

EXECUTIVE EDUCATION

THE POSITIVE LEADER

How do positive leaders enable teams to flourish and do the best work of their lives? Attend this program to learn the best positive business practices to transform yourself and your team.

ANN ARBOR

4 Oct - 9 Oct 2020
6 Dec - 11 Dec 2020
11 Apr - 16 Apr 2021
13 June - 18 June 2021

HONG KONG

9 Nov - 13 Nov 2020
7 Jun - 11 Jun 2021
8 Nov - 10 Nov 2021

**REGISTER
TODAY!**

[michiganross.umich.edu/
positiveleader](https://michiganross.umich.edu/positiveleader)
734-763-1000

#3 GLOBAL PROVIDER

Financial Times Open Enrollment, 2020

NEW ONLINE COURSES!

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

THE POSITIVE LEADER

Deep change and organizational transformation

Do you see what needs to be different in your organization to make it truly great, but the culture, practices and processes of the organization fight against you? This program will give you new insights, perspectives and practices to influence the changes needed in the culture of the organization. We will also help you tap the latent potential in the people around you and the system in which you work to deliver unprecedented results. To accomplish something new you need to be able to see from a new perspective.

This program will not only help you understand cutting edge research but will bring you practical experiences to apply these new tools and techniques more effectively, more genuinely and give you the learning agility you need to build the future. You will learn about how other companies have benefited from these experiences, and through dedicated time working on your own current circumstances create a plan to apply what you learn while also getting ideas and insights from fellow participants and coaches from diverse industries, cultures, and roles.

INDIVIDUAL BENEFITS

- Unleash your leadership strengths and learn 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

- Create leaders who develop high-impact relationships and culture
- A step-by-step plan to realize positive change to the work environment immediately upon return to work
- Increased drive to achieve exceptional individual and organizational performance



WHO SHOULD ATTEND:

- Mid- and senior-level leaders seeking to take different action in order to achieve extraordinary results

Typical titles include:

- Director
- VP
- Senior Manager
- Group Manager/Director

**REGISTER
TODAY!**

michiganross.umich.edu/
positiveleader
734-763-1000

PROGRAM STRUCTURE

In this program you'll witness an exciting and intense journey toward becoming a transformational leader who exceeds expectations through engaged employees, inspired people, and a culture defined by collaboration and commitment. Participants explore the following program topics through a combination of action-learning experiences, interactive lectures, group discussions, team exercises, case studies, and real business projects.

DAY 1

- Define personal case projects to be addressed this week
- What is Positive Leadership, and why is it critical to success?
 - Clarify the role of leadership vision
 - Create collaborative relationships with peer participants
- Artifact exercise: your leadership vision

DAY 2

- Provide the business case for Positive Leadership
- The Heliotropic Effect
- Introduce Positive Leadership practices
 - Personal management interview program
 - Energy network maps – building a culture of engagement
 - Creating micro moves for macro change
 - A 1% change: tools you can implement today that will have a significant impact on the organization
- Reciprocity principles and tools
- Evening: The Natural Laws of Business, a real-time, live case study

DAY 3

- Provide the business case for employee engagement – what organizations practicing Positive Leadership have experienced
 - Identify how to manage jobs, careers, and callings
 - Working with financial, social, intellectual, and ideological capital
- Create a thriving culture
 - Four key areas to avoid burnout and extend sustainability
 - Building a high-performance environment
- Authentic leadership – an intense, reflective experience to rediscover the leader in you

DAY 4

- Unlock greatness and sustainable success
 - Expanding the zone of possibility
 - The flourishing triangle
 - High-quality connection audit
 - High-quality connection scorecard and how to implement
- Motivation: The underlying reasons for why we do what we do
- Your Reflected Best-Self Assessment
 - What if you could be the best version of yourself?
How to maximize your strengths every day, all day
 - Review your Reflected Best-Self Feedback from others
 - Common themes?
 - Create your personal best-self statement
 - Identify what keeps you from being your best self
 - How can you help others be the best version of themselves?
- Your life purpose: How does it relate to your organization's vision? Does it help you lead and build or manage and maintain?
- Evening: Leadership video case

