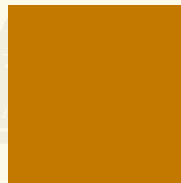
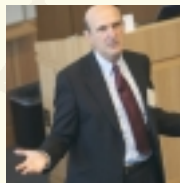


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MICHIGAN Speakers Bureau

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thought leaders in dynamic, engaging style.*

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It's never too early to begin planning your event, and Michigan faculty members are in great demand. Take a few minutes now to review these profiles of our speakers, their areas of expertise and current presentation topics. Then for more information and program planning assistance, please contact our Associate Director, Cathy Webb. Our list of topics and speakers is growing all the time, so if you don't see a topic or speaker that meets your specific needs, please inquire.

Features



The HR Value Proposition

BY DAVE ULRICH AND
WAYNE BROCKBANK

HR's leading thinkers provide a blueprint for the future. Drawing on their sixteen-year study of over 29,000 HR professionals and line managers, leading HR experts Dave Ulrich and Wayne Brockbank propose *The HR Value Proposition*. The authors argue that HR value creation requires a deep understanding of external business realities and how value is defined by key stakeholders both inside and outside the company. They provide practical tools and worksheets for leveraging this knowledge to create HR practices, build organizational capabilities, design HR strategy, and marshal resources that create value for customers, investors, executives, and employees.



Making the Impossible Possible

BY KIM CAMERON

Once in a great while we find an organization whose performance is so spectacular and so beyond expectations that it is difficult to believe that this level of success is possible. Most people hold in their minds standards of what excellence represents, and when we encounter performance that markedly exceeds those standards, we are left to wonder how such an aberration is possible. This book tells the story of positively deviant performance. Our account describes how a single organization experienced a devastating loss — the loss of mission and subsequent languishing performance — and then, despite its problematic circumstances, achieved remarkable success. The story highlights the factors that account for this extraordinary level of performance, and explain the elements that can be helpful for leaders in other organizations interested in enabling their own spectacular success.



Corporate Environmentalism and Public Policy

BY THOMAS P. LYON

Drawing on prior work on corporate environmentalism, Thomas Lyon and John Maxwell argue that corporate environmentalism is the result of firms attempting to anticipate public policy changes and influence the legislative process in their best interests. Presenting a general framework that highlights the links between corporate environmentalism and public policy, they use analytical tools of positive political economy and game theory to provide insights into corporate strategy and the effects of corporate and government policies on overall social welfare.



The Innovation Playbook: Developing Culture, Competencies and Practices to Make Innovation Happen

BY JEFF DEGRAFF
AND SHAWN QUINN

Productivity is no longer enough. Managers are finding that the drive for growth is pushing strategic innovation initiatives down into operating units where the management and staff have few of the tools and little preparation to really make it happen. Leading companies are pursuing innovation strategies and processes only to find that they lack the culture, competencies, and leadership practices required to execute and sustain change and innovation. This book teaches managers how to systematically creativize existing business practices to create sustainable change and innovation in their organization.



Building the Bridge as You Walk on It

BY ROBERT E. QUINN

Building the Bridge As You Walk On It tells the personal stories of people who have embraced deep change and inspired author Robert Quinn to take his concept one step further and develop a new model of leadership—"the fundamental state of leadership." The exploration of this transformative state is at the very heart of the book. Quinn shows how anyone can enter the fundamental state of leadership by engaging in the eight practices that center on the theme of ever-increasing integrity—reflective action, authentic engagement, appreciative inquiry, grounded vision, adaptive confidence, detached interdependence, responsible freedom, and tough love. After each chapter, Quinn challenges you to assess yourself with respect to each practice and to formulate a strategy for personal growth.



The Diversity Inclusion Assessment Tool

FROM THE EXECUTIVE
LEADERSHIP COUNCIL™

The second generation, cutting-edge diversity assessment tool was developed by The Executive Leadership Council™ to help users confidentially assess the state of the diversity and inclusion efforts and related practices within their organizations. The tool focuses on four core components that drive diversity and inclusion results in any organization: Leadership and Business rational; Strategic Planning; Execution; and Results and Measurements. Organizations that use the tool will gain understanding of key areas and practices where intervention is needed to improve the organizational effectiveness of their diversity and inclusion efforts.

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Rajeev Batra

*S.S. Kresge Professor of Marketing
Director, Yaffe Center for Persuasive Communication
The William Davidson Institute Area Director for Marketing*

AREA OF EXPERTISE: Brand-building and brand leverage, global branding, improving marketing communications productivity.

SNAPSHOT: Rajeev has researched branding and marketing communications topics for over 20 years, and has built up a wealth of knowledge about cases and lessons that help companies squeeze out more efficiency from their marketing communications dollars. He is the author or editor of five books and has published more than 50 articles on these topics; he also has consulting, teaching or research relationships on these topics with Black and Decker, Siemens Medical, GE Lighting, McCann-Erickson/Interpublic Group and many other companies.

» Brand-Building for Fun and Profit

More companies in more industries are investing in brand-building for the many advantages it can bring on the business battlefield. But smart brand-building is not about simply spending a lot of advertising dollars on a creative campaign. It requires sound strategy and analysis, and a solid understanding of what it is that really makes some brands "strong." The findings will surprise you. Rajeev will draw on cases from a variety of industries to suggest both a framework for "strategic" brand-building and tactics to make it happen. This topic also can be tailored to cover brand extensions, brand architecture, brand valuation and global brands.

» Twelve Tips for Improving Your MarCom Productivity

We all know the adage about "half my advertising dollars are wasted but I don't know which half." Times are too tough for companies to let such wastage continue. Rajeev will share his cases and insights into many different leverage points for increasing marketing communications productivity, including the setting of goals and objectives, message strategy, message tactics, budget setting and media allocation, integrating communications and working more effectively with your creative partners.



Dave Ulrich

Professor of Business Administration

AREA OF EXPERTISE: Strategy execution, performance management of workforce metrics and HR strategy in organizations

SNAPSHOT: Dave studies how leaders build organization capabilities of speed, learning, collaboration, talent, and leadership through HR. He has helped shape the HR agenda worldwide and is recognized as a thought leader in HR, leadership, culture, change, and organization design.

» Leadership as a Brand

This session begins with the premise that leadership matters. Leaders make a difference in employee, customers, organization, and investor results. But to create this value, leaders need to demonstrate a leadership brand. The leadership brand should be connected to the leader's product and firm brand. It should be based on both attributes (knowledge, skills, and ability) and results (what leaders deliver) and can be identified and improved.

Participants will leave with the tools to build or be better leaders.



Dana M. Muir

*Louis and Myrtle Moskowitz Research Professor of Business and Law
Associate Professor of Business Law*

AREA OF EXPERTISE: Legal issues that relate to employee benefits, employment, and securities law.

SNAPSHOT: The U.S. Supreme Court has quoted Professor Muir's work, and she is a member of the Department of Labor's ERISA Advisory Council as well as a board member of the Aerospace Corporation. She is the author of *A Manager's Guide to Employment Law: How to Protect Your Company and Yourself*.

» Building a Strong Workforce Without Going Out on a Legal Limb

Managers are constantly challenged in today's business environment to do more with fewer employees, to motivate diverse groups of employees and to face up to tough people problems in their workforce. One key to accomplishing these goals successfully is to avoid legal liability. Dana has spent most of the last 25 years as a human resources executive, practicing lawyer and leader of management education sessions. In this program she confronts many of the fallacies about employment law that have become ingrained in managers' beliefs. This presentation will help you identify workplace problems and, using practical insights and examples, begin to develop tools to evaluate and resolve those problems.

» The Role of the Directors and Officers in Managing Employee Benefit Plans

Never before have directors and officers faced pressure on so many fronts because of employee benefit plans. Plan funding, investments and benefit structure all pose challenges in fulfilling fiduciary obligations to employees in a fiscally prudent manner. In this presentation, Dana uses case studies to help company leaders better understand the breadth of their oversight obligations.



Rejeev Batra



Priscilla Rogers

Associate Professor of Business Communication

AREA OF EXPERTISE: Improving communications in business that are critical for management.

SNAPSHOT: Priscilla's current work focuses on the complexities involved in reporting adverse news both externally and internally. In 1999, Dr. Rogers received the Outstanding Researcher Award from the *Association for Business Communication* and is Director-at-Large for the Association for Business Communication. In 2004 her research on politeness in subordinate reporting received the "Best Article on Philosophy or Theory of Technical or Scientific Communication" from the National Council of Teachers in English.

» Communication Management for Day-to-Day Managerial Activities

This presentation reflects the speaker's career-long research developing frameworks and tools to help managers make decisions about their day-to-day communications. The presentation can be focused around any number of communication issues: in-basket management, especially e-mail; superior-subordinate interaction; situation management, such as reporting bad news or performance appraisals. Attendees will leave with several instruments they can apply to their communications challenges.

» Do You Have Communication Skills or Skills Plus?

In this presentation, Priscilla explains how communication skills are insufficient for getting heard, understood and followed and introduces the concept of "Skills Plus." Focusing on workplace communication, this concept will be illustrated with results from research and such findings from a study on subordinate reporting of negative news. Do you tell your boss there's a logical flaw in his argument and, if so, how? How do you enable a subordinate to tell you this kind of information? Is it possible to share bad news without jeopardizing the receiver's "face"? And how might all these decisions need to change if you were working across cultures? Addressing such workplace dilemmas requires "Skills Plus."

» Communicative or Non-Communicative Approaches to Management

This presentation will challenge attendees to consider whether their management practices are communicative or non-communicative. External and internal examples are available to illustrate the difference and possible organizational impact. Priscilla covers communicative instruments for planning CEO presentations in conjunction with poor earnings announcements or for managing subordinate reporting.



Russell James Lundholm

Arthur E. Andersen Professor of Accounting

AREA OF EXPERTISE: Equity valuation.

SNAPSHOT: Recent research studies the extreme stock returns following extreme earnings surprises and other stock market anomalies associated with reported earnings and analyst forecasts. Russell also has authored valuation software titled “eVal” and serves on the editorial Boards for *The Accounting Review*, *Contemporary Accounting Research* and *The Review of Accounting Studies*. He is the faculty co-director of Michigan’s Theory and Practice of Investor Relations program.

» Equity Valuation and Analysis

How much is a stock really worth? In this presentation, Russell develops a framework for evaluating the financial performance of a firm, forecasting its future performance and placing a value on the resulting forecasted earnings and cash flows. He also describes the latest research results surrounding stock market anomalies and discusses how to use the results to systematically identify under- and over-valued securities. Russell is co-author of the textbook *Equity Valuation and Analysis*, which is used in many MBA programs around the country.



M.P. Narayanan

Professor of Finance

AREA OF EXPERTISE: Corporate finance, corporate scope (conglomeration and divestitures), managerial behavior and performance evaluation.

SNAPSHOT: M.P.’s related interests include valuation of companies, internal resource allocation processes, divestitures, performance evaluation and executive compensation. M.P. is the author of a forthcoming book on corporate financial strategy. He has extensive experience in executive education, both in the U.S. and abroad.

» Valuation of Companies

Companies grow through acquisitions. However, it is well known that a significant proportion of an acquisition does not deliver the intended results and destroys shareholder value. M.P. will discuss how to avoid the pitfalls in acquisitions. In particular, he will explain how to assess acquisitions from the strategic viewpoint, how to identify the value drivers, how to value potential target companies and how to avoid overpaying for acquisitions. He also will discuss the considerations in determining the medium of exchange in acquisitions.

» Performance Evaluation

Almost all companies claim shareholder value creation as their primary objective. In order to create value, it is not sufficient to have resource allocation systems in place that ensure decisions are consistent with shareholder value creation. It is also important to have a performance evaluation and incentive compensation system that is consistent with shareholder value creation. M.P. will discuss performance evaluation systems that are congruent with shareholder value and those that are not. He will explain performance metrics such as economic profit and return on capital employed and show how they are better aligned to shareholder value than earnings-based measures. He also will discuss the issues involved in designing compensation systems aligned to shareholder value.



Raymond R. Reilly

*Associate Dean for Executive Education
Professor of Business Administration*

AREA OF EXPERTISE: Corporate performance measurement.

