Executive Education

POSITIVE LEADERSHIP PROGRAM
Engage your team. Empower your people. Become a transformational leader.

Ann Arbor
JUN. 12-17, 2016
DEC. 11-16, 2016

2015 Top 10 Global Provider – FINANCIAL TIMES

GLOBAL OFFERINGS:
Hong Kong
AUG. 23-26, 2016
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.

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
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 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.

**DAY ONE** (1/2 DAY)

- Define personal case projects to be addressed this week
  - Identify challenges, issues, or opportunities that represent real needs
  - Form collaborative peer coaching relationships
  - Set expectations for end-of-the-week presentations
- What is Positive Leadership, and why is it critical to success?
  - Clarify the role of leadership vision
  - Create collaborative relationships with peer participants
- Reflected Best-Self Feedback Exercise

**DAY TWO**

- Provide the business case for Positive Leadership
  - Identify abundance gaps versus deficit gaps
  - Dramatically increase productivity, creativity, and well-being by focusing on the organization at its best
  - Highlight differences between positive and negative motivation
- Introduce Positive Leadership practices
  - Personal management interview program – one-on-one meetings
  - Energy network maps – create your team’s energy network map and use it to build a culture of engagement
  - Creating micro moves for macro change
  - The affirmative bias – an orientation toward strength rather than weakness, optimism rather than pessimism, and supportive rather than critical communication

**DAY THREE**

- 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
- Setting Everest goals for yourself, your team, and your organization
  -Bringing purpose into focus to drive organizational commitment and results
  - Achieving goals that exceed by a wide margin the best performance in the industry
- Creating 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 FOUR**

- Building your positive organization
  - Traditional versus transformational language
  - Choose deep change or allow slow death?
- Entering the Fundamental State of Leadership
  - Determining what result you want to create
  - Becoming other-focused and internally directed
  - Embracing an open and learning mindset
- 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
- 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?

**DAY FIVE**

- 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
- Moving from transactional employment to purpose-driven, mutually supportive employment
- Personal case projects
  - Update with new knowledge
  - Small group presentations – hear and give feedback to enhance your personal case project

**DAY SIX**

- Personal case projects – faculty and full-class peer review, feedback
- Sharing leadership purpose statements
- Action plans for return to work – peer and faculty review
- Personal change commitments
Kim Cameron | Co-Director
William Russell Kelly Professor of Management and Organizations

Professor Cameron is the William Russell Kelly Professor of Management and Organizations at Ross as well as professor of higher education in the School of Education, both at the University of Michigan. Past assignments include serving as Associate Dean of Executive Education at Ross, as Dean and Albert J. Weatherhead Professor of Management at the Weatherhead School of Management at Case Western Reserve University, and as Associate Dean and Ford Motor Company/Richard E. Cook Professor in the Marriott School of Management at Brigham Young University. He has also served as a department chair at the University of Michigan, and served on the faculties of the University of Wisconsin-Madison and Ricks College. Cameron organized and directed the Organizational Studies Division of the National Center for Higher Education Management Systems in Boulder, Colorado.

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.

Cameron’s past research on organizational virtuousness, downsizing, effectiveness, quality culture, and the development of leadership excellence has been published in more than 120 academic articles and 15 scholarly books. He was recently recognized as being among the top 10 scholars in the organizational sciences whose work has been most frequently downloaded from Google. His current research focuses on the virtuousness of and in organizations, and their relationship to organizational success.

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. Cameron 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.

“Management is about solving problems. Leadership is about changing culture.” —Robert Quinn

Robert E. Quinn | Co-Director
Margaret Elliot Tracy Collegiate Professor in Business Administration; Professor of Management and Organizations

Robert Quinn holds the Margaret Elliot Tracy Collegiate Professorship at the University of Michigan and is also a co-founder of the Center for Positive Organizations. He has published 18 books on the subjects of leadership, organizational change, and effectiveness. Recent books include The Positive Organization: Breaking Free from Conventional Cultures, Constraints and Beliefs: Deep Change Field Guide; Lift: Becoming a Positive Force in Any Situation; and The Best Teacher in You: How to Accelerate Learning and Change Lives.

Professor Quinn is a fellow of the Academy of Management and of the World Business Academy. He was a co-recipient of the Academy of Management’s 2010 Martin Trail Blazer Award for opening new directions in the field of organization theory. He is also the recipient of the 2011 Marion F. Gislon Award, presented for lifelong contributions to the field and practices of leadership. Quinn’s paper on Positive Leadership was 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. He has 40 years of experience in assisting organizations with cultural change.

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. Shawn also worked for Knight Transportation, where he was responsible for a number of key strategic projects.
JANE DUTTON
Robert L. Kahn Distinguished University Professor of Business Administration and Psychology

Professor Dutton 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 is a Distinguished University Professor, which is the highest award given to a faculty member at the University of Michigan. She received her PhD in Organizational Behavior from Northwestern and served on the strategy faculty at New York University before joining Ross and the psychology department. She has won teaching awards at every university where she has been on the faculty and has won the top research awards at Ross and in her field of management and organizational behavior.

