EXECUTIVE EDUCATION

SPORT AND ORGANIZATIONAL DYNAMICS CONFERENCE

Gain the competitive edge to drive your sports team performance

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

TOP 5 GLOBAL PROVIDER
Financial Times, 2019
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

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<td>Dean, Ross School of Business</td>
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<td>Anita DeFrantz</td>
<td>International and U.S. Olympic Committees</td>
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<td>Mike Gillis</td>
<td>Past President and General Manager, Vancouver Canucks</td>
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<td>Bob Lenarduzzi</td>
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<td>Warde Manuel</td>
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<td>Bob Quinn</td>
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<td>Mark Shapiro</td>
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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
- Leading in the era of analytics: How to leverage new sources of performance without being overwhelmed by it
- How to develop a sustainable competitive advantage in sport in times of dramatic complexity and change
- 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 in a Turbulent External Environment**

**DAY 1: TEAM CULTURE**

**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

**LEADING IN THE ERA OF ANALYTICS: HOW TO LEVERAGE NEW SOURCES OF PERFORMANCE WITHOUT BEING OVERWHELMED BY IT**

Sanjeev Kumar (Michigan Ross)

- Sanjeev will share his expertise on how big data has been leveraged in the corporate world without overwhelming extent processes and thus contributing to competitive advantage
- A panel of leaders from various sports will interact concerning new sources of data—its effects and approaches for addressing it

**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

**DAY 2: POSITIVE LEADERSHIP**

**LEADERSHIP: DEVELOPING A SUSTAINABLE COMPETITIVE ADVANTAGE**

Dave Ulrich (Michigan Ross)

- Dave reviews the major changes occurring in the sport industry and necessary readiness for change
- Key sources for achieving a competitive advantage within the context of the industry’s major changes are presented
- Central components of the session focus on how to develop talent, culture, and leadership to achieve competitive advantage; participants’ personal settings will be considered in doing so

**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

[ View website for program updates. ]
OUR WORLD-CLASS FACULTY

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.

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.

ROBERT E. QUINN
Margaret Elliot 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.

SANJEEV KUMAR
LEO Lecturer I of Technology and Operations

Dr. Sanjeev Kumar is a Lecturer in the Technology and Operations department at Michigan Ross. Sanjeev’s research interests include Artificial Intelligence, Machine Learning, and Big Data Analytics. He has in-depth expertise in teaching courses focused on technology skills development including Business Analytics, Application Development and Technology Strategy.

Dr. Kumar is the recipient of numerous teaching awards and has extensive experience working with senior audiences in financial services and other industries. He holds a Ph.D. from the University of Michigan, as well as an MBA and B. Tech.

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

- Mark Shapiro; President and CEO, Toronto Blue Jays

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.

DAVE ULRICH | FACULTY CO-DIRECTOR
Rensis Likert Professor of Business

A global thought leader, HR Magazine recognized Professor Ulrich with a lifetime achievement award and named him the “Most Influential HR Thinker of the Past Decade” by HR Magazine in 2015. Ulrich studies how organizations build capabilities of leadership, talent, and culture through leveraging human resources. He has helped generate award-winning studies that assess alignment between external business conditions, strategies, organization capabilities, HR practices, HR competencies, and customer and investor results.

In addition to his professorship at Michigan Ross, Professor Ulrich is a partner at the RBL Group, a consulting firm focused on helping organizations and leaders deliver value. Ulrich has published over 200 articles and book chapters and over 25 books.

“\nThe conference was very valuable; I really enjoyed it. I had not been exposed to the approaches to leadership presented. All topics were relevant/pertinent.\n”

- Shane Battier; Vice President of Basketball Development and Analytics, Miami Heat

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

Top 5 Global Provider —Financial Times, 2019

Michigan Ross Executive Education was recently named a Top 5 global provider by the Financial Times. The FT survey examined the open enrollment programs offered at 75 schools, weighing factors from 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 delivers open enrollment programs in Hong Kong and Mumbai, and custom programs 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 Allison Hartwick, Program Manager via email at rossexeced@umich.edu or 734.763.1000.

SPORT AND ORGANIZATIONAL DYNAMICS CONFERENCE

ANN ARBOR

July 25-26, 2019

$995.00* Early Bird Rate valid through July 1, 2019.

• Registrations received on or after July 1, 2019 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).

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

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

#1 MOST EDUCATED CITIES
Forbes, 2014

#1 BEST MAIN STREETS
Huffington Post, 2014

#2 BEST COLLEGE TOWNS
Livability, 2015

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.
SPORT AND ORGANIZATIONAL DYNAMICS CONFERENCE

“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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