

2021

# EXECUTIVE EDUCATION PROGRAMS

Building a Better World through Business



# Building a Better World through Business

## MICHIGAN ROSS EXECUTIVE EDUCATION

Michigan Ross is committed to building a better world through business. The future success of your business begins with your investment in human capital development today. We offer leaders like you the opportunity to impact every member of your organization. No matter whether you are trying to impact a single leader, an entire department, or adopt a new culture throughout your entire organization, we have the expertise, experience and drive to help you get there. Through the most powerful ideas in business today, our purpose-driven leadership approach, and an intense focus on impact, we enhance leaders' ability to transform individuals, organizations and society.

## POWERFUL IDEAS

Michigan Ross faculty shape the most important conversations in business and society by conducting groundbreaking research and turning theory into action. Ross Executive Education provides you with direct access to these thought leaders and powerful ideas. Ross faculty translate their research to meaningful business practices and action-based learning experiences. Contribute to these important conversations and return to your organization with powerful ideas you can use immediately to create lasting value.

## PURPOSE-DRIVEN LEADERS

Purpose-driven leaders are contagiously inspirational. While all good leaders strive to achieve financial success, a purpose-driven leader is one who also demonstrates the qualities that inspire and earn respect from everyone they encounter. Our programs are infused with opportunities to help you discover your purpose and provide practical techniques to design, lead, and influence the changes needed in the culture of an organization. Become a more deeply inspiring and purpose-driven leader with Michigan Ross Executive Education.

## POSITIVE IMPACT

During the past five years the impact of Executive Education on global enterprise is evident in numbers. Through open enrollment and custom programs, an increasing number of participants from leading companies, non-profits, and government organizations around the world have expanded their professional skills. Michigan Ross has served over 20,000 participants in our Executive Education programs with over 3,000 companies served and over 95 countries represented. Through our experiential learning approach, you and your colleagues leave our programs with actionable plans and evidence-based tools that ensure a significant positive impact. Elevate your performance and transform in ways that create more value for your customers, employees, shareholders, and communities. Amp up your ability to make a meaningful impact with Michigan Ross Executive Education.

**Our Faculty:**  
Experts in learning and leading



“The Michigan Difference in Executive Education comes from the combination of our evidence-based ideas, our innovative approaches to creating learning experiences that have lasting impact, and our customer-centric approach.”

–Melanie Weaver Barnett, Chief Executive Education Officer



Dave Ulrich



Sue Ashford



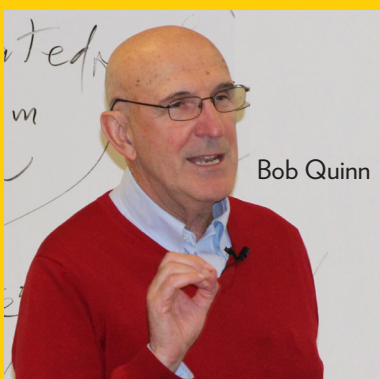
Maxim Sytch



Gwen Yu



Izak Dueynas



Bob Quinn



Marcus Collins



Jeffrey Sanchez-Burks



# Open Enrollment Programs

**Named a Top 3 global open enrollment provider by the *Financial Times* in 2020**

Michigan Ross Open Enrollment programs provide a variety of ways for you to develop yourself and your team, as well as add Michigan Ross to your resume. Our open programs are offered both online, in-person and live virtually. Within our online programs we offer both synchronous and asynchronous programs, with the majority of our programs combining both formats and utilizing a variety of interactive elements including cohort discussions, simulations, and more.

Our new online certificate program, the **Accelerated Management Development Certificate Program** provides a comprehensive curriculum and actionable takeaways for business leaders looking to learn a systematic and strategic approach to solving business problems via an in-depth understanding of core business. Starting in Fall 2020, we began offering many of our most popular in-person programs live virtually, including Strategic Leaders Program and The Positive Leader. We will be launching new programs including HR Academy and Social Emotional Intelligence soon. Visit our website for more information.





