

Executive Education

STRATEGIC LEADERS PROGRAM

(Replaces the Management
of Managers Program)

VISION, STRATEGY, AND MANAGING THE ORGANIZATION TO DRIVE RESULTS

Ann Arbor

JUNE 6 - 10, 2016

NOVEMBER 7 - 11, 2016

Hong Kong

JUNE 13 - 17, 2016

NOVEMBER 28 - DECEMBER 2, 2016

**2015
Top 10
Global
Provider**

-FINANCIAL TIMES

Register

michiganross.umich.edu/strategicleaders3

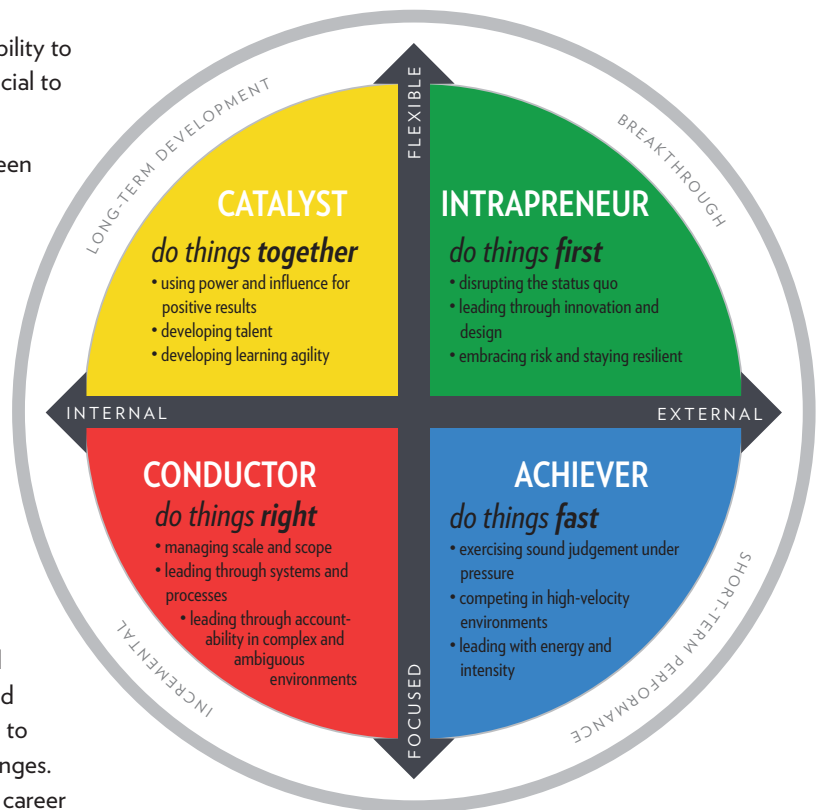
STRATEGIC LEADERS PROGRAM

VISION, STRATEGY, AND MANAGING THE ORGANIZATION TO DRIVE RESULTS

As a senior leader, your effectiveness is measured by the performance of the leaders you manage. Therefore, your ability to align and motivate your team to drive business results is crucial to your success and the success of your organization.

For over 30 years, the Competing Values Framework has been used by the world's most well-known companies to drive innovation, create high-performance cultures, explore and expand into new markets, and improve overall quality. The Strategic Leaders Program, through the Competing Values Framework, will challenge you to adopt new research-backed ways of thinking that will increase your impact as a leader.

This program explores the critical components of effective management and leadership. You'll learn to make better decisions under pressure, improve your leadership approach in increasingly complex environments, develop talent more effectively and lead with more creativity, energy, and intensity. Cultivating and leveraging individual and organizational capabilities will be emphasized throughout the program. Before, during, and after the program, content and experiences are customized to participants' unique, personal, and current leadership challenges. You'll emerge with an action plan to help you advance your career and drive positive results in your organization.



Individual Benefits

- **RESOURCEFULNESS AND RESILIENCE:** You'll increase your ability to perform well under pressure and recover quickly after a setback
- **INCREASED CONFIDENCE:** Assessments and personalized coaching sessions build upon your strengths and empower you to take on any personal or professional challenge
- **POSITIVE LEADERSHIP:** An in-depth understanding of the techniques to help others achieve their full potential
- **BEST PRACTICES:** Gain a better understanding of how top leaders implement strategic initiatives, conduct difficult conversations, and excel under pressure

Organizational Benefits

- **POSITIVE BUSINESS IMPACT:** Increased employee motivation and engagement, thus improving the bottom line
- **GREATER ALIGNMENT:** Proven methods for communicating and cascading strategy to all levels of the organization
- **BETTER DECISION MAKING:** Tools to improve decision making in complex and ambiguous situations, resulting in enhanced productivity at all levels of the organization
- **IMPROVED PRODUCTIVITY:** Frameworks to accelerate the development and commercialization of new ideas.