SNAPSHOT: An acting consultant to a wide variety of businesses, Ray is also published in a variety of academic and professional journals and co-author of two books. As the Associate Dean for Executive Education and the Faculty Director of Michigan's *Executive Program*, his background represents a unique blend of finance, economics, accounting and strategy applied to business situations.

» Working Capital Management

Working capital derives from the non-instantaneous, unsynchronized and uncertain character of a firm's purchasing, production, distribution, sales and collection processes. But working capital management is often viewed as a financial issue because the consequences of the process characteristics show up as investment and financing in the short-term section of the balance sheet. Attempts to manage working capital using financial ratios and other simple financial tools are likely to yield sub-optimal solutions. This presentation focuses on how improved understanding of the underlying processes and the root causes of operating problems can be used to achieve more desirable working capital outcomes.

» Finance as a Strategic Business Partner

A legacy of penny-pinching, bean-counting attitudes and behaviors leads many managers to believe finance should play a relatively minor role in the development and implementation of the firm's business strategy. Nothing is further from the truth. A finance department that embraces the discipline of value creation and recognizes the strengths and weaknesses of accounting statements has the potential to bring insight and discipline that is lacking in many other approaches to strategic planning. Strong finance people not only have excellent technical skills in the discipline, but also have business savvy, competitive drive and the ability to take a long-term perspective. This presentation is a call to action, an invitation to use finance as a critical element of good strategy development and implementation.



Nejat Seyhun

*The Jerome B. & Eilene M. York Professor of Business Administration
Professor of Finance*

AREA OF EXPERTISE: Corporate finance, mergers and acquisitions, insider trading, empirical asset pricing.

SNAPSHOT: Nejat's current interests focus on risk-return trade-off in asset prices, intra-day impact of insider trading, long-run performance of IPOs, managerial overconfidence, Chinese walls and conflicts of interests in securities firms, option pricing, and conflict between information efficiency and rewards to information gathering.

» Risks and Opportunities for Stock Selection, Industry and Market Timing

Top corporate executives frequently buy and sell their own firms' shares for their personal accounts. Historically, these transactions incorporate the executives' expectations about the likely performance of their companies and have been quite successful in predicting their firms' future stock price performance. Aggregate transactions by insiders across industry sectors and the entire economy also have been successful in predicting sector-wide and economy-wide stock price performance. In this presentation, Nejat will document the predictive power of insider trading and compare and contrast it with other predictors of the stock market. He also will discuss the most recent trends in insider trading activity and provide forecasts into the performance of individual companies, industry-sectors and the entire stock market, which should provide useful signals for investments in individual stocks, industry-sectors and allocations across asset classes for pension funds and retirement accounts.

NEJAT SEYHUN (CONTINUED)

» Mergers and Acquisitions: Value Creation, Pricing and Negotiations

Firms can create or destroy billions of dollars of value by buying and merging with other firms, spinning-off subsidiaries and divesting themselves from various businesses. Nejat will identify potential opportunities and problems in mergers and acquisitions, divestitures and restructurings: (1) Why do companies acquire or divest; (2) Dubious reasons for acquiring or divesting; (3) Factors that determine successful mergers — synergies, economies of scale, tax savings; (4) Who gains and loses from mergers? (5) Bidding strategies; (6) Merger valuation and accounting; (7) Taxable and non-taxable mergers; (8) Anti-merger defenses.

Nejat Seyhun





Gunter Dufey

*Professor Emeritus of Corporate Strategy and International Business
Professor Emeritus of Finance*

AREA OF EXPERTISE: International money and capital markets, financial policy of multinational corporations and practical aspects of corporate governance.

SNAPSHOT: Gunter specializes in corporate governance, risk management and international expansion strategy of business firms. He has held appointments as National Fellow at the Hoover Institution and Visiting Professor at the Graduate School of Business, Stanford, and holds an honorary professorship at the Universitaet des Saarlandes.

» Corporate Governance: Theory and Practice

This presentation reflects the speaker's lifelong research in international financial markets, his work with McKinsey and Company in Singapore and his practical experience on the boards of directors of five companies, one of which is in Japan. The presentation can be customized to meet the requirements/interests of any audience.



Cindy A. Schipani

*Professor of Business Law
The William Davidson Institute Area Director of Corporate Governance*

AREA OF EXPERTISE: Corporate governance with a focus on the relationship among directors, officers, shareholders and other stakeholders.

SNAPSHOT: Cindy's research involves analysis of the fiduciary obligations of corporate officers and directors. She has considered specific issues confronting directors of financial institutions, issues of liability for environmental violations, the role and purpose of the corporation and ethical links between corporate governance and sustainable peace. She has been asked to present her research nationally and internationally and also has received numerous awards, including the Academy of Legal Studies in Business National Award for Excellence and its Holmes-Cardozo Research Award.

» Scandals and Reform

Was it the so-called "perfect storm" or something else that drove so many American corporations to scandal? Drawing from recent headlines, Cindy will discuss current scandals in corporate governance, assess some of the reasons for the downfall and provide an overview of legal reforms that attempt to address the wrongdoings. These reforms include various structural requirements of the Sarbanes-Oxley legislation, SEC Rules and Rules of the New York Stock Exchange.

» Responsibilities of Senior Executives and Members of the Board

What does it mean to say that officers and directors are fiduciaries to the corporation? What do the duties of care and loyalty require? Has recent regulation expanded the breadth of these duties? Cindy will examine fiduciary duties of corporate officers and directors and consider their responsibilities to the corporation, shareholders and other constituencies in light of recent legal reform.



Dennis Dowdell

*Executive Director, Institute for Leadership Development
Executive Leadership Council and Foundation*

AREA OF EXPERTISE: Senior corporate leadership, diversity and inclusion and corporate due diligence.

SNAPSHOT: Dennis is the Executive Director of the Institute for Leadership Development. The Institute provides a network and leadership development programs for African-American executives to interact with and learn from the nation's premier business minds.

» **NEW! Diversity in Corporate Boards**

This presentation will highlight research regarding board diversity for Fortune 500 and Fortune 100 companies. Additionally, the session will recommend strategies for identifying candidates for your board.



Dana M. Muir

*Louis and Myrtle Moskowitz Research Professor of Business and Law
Associate Professor of Business Law*

(For complete biographical information, see page 8)

» **The Role of the Directors and Officers in Managing Employee Benefit Plans**

Never before have directors and officers faced pressure on so many fronts because of employee benefit plans. Plan funding, investments and benefit structure all pose challenges in fulfilling fiduciary obligations to employees in a fiscally prudent manner. In this presentation, Dana uses case studies to help company leaders better understand the breadth of their oversight obligations.



Gordon Hewitt

Visiting Distinguished Professor of International Business and Corporate Strategy

AREA OF EXPERTISE: The development of new strategy disciplines for creating corporate value and competitive advantage, and the changing role and value added of top management in the modern enterprise.

SNAPSHOT: Gordon has a worldwide reputation as one of the leading thinkers and consultants in business strategy and corporate competitiveness, especially in complex and dynamic industries. He has taught at many leading business schools in the U.S. and Europe, and retains the Chair of Honorary Professor at the Faculty of Social Sciences, University of Glasgow — his home city. Gordon has worked with the CEOs and top executives of many Global Fortune 100 corporations, and divides his time equally between the U.S. and Europe.

» Corporate Innovation and Corporate Value: New Mindsets for New Games

In today's competitive landscape, corporations are trying to create value and advantage amidst unprecedented levels of ambiguity, complexity and volatility. Unclear industry boundaries; competitors who are also customers, suppliers and collaborators; the "next stage" impact of the Internet coupled with digital connectivity, and other forces are reshaping the global business system. In this session, Gordon will provide a practical strategy framework for executives that focuses on three fundamental challenges: strategy as a process of discovery, rather than an exercise in positioning; changing the locus of innovation from products/processes to new business models and industry concepts; and developing a corporate agenda based on "new mindsets for new games" rather than better processes for old games.

» Developing New Connections Between Strategy and HR

Most HR professionals today rate "becoming a more effective strategy partner" as one of their key goals. What new perspectives and contribution can HR bring to the strategic agenda, which itself is trying to respond to more dynamic and complex forms of competition? What new issues and challenges should form the basis of a "partnership"? In this session, Gordon will argue that HR must go beyond being primarily an "executional" arm of business strategy and become a "co-architect" of the future of the business. Both senior line executives and HR professionals must establish how HR can help "resolve strategic dilemmas" by proactively building new competitive capabilities and leveraging talent to equip the corporation to compete in new ways.

» Rethinking the Role and Value Added of the Top Executive Team

The changing demands on top executives in the modern corporation has increasingly put the spotlight on the most senior team of all — the CEO and the corporate executive committee (or board). In this session Gordon will pose the challenge: "What is the collective role and value-added scorecard of the top team?" In today's competitive landscape, capital markets and investors are asking probing questions about whether multi-business corporations really generate value above the sum of their parts. This goes far beyond traditional debates about the role of headquarters. It raises new issues about the capacity of enterprises to genuinely leverage value horizontally across businesses, but without losing divisional focus and autonomy. Gordon will examine the role of the top team in resolving "internal governance" tensions, and will illustrate his internationally recognized framework for evaluating top team value added.



Aneel Karnani

Associate Professor of Corporate Strategy and International Business

AREA OF EXPERTISE: Strategy development and implementation, competitive advantage, international business, strategic planning process.

SNAPSHOT: Aneel actively consults with companies in a wide range of industries and studies how firms can leverage existing competitive advantages and create new ones to achieve rapid growth. He also is interested in global competition, particularly in the context of emerging economies.

» Winning in Competition

Many managers mistake strategy for a set of broad vision statements, platitudes and exhortations. In this presentation, Aneel discusses how strategy should be a road map for winning in competition and therefore must consist of difficult and controversial choices that inherently involve trade-offs. Strategy is when you do something that another smart manager (or firm) chooses not to do! A sound strategy provides the potential for competitive advantage. Aneel lays out a framework for identifying, analyzing and making these difficult choices and demonstrates how winning involves choices on three dimensions: where to compete, how to compete and how to execute.

» Strategies for Growth

Shareholders, competitors and employees all impose pressures on companies to grow. After years of emphasizing restructuring, reengineering and downsizing, many firms are now trying to emphasize growth. Shareholders have become more discriminating: It is not enough to achieve top-line growth; it has to be growth that enhances shareholder value. Aneel develops a framework for determining the direction of growth: market penetration, globalization, vertical integration, related diversification and unrelated diversification; and the mode of growth: organic growth, alliances, and mergers and acquisitions. He also discusses the organizational challenges in implementing the growth strategy.



Venkat Ramaswamy

*Michael R. and Mary Kay Hallman Fellow of Electronic Business
Professor of Marketing*

AREA OF EXPERTISE: Customer experiences, innovation, communities, networks, technology and strategy.

SNAPSHOT: Venkat's current research focuses on building infrastructure for consumer-company interactions, technology as enabling experiences, word-of-mouth in consumer communities, experience innovation and exploring new frontiers in co-creation of value. He has co-authored several articles in the *Harvard Business Review*, *Sloan Management Review*, *Strategy and Business*, *Information Week*, *Optimize* and other publications. Venkat is co-author (with C. K. Prahalad) of the book *The Future of Competition: Co-creating Unique Value with Customers* (Harvard Business School Press, 2004).

» Strategy: Building New Strategic Capital

The goal of strategy is to connect resources with opportunities. The competitive space has changed dramatically due to discontinuities such as technology/industry convergence, deregulation/privatization, globalization, the Internet, new information and communication technologies, and big emerging sources of both talent and markets. If companies can escape the traditional firm-centric dominant logic of business and product-centered thinking, they can see a whole new world of opportunities with the new "co-creation" frame of reference and the lenses of "customer experiences." They also can leverage an enhanced resource space that includes the competence of customer communities and competencies of other firms. We will discuss how firms can connect the new resource space with the new opportunity space to build new strategic capital.

VENKAT RAMASWAMY (CONTINUED)

» Value Creation: The New Paradigm of Co-Creation

Customers have greater product variety than ever before, yet they are less satisfied. Managers have more strategic options, yet they deliver less value. These paradoxes suggest value must be jointly created by the consumer and the company. During this presentation, we will discuss the new paradigm of co-creation of value: what it is, why now, its implications for companies and how to get there.