# ONLINE PROGRAMS

**NEW!**

## ACCELERATED MANAGEMENT DEVELOPMENT CERTIFICATE PROGRAM

### ONLINE PROGRAM



Strengthen your business acumen, broaden your management capabilities, gain actionable tools and advance your career in a personalized, fully online learning experience. This program incorporates four interdisciplinary courses plus one specialty course to allow participants to enhance general management skills and gain enterprise understanding and mindset to broaden beyond their functional area. Participants will develop an in-depth understanding of core business concepts and gain knowledge of emerging topics, learn a systematic approach to solving business problems and successfully apply it to real world scenarios, and develop the capacity to reflect on their own behavior and understand its broader impact on their organization.

**Who Should Attend:** Professionals moving into greater organizational responsibility and/or looking for comprehensive business knowledge as they move beyond their functional leadership role, including those without prior formal business education, and functional and technical experts.

Program admission is by application only.



#### Foundational courses include:

-  Analytical Thinking
-  Strategic Decision-Making
-  Value-Driven Thinking
-  People-Driven Thinking

#### Specialty courses include (Select one of three):

-  Future of Work
-  Diversity, Equity & Inclusion
-  Digital Transformation & Innovation

“Michigan Ross is thrilled to be able to take advantage of all the innovations that have been happening in the digital space in order to offer you this comprehensive, interactive and personalized online certificate program that will help you advance your career.”

– Gwen Yu, Faculty Director

#### Exceptional Online Experience

-  Integrated Course Design
-  Peer-Learning Community
-  Real-World Application
-  Subject Matter Experts
-  Live Sessions
-  Certificate/Badging





**NEW!**

## **MAXIMIZING YOUR INFLUENCE AND PERSUASION (4 WEEKS)**

### **ONLINE PROGRAM**



Learn the most effective influence practices and techniques to drive change among diverse stakeholders. This four-week course features an innovative proprietary simulation tools to help you increase your influence at work and beyond, attract attention to new ideas, and get things done without relying on formal authority.

**Who Should Attend:** Leaders at all levels and functions. Employees in customer-facing, boundary-facing and cross-functional roles. People seeking a unique, sustainable leadership development experience. Teams seeking to showcase results within the broader organization by maximizing their abilities in influence and persuasion.

**NEW!**

## **PRACTICING POSITIVE LEADERSHIP (4 WEEKS)**

### **ONLINE PROGRAM**



Create an empowering and virtuous organizational culture that drives better results by practicing positive leadership. In this four-week online course, you will learn new techniques and best practices to strengthen employee engagement and drive productivity. Featuring weekly live sessions with positive leadership expert Professor Kim Cameron.

**Who Should Attend:** Senior-level directors, assistant/associate and managing directors challenged to lead transformative experiences and implement positive leadership practices within the organization. Other senior leaders including business unit managers. General and regional managers. Program/brand/project and other team leaders who want to instill better engagement and performance from the teams they lead.





## BECOMING WHO YOU REALLY ARE: HOW TO GROW YOURSELF AND YOUR ORGANIZATION (100-DAY JOURNEY)

### ONLINE PROGRAM

Investing 10 minutes a day in this self-guided, online leadership journey elevates your performance. And, after 100 days, the habit of daily reflection continues your growth. Now organizations can do leadership development in a fashion that is more effective, less expensive, and automatically gives rise to organizational improvement.

**NEW!**

## BECOMING WHO YOU REALLY ARE (20-DAY CHAPTERS)

### ONLINE PROGRAM



Our popular 100-day course is now also available in 20-day chapters for your convenience. Access a daily dose of motivating, 3-5 minute videos featuring world-class leadership coach, Professor Bob Quinn. Along with structured weekly reflections, build the habits and new understandings to become the leader you really are. Select a journey to learn more.

- [Discovering Your Leadership](#)
- [Wielding Transformative Power](#)
- [Accelerating Deep Change](#)
- [Entering the Fundamental State of Leadership](#)
- [Leading Without Authority](#)

**Who Should Attend:** Take all five chapters in this series or make individual chapter selections. Leaders — both formal and informal. People seeking a unique, sustainable leadership development experience. Teams seeking extraordinary results through a common language and supportive approaches.

