LEADING HIGH-PERFORMING TEAMS

Leverage the power of your most valuable resource

Overview

High-performing teams create value for organizations by achieving better results, in less time, using fewer resources. Teams that get the best results show initiative, see opportunities, overcome hurdles, leverage their resources, coordinate across functions, respond quickly to internal and external customer needs, and excel with their day-to-day responsibilities, as well as with unexpected challenges.

In contrast, weaker teams struggle along, have more errors, waste resources, and take up more of the leader’s time with fewer results. Not surprisingly, organizations with high-performing teams have a significant competitive advantage that is difficult for other organizations to copy.

This engaging and interactive 2-day program will provide you with leadership strategies that help your teams do their best work and avoid several common problems that can undermine team performance. Through self assessments, team activities, video cases, and other activities, you will learn what the most effective team leaders do differently than the least effective leaders, regardless of their functional area, industry, or level in the organization.

Learning Objectives

• Understand the dynamics underlying high-performing teams
• Implement 10 steps for making effective decisions for your team
• Understand the 3 foundations of effective team leaders
• Develop strategies for managing teams

PROGRAM DATE
Hong Kong
Jun 20 – 21, 2019
Oct 24 – 25, 2019
Jun 18 – 19, 2020
Oct 22 – 23, 2020

FEE // US$4,250
Program fee includes:
• Tuition
• Instructional materials
• All lunches, and coffee/snack breaks

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

WEB
https://michiganross.umich.edu/programs/
LEADING HIGH-PERFORMING TEAMS

TRANSFORMATIONAL LEADERSHIP

Who Should Attend

Leading High-Performing Teams is ideal for emerging leaders and those who want to move their teams toward a higher level of performance by learning the latest best practices for leading teams.

Benefits of Attending

• Learn what effective team leaders really do (and, equally important, what they do not do)
• Assess your team leadership style, strengths, and weaknesses
• Understand the 3 foundations of effective team leadership:
  ➢ Creating clear engaging goals that inspire and focus the team
  ➢ Designing a team structure that enables the team to get more done, in less time, using fewer resources
  ➢ Coaching the team to build confidence and competence
• Learn a systematic decision-making process that leads to higher quality decisions
• Discover how to avoid dysfunctional team dynamics
• Leverage diverse and virtual teams
• Create a plan for improving your team’s performance
• Enjoy working with team leaders 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

Michigan Executive Education

Michigan Ross Executive Education was recently named a Top 5 global provider by the Financial Times. We offer approximately 20 different open enrollment offerings and a variety of custom programs annually, serving over 4,000 business executives around the world. Ross has locations in Hong Kong, Mumbai and Singapore and delivers programs globally wherever our corporate partners request.
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Program Focus

Understanding the Difference Between Low- and High-Performing Teams

- Recognizing the characteristics of extraordinary teams versus mediocre teams
- Understanding the 3 most important tasks of the team leader: providing clear and engaging goals, creating a work design that drives results, and coaching individuals and teams

Developing your Team Leadership Style

- Learning the characteristics of superior team leaders
- Assessing your leadership style, strengths and weaknesses
- Identifying how your leadership style enhances and inhibits team performance

Creating Conditions That Bring Out the Best in Your Teams

- Aligning team members by providing a meaningful purpose and smart goals
- Designing a results-oriented team environment by providing appropriate structures and resources
- Coaching the team by knowing when (and how) to intervene and when to stay out of the team’s way
- Implementing 10 steps for making effective decisions
- Connecting your team to critical people, teams and resources
- Turning team conflict into opportunities for building common ground and engaging critical thinking
- Identifying and handling problems that can undermine performance before they become bigger problems

Leveraging diverse and virtual teams

- Understanding the opportunities and challenges when working with diversity and across distances
- Applying best practices for enhancing communication, coordination and cooperation

Comments from past participants...

“Having taken Developing the Manager in You and this class back-to-back, it does link everything together and everything makes more sense!”

Julio Fung, Manager, Customer Service
SNP Vite Ltd

“Great facilitator, great material, great administration support – simply great program!”

Aminarno Kermaputra
Senior Manager, Corporate Affairs
Standard Chartered Bank
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, 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.
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.

