

2022

EXECUTIVE EDUCATION PROGRAMS

Building a Better World through Business



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MICHIGAN ROSS EXECUTIVE EDUCATION

Michigan Ross is committed to building a better world through business. The future success of your business begins with your investment in human capital development today. We offer leaders like you the opportunity to impact every member of your organization. No matter whether you are trying to impact a single leader, an entire department, or adopt a new culture throughout your entire organization, we have the expertise, experience and drive to help you get there. Through the most powerful ideas in business today, our purpose-driven leadership approach, and an intense focus on impact, we enhance leaders' ability to transform individuals, organizations, and society.

POWERFUL IDEAS

Michigan Ross faculty shape the most important conversations in business and society by conducting groundbreaking research and turning theory into action. Ross Executive Education provides you with direct access to these thought leaders and powerful ideas. Ross faculty translate their research to meaningful business practices and action-based learning experiences. Contribute to these important conversations and return to your organization with powerful ideas you can use immediately to create lasting value.

PURPOSE-DRIVEN LEADERS

Purpose-driven leaders are contagiously inspirational. While all good leaders strive to achieve financial success, a purpose-driven leader is one who also demonstrates the qualities that inspire and earn respect from everyone they encounter. Our programs are infused with opportunities to help you discover your purpose and provide practical techniques to design, lead, and influence the changes needed in the culture of an organization. Become a more deeply inspiring and purpose-driven leader with Michigan Ross Executive Education.

POSITIVE IMPACT

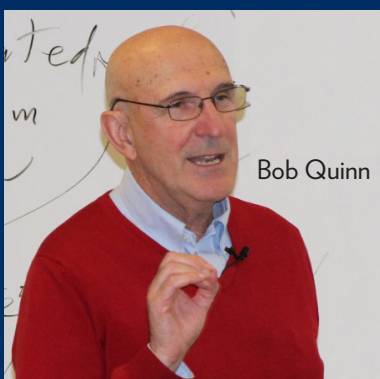
Since 2015, the impact of Executive Education on global enterprise is evident in numbers. Through open enrollment and custom programs, an increasing number of participants from leading companies, non-profits, and government organizations around the world have expanded their professional skills. Michigan Ross has served over 20,000 participants in our Executive Education programs with over 3,000 companies served and over 95 countries represented. Through our experiential learning approach, you and your colleagues leave our programs with actionable plans and evidence-based tools that ensure a significant positive impact. Elevate your performance and transform in ways that create more value for your customers, employees, shareholders, and communities. Amp up your ability to make a meaningful impact with Michigan Ross Executive Education.

Our Faculty:
Experts in learning and leading



“The Michigan Difference in Executive Education comes from the combination of our evidence-based ideas, our innovative approaches to creating learning experiences that have lasting impact, and our customer-centric approach.”

–Melanie Weaver Barnett, Chief Executive Education Officer



Open Enrollment Programs

Named a Top 3 global open enrollment provider by the *Financial Times* in 2020

Michigan Ross Open Enrollment programs provide a variety of ways for you to develop yourself and your team, as well as add Michigan Ross to your resume. Our open programs are offered both online, in-person, and live virtually. Within our online programs we offer both synchronous and asynchronous programs, with the majority of our programs combining both formats and utilizing a variety of interactive elements including cohort discussions, simulations, and more.

Our new online certificate program, the **Accelerated Management Development Certificate Program** provides a comprehensive curriculum and actionable takeaways for business leaders looking to learn a systematic and strategic approach to solving business problems via an in-depth understanding of core business. Starting in Fall 2020, we began offering many of our most popular in-person programs live virtually, including Strategic Leaders Program and The Positive Leader. Visit our website for more information.



**The Knowledge You Need.
The Credential Others Trust.**

Michigan Ross Executive Education offers digital credentials to help you take your career to the next level. Take any of our full programs, and you'll receive a digital badge to share on LinkedIn or other social media profiles. Or enhance your executive profile further with an executive certificate earned from select programs or series. Get the knowledge you need from a globally recognized institution to get noticed and get ahead.



