

# Becoming a Positive Leader

April 25-28, 2017  
BARCELONA

[www.iese.edu](http://www.iese.edu)  
[www.michiganross.umich.edu](http://www.michiganross.umich.edu)



**LEADERSHIP AND PEOPLE MANAGEMENT**  
FOCUSED PROGRAMS

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# Becoming a Positive Leader: Accelerating Individual and Organizational Change

[www.iese.edu/bpl](http://www.iese.edu/bpl)

Invigorate your leadership style and stimulate performance gains in others by focusing on strengths and possibilities to innovate and implement change.

This program is run jointly between IESE Business School and the Michigan Ross School of Business with faculty who pioneered Positive Leadership.

## WHY THIS PROGRAM

Increasing employee engagement, driving innovation and change, and stimulating extraordinary performance mean taking a new approach to leadership. They require us to move away from common dated methods that target weakness and deficit to adopt a positive approach that builds on strengths to yield better results and improve your bottom line.

This program explores the foundations of positive leadership, including strategies to cultivate a mindful and mission-driven work environment that empowers and engages employees. It also examines the importance of self-awareness and tools to motivate growth at both the individual and organizational levels.

## BENEFITS

- Explore methods to develop high-impact relationships and a results-oriented work environment.
- Learn techniques to unlock the highest potential within oneself and others.
- Develop capacity to stimulate exceptional individual and organizational growth and realize change immediately upon return to work.
- Make a step-by-step plan to confront leadership challenges in your organization.



# Becoming a Positive Leader: Accelerating Individual and Organizational Change



## CONTENT

In this program, you will engage in an exciting, introspective, and intense opportunity to reflect on yourself and your organization. You will explore in detail:

### The Positive Leadership Framework

- Introduction to the POS framework.
- Application of the framework to personal and organizational life.

### Enabling Spectacular Performance and an Exceptional Culture

- Tools and techniques to motivate employees.
- Setting the stage for implementation to excel.

### Character Development (Nurture vs Nature)

- Self-awareness and development of positive qualities.
- Relate own qualities to interpersonal relationships.
- Use of crisis situations as opportunities for resilience and learning.

### Sagrada Familia – Inspiration from Gaudi’s Legacy

- Motivate oneself and others with a sense of purpose and mission.
- Creativity for overcoming challenges and constraints to accomplish great work.
- Evaluating the present to create an alternative future.

### Reflected Best Self Exercise

- Customized feedback on your strengths and strength profile.
- Creating a picture of you at your best.
- Increasing utilization of your best self profile.

### Deep Change

- Understanding the power of emotions and managing them in the work environment.
- Clarifying values and purpose.
- Having the courage to navigate through change.

### Creating a Positive Organizational Culture

- Positive climate: stress prevention; mindfulness and well-being.
- Pros, cons and sustainability of positive culture.
- How you can impact your part of the organization in that way.

### High-Quality Connections and Energy Networks

- Understanding the necessity for high-quality connections.
- Learning how to create the connections you need to influence the future.
- Trust and empowerment.

### Action Plan: Change Starts With You

- Planning and positioning for excellence.
- Creating a plan for the first 21 days post course quick wins.

## Becoming a Positive Leader: Accelerating Individual and Organizational Change

### METHODOLOGY

- The Program begins before you join us by working on your Reflected Best Self Assessment. This will form a crucial part of your learning thanks to the customized feedback you will get and work along the course.
- Through case analysis and team exercises, you'll harness tools to unlock the highest potential within oneself and others for influencing and navigating change.
- The Sagrada Familia- Gaudi case study comes to life through the visit to the temple.
- Engagement during and after class with faculty and peer executives from across industries.
- Definition of a step –by step 21 day Personal Action Plan to implement upon return to work.

### PARTICIPANTS

This program is targeted at:

- Leaders seeking to develop creative, committed, and constructive teams.
- HR/Management individuals and teams addressing organizational opportunities and challenges.
- Executives who are leading change or going through a career transformation or want to learn to do this in anticipation of the change that is coming.



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#### Contact us

##### IESE Business School

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##### Michigan Ross

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#### Dates and Venue

April 25-28, 2017  
IESE Barcelona Campus  
Arnús i de Garí, 3-7  
08034 Barcelona  
Spain

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#### Online application

[www.iese.edu/bpl](http://www.iese.edu/bpl)

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#### General Fee: €4,900

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#### Member Fee: €4,410

(VAT exempt)

The program fee includes tuition, all reading and classroom materials, and most meals. The course materials must be prepared in advance and will be provided to the students three weeks before the beginning of the program. These materials will not be sent before the fee is paid. Places are limited and will be filled in strict order of registration.

