



Executive Education

# EMERGING LEADERS PROGRAM

BECOMING A TRANSFORMATIONAL LEADER

Ann Arbor

SEPTEMBER 26 - 30, 2016

MAY 1 - 5, 2017

Hong Kong

OCTOBER 17 - 21, 2016

OCTOBER 9 - 13, 2017

**Top 5  
Global  
Provider**

-FINANCIAL TIMES, 2016

**Don't miss out; register today!**

[michiganross.umich.edu/emergingleaders4](http://michiganross.umich.edu/emergingleaders4)

# EMERGING LEADERS PROGRAM

**GAIN THE MINDSET AND SKILLSET TO BE A TRANSFORMATIONAL LEADER**

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.

### DAY INTRODUCTION

- ONE**
- Why leadership? Why now?
  - Your leadership Challenges

#### KNOWING YOURSELF: THE LEADER IN YOU

- Value-based leadership
- 3E model of charismatic leadership
- Developing your leadership vision

#### EXECUTIVE JUDGMENT & DECISION MAKING

- Why do good people make bad decisions?
- Developing your judgment and intuition

#### ASSIGNMENT:

- Prepare your leadership vision (Bring laptops to class on Tuesday)

### DAY LEADERSHIP VISIONS FOR YOUR TEAM

- TWO**
- Visualizing the future of your team

#### BUILDING HIGH PERFORMING TEAMS

- The challenges of teamwork
- Your role as team leader
  - Defining the team
  - Designing the team
  - Managing the team
- Building leadership capacity in your team
- Developing a plan for building and developing your team

#### ASSIGNMENT:

Complete Kolb Learning Styles Assessment for Thursday's session



### DAY USING INFLUENCE AND PERSUASION

- THREE**
- Procedural and interpersonal tactics of influence
  - Weapons of influence

#### BUILDING AND LEVERAGING SOCIAL CAPITAL

- Understanding the benefits of social capital
- Building effective networks
- Managing organizational networks

#### GROUP ASSIGNMENT:

Complete diagnosis/interviews for "Leading Change" simulation

### DAY TEAM SIMULATION: LEADING CHANGE

- FOUR**
- Creating urgency for your change ideas
  - Getting buy-in
  - Overcoming resistance to change
  - Achieving the change results you seek

#### COACHING & DEVELOPING YOUR TALENT

- Why coach?
- Coaching models
- Coaching roles
- Designing coaching sessions
- Coaching and diversity
- Coaching yourself

#### GRADUATION DINNER

### DAY DEFINING YOUR LEGACY

- FIVE**
- Your path to realizing your leadership potential
  - Leadership action plans



**SUSAN J. ASHFORD | FACULTY DIRECTOR**

Susan (Sue) Ashford holds the Michael and Susan Jandernoa Professorship in the Management and Organization at the Ross School of Business at the University of Michigan. She was on the faculty of the Tuck School of Business at Dartmouth College from 1983-1991 and has taught at the Ross School of Business since 1991. Sue has served in a variety of leadership positions at the Ross School. She served as an Associate Dean for the Ross School of Business from 1994-1995, as the school's Senior Associate Dean from 1998 – 2002 and as the Associate Dean for Leadership Programming and the Executive MBA from 2006-2010. She led the establishment of the school's EMBA program and the Ross Leadership Initiative (now Sanger Center). She currently serves as the area chair for the Ross Management and Organizations group.

Sue received her MS and Ph.D. degrees from Northwestern University and is a Fellow of the Academy of Management professional association. She has made

research contributions in the following areas: leader effectiveness and development, middle management issue selling as part of the firm's strategy process, and individual proactivity (e.g., self-management and feedback seeking). Her research has been published in a variety of outlets, including the: *Academy of Management Review*, *Academy of Management Journal*, *Administrative Science Quarterly*, *Strategic Management Journal*, and *Journal of Applied Psychology*. Her research has been summarized as advice for managers in the *Harvard Business Review*, the Harvard Business Review blog and New York Magazine. Sue has served as a consulting editor for the *Academy of Management Journal* and currently serves on its editorial board.

Sue's passion is using her teaching and research work to help people to be maximally effective in their work settings, with an emphasis on self-leadership, proactivity, change from below, and leadership and its development. She conducts her teaching at the Ross School, teaching negotiation skills in the Executive MBA program and a capstone leadership course in the Weekend MBA program. She also teaches for the Leading Women Executives program of the Corporate Leadership Center and for various companies.



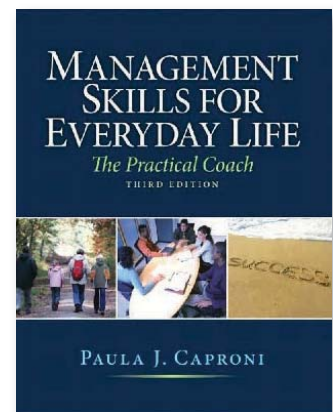
**PAULA CAPRONI**

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,

Onninen, 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**

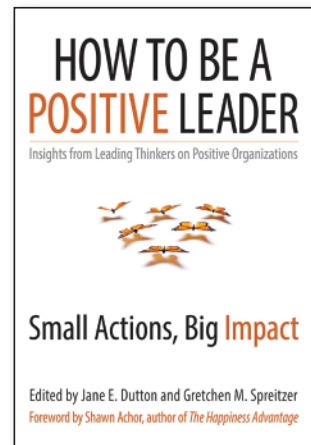
Gretchen Spreitzer is the Keith E. and Valerie J. Alessi Professor of Business Administration at Michigan Ross, where she is the co-director of the Center for Positive Organizations and the Michigan Ross Leadership Initiative. She currently teaches Leading Organizational Change and the Multidisciplinary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



