EMERGING LEADERS PROGRAM:  
Becoming a Transformational Leader

Overview

This five-day "sabbatical" for mid-level managers offers a unique opportunity to reflect on your own leadership style and develop the leadership skill set that is necessary for emerging, global leaders. The method of delivery is Action-Based Learning with group and personal activities, simulations and role plays to ensure practical application and a dynamic learning experience with your peers from across the region.

You will examine multiple leadership practices and develop a plan for leveraging these practices for your own leadership and the achievement of career and organizational goals. The course provides an intense immersion into cutting-edge research and world-class expertise related to leadership, managing group dynamics, and innovative leadership practices. The action-based curriculum focuses on group processes, team productivity, and the interpretation of leadership styles. The challenges of leading change and successful implementation play a prominent role in the program.

Together with other emerging leaders, you will develop a vision and plan for your own leadership development, as well as a roadmap for developing and improving the performance of your team.
Learning Objectives

This unique Action-Based Learning development program focuses on the concept of human potential. Through this lens you will develop:

- a leadership mindset that will allow you to coach and counsel for peak performance
- an increased ability to manage through potentially disruptive change
- an understanding of how to motivate yourself and others
- practical tools to effectively manage relationships and achieve organizational goals
- an enhanced ability to utilize feedback to develop yourself and your team

Benefit from a complementary executive coaching session with the faculty during and after the training program to assist with continuous learning and addressing your own personal development challenges.

Event Highlight⭐

To further enhance your own personal leadership development, you also will benefit from individual consulting with faculty during the training and receive an additional executive coaching session after the program event to ensure a continuous learning experience and assist with personal growth and application of key concepts and tools.

Who Should Attend

Participants in this program should be mid-level managers with three to ten years of experience. Executives from all functional areas and those managing teams will benefit from this activity based approach to leadership development.

This course is extremely experiential with Action Based Learning throughout and suitable for those with a style of learning incorporating “hands on” experience.
Program Focus

The program has an activity-based style with extensive participant interactions and group learning scenarios. It focuses on developing your potential as a leader. It also engages you to consider the role you play within the organization and how you develop relationships to assist your career and personal development.

Given the personal nature of the program, individual assessments shall be completed to better understand your leadership self (and those around you). In addition, you will have the opportunity for one-on-one coaching during the event and also a few months after the event to assist with evolving personal development and leadership challenges raised both during and after the training session.

The Emerging Leaders event offers the opportunity for the course to be culturally rich with tailored materials for leadership challenges in Asia and utilizing content and simulations that deal specifically with cross-cultural/diversity issues. This engaging and fully interactive learning experience presents you with a wonderful opportunity to personally step up to the challenges of an emerging leader in today's global and dynamic environment.

The following is a general description of the program:

<table>
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<tr>
<th>Course Outline</th>
<th>Day 1: Unlocking the Potential of Others</th>
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<tbody>
<tr>
<td></td>
<td>• Lead Others through Inspiration and Motivation</td>
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<td>• Make Decisions with Sound Judgment</td>
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<td>• Coach &amp; Develop Your Talent</td>
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<td>[Action Based Learning (ABL) includes a video simulation, paired coaching, and exercises related to applying a motivation framework to those you work with]</td>
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<tr>
<th>Day 2: Managing Group Dynamics</th>
<th>Day 4: Driving Strategic Change and Implementation</th>
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<tr>
<td>• Manage Team Inputs and Processes</td>
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<td>• Develop a Team Vision</td>
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<tr>
<td>[ABL includes a team simulation and creating a vision for your own teams]</td>
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<tr>
<td>• Develop Strategies for Establishing Organizational Congruence</td>
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<td>• Leverage Social Networks for Leading Change</td>
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<tr>
<td>[ABL includes a change simulation and social network analysis]</td>
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<tr>
<th>Day 3: Building and Leveraging Professional Relationships</th>
<th>Day 5: Discovering the Leader in You:</th>
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<tr>
<td>• Work across Borders</td>
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<td>• Manage Difficult Relationships</td>
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<td>• Manage Conflict in Groups</td>
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<td>[ABL includes a simulation on managing diversity and exercises related to applying a conflict framework to ongoing situations in your workplace]</td>
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<tr>
<td>• Learn Your Leadership Style</td>
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<td>• Develop Your Leadership Vision</td>
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<tr>
<td>[ABL includes leadership vision creation and an exercise simulating the delivery of that vision to your teams]</td>
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Benefits of Attending

