EXECUTIVE EDUCATION
EMERGING LEADERS PROGRAM

In this dynamic five-day program, you’ll experience all of the critical elements that successful leaders must master to deliver results, including how to set a vision, build and inspire teams and drive change.

HONG KONG
October 11 - 15, 2021

REGISTER TODAY!
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TOP 10 GLOBAL PROVIDER
Financial Times, 2020
EMERGING LEADERS PROGRAM

Become a Transformational Leader

As you ascend to new levels of management, it’s critical that you build on your leadership strengths and learn new ways to achieve greater impact. In this dynamic five-day program, you’ll learn all of the critical elements that successful leaders must master to deliver results, including how to set a vision, build and inspire teams, and drive change. You’ll reflect on your leadership approach and understand how others perceive you. You will be exposed to cutting-edge leadership strategies, practices, and tools — and receive coaching on how to leverage these next-level practices to achieve your career and organizational goals.

Once complete, you will emerge with new frameworks and tools to help you become a transformational leader of people and teams.

INDIVIDUAL BENEFITS

• A deep understanding of how to motivate yourself and inspire others
• Improved ability to influence and persuade people at all levels
• An increased ability to drive sustainable change
• Tools and strategies to better coach and provide feedback to others
• An understanding of how to leverage relationships and use networks to achieve results

ORGANIZATIONAL BENEFITS

• Methods for increasing employee motivation and engagement
• Tools to navigate change while driving organizational priorities
• Practical methods for peer and direct report coaching
• Improved productivity as a result of better decision-making, emotional intelligence, and relationship management

“Great program! The most valuable aspects were the way important themes were taught and integrated into real world situations, the post-program resources, and the diversity of program participants.”

—Jaclyn Britchkow, Vice President, Strategic Portfolio Group, TD Bank, America’s Most Convenient Bank
WHO SHOULD ATTEND:

- High-potential, mid-level managers
- Experienced leaders seeking to improve their personal leadership skills

Typical titles include:
- Manager, Senior Manager
- Director
- Group Leader
- Team Leader

PROGRAM STRUCTURE

This fast-paced program attracts participants from a wide variety of industries, organizations, and countries, fostering a dynamic learning environment. Program topics will be presented through a combination of action-learning activities, simulations, group discussions, team exercises, lectures, case studies, and projects. Before, during, and after the program, content and experiences are customized to participants’ unique, personal, and current leadership challenges.

DAY 1

INTRODUCTION
- Why leadership? Why now?
- Your leadership challenges

KNOWING YOURSELF: THE LEADER IN YOU
- Value-based leadership
- 3E model of charismatic leadership
- Developing your leadership vision

DAY 2

LEADERSHIP VISIONS FOR YOUR TEAM
- Visualizing the future of your team

BUILDING HIGH PERFORMING TEAMS
- The challenges of teamwork
- Your role as team leader
  - Defining the team
  - Designing the team
  - Managing the team
- Building leadership capacity in your team
- Developing a plan for building and developing your team

DAY 3

USING INFLUENCE AND PERSUASION
- Procedural and interpersonal tactics of influence
- Weapons of influence

BUILDING AND LEVERAGING SOCIAL CAPITAL
- Understanding the benefits of social capital
- Building effective networks
- Managing organizational networks

GROUP ASSIGNMENT:
- Complete diagnosis/interviews for “Leading Change” simulation

DAY 4

TEAM SIMULATION: LEADING CHANGE
- Creating urgency for your change ideas
- Getting buy-in
- Overcoming resistance to change
- Achieving the change results you seek

COACHING & DEVELOPING YOUR TALENT
- Why coach?
- Coaching models
- Coaching roles
- Designing coaching sessions
- Coaching and diversity
- Coaching yourself

DAY 5

DEFINING YOUR LEGACY
Use our Mindful Engagement framework (70/20/10 learning) to continue your leadership journey beyond the program
At Michigan Ross, you’ll engage with some of the world’s most renowned experts. Our faculty have collectively authored hundreds of articles and dozens of books. They travel the world, sharing their expertise with Fortune 100 companies in virtually every sector. They’re prolific thinkers and creators of revolutionary studies and frameworks. Most importantly, they are determined and dedicated to leveraging their extensive knowledge to help you succeed.