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.
Registration Form - Stephen M. Ross School of Business at the University of Michigan
Leading High-Performing Teams

Please mail or fax the completed registration to our offices

<table>
<thead>
<tr>
<th>Hong Kong</th>
<th>Executive Education</th>
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<tbody>
<tr>
<td>Asia Pacific Regional Office</td>
<td>Stephen M. Ross School of Business</td>
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<tr>
<td>University of Michigan</td>
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<tr>
<td>12/F Wansan Tower, 98 Thomson Road, Wanchai, Hong Kong</td>
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<tr>
<td>Tel: 852.2509.9088  Fax: 852.2509.9228</td>
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<tr>
<td>Email: <a href="mailto:um-asia.exec.ed@umich.edu">um-asia.exec.ed@umich.edu</a></td>
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- [ ] Hong Kong  Jun 20 – 21, 2019  US$4,250  Reg. Code: 
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- [ ] Hong Kong  Jun 18 - 19, 2020  US$4,250  Reg. Code: 
- [ ] Hong Kong  Oct 22 – 23, 2020  US$4,250  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.

Participant Information

- [ ] Mr.  - [ ] Ms.  - [ ] Dr.  - [ ] Miss  - [ ] Mrs.

Full Name ______________________________________________________ (As appears on the course roster and your diploma)

First Name ___________________________________________  Last Name ___________________________________________

Title of Present Position ______________________________________________

Company Name ______________________________________________

Company Address ______________________________________________  (Please include street address and appropriate postal code for international courier delivery)

City ______________  Postal Code ______________  Country ______________

Telephone ___________________  Facsimile ___________________

Email ______________________  Company Website ___________________

Department __________________

List language(s) in which you are fluent __________________________________

(Applicants must be proficient in English)  All information submitted will be kept confidential

Continued on next page >>
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TRANSFORMATIONAL LEADERSHIP

<< Continued with previous 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 ___________________________

The University of Michigan, as an Equal Opportunity, Affirmative Action Employer, complies with applicable federal and state laws prohibiting discrimination, including Title IX of the Educational Amendments of 1972 and Section 504 of the Rehabilitation Act of 1973. It is the policy of the University of Michigan that no person, on the basis of race, sex, color, religion, national origin or ancestry, age, marital status, handicap, or Vietnam-era veteran status, shall be discriminated against in employment, educational programs and activities, or admissions. Inquiries of complaints may be addressed to the University’s Director of Affirmative Action, Title IX and Section 504 coordinator, 4005 Wolverine Tower, Ann Arbor, Michigan 48109-1281, 1734.763.1281, T.D.D. 1734.647.1388. For other University of Michigan information, call 1734.764.1817.
Rankings

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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Some of the companies that have recently sent participants to Leading High-Performing Teams:

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<tr>
<td>Amazon Papyrus Chemicals (Hong Kong) Limited</td>
<td>Brown-Forman</td>
<td>Kuwait Oil Company</td>
<td>PT. Amazon Papyrus Chemicals</td>
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<td>Central Bank of Malaysia</td>
<td>Manulife Financial Corporation</td>
<td>Salesforce.com, Inc.</td>
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<td>China Construction Bank (Asia) Corporation Ltd.</td>
<td>Mead Johnson Nutrition Limited</td>
<td>SCAD Foundation (Hong Kong) Ltd.</td>
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<tr>
<td>Atlas Copco (Shanghai) Process Equipment Co., Ltd</td>
<td>Coats Phong Phu</td>
<td>Octopus Holdings Limited</td>
<td>Socam Asset Management (HK) Limited</td>
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<td>Bank Negara Malaysia</td>
<td>Fauji Fertilizer Company Ltd.</td>
<td>Pacific Basin Shipping (HK) Limited</td>
<td>Star Controls Engineering Co. Ltd</td>
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<td>Bank of China (Hong Kong) Limited</td>
<td>Indonesia Central Bank</td>
<td>PJ Lhuillier Group of Companies</td>
<td>Telkom Indonesia</td>
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<td>Bayer Business Services Asia Pacific</td>
<td>ITW (China) Investment Co., Ltd</td>
<td>PT Astra Honda Motor</td>
<td>The Shanghai Commercial &amp; Savings Bank, Ltd.</td>
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<td>Bayer Material Science Ltd</td>
<td>J.P. Morgan Chase &amp; Co.</td>
<td>PT Djarum</td>
<td>United Engineers Developments Pte Ltd</td>
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Program Offerings are subject to change; visit website for the most up-to-date information.