

EXECUTIVE EDUCATION

LEADING IN THE AGE OF DATA

Analytics for Strategic Decisions



ANN ARBOR

13 Jun - 17 Jun 2022

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TODAY!**

[michiganross.umich.edu/
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734-763-1000

NEW ONLINE COURSES!

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#3 GLOBAL PROVIDER

Financial Times Open Enrollment, 2020

LEADING IN THE AGE OF DATA

Leaders must understand how to balance innovative activities and sustainable performance.

The flood of data — and data analytics courses — has created pressure to ‘know more’ before making decisions. At the same time, the pace of business continues to accelerate toward the speed of light. But, does more data mean better information and better outcomes? This course is designed for mid-to-senior level executives who need a clear, easy-to-apply process for determining which information is needed, where to get it, and how to apply it to the decisions that drive value creation for their organization. Being able to effectively navigate through conflicting data to determine which is accurate and relevant to the decision has never been more important.

This program enables you to resolve many of the business decisions you’re challenged to address each day. Get ready to learn:

- Balance financial and non-financial metrics
- Determine the best blend of innovation investment with practices designed for sustainable performance
- Uncover the most effective non-traditional levers to drive value creation for *your* particular business
- Set the targets and metrics that will drive the right behaviors and optimize value creation

You’ll leave this program as an informed decision-maker with a solid grip on what data to use to provide better outcomes for your organization. Your back-to-work action plan can be implemented immediately to enable your company to be more agile and resilient.

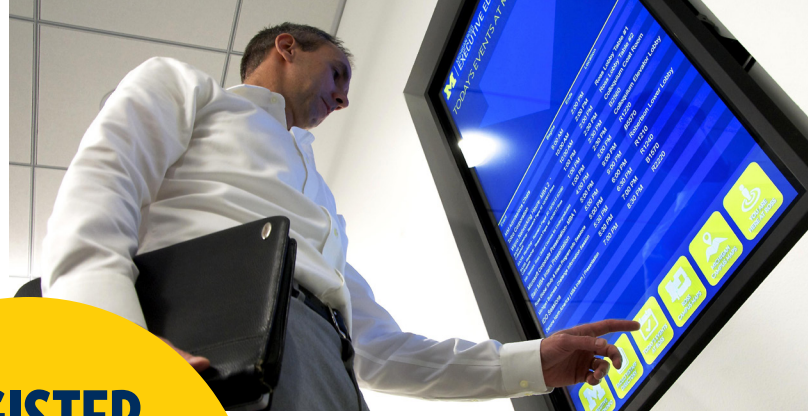
INDIVIDUAL BENEFITS

- Better assess the long-term value of decisions
- Make better decisions with less data
- Determine which data is most important
- Learn how to deal with conflicting data
- Discover how best to convert data to usable information

ORGANIZATIONAL BENEFITS

- Leaders who understand and maximize the value creation process
- Leaders future-focused on value creation
- Aligned corporate goals both within the firm and to external parties
- Streamlined decision process
- Enterprise perspective on all decisions





WHO SHOULD ATTEND:

- Mid- to senior-level managers seeking to improve their decision-making by applying frameworks, tools, and techniques that help them better understand the value generating process of an organization

Typical titles include:

- Manager
- Senior Manager
- Director
- Business Unit Leader
- Functional Leader supporting Business Unit leader

Functions impacted:

- Strategy – long-term value creation
- Operations – better decisions with less data
- Marketing – enterprise-impacting decisions
- HR – become a trusted advisor to business unit leaders
- Finance – deepened knowledge of non-financial levers to consider in making decisions

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PROGRAM STRUCTURE

This program is a must-have for those looking to enhance long-term value through confident data-driven decisions. The program aims to take existing leadership skills and add a solid understanding of how to use data analysis to balance innovative activities with sustainable performance. The course helps participants to achieve these goals through a highly engaging environment, using active group discussions, cases, exercises that focus on the participants' own organizations, live simulations, and competitive virtual markets.

DAY 1

UNDERSTAND DRIVERS OF VALUE CREATION

- Redefining long-term value
- Primary drivers of value creation
- Understanding where your organization currently stands in the value creation process
- Understanding limitations of financial data
- EXERCISE: Construct a value map for your own organization

DAY 2

COMMUNICATING VALUE CREATION

- The 3 C's (Control, Contracts, Culture) of designing systems
- Managing growth
- Balance innovation with sustainable performance
- COACHING: Effective communication of value creation
- Communicating to internal and external stakeholders

DAY 3

DESIGNING SYSTEMS TO DRIVE VALUE CREATION

- Designing systems
- Translating long-term value proposition to targets and measures
- Motivating employees to create long-term value
- SIMULATION: Data-driven decision-making under pressure with conflicting data

DAY 4

BALANCING FINANCIAL AND NON-FINANCIAL METRICS THROUGH SIMULATION

- Build a culture of long-term thinking
- Decision-making under pressure
- Dealing with ambiguity
- EXERCISE: Design your organization's own value scorecard

DAY 5

BUILDING ACTION PLANS FOR VALUE CREATION AND MEASURING SUCCESS

- Simulation wrap-up
- PEER PRESENTATIONS: Action plan for implementing organization's value scorecard

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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CHRISTOPHER WILLIAMS

Associate Professor of Accounting

Christopher Williams is an associate professor of accounting, a Michael and Joan Sakkinen Faculty Fellow, and faculty director of the accounting PhD program. He received his PhD from the Kenan-Flagler Business School at the University of North Carolina at Chapel Hill and he received both a master's degree and BS in accounting from the Marriot School of Management at Brigham Young University.

Professor Williams' research focuses on understanding the role of accounting information in creating and resolving risk and uncertainty in both capital markets and financial institutions. His work has been published in leading accounting journals and presented in front of international accounting standard setters and members of the Federal Reserve. His recent work focuses on how discretionary accounting choices made by banks affect both the risk of the individual bank and the bank's contribution to systemic risk. Since coming to Michigan Ross, Professor Williams has taught financial statement analysis to both MBA and Master of Accounting students.



GWEN YU

Associate Professor of Accounting

Gwen Yu is an associate professor of accounting. Her research focuses on how accounting information affects real economic outcomes, especially in an international setting. Professor Yu's work has been published in top peer-reviewed journals such as *The Accounting Review* and *The Journal of Financial Economics*, and has been discussed in *The New York Times*, *The Financial Times*, on CBS Money Watch, and in other financial press outlets. She is on the editorial board of *The Accounting Review*.

With an extensive background at both Ross and Harvard Business School, Professor Yu has experience in Executive Education, MBA, and doctoral programs. She has provided executive education to a wide range of firms and authored many cases that are used around the globe.

Professor Yu holds a PhD in accounting from the University of Michigan, where she also earned a master's degree in applied economics. Prior to joining Ross, she was a faculty member at Harvard Business School in the Accounting and Management unit. Before pursuing her graduate studies, she worked at McKinsey & Company and the global reinsurer Swiss Re.

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: rossexecd@umich.edu or she may be reached at **734.763.1000**.

“What you measure changes people’s incentives. Companies cannot, and should not, measure every activity inside the firm. The more important question is whether your company has a system in place that promotes long-term value creation.”

—Gwen Yu, Associate Professor of Accounting



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



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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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\$10,500 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:

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

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 IN THE AGE OF DATA

“*This program was designed for senior managers that use data to manage profitable growth and design organizations that empower people.*”

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

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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)

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