



THE POSITIVE LEADER:

Deep Change and Organizational Transformation

Learning Objectives

- Obtain an understanding of one's state of positive leadership and a positive strategic mindset
- Address strategic challenges and crisis management with confidence and clarity
- Gain insight to the research framework illustrating why and how POS techniques work to elevate individual and organizational performance
- Achieve clarity and practice regarding integration of positive practices into personal style
- Build an understanding of barriers to change – and strategies to break those barriers as you leverage your team to greater performance
- Plan to implement POS practices in your organization by applying a Positive Leadership Lens

PROGRAM DATE

Hong Kong
Aug 23 – 26, 2016

FEE // US\$6,900

Program fee includes:

- Tuition
- Instructional materials
- All lunches, and coffee/snack breaks

CONTACT

Adrian Chan
+852 2509 9088
enquiry@umich.com.hk

WEB

<http://michiganross.umich.edu/programs/executive-education/positive-leader-hong-kong>

THE POSITIVE LEADER

COMPREHENSIVE LEADERSHIP PROGRAMS

Overview

The goal of The Positive Leader program is to create significant change using positive organizational practices.

Content is based on research conducted by the founders of the Center for Positive Organizational Scholarship (POS) at the Ross School of Business. The program provides frameworks and tools, derived from positive psychology and strategic process, to help you leverage your personal leadership style to promote and strategically enable organizational achievement and success.

This training experience offers the opportunity to challenge your own strategic mindset in addressing the challenges of your organization, building both personal capability and strategic integrity to drive change initiatives, manage crisis and ensure your organization is open to strategic opportunity. It also provides an introspective on your personal leadership style and capabilities to motivate and create energy through your work relationships.

Who Should Attend

The Positive Leader program is ideal for senior managers and executives who wish to drive positive results across the organization. Those also who are charged with strategic change initiatives, building effective organizational capability, or developing a senior team of effective leaders will also achieve both personal and strategic growth capability through participation.

Benefits of Attending

- Discover new ways to address strategic change and create organizational energy
- Actively participate in action learning to address your organizations strategic challenges from a POS perspective
- Challenge yourself and your organization to create energy that drives results
- Obtain the tools to build a positive leadership culture

THE BEST LEADERS *NEVER STOP LEARNING*



By attending this program, you will receive 1 credit towards our Distinguished Leader Certification and will personally be rewarded with Life-time Scholarship and Peers Vouchers to develop your chosen peer. Visit our website for more details: <http://www.michiganexecutiveeducationasia.com/distinguished-leader/>

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Program Focus & Sample Outline:

This program provides an exciting, introspective, and intense opportunity to reflect on yourself and your strategic organization. The intent is to move leaders and organizations toward an exceptional culture in which employees regularly exceed expectations in achieving strategic goals. Focus areas include:

The Positive Leadership Framework

- Introduction to the POS framework and the case for implementation
- Application of the framework to personal and organizational life

Strategy from a POS Lens

Positioning for Excellence

- Visioning the Future
- Mapping out strategic opportunities within an industry and macro-environment
- Identifying and leveraging your organization's positive core

Planning for Excellence

- Crafting a roadmap to guide strategic actions
- Identifying the supporting positive practices
- Creating and Coaching the Implementation team

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 initiatives

Enabling Spectacular Performance

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

Thriving at Work at the Individual and Organizational Levels

- Use of crisis situations as opportunities for resilience and learning
- Strategies to respond to difficult situations
- Evaluating the present to create an alternative future

	Tuesday	Wednesday	Thursday	Friday
AM	<p>Introduction to POS and the case for implementation</p> <p>Application of the framework to your role as a leader</p>	<p>Engagement as a strategic tool.</p> <p>Ideological capital to support the organization's strategy</p>	<p>Leading Under Pressure – Case Study</p> <p>Planning and decision making in crisis situations</p>	<p>Everest Goals and Positive Energy Networks</p>
PM	<p>Crafting a strategic mindset</p> <p>Introduction to SOAR</p> <p>Strategy from a POS lens – Focusing on Strengths, Opportunities, Aspirations & Results</p> <p>Action Learning</p>	<p>Individual Leadership Development</p> <p>Aligning personal values and purpose with organizational goals</p> <p>Achieving the fundamental state of leadership</p> <p>Action Learning</p>	<p>Transformational Change – Case Study</p> <p>The enablers of organizational change</p> <p>Linking the enablers of change to strategic actions</p> <p>Action Learning</p>	<p>Creating the learning organization for strategic initiatives</p> <p>Action Learning Projects</p> <p>Presentation of Action Based Learning Projects</p>