**NEW!**

## BECOMING A PURPOSE-DRIVEN ORGANIZATION (4 WEEKS)

### ONLINE PROGRAM



Discover the value of aligning your organization with an authentic purpose. This four-week course will provide you with the necessary skills, tools, and practical action steps to unlock consistent increased economic performance and employee engagement. Featuring a live session with positive leadership expert Professor Bob Quinn.

**Who Should Attend:** Executives, leaders and department heads. Rising leaders in their organizations who see new ways to maximize and motivate their employees by giving new purpose to their organization. Ideal candidate roles are mid-range or above. Teams designated to bring purpose to an organization.

“The content is spot-on for our goal of positive leadership. It provides many different layers and approaches to teach the material. By making it a daily habit, it becomes a constant reminder of the type of leaders we aspire to be. The format is perfect for rolling it out at our organization. It is low cost. Multiple sessions allow us to send another batch of leaders through the training. It is remote learning which makes it accessible by all.”

– Chester Kustarz, VP of Engineering, Duo Security about his 100-Day Journey Experience





# LIVE PROGRAMS

## Transformational Leadership



### EMERGING LEADERS PROGRAM

**IN-PERSON | LIVE VIRTUAL**

Accelerate your success in this intense, 5-day program focused on foundational leadership skills. Build your executive presence, elevate your decision-making skills, and gain confidence coaching others and leading change. Test and develop your skills through peer-to-peer and team-based exercises, assessments, live case studies, and personal coaching.

**Who Should Attend:** High-potential, early- to mid-level leaders with three to ten years of experience. Managers preparing for next-level responsibilities.



### STRATEGIC LEADERS PROGRAM

**IN-PERSON | LIVE VIRTUAL**

Make better decisions under pressure, navigate complex problems more effectively, develop talent more deliberately, tackle fierce conversations, and lead with more creativity, inspiration, and intensity. Join a peer group of experienced leaders from diverse industries to explore the critical components of effective senior-level management. You'll learn how to assess your strategy vis-à-vis your competitors and use those insights to drive results. Hone your executive presence, judgment, and decision-making skills and challenge yourself to become a more authentic and engaging leader. This program includes a one-on-one executive coaching session.

**Who Should Attend:** Mid- and senior-level leaders who manage other managers. Those ascending to or currently in general management roles.



### THE POSITIVE LEADER

**IN-PERSON | LIVE VIRTUAL**

Positive leaders deliver extraordinary results. They inspire others because their personal leadership style is aligned with their values. This program will help you develop a vision for your leadership and build a tool kit of positive business practices to create an engaged and thriving organization. The week culminates in peer-based work sessions, guided by an executive coach, to help you develop a solution to your most pressing leadership challenge. This program includes post-program follow-up with your small groups.

**Who Should Attend:** Senior leaders and executives seeking a positive leadership vision, and field-tested tools and positive business practices.

Program admission is by application only.



*Excellent program. All of my managers should take the Emerging Leaders Program. It hits all the major topics encountered by leaders every day.*

—Rose Gillesby, Associate Director, Zoetis Inc.

### ASCENDING TO THE C-SUITE: From Theory to Practice

**IN-PERSON**

Ascending to the C-Suite is a leadership development program created for women leaders integrating the teachings of some of our foremost professors with the wisdom of executives who currently work in the C-Suite. Course content focuses on strategy, business, and financial acumen, three areas of business often identified as barriers for women to enter into the C-Suite. Executed in partnership with Inforum, participants are transformed by the application of the learnings in the classroom, and prepared to lead at the highest levels. Lifelong networks are formed at this intersection of theory and practice.

**Who Should Attend:** Participants who have a minimum 15 years prior leadership experience. Includes organizational levels one to two levels below C-Suite. Executives with a consistent track record of promotions. Current successor candidate to C-Suite executives. Open to all without regard to gender or gender identity.

