



LEADERSHIP

PROGRAM DATES

Nov. 9-13, 2015 // June 6-10, 2016

LOCATION

Ann Arbor, Michigan

FEE // \$9,700

Includes:

- Tuition
- Living accommodations
- Instructional materials
- In-program and post-program coaching
- All breakfasts, lunches, and coffee/snack breaks
- Selected dinners

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FOR QUESTIONS

734-763-1000
rossexeced@umich.edu

MANAGEMENT OF MANAGERS

Do you have the tools you need to take your organization to the next level?

As an accomplished leader, you have earned your position. But do you have the tools you need to take your teams and your organization to the next level? Learn the techniques and approaches to make decisions in complex situations, manage across units, and bring out the best in your leadership team.

You'll explore the critical components of effective management and leadership. Tools for cultivating and leveraging individual and organizational capabilities will be emphasized. You'll emerge with new frameworks to manage individuals, teams, and processes, and create a culture of high performance. You'll also gain best practices to measure performance, integrate divergent values, and capitalize on creativity and talent.

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LEADERSHIP

TAKEAWAYS AND TOOLS

- Tools to leverage your leadership strengths to advance your organization's culture and strategy, individual effectiveness, and business outcomes
- An understanding of how the best leaders capitalize on diverse perspectives, behaviors, and practices
- Techniques to communicate effectively across functions, geography, and cultures
- A step-by-step plan to immediately implement learnings in your organization
- Post-program coaching, included in the fee
- Peer-to-peer phone sessions following the program, to maintain your new network of peers and continue to improve in applying concepts

PROGRAM HIGHLIGHTS

- You will learn to apply the Competing Values Framework, a world-renowned conceptual tool for cultivating and benefiting from individual and organizational capabilities.
- The University of Michigan-developed Leadership Competencies Survey, a 360-degree assessment taken prior to the program, and self-assessments during the program form the basis of the personalized action plan you develop during the course.
- In-program coaching enables you to customize learning to your unique needs.
- In group-based exercises, you'll apply class concepts to your own scenarios and receive feedback from faculty and peer executives.

WHO SHOULD ATTEND?

- Mid- to senior-level managers who supervise other managers
- Managers who want to expand their leadership role and add value to their organization

Visit our website for more information:
www.execed.umich.edu



Kim Cameron // Director

William Russell Kelly Professor
of Management and Organizations

Dr. Cameron is a renowned pioneer in the field of positive organizational scholarship, demonstrating the business value that can be realized through positive approaches to leadership. He has taught more than 6,000 executives at Michigan Ross and helped organizations large and small — including Philips, General Motors, international governments, and more — realize the impact of effective leadership.

Horst Abraham

President and Managing Partner,
Paragon Group

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PROGRAM IN FOCUS IN THIS PROGRAM, YOU'LL EXPLORE IN DETAIL:

Your Leadership Approach

- How others perceive you
- Others' leadership styles (and how to incorporate them for organizational success)

Managing Organizational Process and Administration (Control)

- Managing coordination
- Managing the control system, including acculturation, cost, and quality

Winning in a Competitive Environment through Goals and Performance (Compete)

- Managing competitiveness
- Energizing employees through goals and performance
- Managing customer service

Managing Creativity and Vision (Create)

- Managing the future
- Managing innovation, including growth and creativity

Managing Values and Empowering Individuals and Teams (Collaborate)

- Managing teams
- Managing interpersonal relationships, including developing others
- Organizational values
- Communication and knowledge creation

Action Planning and Synthesis

- Identifying key organizational and managerial strengths
- Developing and implementing plans for application on the job

M | MICHIGAN ROSS

Executive Education

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



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The Michigan Ross Experience**

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LEADERSHIP

MANAGEMENT OF MANAGERS

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	DAY FOUR	DAY FIVE
A.M.	INTRODUCTION Core Competencies of Managers of Managers An Introduction to the Competing Values Framework Personal Leadership Competency Profiles	HIERARCHY/CONTROL <i>Leading through Organization and Process</i> Efficiency and Process Improvement	ADHOCRACY/CREATE <i>Leading Through Creativity and Vision</i> CREATIVITY The Core of Core Competencies Attributes of Creative Leadership	CLAN/COLLABORATE <i>Leading Through Values and Communication</i> VALUES Living by our Values – a Constant Challenge Why Leaders Can't Lead Adaptive Leadership	SYNTHESIS AND APPLICATION Coaching Presentations Review and Action Planning Improving Personal Excellence Preparation for the Future Certificate Presentation Program Close
	Lunch				
P.M.	ORGANIZATION CULTURE Understanding Current Culture Understanding Required Culture Creating the Leadership Agenda Knowing to Doing	MARKET/COMPETE <i>Leading through Performance and Goals</i> PERFORMANCE Individual Value Proposition Organization Value Proposition/ Strategic Positioning Knowing to Doing	VISION Leadership in Times of Ambiguity and Uncertainty Gaining Acceptance: Identifying Stakeholders and Actions Knowing to Doing	FIERCE CONVERSATIONS Confrontation - and Living to Talk About It Leadership and Energy Empowerment Knowing to Doing	
Evening	Group Dinner and Evening Session	One-on-One Consultations Free time for Dinner Group Work & Discussion	One-on-One Consultations Free time for Dinner Group Work & Discussion	Closing Group Dinner Off-Site	

NOTE: This is a sample schedule. For questions // +1 734-763-1000 // rossexeced@umich.edu