Andrew J. Hoffman

Associate Professor of Management & Organizations

Associate Professor Natural Resources; Co-Director of the Erb Institute MBA/MS Program

AREA OF EXPERTISE: Corporate Environmental Strategy, Sustainable Development, Climate Change Strategies, Organizational Change Management, Negotiations and Dispute Resolution.

SNAPSHOT: Andy has studied how corporations have dealt with the technical, managerial and organizational challenges of environmental and social issues for nearly fifteen years. In that time, he has developed an expertise in understanding how companies integrate concerns for the environment and social equity into their core business competencies, such that they can gain strategic advantage from such efforts. He is the author or editor of four books and over fifty articles, book chapters and case studies on the topic. He has consulted or lectured on these topics with companies like Exxon-Mobil, Novartis, the Southern Company, and WBCSD; and he has convened meetings on the issue of climate change among senior representatives of corporations, NGOs and government including: DTE Energy, BP, Stone Container Corp., Commonwealth Edison, Rocky Mountain Institute, WRI, Environmental Defense, Senator Carl Levin, Undersecretary of State Timothy Wirth and others. Prior to receiving his PhD at MIT, he worked for the Environmental Protection Agency, Metcalf & Eddy and the Amoco Oil Company.

» **NEW!** Moving from Environmental Management to Environmental Strategy

(For a complete topic description, see page 49 in the Sustainable Enterprise section).

» **NEW!** Climate Change Strategies

(For a complete topic description, see page 50 in the Sustainable Enterprise section).



Thomas P. Lyon

Dow Professor of Sustainable Science, Technology and Commerce

Professor of Business Economics; Professor of Natural Resources

AREA OF EXPERTISE: Business/government relations, corporate environmental strategy.

SNAPSHOT: A Fulbright scholar and visiting professor at the University of Chicago, Tom researches how government regulation affects business, and how business strategy shapes government policy. His diverse experience with energy and the environment includes positions with a public utility, an environmental organization, a think tank, and the federal government. His books include *Corporate Environmentalism and Public Policy*.

» **NEW!** Corporate Environmentalism and Public Policy

(For a complete topic description, see page 50 in the Sustainable Enterprise section).

» **NEW!** Voluntary and Mandatory Approaches to Climate Change

(For a complete topic description, see page 51 in the Sustainable Enterprise section).

» **NEW!** Reframing the Climate Change Debate

(For a complete topic description, see page 51 in the Sustainable Enterprise section).



Michael D. Johnson

*D. Maynard Phelps Professor of Business Administration
Professor of Marketing*

AREA OF EXPERTISE: Strategic marketing, development of customer information systems and managing customer relationships.

SNAPSHOT: Michael's goal is to help managers generate customer knowledge and translate that knowledge into effective strategies, products and processes. He has played an instrumental role in developing the well-known American Customer Satisfaction Index (ACSI) and has published numerous articles and five books, including *Improving Customer Satisfaction, Loyalty and Profit* (co-authored with Anders Gustafsson), which was cited as one of the best business books of 2000 by Executive Book Summaries.

» Improving Customer Satisfaction, Loyalty and Profit

Over the past two decades, many companies have moved sequentially from focusing on quality to focusing on customer satisfaction, then on loyalty and then on relationship management as the panacea of the day. In reality these activities and outcomes form a chain of causes and effects that build on one another and cannot be treated or managed successfully on their own. In this presentation, Michael provides a five-stage process for developing or improving an integrated customer measurement and management system to optimize investments in customer satisfaction and quality improvement.



Arthur Kwok On Yeung

Executive Director, Organization Effectiveness Laboratory | Adjunct Professor of Business Administration

AREA OF EXPERTISE: Human resource management, leadership and organizational effectiveness.

SNAPSHOT: Widely published in leading HR journals and co-author of three books, Arthur has received national research awards in addition to holding positions as the Chief HR Officer and Vice President of the Acer Group, one of the top ten personal computer companies worldwide.

» Achieving Profitable Growth Through the Customer-Centric Organization

As technology matures and product differentiation diminishes, companies must create new sources of customer values that are appreciated by targeted customers. By studying and benchmarking how some world-class companies consistently delight their customers and grow profitably, this presentation offers a systematic road map and tools to help companies target their customers, formulate unique value propositions and rebuild organizational capabilities in delivering the desired customer values.



Martin B. Zimmerman

Clinical Professor of Business Administration

AREA OF EXPERTISE: Economic trends, government-business relations, energy and environmental policies.

SNAPSHOT: Marty has spent his distinguished business career moving seamlessly between the corporate, government and academic arenas. As Group Vice-President for Corporate Affairs at Ford Motor Co. he was responsible for Corporate Economics, Governmental Affairs, Environmental and Safety Engineering, Corporate Citizenship and the Ford Motor Company Fund, in addition to other assignments. He has served as Senior Economist on the President's Council of Economic Advisors and on the Advisory Council of the National Aeronautic and Space Administration (NASA). Before joining Ford in 1987, Marty taught Economics at Michigan and became Chairman of Business Economics in 1985. After retiring from Ford he rejoined the Michigan faculty in 2005.

» **NEW!** Energy Policy: Trends, Impacts and Strategies for Business

Higher energy prices, concerns about climate change and new environmental regulations — how does this volatile blend of sometimes conflicting factors affect U.S. energy policy, and how does business respond? Marty draws upon his considerable government and industry experiences and contacts to provide a current assessment of U.S. and international energy policies and their impact on consumers and businesses. He offers strategies for companies to follow to anticipate and respond to changing energy trends and governmental policies. Marty presents insights and strategies that are applicable to almost any business — consumer or B2B, manufacturing or services—and can tailor the material to fit the needs of specific audiences upon request.

» **NEW!** Current Economic Conditions and Their Impact on Business

From globalization of markets and supply chains to the offshoring of labor and manufacturing, today's U.S. economy is inextricably linked to world economic and business trends. In this presentation, Marty offers an up-to-the-minute overview of current economic conditions and trends. He then explores how they are impacting business growth and profitability in both the short and long term. Continuously updated to reflect the latest news and developments, this speech's content is fresh, provocative and actionable — an ideal keynote address or large-group presentation.



Noel M. Tichy

Director, Global Leadership Program
Professor of Management and Organizations

AREA OF EXPERTISE: Noel is one of the world's foremost authorities on organizational transformation, human resource management and leadership development.

SNAPSHOT: Noel has over 25 years of research and real-world application of leadership development at such organizations as GE, Shell, Nomura Securities, Best Buy, Intuit and others. As director of the Global Leadership program at Michigan, Noel oversees a 36-company consortium of Japanese, European and North American companies partnered to develop senior executives and conduct action research on globalization. He also directs the Global Business Partnership which links global companies and research centers in these same geographic regions. He is the author of the best-selling *The Cycle of Leadership*, *The Leadership Engine* and *Control Your Own Destiny or Someone Else Will* and is the founding editor of *The Human Resource Management Journal*. Noel is the recipient of many awards and was recognized by *Business Week* in 2001 as one of the "Top Management Gurus" in the world of executive education, by *Business 2.0* in 2003 and by the book, *What's the Big Idea* in 2003.

Noel launched the Global Corporate Citizenship partnership with GE and Procter & Gamble to engage MBAs, faculty and executives in environmental and community services projects on a global basis. This partnership has included work with launching the New York City Principal's Academy.

» The Ethical Challenge

Following the Enron, Tyco, Imclone, Healthsouth, Ahold, et al., scandals, Noel Tichy and Andy McGill produced a book, *The Ethical Challenge*, based on the work with University of Michigan MBA students and executives to develop leaders with unyielding integrity. With chapters by former Secretary of State James Baker and CEOs such as Jeff Immelt from GE, and a series of exercises for all leaders to work on their own "moral compass," Noel uses these excerpts to set the stage for a very interactive and challenging session when speaking to widespread audiences. Noel draws on his experience with leaders from around the world and effectively demonstrates how to build ethics into the DNA of the institution.



Noel Tichy



Paula J. Caproni

Lecturer of Management and Organizations

Director, Executive MBA Professional Development Program

Director, Executive Skills Program

AREA OF EXPERTISE: Paula's expertise is in management skills, professional development, and work/life integration.

SNAPSHOT: Professor Caproni received her MBA from the University of Massachusetts and her Ph.D. in Organizational Behavior from Yale University. She teaches leadership, interpersonal skills, and team development courses for the Management and Organizations Department at the Ross School of Business. Her book, *Management Skills for Everyday Life: The Practical Coach*, is now in its second edition. Her article, *Work/Life Balance: You Can't Get There From Here*, was recognized by the *Journal of Applied Behavioral Science* as being one of the best papers published in that journal in the last decade. In addition to her teaching in the MBA program at the Ross School of Business, she has taught executive education in several countries, including Finland, China (Hong Kong), and Brazil. She had consulted with several organizations, including Avon, Exxon, Mead-Johnson, Management Sciences for Health, Phillips, and Phelps-Dodge.

» Developing Sustainable, Ethical Power and Influence

Rosabeth Moss Kanter, author of multiple leadership and change books, once said, "Power is America's last dirty word. It's easier to talk about money — and much easier to talk about sex — than it is to talk about power." Although we try to influence others throughout most of our lives, most of us don't take the time to learn the art and science of gaining and using power and influence. In this workshop, Paula Caproni talks openly about the characteristics, skills, and strategies of successful people who have developed a broad base of power and influence — and who have done so by being ethical and responsible to others and their organizations. She will focus on the foundations of ethical power and influence, the characteristics of highly influential people, and the strategies they use to achieve influence. She will also discuss how to engage in organizational politics (which are unavoidable in organizational life) in a way that is based on mutual support and that promotes organizational effectiveness as well as personal success.



Andrew J. Hoffman

Associate Professor of Management & Organizations

Associate Professor Natural Resources; Co-Director of the Erb Institute MBA/MS Program

(For complete biographical information, see page 17)

» **NEW!** Making Sense of Sustainable Development in a Globalized World

(For a complete topic description, see page 49 in the Sustainable Enterprise section).



William F. Joyce

*Professor of Strategy and Organization Science
Amos Tuck School of Business
Dartmouth College*

AREA OF EXPERTISE: Business policy and strategy, organizational behavior

SNAPSHOT: In addition to his position at Tuck, Bill has directed the doctoral program in Organization and Management at the Wharton School. His current focus is on organization effectiveness, change, and strategy implementation. Recent publications include *Designing Empowered Organizations*, 1999, and *What Really Works: The 4+2 Formula for Sustained Business Success*, 2003.

» What Really Works: The 4 + 2 Formula for Sustained Business Success

Business is full of mysteries, but none greater than this: What really works? Today's managers may spend years guessing at what really matters in business, and guessing wrong. They pursue fads and follies without getting to the heart of the fundamental practices that create business success. This presentation is based on a ten-year study that turned 50 academics and business consultants loose on dozens of companies, looking for the answer to what really works. The study found there are eight management practices — four primary and four secondary — that directly correlate with superior corporate performance, as measured by total return to shareholders. Winning companies achieve excellence in all four of the primary practices, plus two of the secondary practices — hence, the 4 + 2 formula.



Jack L. Simonetti

*Adjunct Professor of Executive Education
Professor Emeritus, and former Department Chair of Management
University of Toledo*

AREA OF EXPERTISE: International consultant for HR, employee relations, management development and strategic interviewing

SNAPSHOT: Jack's management experience includes being an Assistant Employee Relations Manager for the B.F. Goodrich Company and a Department Chairperson at the University of Toledo. In addition he has taught for more than 30 years and has more than 100 publications in leading management and business journals both in the U.S. and internationally. He has also recently co-authored two books, *Getting Results: The Five Absolutes for High Performance* and *Strategic Interviewing: How to Hire Good People*.

» Getting Results: The Five Absolutes for High Performance

Because the ultra-competitive global marketplace has caused unprecedented levels of change, it has created tremendous demand for managers who know how to lead their operations and people to better outcomes. The goal of this presentation is to get people to think about their current strengths and limitations and then build on both to increase their performance and achieve better results. Using the "Five Absolutes for Getting Results," Jack shows how you can create a high-performance management system capable of achieving and sustaining success. He also demonstrates how the manager must provide dynamic and trustworthy leadership in order to bring all the pieces together to create real change and the desired results.