Program admission is by application only.

**NEW!**

### NEXT LEVEL LEADERSHIP: Making the C-Suite Shortlist

**LIVE VIRTUAL**



Are you a woman destined for the C-Suite? Discover how to advance to executive level roles and learn what it takes to overcome potential barriers along the way. Explore an inside view from leading female C-level executives and insight from expert Ross faculty through this new live virtual online program developed in partnership with Inforum.

**Who Should Attend:** Designed for women with a minimum of 10 years leadership experience who aspire to the C-Suite, but is open to all without regard to gender or gender identity.



## Human Capital Leadership

### **ADVANCED HUMAN RESOURCE EXECUTIVE PROGRAM**

#### **IN-PERSON**

Ross program faculty, including HR guru Professor Dave Ulrich, draw upon decades of research and experience advising Fortune 100 companies how to devise and deploy winning strategies. Learn to maximize HR's contribution, optimize for global competitiveness, and create effective HR analytics to validate the return on investment in human capital. You'll emerge ready to apply the latest research and thinking on talent management, managing culture across global organizations, facilitating change, HR competencies, performance management, and more to your unique business opportunities.

**Who Should Attend:** Senior HR and talent executives. Executives of corporate learning who are responsible for enterprise-wide culture and talent development. General managers who need to leverage HR investments to drive organizational results.

Program admission is by application only.

### **STRATEGIC HUMAN RESOURCE PLANNING**

#### **IN-PERSON**

Become a sought-after strategic business partner/advisor and experience how the effective pairing of HR and business leadership yields remarkable results. Create your plan to better align HR operations to the organization's strategic goals and demonstrate impact via new HR Analytics. Learn how to identify the few truly strategic roles in your organization, and how to leverage them to drive business results.

**Who Should Attend:** Senior leaders including VPs, HR directors, managers, and generalists responsible for the design and implementation of effective HR strategies. Line managers who recognize that placing the right talent in strategic roles is the only way their organization will succeed.

“*The program exceeded my expectations and changed the way I think about HR as a whole. If you're looking for the best program in HR, this is the one.*”

—Zaki A. Al-Miush Arraf, Saudi Aramco





## Open Enrollment Programs *continued...*

“An ‘Ah ha’ moment for me was understanding what culture is and that it should be shaped by our customers. That notion helped me to identify an opportunity to accelerate our transformation process.”

—Melanie Penna, SVP Human Resources Operations, Comcast

## Management Skills



### LEADING HIGH-PERFORMING TEAMS

**IN-PERSON | LIVE VIRTUAL**

The most successful leaders have the skills to inspire their teams, navigate organizational politics, and use influence to clear the path for their teams. This requires the ability to play many roles: coach, ambassador, innovator, and more. In this program, you'll uncover your strengths through targeted assessments and action-based exercises, and learn to implement new strategies. This program also features post-course follow-up and faculty coaching.

**Who Should Attend:** Early to mid-career managers and project leaders with multicultural or virtual teams, or with a mix of internal and external team members. Intact work teams attending the same session may qualify for special pricing.

## Focused Programs



### LEADING IN THE AGE OF DATA:

**Analytics for Strategic Decisions**

**IN-PERSON | LIVE VIRTUAL**

Whether your background is in business, engineering, liberal arts or another area entirely, this program will fundamentally change the way you think about the decisions you face. This program is designed for executives seeking an easy-to-apply process to identify critical data, resolve conflicting data and consistently make decisions that create measurable value for their organization.

**Who Should Attend:** Mid- to senior-level managers seeking to improve their decision-making by applying frameworks, tools, and techniques that help them better understand the value generating process of an organization.

