SPORT AND ORGANIZATIONAL DYNAMICS CONFERENCE

All sport teams seek a performance “edge.” To achieve this edge, teams have, very appropriately, adopted data analytics and sport science. Analytics and sport science, however, have diffused to the extent that they contribute to competitive parity, but not to a competitive advantage.

What has yet to be leveraged within sport in a systematic, best-practices based approach, is organization dynamics. To this end, the University of Michigan’s Ross School of Business is hosting the First Annual Sport and Organizational Dynamics Conference. The conference will highlight how best practices in organizational dynamics can be applied to sport team performance. Experts from America’s top Schools of Business will share best practices related to organizational dynamics. Participants will learn how these best practices can provide a competitive edge to sport team performance.

WHO SHOULD ATTEND

The Sport and Organizational Dynamics Conference will be highly beneficial for senior leaders responsible for sport team performance. Typical positions include:

- General Manager
- Head Coach
- Assistant General Manager
- Assistant Coaches
WHO SHOULD ATTEND?
This program is recommended for participants who have a minimum of 15 years of leadership experience and may also include:
- Women business entrepreneurs with sustained business growth and success
- Current successor candidate to C-Suite executives
- Executives with a consistent track record of career growth through promotions
- Organizational levels that are one to two levels below C-Suite levels

PROGRAM INTRODUCTION
THE EXPERIENCE

In this two-day Sport and Organizational Dynamics Conference, participants will engage with faculty members and leaders in the world of sport (including members of the S&OD Board of Advisors) in an exciting, interactive journey concerning how to create an edge in team performance. The Conference will provide participants with the tools necessary to leverage best practices in Organization Dynamics not currently leveraged in sport—and thus, the opportunity to gain the competitive advantage that all sport teams seek. Topics will be addressed via pre-conference readings, interactive lectures, panel and group discussions, and pragmatic, implementation guidelines. More specifically, best practices covered will address:

- Developing an optimum team culture
- Communication with, and motivation of, athletes with pre-game/half time between period speeches
- Creating a sense of “one team” among players from multiple countries and/or varying cultures/values
- Leading a group of specialists each with diverse expertise and differing perspectives (e.g., in coaching, analytics, sport science, medicine, psychology)
- Overcoming resistance to change.

Executive Education at Ross employs a staff of trained professionals that ensures your visit with us is comfortable, productive, and enjoyable. Dining at the Executive Residence is more than just a time to enjoy great food in a comfortable environment. It’s also an opportunity to get to know your colleagues better.

PROGRAM INTRODUCTION

Scott DeRue
Dean, Ross School of Business

We are proud to host the Sport and Organization Dynamics Conference at the University of Michigan’s Ross School of Business. Nearly every sports organization has embraced analytics to chart performance and manage talent, but it is the people, the culture and the leadership of the organization that create champions. Winning organizations are built on a sustained culture of excellence and leaders who get the best out of their teams. This conference will bring together the very best from the world of sport with thought leaders and researchers on leadership and organizations to answer how sport organizations achieve sustained excellence.

FACULTY

Scott DeRue
Edward J. Frey Dean of the Ross School of Business

Scott DeRue is the Edward J. Frey Dean of the Stephen M. Ross School of Business at the University of Michigan. He is also the Stephen M. Ross Professor of Business. DeRue joined Michigan Ross in 2007, taking on multiple leadership roles across the school over time.

With a background in private equity, management consulting, and academia, DeRue believes that business is the most powerful force for economic and social impact -- and it is the responsibility of Michigan Ross to develop the next generation of business leaders. He is an award-winning researcher and instructor, and is widely considered a thought leader in business education and action-based learning.

Richard Wolfe
Faculty Director, Sport & Organizational Dynamics Conference

Dr. Richard Wolfe is the Ross School of Business Faculty Director of the Sport and Organization Dynamics Conference. From 2001 to 2007 Wolfe served as the director of the Sport Management Masters Program, and was the director of the Michigan Centre for Sport Management, at the University of Michigan. Wolfe is a past Editor of the Journal of Sport Management and has published in a variety of leading academic sport and management journals.

Wolfe examines how best practices in organization dynamics contribute to sport team success. We can apply learnings from sport to various business practices such as innovation, leadership, communication, teamwork, and strategy.
SPORTS INDUSTRY LEADER TESTIMONIALS

Bob Quinn  
*Executive Vice President & General Manager*
*Detroit Lions*

Having recently moved to Michigan, I am quickly learning of the many excellent resources available to the Detroit Lions. A professional colleague and friend, Warde Manuel, the Athletics Director of the University of Michigan, has introduced me to faculty at the Ross School of Business. Through Warde, I have learned about the Ross faculty’s interest in sport—from a fascinating perspective—that of the relationship between organizational science and performance of the team on the field of play.

While there certainly is expertise on the “business side” of sport, as well as on matters related to team performance such as analytics, nutrition, exercise, weight-training, injury prevention, and more, I am not aware of another conference which focuses on what the Sport and Organizational Dynamics Conference at the Ross School will focus on—organization dynamics—and its effects on team performance. I look forward to attending the Sports and Organizational Dynamics Conference in February and hope to see many of you there.

Bob Lenarduzzi  
*President*
*Vancouver Whitecaps*

Everything I know is based on learning “in the trenches”—invaluable learning—though combining it with the expertise to be presented at the Sport and Organizational Dynamics Conference—will, without a doubt, result in my having a deeper and broader “tool-kit” to apply to optimizing team performance.

