

EXECUTIVE EDUCATION

CUSTOM SOLUTIONS

Purpose-Driven Learning,
High-Impact Outcomes

M | MICHIGAN ROSS

TOP 10 GLOBAL PROVIDER

—*Financial Times*, 2020

Unique business challenges deserve unique solutions. Benefit from top-10 ranked executive education, offered around the world.

You’ve all heard the term “VUCA” to describe the business environment — and following 2020-2021, you likely have a greater appreciation for that than ever before. Volatility, uncertainty, complexity, and ambiguity will continue to accelerate. And that means it’s critical to accelerate leadership development at all levels in your organization. With tough challenges and high potential opportunities ahead, your leaders need agility, foresight, inclusiveness, innovation, resilience, digital savvy, and a host of other capabilities to steer your organization into a successful future.

Having a partner in developing leadership talent makes the journey more inspiring and more successful. Our Michigan Ross team of expert faculty, managing directors of custom programs, and other program specialists work with you to co-create virtual and in-person learning experiences that equip your talented leaders at all levels with the knowledge, skills, capabilities, and mindset to drive organization performance. And we do it in your context, with both the present and the future in mind.

What is it like to work with us on transformative leadership development initiatives?

- > **COLLABORATIVE & ENERGIZING:** We work with you as one team to design interactive experiences that inspire — in digital/virtual and in face-to-face, on-site environments.
- > **CHALLENGING & REWARDING:** You challenge us, we challenge you, and together we create meaningful growth in people at all levels through active learning that really stretches the learners, taking them to new heights.
- > **MEANINGFUL & MEASURABLE:** Together, we clarify the outcomes we will achieve and measure what matters to your organization.

While we are honored to be ranked among the top executive education providers in the world, we still roll up our sleeves and work with you to truly co-create solutions. Take a look at the examples in the pages to follow and see what interests you. When you’re ready, contact us for an initial conversation with one of our custom programs experts.

Kind regards, and we look forward to hearing from you,

Melanie Weaver Barnett

Melanie Weaver Barnett
Chief Executive Education Officer

Izak Duenyas

Izak Duenyas
Associate Dean



CUSTOM SOLUTIONS PARTNERS
A FEW OF MANY

Dow Chemical Co.
Ekuinas
General Electric Co.
Larsen & Toubro
Life Time Fitness
M&T Bank
Saudi Telecom Co. (STC)
Southeast Asia Center (SEAC)
Tata Group
Toyota

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“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

Customize Your Experience for Sustainable Outcomes

Achieve high-impact business results through an executive education program that’s built to meet your organization’s specific needs. No matter your business challenges, our action-based approach helps you immediately apply proven concepts to your work. The custom program we design together will not only help your team navigate the business challenges you may be facing, but will also support your success and resilience for years to come.

And when we say our approach is action-based, we mean it. Our solutions incorporate experiential activities, simulations, company immersions, business projects, executive coaching, outside speakers, and other elements that ensure your team’s time with us is both comprehensive and engaging.

WE’VE HELPED ORGANIZATIONS

Create breakthrough strategies
by providing a framework
for executive insights

Create a high-velocity work
environment to compete in
unconventional markets

Drive digital transformation
and leverage new and
emerging technologies

Challenge strategic
decision-makers to adopt a
sustainability mindset

IN-PERSON

For sessions delivered in-person, join us on campus in Ann Arbor, where you can leverage unique University of Michigan and Michigan Ross resources, like our +Impact Studio, or benefit from the convenience of in-person sessions right at your organization. We frequently facilitate on-site programs for companies located around the world.

ONLINE

Enable scalable solutions for your entire company through a world-class online experience. Michigan Ross is a leader in executive online education powered by cutting-edge technology. Our innovative SmartStage system facilitates live sessions that offer up a truly collaborative, interactive classroom setting, while engaging asynchronous sessions give individuals the option to learn at their own pace.

FLEXIBLE PROGRAM FORMATS

BLENDED


Meet your team’s specific needs and preferences with a blend of in-person and online programming. Choose to receive instruction both face-to-face — on campus, at your organization, or anywhere in between — and online. Our expert faculty and executive program management teams easily adapt programming across formats.

As you build your custom program with us, choose the delivery method that makes the most sense for your team. Receive the same high-quality instruction, engagement opportunities, and access to world-renowned faculty across formats.

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“Adient partnered with the University of Michigan’s Ross School of Business to develop a leadership development program to advance our ESG initiatives. Our intention was to bring together a diverse, global group to tackle the strategic issues that we face in this area as a company. It was important that the material developed was non-theoretical so the team could easily apply it to real-world situations. Since the attendees would be 100 percent virtual, the content and instructors had to be highly engaging as well. I’m pleased to say that our expectations were exceeded. In fact, the program was so successful that we decided to keep the inaugural group together to continue their work—and we are continuing the program with a second class. Overall, working with Ross was a very positive experience.”