ONLINE PROGRAMS



ACCELERATED MANAGEMENT DEVELOPMENT CERTIFICATE PROGRAM

ONLINE PROGRAM

Strengthen your business acumen, broaden your management capabilities, gain actionable tools and advance your career in a personalized, fully online learning experience. This program incorporates four interdisciplinary courses plus one specialty course to allow participants to enhance general management skills and gain enterprise understanding and mindset to broaden beyond their functional area. Participants will develop an in-depth understanding of core business concepts and gain knowledge of emerging topics, learn a systematic approach to solving business problems and successfully apply it to real world scenarios, and develop the capacity to reflect on their own behavior and understand its broader impact on their organization.

Who Should Attend: Professionals moving into greater organizational responsibility and/or looking for comprehensive business knowledge as they move beyond their functional leadership role, including those without prior formal business education, and functional and technical experts.

This program includes assurance of learning through assessments and course projects. Courses offered in the full Accelerated Management Development program are also available to take as an individual open enrollment course. Visit the website for more details.

Program admission is by application only.



Foundational courses include:

-  Analytical Thinking
-  Strategic Decision-Making
-  Value-Driven Thinking
-  People-Driven Thinking

Specialty courses include (Select one of three):

-  Managing the Future of Work
-  Diversity, Equity and Inclusion
-  Digital Transformation and Innovation

“Michigan Ross is thrilled to be able to take advantage of all the innovations that have been happening in the digital space in order to offer you this comprehensive, interactive, and personalized online certificate program that will help you advance your career.”

– Gwen Yu, Faculty Director

Exceptional Online Experience

-  Integrated Course Design
-  Peer-Learning Community
-  Real-World Application
-  Subject Matter Experts
-  Live Sessions
-  Certificate/Badging



MAXIMIZING YOUR INFLUENCE AND PERSUASION (4 WEEKS)

ONLINE PROGRAM

Learn the most effective influence practices and techniques to drive change among diverse stakeholders. This four-week course features an innovative proprietary simulation to help you increase your influence at work and beyond, attract attention to new ideas, and get things done without relying on formal authority.

Who Should Attend: Leaders at all levels and functions. Employees in customer-facing, boundary-facing and cross-functional roles. People seeking a unique, sustainable leadership development experience. Teams seeking to showcase results within the broader organization by maximizing their abilities in influence and persuasion.



PRACTICING POSITIVE LEADERSHIP (4 WEEKS)

ONLINE PROGRAM

Create an empowering and virtuous organizational culture that drives better results by practicing positive leadership. In this four-week online course, you will learn new techniques and best practices to strengthen employee engagement and drive productivity. Featuring weekly live sessions with positive leadership expert Professor Kim Cameron.

Who Should Attend: Senior-level directors, assistant/associate and managing directors challenged to lead transformative experiences and implement positive leadership practices within the organization. Other senior leaders including business unit managers. General and regional managers. Program/brand/project and other team leaders who want to instill better engagement and performance from the teams they lead.



BECOMING WHO YOU REALLY ARE: HOW TO GROW YOURSELF AND YOUR ORGANIZATION (100-DAY JOURNEY)

ONLINE PROGRAM

Investing 10 minutes a day in this self-guided online leadership journey elevates your performance. And, after 100 days, the habit of daily reflection continues your growth.

Now organizations can do leadership development in a fashion that is more effective, less expensive, and automatically gives rise to organizational improvement. This 100-day course is designed to allow you to dive deeply into areas where transformation is most needed in your life, relationships, and the impact you have on others.

This online course includes five separate 4-week (20-day) chapters that collectively combine to create the complete 100-day online course experience. Individual chapters include:

Discovering Your Leadership
Wielding Transformative Power
Accelerating Deep Change
Entering the Fundamental State of Leadership
Leading without Authority

Individual 20-day chapters are available for small or large group experiences or can also be taken as an addition to a custom program learning development experience. Contact us for specific program details.

Who Should Attend: People seeking a unique, sustainable leadership development experience. Teams seeking extraordinary results through a common language and supportive approaches.

“The content is spot-on for our goal of positive leadership. It provides many different layers and approaches to teach the material. By making it a daily habit, it becomes a constant reminder of the type of leaders we aspire to be. The format is perfect for rolling it out at our organization. It is low cost. Multiple sessions allow us to send another batch of leaders through the training. It is remote learning which makes it accessible by all.”

