Executive Education in Asia

COMPREHENSIVE LEADERSHIP PROGRAMS

BREAKING SILOS:
Collaboration and innovation in a matrix organization

Learning Objectives

• Understand when and why cross-silo collaboration becomes particularly important for ensuring effective organizational performance and strategy execution
• Discover boundaryless solutions and drive a collaboration culture that sticks
• Recognize and learn to bridge the gaps and build leadership capability in ensuring cross-silo collaborations in
  I. formal organizational structures and systems (e.g., rewards, reporting lines, job descriptions),
  II. informal systems (e.g., culture and networks), and
  III. talent (skillsets required to work across silos).

Who Should Attend:

Directors, Senior Managers and those high potential leaders looking for a broader knowledge of organizational dynamics preparing for a wider organizational role seeking to expand their leadership capability in preparation for future organizational challenges.

General Managers and HR professionals charged with organizational effectiveness are also key roles that are regularly facing the challenges addressed in this dynamic personal and organizational leadership development event.

PROGRAM DATE
Hong Kong
Oct 24 – 26, 2016

FEE // US$5,900
Program fee includes:
• Tuition
• Instructional materials
• All lunches, and coffee/snack breaks

CONTACT
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enquiry@umich.com.hk

WEB
Overview

A key challenge for senior leadership in Asia is ensuring alignment and effectiveness across operating units and across different regional and country offices, as well as with partner organizations. This intensive 3 day event will address the core components of organizational leadership and effectively build capability both personally and for the organization to break down barriers and support effective communications across borders - be it across business unit silos or across different country operations.

With *Breaking Silos*, participants will gain critical leadership skills to effectively facilitate collaboration across functional, geographical, and organizational boundaries. They will acquire skills to diagnose and design reporting lines and network structures that help share learning and create value, identify and train key personnel to facilitate collaboration across organizational boundaries, create organizational culture to support cross-silo collaboration and deliver most value to the customer.

There are many lessons to be learned from corporate and non-profit entities, mergers or acquisition situations, outsourcing experiences, as well as successful and unsuccessful efforts of many organizations to collaborate across silos in the efforts to become more customer centric. Applying these lessons can effectively change the way you will lead the future of your organization.

Action-Based Components

Participants shall be requested to share cross-silo collaboration challenges from their own organizations and facilitated project teams shall be supported by the faculty to create real solutions, takeaways and action plans to return to implement.

- Simulations and team activities allow you to practice and hone new techniques and gain immediate feedback from faculty and peers.
Program Focus

To effectively lead and manage in complex environments and meet ever increasing customer demands, you have to ensure effective collaboration across functional and regional pockets of your organization. You also have to ensure you can effectively collaborate across organizational boundaries, whether it is in managing your strategic alliances or absorbing acquisitions. Often structures are not set up to meet with flexibility and changing demands and support systems are not implemented to ensure effective organizational development.

Silos are often barriers to effective organizations and require champions to address them. These champions may be from any function, business unit or project, charged with cross border responsibility (unit or country) or as an influential leader.

Accordingly, the Breaking Silos program builds understanding and capability in leadership to tackle these challenges. It also provides a breadth of knowledge and skills to create a culture of collaboration with the correct support to ensure a sustainable environment for efficiency and growth to meet the strategic imperatives of the organization.

Covered Topics

Customer to Strategy to Collaboration
- Clarify your customer-centric strategy and target segments
- Identify critical paths for strategic collaboration
- Analyze critical paths for collaboration and identify key silos in your organization

Aligning Structure and Processes for Collaboration
- Align organizational design to enable strategy execution
- Design structures, processes and incentives for collaboration

Developing a culture of collaboration
- Identify the norms, routines, and beliefs that enable collaboration across organizational silos
- Develop strategies for building a culture of collaboration

Leveraging Relationships to Break Silos
- Identify how to build and manage internal networks for collaboration
- Develop strategies for leveraging external networks for innovation

Managing Talent for Collaboration
- Develop a talent management system to advance organization collaboration
- Identify impact on employee selection and performance management systems

