

Executive Education

STRATEGIC LEADERS PROGRAM

VISION, STRATEGY, AND MANAGING THE ORGANIZATION TO DRIVE RESULTS

Ann Arbor

MAY 8-12, 2017

NOVEMBER 6-10, 2017

Hong Kong

APRIL 17-21, 2017

NOVEMBER 20-24, 2017

**Top 5
Global
Provider**

-FINANCIAL TIMES, 2016

Don't miss out; register today!

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STRATEGIC LEADERS PROGRAM

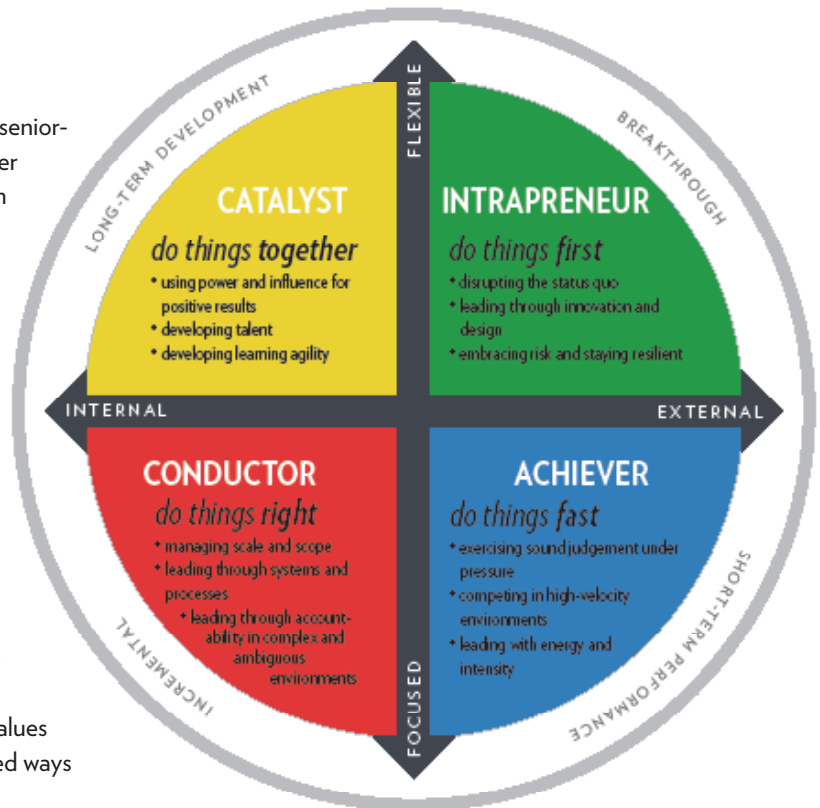
VISION, STRATEGY, AND MANAGING THE ORGANIZATION TO DRIVE RESULTS

Your effectiveness as a senior leader is measured by the performance of the leaders you manage. They rely on your ability to align, inspire and drive business results.

This program explores the critical components of effective senior-level 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 drive positive results in your organization and better prepared to advance your career.

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.

MICHIGAN LEADERSHIP MODEL



Based on Competitive Values Framework

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
- **NEXT 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:** Improved decision making in complex and ambiguous situations, resulting in enhanced productivity at all levels of the organization
- **INNOVATIVE EMPHASIS:** Frameworks to accelerate the development and commercialization of game-changing 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.



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- DAY ONE**
- Mastering complexity
 - Leading with impact
 - Understanding the implications of your leadership approach
 - Understanding the difference between managing and managing at scale
 - 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
 - How to apply an iterative approach to ideation
 - **COACHING:** Individual sessions with a professional coach

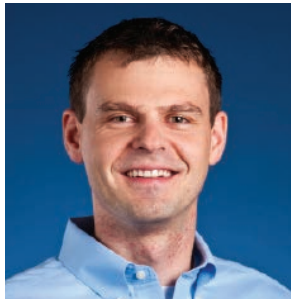
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- DAY THREE**
- How to navigate and conquer organizational politics
 - Conducting power audits to understand organization networks
 - Managing and withstanding power circulation
 - Employing power strategies and counter-strategies
 - **SIMULATION:**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

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- DAY FOUR**
- Fierce conversations - the art and science of turning confrontations into "carefrontations"
 - Best practices for giving and receiving additive feedback
 - How to leverage emotional intelligence
 - Establish your leadership legacy
 - Capitalizing on the power of investing in personal relationships
 - Aligning your personal vision with your leadership 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

**REGISTER
TODAY!**

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**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 Professor of Strategy and Management and 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.