DAY 5

- The Fundamental State of Leadership
 - Determining what result you want to create
 - Becoming other-focused and internally directed
 - Embracing an open and learning mindset
- Build your positive organization
 - Traditional versus transformational language
 - Choose deep change or allow slow death?
- Positive organization generator
 - Explore 100 research-based practices for building a positive organization defined by engaged employees and a culture of commitment
- Five exercises to apply the positive practices
 - Learn how to apply the practices in your organization
 - Challenges you'll face when applying positive practices and how to address them in your organization
- Move from transactional employment to purpose-driven, mutually supportive employment
- Personal case projects
 - Work in small case groups with executive coaches
 - Small group presentations – hear and give feedback to enhance your personal case project

DAY 6

- Personal case projects – continue working with executive coaches and leadership case groups
- Share leadership purpose statements
- Personal change commitments
- Schedule follow up sessions for leadership case groups

**REGISTER
TODAY!**

michiganross.umich.edu/
positiveleader
734-763-1000

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.

To learn more about the background and research of our faculty members visit: michiganross.umich.edu/faculty-research/directory

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

“*Management is about solving problems.
Leadership is about changing culture.*”

—Robert E. Quinn



KIM CAMERON | CO-DIRECTOR

Professor Cameron is the William Russell Kelly Professor of Management and Organizations at Michigan Ross and is also a faculty member in the School of Education.

Professor 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 and research centers that have made a major impact on real-world management practice.

His work has been published in more than 130 academic articles and 15 books. His current research focuses on the virtuousness in and of organizations—such as forgiveness, gratitude, kindness and compassion—and their relationship to performance. He was recognized as among the top ten organizational scholars in the world whose work has been most frequently downloaded on Google.



SHAWN QUINN | CO-DIRECTOR

Shawn is the Managing Partner for LIFT Consulting and an executive coach at the Ross School of Business. 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 is the co-author of the McGraw-Hill book, *Leading Innovation: How to Jumpstart Your Organization's Growth Engine* and has co-authored five other articles and book chapters on change, engagement, and positive leadership.

Shawn has consulted with leading organizations such as General Electric, Coca Cola, Telefonica O2, American Express, Reuters, and the U.S. Army.



ROBERT E. QUINN | CO-DIRECTOR

Professor Quinn is the Margaret Elliot Tracy Collegiate Professor Emeritus at the University of Michigan and a fellow of the Academy of Management and the World Business Academy. He is also co-founder of the Center for Positive Organizations.

He has published 18 books on the subjects of leadership, organizational change, and effectiveness. His best-selling book, *Deep Change*, has sold over 100,000 copies. His book, *The Best Teacher in You*, won the Ben Franklin Award designating it as the best book in education in 2015. His paper on positive leadership was recently selected by the *Harvard Business Review* as one of the ten all-time classics in self-leadership. Quinn is particularly well-known for his work on the Competing Values Framework, which is used in organizations across the globe.



JANE DUTTON

Jane Dutton is the Robert L. Kahn Distinguished University Professor Emeritus of Business Administration and Psychology.

She received the 2015 Lifetime Achievement Award from the Organizational Behavior Division of the Academy of Management.

Dutton is a world expert in the field of positive organizational scholarship and a co-founder of the Center for Positive Organizations. She was named a Distinguished University Professor, the highest award given to a faculty member at the University of Michigan. She has won teaching awards at every university where she has been a faculty member.

Dutton's research and teaching sit at the intersection of strategy, management and psychology. She has received tenure in all three fields. Her research has explored compassion, resilience and energy in organizations. Jane Dutton co-authored "*Awakening Compassion at Work*" that won a silver medal from the Nautilus Book Awards, which recognize "better books for a better world." She has written 13 books, and published over 100 articles in peer-reviewed journals, including the *Harvard Business Review*.