Who Should Attend

- Mid- to senior-level leaders whose performance depends on driving results from managers they manage
- Managers seeking innovative approaches to prepare for their next level of leadership responsibility

TYPICAL TITLES INCLUDE:

- Manager, Senior Manager
- Director
- Group or Team Leader
- Vice President



The Experience

This dynamic program features a diverse group of faculty and attracts participants from a wide variety of industries, organizations, and countries. This fast-paced learning environment fosters collaboration, dialogue, and introspection. The following program topics will be presented through a combination of action-learning activities, simulations, group discussions, team exercises, lectures, case studies, and projects. The program is customized to participants' unique, personal, and current leadership challenges and aspirational career goals.



-
- DAY ONE**
- Mastering complexity
 - Leading with impact
 - Understanding the implications of your leadership approach
 - Understanding the difference between managing and managing at scale
 - Execution through values and communications
 - How to adapt your leadership style for greatest affect
 - **ASSESSMENT:** Your leadership approach
 - **COACHING:** Individual sessions with a professional coach

-
- DAY TWO**
- Leading through strategic analysis
 - How to articulate your strategy to align efforts across the organization
 - Evaluating and refining your strategy for impact
 - Leading through a design system approach to business
 - Identifying opportunities via strategic ideation
 - How to apply an iterative approach to ideation
 - **COACHING:** Individual sessions with a professional coach

-
- DAY THREE**
- How to navigate and conquer organizational politics
 - Conducting power audits to understand organization networks
 - Managing and withstanding power circulation
 - Employing power strategies and counter-strategies
 - Leading under pressure through energy management
 - **SIMULATION:** Judgment and decision making in crisis
 - **COACHING:** Individual sessions with a professional coach

-
- DAY FOUR**
- Fierce conversations - the art and science in turning confrontations into "carefrontations"
 - Best practices for giving and receiving additive feedback
 - How to leverage emotional intelligence
 - What is your leadership legacy?
 - Capitalizing on the power of investing in personal relationships
 - Aligning your personal vision with your actions
 - **COACHING:** Individual sessions with a professional coach

-
- DAY FIVE**
- Managing your executive presence
 - How to approach leadership as learning
 - Strategies and practices for developing yourself as a leader
 - Developing your personal leadership action plan with coaching
 - Program concludes at noon



MAXIM SYTCH | FACULTY CO-DIRECTOR

Professor Sytch is an associate professor and a Michael R. and Mary Kay Hallman Fellow in the management and organizations department at Michigan Ross. Selected as one of the “40 Best Business Professors Under 40 in the World” by Poets & Quants in 2014, Sytch is an expert on leadership, strategy, and organizational issues.

Professor Sytch’s recent research focuses on how networks of collaboration and conflict within and between firms affect individual and organizational outcomes. His work has been published in a variety of leading academic journals and covered in *Bloomberg Businessweek*, *Reuters*, *Harvard Business Review*, and *Yahoo News*. His study examining dynamics of influence in patent infringement litigation won the Best Paper Award from the Organization and Management Theory Division of the Academy of Management.

In 2014, Sytch won the Ross Executive Education Teaching Impact Award for open enrollment programs. He also advises and speaks to corporations worldwide, including engagements with Bank of America, Bank Mandiri, Chicago Public Schools, Chrysler-Fiat, Grainger, Masco, Morgan Stanley, NextGen, Novartis, Oracle, PPG, Qualcomm, Ronald McDonald House Charities, Schneider Electric, and TRW.

Sytch holds a PhD from the Kellogg School of Management at Northwestern University, where he was also a lecturer within the management and organizations department. Prior to entering academia, Sytch worked in the financial sector for Merrill Lynch and the Central Bank of the Russian Federation.

LYNN WOOTEN | FACULTY CO-DIRECTOR

Professor Wooten is the Associate Dean for Undergraduate Programs and Clinical Professor of Strategy and Management & Organizations. Professor Wooten’s expertise centers on how organizations utilize human resource management policies to attain a competitive advantage. Her research projects focus on sources of competitive advantages in organizations and how firms strategically adapt to changes in their labor markets. In addition, she studies strategic-consequences of employee-centered crises and the effectiveness of diversity-management programs in organizations. Her research on the effectiveness of workforce diversity initiatives incorporates a broad perspective to include work-life balance programs, gender and race issues, generational clashes at work and disabled employees.

