



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.

**2019
Top 5
Global
Provider**
- FINANCIAL TIMES

PROGRAM DATE

SINGAPORE

Oct 21 – 25, 2019

HONG KONG

Jun 15 – 19, 2020

Oct 19 – 23, 2020

FEE // US\$8,500

Program fee includes:

- Tuition
- Instructional materials
- All lunches, and coffee/snack breaks

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WEB

<http://michiganross.umich.edu/programs>

*Check our website for our
Cancellation, Transfer and
Substitution Policy*

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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>

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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

MANAGEMENT SKILLS PROGRAM

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 30+ 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 and Mumbai and delivers programs globally wherever our corporate partners request.

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