

EXECUTIVE EDUCATION

STRATEGIC LEADERS PROGRAM

Vision, strategy, and managing the organization to drive results

LIVE VIRTUAL

10 May - 14 May 2021

ANN ARBOR

20 Sep - 24 Sep 2021

1 Nov - 5 Nov 2021

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#3 GLOBAL PROVIDER

Financial Times Open Enrollment, 2020

NEW ONLINE COURSES!

Visit our Online Learning website for more course details.
michiganross.umich.edu/onlinelearning

STRATEGIC LEADERS PROGRAM

*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.

MICHIGAN LEADERSHIP MODEL



Based on Competing Values Framework

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 coaching sessions 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

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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
- COACHING: Individual sessions with a professional coach

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
- COACHING: Individual sessions with a professional coach

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
- COACHING: Individual sessions with a professional coach

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
- COACHING: Individual sessions with a professional coach

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

OUR WORLD-CLASS FACULTY

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.



DAVID MAYER

Faculty Director

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.



MAXIM SYTCH

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 of 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.



HORST ABRAHAM

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.

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. Finally, our fabulous culinary and hospitality staff are dedicated to providing high-quality dining and accommodations.

For specific program questions or concerns contact **Connie Lareau, Managing Director** via email at: rossexecd@umich.edu or she may be reached at **734.763.1000**.

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GAUTAM AHUJA

Professor Ahuja is the Harvey C. Fruehauf Professor of Business Administration and Professor of Strategy at Michigan Ross and is widely recognized for his expertise and scholarship. He has served as the Co-Chairperson and Chairperson of the Strategy area at Ross, during which time this area was ranked #1 globally by the *Financial Times*. Additionally, *Businessweek* ranked Professor Ahuja #2 on the list of Most Popular Professors in America in 2011 and has recognized him as outstanding faculty in its annual guide to the top business schools. Since 1996, the students have honored Gautam with the Best Professor Award 15 times.

Professor Ahuja's research interests focus on competitive analysis, innovation, globalization and the use of mergers, acquisitions and alliances in these contexts. His research has received many international awards from the top scholarly associations in the field. Gautam's publications have been cited more than 13,000 times by scholars and various federal and international bodies.



JAMES SWEETNAM

Jim Sweetnam is a lecturer who brings vast private sector experience and expertise to Michigan Ross. In addition to his role at Ross, Jim serves on the Board of Directors of SunCoke Energy, Inc. and is a member of its Audit and Compensation Committees. He also serves on the Board of Directors of LMI, a private, not-for-profit, providing specialized consulting to the federal government, and is a member of its Audit/Finance and Governance Committees.

Jim has had many key global leadership roles in industry over his career, spanning multiple continents. He served as President and Chief Executive Officer at Dana Holding Corporation. Prior to that, Jim spent 12 years at Eaton Corporation where he was Chief Executive Officer – Truck Group, and Vice President and General Manager – HD Transmissions business. Prior to Eaton, Jim spent 10 years at Cummins, where he served as VP, Cummins Engine Company and Group Managing Director of Holset Engineering Co. Ltd., a Cummins subsidiary and a manufacturer of turbochargers, headquartered in England.



BRAD KILLALY

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. 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 MICHIGAN DIFFERENCE WORLDWIDE AND IN ANN ARBOR

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

Open Enrollment Programs

Michigan Ross Executive Education was recently named a Top 3 global provider — and the #1 provider among U.S. schools — of open enrollment executive programs by the *Financial Times*. The *FT* ranking, based on survey responses from managers around the globe, weighs factors from faculty to follow-up. Among the highlights, Ross earned #1 rankings in course design, faculty, and facilities. Ross also excelled in *new skills and learning* that impact personal and organizational performance. 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.

Michigan Ross Custom Programs

Ross delivers custom executive development programs for organizations throughout the world. 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 with one of our managing directors: rossexeced@umich.edu or (734) 763-1000.



REAL IMPACT:

Measurable Return On Investment

One of the nation's 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

#1
MOST
EDUCATED
CITY
WalletHub, 2019

TOP 10
FOR
SOLO
TRAVELERS
TripAdvisor, 2017

#1
BEST
COLLEGE
TOWNS
Forbes, 2018



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.

WORLDWIDE

Michigan Ross offers 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 custom programs wherever our partners' request.

Regardless of where you attend, you'll benefit from the same outstanding, results-oriented Michigan Ross experience.



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Explore our programs at:
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10 May - 14 May 2021

\$7,300 US

- Tuition covers access to content and activities.
- Program registration closes five business days prior to the program start date. The fee must be paid in full in US dollars (net of any tax) before access to the course platform can be granted.
- Program discounts may be available for selected programs; contact us for specific details.
- Check our website for our Cancellation, Transfer and Substitution Policy

ANN ARBOR

20 Sep - 24 Sep 2021

1 Nov - 5 Nov 2021

\$10,800 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:

- On-site executive accommodations (*pending availability*)
- Program materials, assessments, and simulations
- All breakfasts, lunches, and break snacks/drinks
- Select dinners

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

NEW ONLINE COURSES!

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EXECUTIVE EDUCATION **STRATEGIC LEADERS PROGRAM**

“*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

Explore our programs at: michiganross.umich.edu/execed

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