As you ascend to new levels of management, it’s critical that you build on your leadership strengths and learn new ways to achieve greater impact. In this dynamic five-day program, you’ll learn all of the critical elements that successful leaders must master to deliver results, including how to set a vision, build and inspire teams, and drive change. You’ll reflect on your leadership approach and understand how others perceive you. You will be exposed to cutting-edge leadership strategies, practices, and tools — and receive coaching on how to leverage these next-level practices to achieve your career and organizational goals.

Once complete, you will emerge with new frameworks and tools to help you become a transformational leader of people and teams.

**Individual Benefits**

- A deep understanding of how to motivate yourself and inspire others
- Improved ability to influence and persuade people at all levels
- An increased ability to drive sustainable change
- Tools and strategies to better coach and provide feedback to others
- An understanding of how to leverage relationships and use networks to achieve results

**Organizational Benefits**

- Methods for increasing employee motivation and engagement
- Tools to navigate change while driving organizational priorities
- Practical methods for peer and direct report coaching
- Improved productivity as a result of better decision-making, emotional intelligence, and relationship management
Who Should Attend

• High-potential, mid-level managers with three to ten years of experience
• Managers in their first or second leadership role

TYPICAL TITLES INCLUDE:
• Manager, Senior Manager
• Director
• Group Leader
• Team Leader

The Experience

This fast-paced program attracts participants from a wide variety of industries, organizations, and countries, fostering a dynamic learning environment. The following program topics will be presented through a combination of action-learning activities, simulations, group discussions, team exercises, lectures, case studies, and projects. Before, during, and after the program, content and experiences are customized to participants’ unique, personal, and current leadership challenges.

TYPICAL TITLES INCLUDE:
• Manager, Senior Manager
• Director
• Group Leader
• Team Leader

DAY ONE
• Why is leadership more important today than ever before?
• How do you learn to lead in real time?
• Understanding your personal leadership challenges
• Developing and communicating your leadership vision
• Developing your leadership voice and charisma
• Exercising judgment and wisdom in decision-making
• Leading your team to effective decisions
• ASSESSMENT: Your decision-making style

DAY TWO
• Designing effective teams through goals and roles
• Managing team dynamics and process
• Driving coordination and collaboration in teams
• Aligning goals across diverse team members
• Managing conflict among the team and making it work for you
• Empowering your team to innovate and succeed
• Team-based simulation and competition around building and leading high-performing teams
• ASSESSMENT: Your team diagnostic survey

DAY THREE
• Building and leveraging relationships, networks, and connections to drive results
• Understanding the benefits of relationships and social capital in organizations
• Strategies for building effective networks
• Managing organizational networks
• The power of influence and persuasion
  • Procedural and interpersonal tactics to enhance your influence
  • Mastering effective strategies for influence
• ASSESSMENT: Your social capital strengths and opportunities for improvement

DAY FOUR
• How to lead change in your organization
• Creating urgency for your vision for change
• Gaining buy-in and overcoming resistance from key stakeholders
• Team-based simulation and competition on leading change
• Coaching and developing your employees
• Best practices and models for coaching
• How to design effective coaching sessions
• Coaching simulations and role plays with customized feedback

DAY FIVE
• Introduction to mindful engagement
• Strategies and practices for developing yourself as a leader
• Developing your personal leadership action plan with coaching
• ASSESSMENT: Your leadership legacy
• Program concludes at noon
SCOTT DERUE | FACULTY DIRECTOR

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.

PAULA CAPRONI

Professor Caproni is a faculty member in the management and organizations department at Michigan Ross, and currently teaches leadership skills, effective coaching, developing power and influence, and creating high-performing teams. She served as academic director of the full-time and part-time MBA programs. She has coached over 500 executives and served as the lead professional development coach for the Executive MBA Program and several Executive Education programs.

