Executive Education

CREATING IMPACT THROUGH INNOVATION

HOW TO DESIGN WINNING SOLUTIONS FOR BUSINESS CHALLENGES

Ann Arbor
NOVEMBER 14-18, 2016
MAY 15-19, 2017

Hong Kong
DECEMBER 5-9, 2016
APRIL 24-28, 2017

Don’t miss out; register today!
michiganross.umich.edu/innovation1

Top 5 Global Provider
-FINANCIAL TIMES, 2016
Leaders are the designers and builders of their teams, units and organizations; and therefore, have the obligation and opportunity to employ design principles in their leadership. Widening the scope of who contributes to design conversations gives everyone the opportunity to use a design approach adding rich diversity of perspective based on unique experiences. This program offers evidence-based strategies for effectively leading teams to creative and innovative solutions. Learn how our professional and personal history provides us deep knowledge and novel perspectives to address these business challenges.

Through a process called ‘bricolage’ created by Michigan Ross faculty, Jeffrey Sanchez-Burks, learn how to enable others to make better use of resources and perspective they already possess in order to generate novel ideas for challenges and opportunities you face in your work. Using an action-based learning approach, you will get hands-on experience applying key insights from the program, and leave ready to immediately apply these lessons in your organization. Your company will not only benefit by sending individual team leaders, but may further consider sending a complete team to allow your enterprise leaders the opportunity to craft winning solutions that specifically address your unique business challenges.

### Individual Benefits

- Learn and apply practical innovation tools and techniques.
- Master the process of bricolage to leverage existing resources and generate novel ideas.
- Understand the process and barriers to innovative thinking.
- Develop greater confidence in your role as ‘Leader as Designer of the organization.’

### Organizational Benefits

- Experience a new way to think about the value of design thinking to your company’s bottom line.
- Gain a new framework to accelerate your organization’s innovation initiatives.
- Establish a new method for your team or business unit to generate and implement novel solutions to everyday challenges.
- Leverage the psychological drivers that lead to the adoption of new and useful ideas.
Who Should Attend

- Directors, Vice Presidents, and Senior Executives in:
  - Innovation
  - Business strategy
  - Marketing strategy
  - Digital/Social strategy
  - New productive development
  - Corporate communications and crisis management
  - R&D
  - Operations and projects management
- Managers responsible for organizational development and change management
- Leaders looking to transform their organizational culture and processes

The Experience

This new, fast-paced program is well-suited for participants from a wide array of industries, organizations, and countries. Using an action-based learning approach, participants will get hands-on experience applying key insights from the program. Gain experience with our customer-centric design process. Explore creative and empathetic ways to uncover new ideas. Using a tested prototype, consider additional factors that have shown to increase the probability of your prototype idea actually being adopted. Immerse yourself in the framework that accounts for the conditions that promote the spread and adoption of ideas from person to person in a contagious fashion.

DAY ONE
- The business case for design and innovation
- Leaders as the designers of their organization
- Team based design exercise
- Participants share a design challenge

DAY TWO
- Action-based learning exercise to learn our customer-centric innovation process.
- Blue Town: An Action-Based Learning Case
  **Connect**: Customer Empathy
  - Advanced interview techniques
  - Participants conduct interviews
  - Identify themes
  **Focus**: Refining the Design Challenge

DAY THREE
- **Bricolage**: Strategic idea generation
  * Advanced brainstorming techniques
  * Idea brainstorming on selected design challenge
- **Curate**: Strategic Adoption
  - Identifying the most promising concept
  - Design an experiment on selected concept
  - Run experiment
  - Distill insights

DAY FOUR
- The five levers of strategic adoption:
  * Content + Credence + Covers
  * Co-Incentives + Concurrence
  * Action based mini-cases
  * Identifying the most promising concept
  * Apply five levers to selected concept
  * Initial concept presentations

DAY FIVE
- **Implementation**:
  * Informed Concept presentations
  * Introducing change in an organization
  * Articulating your innovator point of view
JEFFREY SANCHEZ-BURKS | FACULTY DIRECTOR
Professor of Management & Organizations

Professor Sanchez-Burks is an award winning scholar and executive educator who designs, directs and delivers executive leadership development programs in more than 20 countries around the world working in diverse industries including financial services, arts & entertainment, government, manufacturing, and medicine. Broadly, his research centers on topics that inform how to develop innovative solutions, bridge cultural divides and manage the emotional tenor and tempo of organizations. Sanchez-Burks has presented in the TEDx series, and his research has been covered in The Wall Street Journal, The New York Times, National Public Radio, The Harvard Business Review, and numerous distinguished academic journals.

JOHN BRANCH | FACULTY
Strategy and Marketing Professor

John Branch is an award-winning educator, consultant, speaker, and educational leader, with almost 25 years of experience in more than fifty countries, most notably in the republics of the former U.S.S.R., including Latvia, Russia, and Kyrgyzstan. He has conducted management training in, and consulted to, numerous international companies, including British American Tobacco, Anheuser-Busch, British Telecom, Cargill, Mercedes Benz, DELL, Coca-Cola, Michelin, Ericsson, and Nestlé.
MARCUS COLLINS | FACULTY
Michigan Ross Executive Education Professor;
SVP/Executive Director, Social Engagement, Doner Advertising

Marcus Collins is a culturally curious thinker with academic insight into the cognitive drivers that impact consumer behavior. He is the SVP/Executive Director of Social Engagement at Doner Advertising and was named to Advertising Age’s 2016 40 Under 40 list. His strategies and creative contributions have led to the successful launch of Budweiser’s “Made In America” music festival, Bud Light Platinum, the Brooklyn Nets (Hello Brooklyn!), and State Farm’s “Cliff Paul” campaign. Before his work in advertising, Marcus worked in partner marketing for iTunes and led digital strategy for Beyoncé. In addition to his agency duties at Doner, Marcus is an AACSB certified clinical instructor and teaches social media marketing at Michigan Ross and Hyper Island.
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/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:

- 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 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 | Nov. 14-18, 2016 | May 15-19, 2017**

**Fee: $9,950 US**
- Fee is payable in advance in US dollars and is subject to change
- Check our website for our Cancellation, Transfer and Substitution Policy
- Contact us for special team pricing

**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 | Dec. 5-9, 2016 | April 24-28, 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/innovation1
rossexeced@umich.edu | 734-763-1000

Learn more or explore other programs online at: execed.bus.umich.edu
Creating Impact Through Innovation
How to Design Winning Solutions for Business Challenges

World-Class Faculty | Designed for Impact | Global Perspective

This program will help you bring the power of leading enterprise-centric design thinking to your organization. In an enterprise-centric design-driven culture you are not only concerned with putting the customer first; but also with providing real, measurable results that offer a distinct competitive advantage.

Ann Arbor
November 14-18, 2016
May 15-19, 2017

Hong Kong
December 5-9, 2016
April 24-28, 2017

Top 5 Global Provider
-Financial Times, 2016

Reserve your seat today—Register NOW!
michiganross.umich.edu/innovation1
rossexeced@umich.edu
734-763-1000

Michigan Ross