

EXECUTIVE EDUCATION **LEADING HIGH- PERFORMING TEAMS**

Sharpen your leadership performance with best practices for leading teams. Through self-assessment and diagnostics, you'll learn what your personal strengths are as a team leader and how to use influence to pave the way for your team.

**REGISTER
TODAY!**

[michiganross.umich.edu/
leadingteams](https://michiganross.umich.edu/leadingteams)
734-763-1000



ANN ARBOR

4 Oct - 6 Oct 2021

9 May - 11 May 2022

NEW ONLINE COURSES!

Visit our Online Learning website for more course details.
michiganross.umich.edu/onlinelearning

#3 GLOBAL PROVIDER

Financial Times Open Enrollment, 2020

LEADING HIGH-PERFORMING TEAMS

Leverage the power of your most valuable resource

Based on more than four decades of groundbreaking research on high-performing teams, this engaging program will arm you to create, inspire, and lead one of your organization's most valuable resources — teams.

During this program, you and other aspiring leaders will experience leadership and team assessments, group discussions, video case studies, simulations, and real-life examples of best team leadership practices. Together with a group of leaders from around the globe, you'll emerge with a deep understanding of your "roles" as a team leader and when and how to employ each one. You'll learn proven strategies and techniques for driving team decisions and how to influence internal and external stakeholders so your teams drive organizational results.

INDIVIDUAL BENEFITS

- Deeper knowledge of how your personal styles, strengths, and weaknesses affect your team's ability to achieve important goals
- A step-by-step process for coaching individuals and teams
- Strategies for building external relationships that help the team achieve faster results
- A deeper understanding of the most common dysfunctions that derail teams and strategies for avoiding these scenarios
- A post-program private coaching session to follow up on your progress in creating a high-performing team

ORGANIZATIONAL BENEFITS

- Team leaders who can take their teams to the next level of performance, including in complex and high-stakes situations
- A valuable blueprint for creating a culture of agile, aligned, and connected teams that are able to get better results in less time using fewer resources
- Frameworks, strategies, and tools that team leaders can teach to others throughout the organization

“Great course for both personal and professional life, I strongly recommend.”

*—Jim Peterson, BASF, Marketing Manager
Performance Materials Construction*





WHO SHOULD ATTEND:

- Team leaders and project managers at all levels
- Intact work teams - contact us for special pricing
- Leaders and virtual teams

Typical titles include:

- Project Manager
- Manager / Senior Manager
- Director
- Group Leader
- Team Leader

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PROGRAM STRUCTURE

This intense three-day program draws leaders from a wide variety of sectors and geographies. Our world-renowned faculty employ a variety of activities including leadership self-assessments, diagnostics for assessing team effectiveness, group discussions, video case studies, simulations, and real-life examples of best team leadership practices. Each participant will leave the program with a personalized action plan that can be implemented immediately to enhance their team's performance. Participants will also have an opportunity to have a **private coaching session** within three months of the program's conclusion to assess their progress as a team leader.

DAY 1

- Why is team leadership more important - and more challenging - today than ever before?
- Why do some teams achieve extraordinary results while other teams muddle through?
- What are some common myths about team leadership and why don't they work?
- Understanding the roles team leaders must take on to create a high-performing team: visionary, designer, decision-manager, coach, negotiator, coalition builder, and ambassador
- **SIMULATION:** Team decision-making
- **CASE STUDIES:** Creating and communicating a clear, engaging vision that motivates and aligns your team toward common goals
- **ASSESSMENTS:**
 - Understanding your team's current and desired performance
 - Assessing how your personal styles, strengths, and weaknesses influence your ability to bring out the best in your teams
 - Designing the team's work

DAY 2

- Understanding the seven steps for effective team decision-making
- Understanding a step-by-step process for effectively coaching individuals and teams
- Developing and delegating to your team: Knowing when to help your team and when to stay out of your team's way
- **VIDEO CASE STUDY:** Avoiding dysfunctional dynamics that undermine effective decision-making
- **SIMULATION:** Enhancing your negotiation and coalition building skills
- **SELF ASSESSMENT:** Assessing your coaching style

DAY 3

- Understanding why externally connected teams get better results
- Understanding the value of high-quality connections in achieving results
- Building your team's influence
- Self-reflection and developing your personal action plan
- **SIMULATION:** Effectively leading diverse and virtual teams
- **ASSESSMENTS:**
 - Developing your team's social capital and networks to achieve better results faster
 - Assessing whether you are an energizer or de-energizer to your teams

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.



