DEVELOPING THE MANAGER IN YOU

Overview

This popular program focuses on the changes you will encounter in your transition from individual contributor to manager. It is presented by Dr. Paula J. Caproni, whose energetic style and highly interactive activities result in total class involvement and greater learning.

The program focuses on current management perspectives and best practices, with a special emphasis on working more effectively with direct reports, peers, bosses, customers, and others who will be critical to your success throughout your career.

Through self-assessments, simulations, video cases, and other engaging activities, you will learn a universal set of management skills that will enhance your ability to achieve better business results, regardless of your nationality, culture, or industry. You also will develop a personalized action plan for improving your managerial effectiveness so that you can implement what you learn as soon as you return to work.

The value of this workshop is best reflected in this comment from a recent participant: “This is one of the most state-of-the-arts training sessions that I have ever attended. The information is very impressive, allowing me to understand how to be a good leader and how to make use of our followers to help our organization achieve our goals. In addition, I now have 20 new friends across Asia.”
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Learning Objectives

• Discover how to *successfully transition* from an individual contributor to manager
• Learn how the best managers turn employees’ talents *into business results*
• Gain valuable managerial skills to use throughout your career
• Establish a productive relationship and leverage diversity

Who Should Attend

Participants in this program typically have less than five years of management experience. If you are new to your role as a manager, or if you want to refresh your understanding of newest management principles and best practices, this program is designed for you.

Benefits of Attending:

*As a participant in this program, you will:*

• Understand the characteristics that separate the most successful managers from the least successful managers
• Learn how to avoid the pitfalls that can derail a managerial career
• Discover how to adapt your management style to meet the needs of the situation
• Improve your ability to create a work environment that brings out the best in your employees
• Develop influencing and networking skills that help you achieve better results more quickly
• Gain a broader perspective that enables you to see organizational opportunities, problems, and solutions from multiple perspectives
• Create a strategy for lasting personal change that adds value to your organization and benefits your career
• Enjoy working with a group of talented managers 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: [https://michiganross.umich.edu/programs/executive-education](https://michiganross.umich.edu/programs/executive-education)
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**Program Focus**

*Understanding the Managerial Role*
- Facing the challenge of moving from individual contributor to manager
- Learning what the most effective managers do to bring out the best in their employees
- Understanding the difference between managing and leading – and why both are important to your success

*Developing Your Management Style*
- Identifying your management styles, strengths, and weaknesses
- Seeing how people perceive you and the consequences of these perceptions
- Adapting your style so you can work well with people who have different styles

*Getting Results Through People*
- Delegating to enhance motivation and results
- Building a productive relationship with your boss
- Creating an effective network
- Communicating with impact
- Establishing credibility
- Leveraging diversity
- Using the 6 universal forms of influence
- Working constructively in teams

*Managing Change*
- Coping skills for managing stress
- Assessing your change management style
- Developing your personal change plan

**Some comments from past participants…**

“Attending this program was a great opportunity. The program gave me the practical tools I need to improve my managerial skills. If I apply what I learned, I could be the best manager in our organization.”

Evelyn Ramos, Branch Manager
Population Services Philipinas Inc.

“It was such a good experience to join the class in HK. I definitely will try to implement those management skills into my job and daily life and I believe it will help my career development remarkably.”

Matthew Guo, Executive Director
Shui On Land

“A Great ‘Leadership toolkit’ to improve performance.”

Yves Thoma, General Manager
Hong Kong Jockey Club

“This is a well-organized, intellectually interesting and pragmatic program that helps to address practical issues.”

Dennis Zhang, Vice President
Morgan Stanley
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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, Onninen, 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 Ross Executive Education

Michigan Ross Executive Education was recently named a Top 5 global provider by the Financial Times. We offer approximately 30+ open enrollment offerings and a variety of custom programs annually, serving over 4,000 business executives around the world. In addition to the Michigan Ross Campus USA, Ross has locations in Hong Kong and Mumbai and delivers programs globally wherever our corporate partners request.

Program offerings are subject to change; visit website for the most up-to-date information.