

The background of the advertisement features a large, metallic sculpture of a dollar sign (\$) in the foreground, with another similar sculpture visible in the blurred background. The overall color palette is a mix of blues, greys, and yellows.

M | MICHIGAN ROSS

EXECUTIVE EDUCATION PROGRAMS

Changing business, one leader at a time.



**TOP 5
GLOBAL
PROVIDER**

-FINANCIAL TIMES,
2016

M | MICHIGAN ROSS

Executive Education

MICHIGAN ROSS EXECUTIVE EDUCATION.

At Michigan Ross, we are changing business one leader at a time. Ross was named a Top 5 Global Executive Education Provider by the *Financial Times*, largely because of feedback from executives like you. We draw from our world-class research, results-centric design process, and action-based, applied-learning approach to create and deliver exceptional executive learning experiences. We catalyze your development in ways that positively transform individuals, organizations, and society.

LEARN BY DOING.

Ross Faculty connect their research to meaningful business practices that are applied to your challenges through action-based learning. This approach gives you the confidence to assess a situation, create a plan, and implement it successfully by applying what you've learned immediately.

JOIN A GLOBAL COMMUNITY OF LEADERS.

Create new business contacts by joining a network of fellow executives from diverse backgrounds, in addition to Ross faculty and staff, and the broader University of Michigan community. This community will help reinforce your learning and create new business opportunities and connections that will last a lifetime. You'll also be added to the list of global leaders that enhance research, teaching, and outreach activities that shape our rich diversity.

Our Faculty: Experts in learning and leading



Shirli Kopelman



Jane Dutton



Maxim Sytch



Dave Ulrich

ACHIEVE GREATNESS.

Leadership greatness is not about you. It's about unleashing the greatness in those you lead. You will learn from Ross faculty, elite teachers and researchers who travel the world helping executives like you apply forward-thinking frameworks to improve their organizations. You will learn the latest academic theory and conceptual frameworks for practical application. Ross faculty are at the forefront of global business issues, and by getting to know you and your business they co-create a learning experience that prepares you to inspire performance at the highest levels.

MAKE A DIFFERENCE.

By actively applying Ross perspectives, principles and practices, your actions will make a difference in the performance of your organization. Ross is a leading learning and development innovator, and we use insights gleaned from our global relationships, diligent work, and through curious inquiry to innovate business. We transform executive thinking, which drives creative approaches to bring business success. You will make a positive difference in the lives of employees, customers, and shareholders.

"The Michigan Difference in Executive Education stems from the combination of our great research and Intellectual Properties, our innovative approach to creating learning experiences that work, the vast resources we bring to you from across our campus, and our "one-team" approach."

—Melanie Weaver Barnett, Chief Executive Education Officer



M.S. Krishnan



Gretchen Spreitzer



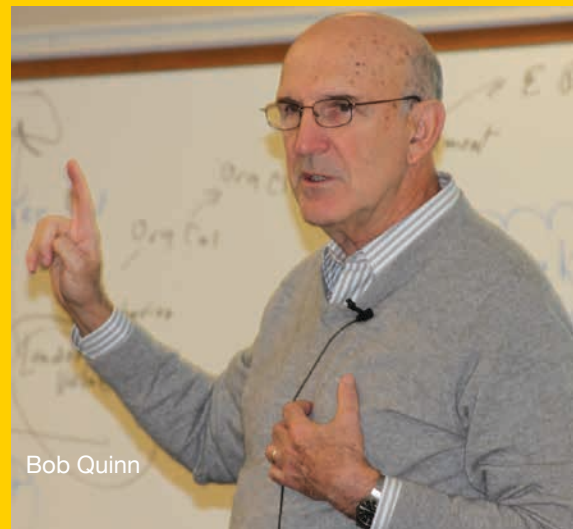
Marcus Collins



Jeffrey Sanchez-Burks



Paula Caproni



Bob Quinn

Open Enrollment Programs



Transformational Leadership:

ASCENDING TO THE C-SUITE: From Theory to Practice

Ascending to the C-suite is a leadership development program created for women leaders. The program integrates the teachings of some of our foremost professors with the wisdom of real executives who currently work in the C-suite of their companies. Course content focuses on the functions and execution of Strategy, Business and Financial Acumen, three areas of the business often identified as barriers for women to enter into the C-suite. Executed in partnership with the Inforum Center of Leadership, participant journeys are transformed by the application of the learnings in the classroom, and prepared to lead to the highest levels they seek. True networks are formed at the intersection of the participant's lives and learnings.

