EXECUTIVE EDUCATION

SPORT AND ORGANIZATIONAL DYNAMICS CONFERENCE

Gain the competitive edge to drive your sports team performance.

ANN ARBOR
December 6-7, 2018

REGISTER TODAY!
michiganross.umich.edu/sportdynamics
734-763-1000

TOP 10 GLOBAL PROVIDER
Financial Times, 2018
Go beyond analytics and sports science to create a competitive edge in performance!

All sport teams seek a performance ‘edge.’ To achieve this edge, teams have, very appropriately, adopted data analytics and sports science. Analytics and sports 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 approach, is organizational dynamics. To this end, Michigan Ross School of Business is hosting the Sport and Organizational Dynamics Conference. The conference highlights how best practices related to organizational dynamics can be applied to sports team performance. Participants learn how these best practices can provide a competitive edge to sport performance.

BOARD OF ADVISORS

- Scott DeRue, Dean, Ross School of Business U of M
- Anita DeFrantz, International and U.S. Olympic Committees OLYMPICS
- Mike Gillis, Past President and General Manager, Vancouver Canucks NHL
- Bob Lenarduzzi, President, Vancouver Whitecaps MLS
- Warde Manuel, Athletic Director, University of Michigan NCAA
- Bob Quinn, Executive Vice President and General Manager, Detroit Lions NFL
- Mark Shapiro, President and CEO, Toronto Blue Jays MLB

SCOTT DERUE
Edward J. Frey, Dean, Ross School of Business

We are proud to host the Sport and Organizational 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 by 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.
**PROGRAM STRUCTURE**

In this two-day conference, participants engage with faculty members and leaders in the world of sport in an exciting, interactive journey concerning how to create an edge in sport 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 sports 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
- Creating ‘one team’ among players from multiple countries, backgrounds, and/or cultures
- Overcoming resistance to change
- Leading a group of specialists (in coaching, analytics, sport science, psychology) such that the ‘whole is greater than the sum of the parts.’

**WHO SHOULD ATTEND:**
- Senior leaders responsible for team performance.

**Typical titles include:**
- General Manager
- Athletic Director
- Head Coach
- Assistant General Manager
- Assistant Athletic Director
- Assistant Coaches

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**SPORT AND ORGANIZATIONAL DYNAMICS**

**Achieving Excellence: Integrating Team Culture & Positive Leadership**

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### DAY 1: TEAM CULTURE

#### AM

**INTRODUCTIONS & PROGRAM OVERVIEW**
Kim Cameron & Richard Wolfe (Michigan Ross)

**TEAM CULTURE**
Kim Cameron (Michigan Ross)
- Kim has done research on NFL locker room culture and its effect on team performance; Kim will relate his expertise in corporate culture and in positive organizational phenomena to performance in sport
- A panel of leaders from various sports will interact concerning team culture—its effects and approaches for addressing it

#### PM

**TEAM CULTURE: CREATING “ONE TEAM” FROM DIVERSE INDIVIDUALS**
Lynn Perry Wooten (Dyson School of Management, Cornell University)

Lynn will explore best practices concerning how workforce diversity can be leveraged to contribute to competitive advantage
- Effects of diversity in sport has increased dramatically in recent years. Current manifestations include players taking positions on social matters and the increase of players from various countries
- Research demonstrates that diversity can have negative or positive effects on team performance
- We will provide approaches to maximize positive effects
- Panel discussion on diversity in sports, and approaches for addressing it

### EVENING

**KEYNOTE DINNER**
- Successful leaders 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, Michigan faculty
- A unique opportunity for conference participants to meet with UM faculty and leaders in sport to discuss overcoming team performance challenges.

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### DAY 2: POSITIVE LEADERSHIP

#### AM

**LEADERSHIP: PERSONAL INFLUENCE VS. “AUTHORITY”**
Maxim Sytch (Michigan Ross)

The seminal role of interpersonal influence in leadership
- Maxim has expertise on how to exert influence when formal authority is ineffective; e.g., for coaches—with players who are “stars”; for GMs—with coaches who are “stars”; etc
- Panel discussion on the role of interpersonal influence in leadership

#### PM

**LEADERSHIP: THE WHOLE VS. THE SUM OF THE PARTS**
Bob Quinn (Michigan Ross)

The emergence of excellence; leadership in times of dramatic complexity and change
- 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
- Conference wrap-up; achieving excellence via integrating team culture and positive leadership

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[ View website for program updates. ]
At Michigan Ross, you’ll engage with some of the world’s most renowned experts. Most importantly, they are determined and dedicated to leveraging their extensive knowledge to help you succeed.

OUR WORLD-CLASS FACULTY

RICHARD WOLFE | FACULTY DIRECTOR
Sport and Organizational Dynamics Conference, Michigan Ross

Professor Wolfe served as the director of the Sport Management Master’s Program, and was the director of the Michigan Center for Sport Management, at the University of Michigan, (2001-2007). Professor Wolfe is a past editor of the Journal of Sport Management and is published in a variety of leading sport and management journals.