Professor Caproni has worked with a variety of global organizations in Brazil, Chile, China, Colombia, Finland, Germany, Hong Kong, Malaysia, Nigeria, Poland, Saudi Arabia, South Korea, Sweden, Thailand, the Philippines, and Vietnam. She has worked with organizations such as Asian Development Bank, Avon, Bank of America, Bank Saudi Fransi, Bendix, Cigna Asia, Exxon, Consumers Energy, DTE Energy, Flagstar Bank, Ford, Internal Revenue Service, Lexmark, Management Sciences for Health, Mead Johnson, M&T Bank, National Arts Strategies, the NFL, Nokia, Omnien, Philips, and Roland Berger Chemicals. She received the Victor Bernard award for Leadership in Teaching at Michigan Ross in 2008, as well as the Executive Education Teaching Impact Award in 2013. Her book, *Management Skills for Everyday Life: The Practical Coach*, is now in its third edition. Her article, “Work Life Balance: You Can’t Get There From Here” was awarded the McGregor Award by the Journal of Applied Behavioral Science.

Professor Caproni received her MBA from the University of Massachusetts and her PhD in Organizational Behavior from Yale University.
GRETCHEN SPREITZER

Gretchen Spreitzer is the Keith E. and Valerie J. Alessi Professor of Business Administration at Michigan Ross, where she is the co-director of the Center for Positive Organizations and the Michigan Ross Leadership Initiative. She currently teaches Leading Organizational Change and the Multidisciplinary Action Projects course at Michigan Ross.

Her research focuses on employee empowerment and leadership development, particularly within a context of significant organizational change. Her most recent research examines how organizations can enable thriving through a movement in the field of organizational behavior known as Positive Organizational Scholarship (www.bus.umich.edu/positive).

Based on extensive research, she has authored many articles on contemporary issues in organizational behavior in leading academic journals and is the co-author of seven books, including:

• How to Be a Positive Leader (2014) with Jane Dutton
• The Best Teacher in You (2014) with Bob Quinn, Kate Heynoski and Michael Thomas.

Prior to academia, Spreitzer worked with the management consulting group at Price Waterhouse’s Government Services Office and with Partners for Livable Places, a not-for-profit urban planning firm in Washington, D.C. She has a Bachelor of Science in Systems Analysis from Miami University (in Ohio) and completed her doctoral work at Michigan Ross. Spreitzer spent nine years on the faculty at the University of Southern California Marshall School of Business.

MAXIM SYTCH

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 from 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.
Real Impact

Michigan Ross is committed to maximizing your return on investment. For example, one of the nation’s top integrated health delivery systems turned to Michigan Ross to help their mid- to senior-level leaders with the following business challenges:

• Linking core competencies to customer benefits
• Improving strategic agility and leadership
• Assessing, driving, and measuring customer service and satisfaction
• Building high-performance teams

Upon completion of the program, an independent study was conducted to assess the organizational and personal impact of engaging with Michigan Ross. Here is what was found:

• A **310%** return on program investment
• A **SIGNIFICANT REDUCTION** in key service area wait times
• **25%** of participants were promoted within six months of program completion
• **15%** improvement in decision-making
• **16%** improvement in teamwork

The University of Michigan

**OVER 100 TOP RANKED GRADUATE PROGRAMS**
- US NEWS AND WORLD REPORT

Founded in 1817, the University of Michigan is one of the first public universities in the United States and remains a leader in higher education. The university has 101 graduate programs ranked in the top ten and is in the top five for research productivity and intellectual capital. U-M is also one of only two public institutions in the U.S. consistently ranked in the top ten. With over 51,000 students and 5,600 faculty on three campuses from over 100 countries, the school has a global presence that includes initiatives in Southeast Asia, Brazil, Russia, India, and China.

The Stephen M. Ross School of Business

**TOP 10 SINCE 1988**
- BLOOMBERG/BUSINESS WEEK

Founded in 1924, the Stephen M. Ross School of Business at the University of Michigan is grounded in the principle that business can be an extraordinary vehicle for positive change in today’s dynamic and global economy. As a general management institution, Michigan Ross has earned unqualified acclaim for academic excellence and is consistently ranked in the top ten for all degree programs. Ross has approximately 230 faculty members who study, research, consult, and teach in all areas of business. In addition to top-ranked academic departments in the core business principles, the school provides unparalleled learning opportunities in entrepreneurship, sustainability, social impact, operations, and emerging economies. Our unique approach — which focuses on action-based learning and interdisciplinary, team-oriented situations — develops leaders and ideas that make a positive difference in the world.

Executive Education

**TOP 10 GLOBAL PROVIDER**
- 2015 FINANCIAL TIMES

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 30 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, Malaysia, Singapore, and Thailand and delivers programs globally wherever our corporate partners request.