Who Should Attend: Recommended for participants who have a minimum 15 years prior leadership experience and may also include organizational levels that are one to two levels below C-suite, executives with a consistent track record of career growth through promotions, current successor candidate to C-suite executives.

Program admission is by application only.

AUTOMOTIVE EXECUTIVE DEVELOPMENT PROGRAM: Driving the Future of the Automotive Industry

This program focuses on developing the next generation of leaders for the automotive industry. Discover how and why the auto industry is changing, and what to do about it. The Executive Development Program (EDP) equips future C-Suite executives who will drive the future of the global auto industry. Developed and delivered in partnership between Michigan Ross and the Michigan Joint Institute at Shanghai Jiao Tong University, the EDP features sessions in Shanghai, Ann Arbor, and Palo Alto. The program delves deeply into the trends, technologies and talent changes that are dramatically reshaping the auto industry including: autonomous vehicles, connectivity, sustainability, advanced manufacturing, artificial intelligence, and changing workforce demographics.

Who Should Attend: Executives with 10+ years of experience: Titles include: VP, EVP, SVP, Director, Senior Director, Managing Director, Owner/Founder.

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.

EMERGING LEADERS PROGRAM

Advancing as a leader requires you to inspire others around a compelling vision, make critical decisions, and shape the direction of your team. Gain the knowledge and confidence to elevate your leadership effectiveness in this five-day experiential program designed around peer-to-peer and team-based exercises.

Who Should Attend: High-potential, early to mid-level managers with three to ten years of experience. Managers in their first or second leadership role preparing for next-level responsibilities.

ENTERPRISE EXECUTIVE PROGRAM

This program provides a proven process to evaluate your entire enterprise so you can better anticipate and avoid unexpected competitive threats while capitalizing on new opportunities previously in your ‘blind spot.’ View your business through a new lens to freshly see your customers, suppliers, and investors. Throughout the week you’ll apply concepts learned to your personal business case. At the end of the week, you’ll present your business case for change, lessons learned, and establish your path forward. You’ll also gain feedback from faculty and peer leaders from diverse industries.

Who Should Attend: Mid- and senior-level leaders with 8-10 years of business experience. Executives and other leaders with P&L responsibilities.

LEADERSHIP IMPACT THROUGH INNOVATION

True innovation doesn’t happen by chance. Whether you have a team working on a mission-critical project or individual leaders needing solutions to pressing problems, this program will teach them what the world’s best companies already know about innovation design. Participants learn how to have a leader-as-designer perspective, how to select the right problems to solve, what extreme users can teach you, what it means to experiment forward, and more.

Who Should Attend: Mid to senior leaders with or without their intact work groups or project teams, change agents, and leaders who need customer-centric solutions.

THE POSITIVE LEADER

Positive leaders deliver extraordinary results. They inspire others because their personal leadership style is aligned with their closely held values. This peer based program for executives will give you new insights and perspectives to transform your leadership practices. You’ll also gain a toolkit of positive business practices to unlock the hidden potential in the people around you.

Who Should Attend: Mid- and senior-level leaders from all functional areas seeking new approaches in an accelerated business environment.

Program admission is by application only.

STRATEGIC LEADERS PROGRAM

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-a-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.

Who Should Attend: Mid-senior-level leaders whose performance depends on driving results from managers they manage. Leaders seeking new perspectives, tools, approaches in preparation for next-level assignments.

Management Skills:

LEADING HIGH-PERFORMING TEAMS

The most successful leaders inspire their teams around a shared goal. They have the leadership skills to navigate through organizational politics and use influence to clear paths for their teams. This requires the ability to play many roles: coach, pathfinder, coalition-builder, 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 cross-functional 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.