– Chester Kustarz, VP of Engineering, Duo Security about his 100-Day Journey Experience



LIVE PROGRAMS

Transformational Leadership



EMERGING LEADERS PROGRAM

IN-PERSON | LIVE VIRTUAL

Accelerate your success in this intense, 5-day program focused on foundational leadership skills. Build your executive presence, elevate your decision-making skills, and gain confidence coaching others and leading change. Test and develop your skills through peer-to-peer and team-based exercises, assessments, live case studies, and personal coaching.

Who Should Attend: High-potential, early- to mid-level leaders with three to ten years of experience. Managers preparing for next-level responsibilities.



STRATEGIC LEADERS PROGRAM

IN-PERSON | LIVE VIRTUAL

Make better decisions under pressure, navigate complex problems more effectively, develop talent more deliberately, tackle fierce conversations, and lead with more creativity, inspiration, and intensity. Join a peer group of experienced leaders from diverse industries to explore the critical components of effective senior-level management. You'll learn how to assess your strategy vis-à-vis your competitors and use those insights to drive results. A 360 evaluation based upon the Competing Values Framework is included. The results of which are reviewed during your one-to-one executive coaching session.

Who Should Attend: Mid- and senior-level leaders who manage other managers. Those ascending to or currently in general management roles.



THE POSITIVE LEADER

IN-PERSON | LIVE VIRTUAL

Positive leaders deliver extraordinary results. They inspire others because their personal leadership style is aligned with their values. This program will help you develop a vision for your leadership and build a tool kit of positive business practices to create an engaged and thriving organization. A reflective best self-assessment is included to help you understand how others see you at your best. The week long in-person course culminates in peer-based work sessions, guided by an executive coach, to help you develop a solution to your most pressing leadership challenge. This program includes post-program follow-up with your small groups.

Who Should Attend: Senior leaders and executives seeking a positive leadership vision, field-tested tools, and positive business practices.

ASCENDING TO THE C-SUITE:

From Theory to Practice

IN-PERSON

Ascending to the C-Suite is a leadership development program created for women leaders integrating the teachings of some of our foremost professors with the wisdom of executives who currently work in the C-Suite. Course content focuses on strategy, business, and financial acumen, three areas of business often identified as barriers for women to enter into the C-Suite. Executed in partnership with Inforum, founded in 1962, and the only professional organization in Michigan dedicated to proven professional programs and original research to accelerate careers for women.

Participants are transformed by the application of the learnings in the classroom, and prepared to lead at the highest levels. Lifelong networks are formed at this intersection of theory and practice.

Who Should Attend: Participants who have a minimum 15 years prior leadership experience. Includes organizational levels one to two levels below C-Suite. Executives with a consistent track record of promotions. Current successor candidate to C-Suite executives. Open to all without regard to gender or gender identity.

Program admission is by application only.

“Amazing experience! I feel energized and better equipped to become a better leader. A lot of powerful educational content and inspirational learning methods.”

—Past Program Participant, Strategic Leaders Program



NEXT LEVEL LEADERSHIP:

Making the C-Suite Shortlist

LIVE VIRTUAL

Are you a woman destined for the C-Suite? Discover how to advance to executive level roles and learn what it takes to overcome potential barriers along the way. Explore an inside view from leading female C-level executives and insight from expert Ross faculty through this new live virtual online program developed in partnership with Inforum, founded in 1962, and the only professional organization in Michigan dedicated to proven professional programs and original research to accelerate careers for women.

Who Should Attend: Designed for women with a minimum of 10 years leadership experience who aspire to the C-Suite. Open to all without regard to gender or gender identity.

Human Capital Leadership

ADVANCED HUMAN RESOURCE EXECUTIVE PROGRAM

IN-PERSON

Join HR guru, Professor Dave Ulrich, along with a select list of leading HR leaders and business luminaries such as Ram Charan, and Johnny C. Taylor. Gain a deep understanding of how to turn your corporate strategy into HR priorities and create sustainable value for your employees, customers, and shareholders. Get immersed with findings from the largest and most influential study of HR's value with the partnership of 19 global HR associations and responses from over 28,500 participant. This HRCS (HR competence and capability study) defines our field and has done so for 30 years.

Gain new insight and guidance with Ross program faculty Wayne Brockbank and Dick Beatty who draw upon decades of research and experience advising Fortune 100 companies on how to devise and deploy winning strategies. Learn to maximize HR's contribution, optimize for global competitiveness, and create effective HR analytics to validate the return on investment in human capital. You'll emerge ready to apply the latest research and thinking on talent management, managing culture across global organizations, facilitating change, HR competencies, performance management, and more to your unique business opportunities.