Building Your “Breaking Silos” Strategy
- Identify critical collaboration paths and barriers to collaboration
- Develop strategies and tactics for breaking down organizational silos
- Presentations and group feedback
- Develop 21-day action plan for breaking silos at your organization
Takeaways

• Learn how to realize the benefits and manage the risks of collaboration across silos within and across organizations;
• Understand how to
  I. manage organizational structures and processes for collaboration across silos; and,
  II. develop individual leadership capabilities for ensuring collaboration across silos.
• Influence without formal authority in cross-silo collaboration scenarios where formal lines of authority are either non-existent or vaguely defined;
• Manage collaboration across organizational boundaries; and,
• Manage diverse teams in collaborating across different unit boundaries and organizational boundaries.

By attending this program, you will receive 1 credit towards our Distinguished Leader Certification and will personally be rewarded with Life-time Scholarship and Peers Vouchers to develop your chosen peer. Visit our website for more details: http://www.michiganexecutiveeducationasia.com/distinguished-leader/

Michigan Executive Education

Michigan Ross Executive Education was recently named a Top 10 global provider by the Financial Times, and our leadership programs have been consistently rated No. 1 by Leadership Excellence. We offer approximately 20 different open enrollment offerings and a variety of custom programs annually, serving over 4,000 business executives around the world. Ross has locations in Hong Kong, Mumbai and Singapore and delivers programs globally wherever our corporate partners request.
Program Faculty
- This program will be facilitated by any of these faculties.

**Scott DeRue**

*Associate Dean for Executive Education, Professor of Management, Stephen M. Ross School of Business, University of Michigan*

Professor DeRue is the associate dean of Executive Education, director of the Sanger Leadership Center, director of the Emerging Leaders Program, and professor of management at Michigan Ross. DeRue is among the 50 most influential business professors in the world, and has been recognized by Poets & Quants and CNN Money as being among the “40 Best Business Professors Under 40 in the World.”

Professor DeRue’s expertise is in the areas of leadership, team performance, and human resource management. His most recent book, Experience-driven Leader Development, uncovers best practices for developing leadership talent at all levels of organizations. His award-winning research has been published in numerous academic journals and is frequently featured in media outlets ranging from Bloomberg Businessweek, Harvard Business Review, The Washington Post, and The New York Times. He is also the associate editor of the Journal of Applied Psychology, a leading journal for research on psychology and human behavior at work.

Drawing upon his research expertise, DeRue is often sought out to advise organizations on issues related to leadership, change management, team development, executive selection and succession, and human resource management. His clients span five continents and include Fortune 100 companies, start-up enterprises, championship-winning sports teams, and non-profit organizations. Sample clients include Amazon, Bank of America, Bank Mandiri, Banque Saudi Fransi, Chicago Mercantile Exchange, China Development Bank, CITIC, ICBC, Morgan Stanley, the National Football League, Oracle, Saudi Electricity, and a wide range of U.S. and international government agencies. DeRue is also a managing partner at ChiBor Angels, an angel investment firm.

Prior to joining the University of Michigan faculty, DeRue served in leadership positions at the Monitor Group (now Monitor Deloitte) and Hinckley Yacht Company. He received his Bachelor of Science in Business Administration from the University of North Carolina at Chapel Hill, and his PhD in Management at Michigan State University.

**Prof. D Scott DeRue:**

*Top 40 Professors Under 40 — Poets and Quants and CNN Money, 2011*

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**Maxim Sytch**

*Sanford R. Robertson Assistant Professor of Business Administration*

*Assistant Professor at the Department of Management & Organizations, Stephen M. Ross School of Business, University of Michigan*

Professor Sytch is an associate professor and a Michael R. and Mary Kay Hallman Fellow in the management and organizations department at Michigan Ross. Selected as one the “40 Best Business Professors Under 40 in the World” by Poets & Quants in 2014, Sytch is an expert on leadership, strategy, and organizational issues.