Michigan Ross Custom Programs

Ross delivers custom executive development programs for organizations throughout the world. We start by gaining a deep understanding of your business strategy and talent needs, and then work with you to create an experience that develops individual participants, builds networks and relationships, and provides a foundation for culture and organizational transformation. In close collaboration with you, we identify clear business and learning objectives, design learning experiences that align with those objectives, and bring together a world-class faculty team — often including your company’s leaders as teachers — to deliver a truly transformational experience for your top talent. And we do all of this with a deep commitment to delivering results and a return on your investment.

No matter your business challenge or strategic priority, Ross can be your partner in success. If you are interested in customized solutions for your company, please contact us at rossexeced@umich.edu or (734) 763-1000 to arrange a conversation with one of our managing directors.
**Ann Arbor Welcomes You**

The University of Michigan is located in Ann Arbor, a vibrant and sophisticated college town located 50 miles from Detroit and less than 30 minutes from Detroit Metropolitan Airport, a major international hub with non-stop flights from over 115 U.S. and 20 international cities.

---

**#1 “Most Educated Cities”**
- Forbes, 2014

**#1 “Best Main Streets”**
- Huffington Post, 2014

**#2 “Best College Towns”**
- Livability, 2013

---

**Program Details**

<table>
<thead>
<tr>
<th>PROGRAM DATES</th>
<th>FEE</th>
<th>FEE INCLUDES:</th>
</tr>
</thead>
<tbody>
<tr>
<td>April 18 - 22, 2016</td>
<td>$9,700 US</td>
<td>• On-site executive accommodations</td>
</tr>
<tr>
<td>Sept. 26 - 30, 2016</td>
<td></td>
<td>• Program materials, assessments, and simulations</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• All breakfasts, lunches, and break snacks/drinks</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Select dinners</td>
</tr>
</tbody>
</table>

**LOCATION**
Ann Arbor, Michigan

**REGISTER**

michiganross.umich.edu/emergingleaders1
rossexeced@umich.edu
734-763-1000

Learn more or explore other programs online at execed.bus.umich.edu

**From Past Participants**

“Great program! The most valuable aspects were the way important themes were taught and integrated into real world situations, the post-program resources, and the diversity of program participants.”
- Jaclyn Batchkow, Vice President, Strategic Portfolio Group, TD Bank, America’s Most Convenient Bank

“Excellent program. All of my managers should take the Emerging Leaders Program. It hits all the major topics encountered by leaders every day.”
- Rose Gillesby, Associate Director, Zoetis Inc.

**Michigan Ross is Committed to Positive Business**

**POSITIVE BUSINESS CONFERENCE | MAY 12-13, 2016**

Increase purpose, passion, and performance through positive business practices that energize and engage teams and employees. This informative and inspiring annual event gathers thought leaders, executives, and academicians to immerse in the latest practices, research, and extraordinary results in positive business.

This year’s conference will focus on Employees as Positive Business Agents, with an emphasis on sustainable practices that create great places to work, thriving communities and environments, and economic profit. You will interact with speakers and facilitators from Michigan Ross, Google, London Business School, Patagonia, PwC, Cascade Engineering, and Kellogg. Come and join a community of like-minded executives who are seeing results from positive business.

Learn more and register at positivebusinessconference.com

**Hong Kong**

OCT. 17 - 21, 2016

FEE: $8,500 US

---

**Program Details**

<table>
<thead>
<tr>
<th>PROGRAM DATES</th>
<th>FEE</th>
<th>FEE INCLUDES:</th>
</tr>
</thead>
<tbody>
<tr>
<td>April 18 - 22, 2016</td>
<td>$9,700 US</td>
<td>• On-site executive accommodations</td>
</tr>
<tr>
<td>Sept. 26 - 30, 2016</td>
<td></td>
<td>• Program materials, assessments, and simulations</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• All breakfasts, lunches, and break snacks/drinks</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Select dinners</td>
</tr>
</tbody>
</table>

**LOCATION**
Ann Arbor, Michigan

**REGISTER**

michiganross.umich.edu/emergingleaders1
rossexeced@umich.edu
734-763-1000

Learn more or explore other programs online at execed.bus.umich.edu

**From Past Participants**

“Great program! The most valuable aspects were the way important themes were taught and integrated into real world situations, the post-program resources, and the diversity of program participants.”
- Jaclyn Batchkow, Vice President, Strategic Portfolio Group, TD Bank, America’s Most Convenient Bank

“Excellent program. All of my managers should take the Emerging Leaders Program. It hits all the major topics encountered by leaders every day.”
- Rose Gillesby, Associate Director, Zoetis Inc.

