decision maker?
- 10 steps for effective decisions

Creating Externally-Connected Teams
- Why externally connected teams get better results
- Why team leaders who connect their teams are more successful (e.g., promotions, salaries)
- Strategies for connecting your teams externally
- Assessing your teams' networks
- Strategies for building your teams' external influence

Meeting the Needs of Diverse and Virtual Teams
- Strategies for unlocking the potential of diverse teams
- Strategies for effectively leading virtual teams

Implementing Your Team Strategy
- Developing your action plan for leading your teams
- Follow-up coaching three months after the session to assess your progress

MICHIGAN ROSS EXECUTIVE EDUCATION

Michigan Ross Open Enrollment programs deliver the latest research and teaching in practical terms. Executives across the globe work with Ross to develop new skills, new ways of thinking, and practical solutions for today's dynamic economy. The University of Michigan has 100 graduate programs ranked in the top 10 in the U.S.

MICHIGAN ROSS:

Top Ten Global Provider

– FINANCIAL TIMES

#2 in Leadership Development

– LEADERSHIP EXCELLENCE

#3 in Management

– US NEWS AND WORLD REPORT

Learn more about The Michigan Ross Experience
www.execed.bus.umich.edu/DuringYourStay/Default.aspx

LEADING HIGH-PERFORMING TEAMS
Program Outline

Dynamic, interactive learning both in and out of the classroom
Sessions include lectures with Ross' top-ranked faculty coupled with:
• Simulations
• Group activities
• Development of personalized action plans
• Social events
• Cross-industry and cross-functional networking and collaboration

	DAY ONE	DAY TWO	DAY THREE
A.M.	**Building Your Team's Collective Intelligence** How team leaders inspire extraordinary performance Understanding your leadership style, strengths, and weaknesses	**The Team Leader as Decision Manager** Why smart teams make dumb decisions How to make smart decisions **The Team Leader as Coach** Developing your team Understanding your teaching/learning style Delegating for continuous improvement	**The Team Leader as Ambassador** Leading through boundary spanning Diagnosing your team's network Building your team's influence
	Lunch		
P.M.	**The Team Leader as Visionary** Crafting messages that stick **The Team Leader as Designer** Designing tasks for teams	**Team Leader as Coalition Builder** Aligning stakeholders toward common goals Resolving disputes within and across groups Building your team's cultural competence	**The Virtual Team Leader** Unlocking the potential of your virtual team **Action Planning** Creating your action plan **Preparing for follow-up coaching**
Evening	**Group Dinner** **Assignment:** Learning Style Assessment	**Free Time for Dinner** **Assignment:** Firo B Assessment	