Who Should Attend: Senior HR and talent executives. Executives of corporate learning who are responsible for enterprise-wide culture and talent development. General managers who need to leverage HR investments to drive organizational results.

Program admission is by application only.

"The program exceeded my expectations and changed the way I think about HR as a whole. If you're looking for the best program in HR, this is the one."

—Zaki A. Al-Miush Arraf, Saudi Aramco

"In HR, many times we are looking to facilitate change in people and culture. We use institutional knowledge from books and podcasts. This unique opportunity was a full immersion into HR led by masters of the field. The number of the tools we received was incredible and the application of the tools was practiced during the session with expert leaders to guide us on our way. The course as well as the incredible connections I've made will exponentially help my career growth."

—Past Program Participant

"This program changed the way I think about HR Strategy and the business value HR can provide. Hearing from thought leaders was invaluable, as well as the networking opportunity provided by the program."

—Susan Novak, American Axle & Manufacturing



Open Enrollment Programs *continued...*

STRATEGIC HUMAN RESOURCE PLANNING

IN-PERSON

Become a sought-after strategic business partner/advisor and experience how the effective pairing of HR and business leadership yields remarkable results. Create your plan to better align HR operations to the organization's strategic goals and demonstrate impact via new HR Analytics. Learn how to identify the few truly strategic roles in your organization, and how to leverage them to drive business results.

Who Should Attend: Senior leaders including VPs, HR directors, managers, and generalists responsible for the design and implementation of effective HR strategies. Line managers who recognize that placing the right talent in strategic roles is the only way their organization will succeed.

Management Skills



LEADING HIGH-PERFORMING TEAMS

IN-PERSON | LIVE VIRTUAL

The most successful leaders have the skills to inspire their teams, navigate organizational politics, and use influence to clear the path for their teams. This requires the ability to play many roles: coach, ambassador, innovator, and more. In this program, you'll uncover your strengths through targeted assessments and action-based exercises, and learn to implement new strategies. This program also features post-course follow-up and faculty coaching.

Who Should Attend: Early to mid-career managers and project leaders with multicultural or virtual teams, or with a mix of internal and external team members. Intact work teams attending the same session may qualify for special pricing.

Focused Programs



LEADING IN THE AGE OF DATA:

Analytics for Strategic Decisions

IN-PERSON | LIVE VIRTUAL

Whether your background is in business, engineering, liberal arts or another area entirely, this program will fundamentally change the way you think about the decisions you face. This program is designed for executives seeking an easy-to-apply process to identify critical data, resolve conflicting data and consistently make decisions that create measurable value for their organization.

Who Should Attend: Mid- to senior-level managers seeking to improve their decision-making by applying frameworks, tools, and techniques that help them better understand the value generating process of an organization.

Become a Michigan Ross Distinguished Leader

Your journey at Ross will enable you to invest in your career development while further enhancing your leadership capabilities. Choose the development path that leads you through your career trajectory. Work with us to select the programs that will expand your knowledge from Ross faculty while building your professional network from global executives. Let us help you plan the programming sequence to fulfill your learning goals and dramatically improve your contribution. Choose your own pace to complete four programs to earn your Ross Distinguished Leader designation. These programs can be taken as you advance in your career over a number of years or can be expedited, the choice is yours. You will learn, not only from the faculty but from everyone, as some programs include different elements from executive coaching and peer to peer mentoring to assessments and team building.

Ross supports you in this effort by offering increasing scholarships upon completion of each step along your journey. Best of all, you can share partial scholarships with employees, colleagues, and clients so they can join you and choose their own career path trajectory. Contact us to discuss your individual goals, questions, and completion options.



“The program changed my leadership lens and how my values reflect my work.
I’ve learned how to identify my strengths and how to leverage those strengths to be
my best and incite change.” –Martin Hessler, Thrivent Financial

“The group was very diverse in terms of nationalities and backgrounds,
which provided an excellent base to discuss and learn from each other.
The program included live discussion of topics and experiences making
it down to earth and applicable.” –Myen Moodley, Standard Bank

“The course caused me to fundamentally rethink my entire approach to
leadership and how I wanted to have a positive impact on my team, my
organization, and the world around me.” –Past Program Participant, The Positive Leader



Custom Solutions



Our Process

DEVELOPING A CUSTOM PARTNERSHIP

Our clients tell us time and again we are the most collaborative partner they've worked with. For us, partnership means asking the right questions to uncover the real root issues, and co-creating a design that addresses them. It also means a commitment beyond the classroom to maximize return on investment.

