



LEADERSHIP

PROGRAM DATES

Dec. 6-11, 2015 // June 12-17 2016

LOCATION

Ann Arbor, Michigan

FEE // \$9,950

Includes:

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

RESERVE YOUR PLACE

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LEARN MORE

[www.execed.bus.umich.edu/
positiveleadership](http://www.execed.bus.umich.edu/positiveleadership)

FOR QUESTIONS

734-763-1000
rossexeced@umich.edu

POSITIVE LEADERSHIP

Increase Profitability, Customer Satisfaction, and Employee Retention

Top-performing companies have certain ingredients of success in common: Positive leadership is one of them.

Research proves that positive approaches to leadership deliver significantly better business results than common, old-fashioned methods that target weakness and deficit. In this five-day program, you'll gain cutting-edge tools to invigorate your leadership style by focusing on what works. You'll learn techniques to leverage your unique leadership strengths and stimulate performance gains in others. You'll come away with powerful tools to increase employee engagement, transform your organization's culture, drive innovation and change, and improve your bottom line.

The faculty of this program all belong to the Center for Positive Organizations, which won the the Academy of Management's 2012 Research Center Impact Award from for translating knowledge into practice.

POSITIVE LEADERSHIP

LEADERSHIP

TAKEAWAYS AND TOOLS

- Tools for influencing and navigating change
- Tools and techniques to unlock the highest potential within oneself and others
- Methods to develop high-impact relationships and a results-oriented work environment
- A capacity to stimulate exceptional individual and organizational growth
- A step-by-step plan to take on a leadership challenge in your organization and realize change immediately upon return to work
- Tools and a framework for doing the personal work needed to lead change in self and others

PROGRAM HIGHLIGHTS

- Through examining your leadership style and completing case analyses and team exercises, you'll harness tools used by leaders across the globe to yield top results.
- A case study comes to life through a corporate visit.
- Engagement during and after class with faculty and peer executives who share your commitment to positive leadership will invigorate your approach to your work and provide insight from across industries.

WHO SHOULD ATTEND?

- Senior leaders seeking to develop creative, committed, and constructive teams
- HR/Management teams addressing organizational opportunities and challenges
- Executives who are leading change or going through a career transformation

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



Kim Cameron // Co-Director
William Russell Kelly Professor
of Management and Organizations

Dr. Cameron is a renowned pioneer in the field of positive organizational scholarship. 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.



Robert Quinn // Co-Director
Margaret Elliott Tracy Collegiate
Professor in Business Administration;
Professor of Management
and Organizations

Dr. Quinn, also a pioneer in the field of positive organizational scholarship, is particularly known for his development of the competing values framework, recognized as one of the most important models in the history of business. He has worked with executives throughout the globe from the Fortune 100 to mid-size and emerging companies to achieve transformational leadership and change.

Faculty continued on next page..

POSITIVE LEADERSHIP

LEADERSHIP

PROGRAM IN FOCUS

In this program, you'll engage in an exciting, introspective, and intense opportunity to reflect on yourself and your organization. You'll explore in detail:

The Positive Leadership Framework

- Introduction to the POS framework and the case for implementation
- Application of the framework to personal and organizational life

Enabling Spectacular Performance and an Exceptional Culture

- Tools and techniques to motivate employees
- Setting the stage for implementation to excel

Deep Change

- Understanding the power of emotions and managing them in the work environment
- Clarifying values and purpose
- Having the courage to navigate through change initiatives

High-Quality Connections and Energy Networks

- Understanding the necessity for high-quality connections
- Learning how to create the connections you need to influence the future
- Understanding and implementing the power of reciprocity

Reflected Best Self Exercise

- Customized feedback on your strengths and strength profile
- Creating a picture of you at your best
- Increasing utilization of your best self

Creating The Positive Organization

- Learn what positively deviant companies consistently do to create high levels of individual thriving and organizational success
- Understand how the leaders behaved to create a positive organization
- Begin to formulate ideas for how you can impact your part of the organization in a similar way

Thriving at Work at the Individual and Organizational Levels

- Use of crisis situations as opportunities for resilience and learning
- Strategies to respond to difficult situations
- Evaluating the present to create an alternative future

Planning and Positioning for Excellence

- Planning for the implementation of POS tools and techniques
- Building on the past
- Implementing Everest goals

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Executive Education

Wayne E. Baker

Robert P. Thome Professor of Management and Organizations; Chair of Management and Organizations

Jane Dutton

Robert L. Kahn, Distinguished University Professor of Business Administration and Psychology

Shawn Quinn

Consultant, Lift Consulting

Gretchen Spreitzer

Keith E. and Valerie J. Alessi Professor of Business Administration; Professor of Management and Organizations

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.

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**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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POSITIVE LEADERSHIP

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	DAY SIX
A.M.		Welcome & Debrief of Pre-work Introduction to POS Action Learning Activity	Positive Leadership Tools Action Learning Activity	The Positive Organization Power of High Quality Connections	Fundamental State of Leadership Positive Leadership Game	Personal Case Projects Bringing it all Together <ul style="list-style-type: none"> • Values • Best Self Strength • Change- Reciprocity • Connections • Life Purpose
Lunch						
P.M.	Welcome and Introduction to Course Getting to Know Each Other Activity	Energy Networks Reciprocity Exercise	Thriving Lifeline Exercise	Power of High Quality Connections (cont'd) Reflected Best Self Feedback Exercise Introduce Life Purpose Reflection	Personal Case Projects Feedback Reflection	Action Planning Graduation Program Close
Evening	Dinner Personal Case Project Introduction	Dinner and speaker	Finalize Personal Cases	Life Purpose Assignment	Pre-Graduation Dinner	