Executive Education in Asia

THE POSITIVE LEADER:

Deep Change and Organizational Transformation

Learning Objectives

- Obtain an understanding of one’s state of positive leadership and a positive strategic mindset
- Address strategic challenges and crisis management with confidence and clarity
- Gain insight to the research framework illustrating why and how Positive Organizational Scholarship (POS) techniques work to elevate individual and organizational performance
- Achieve clarity and practice regarding integration of positive practices into personal style
- Build an understanding of barriers to change – and strategies to break those barriers as you leverage your team to greater performance
- Plan to implement POS practices in your organization by applying a Positive Leadership Lens

PROGRAM DATE
Hong Kong
Sep 2 – 6, 2019

FEE // US$8,500
Program fee includes:
- Tuition
- Instructional materials
- All lunches, and coffee/snack breaks

CONTACT
+852 2509 9088
enquiry@umich.com.hk

WEB
https://michiganross.umich.edu/programs
THE POSITIVE LEADER

SENIOR EXECUTIVE PROGRAMS

Overview

Top-performing companies around the globe have come to believe that positive leadership is not only effective – it’s essential.

Michigan Ross is the world’s leading home for research on building positive organizations defined by engaged employees, empowered people, and a culture of collaboration and commitment. After more than ten years of research by Ross’ Center for Positive Organizations, we have learned how leaders motivate, inspire, and transform their organizations. In this program, you will discover your leadership strengths and learn new strategies and techniques for energizing and engaging employees, driving change and innovation, and delivering value to customers.

You’ll emerge prepared, confident, and motivated to transform your organization’s culture, drive innovation, and radically improve your bottom line.

Who Should Attend

Mid- and senior-level leaders seeking to develop a collaborative and committed organization defined by engaged employees and transformational leaders.

TYPICAL TITLES INCLUDE:
Director VP
Senior Manager
Group Manager/Director

THE BEST LEADERS
NEVER STOP LEARNING

Individual Benefits:

- Discover your leadership strengths and how to build on these strengths to create value for your team and organization
- Develop strategies to enhance employee engagement and create a culture of collaboration and commitment
- Enhance your ability to create, influence, and foster organizational change
- Build an action plan for deep change in yourself and others

Organizational Benefits:

- Leaders who have the skill to develop high-impact relationships and a culture of collaboration with commitment to results
- A step-by-step plan to overcome an organizational challenge and realize positive change immediately upon return to work
- Increased drive to achieve exceptional individual and organizational performance

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
The Experience

In this program, you’ll engage in an exciting and intense journey toward becoming a transformational leader who can engage employees, inspire people, and build a culture defined by collaboration and commitment. Participants engage in the following program topics through a combination of action-learning experiences, interactive lectures, group discussions, team exercises, case studies, and real business projects.

