Executive Education

LEADING HIGH-PERFORMING TEAMS

LEVERAGE THE POWER OF YOUR MOST VALUABLE RESOURCE

Ann Arbor
APRIL 25 - 27, 2016
NOVEMBER 14 - 16, 2016

Hong Kong
OCTOBER 27 - 28, 2016

2015 Top 10 Global Provider
-FINANCIAL TIMES-

Register
michiganross.umich.edu/leadingteams3
Although all leaders face the challenges and opportunities of leading teams every day, few take the time to learn and implement best practices for leading teams. Consequently, their teams, which are becoming more diverse, more virtual and more cross-functional, either derail or fail to reach their full potential. Based on more than four decades of groundbreaking research on high-performing teams, this lively three-day program will arm you with the tools to create, inspire, and lead one of your organization’s most valuable resources—teams.

During this program, you and other aspiring leaders will experience leadership and team assessments, group discussions, video case studies, simulations, and real-life examples of best and worst team leadership practices. Together with a group of leaders from around the globe, you’ll emerge with a deep understanding of your roles as a team leader and when and how to employ them. You’ll learn proven strategies and techniques for driving team decisions and how to influence internal and external stakeholders so your teams drive organizational results.

**Individual Benefits**

- Deeper knowledge of how your personal styles, strengths, and weaknesses affect your team’s ability to achieve important goals
- A step-by-step process for coaching individuals and teams
- Strategies for building external relationships that help the team achieve faster results
- A deeper understanding of the most common dysfunctions that derail teams and strategies for avoiding these scenarios
- A post-program private coaching session to follow up on your progress in creating a high-performing team

**Organizational Benefits**

- Team leaders who can take their teams to the next level of performance, including in complex and high-stakes situations
- A valuable blueprint for creating a culture of agile, aligned, and connected teams that are able to get better results in less time using fewer resources
- Frameworks, strategies, and tools that team leaders can teach to others throughout the organization
Who Should Attend

• Early to mid-level managers and project leaders who are responsible for leading one or more teams that have a significant effect on organizational performance
• Intact teams from organizations seeking to build a broad culture of high performing teams. Contact us for special pricing.
• Team leaders and project leaders whose teams must interact across different parts of the organization, and sometimes externally, to achieve results

TYPICAL TITLES INCLUDE:
• Project manager
• Manager / senior manager
• Director
• Group leader
• Team leader

The Experience

This intense three-day program draws leaders from a wide variety of sectors and geographies. Our world-renowned faculty employ a variety of activities including leadership self-assessments, diagnostics for assessing team effectiveness, group discussions, video case studies, simulations, and real-life examples of best and worst team leadership practices. Each participant will leave the program with a personalized action plan that can be implemented immediately to enhance their team’s performance. Participants will also have an opportunity to have a private coaching session within three months of the program’s conclusion to assess their progress as a team leader.

DAY ONE
• Why is team leadership more important - and more challenging - today than ever before?
• Why do some teams achieve extraordinary results while other teams muddle through?
• What are some common myths about team leadership and why don’t they work?
• Understanding the roles team leaders must take on to create a high-performing team: visionary, designer, decision-manager, coach, negotiator, coalition builder, and ambassador
• SIMULATION: Team decision-making
• CASE STUDIES: Creating and communicating a clear, engaging vision that motivates and aligns your team toward common goals
• ASSESSMENTS:
  * Understanding your team’s current and desired performance
  * Assessing how your personal styles, strengths, and weaknesses influence your ability to bring out the best in your teams
  * Designing the team’s work

DAY TWO
• Understanding the seven steps for effective team decision-making
• Understanding a step-by-step process for effectively coaching individuals and teams
• Developing and delegating to your team: Knowing when to help your team and when to stay out of your team’s way
• VIDEO CASE STUDY: Avoiding dysfunctional dynamics that undermine effective decision-making
• SIMULATION: Enhancing your negotiation and coalition building skills
• SELF ASSESSMENT: Assessing your coaching style

DAY THREE
• Understanding why externally connected teams get better results
• Understanding the value of high-quality connections in achieving results
• Building your team’s influence
• Self-reflection and developing your personal action plan
• SIMULATION: Effectively leading diverse and virtual teams
• ASSESSMENTS:
  * Developing your team’s social capital and networks to achieve better results faster
  * Assessing whether you are an energizer or de-energizer to your teams
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, Consumers Energy, DTE Energy, Exxon, 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.
JEFFREY SANCHEZ-BURKS

Professor Sanchez-Burks is an associate professor of management and organizations at Michigan Ross and a faculty associate at the Research Center for Group Dynamics at the Institute for Social Research in Ann Arbor. He is also director of Michigan Ross’ Action-Based Learning initiative, a key component of the curricular and co-curricular program at Michigan Ross. Sanchez-Burks received a PhD in social psychology from the University of Michigan with graduate training in cultural anthropology.

Professor Sanchez-Burks is an award-winning scholar, writer, and executive educator. His research examines how culture shapes collaboration in the global economy, factors that facilitate innovative ideas, and collective emotional intelligence. He has worked with managers and executives in more than 30 countries around the world working in diverse sectors such as banking, arts & entertainment, government intelligence, manufacturing, and healthcare. Previously, he was on the faculty at the University of Southern California and has had visiting appointments at universities in Singapore, Turkey, and Russia.

Professor Sanchez-Burks has published articles in several scholarly journals and his work has been featured in the Wall Street Journal, New York Times, Harvard Business Review, TEDx Talks, National Public Radio, and many other international media outlets.

Sanchez-Burks serves on the editorial board of Organization Science, is an elected Fellow of the Society of Experimental Social Psychology, and is a member of the Association for Psychological Science, the International Society for Research on Emotion, and the Academy of Management.
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.

**Program Details**

**PROGRAM DATES**
April 25 - 27, 2016  
November 14 - 16, 2016

**LOCATION**
Ann Arbor, Michigan

**FEE**
$5,900 US

**FEE INCLUDES:**
- On-site executive accommodations
- Program materials, assessments, and simulations
- All breakfasts, lunches, and break snacks/drinks
- Select dinners

**REGISTER**
michiganross.umich.edu/leadingteams1  
rossexeced@umich.edu  
734-763-1000

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

Hong Kong

**OCT. 27 - 28, 2016**  
**FEE:** $4,250 US

**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 academics 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

---

**Results**

“I attended the Leading High Performing Teams program in the middle of a large transformational effort I was leading, which impacted 1500+ individuals at all levels in the organization. What I valued most was that, through this program, I gained both a shift in my overall engagement strategy as well as specific tactical changes I could implement the day I returned for quick successes. I find myself leveraging what I learned from the program all the time and can recognize improvement in my team because of it.”

—Ashley Kirk, Principal Lean IT Navigator, Pacifi c Gas & Electric
More and more, senior leaders are measured by the performance of the teams they lead, but few take the time to learn and implement best practices for leading teams. Consequently, their teams, which are becoming more diverse, more virtual and more cross functional, either derail or fail to reach their full potential. Based on more than four decades of groundbreaking research on high-performing teams, this lively three-day program will arm you with the tools to create, inspire and lead one of your organization’s most valuable resources - teams.