EXECUTIVE EDUCATION

STRATEGIC LEADERS PROGRAM

Vision, strategy, and managing the organization to drive results

HONG KONG
June 14 - 18, 2021
November 15 - 19, 2021

REGISTER TODAY!

um-asia.exec.ed@umich.edu
+852-2509-9088

TOP 10 GLOBAL PROVIDER
Financial Times, 2020
Vision, strategy and managing the organization to drive results.

This program explores the critical components of effective senior-level 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 drive positive results in your organization and better prepared to advance your career.

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.

INDIVIDUAL BENEFITS

• RESOURCEFULNESS AND RESILIENCE: You’ll increase your ability to perform well under pressure and recover quickly after a setback
• INCREASED CONFIDENCE: Assessments will 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
• NEXT 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: Improved decision making in complex and ambiguous situations, resulting in enhanced productivity at all levels of the organization
• INNOVATIVE EMPHASIS: Frameworks to accelerate the development and commercialization of game-changing 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

Typical titles include:
- Manager, Senior Manager
- Director
- Group or Team Leader
- Vice President

PROGRAM STRUCTURE

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.

**DAY 1**

- Mastering complexity
- Leading with impact
- Understanding the implications of your leadership approach
- Understanding the difference between managing and managing at scale
- How to adapt your leadership style for greatest affect
- ASSESSMENT: Your leadership approach

**DAY 2**

- Leading through strategic analysis
- How to articulate your strategy to align efforts across the organization
- Evaluating and refining your strategy for impact
- Leading through a design system approach to business
- How to apply an iterative approach to ideation

**DAY 3**

- How to navigate and conquer organizational politics
- Conducting power audits to understand organization networks
- Managing and withstanding power circulation
- Employing power strategies and counter-strategies
- SIMULATION: Judgment and decision making in crisis

**DAY 4**

- Fierce conversations - the art and science of turning confrontations into “carefrontations”
- Best practices for giving and receiving additive feedback
- How to leverage emotional intelligence
- Establish your leadership legacy
- Capitalizing on the power of investing in personal relationships
- Aligning your personal vision with your leadership actions

**DAY 5**

- Managing your executive presence
- How to approach leadership as learning
- Strategies and practices for developing yourself as a leader
- Developing your personal leadership action plan

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At Michigan Ross, you'll engage with some of the world’s most renowned experts. Our faculty have collectively authored hundreds of articles and dozens of books. They travel the world, sharing their expertise with Fortune 100 companies in virtually every sector. They’re prolific thinkers and creators of revolutionary studies and frameworks. Most importantly, they are determined and dedicated to leveraging their extensive knowledge to help you succeed.

OUR WORLD-CLASS FACULTY

David M. Mayer is a Michael R. and Mary Kay Hallman Fellow and Associate Professor in the Management and Organizations Department at the University of Michigan’s Ross School of Business. He received his Ph.D. from the University of Maryland.

His research interests concern social and ethical issues in organizations. Specifically, he conducts research in three major areas: (1) behavioral ethics, (2) organizational justice, and (3) workplace diversity. His research focuses on how leaders can develop their skills as well as how leaders can help create work environments that discourage unethical behavior and promote helpful behavior. Drawing on this research, Dave works with individuals and organizations to improve their ability to lead ethically and to help improve the interpersonal dynamics of their employees.

His research has been published in numerous top scholarly journals focusing on leadership and ethics.

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. A partial list of clients includes British Petroleum, CEZ-Czeck Power and Light, EDS, GE, Florida Power & Light, John Hancock, Johnson and Johnson, Lucent Technologies, Merrill Lynch, Microsoft, Morgan Stanley, to mention a few.

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. Brad collaborates with corporate leaders to design and deliver seminars, executive education programs and strategy formulation engagements for numerous privately held Fortune 1000 firms.
THE UNIVERSITY OF MICHIGAN

Founded in 1817, University of Michigan is one of the first public universities in the U.S. U-M is one of only two public institutions in the U.S. consistently ranked in the top ten, and has more than 100 top-ranked graduate programs.

U-M maintains a global presence including initiatives in Southeast Asia, Brazil, Russia, India, and China.

MICHIGAN ROSS

Founded in 1924, the Stephen M. Ross School of Business at the University of Michigan is grounded in the principle that business can be an extraordinary vehicle for positive change in today’s dynamic and global economy. Our unique approach focuses on action-based learning and interdisciplinary, team-oriented situations.

As a general management institution, Michigan Ross has earned acclaim for academic excellence: Approximately 230 faculty members research, consult and teach in all areas of business.

EXECUTIVE EDUCATION

Michigan Ross offers 30+ diverse open enrollment offerings and numerous custom programs annually, serving more than 4,000 executives around the world.

Open Enrollment Programs
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 invite you to join us for any of our open enrollment programs in Michigan (U.S.), Hong Kong or Mumbai and to experience first-hand the Michigan Ross difference.

Michigan Ross Custom Programs
Ross delivers custom executive development programs for organizations throughout the world, wherever our partners request. In close collaboration with you, we identify clear business and learning objectives, design learning experiences that align with those objectives, and bring together a world-class faculty team — often including your company’s leaders as teachers — to deliver a truly transformational experience for your top talent. And we do all of this with a deep commitment to delivering results and a return on your investment.

No matter your business challenge or strategic priority, Ross can be your partner in success. Contact us to arrange a consultation: um-asia.exec.ed@umich.edu.

REAL IMPACT: Measurable Return On Investment

One of the United States’ top integrated health delivery systems turned to Michigan Ross to help their leaders link core competencies to customer benefits; improve strategic agility and leadership; measure and drive customer service and satisfaction; and build high-performance teams.

An independent study was conducted to assess the organizational and personal impact of engaging with Michigan Ross. Here is what was found:

- 310% return on program investment
- Significant reduction in key service area wait times
- 25% of participants were promoted within six months of program completion
- 15% improvement in decision-making
- 16% improvement in teamwork
Explore our programs at: michiganross.umich.edu/execed

"The teaching and format was very interactive and allowed me to learn not only from the faculty but from other executives in the class. It’s only been a few weeks since the program, but I have been able to implement several concepts, such as tools on time management, having fierce conversations, or ‘carefrontations,’ and managing energy.

–Daniel Neubauer, General Manager, Toyota Technical Center

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$8,500 US

• Fee is payable in advance in US dollars and is subject to change
• Check our website for our Cancellation, Transfer and Substitution Policy

Fee includes:
• Tuition, books, instructional materials, lunch and coffee breaks

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