THE POSITIVE LEADER

COMPREHENSIVE LEADERSHIP PROGRAMS

Outstanding Faculty



Kim Cameron

*William Russell Kelly Professor of Management and Organization
Stephen M. Ross School of Business, University of Michigan*

Professor Kim S. Cameron is the William Russell Kelly Professor of Management and Organizations in the Ross School of Business and Professor of Higher Education in the School of Education at the University of Michigan. Professor Cameron has served as Dean and Albert J. Weatherhead Professor of Management in the Weatherhead School of Management at Case Western Reserve University, as Associate Dean and Ford Motor Co./Richard E. Cook Professor in the Marriott School of Management at Brigham Young University, and as a department chair and director of several executive education programs at the University of Michigan. He also served on the faculties of the University of Wisconsin-Madison and Ricks College. He organized and directed the Organizational Studies Division of the National Center for Higher Education Management Systems in Boulder, Colorado.

Dr. Cameron's past research on organizational downsizing, effectiveness, quality culture, virtuousness, and the development of management skills has been published in more than 120 articles and 14 books, the most recent of which are: *Diagnosing and Changing Organizational Culture* (2006, Jossey Bass), *Competing Values Leadership* (2006, Edward Elgar), *Leading with Values* (2006, Cambridge University Press), *Making the Impossible Possible* (2006, Berrett Koehler), *Positive Leadership* (2008, Berrett Koehler), and *Organizational Effectiveness* (2009, Edward Elgar). His current research focuses on the virtuousness of and in organizations and their relationships to organizational success. He is one of the co-founders of the Center for Positive Organizational Scholarship at the University of Michigan.

Dr. 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. He 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.

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THE POSITIVE LEADER

COMPREHENSIVE LEADERSHIP PROGRAMS

Outstanding Faculty



Jeffrey Sanchez-Burks

Associate Professor of Management and Organizations
Stephen M. Ross School of Business, University of Michigan

Dr. Jeffrey Sanchez-Burks is an Associate Professor of Management and Organizations at the Ross School of Business at the University of Michigan and a Faculty Associate at the Research Center for Group Dynamics at the Institute for Social Research in Ann Arbor. He received his Ph.D. in Social Psychology from the University of Michigan with graduate training in Cultural Anthropology. Previously, he was on the faculty at the University of Southern California and has had visiting appointments at universities in Singapore, Turkey and Russia.

Professor Sanchez-Burks is an award winning scholar, writer and teacher. His research examines how culture shapes how we think and behave in the global economy. He has published broadly on cultural differences and similarities in people's approach to negotiations, collaboration, creativity and disputes. His work has revealed core cultural divides in East-West, US-Latin America and US-European relational business practices. This work has informed theory and practice on social-emotional mindfulness and cultural competencies.

Professor Sanchez-Burks has published articles in several scholarly journals including the Journal of Personality and Social Psychology, Organization Science, Psychological Science, Journal of Applied Psychology, Research in Organizational Behavior, and Negotiation and Conflict Management Research. His work has been featured in The New York Times, National Public Radio, The Harvard Business Review, TED* and several other international media outlets.

Dr. Sanchez-Burks teaches Executive Education and serves as an Executive Coach for leaders in organizations across East Asia, Southeast Asia, Australia, the U.S., Turkey, Russia, Eastern and Western Europe. At the Ross school of business he teaches a popular MBA course on negotiation in a global economy.

Michigan Executive Education

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 20 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 and Singapore and delivers programs globally wherever our corporate partners request.

**2015
Top 10
Global
Provider**
- FINANCIAL TIMES

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Contact and Registration Info

Once you have registered for one of our programs, a unique registration number is assigned and an acknowledgement letter is sent within 3 working days. The participant will also receive a confirmation via e-mail within 3 working days, along with a softcopy of the invoice. This communication ensures that a place will be reserved for you in the program. Due to costs associated with establishing, holding, and refilling participant slots, along with the associated costs of pre-course materials, the following cancellation charge schedule has been established. The program fee includes tuition, tea breaks & lunches, and all instructional materials. In order for you to have sufficient time to prepare the pre-reading materials and settle the program fee, we suggest sending us the registration at least 8 weeks prior to the program.