Professor Wooten’s research on executive development and diversity has won awards from the Academy of Management and the McKinsey consulting firm. Her research has been featured in newspapers, industry trade journals and radio shows. She recently received grants from Executive Leadership Council and the National Institute of Health to study diversity and strategic human resource management issues.

In addition to her teaching and research responsibilities at Michigan Ross, Prof. Wooten served on the Work/Life Executive Board of the American Institute of Certified Public Accountants. She consults with global non-profits organizations, hospitals and professional service firms.

Prior to joining the Michigan Ross faculty, she was an assistant professor at the University of Florida. She earned her Ph.D. from Michigan Ross, her MBA from the Fuqua School of Business at Duke University and her undergraduate degree in accounting from North Carolina A&T State University.





GAUTUM AHUJA

Professor Ahuja is the Harvey C. Fruehauf Professor of Business Administration and Professor of Strategy at Michigan Ross and is widely recognized for his expertise and scholarship. He has served as the Co-Chairperson and Chairperson of the Strategy Area at Ross, during which time this area was ranked #1 globally by *The Financial Times*. Additionally, *BusinessWeek* ranked Professor Ahuja #2 on the list of *Most Popular Professors in America in 2011* and has recognized him as outstanding faculty in its annual guide to the top business schools. Since 1996, the students have honored Gautam with the Best Professor Award 15 times.

Professor Ahuja's research interests focus on competitive analysis, innovation, globalization and the use of mergers, acquisitions and alliances in these contexts. His research has received many international awards from the top scholarly associations in the field. Gautam's publications have been cited more than 13,000 times by scholars and various federal and international bodies. He has served as Associate / Senior Editor for *Management Science* and *Organization Science* and as a member of the Editorial Board for *Academy of Management Review*, *Administrative Science Quarterly*, and *Strategic Management Journal*.

Gautam's work experience includes co-founding and running his own company and several years in various managerial positions with Pond's/Unilever, a global consumer products company. He has also worked extensively as a business educator, executive coach or consultant with some of the leading companies and business groups in the world. He has served as an invited panelist, keynote speaker and discussant in a variety of forums, conferences and academic and executive gatherings.

Professor Ahuja received his M.A., MBA, & PhD from The University of Michigan and a PGDM from the Indian Institute of Management, Ahmedabad, (IIMA) and B.A. (Econ. Hons), from St. Stephen's College, Delhi University.

MARCUS COLLINS

Marcus Collins is a culturally curious thinker with an academic insight into the cognitive drivers that impact consumer behavior. He is the SVP/Executive Director of Social Engagement at Doner Advertising and Professor of Business Administration at Michigan Ross. His strategies and creative contributions have led to the successful launch of Budweiser's "Made In America" music festival, Bud Light Platinum, the Brooklyn Nets (Hello Brooklyn!), and State Farm's "Cliff Paul" campaign.

Prior to joining Doner, Marcus ran the Microsoft, GORE-TEX®, and Colgate Palmolive accounts for Big Fuel Communications – a social media agency. From his time spent at Apple (iTunes Partner Marketing), leading iTunes + Nike sport music initiatives and college marketing efforts, to running digital strategy for Beyoncé (Music World Entertainment) and co-founding Muse Recordings, he combines consumer behavior with people-driven experiences that put the consumer front and center.

In addition to his position at Ross and Doner, Marcus teaches Innovations in Marketing and Social Engagement as an adjunct professor at New York University's department of Media, Culture, and Communications in the Steinhardt School and is a professor of marketing at the Luxembourg School of Business' Executive Education program. He is among the roster of instructors at Hyper Island and frequently teaches at General Assembly (NYC) and Miami Ad School (Brooklyn, NY). He has guest lectured at California Lutheran University, the University of North Texas, Questrom School of Business at Boston University, Savannah College of Art and Design, and Columbia University Business School.

Marcus holds an MBA with an emphasis on Strategic Brand Marketing from the University of Michigan, where he also earned his undergraduate degree in Material Science Engineering.



JAMES SWEETNAM

Jim Sweetnam is a lecturer who brings vast private sector experience and expertise to Michigan Ross. In addition to his role at Ross, Jim serves on the Board of Directors of SunCoke Energy, Inc. and is a member of its Audit and Compensation Committees. He also serves on the Board of Directors of LMI, a private, not-for-profit, providing specialized consulting to the federal government, and is a member of its Audit/Finance and Governance Committees.

