Do you have the tools you need to take your organization to the next level?

As an accomplished leader, you have earned your position. But do you have the tools you need to take your teams and your organization to the next level? Learn the techniques and approaches to make decisions in complex situations, manage across units, and bring out the best in your leadership team.

You’ll explore the critical components of effective management and leadership. Tools for cultivating and leveraging individual and organizational capabilities will be emphasized. You’ll emerge with new frameworks to manage individuals, teams, and processes, and create a culture of high performance. You’ll also gain best practices to measure performance, integrate divergent values, and capitalize on creativity and talent.
LEADERSHIP

TAKEAWAYS AND TOOLS
• Tools to leverage your leadership strengths to advance your organization’s culture and strategy, individual effectiveness, and business outcomes
• An understanding of how the best leaders capitalize on diverse perspectives, behaviors, and practices
• Techniques to communicate effectively across functions, geography, and cultures
• A step-by-step plan to immediately implement learnings in your organization
• Post-program coaching, included in the fee
• Peer-to-peer phone sessions following the program, to maintain your new network of peers and continue to improve in applying concepts

PROGRAM HIGHLIGHTS
• You will learn to apply the Competing Values Framework, a world-renowned conceptual tool for cultivating and benefiting from individual and organizational capabilities.
• The University of Michigan-developed Leadership Competencies Survey, a 360-degree assessment taken prior to the program, and self-assessments during the program form the basis of the personalized action plan you develop during the course.
• In-program coaching enables you to customize learning to your unique needs.
• In group-based exercises, you’ll apply class concepts to your own scenarios and receive feedback from faculty and peer executives.

WHO SHOULD ATTEND?
• Mid- to senior-level managers who supervise other managers
• Managers who want to expand their leadership role and add value to their organization

Visit our website for more information:
www.execed.umich.edu
LEADERSHIP

PROGRAM IN FOCUS  IN THIS PROGRAM, YOU’LL EXPLORE IN DETAIL:

Your Leadership Approach
• How others perceive you
• Others’ leadership styles
  (and how to incorporate them for organizational success)

Managing Organizational Process and Administration (Control)
• Managing coordination
• Managing the control system, including acculturation, cost, and quality

Winning in a Competitive Environment through Goals and Performance (Compete)
• Managing competitiveness
• Energizing employees through goals and performance
• Managing customer service

Managing Creativity and Vision (Create)
• Managing the future
• Managing innovation, including growth and creativity

Managing Values and Empowering Individuals and Teams (Collaborate)
• Managing teams
• Managing interpersonal relationships, including developing others
• Organizational values
• Communication and knowledge creation

Action Planning and Synthesis
• Identifying key organizational and managerial strengths
• Developing and implementing plans for application on the job

Learn more about The Michigan Ross Experience
www.execed.bus.umich.edu/DuringYourStay/Default.aspx
# MANAGEMENT OF MANAGERS

## Program Outline

<table>
<thead>
<tr>
<th>Day</th>
<th>A.M.</th>
<th>P.M.</th>
<th>Evening</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Day One</strong></td>
<td><strong>INTRODUCTION</strong>&lt;br&gt;Core Competencies of Managers of Managers&lt;br&gt;An Introduction to the Competing Values Framework&lt;br&gt;Personal Leadership Competency Profiles</td>
<td><strong>MARKET/COMPETE</strong>&lt;br&gt;Leading through Performance and Goals&lt;br&gt;Performance&lt;br&gt;Organization Value Proposition/Strategic Positioning&lt;br&gt;Knowing to Doing</td>
<td>Group Dinner and Evening Session</td>
</tr>
<tr>
<td><strong>Day Two</strong></td>
<td><strong>HIERARCHY/CONTROL</strong>&lt;br&gt;Leading through Organization and Process&lt;br&gt;Efficiency and Process Improvement</td>
<td><strong>VISION</strong>&lt;br&gt;Leadership in Times of Ambiguity and Uncertainty&lt;br&gt;Gaining Acceptance: Identifying Stakeholders and Actions&lt;br&gt;Knowing to Doing</td>
<td>One-on-One Consultations Free time for Dinner Group Work &amp; Discussion</td>
</tr>
<tr>
<td><strong>Day Three</strong></td>
<td><strong>ADHOCRACY/CREATE</strong>&lt;br&gt;Leading Through Creativity and Vision&lt;br&gt;CREATIVITY&lt;br&gt;The Core of Core Competencies&lt;br&gt;Attributes of Creative Leadership</td>
<td><strong>FIERCE CONVERSATIONS</strong>&lt;br&gt;Confrontation - and Living to Talk About It&lt;br&gt;Leadership and Energy Empowerment&lt;br&gt;Knowing to Doing</td>
<td>One-on-One Consultations Free time for Dinner Group Work &amp; Discussion</td>
</tr>
<tr>
<td><strong>Day Four</strong></td>
<td><strong>CLAN/COLLABORATE</strong>&lt;br&gt;Leading Through Values and Communication&lt;br&gt;VALUES&lt;br&gt;Living by our Values – a Constant Challenge&lt;br&gt;Why Leaders Can’t Lead Adaptive Leadership</td>
<td><strong>SYNTHESIS AND APPLICATION</strong>&lt;br&gt;Coaching Presentations&lt;br&gt;Review and Action Planning&lt;br&gt;Improving Personal Excellence Preparation for the Future&lt;br&gt;Certificate Presentation Program Close</td>
<td>Closing Group Dinner Off-Site</td>
</tr>
<tr>
<td><strong>Day Five</strong></td>
<td><strong>SYNTHESIS AND APPLICATION</strong>&lt;br&gt;Coaching Presentations&lt;br&gt;Review and Action Planning&lt;br&gt;Improving Personal Excellence Preparation for the Future&lt;br&gt;Certificate Presentation Program Close</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Dynamic, interactive learning both in and out of the classroom
Sessions include lectures with Ross’ top-ranked faculty coupled with:
- Simulations
- Group activities
- Development of personalized action plans
- Social events
- Cross-industry and cross-functional networking and collaboration

**NOTE:** This is a sample schedule. For questions // +1 734-763-1000 // rossexeced@umich.edu