If You Need to Cancel

Cancellation fees are based on the number of weeks from the class start date your request is received. You must notify us of your cancellation in writing via email, fax, or postal mail.

You may cancel six or more weeks prior to the start of a program without incurring a fee. Due to the inherent costs of establishing, holding, and refilling participant slots along with associated costs of pre-course materials, the following cancellation fee schedule applies:

- Two to six weeks prior to program start - 50% of program fee
- Within two weeks of program start - 100% of program fee

Transfer and Substitution Policy

We can accept transfers to an alternate program offering. All transfer notices must be received by email, fax, or mail before the start of the program. Transfer requests received within 2 weeks of the program start are subject to a US\$250 transfer fee. Qualified substitutes for registrations can be accommodated with advance written notice.

If you choose to defer or substitute your program fee to a future program session, that program must be attended or all funds previously paid will be forfeited. Only one deferral or substitution per registration is allowed and the new session must occur within one year of the original session date. Please note that 100 percent of the full tuition will be forfeited if one of the following occurs:

- The registrant does not enroll in another program within one year of the original start date
- The registrant has not requested a refund within one year of the original start date.

The Setting (to be confirmed)

Hong Kong

Kowloon Shangri-la

*64 Mody Road, Tsim Sha Tsui East, Kowloon
Hong Kong*

Tel: (852) 2821.2111

Fax: (852) 2723.8688

Email: ksl@shangri-la.com

Web: www.shangri-la.com

PLEASE note: The hotel can make room reservations only. Program registrations must be directed to enquiry1@umich.edu or 852.2509.9228 (fax).

Please indicate you are a University of Michigan Executive Education participant when making reservations and you will receive a discounted room rate (subject to availability). Participants are responsible for their own accommodations and travel arrangements.

If you have special dietary concerns, please contact us as soon as possible at the Asia Pacific Regional Office.

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Registration Form - Stephen M. Ross School of Business at the University of Michigan THE POSITIVE LEADER

Please mail or fax the completed registration to our offices

Code: Asia Jan 16

Hong Kong
Executive Education
Asia Pacific Regional Office
Stephen M. Ross School of Business
University of Michigan
12/F Winsan Tower, 98 Thomson Road,
Wanchai, Hong Kong
Tel: 852.2509.9088 Fax: 852.2509.9228
Email: enquiry1@umich.edu

Please attach your business card here

You may also register online on our website at:

<http://michiganross.umich.edu/programs/executive-education/positive-leader-hong-kong>

Hong Kong Aug 23 – 26, 2016 US\$6,900 Reg. Code: M003319

If you have a *Distinguished Leader Voucher*, please quote your voucher reference. no: _____

Registration Deadline: 4 weeks before the program

Registrations are accepted on a first come, first served basis.

Participant Information

Mr. Ms. Dr. Miss Mrs.

Full Name _____ (As appears on the course roster and your diploma)

First Name _____ (As appears on your name badge) Last Name _____

Title of Present Position _____

Company Name _____

Company Address _____ (Please include street address and appropriate postal code for international courier delivery)

City _____ Postal Code _____ Country _____

Telephone _____ Facsimile _____

Email _____ Company Website _____

Department _____

List language(s) in which you are fluent _____

(Applicants must be proficient in English)

All information submitted will be kept confidential

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How Did You Hear About Us? (You May Choose More Than One)

- Advertisement - Newspaper Magazine/Journals Promotion - Brochure Catalogue E-mail Seminars/Exhibitions
- Recommendation by Supervisor HR/T&D Past participant I have attended Michigan Executive Education program(s)
- I have met with a Michigan representative

Billing Information

(Please provide the following information if the invoice should be directed to someone other than the participant)

Name _____ Position Title _____

Company Name _____

Company Address _____

City _____ Postal Code _____ Country _____

Telephone _____ Facsimile _____ Email _____

Person In Charge Of Executive / Management Development For Your Company

By providing this information, this person will subscribe to our mailing list for regular updates of our program information.

