

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.

ANN ARBOR

April 30- May 4, 2018
September 24-28, 2018

HONG KONG

October 9-12, 2018

**REGISTER
TODAY!**

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emergingleaders](http://michiganross.umich.edu/emergingleaders)
734-763-1000

TOP 10 GLOBAL PROVIDER

Financial Times, 2017

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



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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

EXECUTIVE JUDGMENT & DECISION MAKING

- Why do good people make bad decisions?
- Developing your judgment and intuition

ASSIGNMENT:

- Prepare your leadership vision (Bring laptops to class on Tuesday)

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

ASSIGNMENT:

- Complete Kolb Learning Styles Assessment for Thursday's session

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

GRADUATION DINNER

DAY 5

DEFINING YOUR LEGACY

Use our Mindful Engagement framework (70/20/10 learning) to continue your leadership journey beyond the program

OUR WORLD-CLASS FACULTY

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.

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**SUSAN J. ASHFORD |
FACULTY DIRECTOR**

Susan (Sue) 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. Sue 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.

Sue 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. Sue has served as a consulting editor for the Academy of Management Journal and currently serves on its editorial board.



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, Exxon, Consumers Energy, DTE Energy, 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.

A WORLD-CLASS EXPERIENCE

We strive to make every aspect of the program a world-class experience. Our Program Directors work closely with faculty before, during, and after the program to ensure you achieve your objectives. Program Managers facilitate a seamless transition between classroom and off-site activities and assist with anything you might need — ensuring your focus is on learning, not logistics. Finally, our fabulous culinary and hospitality staff are dedicated to providing high-quality dining and accommodations.

For specific program questions or concerns contact **Portfolio Director, Connie Lareau** via email at: rossexeced@umich.edu or she may be reached at **734.763.1000**.



GRETCHEN SPREITZER

Gretchen Spreitzer is the Keith E. and Valerie J. Alessi Professor of Business Administration at Michigan Ross, where she is the Co-director of the Center for Positive Organizations and the Michigan Ross Leadership Initiative. She currently teaches Leading Organizational Change and the Multidisciplinary Action Projects course at Michigan Ross.

Her research focuses on employee empowerment and leadership development, particularly within a context of significant organizational change. Her most recent research examines how organizations can enable thriving through a movement in the field of organizational behavior known as Positive Organizational Scholarship (www.bus.umich.edu/positive).

Based on extensive research, she has authored many articles on contemporary issues in organizational behavior in leading academic journals and is the co-author of seven books, including:

- How to Be a Positive Leader (2014) with Jane Dutton
- The Best Teacher in You (2014) with Bob Quinn, Kate Heynoski and Michael Thomas.



DAVID M. MAYER

David M. Mayer is a Michael R. and Mary Kay Hallman Fellow and an Associate Professor in the Management and Organizations Department at the University of Michigan's Ross School of Business. He received his Ph.D. from the University of Maryland. His research interests concern social and ethical issues in organizations. Specifically, he conducts research in three major areas: (1) behavioral ethics, (2) organizational justice, and (3) workplace diversity. A hallmark of his research is a focus on the effects of the organizational context (e.g., leadership, coworkers, climate) on employees' unethical and pro-social behavior. He has published over 50 articles/chapters including over 25 articles in the following top management journals: Academy of Management Journal, Journal of Applied Psychology, Organizational Behavior and Human Decision Processes, and Personnel Psychology. He is currently an associate editor at the Academy of Management Journal.



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 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, to mention a few.

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 WORLDWIDE AND IN ANN ARBOR

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 who research, consult, and teach in all areas of business.

EXECUTIVE EDUCATION

Open Enrollment Programs

Michigan Ross Executive Education was recently named a Top 10 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 or custom program offerings and to experience first-hand the Michigan Ross difference.

Michigan Ross Custom Programs

Ross delivers custom executive development programs for organizations throughout the world. 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 with one of our managing directors: rossexeced@umich.edu or (734) 763-1000.



REAL IMPACT:

Measurable Return On Investment

One of the nation's 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



#1
MOST EDUCATED CITIES
Forbes, 2014

#1
BEST MAIN STREETS
Huffington Post, 2014

#2
BEST COLLEGE TOWNS
Livability, 2013

ANN ARBOR

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.

WORLDWIDE

Michigan Ross offers 30+ diverse open enrollment offerings and numerous custom programs annually, serving more than 4,000 executives around the world. Ross delivers open enrollment programs in Hong Kong and Mumbai, and custom programs wherever our partners request.

Regardless of where you attend, you'll benefit from the same outstanding, results-oriented Michigan Ross experience.

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EMERGING LEADERS PROGRAM

ANN ARBOR

April 30- May 4, 2018 | September 24-28, 2018
 \$9,800 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:

- On-site executive accommodations (*pending availability*)
- Program materials, assessments, and simulations
- All breakfasts, lunches, and break snacks/drinks
- Select dinners

HONG KONG

October 9-12, 2018
 \$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, and coffee breaks

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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

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