EXECUTIVE EDUCATION

LEADERSHIP AND INFLUENCE ACROSS FUNCTIONS AND REGIONS

Build leadership, relational, and influence capabilities to lead and ensure collaboration across organizational units and with external stakeholders.

HONG KONG
October 11 - 13, 2021

REGISTER TODAY!

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+852-2509-9088

TOP 10 GLOBAL PROVIDER
Financial Times, 2020
LEADERSHIP AND INFLUENCE ACROSS FUNCTIONS AND REGIONS

Learn how to be an effective leader when working across business unit boundaries (functional, geographic, product) or organizational boundaries (customers, suppliers, partners).

In contemporary organizations, workflow is migrating from specialized verticals (functional, regional, product units) to the white spaces between the verticals as companies respond more precisely to customer needs. This trend matters in organizations with cross-functional teams, account managers, or a matrix structure. Even smaller organizations are increasingly project driven. Work is increasingly performed outside the organization in collaboration with suppliers, distributors, and customers. Companies are crowdsourcing ideas and work, engaging with freelancers and third parties, and sometimes even collaborating with competitors.

In this changing organizational environment, your formal title, direct reports, and formally granted authority do not always carry you far when working across your own organization and with external stakeholders. Learn to lead by building and leveraging relationships using informal influence.

INDIVIDUAL BENEFITS

This program will equip you with a set of leadership skills to be an effective leader in the world’s changing organizational landscape. In this program, you will learn:

• How to understand the need for and how to formulate a compelling business case for collaboration across organizational units or external stakeholders
• How to leverage formal structures, processes, culture, and talent to facilitate organizational alignment in support of the business case
• How to build, maintain, and leverage relationships to be an effective leader in working across organizational vertical and outside boundaries
• How to influence and persuade people over whom you have no or limited formal authority

ORGANIZATIONAL BENEFITS

• Build leadership capabilities for collaborative, cross-unit work and strategy implementation
• Unlock the hidden value that lies at the intersection of organizational workflows
• Support efforts to bridge or break down organizational silos
• Elevate the “one firm” cultural mindset
• Build a more adaptive, flexible, and entrepreneurial organization
**WHO SHOULD ATTEND:**

Mid- to senior leaders who:

- Operate in cross-functional, matrixed, or project-driven organizations who are seeking to expand their leadership capabilities in carrying out work across organizational units.
- Work extensively with external stakeholders such as customers, suppliers, distributors, or business partners.
- Actively engage in communicating and selling issues to leaders in higher formal positions.
- Interact with external stakeholders, such as those in procurement, sales, business development, PR, or marketing functions.
- Are entrepreneurs

**Typical titles include:**
- Manager, Senior Manager
- Director
- Group or Team Leader
- General Managers

**PROGRAM STRUCTURE**

This intensive three-day program draws leaders from a wide variety of sectors and geographies. Our world-renowned faculty employ a variety of activities through a combination of action-learning activities, simulations, group discussions, team exercises, lectures, case studies, and projects. The program is customized to participants’ unique, personal, and current leadership challenges and aspirational career goals.

**DAY 1**

Formulating a business case for leading across regions and functions
- Which functions and/or regions should you engage? Why and when?
- Clarify your customer-centric strategy and target segments
- Identify critical paths to strategic collaboration
- Leverage the formal organization and talent
- Align organizational roles, responsibilities, and processes
- Leverage incentives to drive engagement
- Identify and develop requisite talent to support bridging efforts

Application: Develop a strategic leadership plan for your team/organization for working across regions and functions.

**DAY 2**

Develop critical relational skills to lead across regions and functions
- Assess your current network and relationship-forming behaviors
- Examine the dynamics of power and influence in network relationships
- How do you build a robust network?
- How do you create value in networks?
- How do you activate networks in times of critical need?
- Build and manage internal networks of collaboration

Application: Develop a personal and team relationship-building plan to work effectively across regions and functions.

**DAY 3**

Develop critical influence skills to lead across regions and functions
- Assess your current influence skills
- Learn how to influence without relying on formal authority
- Review the uses (and abuses) of presenting data
- Learn how to frame and deliver a persuasive message
- Influence via digital and electronic channels
- How do you handle difficult questions?

Application: Craft and deliver a persuasive pitch for a cross-functional/cross-regional project.

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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.

MAXIM SYTCH | FACULTY DIRECTOR

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 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
The Michigan Difference in Executive Education stems from the combination of our great research and intellectual property, our innovative approach to creating learning experiences that work, the vast resources we bring to you from across our campus, and our “one-team” approach.”

–Melanie Weaver Barnett, Chief Executive Education Officer

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

HONG KONG
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$5,900 US

Fee includes:
• Tuition, books, instructional materials, lunch and coffee breaks

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