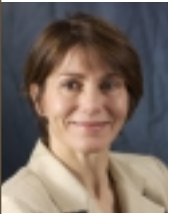
JACK L. SIMONETTI (CONTINUED)

» Managing in Today's Changing Environment

There is tremendous pressure from an ultra-competitive marketplace to improve operating performance and the bottom line. Succinctly put: (a) A truly global economy creates tremendous competitive pressure; (b) Competitive pressure requires getting better results; (c) Getting better results requires continuous improvement; (d) Continuous improvement requires ongoing changes in processes and people; (e) Ongoing change requires more effective and dynamic managers and management. If a manager is going to avoid eventual obsolescence, he or she must possess an understanding of key management concepts and strategies, keep abreast of changes in the environment and be alert to the emerging trends of tomorrow. This presentation will assist the manager in understanding and adapting to these changes and how they impact management.

» The Challenge of Working with People in Today's Changing Environment

Managing and working with others involves understanding human behavior. People who manage others must continually change and improve what they do and how they do it. Getting results takes the combined efforts of many, and it is the manager's job to coordinate those efforts. Yet, trying to get others to do what you want, when you want it and in the way you want it done is a major challenge for today's manager. Many organizations overlook one of the most basic components of employee retention: the behavior of their managers. Good managerial behavior, in terms of working with people, is a minimum requirement today for employee retention. This presentation will assist the participant in focusing on this key challenge and how to meet it.



Kathleen Sutcliffe

Professor of Management and Organizations

AREA OF EXPERTISE: Understanding the fundamental mechanisms of organizational adaptation, reliability and resilience.

SNAPSHOT: One stream of Kathleen's research focuses on how top executive team composition, cognition and learning influence a firm's adaptability and performance. A second stream of work focuses on processes associated with team and organizational resilience, high-reliability organizing and investigation of the social and organizational underpinnings of medical mishaps, with the explicit goal of understanding how an organization's design contributes to its member's ability to successfully manage unexpected events.

» Managing the Unexpected

To ensure high performance in an increasingly complex world requires good management of unexpected threats that can escalate out of control, which requires both the ability to anticipate unexpected events and the ability to contain them. Traditional managerial practices are designed to manage unexpected threats, but they often make things worse. In this presentation we take a backstage look at a group of "exotic" organizations, called high-reliability organizations (HROs), that warrant closer attention from managers and organizational leaders because they operate under trying conditions yet experience fewer than their fair share of problems. These organizations have developed ways of acting and styles of leading that enable them to manage the unexpected. The ways in which they do this are a template for all organizations that want to be more reliable.

» Organizing for Resilience

As competition continues to escalate, the demands made on organizations increase, and the potential for calamity rises. Organizations, the individuals and groups that comprise them and the institutions that support them must become more resilient. Resilience is a multifaceted construct that entails both an ability to bounce back and an ability to absorb strain. Kathleen addresses the issues related to how individuals, groups and organizations meet the ongoing challenge of resilience.



J. Frank Yates

Professor of Marketing
Professor of Psychology

AREA OF EXPERTISE: Helping leaders improve the effectiveness of decision making in their companies.

SNAPSHOT: Author or editor of several books concerning decision making, most recently *Decision Management: How to Assure Better Decisions in Your Company*. He is a prize-winning teacher and has been a visiting professor at some of the world's leading universities, including Peking University, the University of Tokyo and Leiden University in the Netherlands.

» Is There Untapped Value Hidden in Your Company's Decision Making?

Decision making is so natural, so firmly ingrained in a company's culture, that it is largely invisible to those in the company itself, including its leaders. Nevertheless, particulars of how the company decides almost invariably contribute significantly to its triumphs, blunders and missed opportunities. In this presentation, Frank illustrates these facts and sketches steps leaders can take to uncover their company's decision-making strengths and weaknesses and to make decision practices a consistent source of value creation for the company.



Aneel Karnani



Gunter Dufey

*Professor Emeritus of Corporate Strategy and International Business
Professor Emeritus of Finance*

(For complete biographical information, see page 13)

» International Investment in Securities: Portfolio Investment

The focus of this presentation is on special challenges in cross-border investment, e.g., benefits of diversification, using correlations, issue of unstable correlation, consideration of country risk, what to do about currency risk, available instruments, financial services providers and costs. Special issues pertaining to fixed income investment in emerging markets also can be addressed.



Aneel Karnani

Associate Professor of Corporate Strategy and International Business

(For complete biographical information, see page 16)

» Global Competition

It has become a cliché to say that business has become global and the world has become a small village. What does this really mean for the nature of competition and the drivers of competitive success? How should strategy and execution change given this environment? Aneel first discusses the current trends driving global competition. A global strategy is more than having a physical presence in many parts of the world. Aneel identifies two advantages of a global strategy: economies of scale and arbitrage. This must be balanced against the advantages of localization. Aneel also discusses the tremendous opportunities and dangers of competing in rapidly emerging economies, such as China, India and Brazil.



Robert (Bob) Kennedy

*Executive Director, The William Davidson Institute
Professor of Business Administration*

AREA OF EXPERTISE: International business, business strategy in emerging markets, offshoring, market assessment and entry strategies, public policy.

SNAPSHOT: Bob is a well-known authority on business issues in emerging markets. He is widely published in economics and strategy journals and has authored more than 60 best-selling case studies on emerging market topics. Bob offers a unique blend of academic and practitioner experience. He has spent over 15 years as a consultant and venture capitalist in developing countries and eight years at the Harvard Business School. He came to Michigan in 2003 to join the Corporate Strategy and International Business Group and is leading the William Davidson Institute.

The past decade has seen a profound transformation of the global business environment; economic liberalization has spread to countries around the world. The number of people living in “open economies” has increased from around 1.2 billion to more than five billion since 1989. These countries represent important markets, sources of supply and potential homes for emerging competitors in a variety of industries. Kennedy offers a variety of events that evolve around this theme. These include:

ROBERT KENNEDY (CONTINUED)

» Globalization Comes to the Service Sector: The Business and Policy Challenges of Offshoring

Globalization traditionally has been concentrated in the natural resources and manufacturing sectors. In the past few years, trade in service activities — such as call centers, accounting services and product design — has grown rapidly. This phenomenon, referred to as offshoring, raises a number of important issues for managers: Why is this happening now and how far will the trend go? Which sectors will be affected? How will offshoring affect rivalry in affected sectors? What skills will managers require to respond effectively to this development? We focus on the factors driving offshoring, how it will likely affect different industries and the frameworks needed to manage in the next decade. Bob can deliver this material as either an interactive speech or a case-based workshop.

» Operating in Emerging Markets: Selling to and Sourcing from the 70% of Humanity Who Live on Less Than \$7 a Day

Developing countries provide vast potential markets and low-cost sources of supply. Yet, few multinational firms have tapped this potential. We outline a framework for operating in developing countries. Drawing on Kennedy's experiences and extensive case research, the session covers country and industry analysis, market and customer analysis, operating challenges and risk mitigation strategies, and opportunities and risks in offshoring.

» Understanding the New Global Economy

In this presentation, Bob profiles the state of the global economy and highlights the trends and challenges in various geographies. Topics include: recent trends in GDP, trade, capital flows and the globalization of service activities; the rise of China and India; addressing imbalances in the United States; prospects in Western, Central and Eastern Europe; and challenges from the periphery.

Kenneth Lieberthal

*Distinguished Fellow, The William Davidson Institute
The William Davidson Professor of Business Administration
Professor of Political Science*

AREA OF EXPERTISE: Ken's work focuses on the evolution of China's political economy, multinational corporate investment in China and India, economic policy decision-making in China, U.S. foreign policy and Asian security issues.

SNAPSHOT: In addition to his research and teaching responsibilities, Ken has served as a Special Assistant to the President for National Security Affairs and Senior Director for Asia on the National Security Council (NSC) under President Clinton, and was a visiting fellow at the Brookings Institution in Foreign Policy Studies in late 2000. He is a prolific writer and editor of books and articles which focus primarily on China, including *Governing China: From Revolution through Reform* (W.W. Norton). He recently co-authored the October 2003 *Harvard Business Review* article, "China Tomorrow: The Great Transition."

» Prospects and Perils of Doing Business in China

For companies seeking to anchor their brands, cultivate markets and expand geographically in China, the perils of doing business there have proliferated. Many localities, unprepared to implement World Trade Organization obligations, want to protect themselves from foreign competition. Constantly shifting regulations and reporting relationships — along with competing demands among China's shaky banking system, public services and cash-strapped local governments — hamper business planning. How can companies confronting this environment develop effective strategies to participate in the world's fastest-growing major economy? A world authority on Chinese politics, macroeconomics, security affairs and U.S.-China relations, Ken Lieberthal will show you how.





Linda Y.C. Lim

*Professor of Corporate Strategy and International Business
and Director, Center for Southeast Asian Studies, University of Michigan International Institute*

AREA OF EXPERTISE: World economy and Asian business

SNAPSHOT: Linda's publications are on globalization, corruption and business-government relations in Southeast Asia. Current research includes intra-Asian economic integration, including second-tier outsourcing. She is editor of *Journal of Asian Business*, a consultant to international organizations and a frequent speaker at business conferences.

» Asia in the Global Economy: Reshaping World Business

Asian economies will eclipse those of Western Europe in size by 2010, and North America by 2030. What are the fundamental economic underpinnings of their rapid growth, short- and long-run country prospects and risk factors? How is the emergence of an increasingly integrated Asian regional economy (e.g., China-ASEAN and India-ASEAN Free Trade Areas) affecting global markets, global manufacturing and services supply chains, and the global macro-economy? How can multinational corporations position themselves to respond to Asian competition and take advantage of new business opportunities in the region? What are some of the major political and cultural pitfalls they face?



Noel Tichy

*Director, Global Leadership Program
Professor of Management and Organizations*

(For complete biographical information, see page 20)

» Global Corporate Citizenship

Since 1990, Noel has incorporated corporate citizenship into the Michigan MBA experience and into leadership development at a number of major corporations. He has launched a partnership with GE and P&G to work with the Michigan Business School on a variety of citizenship activities, including those in India. "Global Corporate Citizenship" was framed in the book of the same name which Noel edited (with A. McGill and L. St. Clair). Essentially, Noel challenges 21st century business leaders to have a teachable point of view on: (1) environmental issues with regard to land, water, air and biodiversity, and (2) human capital issues such as housing, healthcare, education and jobs and to be clear what role business should play in dealing with these issues and what each individual leader will do. With case illustrations of work with specific projects and more than 100,000 executives and MBA students, Noel provides the "how to" of building and maintaining global citizenship into your organization's DNA.



Shirli Kopelman

Clinical Assistant Professor of Management and Organizations

AREA OF EXPERTISE: Decision-making in cross-cultural negotiation settings, strategic emotions in negotiations, and factors influencing cooperation in social dilemmas.

SNAPSHOT: Having received her PhD in Management and Organizations from the Kellogg School of Management at Northwestern University, Shirli has developed expertise in strategic negotiations and conflict resolution. She relies on an experiential teaching method based on personal feedback on participants performance in a series of class simulations. Her research focuses on four domains of negotiations: social dilemmas, cross-cultural negotiations, strategic emotions and international conflict resolution.

» **NEW!** The Cultural Attribution Error: Negotiating Deals across International Boundaries

Negotiation in the global business setting requires a flexible mindset and a non-judgmental attitude. In fact, cross-cultural negotiations characterize not only international deal making and dispute resolution settings such as a merger and acquisition of a Japanese and American firm, but also crossing of professional, ethnic, gender, or any other group dynamics that populate the same country. Scientific research suggests that culture affects negotiators' strategies for using influence and information; the issues to be negotiated; negotiators' interests and priorities, the form of information exchange, as well as the social, economic, legal, and cultural institutional environment in which negotiations are conducted. A skilled negotiator will feel comfortable adapting his or her strategy for handling the negotiation process to best fit the cultural nuances of the situation, because skilled negotiators can navigate multiple routes that lead to Pareto optimal agreements.