### **DAVID M. MAYER**

David M. Mayer is a Michael R. and Mary Kay Hallman Fellow and an Associate Professor in the Management and Organizations area at the University of Michigan's Ross School of Business. He received his Ph.D. from the University of Maryland. His research interests concern social and ethical issues in organizations. Specifically, he conducts research in three major areas: (1) behavioral ethics, (2) organizational justice, and (3) workplace diversity. A hallmark of his research is a focus on the effects of the organizational context (e.g., leadership, coworkers, climate) on employees' unethical and pro-social behavior. He has published over 50 articles/chapters including over 25 articles in the following top management journals: *Academy of Management Journal*, *Journal of Applied Psychology*, *Organizational Behavior and Human Decision Processes*, and *Personnel Psychology*. He is currently an associate editor at the *Academy of Management Journal*.



## 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, University of Michigan is one of the first public universities in the U.S.
- 101 graduate programs ranked in the top ten.
- One of only two public institutions in the U.S. consistently ranked in the top ten.
- Top five for research productivity and intellectual capital.
- Over 51,000 students, 5,600 faculty on three campuses from over 100 countries.
- UM maintains a global presence including initiatives in Southeast Asia, Brazil, Russia, India and China.

## The Stephen M. Ross School of Business

### TOP 10 SINCE 1988 - BLOOMBERG BUSINESSWEEK

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:

- Consistently ranked in the top ten for all degree programs.
- Approximately 230 faculty members who 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 leadership, entrepreneurship, sustainability, social impact, 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 5 GLOBAL PROVIDER - FINANCIAL TIMES 2016

Michigan Ross Executive Education was recently named a Top 5 global provider by the *Financial Times*. The *FT* survey examined the open enrollment programs offered at 75 schools, weighing factors from faculty to follow-up. Among the highlights, Ross excelled with unique course design, renowned faculty, and participants reporting new skills and learning to impact personal and organization performance. We offer 30+ diverse open enrollment offerings and numerous custom programs annually, serving more than 4,000 executives around the world. Ross has locations in Ann Arbor, Hong Kong, Mumbai, Malaysia, Singapore, and Thailand and delivers programs globally wherever our partners request. We invite you to join us for any of our open enrollment or custom program offerings and to experience first-hand the Michigan Ross difference.

## 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 to arrange a conversation with one of our managing directors: [rossexeced@umich.edu](mailto:rossexeced@umich.edu) or (734) 763-1000.

# Experience the Michigan Difference Around the World

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.



Leaders outside the U.S. are encouraged to explore our programs in Hong Kong, Mumbai, and Delhi, which offer access to the same transformational Michigan Ross experiences with less travel. Ross faculty members are excited to come meet you and share their insights, knowledge, and expertise to elevate your skills and advance your career. Enjoy ample opportunities to expand classroom learning with peers and immerse in the unique sights and sounds of these dynamic, thriving cities. Regardless of where you attend, you'll benefit from the same outstanding results-oriented Michigan Ross experience.

## Program Details

**Location: Ann Arbor | Sept. 26 - 30, 2016 | May 1 - 5, 2017**

**Fee: \$9,800 US**

- Fee is payable in advance in US dollars and is subject to change
- Check our website for our Cancellation, Transfer and Substitution Policy

### Fee includes:

- On-site executive accommodations (*pending availability*)
- Program materials, assessments, and simulations
- All breakfasts, lunches, and break snacks/drinks
- Select dinners

**Location: Hong Kong | Oct. 17 - 21, 2016 | Oct. 9 - 13, 2017**

**Fee: \$8,500 US**

- Fee is payable in advance in US dollars and is subject to change
- Check our website for our Cancellation, Transfer and Substitution Policy

### Fee includes:

- Tuition, books, instructional materials, and coffee breaks

**REGISTER TODAY!**

[michiganross.umich.edu/emergingleaders4](http://michiganross.umich.edu/emergingleaders4)  
[rossexeced@umich.edu](mailto:rossexeced@umich.edu) | 734-763-1000

Learn more or explore other programs online at:  
[michiganross.umich.edu/execed](http://michiganross.umich.edu/execed)



## 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 Britchkow, 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.*

“This program builds on your positives and identifies ways to improve in areas that aren't as strong. I highly recommend the Emerging Leaders Program to anyone interested in improving themselves personally and professionally.”  
*-Darcy Cooper, Senior Group Manager, NSK Americas Inc.*

# EMERGING LEADERS PROGRAM

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WORLD-CLASS FACULTY | DESIGNED FOR IMPACT | GLOBAL PERSPECTIVE

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.

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**SEPTEMBER 26 - 30, 2016**

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**Hong Kong**

**OCTOBER 17 - 21, 2016**

**OCTOBER 9 - 13, 2017**

“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*

**Top 5  
Global  
Provider**

–FINANCIAL TIMES, 2016

**Reserve your seat today—  
Register NOW!**

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**M** | MICHIGAN ROSS