Wolfe examines how best practices in organizational dynamics contribute to team success.

KIM CAMERON
William Russell Kelly Professor, Management and Organization, Michigan Ross

Dr. Cameron helped co-found the Center for Positive Organizations, at the University of Michigan, which in 2012 was awarded the Research Center Impact Award by the Academy of Management. This award recognizes researchers/research centers that have made a major impact on real world management practice.

His current research focuses on the virtuousness of and in organizations, and their relationships to organizational success. He argues that best practices in areas such as innovation, leadership, and teamwork as found in business can be applied to sport.

LYNN WOOTEN
David J. Nolan Dean and Professor of Management and Organizations, Cornell University, Dyson School of Applied Economics and Management

Dean Wooten has taught such courses as corporate strategy, knowledge management, organization behavior, and consulting. Her research interests include crisis leadership, positive organizing routines, strategic human resource management, and workforce diversity and competitive advantage.

Professor Wooten’s research studies how organizations utilize human resource management policies to attain a competitive advantage. Her research projects focus on sources of competitive advantages in organizations and how firms strategically adapt to changes.

MAXIM SYTCH
Michael R and Mary Kay Hallman Fellow, Associate Professor, Management and Organization, Michigan Ross

Professor Sytch is selected as one of the ‘40 Best Business Professors Under 40 in the World’ by Poet & Quants in 2014. Sytch is an expert on leadership, strategy and organizational issues.

Professor Sytch’s recent research focuses on how networks of collaboration and conflict within and between firms affect individual and organizational outcomes. His work has been published in a variety of leading academic journals and covered in Bloomberg, Businessweek, Reuters, Harvard Business Review, and Yahoo News. His study examining dynamics of influence in patent infringement litigation won the Best Paper Award from the Organization and Management Theory Division of the Academy of Management. He also advises and speaks to corporations worldwide.

ROBERT E. QUINN
Margaret Eliot Tracey, Collegiate Professor, Management and Organization, Michigan Ross

Professor Quinn serves on the faculty of Management and Organization at Michigan Ross.

He is a co-founder and the current co-director of the Center for Positive Organizations, which in 2012 was awarded the Research Center Impact Award by the Academy of Management.

Professor Quinn’s research and teaching interests focus on leadership, organizational change and effectiveness. He has published numerous books on these subjects.

[ FACULTY NOTE: Selected faculty will teach in each session of the program. ]

“I believe that developing a strong culture offers the best opportunity for differentiating a team.”

-Mark Shapiro; President and CEO, Toronto Blue Jays
ABOUT MICHIGAN ROSS

Top 10 Global Provider – Financial Times, 2018

Michigan Ross Executive Education was recently named a Top 10 global provider by the Financial Times. The FT survey examined the open enrollment programs offered at 75 schools, weighing factors form faculty to follow-up. Among the highlights, Ross excelled with unique course design, renowned faculty, and participants reporting new skills and learning to impact personal and organization performance. We offer 30+ diverse open enrollment offerings and numerous custom programs annually, serving more than 4,000 executives around the world.

Ross has locations in Hong Kong, Mumbai, Malaysia, Singapore, and Thailand and delivers programs globally wherever our partners request. 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.

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.

For program content questions contact Richard Wolfe, Program Faculty Director via email at wolfer@umich.edu or 250.220.1862.

For program logistics questions or concerns contact Thaya Rowe, Program Manager via email at rossexeced@umich.edu or 734.763.1000.

SPORT AND ORGANIZATIONAL DYNAMICS CONFERENCE

ANN ARBOR

December 6-7, 2018

$995.00* Early Bird Rate valid through valid through November 18, 2018.

- Registrations received on or after November 19, 2018 are $1,195 for an individual or $995.00 for groups of two or more from the same organization.
- University of Michigan and Ross School of Business degree-holding alumni receive a 50% discount off the price currently in effect when they register!
- Check our website for our Cancellation, Transfer and Substitution Policy.
- Accommodations are on your own. However, we have reserved a limited block of guestrooms at the Michigan Ross Executive Learning and Conference Center in the Ross complex on the campus of the University of Michigan. Book your room by calling 734-764-ROSS (7677).

Fee includes:
- Tuition
- Instructional materials
- Continental breakfast, lunch, and coffee breaks each day
- Select dinners

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Program offerings are subject to change; visit our website for the most up-to-date information.
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“I think anyone involved in team sports will walk away with several tools capable of providing their team with a competitive edge in team performance.”

-Noah Croom, Assistant General Manager, Minnesota Timberwolves

“Professor Quinn’s statement, “You get the culture you deserve,” has left a lasting impact on our staff. As leaders and as team members, we all have to take accountability for our environment.”

-Carla Tagliente, field hockey coach, Princeton University

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