Professor Sytch’s recent research focuses on how networks of collaboration and conflict within and between firms affect individual and organizational outcomes. His work has been published in a variety of leading academic journals and covered in Bloomberg Businessweek, Reuters, Harvard Business Review, and Yahoo News. His study examining dynamics of influence in patent infringement litigation won the Best Paper Award in the Organization and Management Theory Division of the Academy of Management.

In 2014, Sytch won the Ross Executive Education Teaching Impact Award for open enrollment programs. He also advises and speaks to corporations worldwide, including engagements with Bank of America, Bank Mandiri, Chicago Public Schools, Chrysler-Fiat, Grainger, Masco, Morgan Stanley, NextGen, Novartis, Oracle, PPG, Qualcomm, Ronald McDonald House Charities, Schneider Electric, and TRW.

Sytch holds a PhD from the Kellogg School of Management at Northwestern University, where he was also a lecturer within the management and organizations department. Prior to entering academia, Sytch worked in the financial sector for Merrill Lynch and the Central Bank of the Russian Federation.
Contact and Registration Info

Once you have registered for one of our programs, a unique registration number is assigned and an acknowledgement letter is sent within 3 working days. The participant will also receive a confirmation via email within 3 working days, along with a softcopy of the invoice. This communication ensures that a place will be reserved for you in the program. Due to costs associated with establishing, holding, and refilling participant slots, along with the associated costs of pre-course materials, the following cancellation charge schedule has been established. The program fee includes tuition, tea breaks & lunches, and all instructional materials. In order for you to have sufficient time to prepare the pre-reading materials and settle the program fee, we suggest sending us the registration at least 8 weeks prior to the program.

If You Need to Cancel

Cancellation fees are based on the number of weeks from the class start date your request is received. You must notify us of your cancellation in writing via email, fax, or postal mail.

You may cancel six or more weeks prior to the start of a program without incurring a fee. Due to the inherent costs of establishing, holding, and refilling participant slots along with associated costs of pre-course materials, the following cancellation fee schedule applies:

- Two to six weeks prior to program start - 50% of program fee
- Within two weeks of program start - 100% of program fee

Transfer and Substitution Policy

We can accept transfers to an alternate program offering. All transfer notices must be received by email, fax, or mail before the start of the program. Transfer requests received within 2 weeks of the program start are subject to a US$250 transfer fee. Qualified substitutes for registrations can be accommodated with advance written notice.

If you choose to defer or substitute your program fee to a future program session, that program must be attended or all funds previously paid will be forfeited. Only one deferral or substitution per registration is allowed and the new session must occur within one year of the original session date. Please note that 100 percent of the full tuition will be forfeited if one of the following occurs:

- The registrant does not enroll in another program within one year of the original start date
- The registrant has not requested a refund within one year of the original start date.

The Setting (to be confirmed)

Hong Kong InterContinental Grand Stanford Hotel

70 Mody Road,
Tsimshatsui East, Kowloon,
Hong Kong

Tel: (852) 2721 5161    Fax: (852) 2732 2233
Email: info@grandstanford.com
Web: www.intercontinental.com

PLEASE note: The hotel can make room reservations only. Program registrations must be directed to enquiry1@umich.edu or 852.2509.9228 (fax).

Please indicate you are a University of Michigan Executive Education participant when making reservations and you will receive a discounted room rate (subject to availability). Participants are responsible for their own accommodations and travel arrangements.

If you have special dietary concerns, please contact us as soon as possible at the Asia Pacific Regional Office.

The University of Michigan reserves the right to change without notice any statement in this bulletin concerning, but not limited to, curricula, courses, faculty, tuition, fees, policies and rules. If course or curriculum changes take place after you commence the program we will make every effort to implement the changes in your best interest.
Registration Form - Stephen M. Ross School of Business at the University of Michigan

BREAKING SILOS

Please mail or fax the completed registration to our offices

Hong Kong
Executive Education
Asia Pacific Regional Office

Asia Pacific Regional Office
Stephen M. Ross School of Business
University of Michigan
12/F Winsan Tower, 98 Thomson Road,
Wanchai, Hong Kong
Tel: 852.2509.9088  Fax: 852.2509.9228
Email: enquiry1@umich.edu

You may also register online on our website at:


If you have a Distinguished Leader Voucher, please quote your voucher reference. no: _____________________________

Registration Deadline: 4 weeks before the program
Registrations are accepted on a first come, first served basis.