Two conference topics in particular which I find exciting and very relevant to my situation as president are “creating a sense of ‘one team’ among individuals from many different countries”—as we have had as many as 17 countries represented on our 25 man roster—and “team/locker room culture.” I have seen too many situations where as few as one or two individuals can cause serious problems, particularly during adverse times. I look forward to the opportunity to meld my very pragmatic learning “from the trenches” with expertise from business school experts.
I am pleased that the faculty at my alma mater, the Ross School of Business, will host the First Annual Sport and Organization Dynamics Conference. In close collaboration with Faculty Directors, Wolfe and Cameron, I believe that I am in a good position to understand how research and best practices emanating from Michigan Ross can contribute in very innovative, pragmatic, and positive ways to improve sport team performance. All of us at Michigan Athletics look forward to benefiting from the presentations and discussions at the Sport and Organization Dynamics Conference.

I first met the founders of the S&OD Conference in 2005 when I was the Cleveland Indians General Manager. At that time faculty from Michigan met with myself and my management team to discuss the Indians approach to analytics. Michigan faculty were less interested in analytics per-se than in its implementation and acceptance within the Indians.

Based on my experience with the Indians and now with the Blue Jays, I am convinced that the real point of differentiation in achieving excellence in baseball is not sport science or analytics given that our competitors have access to the latest approaches in these areas. I believe that developing a strong culture offers the best opportunity for differentiating a team.

What is different and exciting about the Sport and Organization Dynamics Conference is that it focuses on performance on the field of play—how knowledge developed in understanding success in various types of competitive fields can provide a competitive advantage in sport. During my 11 year tenure with the Detroit Pistons, I had considerable opportunity to interact with Conference Faculty Directors, Wolfe and Cameron. I look forward to the innovative content of the sessions and to interact with thought leaders—from the worlds of business and sport.
I believe the greatest challenge facing sport team leaders today is how to optimize team performance by creating alignment among all levels (i.e., at the owner, president, GM, coach, player levels) and functions (i.e., various coaching specialists, specialists in analytics, sport science, scouting, players).

What excites me about the Sport and Organizational Dynamics Conference is that it is unique in addressing the very organizational challenges faced by leaders in sport. Attendees at the conference will be presented with empirically based, best practices, concerning organization science—as applied to sport. Having had considerable interaction with Faculty Director Wolfe, I know that the content of the conference will be very pragmatic with considerable value added.

I have spent my career in sport, as a collegiate athlete, as an Olympian, and have held a number of leadership positions in sport, as well as serving on a number of Boards. What I find exciting, and unique, about the Sport and Organization Dynamics Conference is that, for the first time that I am aware of, there will be a systematic effort to address how organizational dynamics best practices, as determined by empirical research conducted by business school experts, can contribute to sport team performance.

I find the topic of team culture, and how leadership can develop a culture that will result in “the whole truly being greater than the sum of the parts” a very timely topic. Developing such a culture must address “differences” that exist on teams—whether they emanate from players or coaches from different countries or from American players and coaches with different socio-economic backgrounds. I am delighted that experts who have studied such business matters will bring their knowledge to the world of sport.
## Sport and Organizational Dynamics
### Achieving Excellence: Integrating Team Culture & Positive Leadership

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<th>Pre Conference</th>
<th>February 22: Team Culture</th>
<th>February 23: Positive Leadership</th>
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<td>Morning Session</td>
<td>Welcome</td>
<td>Leadership: Organizational Change</td>
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<td></td>
<td>Scott DeRue, Dean</td>
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<td>Leading Change; From Resistance to Cooperation</td>
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<td>Introductions &amp; Program Overview, Kim Cameron &amp; Richard Wolfe</td>
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<td><strong>Team Culture</strong> Kim Cameron</td>
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<td>- Kim has done research on NFL locker room culture and its effect on team performance; Kim will relate his expertise in corporate culture and specialization in positive organization scholarship to performance in sport.</td>
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<td>A panel of Board of Advisor members and leaders of various sports, will interact concerning the effects of culture and their approaches to address it, in their sport.</td>
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<td>Afternoon Session</td>
<td><strong>Team Culture</strong> Lynn Perry Wooten (Dyson School of Management, Cornell University)</td>
<td>Leadership: The Whole vs. the Sum of the Parts Bob Quinn (Ross School of Business, University of Michigan)</td>
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<td>Creating &quot;ONE TEAM&quot; from diverse individuals: Lynn teaches and does research concerning how workforce diversity can be leveraged to contribute to competitive advantage.</td>
<td>The Emergence of Excellence; Leadership In Times of Dramatic Complexity and Change</td>
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<td>Effects of diversity in sport has increased dramatically in recent years. One current manifestation includes players taking positions on social matters; another contributor is the increase of players from various countries. Research demonstrates that diversity can have negative, or positive, effects on team performance. Lynn will provide approaches to maximize positive effects.</td>
<td>Bob has done research on innovation in sport; he will relate this and his extensive research on leading in times of disruptive change to sport team performance.</td>
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<td>- Panel Discussion followed by Open Discussion on diversity in various sports, and approaches for addressing it.</td>
<td>Panel Discussion followed by Open Discussion on addressing ‘disruptive change’ in various sports.</td>
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<td>Evening</td>
<td><strong>Keynote Dinner</strong> A successful leader in sport, as well as other industries, will address the relevance of organization dynamics to success in both spheres. Organizational Dynamics in Depth; Co-Creation Among Conference Attendees, Athletes, and Michigan Faculty. A unique opportunity for Conference participants to meet with UM faculty from various departments to discuss team performance challenges identified by participants. Conference Wrap Up: Achieving Excellence via Integrating Team Culture &amp; Positive Leadership</td>
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