The Michigan Difference

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

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ACHIEVE TO LEAD
Leadership is about unleashing the greatness in those you lead. Here at Ross, 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 applying Ross perspectives, principles, and practices, you’ll make a greater 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 property, 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
Transformational Leadership

EMERGING LEADERS PROGRAM
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.

LEADERSHIP IMPACT THROUGH INNOVATION
Competitive advantage comes from innovative thinking. Our systematic approach to idea generation and idea assessment quickly leads to rapid prototyping, testing, and refinement of your best concepts. Applying our Contagious Adoption process, you’ll gain support and move swiftly towards implementation upon return to work.

Who Should Attend: Project, product and design teams. Change and innovation teams. Leaders focused on customer-facing processes and products.

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-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.
ENTERPRISE EXECUTIVE PROGRAM
Disrupt your organization before the competition does. Learn to apply our business ecosystem assessment to your competitive environment, equipping you with new, broadened perspectives to capture hidden opportunities. Return to work prepared to leverage your competitive advantage with a new action plan and unique capabilities to assess competitors, customers, and suppliers. Become the disrupter, not the disrupted.

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

THE POSITIVE LEADER
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. You may also access our online course, Becoming Who You Really Are, moderated by our Ross faculty.

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.

AUTOMOTIVE EXECUTIVE DEVELOPMENT PROGRAM: Driving the Future of the Automotive Industry
This program equips future C-suite executives to drive the future of the transforming global auto industry. Developed and delivered in a partnership between Michigan Ross and the Michigan Joint Institute at Shanghai Jiao Tong University, the two consecutive program weeks in Palo Alto/San Francisco, CA and Ann Arbor, MI delve deeply into the trends, technologies and talent changes that are dramatically reshaping the auto industry. These include 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.

ASCENDING TO THE C-SUITE: From Theory to Practice
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 the Inforum Center of Leadership, 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: 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 promotions. Current successor candidate to C-suite executives.

Program admission is by application only.

Management Skills

LEADING HIGH-PERFORMING TEAMS
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.

Applying the framework and concepts from the Executive Enterprise program, my thinking has changed so that the ‘enterprise perspective’ learned at Ross, is how I approach every decision.

– Hesham Amer, Nissan General Manager for Sales, Saudi Arabia
Open Enrollment Programs continued...

Human Capital Leadership

ADVANCED HUMAN RESOURCE EXECUTIVE PROGRAM
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. 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
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: 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.
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

Focused and Functional

**NEW! BECOMING WHO YOU REALLY ARE:**
*How to grow yourself and your organization*
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.

Who Should Attend: Leaders (formal and informal). People seeking a unique, sustainable leadership development experience. Teams seeking extraordinary results through a common language and supportive approaches.

**NEW! LEADING IN THE AGE OF DATA:**
*Analytics for Strategic Decisions*
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. 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.

**STRATEGIC MARKETING FOR THE DIGITAL AGE**
The digital age has amplified the need to effectively leverage the dynamics of human behavior and the growing pervasiveness of social media. Fundamentally shift how you design comprehensive campaign strategies and effectively measure new outcomes while creating your plan of action. Join our globally recognized marketer and award-winning academic faculty team to learn their game-changing approach.


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 and clients so they can join you and choose their own career acceleration path.

Contact us to discuss your individual goals, questions, and completion options.
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. This program format is 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 up to 40% discounted enrollments. Send 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 receive tuition scholarships and can gift discounts to their staff, colleagues, or clients. U-M alumni are also eligible for significant partial scholarships.

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:

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“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
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:
• Develop senior leaders with a global enterprise perspective who break down silos
• 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
• Guide leaders in creating a high-velocity work environment to compete in unconventional markets
• Demonstrate how future trends help to build a strategic HR function aligned to the business
• Accelerate the development of the next generation of leaders
• Cultivate leaders who know how to attract, retain, and engage diverse talent
• Generate 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
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