Dutton’s research and teaching sit at the intersection of strategy, management, and psychology. She has received tenure in all three fields. Her research focuses on processes that build on the capabilities and strengths of employees in organizations. In particular, she examines how high-quality connections and identity processes increase employees’ and organizations’ capabilities. Her research has explored compassion and organizations; resilience and organizations; and energy and organizations. Her research on compassion, job crafting, and positive identities has appeared in the Harvard Business Review, representing three of the over 100 articles she has published in peer-reviewed journals. She has published 13 books, including her most recent book with Gretchen Spreitzer, How to Be a Positive Leader: Small Actions, Big Impact, which is one of her two books that concentrates on managers.

Dutton consults and works with a variety of organizations. For 10 years, she served as co-director of the Interdisciplinary Committee of Organizational Studies, which is the largest interdisciplinary community of organizational scholars at any university. She serves on the Board of Directors for Kelly Services and has worked with over 160 organizations as a faculty coach with teams of MBA students doing consulting on strategy, marketing, and leadership projects.

WAYNE E. BAKER
Robert P. Thome Professor of Management and Organizations; Chair of Management and Organizations

Wayne Baker is the Robert P. Thome Professor of Business Administration and professor of management and organizations at Michigan Ross. He is also professor of sociology at the University of Michigan and a faculty associate at the Institute for Social Research.

He was the first director of the Center for Positive Organizations and recently completed a three-year term as chair of his department.

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 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.

Prior to joining the Ross faculty, Baker was on the faculty at the University of Chicago’s business school. He earned his PhD in sociology from Northwestern University and was a postdoctoral research fellow at Harvard University.
Real Impact

Michigan Ross is committed to maximizing your return on investment. For example, one of the nation’s top integrated health delivery systems turned to Michigan Ross to help their mid- to senior-level leaders with the following business challenges:

- Linking core competencies to customer benefits
- Improving strategic agility and leadership
- Assessing, driving, and measuring customer service and satisfaction
- Building high-performance teams

Upon completion of the program, an independent study was conducted to assess the organizational and personal impact of engaging with Michigan Ross. Here is what was found:

- A 310% return on program investment
- A 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

The University of Michigan

OVER 100 TOP RANKED GRADUATE PROGRAMS - US NEWS AND WORLD REPORT

Founded in 1817, the University of Michigan was one of the first public universities in the United States and remains a leader in higher education. The university has 101 graduate programs ranked in the top ten and is in the top five for research productivity and intellectual capital. U-M is also one of only two public institutions consistently ranked in the top ten universities in the U.S. U-M has over 51,000 students and 5,600 faculty on three campuses from over 100 countries. The school has a global presence that includes initiatives in Southeast Asia, Brazil, Russia, India, and China.

U-M 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.

The Stephen M. Ross School of Business

TOP 10 ACROSS PROGRAMS - BLOOMBERG/BUSINESS WEEK

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. As a general management institution, Michigan Ross has earned unqualified acclaim for academic excellence and is consistently ranked in the top five for all degree programs. Ross has approximately 230 faculty members who study, research, consult, and teach in all areas of business. In addition to top-ranked academic departments in the core business principles, the school provides unparalleled learning opportunities in entrepreneurship, sustainability, social impact, operations, and emerging economies. Our unique approach – which focuses on action-based learning and interdisciplinary, team-oriented situations – develops leaders and ideas that make a positive difference in the world.

Executive Education

2015 TOP 10 GLOBAL PROVIDER - FINANCIAL TIMES

Michigan Ross Executive Education was recently named a Top 10 executive education provider by the Financial Times, and our leadership programs have been consistently rated No. 1 from 2005-2012 by Leadership Excellence. Ross Executive Education offers approximately 30 different open enrollment offerings and a variety of custom programs annually, serving over 4,000 business executives around the world. Ross has been established in Hong Kong and Mumbai since the early 90’s and delivers programs globally wherever our corporate partners request.

Michigan Ross Custom Programs

Ross delivers custom executive development programs for organizations throughout the world. We start by gaining a deep understanding of your business strategy and talent needs, and then work with you to create an experience that develops individual participants, builds networks and relationships, and provides a foundation for culture and organizational transformation. 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. If you are interested in customized solutions for your company, please contact us at rossexeced@umich.edu or (734) 763-1000 to arrange a conversation with one of our managing directors.
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

“The best parts of the program were the Reflected Best Self, the overall positive and optimistic nature of the curriculum, and the interaction with my fellow students. The instructors were outstanding and all of the materials were excellent. I learned a lot about myself and how I can make a difference to others in my life – my organization, my community, my family and others.” 
—Senior Leader, Financial institution

“I’ve used the tools I gained over the past year and a half throughout the organization, and during this time, we have realized significant performance improvements. This has been due to several factors, and the tools have been a big part of it.” 
—Hossam Awad, Columbia Sportswear, Co.
WO RL-CLASS FACULTY WHO FOUNDED THE CENTER FOR POSITIVE ORGANIZATIONS | DESIGNED FOR IMPACT AND RESULTS WITH LEADERSHIP ACTION PLANS | GLOBAL PERSPECTIVE

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.

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“Since attending, we have realized significant performance improvements at our organization.”
—Hossam Awad, Columbia Sportswear, Co.

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Hong Kong
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