SPECIALISTS IN CREATING EXPERIENTIAL LEARNING JOURNEYS

Once we agree on the issues and opportunities to address, we will explore the learning options that meet the needs of your target audience(s). Whether you will join us on the famous University of Michigan campus or we come to you, programs are delivered in-person or online, we can adapt the delivery schedule to your needs. Our programs can be facilitated in a day, a week, or in multiple modules spanning a year or more. Our range of instructional methods and action-learning approach engage learners and deliver results. Our solutions incorporate experiential activities, simulations, company immersions, classroom learning, business projects, executive coaching, online learning, outside speakers, and more.

EXAMPLES:

- Develop senior leaders with a global enterprise perspective who break down silos
- Accelerate the development of the next generation of leaders
- Guide leaders in creating a high-velocity work environment to compete in unconventional markets
- Challenge strategic decision-makers to develop next-level business acumen
- Provide a framework for executive insights that create breakthrough strategies
- Set the stage for growth-oriented marketing strategies
- Demonstrate how future trends help to build a strategic HR function aligned to the business
- Cultivate leaders who know how to attract, retain, and engage diverse talent
- Generate innovative ideas to drive growth and profitability
- Equip leaders who can drive digital transformation and leverage new technologies

“The faculty challenged our leaders to throw out our assumptions and think differently. They immediately were very good at engaging them in deep, critical questions. It was hard work to push ourselves out of our comfort zones. But the end result was a new outlook for the future of our company. The action learning projects also were a valuable component; they helped us apply faculty expertise to key strategic areas of our work.”

—Juliana Chow, Head of Learning and Organization Development, Asia Pacific, Schaeffler AG

4 STEP PROCESS FOR DESIGN AND DELIVERY

DISCOVER

We listen to understand your business issues, priorities, and objectives. We work with you to gather data and identify the most important learning points. We get to know your organization and its challenges, then define clear learning.

DESIGN

The faculty team partners with you to co-create a coherent learning journey that aligns with organizational goals, participant learning needs, and your organizational culture.

DELIVER

Ross faculty engage your talent in innovative learning experiences. Our action-based learning approach is experiential and engaging, and tailored to your organizational culture.

DEPLOY

We help you implement solutions to achieve lasting results for the organization. To ensure your success we work with you before, during, and after deployment to measure results and demonstrate value.



EVALUATE: We evaluate program results and our ongoing collaboration in light of emerging business challenges. We adjust to ensure programing continues to meet your evolving needs.

**FOR A FREE NEEDS-ANALYSIS CONVERSATION,
CONTACT THE MICHIGAN ROSS
EXECUTIVE EDUCATION TEAM:**

Email: rossexeced@umich.edu | Call: 734-763-1000



Engage with Michigan Ross

In addition to open enrollment and custom programs, we welcome your ideas and will collaborate with you to create new engagement opportunities for you or your company. Below are a few ways that we can work together:

EXECUTIVE COACHING

Michigan Ross provides preferred access to executive leadership coaches, each an expert at communicating knowledge, influencing thought, leading change, and addressing leadership behaviors. Because Michigan Ross Executive Coaches are actively involved in a wide range of business challenges and issues, our coaches are able to advise and support executives and teams at all levels of an organization. Specializing in executive development, strategy, innovation, and team building, Michigan Ross Executive Coaches are chosen as collaborative partners by leading executives from companies large and small across the globe.

KEYNOTE SPEAKERS

Michigan Ross world-renowned faculty can deliver pragmatic research with high energy and share intellectual insights through dynamic speaking engagements for your event. Our faculty can deliver at your site or host your event at Ross. Contact us for a list of current topics.

INDUSTRY SPECIFIC, CAREER-TRANSITION OFFERINGS

We deliver specialized programs across the globe. Examples include: Women in Healthcare Leadership, Automotive Executive Development Program, Ascending to the C-suite for senior women executives, sports leadership programs (NFL) and more.