Wayne Brockbank



Richard W. Beatty

Faculty Member

Michigan HR Executive Program and Advanced HR Executive Program

AREA OF EXPERTISE: Strategy execution, performance management of workforce metrics and HR strategy in organizations

SNAPSHOT: Dick's most recent book is titled *The Workforce Scorecard: Managing and Measuring Human Capital to Drive Strategy Execution*. He has published several other books and more than 100 articles and is an associate editor of *Human Resource Management*.

» Strategy Execution and Workforce Accountability as a Capability of the Firm

Strategy execution requires strategic clarity, success metrics and consequences. This presentation explores how a workforce strategy can be designed and the roles, responsibilities and metrics for the CEO, executive team members, line managers and the HR function to ensure strategy execution. It assumes that every leader has workforce responsibilities and that firms must build a culture of workforce accountability to ensure the firm executes its strategy. Case examples of how to align the firm's workforce philosophy with business strategy are provided.

» The New Workforce Metrics: Beyond HR as Strategic Partner

Many firms measure their Human Resource function and assess its impact on the organization. Since the HR function averages less than 1% of a firm's expenditures, while the workforce averages about 70%, the measurement of HR should focus on where HR can have its greatest impact: the firm's workforce as HR's major deliverable. Such an approach enables HR to score on the business scorecard — delivering the workforce necessary to execute its strategic agenda. Moving HR from strategic partner to a player requires that HR focus on what to measure, not "How to measure HR?" How to measure the workforce and HR's contributions to the success of a workforce and the firm's strategy is the major message of this presentation.



Wayne Brockbank

Clinical Professor of Business

AREA OF EXPERTISE: Linking HR strategies and practices with business performance, developing value-adding HR professionals, defining and creating competitive corporate cultures, leveraging organizational capabilities for competitive advantage.

SNAPSHOT: Wayne is the faculty director of Michigan's three premier HR executive education programs in the United States, India and Asia. In addition to his appointment at Michigan, he teaches at major universities in Argentina, Netherlands, Australia and India. Wayne has been widely published in the *Human Resource Management Journal*, *Human Resource Planning* and *Harvard Business Review* and has contributed numerous book chapters. Recently, he co-authored (with David Ulrich) *Competencies for the New HR*, a guidebook that includes results from the fourth round of the study and involves more than 26,000 participants.

» High Value-Added Competencies for High Value-Adding HR Professionals

For years, HR has aspired to add greater value to their firms as strategic contributors. Building on the most recent iteration of Michigan's Human Resource Competency Study, this presentation shows how this aspiration has become a reality in high-performing firms. Wayne illustrates how HR professionals in these firms are involved in a statistically verifiable set of high-impact activities that have substantial influence on business performance. He identifies these activities, examines them in detail and provides best-in-class examples and a road map of how to get there.



Rick Camp

*Professor of Management
Eastern Michigan University*

AREA OF EXPERTISE: Industrial/organizational psychology and management with an emphasis on strategic interviewing.

SNAPSHOT: Rick's focus is on utilizing a proven process for attracting and retaining high-quality employees through the interview process. He is co-author of *Strategic Interviewing: How to Hire Good People* and has taught the highly successful *Interviewing: A Strategic Approach* executive education program at Michigan. Prior to taking his academic position, Rick held several corporate positions in a human resource capacity.

» Win the Talent War Through Better Interviewing

This presentation highlights the challenges organizations face in assessing talent and describes the steps that must be taken to interview more effectively and win the talent war. Participants will assess how prepared their organization is to effectively appraise talent and learn how to avoid losing talented candidates. Participants also will develop an understanding of the range of areas that are positively impacted by better talent assessment and how effective talent assessment impacts the bottom line.

» Why Smart Business People Fail at Interviewing

Participants will see why some very smart businesspeople are very poor at conducting interviews. Rick will demonstrate what is needed for effective interviewing and enlighten how audience members can assess their own interviewing skills. The problems with commonly used interview questions will be addressed, and the types of questions that make a difference in measuring competency will be shared.

» Avoiding Typical Mistakes in Executive Assessment

This presentation focuses on the top 10 mistakes in the executive assessment process, how they can be avoided and the often-serious impacts these mistakes can have on an organization. Rick will demonstrate how playing psychologist not only will lead to the wrong assessment, but also may get you sued. He will demonstrate how candidate experience is often overvalued in assessment and the upfront activities that expedite the process and enhance accuracy.



Arthur Kwok On Yeung

*Executive Director, Organization Effectiveness Laboratory
Adjunct Professor of Business Administration*

(For complete biographical information, see page 18)

» Building Organizational Capability for Strategic Implementation

As business competition intensifies and technology leapfrogs, many companies are formulating new growth or transformation strategies to increase shareholder value. Though formulating the new strategic direction is critical, many companies are facing the tremendous challenges of re-building the organization to execute the new strategies. This presentation offers senior executives a systematic framework to ensure that companies realign their people, culture, structure and processes to support new strategic direction. Case examples from leading companies such as GE, Samsung Electronics and Acer are used.

» Helping the CEO Drive Transformational Changes: The Value-Added Roles of HR

As a business partner, one of the most value-added roles of HR is to work closely with the CEO to make deep cultural changes. As one of the five transition team members to lead one of the two largest transformations in Acer history, Arthur will share his personal experience, challenges and strategies in working with the CEO and leadership team to transform Acer into a customer-centric and performance-driven company.



Paula J. Caproni

*Lecturer of Management and Organizations
Director, Executive MBA Professional Development Program
Director, Executive Skills Program*

(For complete biographical information, see page 21)

» **NEW!** What Predicts Success

Many intelligent, highly skilled people tend to plateau early in their careers, while other people tend to exceed expectations. Researchers agree that IQ is at best a moderate predictor of success, especially if we define success as effectiveness on the job and career success (e.g., salary, promotions, job satisfaction, and job flexibility), and it's certainly not a strong predictor of well-being. Indeed, there's ample research that shows that people too often become overdependent on their intelligence and don't develop the skills needed that are more likely to predict their success. In this presentation, Paula Caproni discusses the characteristics that researchers have found to predict success and provides participants with skills that can help them achieve the success they desire for themselves, others, and their organizations.

» **NEW!** Developing Sustainable, Ethical Power and Influence

(For a complete topic description, see the Ethics section on page 21)



Dave Ulrich

Professor of Business Administration

AREA OF EXPERTISE: Strategy execution, performance management of workforce metrics and HR strategy in organizations

SNAPSHOT: Dave studies how leaders build organization capabilities of speed, learning, collaboration, talent, and leadership through HR. He has helped shape the HR agenda worldwide and is recognized as a thought leader in HR, leadership, culture, change, and organization design.

» **NEW!** HR as a Competitive Advantage

This session will identify the ways in which companies build competitive advantage through how they manage people. It will show that HR adds value to employees, line managers, customers, and investors and will offer specific tools to create this value. We will review 14 criteria by which to evaluate and improve HR and participants will leave with an action plan for making their HR functions more valuable.

» **NEW!** Organization as a Competitive Advantage

This session works on two simple premises. First competitiveness is not strategy, but strategy * organization. It is critical to have both a strategy for where we are going and an organization for how we get there. Second, organization is not structure, but capability. Thinking about an organization as a set of capabilities, forces managers to concentrate on how to define the identity of their organization through the eyes of customers and investors. We will do a capability audit then look at specific tools for capabilities of: speed, talent, learning, collaboration, accountability, culture, customer service, and efficiency.



Jeff DeGraff

*Clinical Associate Professor of Management Education
Managing Director, Creativity at Work*

AREA OF EXPERTISE: Managing creativity, change, innovation strategy and practices, and organizational competencies.

SNAPSHOT: Jeff is co-author of the book *Creativity at Work: Developing the Right Practices to Make Innovation Happen*, and is an internationally acclaimed consultant to hundreds of the world's most prominent firms. He has developed a broad array of widely used change and innovation methodologies and tools, runs a leading innovation center, Innovatrium, and serves as an advisor to think tanks and governments. In collaboration with Bob Quinn, Kim Cameron and Anjan Thakor, Jeff created the Competing Values Framework, an integrated method for stimulating, predicting, managing and harvesting winning investments.

» **Leading Innovation: Making Your Organization Better and New**

Innovation turns everything you have been taught about effective leadership upside down. Productivity is no longer enough, growth is now required. The boom-boom years are over, the ink has dried on the mergers and the disruptive technologies have disrupted all of us. Okay, you've heard WHAT you need to do from everyone, but HOW to do it is the real challenge. This presentation is filled with practical ideas that you can use immediately to lead innovation teams and projects more creatively each day. You will learn to recognize the different types of innovation, people and organizational practices required to achieve results. Using a wide variety of examples, Jeff demonstrates how successful leaders choose winning ideas, manage winning projects and harvest winning innovations. Come away energized and inspired!

» **Creativity at Work: Developing the Right Practices to Make Innovation Happen**

A breakthrough idea isn't valuable if you can't implement it. In this highly interactive workshop you will discover how to make innovation happen where you work. First, learn how to quickly assess what creativity competencies and culture you will need to create the type of value you desire. Next, learn to jumpstart a team and a creative project. Finally, learn to overcome organizational resistance to your project. Bring a challenge or an opportunity; bring a friend. Come ready to lower your guard and have some fun!



Venkat Ramaswamy

*Michael R. and Mary Kay Hallman Fellow of Electronic Business
Professor of Marketing*

» *(For complete biographical information, see page 16)*

Innovation: The Next Frontier of Experience Innovation

Innovation always has been about new technologies, features and processes, whether in creating new product/service offerings or new business concepts. The next frontier of innovation, however, is about building experience environments and the supporting infrastructure for individual customers to co-construct their own unique value through personalized interactions. We will discuss how companies can create new sources of value with customers and generate profitable, organic growth.



Bill Cooke

Director, Fraser Center for Workplace Issues
Professor of Labor Relations
Wayne State University

AREA OF EXPERTISE: Labor-management strategies, international employee relations, negotiations.

SNAPSHOT: Listed in *Who's Who in Economics*, Bill has published extensively about strategic labor-management issues and is author of *Multinational Companies & Global Human Resource Strategies*. He has spoken widely throughout some 15 countries and has over 25 years of consulting experience.

» Forging Labor-Management Strategies for Competitive Advantage

Labor-management relations critically influence the full range of an organization's human resource dynamics and profoundly affect the successful formulation and implementation of domestic and global operations and business strategies. Tailoring his presentation to address critical issues faced by participants, Bill frames how executives can formulate, negotiate and implement labor-management and workplace strategies that align effectively with organizations' business and operational strategies to optimize competitive advantage.



Jeff DeGraff



Kim Cameron

Professor of Management and Organization

AREA OF EXPERTISE: Kim is actively engaged in developing a new field in organizational studies entitled Positive Organizational Scholarship — the examination of extraordinarily positive dynamics in organizations and the factors that unleash the highest in human potential.

SNAPSHOT: Kim's past research was on organizational effectiveness, downsizing, corporate quality culture and the development of leadership excellence. He has been published in more than 80 articles and seven books, including *Coffin Nails and Corporate Strategies*, *Diagnosing and Changing Organizational Culture*, *Organizational Decline*, *Organizational Effectiveness*, *Paradox and Transformation* and, recently, *Positive Organizational Scholarship*.

» Transformational Leadership and Change

Transformation has become a bit of a fad, with multiple approaches and prescriptions being common. This presentation identifies a tried and true method for dramatic, transformational change in organizations. Practical tools, techniques and evidence are provided, along with in-depth analyses of some highly successful organizational transformations in organizations. Participants leave with a method for leading transformational change in their own organizations.

» Enabling Virtuousness in Organizations

Organizational virtuousness has been found to predict the extent to which organizations recover from downsizing, achieve profitability and productivity, and maintain customer and employee loyalty. But the term virtuousness is usually associated with philosophy, religion or dogmatism, rather than business success. This presentation defines virtuousness, how it can be enabled, what its effects are and why a manager or leader should pay attention to it. Practical hints for fostering and enabling organizational virtuousness are provided.