**Michigan Ross is Committed to Positive Business**

**POSITIVE BUSINESS CONFERENCE | MAY 12-13, 2016**

Increase purpose, passion, and performance through positive business practices that energize and engage teams and employees. This informative and inspiring annual event gathers thought leaders, executives, and academicians to immerse in the latest practices, research, and extraordinary results in positive business.

This year’s conference will focus on Employees as Positive Business Agents, with an emphasis on sustainable practices that create great places to work, thriving communities and environments, and economic profit. You will interact with speakers and facilitators from Michigan Ross, Google, London Business School, Patagonia, PwC, Cascade Engineering, and Kellogg. Come and join a community of like-minded executives who are seeing results from positive business.

Learn more and register at positivebusinessconference.com

**Hong Kong**

OCT. 17 - 21, 2016

FEE: $8,500 US

---

**Program Details**

<table>
<thead>
<tr>
<th>PROGRAM DATES</th>
<th>FEE</th>
<th>FEE INCLUDES:</th>
</tr>
</thead>
<tbody>
<tr>
<td>April 18 - 22, 2016</td>
<td>$9,700 US</td>
<td>• On-site executive accommodations</td>
</tr>
<tr>
<td>Sept. 26 - 30, 2016</td>
<td></td>
<td>• Program materials, assessments, and simulations</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• All breakfasts, lunches, and break snacks/drinks</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Select dinners</td>
</tr>
</tbody>
</table>

**LOCATION**
Ann Arbor, Michigan

**REGISTER**

michiganross.umich.edu/emergingleaders1
rossexeced@umich.edu
734-763-1000

Learn more or explore other programs online at execed.bus.umich.edu

**From Past Participants**

“Great program! The most valuable aspects were the way important themes were taught and integrated into real world situations, the post-program resources, and the diversity of program participants.”
- Jaclyn Batchkow, Vice President, Strategic Portfolio Group, TD Bank, America’s Most Convenient Bank

“Excellent program. All of my managers should take the Emerging Leaders Program. It hits all the major topics encountered by leaders every day.”
- Rose Gillesby, Associate Director, Zoetis Inc.

**Michigan Ross is Committed to Positive Business**

**POSITIVE BUSINESS CONFERENCE | MAY 12-13, 2016**

Increase purpose, passion, and performance through positive business practices that energize and engage teams and employees. This informative and inspiring annual event gathers thought leaders, executives, and academicians to immerse in the latest practices, research, and extraordinary results in positive business.

This year’s conference will focus on Employees as Positive Business Agents, with an emphasis on sustainable practices that create great places to work, thriving communities and environments, and economic profit. You will interact with speakers and facilitators from Michigan Ross, Google, London Business School, Patagonia, PwC, Cascade Engineering, and Kellogg. Come and join a community of like-minded executives who are seeing results from positive business.

Learn more and register at positivebusinessconference.com
EMERGING LEADERS PROGRAM

BECOMING A TRANSFORMATIONAL LEADER

WORLD-CLASS FACULTY | DESIGNED FOR IMPACT | GLOBAL PERSPECTIVE

As you ascend to new levels of management, it’s critical that you build on your leadership strengths and learn new ways to achieve greater impact. In this dynamic five-day program, you’ll experience all of the critical elements that successful leaders must master to deliver results, including how to set a vision, build and inspire teams, and drive change. You’ll reflect on your leadership approach and understand how others perceive you. You will be exposed to cutting-edge leadership strategies, practices, and tools, and receive coaching on how to leverage these next-level practices to help you become a transformational leader of people and teams.

Ann Arbor
APRIL 18 - 22, 2016
SEPTEMBER 26 - 30, 2016

Hong Kong
OCTOBER 17 - 21, 2016

“One of the most valuable weeks I have had in my career. I have immediately put the tools and frameworks to use in my organization.” – Jacob Villere, Senior Vice President, Capital One

Register
michiganross.umich.edu/emergingleaders1
rossexeced@umich.edu
734-763-1000

2015 Top 10 Global Provider
—FINANCIAL TIMES

MICHIGAN ROSS