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.

PROGRAM DATE
Hong Kong
Oct 7 – 11, 2019
Oct 12 – 16, 2020

FEE // US$8,500
Program fee includes:
• Tuition
• Instructional materials
• All lunches,
  and coffee/snack breaks

CONTACT
+852 2509 9088
um-asia.exec.ed@umich.edu

WEB
http://michiganross.umich.edu/programs/
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.

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.

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:

**Day 1**
- Values Based Leadership
- Developing your Leadership Vision
- Executive Judgement and Decision Making
- Why good people make bad decisions
- Developing your judgement and intuition

**Day 2**
- Using Influence and Persuasion
- Building and Leveraging Social Capital
- Networks and the Power of Networks

**Day 3**
- Building High Performing Teams
- The Challenges of Teamwork
- Leading Change Introduction
- Introduction to the Simulation on Leading Change

**Day 4**
- Return to your Leadership Vision
- Visualizing the Future of your Team
- Introduction to Negotiations
- Achieving the Change Results that you Seek

**Day 5**
- Your Leadership Legacy
- Conclusion

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2019 Top 5 Global Provider - Financial Times
EMERGING LEADERS PROGRAM

COMPREHENSIVE LEADERSHIP PROGRAMS

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.

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/

Outstanding Faculty

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

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.
Outstanding Faculty

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.

David Mayer

Associate Professor and Michael R. and Mary K. Hallman Faculty Fellow
in the Management & Organizations Area at Michigan Ross

David (Dave) Mayer is an Associate Professor and Michael R. and Mary K. Hallman Faculty Fellow in the Management & Organizations Area at Michigan Ross. An award-winning researcher and highly-rated and sought after teacher and speaker, he is an expert on leadership, teams, decision making, employee engagement, ethics, and diversity.

His research focuses primarily on how leaders create positive (e.g., high-performing, engaged, virtuous) team and organizational cultures. His prolific and impactful work has earned him multiple research-related career awards from institutions such as the Academy of Management, American Psychological Association, Association for Psychological Science, International Society for Justice Research, and Michigan Ross.
Susan Ashford
Michael & Susan Jandernoa Professor of Management and Organizations
Chair of Management & Organizations

Susan (Sue) Ashford is the Michael and Susan Jandernoa Professorship in Management and Organization at the Ross School of Business and the Area Chair of the Management and Organizations group. On the Ross faculty since 1991, she taught previously at the Amos Tuck School of Business, Dartmouth College (1983-1991). Professor Ashford works with executive audiences in the areas of leadership and leadership development, negotiation, managerial skills and effectiveness, and bottom-up organizational change. She teaches the negotiation course within the EMBA program and the capstone leadership course within the WMBA program.

Professor Ashford received her MS and Ph.D. degrees from Northwestern University. She has taught in executive development programs at The University of Michigan, Dartmouth College, Duke University, and for Eli Lilly, Johnson & Johnson, Whirlpool Corporation and the Corporate Leadership Center’s Leading Women Executives program. She has consulted to various organizations, including General Electric and Merrill Lynch. Dr. Ashford has also served as a trainer for the management simulation project at New York University, working with executives from various organizations on their strategic and interpersonal skills.

Professor Ashford’s current research interests include leadership development and effectiveness, issue selling, self-management, and proactivity. Her research has been published in a variety of outlets, including the: Academy of Management Review, Academy of Management Journal, Administrative Science Quarterly, Strategic Management Journal, and Journal of Applied Psychology. Dr. Ashford is an Associate Editor for the Annual Review of Organizational Psychology and Organizational Behavior and is currently a member of the editorial board for the Academy of Management Journal.

Professor Ashford is a Fellow of the Academy of Management professional association. She served as an Associate Dean for the Ross School of Business from 1994-1995, as the school’s Senior Associate Dean from 1998 – 2002 and as the Associate Dean for Leadership Programming and the Executive MBA from 2006-2010.
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.

Cancellation Policy

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.

Venue

(to be confirmed)

We will provide information of recommended hotels to you upon enrolment confirmation.

PLEASE note: The hotel can only take room reservations. All program registrations must be directed to um-asia.exec.ed@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.
**EMERGING LEADERS PROGRAM**

**TRANSFORMATIONAL LEADERSHIP**

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 office

| Code: Asia 2019

| 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: um-asia.exec.ed@umich.edu

Please attach your business card here

- Hong Kong Oct 7 – 11, 2019 US$8,500 Reg. Code:
- Hong Kong Oct 12 – 16, 2020 US$8,500 Reg. Code:

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.

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**Participant Information**

Mr.  Ms.  Dr.  Miss  Mrs.

<table>
<thead>
<tr>
<th>Full Name</th>
<th>First Name</th>
<th>Last Name</th>
<th>Title of Present Position</th>
<th>Company Name</th>
<th>Company Address</th>
<th>City</th>
<th>Postal Code</th>
<th>Country</th>
<th>Telephone</th>
<th>Facsimile</th>
<th>Email</th>
<th>Company Website</th>
<th>Department</th>
<th>List language(s) in which you are fluent</th>
</tr>
</thead>
</table>

(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 cancellation 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 ____________________________
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.

Financial Times, “Top 4th in the World for Open Enrolment Programs Executive Education Rankings 2019”
The Ross School of Business at University of Michigan is rated highest for teaching methods and faculty.

Financial Times, “Top 6th in the World for Open Enrolment Programs Executive Education Rankings 2018”
The Ross School of Business at University of Michigan is up nine places to 11th overall and sixth for clients who say they would use the school again.

The first-of-its-kind report for The Financial Times ranks schools based on the “quality and breath of business schools’ postgraduate programmes.”

This global ranking evaluated the top-rated universities, based on a survey of 6,000 academics and 2,000 recruiters.

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