LEADING HIGH-PERFORMING TEAMS

Learning Objectives

• Understand the dynamics underlying high-performing teams

• Implement 10 steps for making effective decisions for your team

• Understand the 3 foundations of effective team leaders

• Develop strategies for managing teams

Who Should Attend

Leading High-Performing Teams is ideal for emerging leaders and those who want to move their teams toward a higher level of performance by learning the latest best practices for leading teams.

PROGRAM DATE
Hong Kong

FEE // US$4,250
Program fee includes:
• Tuition
• Instructional materials
• All lunches, and coffee/snack breaks

CONTACT
Adrian Chan
+852 2509 9088
enquiry@umich.com.hk

WEB
Overview

High-performing teams create value for organizations by achieving better results, in less time, using fewer resources. Teams that get the best results show initiative, see opportunities, overcome hurdles, leverage their resources, coordinate across functions, respond quickly to internal and external customer needs, and excel with their day-to-day responsibilities, as well as with unexpected challenges.

In contrast, weaker teams struggle along, have more errors, waste resources, and take up more of the leader’s time with fewer results. Not surprisingly, organizations with high-performing teams have a significant competitive advantage that is difficult for other organizations to copy.

This engaging and interactive 2-day program will provide you with leadership strategies that help your teams do their best work and avoid several common problems that can undermine team performance. Through self assessments, team activities, video cases, and other activities, you will learn what the most effective team leaders do differently than the least effective leaders, regardless of their functional area, industry, or level in the organization.

Benefits of Attending

• Learn what effective team leaders really do (and, equally important, what they do not do)
• Assess your team leadership style, strengths, and weaknesses
• Understand the 3 foundations of effective team leadership:
  ➢ Creating clear engaging goals that inspire and focus the team
  ➢ Designing a team structure that enables the team to get more done, in less time, using fewer resources
  ➢ Coaching the team to build confidence and competence
• Learn a systematic decision-making process that leads to higher quality decisions
• Discover how to avoid dysfunctional team dynamics
• Leverage diverse and virtual teams
• Create a plan for improving your team’s performance
• Enjoy working with team leaders from a variety of 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/
Program Focus

**Understanding the Difference Between Low-and High-Performing Teams**

- Recognizing the characteristics of extraordinary teams versus mediocre teams
- Understanding the 3 most important tasks of the team leader: providing clear and engaging goals, creating a work design that drives results, and coaching individuals and teams

**Developing your Team Leadership Style**

- Learning the characteristics of superior team leaders
- Assessing your leadership style, strengths and weaknesses
- Identifying how your leadership style enhances and inhibits team performance

**Creating Conditions That Bring Out the Best in Your Teams**

- Aligning team members by providing a meaningful purpose and smart goals

- Designing a results-oriented team environment by providing appropriate structures and resources
- Coaching the team by knowing when (and how) to intervene and when to stay out of the team’s way
- Implementing 10 steps for making effective decisions
- Connecting your team to critical people, teams and resources
- Turning team conflict into opportunities for building common ground and engaging critical thinking
- Identifying and handling problems that can undermine performance before they become bigger problems

**Leveraging diverse and virtual teams**

- Understanding the opportunities and challenges when working with diversity and across distances
- Applying best practices for enhancing communication, coordination and cooperation

Comments from past participants...

“Having taken Developing the Manager in You and this class back-to-back, it does link everything together and everything makes more sense!”

Julio Fung, Manager, Customer Service

SNP Vite Ltd

“Great facilitator, great material, great administration support – simply great program!”

Aminarno Kermaputra

Senior Manager, Corporate Affairs

Standard Chartered Bank
Program Faculty

Paula J. Caproni

Academic Director of Executive Skills Program; Management and Organizations Faculty; Professional Development Coach for Executive MBA Program
Stephen M. Ross School of Business, University of Michigan

Paula J. Caproni is a faculty member in the Management and Organizations Department at the Ross School of Business at the University of Michigan. Professor Caproni received her MBA from the University of Massachusetts and her Ph.D. in Organizational Behavior from Yale University.