Jim has had many key global leadership roles in industry over his career, spanning multiple continents. He served as President and Chief Executive Officer at Dana Holding Corporation. Prior to that, Jim spent 12 years at Eaton Corporation where he was Chief Executive Officer - Truck Group, and Vice President and General Manager – HD Transmissions business. Prior to Eaton, Jim spent 10 years at Cummins, where he served as VP, Cummins Engine Company and Group Managing Director of Holset Engineering Co. Ltd., a Cummins subsidiary and a manufacturer of turbochargers, headquartered in England. At Ross, Jim's extensive background in running global businesses is applied to student learning by bringing a practitioner's approach and perspective to business issues and challenges.

Jim received a Bachelor of Science from the United States Military Academy at West Point and an MBA from the Harvard Business School.



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 is 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 in the U.S. consistently ranked in the top ten. With 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.

The Stephen M. Ross School of Business

TOP 10 SINCE 1988 - 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 ten 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

TOP 10 GLOBAL PROVIDER - 2015 FINANCIAL TIMES

Michigan Ross Executive Education was recently named a Top 10 global provider by the *Financial Times*, and our leadership programs have been consistently rated No. 1 by *Leadership Excellence*. We offer approximately 30 different open enrollment offerings and a variety of custom programs annually, serving over 4,000 business executives around the world. Ross has locations in Hong Kong, Mumbai, Malaysia, Singapore, and Thailand 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 rossexec@umich.edu or (734) 763-1000 to arrange a conversation with one of our managing directors.

Ann Arbor Welcomes You

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.



Program Details

PROGRAM DATES

June 6 - 10, 2016

Nov. 7 - 11, 2016

LOCATION

Ann Arbor, Michigan

FEE

\$9,700 US

FEE INCLUDES:

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

REGISTER

michiganross.umich.edu/strategicleaders3

rossexeced@umich.edu

734-763-1000

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

Hong Kong

JUNE 13 - 17, 2016

NOV 28 - DEC 2, 2016

FEE: \$8,500 US

Michigan Ross is Committed to Positive Business

POSITIVE BUSINESS CONFERENCE | MAY 12-13, 2016

Increase purpose, passion, and performance through positive business practices that energize and engage teams and employees. This informative and inspiring annual event gathers thought leaders, executives, and academics to immerse in the latest practices, research, and extraordinary results in positive business.

This year's conference will focus on Employees as Positive Business Agents, with an emphasis on sustainable practices that create great places to work, thriving communities and environments, and economic profit. You will interact with speakers and facilitators from Michigan Ross, Google, London Business School, Patagonia, PwC, Cascade Engineering, and Kellogg. Come and join a community of like-minded executives who are seeing results from positive business.

Learn more and register at positivebusinessconference.com

Results

"I found the Michigan Model of Leadership portion of the program to be very valuable and set the foundation for the week. As an executive, I need to be aware of the model's four quadrants and know how to effectively manage from each. The program provided practical ideas on how to do it. The teaching and format was very interactive and allowed me to learn not only from the faculty but from other executives in the class. It's only been a few weeks since the program, but I have been able to implement several concepts, such as tools on time management, having fierce conversations, or 'carefrontations,' and managing energy"

-Daniel Neubauer, General Manager, Toyota Technical Center

STRATEGIC LEADERS PROGRAM

(Replaces the Management of Managers Program)

VISION, STRATEGY, AND MANAGING THE ORGANIZATION TO DRIVE RESULTS

WORLD-CLASS FACULTY | DESIGNED FOR IMPACT | GLOBAL PERSPECTIVE

As a senior leader, your effectiveness is measured by the performance of the leaders you manage. Therefore, your ability to align and motivate your team to drive business results is crucial to your success and the success of your organization. For over 30 years, the Competing Values Framework has been used by the world's most well-known companies to drive innovation, create high-performance cultures, explore and expand into new markets, and improve overall quality. The Strategic Leadership and Execution program, through the Competing Values Framework, will challenge you to adopt new research-backed ways of thinking that will increase your impact as a leader.

Ann Arbor

JUNE 6 - 10, 2016

NOVEMBER 7 - 11, 2016

Hong Kong

JUNE 13 - 17, 2016

NOVEMBER 28 - DECEMBER 2, 2016

**2015
Top 10
Global
Provider**

—FINANCIAL TIMES

Register

michiganross.umich.edu/strategicleaders3

rossexeced@umich.edu

734-763-1000

M | MICHIGAN ROSS