## Become a Michigan Ross Distinguished Leader

Your journey at Ross will enable you to invest in your career development while further enhancing your leadership capabilities. Choose the development path that leads you through your career trajectory. Work with us to select the programs that will expand your knowledge from Ross faculty while building your professional network from global executives. Let us help you plan the programming sequence to fulfill your learning goals and dramatically improve your contribution. Choose your own pace to complete four programs to earn your Ross Distinguished Leader designation. These programs can be taken as you advance in your career over a number of years or can be expedited, the choice is yours. You will learn, not only from the faculty but from everyone, as some programs include different elements from executive coaching and peer to peer mentoring to assessments and team building.

Ross supports you in this effort by offering increasing scholarships upon completion of each step along your journey. Best of all, you can share partial scholarships with employees, colleagues, and clients so they can join you and choose their own career path trajectory. Contact us to discuss your individual goals, questions, and completion options.



“The program changed my leadership lens and how my values reflect my work. I’ve learned how to identify my strengths and how to leverage those strengths to be my best and incite change.” –Martin Hessler, Thrivent Financial

“The group was very diverse in terms of nationalities and backgrounds, which provided an excellent base to discuss and learn from each other. The program included live discussion of topics and experiences making it down to earth and applicable.” –Myen Moodley, Standard Bank

“The program had an ideal blend of research-based academic theory, hands-on practice with simulations, and real world discussion from the experiences of diverse participants.” –Jonathan Alloy, MBA '03 VP and Product Manager, Wells Fargo Bank





# Custom Programs



## Our Process

### DEVELOPING A CUSTOM PARTNERSHIP

Our clients tell us time and again we are the most collaborative partner they've worked with. For us, partnership means asking the right questions to uncover the real root issues, and co-creating a design that addresses them. It also means a commitment beyond the classroom to maximize return on investment.

### SPECIALISTS IN CREATING EXPERIENTIAL LEARNING JOURNEYS

Once we agree on the issues and opportunities to address, we will explore the learning options that meet the needs of your target audience(s). Whether you will join us on the famous University of Michigan campus or we come to you, programs are delivered in-person or online, we can adapt the delivery schedule to your needs. Our programs can be facilitated in a day, a week, or in multiple modules spanning a year or more. Our range of instructional methods and action-learning approach engage learners and deliver results. Our solutions incorporate experiential activities, simulations, company immersions, classroom learning, business projects, executive coaching, online learning, outside speakers, and more.

### EXAMPLES:

- Develop senior leaders with a global enterprise perspective who break down silos
- Accelerate the development of the next generation of leaders
- Guide leaders in creating a high-velocity work environment to compete in unconventional markets
- Challenge strategic decision-makers to develop next-level business acumen
- Provide a framework for executive insights that create breakthrough strategies
- Set the stage for growth-oriented marketing strategies
- Demonstrate how future trends help to build a strategic HR function aligned to the business
- Cultivate leaders who know how to attract, retain, and engage diverse talent
- Generate innovative ideas to drive growth and profitability
- Equip leaders who can drive digital transformation and leverage new technologies

“The faculty challenged our leaders to throw out our assumptions and think differently. They immediately were very good at engaging them in deep, critical questions. It was hard work to push ourselves out of our comfort zones. But the end result was a new outlook for the future of our company. The action learning projects also were a valuable component; they helped us apply faculty expertise to key strategic areas of our work.”

—Juliana Chow, Head of Learning and Organization Development, Asia Pacific, Schaeffler AG



## 5 STEP PROCESS FOR DESIGN AND DELIVERY HOW WE PARTNER WITH YOU.

### PHASE 1 **DISCOVER**

During discovery we get to know your organization and your challenges to ensure a clear program direction.

- Identify issues, goals & objectives
- Interview individual executives
- Collect and review key documents

### PHASE 2 **DESIGN**

Co-create and define educational objectives and create custom program content.

- Action-learning projects
- Executive coaching
- Blended Learning
- Simulations

### PHASE 3 **DELIVER**

Michigan faculty deliver programs and services customized to your industry and your organization's specific needs.

- Programs delivered around the globe

### PHASE 4 **DEPLOY**

We are committed to achieving lasting results for each client relationship. During and after deployment, we work with you to measure and evaluate the solution results and obtain feedback for program improvements.