NEGOTIATING FOR POSITIVE RESULTS

Negotiation is a core leadership skill. Whether you are agreeing on project deliverables, making a hiring decision, or removing obstacles for your team, the best leaders know how to use these interactions to strengthen relationships and create real value for all parties. Join others with diverse industry experiences to explore new ways to recognize personal biases, mindfully align emotions, build swift trust with difficult partners, and harness your leadership strengths.

Who Should Attend: Emerging to mid-level leaders who are new to high-stakes conversations. Experienced negotiators seeking new techniques. Leaders seeking to leverage, not just overcome differences. Transformational leaders seeking to identify opportunities in daily business activities.



Human Capital Leadership:

ADVANCED HUMAN RESOURCE EXECUTIVE PROGRAM

Explore the findings from our Human Resource Competency Study — the world's largest and longest-running global study of HR — and what these insights mean for the future of HR. Ross program faculty, including HR guru Dave Ulrich, draw upon decades of research and experience advising Fortune 100 companies how to devise and deploy winning strategies — and they're eager to help you do the same. Learn to maximize HR's contribution to the management team, 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

Workforce planning goes beyond filling positions. Ensure each employee has a clear line-of-sight to customer and shareholder value and experience how the strategic pairing of HR and business leadership yields remarkable results. Map your HR operations to the organization's overall strategic goals and learn to measure HR's impact on the bottom line. Transition from operationally reactive to strategically proactive by applying your business strategy through the lens of organizational culture, current capability, and talent requirements necessary to make your strategy a reality.

Who Should Attend: 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.

Focused and Functional:

CO-CREATING A FORTUNE WITH THE BASE OF THE PYRAMID

Emerging markets, or the 'Base of the Pyramid' (BoP), represent perhaps the last great untapped growth market of more than four billion consumers. Join internationally recognized experts, Professors Ted London and Stuart Hart, as they share key strategies, frameworks, and processes learned from 25 years of helping companies build sustainable and scalable BoP businesses in more than 80 countries. Aspiring enterprise leaders and their stakeholders will come away ready to succeed in the unique and opportunity-rich BoP marketplace.

Who Should Attend: Mid- to senior-level leaders responsible for developing successful growth strategies in emerging markets. Executives and teams responsible for driving business results in BoP markets. Business managers seeking to establish a legacy beyond the traditional boundaries of business.

GLOBAL SUPPLY CHAIN INNOVATION IN A CHANGING ENVIRONMENT

We live in a moment when innovation isn't a choice - it's an imperative. CEOs around the world want people who are hungry for change, experimenters who are disruptive by nature. Learn a simple approach to recognize, develop, and launch winning solutions that capture opportunities and solve difficult challenges in managing the supply chain. Learn the keys to success through exercises including in-depth assessments, simulations, group work, on-site visits, and more. This program also features post-course follow-up and coaching.

Who Should Attend: Mid- to senior-level executives who oversee teams managing supply chain activity. Directors and vice-presidents of global operations, technology, and innovation.

PLACEMAKING: How to Create Lively Downtowns and Neighborhoods and How to Own a Piece of the Action

The landscape of urban (and suburban) real estate is evolving from a single asset, commodity based perspective to 'Placemaking.' Professor, and placemaker, Peter Allen will guide you through the art and science of creating walkable, mixed use, transit oriented downtowns and livable neighborhoods. Through the four sections of this program, you'll learn all the fundamentals as well as advanced techniques needed for successful real estate development.

Who Should Attend: Anyone interested in Real Estate including: Small and larger developers and their teams, bankers, real estate agents and brokers, lawyers, contractors, city officials, and non-profit development agencies.

"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

STRATEGIC MARKETING FOR THE DIGITAL AGE

Engage with award-winning Ross faculty, Professors John Branch and Marcus Collins, who will challenge everything you know about marketing. Learn how to leverage the dynamics of human behavior and the pervasiveness of social media, which have fundamentally shifted how you market in B2B and B2C industries alike. Take an in-depth look at the new 'digital consumers,' and examine how companies can harness opportunities created by the digital age. Learn how to design comprehensive campaign strategies and effectively measure outcomes.

