Overview

Organizational culture is a major driver of the effectiveness of achieving change and driving business results. Managers across all functions are charged with motivating employees and HR designs initiatives to improve and support people performance. With the war for talent across the region, ensuring an effective corporate culture to develop and retain talent has never been more significant.

The role of building a strong and effective organizational culture to proactively deal with change with a focus on talent development and retention should be the responsibility of all managers in some respect. This program is ideal for senior managers and human resource professionals who are interested in better leveraging individual and organizational effort expended on culture initiatives and to drive talent management and development as part of the cultural imperative to success.
Michigan has developed the **Driving Organizational Culture for Change and Talent Integration** program to address this critical issue. This program offers a structured solution to every manager, be it line management or human resource managers to lead their organizational capability in developing organizational culture and talent that employees will fully value as part of their career paths, maintaining commitment to the organization that expresses clear direction for highly valued personnel.

The objective of this program is to assist in your consideration of the following culture and talent management questions, and implementing integrated solutions that drive the culture and talent in your organization to future successes:

- Do you have the culture and talent you need to achieve your vision, strategy and objectives?
- Will you be able to retain the talent you want and need to achieve your vision, strategy and objectives?
- Does the culture and talent pipelines (positions/roles/career paths) in your organization reflect the critical trends and challenges your organization is facing (Right positions, Right people, Aligned organizational structure, etc.)
- Is your organization most effectively utilizing key cultural management processes like performance management, talent reviews, succession planning, etc.?
- Is your organization making most effective use of core competency/skill set models?

**Learning Objectives:**

- Learn to assess your company culture and core competence model
- Drive cultural imperatives to impact organizational effectiveness
- Align talent management processes to deliver strategic business objectives
- Sharpen your organizations’ skills to mine the best talent and improve succession planning
- Identify the talent you need and cultivate an environment for them to grow
- Develop strategies for improving employee engagement
- Understand how effective change is dependent on culture and people processes and how to implement successfully for business results
Program Focus:

- Understanding your organizational culture
- Shifting culture initiatives to address change and effective implementation
- Building Integrated Talent Management (ITM) Systems to influence culture
- Adapting to the external environment: Aligning ITM with business strategy
- Optimizing organizational results: Leadership commitment to effective culture and talent
- Managing internal integration: Overcoming organizational structure and process challenges
- Growing the human capital portfolio: Strategic development, engagement and retention

I. Understanding your Organizational Culture and Making the Business Case for Culture for Change and Talent Integration
   I. Incorporating Ross School of Business, University of Michigan Pressing Problems Research and other key research studies (EDA, CLC, etc.)
   II. Assessing your organizational culture and strategic direction
   III. Global challenges

II. What is “Integrated Talent Management (ITM)” and its role in driving organizational culture?
   I. History and Progress, Lessons Learned, Successes and Failures
   II. Today’s “ITM”: Promises and Possibilities
      I. Key Success Factors
      II. Challenges
      III. Best Practices
      IV. A Model/Framework for Analysis: The Competing Demands of Integrated Talent Management

III. Adapting to the External Environment: Aligning Culture and Talent with Business Strategy
   I. What are the critical trends and challenges in our environment and how will they impact our talent management needs?
   II. How well positioned are we to respond?
   III. How can we begin to better align business planning with talent planning?

IV. Optimizing Organizational Results: Leadership Commitment to ITM
   - How is leadership commitment reflected?
   - How can we more effectively “lead” talent management both at the individual and organizational level?
   - Accountability and Measurement of Success

V. Managing Internal Integration: Overcoming Organizational Structure and Process Challenges
   - How can we more effectively align existing structure, systems and processes with required culture and talent management and development efforts?

VI. Growing the Human Capital Portfolio: Strategic Development, Engagement and Retention
   - Are we most effectively connecting and leveraging all development efforts to take full advantage of the 3 “E”s”: Education, Experience and Exposure?
   - How can we more creatively link work on our critical business needs and goals with our executive development efforts?
   - Are we most effectively leveraging employee engagement as part of our retention strategy?

VII. How I/We Will Implement effective culture to meet strategic imperatives back in my/our organization
Unique Feature

Before attending the program, you (and your colleagues attending) will be asked to complete a talent and development audit for your organization. Participants will also be asked to bring a business initiative or challenge whose success is dependent on effective talent and retention management. In addition, an organizational culture assessment shall be completed during the session to assist with determining the key strategic direction your organization requires to focus and address if the culture is aligned accordingly.

Who Should Attend

Clearly, the role of talent management and retention is in some respect the responsibility of all managers. The program is designed to most benefit mid or senior level line managers and human resource professionals interested in better leveraging individual and organizational effort to align culture and talent to achieve strategic imperatives and integration across the organization.

Comments from past participants

‘This is an amazing experience, and opened my eyes & thoughts to think out of the box.’

Suhail Bin Tarraf, HR Business Partner – Whole Sale & Treasury
Emirates NBD

‘Excellent Depth yet real-practical in formation that will help us with our company’s strategic initiatives’

Debra Yost, Vice President Human Resources
Laird Technologies, Inc.

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.
Outstanding Faculty:

Michael McGrath  
Adjunct Professor of Business Administration  
Stephen M. Ross School of Business, University of Michigan and Vice President, Executive Development Associates, Inc.

Michael has worked for over 25 years in executive and organizational development. Most recently, Michael was Vice-President, Executive Education and Development at Charles Schwab & Co., Inc. where he was responsible for the talent portfolio planning and development process for the firm’s top 200 executives including: creating and implementing the succession planning process for the senior management team; coaching members of the executive committee and members of their senior team in executive and leadership development; and the design, delivery, and launch of the core executive leadership development programs.

Previously, as an internal change agent, Michael served as head of Organization Development at Rockwell Semiconductor Products Businesses supporting the senior team on a two-year business turn around. As an external consultant, Michael has worked with senior executive teams (e.g. Cisco, Raychem, Fluor Daniel, Johnson Controls, Rockwell International) on both individual executive effectiveness and senior team performance.

Michael taught at both the University of Michigan and University of Southern California (USC). At the University of Michigan, he worked as part of the Ford Motor Company Leadership Development program that gave him the opportunity to coach hundreds of global Ford executives around aligning their personal development with Ford’s strategic imperatives. He also served as an Assistant Professor of Management and Organization at the Graduate School of Business at USC.

You may also be interested in our Comprehensive Leadership Program Series.
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 e-mail 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

DRIVING ORGANIZATIONAL CULTURE FOR CHANGE AND TALENT INTEGRATION

Please mail or fax the completed registration to our offices

Hong Kong  Executive Education
Asia Pacific Regional Office
Stephen M. Ross School of Business
University of Michigan
12/F Wansan 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:


☑ Hong Kong  Sept 7 – 9, 2016  US$5,900  Reg. Code:

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  Company Website

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 >>
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.

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.