In addition to teaching about leadership skills, effective coaching, developing power and influence, and creating high performing teams in the University of Michigan MBA and Executive Programs, Professor Caproni served as the Academic Director of both 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. She has taught for the Helsinki School of Economics, the Catho Group (Brazil), the Ross Global MBA, and Executive Education programs in Brazil, China, Finland, Germany, Hong-Kong, Malaysia, Nigeria, Poland, Saudi Arabia (Riyadh), South Korea, Sweden, Thailand, the Philippines, and Vietnam. She has worked with a variety of organizations, including Asian Development Bank, Ascension Health, Avon, Bank Saudi Fransi, Bank of America, Bank Negara, Bendix, Boehringer Ingelheim, Cigna Asia, Exxon, Consumers Energy, DTE Energy, Flagstar Bank, Ford Motor Company, Ford Medical Group, Internal Revenue Service, Lexmark, Management Sciences for Health, Mead Johnson, M & T Bank, Mopar, National Arts Strategies, the National Football League, Nokia, Omninen, Philips, Phelps-Dodge, Roland Berger Chemicals, Seminarium, University of Michigan Sports Management Program, and Wachovia. She received the Victor Bernard award for Leadership in Teaching at the Ross School of Business 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, and she is currently writing a book about creating high-performing teams.

She has presented her research at several conferences in the U.S. and abroad, including the Academy of Management Meetings, the Organizational Behavior Teaching Conference, the Academy of International Business, the European Standing Conference on Organizational Symbolism, and the European Group for Organizational Studies. 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 served as a reviewer for several academic journals, including the Academy of Management Review, Human Resource Management Journal, the Journal of Management Inquiry, Journal of Management Education, and the Journal of Business Ethics. She has served on the Editorial Board of the Journal of Applied Behavioral Science and the Academy of Management Journal of Learning and Education. She has also served on the Teaching Committee of the Academy of Management Organizational Behavior Division and the Board of Directors of the Organizational Behavior Teaching Society.

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.
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.

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

**LEADING HIGH-PERFORMING TEAMS**

Please mail or fax the completed registration to our offices

**Hong Kong**
Executive Education  
Asia Pacific Regional Office  

**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

You may also register online on our website at:


- Hong Kong  
- US$4,250  
- Reg. Code: M003312

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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<th>Mr.</th>
<th>Ms.</th>
<th>Dr.</th>
<th>Miss</th>
<th>Mrs.</th>
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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 __________________________
LEADING HIGH-PERFORMING TEAMS

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.

Some of the companies that have recently sent participants to Leading High-Performing Teams:

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<td>APG Investments Asia Limited</td>
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<td>Manulife Financial Corporation</td>
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<td>ATLAS COPCO AB</td>
<td>Coach Singapore Limited</td>
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<td>National Water Company</td>
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<td>Atlas Copco (Shanghai) Process Equipment Co., Ltd.</td>
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<td>Octopus Holdings Limited</td>
<td>SHANGHAI COMMERCIAL &amp; SAVINGS BANK LTD</td>
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<td>Fauji Fertilizer Company Ltd.</td>
<td>Pacific Basin Shipping (HK) Limited</td>
<td>Socam Asset Management (HK) Limited</td>
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<td>Bank of China (Hong Kong) Limited</td>
<td>Indonesia Central Bank</td>
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<td>PJ Lhuillier Group of Companies</td>
<td>Star Controls Engineering Co. Ltd</td>
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<td>Bayer Business Services Asia Pacific</td>
<td>ITW (China) Investment Co., Ltd</td>
<td>PT Astra Honda Motor</td>
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<td>Bayer Material Science Ltd</td>
<td>J.P. Morgan Chase &amp; Co.</td>
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<td>United Engineers Developments Pte Ltd</td>
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FOCUSED PROGRAMS