<table>
<thead>
<tr>
<th>DAY ONE</th>
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<tbody>
<tr>
<td>Define personal case projects to be addressed this week</td>
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<td>Identify challenges, issues, or opportunities that represent real needs</td>
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<td>Form collaborative peer coaching relationships</td>
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<td>Set expectations for end-of-the-week presentations</td>
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<tr>
<td>What is Positive Leadership, and why is it critical to success?</td>
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<td>Clarify the role of leadership vision</td>
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<td>Create collaborative relationships with peer participants</td>
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<td>Reflected Best-Self (RBS) Feedback Exercise</td>
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<th>DAY TWO</th>
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<tr>
<td>Provide the business case for Positive Leadership</td>
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<tr>
<td>Dramatically increase productivity, creativity, and well-being by focusing on the organization at its best</td>
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<td>Highlight differences between positive and negative motivation</td>
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<td>Introduce Positive Leadership practices</td>
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<td>Personal management interview program – one-on-one meetings</td>
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<td>Energy network maps – create your team’s energy network map and use it to build a culture of engagement</td>
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<td>Creating micro moves for macro change</td>
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<td>The affirmative bias – an orientation toward strength rather than weakness, optimism rather than pessimism, and supportive rather than critical communication</td>
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<th>DAY THREE</th>
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<tr>
<td>Provide the business case for employee engagement - what organizations practicing Positive Leadership have experienced</td>
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<td>Identify how to manage jobs, careers, and callings</td>
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<td>Working with financial, social, intellectual, and ideological capital</td>
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<td>Setting Everest goals organization for yourself, your team, and your organization</td>
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<td>Bringing purpose into focus to drive organizational commitment and results</td>
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<td>Achieving goals that exceed by a wide margin the best performance in the industry</td>
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<td>Creating a thriving culture</td>
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<td>Four key areas to avoid burnout and extend sustainability</td>
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<td>Building a high-performance environment</td>
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<td>Authentic leadership – an intense, reflective experience to rediscover the leader in you</td>
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<th>DAY FOUR</th>
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<tr>
<td>Building your positive organization</td>
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<td>Traditional versus transformational language</td>
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<td>Choose deep change or allow slow death?</td>
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<td>Entering the Fundamental State of Leadership</td>
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<td>Determining what result you want to create</td>
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<td>Becoming other-focused and internally directed</td>
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<td>Embracing an open and learning mindset</td>
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<td>Unlock greatness and sustainable success</td>
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<td>Expanding the zone of possibility</td>
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<td>The flourishing triangle</td>
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<td>High-quality connection audit</td>
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<td>High-quality connection score card and how to implement</td>
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<td>Your Reflected Best-Self Assessment</td>
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<td>What if you could be the best version of yourself?</td>
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<td>How to maximize your strengths every day, all day</td>
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<td>Review your Reflected Best-Self Feedback from others</td>
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<td>Common themes?</td>
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<td>Create your personal best-self statement</td>
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<td>Identify what keeps you from being your best self</td>
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<td>How can you help others be the best version of themselves?</td>
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<td>Your life purpose: How does it relate to your organization’s vision?</td>
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<td>Does it help you lead and build or manage and maintain?</td>
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<th>DAY FIVE</th>
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<td>Positive organization generator</td>
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<tr>
<td>Explore 100 research-based practices for building a positive organization defined by engaged employees and a culture of commitment</td>
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<td>Five exercises to apply the positive practices</td>
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<td>Learn how to apply the practices in your organization</td>
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<td>Challenges you’ll face when applying positive practices and how to address them in your organization</td>
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<td>Moving from transactional employment to purpose-driven, mutually supportive employment</td>
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<td>Personal case projects</td>
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<td>Update with new knowledge</td>
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<td>Small group presentations – hear and give feedback to enhance your personal case project</td>
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<tr>
<td>Personal case projects – faculty and full-class peer review, feedback</td>
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<td>Sharing leadership purpose statements</td>
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<td>Action plans for return to work – peer and faculty review</td>
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<td>Personal change commitments</td>
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Outstanding Faculty

Kim Cameron

William Russell Kelly Professor of Management and Organization
Stephen M. Ross School of Business, University of Michigan

Professor Kim S. Cameron is the William Russell Kelly Professor of Management and Organizations in the Ross School of Business and Professor of Higher Education in the School of Education at the University of Michigan. Professor Cameron has served as Dean and Albert J. Weatherhead Professor of Management in the Weatherhead School of Management at Case Western Reserve University, as Associate Dean and Ford Motor Co./Richard E. Cook Professor in the Marriott School of Management at Brigham Young University, and as a department chair and director of several executive education programs at the University of Michigan. He also served on the faculties of the University of Wisconsin-Madison and Ricks College. He organized and directed the Organizational Studies Division of the National Center for Higher Education Management Systems in Boulder, Colorado.

Dr. Cameron’s past research on organizational downsizing, effectiveness, quality culture, virtuousness, and the development of management skills has been published in more than 120 articles and 14 books, the most recent of which are: Diagnosing and Changing Organizational Culture (2006, Jossey Bass), Competing Values Leadership (2006, Edward Elgar), Leading with Values (2006, Cambridge University Press), Making the Impossible Possible (2006, Berrett Koehler), Positive Leadership (2008, Berrett Koehler), and Organizational Effectiveness (2009, Edward Elgar). His current research focuses on the virtuousness of and in organizations and their relationships to organizational success. He is one of the co-founders of the Center for Positive Organizational Scholarship at the University of Michigan.

