Overview

As a senior leader, your effectiveness is measured by the performance of the leaders you manage. Therefore, your ability to align and motivate your team to drive business results is crucial to your success and the success of your organization.

For over 30 years, the Competing Values Framework has been used by the world’s most well-known companies to drive innovation, create high-performance cultures, explore and expand into new markets, and improve overall quality. The Strategic Leaders Program, through the Competing Values Framework, will challenge you to adopt new research-backed ways of thinking that will increase your impact as a leader.

PROGRAM DATE

Hong Kong
Jun 24 – 28, 2019
Nov 4 – 8, 2019
Jun 8 – 12, 2020
Nov 9 – 13, 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
https://michiganross.umich.edu/programs

Michigan Ross ‘Competing Values Framework’
This program explores the critical components of effective management and leadership. You’ll learn to make better decisions under pressure, improve your leadership approach in increasingly complex environments, develop talent more effectively and lead with more creativity, energy, and intensity. Cultivating and leveraging individual and organizational capabilities will be emphasized throughout the program. Before, during, and after the program, content and experiences are customized to participants’ unique, personal, and current leadership challenges. You’ll emerge with an action plan to help you advance your career and drive positive results in your organization.

**Individual Benefits**

- **RESOURCEFULNESS AND RESILIENCE**: You’ll increase your ability to perform well under pressure and recover quickly after a setback
- **INCREASED CONFIDENCE**: Assessments and personalized action plans build upon your strengths and empower you to take on any personal or professional challenge
- **POSITIVE LEADERSHIP**: An in-depth understanding of the techniques to help others achieve their full potential
- **BEST PRACTICES**: Gain a better understanding of how top leaders implement strategic initiatives, conduct difficult conversations, and excel under pressure

**Organizational Benefits**

- **POSITIVE BUSINESS IMPACT**: Increased employee motivation and engagement, thus improving the bottom line
- **GREATER ALIGNMENT**: Proven methods for communicating and cascading strategy to all levels of the organization
- **BETTER DECISION MAKING**: Tools to improve decision making in complex and ambiguous situations, resulting in enhanced productivity at all levels of the organization
- **IMPROVED PRODUCTIVITY**: Frameworks to accelerate the development and commercialization of new ideas.

**Who should attend**

- Mid- to senior-level leaders whose performance depends on driving results from managers they manage
- Managers seeking innovative approaches to prepare for their next level of leadership responsibility

By attending this program, you will receive 1 credit 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](https://michiganross.umich.edu/programs/executive-education)
The Experience
This dynamic program features a diverse group of faculty and attracts participants from a wide variety of industries, organizations, and countries. This fast-paced learning environment fosters collaboration, dialogue, and introspection. The following program topics will be presented through a combination of action-learning activities, simulations, group discussions, team exercises, lectures, case studies, and projects. The program is customized to participants’ unique, personal, and current leadership challenges and aspirational career goals.

Program Focus
In this program, you’ll explore in detail:

Your Leadership Approach
- Clarify how others perceive you
- Manage relationships and align your team
- Develop your emerging leaders

New Analytic Tools
- Learn new analysis tools to inform your strategy
- Present your strategy more effectively to gain buy-in
- Review and refine your plan as it develops

Pressure, Power, and Politics
- Confidently exercise sound judgment in a crisis
- Tactfully handle intense discussions
- Skillfully navigate organizational politics

Systems and Design Thinking
- Reframe problems to identify new opportunities
- Generate more creative solutions more quickly
- Gain a deeper understanding of the benefits of experimenting

Action Planning and Synthesis
- Identify key organizational and managerial strengths
- Grow your executive presence
- Develop and implement a plan to apply new knowledge

Program Highlight
- You will learn to apply the Competing Values Framework to influence beyond authority, increase learning agility, spark innovation, and exercise sound judgment under pressure.
- You will develop a personalized action plan based on feedback from the University of Michigan's Leadership Competencies Survey and self-assessments during the program.
- In live case studies, you'll apply class concepts to your own challenges and receive instant feedback.
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.