» Creating Spectacular Performance at Work: The Role of Positivity

In this presentation, Kim will identify and discuss the proven principles that create levels of performance that exceed most established standards. Research results and examples of spectacular organizational performance are highlighted. Evidence is presented for how and why a positive approach to improvement works, leaving participants with practical tools and guidelines for implementing spectacular performance in their own organizations.

» Diagnosing and Changing Organizational Culture

Culture is frequently the single most important factor that inhibits successful change in organizations — whether mergers and acquisitions, efficiency improvements or transformations. Culture, however, is an amorphous concept that is difficult to identify and define. This presentation provides a clear and measurable way to identify organizational culture and a proven method for how to initiate culture change. Practical tools and methods are supplemented with evidence from research and successful organizational culture changes.



Robert E. Quinn

Margaret Elliot Tracey Collegiate Professor of Management and Organizations

AREA OF EXPERTISE: Leadership, vision and change

SNAPSHOT: Bob has over 25 years of experience working with executives on personal and organizational change. His research produced the Competing Values Framework which has been recognized as one of the 40 most important models in the history of business and has been used by organizations throughout the world. He is the author of 14 change-related books and recently completed a trilogy on change. This includes the best-selling volume, *Deep Change: Discovering the Leader Within* and his most recent manuscript, *Building the Bridge As You Walk on It: A Guide to Change*. He is one of the co-founders of the Center for Positive Organizational Scholarship.

» The Essence of Change: How to Make a Difference in Your Organization

Organizations are designed to preserve order, but the world keeps changing. These two simple facts give rise to the deep-change or slow-death dilemma. Both individuals and organizations continually receive signals calling for change. The signals are met by denial and the loss of alignment with external reality. At this point both individuals and organizations begin to move toward slow death. In this presentation, Bob draws material from his best-selling book, *Deep Change*, to help people understand how to embrace reality and make the individual and collective decisions necessary to flourish in today's world.

» Building the Bridge As You Walk on It: The Fundamental State of Leadership

Most of us spend most of our time in the normal state, where we are comfort centered, externally directed, self-focused and internally closed. It is possible to enter an alternative state. In this talk, Bob draws from his latest book, *Building the Bridge As You Walk on It*, to explain a radical approach to leadership. From many cases in his book, he illustrates how anyone, at any level, can become more purpose centered, internally directed, other-focused and externally open. In doing so, we enter the fundamental state of leadership and we begin to alter the organization in which we work. Essentially, Bob provides the principles and illustrations necessary to make a difference in the world.

» Sustainable Change: How to Diagnose and Change Your Organizational Culture

Today many people complain of change overload. Organizations announce initiative after initiative. Yet research suggests that more than 50 percent of all change efforts fail. The real challenge is to design change programs that are sustainable. In this talk Bob draws material from his book, *Diagnosing and Changing Organizational Culture*, to show how to design changes that will last. This presentation will provide you with hands-on tools for improving the performance of any organization.

» Building a Company of Leaders: The Road to Initiative and Innovation

When the pressure mounts, many people become micromangers, which results in resentment and passive aggressive reactions. The organizational climate becomes toxic and everyone suffers. Leaders often then complain about the need for employees to take initiative. Sometimes speeches are given, telling people they are empowered to act. Yet nothing happens. In this presentation Bob reviews the latest research on empowerment. Drawing material from his book, *A Company of Leaders*, he provides a framework that will energize any workforce.

» Positive Organizing: Radical Principles from a New Field of Research

Imagine working in an organization where very bright people compete with each other. Imagine functions that do not cooperate. Imagine a climate of excuse making and blame. Imagine an organization where trust is low and real issues are seldom discussed openly. Now imagine the opposite. Imagine an organization where trust is high, where people give of themselves unselfishly and feel good about it. Imagine a place of high collaboration and of creative outcomes. Imagine a place where people love to go to work. This latter image is the essence of the positive organization and is the subject of a new field of research. In the first book on the subject, *Positive Organizational Scholarship*, Bob and his associates reveal the lessons from the research on positive organizing. This presentation draws from the material in the book to indicate how you can build such an organization.



Gretchen M. Spreitzer

Professor of Management and Organizations

AREA OF EXPERTISE: Employee empowerment and leadership development, particularly within a context of organizational change and decline.

SNAPSHOT: Gretchen's recent work looks at positive deviance and how organizations enable employees to flourish. This work fits within a larger effort at Michigan dedicated to understanding how work organizations contribute to the development of human strengths and virtues. Recently co-authored books include *The Future of Leadership: Speaking to the Next Generation* (2001) with Warren Bennis and Thomas Cummings, and *A Company of Leaders: Five Disciplines for Unleashing the Power in Your Workforce* (2001) with Robert Quinn.

» Building a Company of Leaders

The presentation introduces five disciplines for unleashing the power of your workforce. It draws on more than a decade of research on workplace empowerment to identify the core elements of authentic, sustainable empowerment. In it, Gretchen uses many real organizational examples and exercises to bring the ideas to life for the audience.

» Enabling Human Thriving at Work

Thriving is about growth in a positive capacity. When people are growing, they feel alive and are learning how to develop their full potential. In this presentation, Gretchen shares a process model of how to build a thriving workforce. The model articulates thriving as a process of co-creation between individuals and their workplace context. A key issue that is addressed is how people can develop their own context for thriving at work.



Gretchen M. Spreitzer



Marshall Goldsmith

Founding Partner, Marshall Goldsmith Partners

Faculty Member, Michigan HR Executive Program and Advanced HR Executive Program

AREA OF EXPERTISE: Marshall is a world authority in helping successful leaders achieve positive, measurable change in behavior: for themselves, their people and their teams.

SNAPSHOT: The American Management Association has recently named Marshall as one of 50 great thinkers and business leaders who have influenced the field of management over the last 80 years. His work has been featured in a *New Yorker* profile, a *Harvard Business Review* interview and a *Business Strategy Review* cover story (from the London Business School). Each of these publications described his distinctly creative approach to leadership development, a process that has helped thousands of leaders achieve positive change. He was featured in: *The Wall Street Journal* as one of the top 10 executive educators, *Forbes* as one of five most-respected executive coaches, the *Economist* as one of the most credible consultants in the new era of business, *The Business Times* (of Asia) as one of 16 major thought leaders in his field and *Fast Company* as America's preeminent executive coach.

» Helping Successful Leaders Get Even Better

In this fast-paced, interactive session, Marshall will discuss why it can be difficult for successful people to change. He will then describe a proven process for change that has been tested with leaders around the world. As part of the keynote, participants will get to experience "feed forward," an approach to development that is positive, simple, focused and fun. He also will share the results of a recently completed study on "Increasing Leadership Effectiveness" that involved more than 86,000 respondents in eight major corporations.

» Coaching for Leadership

Forbes magazine has described Marshall Goldsmith as one of five most-respected coaches, and *Fast Company* has called him America's pre-eminent coach. In this interactive session, Marshall will share his proven process for helping people change. Along with learning the coaching process, participants also will get to participate in two experiential activities that they can immediately take back and use on the job. Marshall's coaching process is highly "transferable." In fact, GE Capital has recently published an article showing how internal coaching can be just as effective as external coaching when using Marshall's process.

» Global Leadership: The Next Generation

Marshall is the author of *Global Leadership: The Next Generation* and *The Leader of the Future* (a *Business Week* bestseller). In this interactive keynote presentation, Marshall will share results of his research that involved more than 200 specially selected future leaders from 120 companies around the world. He will discuss the challenges of globalization and talk about why this trend can simultaneously be a "dream come true" and a "nightmare."



Neil Sendelbach

*Adjunct Professor of Executive Education
Director, Pressing Problems of Business Initiative*

AREA OF EXPERTISE: Management development with emphasis on organizational and change initiatives.

SNAPSHOT: Neil has over 25 years of experience in global education, training and development activities, including strategic planning, supporting major organizational change efforts, managing associations and strategic partnerships, succession planning and executive coaching. At Michigan, he is responsible for the development of the Pressing Problems Survey and associated activities. In addition to his academic activities, he has held management and organization development positions within several large corporations, including Ford Motor and General Instrument.

» Moving from Knowing to Doing

In an effort to build leadership capability, organizations spend a great deal of money training and developing their managers because it is generally believed that learning about the latest leadership processes and acquiring the tools to do so will build this capability. However, the real challenge is the gap between knowing and doing. Once the manager leaves the development program with the right ideas, the real challenge becomes change behavior — and a move from knowing to doing. In this presentation, Neil draws on his experience in change initiatives and shares his framework for facilitating this process.

» Pressing Problems: The Struggle for Alertness

Leaders are challenged by a complex and diverse environment. The struggle for alertness is often to sort through the problems, determine their priority and understand the relationship between problems. Drawing on recent survey data from thousands of executives, this presentation looks at problems reported by leaders in organizations and answers questions about their differences by organization level, functional perspective and world location. Using a leadership framework, Neil illustrates the relationship between top problems, discusses their prevalence and how new solutions may be required for these challenges, regardless of their perspective of origin or global location.



Noel Tichy

*Director, Global Leadership Program
Professor of Management and Organization*

(For complete biographical information, see page 20)

» The Cycle of Leadership: Developing Leaders at All Levels

In this presentation, Noel shares his formula for organizational success: building leaders at all levels. In a very interactive, case-illustrative session, Noel demonstrates how to develop leaders, how leaders need a teachable point of view to be teachers and how they can create virtuous teaching cycles in which leader/teachers turn the organization into an interactive learning and teaching environment.



John A. Walker

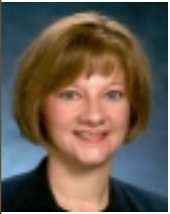
Adjunct Professor of Executive Education

AREA OF EXPERTISE: Leadership, coaching and counseling, developing shared passion and purpose within organizations and building great companies that possess social conscience.

SNAPSHOT: A sought-after executive coach, consultant and executive education instructor with 27 years of experience, Jack has worked with many Fortune 500 companies conducting seminars for organizations throughout the world. Jack is also a certified psychologist.

» Leadership Mindset: Developing Great Organizations

Leadership is a choice, not ordained by senior management nor embodied in a power of position. It is driven by a passion to make a positive difference and not by ego. It is earned, not given, through a tenacious sense of courage, determination and fortitude to overcome obstacles, adversity and one's own self-doubts. It focuses on creating an open, diverse and inclusive culture and promotes a shared sense of passion to fuel the economic engine. During this presentation, Jack will demonstrate how leadership can drive organizations to greatness and how embracing a fundamental belief in the power of one, you can change the world.



Theresa M. Welbourne

*Adjunct Professor, Executive Education
Editor, Human Resource Management Journal
President and CEO, eePulse Inc.*

AREA OF EXPERTISE: Human resource leadership in high-growth and high-change organizations.

SNAPSHOT: Theresa's research focuses on the factors that drive long-term firm performance. She has been widely published in both scholarly and practitioner outlets in addition to being translated into new technologies being used by leaders around the world. Theresa has over 25 years of experience in management, in both executive and academic roles.

» Data and Dialogue-Driven Leadership: Meeting Today's Leadership Challenges

Insights about any organization's key problems and opportunities often lie dormant in the minds of the company's key stakeholders. When that information is unleashed, analyzed and presented in a timely way, leaders have new insights into the issues they face today. With real-time stakeholder data, managers engage in dialogue that moves them past even the most difficult challenges. Theresa presents research based on data collected from a slice of each organization's key stakeholders (e.g., customers, employees, partners, managers, etc.) to foster dialogue that leads to action for both short- and long-term improvements.



Robert Pasick

Faculty Affiliate, William Davidson Institute

AREA OF EXPERTISE: Rob is a world authority in the area of leadership development and organizational change. He is a pioneer in bringing the art and science of psychology to the world of work.

SNAPSHOT: Robert Pasick Ph.D, is a Psychologist and Executive Coach. He has 30 years experience providing consultation, coaching, and counseling to a wide variety of individuals, including business and government leaders. His five books have resulted in appearances on Oprah, The Today Show, NPR, and CNN. He is the co-author of a case study on *Reuters'* response to the tragic events of September 11th. Dr. Pasick is also the Founder and President of LeadersConnect.