**OUR WORLD-CLASS FACULTY**

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**SUSAN J. ASHFORD | FACULTY DIRECTOR**

Professor Ashford holds the Michael and Susan Jandernoa Professorship in Management and Organization at the Ross School of Business at the University of Michigan. She was on the faculty of the Tuck School of Business at Dartmouth College from 1983-1991 and has taught at the Ross School of Business since 1991. Professor Ashford has served in a variety of leadership positions at the Ross School. 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. She led the establishment of the school’s EMBA program and the Ross Leadership Initiative (now Sanger Center). She currently serves as the area chair for the Ross Management and Organizations group.

Professor Ashford received her MS and Ph.D. degrees from Northwestern University and is a Fellow of the Academy of Management professional association. She has made research contributions in the following areas: leader effectiveness and development, middle management issue selling as part of the firm’s strategy process, and individual proactivity (e.g., self-management and feedback seeking). 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. Her research has been summarized as advice for managers in the Harvard Business Review, the Harvard Business Review blog and New York Magazine. Professor Ashford has served as a consulting editor for the Academy of Management Journal and currently serves on its editorial board.

**MAXIM SYTCH**

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 of the “40 Best Business Professors Under 40 in the World” by Poets & Quants, Professor Sytch is an expert on leadership, strategy, and organizational issues.

Professor Sytch’s recent research focuses on how leaders get things done by leveraging networks and influence within and across organizational boundaries. His work has been published in leading practitioner and academic outlets, including Harvard Business Review, California Management Review, Sloan Management Review, Wall Street Journal, Administrative Science Quarterly, Academy of Management Journal, and Organization Science. His research has won the Best Paper award from the Academy of Management and was covered by Reuters, Inc.com, Huffington Post, Xinhua, and HKIHRM. Professor Sytch serves as the Associate Editor of the Administrative Science Quarterly, a flagship journal for organizational research.

Professor Sytch won the Ross Executive Education Teaching Impact Award for open enrollment programs and advises and speaks to corporations worldwide. Examples of his recent engagements include Amazon, BASF, Bank of America, Bank Mandiri, Bosch, KPMG, Morgan Stanley, National Football League, National Intelligence Community, Oracle, Schneider Electric, Toyota, and Unum. Professor 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.
THE MICHIGAN DIFFERENCE

THE UNIVERSITY OF MICHIGAN

Founded in 1817, University of Michigan is one of the first public universities in the U.S. U-M is one of only two public institutions in the U.S. consistently ranked in the top ten, and has more than 100 top-ranked graduate programs.

U-M maintains a global presence including initiatives in Southeast Asia, Brazil, Russia, India, and China.

MICHIGAN ROSS

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. Our unique approach focuses on action-based learning and interdisciplinary, team-oriented situations.

As a general management institution, Michigan Ross has earned acclaim for academic excellence: Approximately 230 faculty members research, consult and teach in all areas of business.

EXECUTIVE EDUCATION

Michigan Ross offers 30+ diverse open enrollment offerings and numerous custom programs annually, serving more than 4,000 executives around the world.

Open Enrollment Programs

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 invite you to join us for any of our open enrollment programs in Michigan (U.S.), Hong Kong or Mumbai and to experience first-hand the Michigan Ross difference.

Michigan Ross Custom Programs

Ross delivers custom executive development programs for organizations throughout the world, wherever our partners request. 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. Contact us to arrange a consultation: um-asia.exec.ed@umich.edu.

REAL IMPACT:

Measurable Return On Investment

One of the United States’ top integrated health delivery systems turned to Michigan Ross to help their leaders link core competencies to customer benefits; improve strategic agility and leadership; measure and drive customer service and satisfaction; and build high-performance teams.

An independent study was conducted to assess the organizational and personal impact of engaging with Michigan Ross. Here is what was found:

- 310% return on program investment
- 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
EXECUTIVE EDUCATION  
EMERGING LEADERS PROGRAM

This program builds on your positives and identifies ways to improve in areas that aren’t as strong. I highly recommend the Emerging Leaders Program to anyone interested in improving themselves personally and professionally.

—Darcy Cooper, Senior Group Manager, NSK Americas Inc.

Excellent program. All of my managers should take the Emerging Leaders Program. It hits all the major topics encountered by leaders every day.

—Rose Gillesby, Associate Director, Zoetis Inc.

Explore our programs at: michiganross.umich.edu/execed

HONG KONG
October 11-15, 2021
$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, lunch and coffee breaks

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