## Becoming a Positive Leader: Accelerating Individual and Organizational Change



### Alberto Ribera

#### Academic Director

Senior Lecturer of Managing People in Organizations, IESE Business School

PhD in Economics, Universitat Internacional de Catalunya, Barcelona

Doctor of Medicine, Universitat Autònoma de Barcelona

Specialist in Social and Preventive Medicine (Mental Health), Università degli Studi di Roma La Sapienza

Director of the IESE Coaching Unit

At IESE he teaches the MBA course “Personality and Leadership”, which received the 2009 IESE Award for Excellence. He also teaches the Global Executive MBA course “Managing Oneself”; and executive courses on self-leadership, relationship management and executive coaching. He has been invited as visiting professor or guest speaker at universities and business schools of more than 20 different countries and at international conferences like the World Economic Forum. He has taught courses for Enel, Banco di Napoli, Telecom Italia, Saint Gobain, The Arab Contractors, Egypt Telecom, Ernst&Young, Hewlett Packard, PricewaterhouseCoopers and other firms. He is a board member of the Istituto per la Cooperazione Universitaria (Rome) and other not-for-profit institutions.



### Kim Cameron

#### Academic Director

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

PhD, Yale University

Professor of Higher Education in the School of Education

His past research on organizational virtuousness, downsizing, effectiveness, corporate quality culture, and the development of leadership excellence has been published in more than 130 academic articles and 15 scholarly books. His current research focuses on virtuousness in and of organizations—such as forgiveness, gratitude, kindness, and compassion—and their relationship to performance. He is one of the co-founders of the Center for Positive Organizations at the University of Michigan and has served as Dean at the Weatherhead School of Management at Case Western Reserve University, Associate Dean in the Marriott School of Management at Brigham Young University, and Department Chair and Associate Dean at the University of Michigan.



### Yih-teen Lee

Associate Professor of Managing People in Organizations, IESE Business School

PhD in Management, HEC, University of Lausanne

Master in International Business, National Taiwan University

Bachelor in International Trade, National Taiwan University

He teaches subjects such as leadership, cross-cultural management, and strategic human resource management in MBA as well as executive programs. Prior to IESE, he taught at HEC University of Lausanne (Switzerland), Angers Graduate School of Business ESSCA (France), the American Graduate School of International Management Thunderbird Europe (France), and Lung-Hua University of Science and Technology (Taiwan, R.O.C.).

One of Prof. Lee’s papers on culture and the person-environment fit, titled “Satisfaction and Individual Preference for Structuring: What is Fit Depends on Where You Are From,” won the Best International Paper Award of the Organizational Behavior Division at the 2006 Academy of Management Annual Meeting, and was one of the three finalists of the academy-wide Carolyn Dexter Award.

## Becoming a Positive Leader: Accelerating Individual and Organizational Change



### Robert Quinn

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Margaret Elliott Tracy Collegiate Professor  
in Business Administration, University of  
Michigan

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Professor of Management and Organizations,  
University of Michigan's Ross School of  
Business

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PhD, University of Cincinnati

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MS, Brigham Young University

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He is a co-founder and the current co-director of the Center for Positive Organizations. Quinn's research and teaching interests focus on leadership, organizational change and effectiveness. He has published 18 books on these subjects. Bob is a fellow of the Academy of Management and 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 life-long contributions to the field and practices of leadership. His paper on positive leadership was recently selected by the Harvard Business Review as one of the ten all-time classics in self-leadership. His competing values framework is used by organizations across the globe. He has forty years of experience in assisting organizations in making cultural change.



### Anneloes Raes

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Assistant Professor of Managing People in  
Organizations, IESE Business School

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PhD in Organizational Behavior,  
Maastricht University

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M.Sc. in Psychology, Radboud University  
Nijmegen

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Prof. Raes' research and teaching expertise include top management teams, successful interactions between top and middle managers, self-management, leadership, and teamwork. Prior to joining IESE, Anneloes worked as an assistant professor at the University of St. Gallen in Switzerland, and she held visiting scholarships at UCLA's Anderson School of Management, as well as Harvard University. The academic work of Prof. Raes has been published in academic journals such as the *Academy of Management Review*, *Small Group Research*, and *Human Relations*, and was awarded with the "pioneering research award" from the Organizational Development and Change Division of the Academy of Management and Healthways.

## **IESE BUSINESS SCHOOL**

Since 1958, IESE Business School has been committed to developing exceptional leaders who aspire to have a deep, positive and lasting impact on people, firms and society.

IESE can be found in the five continents, with campuses in Barcelona, Madrid, Munich, New York and Sao Paulo. This international presence is reflected not only in our campuses, but also in our mission, programs and the strategic alliances forged with other key business schools such as Harvard.

With 13 research centers and 23 endowed chairs, our professors conduct cutting-edge research, driving innovation across every aspect of global business management today.

IESE's humanistic approach puts you at the center of the learning experience with a focus on your personal and professional development. At IESE you will hone your strategic leadership competencies within a global framework.



## **MICHIGAN ROSS SCHOOL OF BUSINESS**

Founded in 1924, the Stephen M. Ross School of Business (Ross) 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. Michigan Ross, develops leaders who make a positive difference in the world.

The school's curriculum is founded in action-based learning with top faculty who inspire students to become experts in critical thinking and are ready to lead. In addition to top-ranked academic departments in the core business principles, the school houses research institutes and centers that provide unparalleled learning opportunities in entrepreneurship, sustainability, social impact, operations, and emerging economies.



**A WAY TO LEARN  
A MARK TO MAKE  
A WORLD TO CHANGE**

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**MAKING  
A POSITIVE DIFFERENCE  
IN THE WORLD**

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