- Follow-up programs and activities
- Individual and team coaching

**FOR A FREE NEEDS-ANALYSIS CONVERSATION,  
CONTACT THE MICHIGAN ROSS  
EXECUTIVE EDUCATION TEAM:**

Email: [rossexeced@umich.edu](mailto:rossexeced@umich.edu) | Call: 734-763-1000





# Engage with Michigan Ross

In addition to open enrollment and custom programs, we welcome your ideas and will collaborate with you to create new engagement opportunities for you or your company. Below are a few ways that we can work together:

## **EXECUTIVE COACHING**

Michigan Ross provides preferred access to executive leadership coaches, each an expert at communicating knowledge, influencing thought, leading change, and addressing leadership behaviors. Because Michigan Ross Executive Coaches are actively involved in a wide range of business challenges and issues, our coaches are able to advise and support executives and teams at all levels of an organization. Specializing in executive development, strategy, innovation, and team building, Michigan Ross Executive Coaches are chosen as collaborative partners by leading executives from companies large and small across the globe.

## **KEYNOTE SPEAKERS**

Michigan Ross world-renowned faculty can deliver pragmatic research with high energy and share intellectual insights through dynamic speaking engagements for your event. Our faculty can deliver at your site or host your event at Ross. Contact us for a list of current topics.

## **INDUSTRY SPECIFIC, CAREER-TRANSITION OFFERINGS**

We deliver specialized programs across the globe. Examples include: Women in Healthcare Leadership, Automotive Executive Development Program, Ascending to the C-suite for senior women executives, sports leadership programs (NFL) and more.

## **ONLINE PROGRAMMING**

Michigan Ross online programs allow you to share existing best practices with peers across the organization. Bring your teams together across time and distance. Ross virtual programs revitalize the way to solve organizational challenges through online learning and collaboration. This approach allows participants to integrate their learning, ideation, and application directly into their daily content. The online program format increases employee engagement while leveraging empowerment and driving productivity.

## **GLOBAL LOCATIONS**

Ross has locations in North America, Asia, and India, including U-M's campus in Ann Arbor, MI and offices in Hong Kong and Mumbai. From these offices, we offer programs in Barcelona, Spain; Hong Kong and Thailand, and deliver programs globally wherever our partners request. We invite you to join us for any of our open enrollment or custom program offerings and to experience firsthand the Michigan Ross difference.

## **CORPORATE PARTNERSHIP**

True partnership means working together towards a common goal. Enjoy special pricing when sending a team together, or multiple leaders to diverse programs to influence results more broadly in your organization.

## **ALUMNI ADVANTAGE**

Reaffirm your commitment to lifelong learning, make a difference, and save your company money with Michigan Ross Alumni Advantage. Michigan alumni enjoy exclusive offers from our Alumni Advantage Program. Michigan Ross alumni not only receive tuition scholarships but can pass along discounts to their staff, colleagues, or clients. U-M alumni are also eligible for significant partial scholarships.



## DIVERSITY, EQUITY, AND INCLUSION STATEMENT

At Michigan Ross, our purpose is to create a better world through business. Our dedication to academic excellence for the public good is inseparable from our commitment to diversity, equity and inclusion (DEI). We invite you to join us in expanding opportunities for increased participation of members from all communities in our Executive Education programs.

For more about our commitment to DEI, visit <https://michiganross.umich.edu/about/diversity>

## COMMITTED TO YOUR SAFETY

Michigan Ross remains committed to providing all clients, participants, faculty, and staff with a learning experience that prioritizes health and safety. In these changing times, we continue to take proactive measures to ensure that program delivery adheres to best-practice health and safety measures. For further safety inquiries, please visit <https://michiganross.umich.edu/covid-19-info> or contact [rossexeced@umich.edu](mailto:rossexeced@umich.edu) directly.



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“The program was built on a firm strategic business foundation allowing me to sharpen and strengthen my HR capabilities and act as a real player in my organization.”

–Wouter van Hunnik, Phillips Healthcare