Who Should Attend: CMOs, advertising directors, and managers. Experienced brand managers, B2C, and B2B marketers.

Become a Michigan Ross Distinguished Leader

Accelerate your career advancement by preparing yourself for next-level responsibilities. Choose the development path that leads you through your career trajectory. 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. 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, clients so they can join you and choose their own career acceleration path.

Contact us to discuss your individual goals, questions, and completion options.



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 M-Coaches advise and support executives and teams at various levels of an organization, from high-potential middle managers to the CEO. M-Coaches are among today's most acclaimed thought leaders and have extensive experience in advising and developing executives on a global basis. We offer coaching in the following areas:

Executive development, strategy coaching for CEOs and senior executives, executive team coaching, and on-site coaching workshops and assessments.

KEYNOTE SPEAKERS

Michigan Ross world-renowned faculty can deliver insight, energy and cutting-edge education through dynamic speaking engagements for any type of gathering, on virtually any business topic. Invite Ross to challenge conventional thinking.

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 and 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 revolutionize 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 work while learning as much from each other as from the faculty content. Guaranteed to increase 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; Malaysia, Singapore, 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 from 15-40% for multiple enrollment agreements. Send a team together, or multiple leaders to diverse programs to influence results more broadly.

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 receive tuition scholarships and can gift discounts to their staff, colleagues, clients. U-M alumni are also eligible for significant partial scholarships.

"This program has 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

"This 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 pressing questions to uncover root issues, and co-creating a design that addresses them. It also means a commitment beyond the classroom to maximize return on investment.

VERSATILITY IN CUSTOMIZED SOLUTIONS

Once we agree on the issues and opportunities to address, we'll explore the learning options that meet the needs of the target audience(s). Whether on-site at our facilities or yours, facilitated in a day, a week, or in multiple modules spanning a year or more, our versatility and action-learning approach will get results. Our solutions incorporate classroom learning, business projects, executive coaching, online learning, esteemed speakers, and more.

EXAMPLES:

- Developing senior leaders with a global enterprise perspective who break down silos
- Challenging strategic decision makers to develop next-level business acumen
- Providing a framework for executive insights that create breakthrough strategies
- Setting the stage for growth-oriented marketing strategies
- Guiding leaders in creating a high-velocity work environment to compete in unconventional markets
- Demonstrating how future trends help to build a strategic HR function aligned to the business
- Accelerating the development of the next generation of leaders
- Cultivating leaders who know how to attract, retain, and engage diverse talent
- Generating innovative ideas to drive growth and profitability

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

Email: rossexeced@umich.edu

Call: 734.763.1000

CREATE A CUSTOM PROGRAM

PHASE 1 DISCOVER

We identify your business issues, priorities and objectives.

PHASE 2 DESIGN

We co-create an action-based suite of educational activities.

PHASE 3 DELIVER

We engage your talent in innovative, learning experiences.

PHASE 4 DEPLOY

We help you implement solutions to achieve lasting results.

EVALUATE

Together we continually evaluate our ongoing collaboration with your executive team in light of emerging business challenges.

"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



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EXECUTIVE EDUCATION PROGRAMS

MICHIGANROSS.UMICH.EDU

UNITED STATES ANN ARBOR:

Stephen M. Ross School of Business
724 East University Ave.
Ann Arbor, MI 48109.1234
P: 734.763.1000
E: ROSSEXECED@UMICH.EDU

ASIA HONG KONG | SINGAPORE | MALAYSIA:

University of Michigan
Stephen M. Ross School of Business
12/F Winsan Tower
98 Thomson Road
Wanchai, Hong Kong
P: +852.2509.9088
E: UM-ASIA.EXEC.ED@UMICH.EDU

INDIA:

P: +91-98-2316-1352
E: AHARI@UMICH.EDU