» **NEW!** When Coaching Gets Tough

In this presentation participants will learn how to provide effective coaching in difficult and challenging circumstances in the work place. Through lecture and case studies Dr. Pasick will teach the participants how to provide successful coaching in common, but extremely stressful situations. The circumstances will include the following:

- Coaching when the employee is performing poorly
- Coaching when there has been a breach of trust in the work place
- Coaching after a traumatic event in the work place
- Giving negative feedback: Is there a good way to deliver bad news?
- Providing coaching to a dysfunctional team

» **NEW!** Psychology: The Secret Competitive Advantage

After one hundred years of psychology, businesses are finally discovering that understanding and applying psychology in the workplace can be the key differentiator in the success of a individual or large organization. Through such books as *Emotional Intelligence*, *Good to Great*, *Seven Habits of Highly Successful People*, we have learned that "success is all about the people" ...and "people are all about psychology." In this presentation, Dr. Pasick, a leading Clinical Psychologist, who has been developing the new field of Corporate Psychology, will reveal what you need to know about leveraging psychology to be a successful leader.

» **NEW!** The High Performance Team

In today's highly competitive global marketplace, executive and project teams must be able to perform at maximum efficiency and effectiveness. A company knows that it is only as strong as its weakest team. To achieve success leaders must know how to organize, motivate, and assess their team members. This is why Robert Pasick has created a High Performance Team Lecture. This presentation is designed to help the participants achieve better business results by teaching their managers and leaders how to create and maintain highly effective teams.

By the end of the presentation participants can expect to:

- Identify how to select the right personnel for the right team
- Learn how to motivate employees to move from individual to team performance
- Understand why "Positivity" is the key to effective team communication
- Learn how to continually motivate teams to maintain continuous improvement
- Learn how to use new technology to enable teams to communicate more effectively

» **NEW!** The New Art and Science of Goal-Setting

While we have long known that goal-setting is a powerful tool, only recently have we really begun to study the art and science of how to be a successful goal-setter. We have learned that goal-setting requires a keen understanding of what you are best at, what you are passionate about, and what drives you to succeed. In this presentation, Rob will review the new knowledge about how to be a successful goal-setter and how to inspire those around you to set and achieve goals. Furthermore, he will describe how companies are creating communities of goal-setters who work together to cultivate success and achievement within their organizations.



Dave Ulrich

Professor of Business Administration

(For complete biographical information, see page 31)

» **NEW!** Leadership as a Brand

This session begins with the premise that leadership matters. Leaders make a difference in employee, customers, organization, and investor results. But to create this value, leaders need to demonstrate a leadership brand. The leadership brand should be connected to the leader's product and firm brand. It should be based on both attributes (knowledge, skills, and ability) and results (what leaders deliver) and can be identified and improved. Participants will leave with the tools to build or be better leaders.

» **NEW!** Organization as a Competitive Advantage

(For complete topic description, see the HR Leadership section on page 31)



Dave Ulrich



Michael D. Johnson

*D. Maynard Phelps Professor of Business Administration
Professor of Marketing*

(For complete biographical information, see page 18)

» **Competing in a Service Economy**

Services have come to dominate our economies. Whether you manage a traditional service firm or a manufacturing company, adding value through this channel has become an essential way to compete. And don't kid yourself — services are different! Developing successful service offerings requires more than just taking systems that work in a product context and applying them. In this presentation, Michael presents a framework for building a competitive advantage through an ongoing process of maintenance, performance improvement and innovation. The approach emphasizes the role that customers play as co-producers and fellow engineers in the development process.



Venkat Ramaswamy

*Michael R. and Mary Kay Hallman Fellow of Electronic Business
Professor of Marketing*

(For complete biographical information, see page 16)

» **Marketing: The Emerging Next Practice of Marketing**

The dominant, traditional assumptions are that the company and consumers have distinct roles, while businesses offer products and services that hold value and exchange that value with consumers. Companies try to understand customer needs and manipulate demand to suit their offerings. These assumptions are now being challenged. The consumer now is active and engaged, and the market is becoming more like a “forum” where interactions between companies and customers are the source of value and value is created jointly by the company and the customer. We will discuss the role of marketing in co-creating unique value with customers and how to migrate marketing from managing the process of exchanging offerings (from the company to the customer) to supporting the co-creation experiences of customers.



Christie L. Nordhielm

Associate Professor of Marketing

AREA OF EXPERTISE: Marketing and corporate strategy development.

SNAPSHOT: Christie is a recognized marketing consultant and educator, and has worked for a variety of multinational organizations. Her expertise on marketing issues is often sought by publications such as *The Wall Street Journal*, *Advertising Age*, *Business Week* and other media outlets. In addition to her publications in academic journals, Christie's innovative ideas are presented in her recent book, *Marketing Management: The Big Picture*, and she lectures extensively both domestically and abroad.

» **NEW! Integrating Strategy and Execution: The Big Picture Framework**

Executives facing an increasingly complex environment often respond with increasingly complicated solutions. An integrative approach can help to streamline and simplify the decision-making process and provide more efficient and powerful solutions. This presentation offers a unique, completely integrated strategy-through-execution approach to management — The Big Picture Framework — that allows executives to understand the firm as a system where changes in one strategic or tactical element affect all other elements. Christie has worked with a variety of domestic and international companies in such diverse sectors as manufacturing, retail, airlines, insurance, and banking to implement the Big Picture framework and achieve a range of benefits including: revenue growth, profit enhancement, organizational alignment, organizational learning and improved strategy design. Her flexible program can be presented as an interactive session with smaller groups or as a keynote speech for larger audiences.

CHRISTIE L. NORDHIEM (CONTINUED)

» **Corporate Self-Esteem: Leveraging Core Competence to Achieve Profitable Customer Satisfaction**

If companies count on their customer service function to improve customer satisfaction, this fascinating speech may cause them to change their focus. Drawing from well-established business strategy and psychology concepts, Christie explains why commonly held beliefs such as “exceed your customer’s highest expectations” and “invest in customer service to achieve 100% customer satisfaction” are more likely to be causes for long-term customer disappointment, loss of employee morale, and declining profits. Instead, she offers an alternative approach to customer service that uniquely ties customer needs to the firm’s core competencies, with product or service benefits providing the key link. Christie’s engaging presentation is as empowering to employees as it is inspiring to top executives.



John Monoky



George J. Siedel III

Williamson Family Professor of Business Administration

AREA OF EXPERTISE: Negotiation, dispute resolution.

SNAPSHOT: A Fulbright scholar and visiting professor at Harvard, Stanford and Cambridge universities, George served as Associate Dean for Executive Education at the University of Michigan Business School. He has received several research and teaching awards and is faculty co-director of Michigan's Executive Program. He teaches extensively in Asia, Europe and South America. George's most recent book is *Using the Law for Competitive Advantage*.

» Negotiation Tools and Traps in Deal Making and Dispute Resolution

Enhance your ability to negotiate effectively both on and off the job. Research in a variety of disciplines has led to the development of tools that negotiators can use to bargain successfully. These tools also represent traps to avoid when they are used by the other side. During this presentation, George illustrates how effective negotiation skills are critical to the successful leadership of a business and in managing personal concerns outside business. He provides a unique checklist of key tools that can be used in future business and personal negotiations. Armed with these tools, participants will be able to boost their negotiating effectiveness.



Shirli Kopelman

Clinical Assistant Professor of Management and Organizations

(For complete biographical information, see page 28)

» **NEW!** The Three Faces of Eve: Strategic Emotional Display in Negotiations

Virtually any manager or executive will vehemently acknowledge that emotion and mood are central in even the most routine negotiation situations. However, the field of negotiation has, for over two decades, focused nearly exclusively on cognition. The recent renewal of interest in affect promises to bring emotion back into the most central of management activities: negotiation. The willful use of emotional display or expression can be used as a tactical gambit by an individual negotiator. The benefits of behaviorally display positive, negative, or neutral (deliberate lack of emotions) are contingent on situational and perceptual factors. A series of experimental laboratory studies, examined the effectiveness of strategically displaying emotions on economic and relational outcomes in negotiations. Although individual differences in ability to display emotions exist, these can be learned. We will discuss how convincing strategic emotional display can be shrewdly and advantageously aligned with other negotiation strategies.

» **NEW!** Asserting Oneself in Negotiations: Leveraging Power and Feeling Good

Many people fail to recognize opportunities to negotiate. Some are uncomfortable with the mere idea because they equate negotiation to conflict. Yet as a manager, on a daily basis you not only need analytical skills to discover optimal solutions to problems, but also good negotiation skills to get these solutions accepted and implemented — being a good negotiator is critical to success. While some people feel more at ease than others, no one is born a great negotiator. Negotiation is a learned skill. This program highlights how your authenticity can add to your credibility, comfort and ultimate success as a negotiator.



Gunter Dufey

*Professor Emeritus of Corporate Strategy and International Business
Professor Emeritus of Finance*

(For complete biographical information, see page 13)

» Risk Management for Corporate Management

Gunter's longtime research and experience as both an academic and a consultant on issues of risk management in theory and practice will be brought to play here. Issues to be addressed comprise: Which risks should be hedged? What is the value proposition of hedging? What is the cost of hedging? Hedging tools and instruments; organizational and communication issues in risk management and sources of risk in the World Economy also will be discussed.



Nejat Seyhun

*The Jerome B. & Eilene M. York Professor of Business Administration
Professor of Finance*

(For complete biographical information, see page 11)

» Identifying, Creating and Developing Real Options: A New Approach to Investment and Risk Management

Traditional approaches to valuation of projects, Net Present Value and Decision Tree Approach do not properly value projects that involve flexibility (such as option to delay beginning or ending times of a project; option to contract the scale, expand the scale or abandon the project altogether; option to proceed to next stage; and option to switch between factor inputs, outputs or modes of operation). In contrast, Real Options Approach (ROA) recognizes flexibility, takes changing risk into account and values these projects correctly. Though most real-world projects already contain at least one and sometime multiple degrees of flexibility, corporate executives can create additional degrees of flexibility by proper planning and investment. Nejat will demonstrate how to identify real options, how to create and develop them by additional investment and how to value them. He also will demonstrate that, properly understood, increasing risk can lead to added value. Hence, in today's global economy, ROA serves not only as a way of measuring and creating value, but also as an effective risk-management tool.



Nejat Seyhun



John Monoky

Adjunct Professor of Executive Education
Principal, Monoky Associates

AREA OF EXPERTISE: Business-to-business marketing, sales and territory management, key account selling and account portfolio management.

SNAPSHOT: An active consultant and trainer for over 25 years, John's "street smart" approach allows immediate application of the techniques covered in his programs. He has been widely published, including articles in the *Journal of Marketing Research*, *Sales and Marketing Management*, and has co-authored three books, including *The Sales Manager's Idea a Day Guide*, *Be Your Own Sales Manager* and *Effective Management of Sales Time and Territory*.

» The Balanced Sales Team

In sports we all recognize there are differences in what we expect each player to do. Why then in selling do we expect our sellers to be able to sell? What exactly does that mean? Do different types of accounts require different players? Are all functions to be performed by each player? Are some players better at some things than others? Can we expect all our players to be superstars? Should we measure the performance of all players using the same metrics? Should all players be on the same compensation plan? A balanced sales team will enable you to put your team together to be both effective and efficient. This presentation will focus on the process of structuring a sales team balanced in its focus, skills, measurements and rewards.

» Strategic Account Management

Strategic accounts are the firm's most critical asset. How they are identified, developed and cultivated can mean the difference between a thriving enterprise and one that struggles to survive. We discuss how the firm should focus on its strategically important accounts. Managerial approaches and techniques that world-class companies use to develop and manage these accounts are presented. Participants take away a clear understanding of the opportunities presented by strategic accounts as well as the ability to develop and manage a strategic account program that maximizes those opportunities.

» Reengineering the Sales Team

In this presentation, John addresses the changing business environment and the key role that sales leadership plays in creating a market-driven environment. The ability of your organization to achieve its business objectives is very dependent upon a competent and motivated sales force. The interface between market needs and the capabilities of your sales team to assist customers in meeting these changing demands is addressed. Sales organizations, like the products and services they sell, have a life cycle. In the pursuit of excellence these organizations become increasingly more effective and efficient in serving their target markets. Yet markets and customers evolve, sometimes quickly, in terms of both the products they want and how they evaluate their vendors and partners. The danger arises when markets and customers shift and sales organizations do not. When this happens, it may become necessary to reinvent the sales organization.



