Executive Education

POSITIVE LEADERSHIP PROGRAM

Engage your team. Empower your people. Become a transformational leader.

Ann Arbor
JUN. 12-17, 2016
DEC. 4-9, 2016

2015 Top 10 Global Provider
—FINANCIAL TIMES

GLOBAL OFFERINGS:

Barcelona, Spain
APR. 25-28, 2016

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.

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

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
“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. Gislason 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.
GRETCHEN SPREITZER
Keith E. and Valerie J. Alessi Professor of Business Administration; Professor of Management and Organizations

Gretchen Spreitzer is the Keith E. and Valerie J. Alessi Professor of Business Administration at Michigan Ross. She joined the Ross faculty in 2001 after spending nine years on the faculty at the University of Southern California’s Marshall School of Business. She was also a visiting professor at the Australian School of Business in Sydney in 2008.

Spreitzer’s 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 authored many articles on contemporary issues in organizational behavior in leading journals such as the Academy of Management Journal, the Academy of Management Review, Administrative Science Quarterly, and the Journal of Applied Psychology.

Spreitzer has previously directed the Center for Positive Organizations and the Ross Leadership Initiative. She teaches electives on Leading Organizational Change for MBA and BBA students as well as the Multidisciplinary Action Projects course.

Prior to her doctoral education, Spreitzer worked with the management consulting group at Price Waterhouse’s Government Services Office and with Partners for Livable Places, a not-for-profit urban planning firm in Washington, D.C. She has a Bachelor of Science in Systems Analysis from Miami University (in Ohio) and completed her doctoral work at Michigan Ross.

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.
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.

UM 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.

Positive Leadership

JUNE 12 - 17, 2016
execed.bus.umich.edu/profile/register.aspx | rossexeced@umich.edu | 734-763-1000

December 4 - 9, 2016

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.
From Past Participants

“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

Program Details

**PROGRAM DATES**
June 12 - 17, 2016
December 4 - 9, 2016

**LOCATION**
Ann Arbor, Michigan

**FEE**
$9,950 US

**FEE INCLUDES:**
- On-site executive accommodations
- Program materials, assessments, and simulations
- All breakfasts, lunches, and break snacks/drinks
- Select dinners

**GLOBAL OFFERINGS: Becoming a Positive Leader**

Barcelona, Spain  Hong Kong
FEE: $5,120 US  FEE: $6,900 US

**REGISTER**
execed.bus.umich.edu/profile/register.aspx
rossexeced@umich.edu
734-763-1000

Learn more or explore other programs online at execed.bus.umich.edu

Michigan Ross is Committed to Positive Business

DISCOVER EVEN MORE WAYS TO LEARN ABOUT POSITIVE BUSINESS AND CULTURE AT ROSS.

**POSITIVE BUSINESS CONFERENCE | MAY 12-13, 2016**
This informative and inspiring annual event gathers thought leaders, professionals, executives, and academics to engage around the latest practices, research, and extraordinary results in positive business. Past conferences have featured case studies from companies such as Ford, Procter & Gamble, and Humana.

Learn more and register at positivebusinessconference.com

**CENTER FOR POSITIVE ORGANIZATIONS**
The Center for Positive Organizations at Michigan Ross is a world-class research center that delivers transformational ideas to the global business community.

The positive business experts facilitating the Positive Leadership Program are also core faculty members at the center.

Learn more at positiveorgs.bus.umich.edu
POSITIVE LEADERSHIP PROGRAM

Engage your team. Empower your people. Become a transformational leader.

WORLD-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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JUN. 12-17, 2016
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Register
execed.bus.umich.edu/profile/register.aspx
rossexeced@umich.edu
734-763-1000

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

GLOBAL OFFERINGS:

BECOMING A POSITIVE LEADER
Barcelona, Spain
APR. 25-28, 2016

POSITIVE STRATEGIC LEADERSHIP
Hong Kong
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MICHIGAN ROSS