ONLINE PROGRAMMING

Michigan Ross online programs allow you to share existing best practices with peers across the organization. Bring your teams together across time and distance. Ross virtual programs revitalize the way to solve organizational challenges through online learning and collaboration. This approach allows participants to integrate their learning, ideation, and application directly into their daily content. The online program format increases employee engagement while leveraging empowerment and driving productivity.

GLOBAL LOCATIONS

Ross has managing directors based in Hong Kong, South Asia, the Middle East and the United States, including U-M's campus in Ann Arbor, MI. Our expertise in global business markets helps us create programs relevant to the region-specific challenges of your business. Companies across continents benefit from the same seamless learning experience and access to Ross faculty, regardless of where the program is held: on-site, online, or on the Ross campus.

CORPORATE PARTNERSHIP

True partnership means working together towards a common goal. Enjoy special pricing when sending a team or multiple leaders together to diverse programs to influence results more broadly in your organization.

ALUMNI ADVANTAGE

Reaffirm your commitment to lifelong learning, make a difference, and save your company money with Michigan Ross Alumni Advantage. Michigan alumni enjoy exclusive offers from our Alumni Advantage Program. Michigan Ross alumni not only receive tuition scholarships but can pass along discounts to their staff, colleagues, or clients. U-M alumni are also eligible for significant partial scholarships.



Calendar of Open Enrollment Programs

January 1 – December 31, 2022

IN PERSON OPEN ENROLLMENT PROGRAMS

	DATE	FEE (U.S. dollars)*
The Positive Leader: Deep Change and Organizational Transformation (Live Virtual Format, Visit website for details)	1/18-3/18	\$7,750
Advanced Human Resource Executive Program	3/14-3/25	\$24,500
Strategic Leaders Program: Vision, Strategy, and Managing the Organization to Drive Results (Live Virtual Format, Visit website for details)	4/11-4/15	\$7,300
Strategic Human Resource Planning	4/18-4/22	\$9,800
Strategic Leaders Program: Vision, Strategy, and Managing the Organization to Drive Results	5/9-5/13	\$10,800
Leading High-Performing Teams	5/9-5/11	\$6,200
Emerging Leaders Program: Becoming a Transformational Leader	5/23-5/27	\$9,800
Leading in the Age of Data: Analytics for Strategic Decisions	6/13-6/17	\$10,500
The Positive Leader: Deep Change and Organizational Transformation	6/19-6/24	\$11,500
Advanced Human Resource Executive Program	7/11-7/22	\$24,500
Leading High-Performing Teams	9/19-9/21	\$6,200
Strategic Leaders Program: Vision, Strategy, and Managing the Organization to Drive Results	9/19-9/23	\$10,800
Strategic Human Resource Planning	9/26-9/30	\$9,800
Emerging Leaders Program: Becoming a Transformational Leader	9/26-9/30	\$9,800
The Positive Leader: Deep Change and Organizational Transformation	10/2-10/7	\$11,500
Leading in the Age of Data: Analytics for Strategic Decisions	10/10-10/14	\$10,500
Advanced Human Resource Executive Program	10/17-10/28	\$24,500
Strategic Leaders Program: Vision, Strategy, and Managing the Organization to Drive Results	10/31-11/4	\$10,800
Ascending to the C-Suite: From Theory to Practice (Plymouth, MI) (Visit https://inforummichigan.org)	11/28-12/2	\$8,200
The Positive Leader: Deep Change and Organizational Transformation	12/11-12/16	\$11,500



TUITION & FEES:

- *Fees for in-person programs is payable in advance in U.S. dollars, is net of any tax, and is subject to change
- *Fees for in-person programs include tuition, instructional materials, living accommodations, continental breakfast, lunch, and coffee breaks each day, and selected dinners
- *Fees for digital programs are due in full before the program begins
- Check our website for our Cancellation, Transfer and Substitution Policy
- Program offerings are subject to change, visit website for the most up-to-date information