Participant Information

- Mr.  - Ms.  - Dr.  - Miss  - Mrs.

Full Name (As appears on the course roster and your diploma)

First Name (As appears on your name badge)  Last Name

Title of Present Position

Company Name

Company Address (Please include street address and appropriate postal code for international courier delivery)

City  Postal Code  Country

Telephone  Facsimile

Email

Department

List language(s) in which you are fluent

(Applicants must be proficient in English)

All information submitted will be kept confidential

Continued on next page >>
COMPREHENSIVE LEADERSHIP PROGRAMS

How Did You Hear About Us? (You May Choose More Than One)

- [ ] Advertisement
- [ ] Newspaper
- [ ] Magazine/Journals
- [ ] Promotion - [ ] Brochure
- [ ] Catalogue
- [ ] E-mail
- [ ] Seminars/Exhibitions
- [ ] Recommendation by [ ] Supervisor
- [ ] HR/T&D [ ] Past participant
- [ ] I have attended Michigan Executive Education program(s)
- [ ] I have met with a Michigan representative

Billing Information

(Please provide the following information if the invoice should be directed to someone other than the participant)

Name ____________________________ Position Title ____________________________

Company Name ____________________________

Company Address ____________________________

City ____________ Postal Code ____________ Country ____________

Telephone ____________ Facsimile ____________ Email ____________

Person In Charge Of Executive / Management Development For Your Company

By providing this information, this person will subscribe to our mailing list for regular updates of our program information.

Name ____________________________ Position Title ____________________________

Company Name ____________________________

Company Address ____________________________

City ____________ Postal Code ____________ Country ____________

Telephone ____________ Facsimile ____________ Email ____________

Do you plan to make a hotel reservation? [ ] No [ ] Yes - We will provide information of recommended hotels upon confirmation

By submitting this registration form, I have read and hereby agree to comply with the policy of Michigan Ross Executive Education. I also understand that payment of the program fee is required prior to the program. Upon registration, the University shall issue an invoice for payment and a confirmation via e-mail within 3 working days.

Signature / Company Chop ____________________________

The University of Michigan, as an Equal Opportunity, Affirmative Action Employer, complies with applicable federal and state laws prohibiting discrimination, including Title IX of the Educational Amendments of 1972 and Section 504 of the Rehabilitation Act of 1973. It is the policy of the University of Michigan that no person, on the basis of race, sex, color, religion, national origin or ancestry, age, marital status, handicap, or Vietnam-era veteran status, shall be discriminated against in employment, educational programs and activities, or admissions. Inquiries of complaints may be addressed to the University’s Director of Affirmative Action, Title IX and Section 504 coordinator, 4005 Wolverine Tower, Ann Arbor, Michigan 48109-1281, 1734.763.1281, T.D.D. 1734.647.1388. For other University of Michigan information, call 1734.764.1817.
Rankings

Across a wide range of criteria, Michigan Ross Executive Education and the Stephen M. Ross School of Business are consistently ranked among the world’s elite institutions.

This global ranking evaluated the top-rated universities, based on a survey of 6,000 academics and 2,000 recruiters.

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This ranking evaluated university and business school-based executive education programs on criteria related to leadership development.

*No. 1 executive education programs for five consecutive years

This global ranking evaluated the top-rated universities, based on a survey of 6,000 academics and 2,000 recruiters.

Bloomberg Businessweek “Top 10 Open Enrollment programs” | November, 2013
Bloomberg Businessweek’s 2013 ranked Michigan Ross Top 10 for our open enrollment executive education programs.