Management Skills Program

Learning Objectives

• Build your personal leadership style and learn the latest best practices to effectively manage and lead teams
• Learn how the best managers turn employees' talents into business results
• Gain insights of how to create the best working environment for maximum results
• Understand the 3 foundations of effective team leaders
• Develop strategies for managing teams
• Learn how to add value to your organization by effectively communicating and leveraging with others in your firm

Overview

Build strong foundations in people skills and stand out as the one who strives for high performance both in yourself and in your team. For 5 days you will focus on building personal capability in managing yourself, your career and effectively improving the relationships with the people you lead. Understanding your own management style and those around you is a critical first step towards becoming a highly effective leader, watch out for the pitfalls and help to signpost the way forward. This program is designed for those who wish to get the best from themselves and those they work with, becoming an effective team leader and a magnet for talent.

Program Date

Hong Kong
Jun 17 – 21, 2019
Oct 21 – 25, 2019
Jun 15 – 19, 2020
Oct 19 – 23, 2020

Fee // US$8,500
Program fee includes:
- Tuition
- Instructional materials
- All lunches, and coffee/snack breaks

Contact

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

Web

http://michiganross.umich.edu/programs
Who should attend

This program is designed for executives who wish to build or reinforce leadership and team capabilities and enhance their own leadership style. Those wishing to develop stronger foundations in people management and to learn new techniques in leading teams for a higher personal, team and organizational performance are also recommended for this program.

Special Feature – Individual Executive Coaching

At Michigan Ross Executive Education, we understand the importance of transferring the learning back into work practices. To further enhance your own personal leadership development, you also will receive an additional executive coaching session to ensure a continuous learning experience and assist with personal growth and application of key concepts and tools.

Working one-on-one with our executive coaches, executives learn what kinds of work situations elicit their best performances and unlock unknown potential to improve productivity and performance.

Benefits of attending:

- Transform yourself from contributing as an individual to contributing as a team leader
- Assess your team leadership style and adapt your management style in various situations and challenges
- Gain a broader perspective that enables you to see organizational opportunities, problems, and solutions from multiple perspectives
- Learn a systematic decision-making process that leads to higher quality decisions
- Learn how to create an effective team dynamic to maximise outcome
- Learn how to avoid the pitfalls that can derail a managerial career
- Create a work plan and strategy to improve your leadership capability and add value to your career and organizational role

By attending this program, you will receive 2 credits 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
Program focus

Understanding the Managerial Role
• Facing the challenge of moving from individual contributor to manager
• Learning what the most effective managers do to bring out the best in their employees
• Understanding the difference between managing and leading – and why both are important to your success

Developing Your Management Style
• Identifying your management styles, strengths, and weaknesses
• Seeing how people perceive you and the consequences of these perceptions
• Adapting your style so you can work well with people who have different styles

Getting Results Through People
• Delegating to enhance motivation and results
• Building a productive relationship with your boss
• Creating an effective network
• Communicating with impact
• Establishing credibility
• Leveraging diversity
• Using the 6 universal forms of influence
• Working constructively in teams

Managing Change
• Coping skills for managing stress
• Assessing your change management style
• Developing your personal change plan

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
**Program Faculty**

**Paula J. Caproni**

*Academic Director of Executive Skills Program; Management and Organizations Faculty; Professional Development Coach for Executive MBA Program*

*Stephen M. Ross School of Business, University of Michigan*

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, the 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.

**Michigan Ross 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. In addition to the Michigan Ross Campus USA, Ross has locations in Hong Kong, Mumbai and Singapore and delivers programs globally wherever our corporate partners request.

2019 Top 5 Global Provider - Financial Times
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

Venue

(to be confirmed)

We will provide information of recommended hotels to you upon enrolment confirmation.

PLEASE note: The hotel can only take room reservations. All program registrations must be directed to um-asia.exec.ed@umich.edu or 852.2509.9228 (fax).

Please indicate you are a University of Michigan Executive Education participant when making reservations and you will receive a discounted room rate (subject to availability). Participants are responsible for their own accommodations and travel arrangements.

If you have special dietary concerns, please contact us as soon as possible at the Asia Pacific Regional Office.

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

Please mail or fax the completed registration to our offices

Hong Kong
Executive Education
Asia Pacific Regional Office
Stephen M. Ross School of Business
University of Michigan
12/F Winsan Tower, 98 Thomson Road,
Wanchai, Hong Kong
Tel: 852.2509.9088 Fax: 852.2509.9228
Email: um-asia.exec.ed@umich.edu

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☐ Hong Kong  Oct 19 – 23, 2020  US$8,500  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
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Stephen M. Ross School of Business  Executive Education
MANAGEMENT SKILLS PROGRAM

MANAGEMENT SKILLS

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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 505 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

Across a wide range of criteria, Michigan Ross Executive Education and the Stephen M. Ross School of Business are consistently ranked among the world’s elite institutions.

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