HORST ABRAHAM

Horst Abraham is the Managing Partner of the Paragon Consulting Group, and is an Adjunct faculty member of the Ross School of Business – Executive Education. His skills as a process consultant and coach were developed first in working with high performance athletes. From 1971 to 1984 he served as the VP of Education and

Training of the Professional Ski Instructors of America, in the role of which he also helped coach the National Alpine Ski Team during a time when America's skiers rose from perennial also-ran's to world class.

Since 1984 he has worked with top executives at many Fortune 200 firms to support a variety of organizational change and innovation interventions that included building and managing high performance teams, Leadership Development, Change Management and Executive Effectiveness Coaching. A partial list of clients includes British Petroleum, CEZ-Czech Power and Light, EDS, GE, Florida Power & Light, John Hancock, Johnson and Johnson, Lucent Technologies, Merrill Lynch, Microsoft, Morgan Stanley, Oracle, C. Schwab, Sony Microelectronics, US Special Forces (Project Trojan Warrior).

His work extends from 'Personal Effectiveness Coaching,' to 'Change Management,' 'Leadership in Turbulent Times,' 'Culture Change,' 'Communication Training 3.0,' 'Creating a Work Force of Accountability,' and 'Conflict Management.' His innovative thinking in the domain of Learning, Coaching and Performance Management earned him an honorary seat at the Education Commission of Japan.

He holds a Masters degree in Education and the Behavioral Sciences from the University of Vienna. He is a nationally certified ski- and mountain guide from the National Alpine Academies in France (Chamonix) and Austria (St. Christof/Arlberg).



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 degree from the United States Military Academy at West Point and an MBA from the Harvard Business School.



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 numerous leading global companies.

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.



BRAD KILLALY

Dr. Brad Killaly joined the Ross faculty in 2014. Prior to joining Ross he was a faculty member at Emory University, and has been a Visiting Professor at Duke University, UC San Diego and University of Oxford (UK). Before his academic career he worked for a number of years in corporate banking including the position of Manager, Strategic

Analysis for a global bank.

Brad's research is in the fields of strategy and organization theory, with specific interests in theories of firm change and its effect on performance. His current research focus is in the health care industry, in particular the effect of reimbursement policies, labor turnover, and expansion strategies on the efficiency, care quality and performance of hospice and long term care providers.

He has received nineteen university teaching awards from seven universities over the last decade, including two Neary teaching awards at Ross in 2014-2015. Outside of the academic classroom Brad collaborates with corporate leaders to design and deliver seminars, executive educational programs and strategy formulation engagements for a number of privately held and Fortune 1000 firms.



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

#1 PUBLIC UNIVERSITY IN THE US - WALL STREET JOURNAL

- Founded in 1817, University of Michigan is one of the first public universities in the U.S.
- 101 graduate programs ranked in the top ten.
- One of only two public institutions in the U.S. consistently ranked in the top ten.
- Top five for research productivity and intellectual capital.
- Over 51,000 students, 5,600 faculty on three campuses from over 100 countries.
- UM maintains a global presence including 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:

- Consistently ranked in the top ten for all degree programs.
- Approximately 230 faculty members who 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 leadership, entrepreneurship, sustainability, social impact, 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 5 GLOBAL PROVIDER - FINANCIAL TIMES 2016

Michigan Ross Executive Education was recently named a Top 5 global provider by the *Financial Times*. The *FT* survey examined the open enrollment programs offered at 75 schools, weighing factors from faculty to follow-up. Among the highlights, Ross excelled with unique course design, renowned faculty, and participants reporting new skills and learning to impact personal and organization performance. We offer 30+ diverse open enrollment offerings and numerous custom programs annually, serving more than 4,000 executives around the world. Ross has locations in Ann Arbor, Hong Kong, Mumbai, Malaysia, Singapore, and Thailand and delivers programs globally wherever our partners request. 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. 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 to arrange a conversation with one of our managing directors: rossexeced@umich.edu or (734) 763-1000.

Experience the Michigan Difference Around the World

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.



Leaders outside the U.S. are encouraged to explore our programs in Hong Kong, Mumbai, and Delhi, which offer access to the same transformational Michigan Ross experiences with less travel. Ross faculty members are excited to come meet you and share their insights, knowledge, and expertise to elevate your skills and advance your career. Enjoy ample opportunities to expand classroom learning with peers and immerse in the unique sights and sounds of these dynamic, thriving cities. Regardless of where you attend, you'll benefit from the same outstanding results-oriented Michigan Ross experience.

Program Details

Location: Ann Arbor | May 8-12, 2017 | Nov. 6-10, 2017

Fee: \$9,950 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

Location: Hong Kong | April 17-21, 2017 | Nov. 20-24, 2017

Fee: \$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

REGISTER TODAY!

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Learn more or explore other programs online at:
michiganross.umich.edu/execed



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

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WORLD-CLASS FACULTY | DESIGNED FOR IMPACT | GLOBAL PERSPECTIVE

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