DOUG DEL GROSSO
President and CEO | Adient



READY TO DELIVER RESULTS, WHEREVER YOU DO BUSINESS

For years, Michigan Ross Executive Education has partnered with companies located around the world. With managing directors based in Hong Kong, India, the Middle East, and the United States, 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.

ASIA PACIFIC

Our Asia Pacific Regional Office has serviced clients for more than 20 years. Throughout this time we've tailored our powerful concepts for organizational transformation to the local environment for some of the most renowned businesses in the region. Custom programs can be done directly with Ross, or jointly with SEAC in Bangkok, Thailand, to serve the needs of Southeast Asian organizations.

um-asia.exec.ed@umich.edu

INDIA

Michigan Ross faculty maintains strong connections to the Indian business context and has worked with companies to create such projects as the Mahindra Global Program for Management Development, the Tata Group Executive Leadership Seminar, and the TVS Logistics Leadership Excellence Program, as well as programs for the Raymond Group, Larsen & Toubro, and ICICI Bank.

um-india.exec.ed@umich.edu

MIDDLE EAST/AFRICA

Michigan Ross Executive Education has been delivering custom programs to the Middle East and Africa for over 14 years. Our programs have supported numerous companies and institutions of higher learning, among them the Saudi Electric Co., Riyadh Bank, King Abdullah University of Science and Technology, First Bank Nigeria, and South Africa's Wits Business School.

um-mea.exec.ed@umich.edu

We invite you to connect with a managing director from one of our global business hubs to start the conversation about how we can meet your specific needs. Our dedicated global team is ready to assist you with any questions, large or small.



How We Craft Your Custom Experience

Collaboration is at the heart of what we do. Working together, we'll follow our time-tested model to build the program tailored to your needs.

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“Michigan Ross brings fresh insights delivered with high engagement and a strong practical element that enables our learners to turn these great insights into new mindsets and skillsets. They have quickly become a core partner for us and we have full confidence in their ability to deliver world-class live in-person, live virtual, and self-paced online learning. Furthermore, the Michigan Ross team that supports us has been simply amazing. They have an incredible service and learner orientation and are able to act at the speed of modern business to create and deliver programs, often highly customized, with very short turnarounds — and no compromise on quality.”

RICHARD GILMAN
Senior Consultant | Southeast Asia Center

DISCOVER:

We identify your business issues, priorities, and objectives.

First, we get to know your organization and its challenges; then, we work with you to define clear learning objectives. Discovery may include:

- › Interviews, focus groups, and needs assessments with individual executives and/or potential participants
- › Collection and review of key data and documents, including:
 - Annual reports
 - Financial statements
 - Strategic plans
 - Individual and group assessments
 - Performance metrics
- › A summary of themes that becomes the basis for the learning objectives and design phase

DESIGN:

We co-create an action-based suite of educational activities.

Second, we take the learning from the discovery phase and work with our faculty team and your stakeholders to create a coherent learning journey that aligns with organizational goals, participant learning needs, and your organizational culture:

- › Draft, review, and iteration of program designs to ensure the modules address identified learning goals
- › Determination of a preferred delivery method: in-person, online synchronous, and/or online asynchronous sessions
- › Coordination across the faculty team to ensure consistent themes across different modules
- › Alignment with individual and organizational business challenges to ensure relevance
- › Integration with talent management processes to ensure candidates are “ready” for their next move

DELIVER:

Ross faculty engage your talent in innovative learning experiences.

Third, Ross faculty and staff engage your participants through a carefully selected suite of active, experiential learning approaches tailored to the audience and the organizational culture. Throughout the programs, faculty listen carefully to adjust and align delivery approaches to resonate with the unique needs of different groups. Engaging in these innovative learning experiences helps improve individual and team performance, enhance leadership, and further generate ROI.

- › Our instructors challenge learners to develop fresh mindsets, learn new strategies, and master new skills.
- › Our faculty apply learning that is grounded in research — not anecdotes and opinions — and proven in field experience.
- › Our faculty directors facilitate discussions to identify the themes and “red threads” across the different program elements, and help participants apply the concepts to their individual learning goals and organizational improvements.
- › Our approach to action-based learning takes many forms: individual application of learning to each participant’s job and unit; team-based projects that teach cross-boundary collaboration and how to break down silos; and classroom experiences that challenge learners to apply new models to address real issues.
- › Our faculty work with you to determine the most appropriate learning format, whether in-person or online, and design interactive modules across platforms.
- › Our focus on commitments for action, and follow-up support from Ross faculty, ensure participants generate real benefits for their organizations. In this way, leadership development can become more than a way to grow the talent pipeline — it can drive the transformation of your organization.

DEPLOY:

We help you implement solutions to achieve lasting results.