Program Faculty

Brad Killaly
Lecturer of Business

Dr. Brad Killaly joined the Ross faculty in 2014. Prior to joining Ross he was a faculty member at Emory University, and has been a visiting professor at Duke University, UC San Diego and University of Oxford (UK). Before his academic career he worked for a number of years in corporate banking including the position of Manager, Strategic Analysis for a global bank. Brad's research is in the fields of strategy and organization theory, with specific interests in theories of firm change and its effect on performance. His current research focus is in the health care industry, in particular the effect of reimbursement policies, labor turnover, and expansion strategies on the efficiency, care quality and performance of hospice and long term care providers. He has received nineteen university teaching awards from seven universities over the last decade, including two Neary teaching awards at Ross in 2014-2015. Outside of the academic classroom Brad collaborates with corporate leaders to design and deliver seminars, executive educational programs and strategy formulation engagements for a number of privately held and Fortune 1000 firms.

Horst Abraham
Executive Education Faculty

Horst Abraham is the managing partner of the Paragon Consulting Group, and is an adjunct faculty member of the Ross School of Business Executive Education. His skills as a process consultant and coach were developed first in working with high performance athletes. From 1971 to 1984 he served as the VP of Education and Training of the Professional Ski Instructors of America, in the role of which he also helped coach the National Alpine Ski Team during a time when America’s skiers rose from perennial also-ran’s to world class.

Since 1984 he has worked with top executives at many Fortune 200 firms to support a variety of organizational change and innovation interventions that included building and managing high performance teams, Leadership Development, Change Management and Executive Effectiveness Coaching.
Maxim Sytch

Sanford R. Robertson Assistant Professor of Business Administration
Assistant Professor at the Department of Management & Organizations,
Stephen M. Ross School of Business,
University of Michigan

Professor Sytch is an associate professor and a Michael R. and Mary Kay Hallman Fellow in the management and organizations department at Michigan Ross. Selected as one the “40 Best Business Professors Under 40 in the World” by Poets & 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.

In 2014, Sytch won the Ross Executive Education Teaching Impact Award for open enrollment programs. He also advises and speaks to corporations worldwide, including engagements with Bank of America, Bank Mandiri, Chicago Public Schools, Chrysler-Fiat, Grainger, Masco, Morgan Stanley, NextGen, Novartis, Oracle, PPG, Qualcomm, Ronald McDonald House Charities, Schneider Electric, and TRW.

David Mayer

Associate Professor and Michael R. and Mary K. Hallman Faculty Fellow
in the Management & Organizations Area at Michigan Ross

David (Dave) Mayer is an Associate Professor and Michael R. and Mary K. Hallman Faculty Fellow in the Management & Organizations Area at Michigan Ross. An award-winning researcher and highly-rated and sought after teacher and speaker, he is an expert on leadership, teams, decision making, employee engagement, ethics, and diversity.

His research focuses primarily on how leaders create positive (e.g., high-performing, engaged, virtuous) team and organizational cultures. His prolific and impactful work has earned him multiple research-related career awards from institutions such as the Academy of Management, American Psychological Association, Association for Psychological Science, International Society for Justice Research, and Michigan Ross.

Two of the three faculty members from the list above will teach the program
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

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.

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.

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

STRATEGIC LEADERS PROGRAM

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

- Hong Kong  Jun 24 – 28, 2019  US$8,500  Reg. Code:
- Hong Kong  Nov 4 – 8, 2019  US$8,500  Reg. Code:
- Hong Kong  Jun 8 – 12, 2020  US$8,500  Reg. Code:
- Hong Kong  Nov 9 - 13, 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
(As appears on your name badge)

Last Name

Title of Present Position

Company Name

Company Address
(Please include street address and appropriate postal code for international courier delivery)

City  Postcode  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

Continued on next page >>

Stephen M. Ross School of Business
Executive Education
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 50 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 breadth 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.