**PAULA CAPRONI |
FACULTY DIRECTOR**

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 South America, Asia Pacific, Europe and the Middle East. She has worked with organizations such as Asian Development Bank, Avon, Bank of America, Bank Saudi Fransi, Cigna Asia, DTE Energy, Exxon, Flagstar Bank, Ford, Internal Revenue Service, M&T Bank, the NFL, Nokia, Philips, and Roland Berger Chemicals and many more. 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*.



DAVID MAYER

David M. Mayer is a Michael R. and Mary Kay Hallman Fellow and 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. His research focuses on how leaders can develop their skills as well as how leaders can help create work environments that discourage unethical behavior and promote helpful behavior. Drawing on this research, Dave works with individuals and organizations to improve their ability to lead ethically and to help improve the interpersonal dynamics of their employees.

His research has been published in numerous top scholarly journals focusing on leadership and ethics.

A WORLD-CLASS EXPERIENCE

We strive to make every aspect of your program a world-class experience, from our architecturally stunning facilities to our state-of-the-art technology. 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 **Connie Lareau, Managing Director** via email at: rossexeced@umich.edu or she may be reached at **734.763.1000**.

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“*Paula’s style effectively incorporates the experiences of the students and results of activities and evaluations to create a unique set of insights.*”

—Marcus Pollack, Delta Airlines, Finance Manager, Tech Ops Finance



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 research, consult and teach in all areas of business.

EXECUTIVE EDUCATION

Open Enrollment Programs

Michigan Ross Executive Education was recently named a Top 3 global provider — and the #1 provider among U.S. schools — of open enrollment executive programs by the *Financial Times*. The *FT* ranking, based on survey responses from managers around the globe, weighs factors from faculty to follow-up. Among the highlights, Ross earned #1 rankings in course design, faculty, and facilities. Ross also excelled in *new skills and learning* that impact personal and organizational 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
CITY
WalletHub, 2019

TOP 10
FOR
SOLO
TRAVELERS
TripAdvisor, 2017

#1
BEST
COLLEGE
TOWNS
Forbes, 2018



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 in multiple formats and numerous custom programs annually, serving more than 4,000 executives. Ross delivers open enrollment programs around the globe 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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\$6,200 US

- Fee is payable in advance in US dollars and is subject to change
- Check our website for our Cancellation, Transfer and Substitution Policy
- Special pricing available for teams of 3 or more

Fee includes:

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

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

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Executive Education

Stephen M. Ross School of Business

University of Michigan

724 East University Avenue, Suite 3700

Ann Arbor, MI 48109-1234

EXECUTIVE EDUCATION LEADING HIGH- PERFORMING TEAMS

“ I attended the Leading High Performing Teams program in the middle of a large transformational effort I was leading, which impacted 1500+ individuals at all levels in the organization... I gained both a shift in my overall engagement strategy as well as specific tactical changes I could implement the day I returned for quick successes. I find myself leveraging what I learned from the program all the time and can recognize improvement in my team because of it. ”

—Ashley Kirk, Principal Lean IT Navigator, Pacific Gas & Electric

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

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The Regents of the University of Michigan

Jordan B. Acker, Michael J. Behm, Mark J. Bernstein, Paul W. Brown,

Sarah Hubbard, Denise Ilitch, Ron Weiser, Katherine E. White, Mark S. Schlissel (ex officio)

University of Michigan Nondiscrimination Policy Notice

The University of Michigan, as an equal opportunity/affirmative action employer, complies with all applicable federal and state laws regarding nondiscrimination and affirmative action. The University of Michigan is committed to a policy of equal opportunity for all persons and does not discriminate on the basis of race, color, national origin, age, marital status, sex, sexual orientation, gender identity, gender expression, disability, religion, height, weight, or veteran status in employment, educational programs and activities, and admissions. Inquiries or complaints may be addressed to the Senior Director for Institutional Equity, and Title IX/Section 504/ADA Coordinator, Office for Institutional Equity, 2072 Administrative Services Building, Ann Arbor, Michigan 48109-1432, 734-763-0235, TTY 734-647-1388, institutional.equity@umich.edu. For other University of Michigan information call 734-764-1817.