Dr. Cameron received BS and MS degrees from Brigham Young University and MA and PhD degrees from Yale University. He served on the National Research Council, was president of Bay Asset Funding Corporation, and was a Fulbright Distinguished Scholar. He is a graduate of Leadership Cleveland Class of 2000 and a recipient of the Organizational Behavior Teaching Society’s Outstanding Educator Award. He currently consults with a variety of business, government, and educational organizations in North America, South America, Asia, Africa, and Europe.
Outstanding Faculty

Shawn Quinn | Co-Director
Consultant, LIFT Consulting

Shawn Quinn is the Managing Partner for LIFT Consulting and a Partner in the Competing Values Company. He is also an executive education instructor at Michigan Ross and teaches courses on Leadership, change, and innovation. Shawn also plays a key role at the University of Michigan’s Center for Positive Organizations.

Shawn has consulted with leading organizations such as General Electric, Coca Cola, Telefonica O2, American Express, Reuters, and the U.S. Army. At Prudential Retirement, for example, he guided their internal change agent team in building a positive corporate culture. At General Electric he helped design and run the initial idea generation process for one of their Imagination Breakthrough projects. At the University of Michigan Health System he facilitated sessions with the leadership in the Office of Clinical Affairs to clarify strategic priorities and projects that would best help the group to create their agreed-upon, desired outcomes. Shawn has also helped facilitate the Competing Values Change and Innovation Assessment with over one hundred teams and organizations.


Shawn received a Master’s degree in Organizational and Social Psychology from Columbia University. He earned a BS in Psychology from the University of Utah while simultaneously earning a certificate in Experience-Based Learning and Training from National Training Labs.

Michigan Executive Education

Michigan Ross Executive Education was recently named a Top 5 global provider by the Financial Times, and our leadership programs have been consistently rated No. 1 by Leadership Excellence. 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.
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

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 enquiry@umich.hk 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.

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.

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.
The Positive Leader

Please mail or fax the completed registration to our office.

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: enquiry@umich.com.hk

You may also register online on our website at:
https://michiganross.umich.edu/programs/registration

☐ Hong Kong    Sep 2 – 6, 2019    US$8,500    Reg. Code:

If you have a Distinguished Leader Voucher, please quote your voucher reference.

Registration Deadline: 4 weeks before the program. Registrations are accepted on a first come, first served basis.

Participan Information

Mr.  Ms.  Dr.  Miss  Mrs.

Full Name ____________________________________________ (As appears on the course roster and your diploma)

First Name ____________________________________________  Last Name ____________________________________________

Title of Present Position ____________________________________________

Company Name ____________________________________________

Company Address ____________________________________________

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

City __________________  Postal Code __________  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 >>
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  ____________________________
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 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 breath 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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Some of the companies that have recently sent participants to The Positive Leader Program:

Bangkok Bank PCL
Bank Indonesia
Bank Negara Malaysia
Banque Saudi Fransi
C&A Sourcing Limited
C.H. Robinson Worldwide Inc.
CFG Services Co., Ltd.
Chevron Thailand Exploration & Production Ltd
Cinetik Sorting K.K.
CTF Watch (HK) Ltd
Dorel Industries Inc.
European Commission
EXL Service.com (India) Pvt. Ltd.
Fauji Fertilizer Company Ltd.
Fives Intralogistics K.K.
Hang Seng Bank Limited
Hong Kong Productivity Council
Hospital Authority, Hong Kong
Incheon Container Terminal
Inqpharm Group
International SOS Pte Ltd
LS Corps
LSIS
LS-Nikko Copper Inc.
Malaysian Investment Development Authority (MIDA)
Mead Johnson Nutrition (China) Ltd
Melco Crown Entertainment Inc.
Ministry of Water and Electricity, Saudi Arabia
Mitsubishi Corporation
MTR Corporation Limited
Munich RE
NU SKIN Enterprises Philippines Inc.
Parker Hannifin Corporation
Pentland Asia
Permata Bank
Pertamina
Philips & Yaming Lighting Co Ltd
PJ Lhuillier Inc
PT Astra Honda Motor
PT Bank BTPN, Tbk
PT Bank Mega Tbk
PT Bank UOB Indonesia
PT Pertamina (Persero)
Recron (Malaysia) Sdn. Bhd.
Sino Land Company Limited
Societe Generale Corporate & Investment Banking
The Dairy Farm Company Ltd.
The Hong Kong Mortgage Corporation Limited

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