GRETCHEN SPREITZER

Professor Spreitzer is the Keith E. and Valerie J. Alessi Professor of Business Administration; Faculty Director, Center for Positive Organizations.

She was named the 2018 Distinguished Scholar for the Development and Change Division of the Academy of Management. Her research focuses on employee empowerment and leadership development, particularly within a context of organizational change and decline. Her most recent research entails examining how organizations can enable thriving. This is part of a vibrant movement in the field of organizational behavior known as positive organizational scholarship.

Based on extensive field research, she has co-authored seven books and has written many articles on issues in organizational behavior in leading journals such as the *Academy of Management Journal*, the *Academy of Management Review*, the *Journal of Applied Psychology* to mention a few.



WAYNE E. BAKER

Wayne Baker is the Robert P. Thome Professor of Management and Organizations, and a Professor of Sociology at the University of Michigan and a Faculty Associate at the Institute for Social Research.

Baker's teaching and research focuses on positive organizational scholarship, values, and social networks. His latest book is *United America: The Surprising Truth about American Values, American Identity, and the 10 Beliefs that a Large Majority of American Values, Americans Hold Dear*. His other books include *Achieving Success Through Social Capital*, *America's Crisis of Values*, and *Networking Smart*. He blogs five days a week at ourvalues.org, an online experiment in civil dialogue.



DAVE MAYER

David M. Mayer is a Michael R. and Mary Kay Hallman Fellow and Professor in the Management and Organizations Department at the University of Michigan's Ross School of Business.

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.



SHIRLI KOPELMAN

Professor Shirli Kopelman is a leading expert, researcher, and educator in the field of negotiations at the University of Michigan's Ross School of Business. Professor Kopelman has been featured in media outlets such as *Businessweek*, *Fortune*, and the *Harvard Business Review* and is honored with outstanding teaching and prestigious research awards for work published in distinguished academic journals.

Mobilizing internal and external resources by creating positive cooperative and competitive momentum is a key talent leaders need to generate opportunities for business growth and extraordinary success. This is the space within which Dr. Kopelman raises the bar. Whether in high-stakes deals or daily conversations at work, people often assume they need to be competitively strategic to win. Instead, Kopelman's framework of Negotiating Genuinely® enables drawing on personal strengths to be simultaneously collaborative and assertive, lead with emotions, enhance creativity, and align with one's moral compass to achieve goals and maximize economic profits in a sustainable way, while fostering well-being.

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

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.



**REGISTER
TODAY!**

michiganross.umich.edu/positiveleader

rossexeced@umich.edu

734-763-1000

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

THE POSITIVE LEADER

ANN ARBOR

4 Oct - 9 Oct 2020 | 6 Dec - 11 Dec 2020
11 Apr - 16 Apr 2021 | 13 June - 18 June 2021
\$11,500 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:

- 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

HONG KONG

9 Nov - 13 Nov 2020 | 7 Jun - 11 Jun 2021
8 Nov - 10 Nov 2021
\$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, and coffee breaks

NEW ONLINE COURSES!

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

EXECUTIVE EDUCATION

THE POSITIVE LEADER

“*This is a totally new approach unlike any program I have been through. It is rooted in research, has credibility and offers real opportunities to not only differentiate oneself, but more importantly, one's organization. I am committed to implementing Positive Leadership.*”

—Bill Griesser, TIAA-CREF

“*This program has changed my leadership lens and how my values reflect my work. I've learned how to identify my strengths and how to leverage those strengths to be my best and incite change.*”

—Martin Hessler, Thrivent Financial

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

ANN ARBOR

4 Oct - 9 Oct 2020
6 Dec - 11 Dec 2020
11 Apr - 16 Apr 2021
13 June - 18 June 2021

HONG KONG

9 Nov - 13 Nov 2020
7 Jun - 11 Jun 2021
8 Nov - 10 Nov 2021

**REGISTER
TODAY!**

[michiganross.umich.edu/
positiveleader](https://michiganross.umich.edu/positiveleader)
734-763-1000

NEW ONLINE COURSES!

michiganross.umich.edu/onlinelearning