Fourth, at Michigan Ross we believe in Leadership Development as a means to organizational transformation. Organizations come to Michigan Ross for customized learning experiences that deliver sustainable results. To ensure your success, we work with you before, during, and after deployment to measure results and demonstrate value. This stage may include:

- › Measurement of program effectiveness, on-the-job application, and ROI
- › Follow-up activities to sustain learning and application
- › Executive coaching to encourage individual reflection, growth and change
- › Team coaching for senior teams and key work teams
- › Faculty speakers and advisory service

EVALUATE:

Together we continually evaluate our ongoing collaboration with your executive team in light of emerging business challenges. We assess our approach to ensure programming continues to meet your evolving needs.

TRULY
CUSTOM



Our People Are Here to Empower Yours

Our commitment to the client experience is what makes a Michigan Ross custom program different from any other, and it's why so many organizations continue to work with us, year after year. 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.

That's why our focus goes beyond the training you'll receive — our highly trained program managers proactively support all aspects of your time with us, from accommodations and travel to technology, scheduling, and beyond. Our team truly understands the needs of executives, and brings years of professional experience to each partnership. By attending to the end-to-end experience, we ensure that people can be at their best when they're learning:

- › Dedicated managing director and staff
- › Direct coordination with your HR management team
- › Proactive management of day-to-day training schedules
- › Support arranging venue services, lodging, technology, and logistics

96
ORGANIZATIONS SERVED
IN THE PAST 5 YEARS

536
CUSTOM ENGAGEMENTS
IN THE PAST 5 YEARS

5.6 YEARS
AVERAGE LENGTH OF REPEAT
ENGAGEMENT





Leaders & Best: Learn from World-Renowned Business Faculty

Benefit from engaging course material taught by some of the brightest minds in business. Michigan Ross is home to top-tier thought leaders, researchers, educators, and business leaders successful in their own right. Our distinguished faculty take care to customize material for each organization we work with, so that content is relevant to your business challenges, geography, and industry.



LEADING BUSINESS EXPERTS

Gain cutting-edge business insights from faculty shaping business conversation and influencing public policy.

REAL-LIFE BUSINESS PRACTICES

Understand how theories are applied in actual business contexts from faculty with extensive experience as consultants, entrepreneurs, and executives.

CUSTOMIZED COURSE CONTENT

Explore business concepts in the context of your specific industry and market. Our faculty curate course material to ensure it is optimally relevant to your business.

DELIVERY ACROSS LEARNING PLATFORMS

Ross faculty are adept at creating an engaging classroom experience across all University of Michigan and client platforms.

AVAILABLE FOR POST-PROGRAM FOLLOW-UP

The conversation doesn't have to end at the conclusion of your program. Your organization can stay engaged as much or as little as it chooses, and can benefit from ongoing connections with faculty, speakers, guest leaders, and staff. Participants often find that the organizational networking afforded during their program experiences create opportunities to forge lifelong personal and professional connections.

More Ways to Engage Your Team

Expand your training and take advantage of other Michigan Ross Executive Education resources, available as standalone options or as integrations into any custom program.

OPEN ENROLLMENT PROGRAMS

For individuals and small-groups seeking outside perspectives

From management training for emerging leaders to C-suite development for female executives, our open enrollment programs cover a wide range of executive education topics ideal for individual team members looking to advance their careers. From key members of leadership teams with specific areas of focus to even entire divisions, your talent will benefit from joining peers from other companies in these learning experiences. Open enrollment courses are available in person and online, and can be easily integrated into a custom program to enhance, expand, and further personalize your organization's overall experience.

KEYNOTE SPEAKERS

For groups of any size interested in any business topic

Michigan Ross' world-renowned faculty can deliver insight, energy, and cutting-edge education through dynamic speaking engagements for meetings of any size and on virtually any business topic. Invite Ross to challenge conventional thinking.

EXECUTIVE COACHING

For individual or small-group development

Michigan Ross executive coaches advise and support executives and teams at various levels of an organization, from high-potential middle managers to the CEO. Our coaches are among today's most acclaimed thought leaders and have extensive global experience in advising and developing executives. We offer support in executive development, strategy coaching for CEOs and senior executives, executive team coaching, and on-site coaching workshops and assessments.

DIGITAL PROGRAMS

For individuals and teams to learn at their own pace

Our wide collection of asynchronous digital training programs gives individuals and teams the ability to work through concepts at their own pace. Topics range from creating purpose-driven organizations to helping high-potential leaders ascend to the C-suite; work with our team to determine which best address your team's needs.

Next Steps

We invite you to learn more about how a Michigan Ross Executive Education custom program could benefit your organization.

CONTACT US

Let's start the conversation. Reach out to one of our executive management team leaders at rossexeced@umich.edu or **734.763.1000** for a free needs-analysis conversation.

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 michiganross.umich.edu/covid-19-info or contact rossexeced@umich.edu directly.

DIVERSE, EQUITABLE, AND INCLUSIVE

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 of all communities in our executive education programs.

For more about our commitment to DEI, visit michiganross.umich.edu/about/diversity

START A CONVERSATION



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Executive Education

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