Name _____ Position Title _____

Company Name _____

Company Address _____

City _____ Postal Code _____ Country _____

Telephone _____ Facsimile _____ Email _____

Do you plan to make a hotel reservation? No Yes - We will provide information of recommended hotels upon confirmation

By submitting this registration form, I have read and hereby agree to comply with the policy of Michigan Ross Executive Education, I also understand that payment of the program fee is required prior to the program. Upon registration, the University shall issue an invoice for payment and a confirmation via e-mail within 3 working days. I understand I am entitled to the **Early Bird Discount (5% off)** providing the registration is submitted to the University at least 10 weeks prior to the program (full program fee applies **after** the Early Bird Discount Deadline).

Signature / Company Chop _____

The University of Michigan, as an Equal Opportunity, Affirmative Action Employer, complies with applicable federal and state laws prohibiting discrimination, including Title IX of the Educational Amendments of 1972 and Section 50 of the Rehabilitation Act of 1973. It is the policy of the University of Michigan that no person, on the basis of race, sex, color, religion, national origin or ancestry, age, marital status, handicap, or Vietnam-era veteran status, shall be discriminated against in employment, educational programs and activities, or admissions. Inquiries of complaints may be addressed to the University's Director of Affirmative Action, Title IX and Section 504 coordinator, 4005 Wolverine Tower, Ann Arbor, Michigan 48109-1281, 1734.763.1281, T.D.D. 1734.647.1388. For other University of Michigan information, call 1734.764.1817.

THE POSITIVE LEADER

COMPREHENSIVE LEADERSHIP PROGRAMS

Rankings



RANKED

TOP 10 GLOBALLY

FOR OPEN ENROLLMENT PROGRAMS

M MICHIGAN ROSS
Executive Education

- *Financial Times* 2015

Across a wide range of criteria, Michigan Ross Executive Education and the Stephen M. Ross School of Business are consistently ranked among the world's elite institutions.

Financial Times, "Elite Provider for Executive Education," | May, 2014

This global ranking evaluated the top-rated universities, based on a survey of 6,000 academics and 2,000 recruiters.

Leadership Excellence, "No. 1 in Leadership Development' ," | September, 2013

This ranking evaluated university and business school-based executive education programs on criteria related to leadership development.

▪ **No. 1** executive education programs for **five** consecutive years

Financial Times, "Top 10 for Executive Education Globally," | June, 2013

This global ranking evaluated the top-rated universities, based on a survey of 6,000 academics and 2,000 recruiters.

Bloomberg Businessweek "Top 10 Open Enrollment programs" | November, 2013

Bloomberg Businessweek's 2013 ranked Michigan Ross Top 10 for our open enrollment executive education programs.

Some of the companies that have recently sent participants to *The Positive Leader Program*:

Bangkok Bank PCL	Hong Kong Productivity Council	Parker Hannifin Corporation
Bank Indonesia	Hospital Authority, Hong Kong	Pentland Asia
Bank Negara Malaysia	Incheon Container Terminal	Permata Bank
Banque Saudi Fransi	Inqpharm Group	Pertamina
C&A Sourcing Limited	International SOS Pte Ltd	Philips & Yaming Lighting Co Ltd
C.H. Robinson Worldwide Inc.	LS Corps	Pj Lhuillier Inc
CFG Services Co., Ltd.	LSIS	PT Astra Honda Motor
Chevron Thailand Exploration & Production Ltd	LS-Nikko Copper Inc.	PT Bank BTPN, Tbk
Cinetic Sorting K.K.	Malaysian Investment Development Authority (MIDA)	Pt Bank Mega Tbk
CTF Watch (HK) Ltd	Mead Johnson Nutrition (China) Ltd	PT Bank UOB Indonesia
Dorel Industries Inc.	Melco Crown Entertainment Inc.	PT Pertamina (Persero)
European Commission	Ministry of Water and Electricity, Saudi Arabia	Recron (Malaysia) Sdn. Bhd.
Exl Service.com (India) Pvt. Ltd.	Mitsubishi Corporation	Sino Land Company Limited
Fauji Fertilizer Company Ltd.	MTR Corporation Limited	Societe Generale Corporate & Investment Banking
Fives Intralogistics K.K.	Munich RE	The Dairy Farm Company Ltd.
Hang Seng Bank Limited	Nuskin Enterprises Philippines Inc.	The Hong Kong Mortgage Corporation Limited