Calendar of Open Enrollment Programs

January 1 - December 31, 2022



DIGITAL OPEN ENROLLMENT PROGRAMS

	DATE	FEE (U.S. dollars)*
Annual Leadership Summit for Women in Academic Medicine & Healthcare (Ypsilanti, MI) (Visit https://leadershipsummit.med.umich.edu)	Fall 2022	See Website
Becoming a Positive Leader (Barcelona, Spain)	Spring 2022	See Website
Becoming Who You Really Are: How to Grow Yourself and Your Organization	Flexible	See Website
Discovering Your Leadership	1/10-2/4	\$150
Maximizing Your Influence and Persuasion	1/10-2/4	\$1,200
People-Driven Thinking^	1/31-3/4	\$2,000
Maximizing Your Influence and Persuasion Executive Package	2/7-2/25	\$800
Wielding Transformative Power	2/28-3/25	\$150
Practicing Positive Leadership (Web)	3/9-4/5	\$1,500
Diversity, Equity and Inclusion for Teams and Organizations^	3/7-4/8	\$2,000
Digital Transformation and Innovation^	3/7-4/8	\$2,000
Managing the Future of Work: Acquiring, Developing and Engaging the Evolving Workforce^	3/7-4/8	\$2,000
Accelerated Management Development Certificate Program^	3/21-9/23	\$9,000
Analytical Thinking^	3/21-4/29	\$2,000
Value-Driven Thinking^	5/2-6/3	\$2,000
Accelerating Deep Change	5/2-5/27	\$150
Strategic Decision Making^	6/6-7/15	\$2,000
Maximizing Your Influence and Persuasion	7/11-8/5	\$1,200
Entering the Fundamental State of Leadership	7/11-8/5	\$150
People-Driven Thinking^	7/18-8/19	\$2,000
Maximizing Your Influence and Persuasion Executive Package	8/1-8/5	\$800
Diversity, Equity and Inclusion for Teams and Organizations^	8/29-9/30	\$2,000
Digital Transformation and Innovation^	8/29-9/30	\$2,000
Managing the Future of Work: Acquiring, Developing and Engaging the Evolving Workforce^	8/29-9/30	\$2,000
Leading Without Authority	9/5-9/30	\$150
Accelerated Management Development Certificate Program^	9/12-3/31/23	\$9,000
Analytical Thinking^	9/12-10/21	\$2,000
Practicing Positive Leadership	10/3-10/28	\$1,500
Value-Driven Thinking^	10/24-11/25	\$2,000
Discovering Your Leadership	10/31-11/25	\$150
Strategic Decision Making^	11/28-1/20/23	\$2,000

^  This program includes assurance of learning through assessments and course projects. Visit the website for more details.

DIVERSITY, EQUITY, AND INCLUSION STATEMENT

At Michigan Ross, our purpose is to create a better world through business. Our dedication to academic excellence for the public good is inseparable from our commitment to diversity, equity and inclusion (DEI). We invite you to join us in expanding opportunities for increased participation of members from all communities in our Executive Education programs.

For more about our commitment to DEI, visit <https://michiganross.umich.edu/about/diversity>

COMMITTED TO YOUR SAFETY

Michigan Ross remains committed to providing all clients, participants, faculty, and staff with a learning experience that prioritizes health and safety. In these changing times, we continue to take proactive measures to ensure that program delivery adheres to best-practice health and safety measures. For further safety inquiries, please visit <https://michiganross.umich.edu/covid-19-info> or contact rossexeced@umich.edu directly.

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“ *The program was built on a firm strategic business foundation allowing me to sharpen and strengthen my HR capabilities and act as a real player in my organization.* **”**

—Wouter van Hunnik, Phillips Healthcare

The Regents of the University of Michigan

Jordan B. Acker, Michael J. Behm, Mark J. Bernstein, Paul W. Brown,
Sarah Hubbard, Denise Ilitch, Ron Weiser, Katherine E. White, Mary Sue Coleman (*ex officio*)

University of Michigan Nondiscrimination Policy Notice

The University of Michigan, as an equal opportunity/affirmative action employer, complies with all applicable federal and state laws regarding nondiscrimination and affirmative action. The University of Michigan is committed to a policy of equal opportunity for all persons and does not discriminate on the basis of race, color, national origin, age, marital status, sex, sexual orientation, gender identity, gender expression, disability, religion, height, weight, or veteran status in employment, educational programs and activities, and admissions. Inquiries or complaints may be addressed to the Senior Director for Institutional Equity, and Title IX/Section 504/ADA Coordinator, Office for Institutional Equity, 2072 Administrative Services Building, Ann Arbor, Michigan 48109-1432, 734-763-0235, TTY 734-647-1388, institutional.equity@umich.edu. For other University of Michigan information call 734-764-1817.