Dennis Dowdell

*Executive Director, Institute for Leadership Development
Executive Leadership Council and Foundation*

(For complete biographical information, see page 14)

» **NEW!** Measuring the Effectiveness of Corporate Diversity Programs

This presentation will highlight several tools and research that has been designed to measure diversity programs. A segment will highlight a recent diversity research project that identifies the core measurement dimensions.

» **NEW!** Developing Corporate High Potential and Senior Officers of Color

This presentation will focus on creative development seminars and topics for African American high potential corporate leaders and senior corporate officers. The application of these seminar topics enhances the potential success for people of color within global corporations.



Linda Y.C. Lim

*Professor of Corporate Strategy and International Business
and Director, Center for Southeast Asian Studies, University of Michigan International Institute*

» **NEW!** Diversity and Globalization

This session draws the linkages between diversity at home and globalization abroad. It argues that successful global managers must be effective in managing a globally as well as locally diverse workforce, and that this is best done by “getting out of your own skin” and “looking at the world through the eyes of the other”, since in international business, “everyone is a minority”. It gives examples of non-diversity-focused activities that can inculcate understandings and comfort levels with diverse populations through common experiences, and also suggests ways in which diversity enhances competitive advantage in an increasingly globalized world economy.



Lynn Wooten

Assistant Professor of Corporate Strategy/International Business

AREA OF EXPERTISE: Strategic human resource management, changes in workforce demographics and the knowledge economy.

SNAPSHOT: Lynn examines how human resource management practices affect the performance of organizations and employee-related outcomes, especially: (1) how organizational structure and culture affect client service, innovation and financial performance; (2) how firms respond and learn from human resource management crises and (3) why organizations invest in certain human resource management policies.

» **Strategies for Consulting**

Recently, many companies and nonprofit organizations have developed in-house business units dedicated to internal consulting. This presentation is based on Lynn’s teaching and research experience and provides participants with the skills needed to succeed as internal consultants. She explores the role of the internal consultant and overviews a five-stage structured approach for consulting to internal business clients. In addition, participants will learn about the application of consulting tools and techniques and project management skills.

» **Strategies for Managing a Diverse Workforce**

As the workforce of American companies becomes more diverse, managers will need to develop non-traditional strategies for the effective management of human capital. This presentation is based on the speaker’s research of more than 100 companies with best practices and diversity management challenges. It takes the approach that effective strategies for the management of a diverse workforce engage in reflective organizational learning and make a “business case.” Lynn’s presentation can be focused around any number of diversity management issues, such as managing discrimination crises, conflict between generations at work and work-life balance issues.



Izak Duenyas

*Associate Dean for Faculty Development and Research
John Psarouthakis Research Professor in Manufacturing Management
Professor of Operations and Management Science*

AREA OF EXPERTISE: Izak is widely published on supply chain management, investments in capacity and control and analysis of complex value chains.

SNAPSHOT: In addition to his teaching and research responsibilities, Izak serves in 2004-2005 as the President of the Manufacturing and Services Operations Management Society. He has received a CAREER grant from NSF has worked on numerous industrial projects with companies such as Allied Signal, Boeing, DaimlerChrysler, Ford, GM, Amoco, Xerox, Alcoa, Merck, and Pfizer.

» **Tools for Transforming Business Operations and Supply Chains to Achieve a Lean Enterprise**

Learn how to develop strategies, tactics, and cutting-edge tools for designing and improving business processes at every level in your organization. Lean enterprise "guru" Izak Duenyas focuses on the latest tools and techniques in operations strategy, lean operations, operational assessment, service and manufacturing operations improvement, supply chain coordination and management, six sigma methodologies, how to evaluate investment decisions in flexible capacity, and process improvements that can help you to transform your business and achieve a leaner, more productive and more profitable enterprise. Tactics and concepts covered in Izak's presentation are uniquely tailored to each client's specific operations issues and industry type.



Bob Quinn



Andrew J. Hoffman

Associate Professor of Management & Organizations

Associate Professor Natural Resources; Co-Director of the Erb Institute MBA/MS Program

AREA OF EXPERTISE: Corporate Environmental Strategy, Sustainable Development, Climate Change Strategies, Organizational Change Management, Negotiations and Dispute Resolution.

SNAPSHOT: Andy has studied how corporations have dealt with the technical, managerial and organizational challenges of environmental and social issues for nearly fifteen years. In that time, he has developed an expertise in understanding how companies integrate concerns for the environment and social equity into their core business competencies, such that they can gain strategic advantage from such efforts. He is the author or editor of four books and over fifty articles, book chapters and case studies on the topic. He has consulted or lectured on these topics with companies like Exxon-Mobil, Novartis, the Southern Company, and WBCSD; and he has convened meetings on the issue of climate change among senior representatives of corporations, NGOs and government including: DTE Energy, BP, Stone Container Corp., Commonwealth Edison, Rocky Mountain Institute, WRI, Environmental Defense, Senator Carl Levin, Undersecretary of State Timothy Wirth and others. Prior to receiving his PhD at MIT, he worked for the Environmental Protection Agency, Metcalf & Eddy and the Amoco Oil Company.

» **NEW!** Moving from Environmental Management to Environmental Strategy

Corporate environmental expenditures in the US have increased at a steady rate of \$250 million per year since 1973. The impact of such expenditure growth on economic competitiveness is clear. Or is it? As corporations face emerging environmental issues, they also face new types of business pressures. The simple fact is that environmental and economic strategy are now inextricably intertwined. Companies today are searching for tools to integrate environmental objectives into business strategy and metrics to translate progress into a language that shareholders and business managers appreciate (like ROI and NPV). As corporations face emerging environmental issues, they also face new types of business pressures. Environmental issues appear on the corporate screen, not through the imposition of some subjective sense of social values, but through specific business constituents with specific business interests such as insurers, suppliers and banks. As a result, environmentalism alters market environments, becoming issues of operational efficiency, market demand, and capital acquisition. This can yield new types of business opportunities. The impetus is not an appeal to "socially responsible" management, but the need to develop a competitive strategy in a changing business environment. In the end, it is about a shift in mindset from environmental management to environmental strategy.

» **NEW!** Making Sense of Sustainable Development in a Globalized World

The market environment is changing. The world's markets are becoming more globalized, and corporate activity and wealth continue to diffuse throughout the world. At the same time, calls for corporate action on issues like AIDS, poverty, education, and general social welfare are creating challenges for executives. It is the agenda of sustainable development. The term sustainable development (or sustainability) dates back to the 1968 and yet, today, it remains an unclear or confusing topic for business, government and NGO alike. Most often described as the "triple bottom line," the need to balance the three E's in the global economy: (1) economic prosperity, (2) environmental quality and (3) social equity, its impact on corporate practice is growing. Corporate executives can now be heard making proclamations about their responsibilities for sustainable development. And moving beyond rhetoric, other companies have taken action on establishing sustainability strategies and publishing sustainability annual reports. And for all that they do, activists and regional communities are still demanding more. But where is this agenda going? How far will it go? How should companies respond such calls for action? In short, what is expected of the modern corporation?

ANDY HOFFMAN (CONTINUED)

» **NEW!** Climate Change Strategies

Global climate change is an issue of growing importance in today's global markets. In early 2005, the Kyoto Protocol went into force in much of the developed world. Although the United States government has decided to withdraw its involvement in this treaty, initiatives in Congress as well as many state governments are looming. How should a company respond? While many within the business community dislike the Kyoto Protocol, viewing it as a sub-optimal mechanism for bringing about a business solution to this problem, policy-makers have created what businesses dislike even more—regulatory uncertainty. Companies need a clear picture of future legal and market environments in order to make strategic decisions; and the decision not to ratify the Kyoto Treaty has only made the future environment cloudier. However, some U.S. companies also see an opportunity in the present situation. They are taking advantage of the lack of a mandatory U.S. greenhouse gas (GHG) emission reduction program to set targets at their own pace and in their own way, a way that fits with their own strategic objectives. To date, as many as sixty corporations, with net revenues of roughly \$1.5 trillion, have set reduction targets. And hundreds more are considering such steps. Many of these companies are agnostic about the science of climate change or their social responsibility for protecting the global climate. The reasons they are making these emission reductions are decidedly strategic. They are searching for ways to be prepared for the long term should GHG emission reductions become mandatory, while at the same time attempting to reap near-term economic and strategic benefits should that future not emerge or be delayed. At a time when even some industry groups are pushing for corporate action on climate change— notably, the Conference Board warned that “businesses that ignore the debate over climate change do so at their peril” — many forward-thinking U.S. companies have decided that it is in their best interests to hedge their strategic bets, preparing for either scenario.


Thomas P. Lyon

*Dow Professor of Sustainable Science, Technology and Commerce
Professor of Business Economics; Professor of Natural Resources*

AREA OF EXPERTISE: Business/government relations, corporate environmental strategy.

SNAPSHOT: A Fulbright scholar and visiting professor at the University of Chicago, Tom researches how government regulation affects business, and how business strategy shapes government policy. His diverse experience with energy and the environment includes positions with a public utility, an environmental organization, a think tank, and the federal government. His books include *Corporate Environmentalism and Public Policy*.

» **NEW!** Corporate Environmentalism and Public Policy

The most notable trend in environmental policy over the last decade has been the emergence of voluntary approaches to the control of pollution, including both industry self-regulation and non-coercive government programs. This talk presents an integrated and rigorous framework for understanding this new development, based on the notion of the policy life cycle. Corporate environmentalism is seen to be a powerful strategic tool for influencing the public policy process, especially when it is effectively integrated into a company's overall strategy. Government voluntary programs are seen to be useful complements to, but not replacements for, traditional regulatory instruments. These ideas are illustrated in the context of the climate change debate, via a discussion of how government voluntary programs work, and when voluntary approaches are likely to be socially beneficial.

THOMAS P. LYON (CONTINUED)

» **NEW!** Voluntary and Mandatory Approaches to Climate Change

Despite the U.S. rejection of the Kyoto Protocol on Climate Change, pressure for action continues. Ratification of the Kyoto treaty has created enforceable mandatory controls on carbon dioxide, methane, and other greenhouse gases in many nations. In anticipation of eventual US action, multinational companies press forward with programs to reduce their greenhouse gas (GHG) emissions, and Ford, Dupont, BP America, and 25 other large companies have created the Chicago Climate Exchange for trading GHG reductions. But another approach to environmental improvement, one that avoids mandatory controls, is also gaining currency, particularly in the United States. Public voluntary agreements (PVAs) typically involve government provision of technical assistance in meeting environmental goals, government-sponsored publicity for firms with outstanding environmental records, and information sharing among participating firms. How would a mandatory system compare against the performance of a voluntary system, and what effects would it have on the US economy?

» **NEW!** Reframing the Climate Change Debate

Recent criticisms of the environmental movement, together with the Bush administration's clear opposition to mandatory greenhouse gas reduction targets, make it important to view the climate change issue from new perspectives. This involves moving beyond treating climate change as solely an environmental issue and also considering it as an issue of global trade, jobs and labor, and national/energy security. Such a perspective offers hope of broadening the dialogue and launching new research at the intersection of policy, science, behavior and economics. Interestingly, it appears there may already exist a political coalition with the potential to pass climate change legislation, but thus far it has failed to come together due to the inability of the various parties to communicate effectively with one another.



Andy Hoffman



Venkat Ramaswamy

*Michael R. and Mary Kay Hallman Fellow of Electronic Business
Professor of Marketing*

(For complete biographical information, see page 16)

» IT: The Next Practice of Experience Quality Management

In the new value-creation process that is emerging, companies and customers are co-creators of value, and the customer experience is the measure of success. IT must go beyond facilitating internal activities and collaboration with suppliers to co-creating unique value with customers. Venkat discusses the role of IT in enhancing the personal effectiveness of line managers by experiencing the business as consumers do, rapidly creating new knowledge and managing the quality of customer experiences.



Venkat Ramaswamy

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– THE WALL STREET JOURNAL GUIDE TO THE TOP BUSINESS SCHOOLS,
September 2005

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– THE FINANCIAL TIMES, Special Report on Executive Education, May 2005