• Experience energizing and motivating learning with practical tools to return to the workplace and cascade with your team.
• Discover the role you can play in taking your organization to the next level of exceptional performance
• Test your own leadership effectiveness and learn how to improve your leadership in a culturally-diverse environment.
• Complete insightful assessments and activities that will help you better understand your own capabilities and how to motivate those around you effectively.
• Gain an understanding of how to lead positive change in teams and organizations.
• Create personal action plans to transform learning into results
• Benefit from a follow-up executive coaching session to ensure continuous learning and practical application within your own work environment.
• Diagnose and deal with ongoing leadership challenges in your own organization
• Develop a robust network of contacts among emerging leaders across a wide range of companies and industries

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/

Outstanding Faculty

Note: The program will be taught by two of the faculty members listed below

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

Prof. D Scott DeRue:
Top 40 Professors Under 40
— Poets and Quants and CNN Money, 2011

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.
Outstanding Faculty  (Continued with previous page)

Prof. Maxim Sytch:
Top 40 Professors Under 40
— Poets and Quants and CNN Money, 2014

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 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.

Kent J. Youil
Executive Director and Head of Learning and Development, Asia Pacific
Executive Education, Stephen M. Ross School of Business,
University of Michigan

Kent is a highly experienced executive coach and team trainer with a major focus on organizational development and related leadership capability building. A native of Scotland, he has lived and worked in Hong Kong and China for 20 years. He works with Managing Directors, General Managers and high potential professionals at mid to senior level globally with strong cultural sensitivity. His role with Michigan Ross as facilitator of action learning projects for numerous global clients has enabled a broad business exposure and ability to align practical application and key learning across numerous industries and organizations.

With extensive corporate experience in banking and finance (Royal Bank of Scotland), insurance (AIG) and Executive Director Asia Pacific, Ross School of Business at the University of Michigan, Kent has blended practical experience and application with world thought leadership. His 14 year role with Michigan Ross has enabled him to integrate with global and local organisations such as manufacturing, retailing, utilities, governmental and financial to assist with custom designed executive development solutions for mid to senior executives in a broad range of leadership and function specific initiatives.

Kent gained an MBA from the University of Strathclyde, UK and studied in Hong Kong to achieve the Master of Science in Training and HRM, from the University of Leicester, UK. He is a Chartered Member of the Institute of Bankers in Scotland.
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.

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
Kowloon Shangri-la
64 Mody Road, Tsim Sha Tsui East, Kowloon
Hong Kong
Tel: (852) 2821.2111
Fax: (852) 2723.8688
Email: ksl@shangri-la.com
Web: www.shangri-la.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.
# COMPREHENSIVE LEADERSHIP PROGRAMS

## EMERGING LEADERS PROGRAM

**Registration Form - Stephen M. Ross School of Business at the University of Michigan**

**EMERGING LEADERS PROGRAM**

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 Winsan Tower, 98 Thomson Road,  
Wanchai, Hong Kong  
Tel: 852.2509.9088  Fax: 852.2509.9228  
Email: enquiry1@umich.edu

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

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<tr>
<th>First Name</th>
<th>Last Name</th>
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(As appears on your name badge)

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<th>Full Name</th>
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(As appears on the course roster and your diploma)

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<th>Company Name</th>
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<th>Company Address</th>
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(Please include street address and appropriate postal code for international courier delivery)

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<th>City</th>
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<th>Company Website</th>
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<th>List language(s) in which you are fluent</th>
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(Applicants must be proficient in English)
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

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

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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Leadership Excellence, “No. 1 in Leadership Development’,” | September, 2013
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.