Key Learning Outcomes:
After attending this program, participants will have learned how to:
• Choose the right people (and avoid the wrong ones) when forming teams
• Re-engineer team tasks to maximize coordination and flexibility
• Motivate different types of people with financial (and non-financial) rewards
• Make effective group decisions that inspire commitment from all involved
• Manage conflict within the team and between different teams
• Promote team learning by turning past experiences into teachable moments
• Weather and exploit change in technology and product or labor markets
• Create a trusting group climate marked by cohesiveness and openness

Program Introduction:
Research shows that there are seven critical roles that must be filled in all team contexts in order for the team to have long-term, sustained effectiveness. These roles include the:
• Composer (selects the team members)
• Designer (develops work procedures)
• Motivator (energizes team members)
• Decision-Maker (assesses the future and team’s direction)
• Peacemaker (manages conflict among team members)
• Teacher (helps the group learn from their experiences)
• Developer (promotes interpersonal relationships among team members)

No one leader can fulfill all of these roles, but it is the leader’s responsibility to recognize his or her strengths and weaknesses in performing all the roles. Moreover, if there are roles that the leader cannot fulfill, it is his or her responsibility to either: (a) personally adapt and develop the ability to perform the role, or (b) make sure that the role is covered by some other member of the team.

The skills learned in this seminar will help the attendee expand his or her leadership style beyond his or her current niche, providing long-term career survival and advancement.
Comments from Seminar Participants:

“One of the best company-sponsored courses I have taken during my entire career.”

“The information presented was very thought-provoking and in a very engaging way. The tools learned can be applied both inside and outside of work.”

“This seminar was well designed and polished (pace, format). Dr. Hollenbeck’s knowledge and style kept interest and encouraged interaction. I would recommend it to those who are looking to excel in leadership.”

“John explains the topics with real life examples. I would recommend it to those who are looking to excel in leadership.”

“For more information, go to: execed.broad.msu.edu

Schedule:

Day 1: Setting the Stage and Initiating Action
9:00 – 10:30 a.m.  Overview of Course
10:30 – 10:45 a.m.  Break
10:45 – 12:15 p.m.  Selecting Team Members: Homogeneous v. Heterogeneous
12:15 – 1:15 p.m.  Lunch
1:15 – 2:45 p.m.  Designing Team Tasks: Functional v. Divisional
2:45 – 3:00 p.m.  Break
3:00 – 4:30 p.m.  Motivating Team Members: Transactional v. Transformational
4:30 – 5:00 p.m.  Practical Application II: Problem Solving Exercise

Day 2: Managing the Process and Gaining from Experience
8:30 – 10:00 a.m.  Making Team Decisions: Autocratic v. Consensus
10:00 – 10:15 a.m.  Break
10:15 – 11:45 a.m.  Managing Team Conflict: Competition v. Accommodation
11:45 – 12:45 p.m.  Lunch
12:45 – 2:15 p.m.  Enhancing Team Development: Execution v. Experimentation Equity v. Equality
2:15 – 2:30 p.m.  Break
2:30 – 4:00 p.m.  Practical Application II: Problem Solving Exercise
4:00 – 4:30 p.m.  Program Evaluation & Debrief

Unique Program Features:

One unique aspect of this seminar is that it will use film study to dramatically demonstrate many different leadership styles in a compelling and memorable way. The extensive film study helps participants visualize many different leadership styles and the situations where each style is appropriate. Past participants have found that this aspect of the seminar is both highly entertaining as well as powerfully effective as a means of making many abstract principles of leadership highly concrete.

Another unique aspect of this seminar is that it will capture the dominant and recessive leadership style of each participant via an online survey called the Leadership Style Inventory. The seminar will discuss the strengths and weaknesses of each style in terms of when, where and with whom each style works best. Participants can then compare and contrast their own leadership styles to both the styles depicted in the films, as well as the styles that typify other seminar participants. Participants will identify opportunities to adapt their leadership style to any set of followers or situations.

Location

The James B. Henry Center for Executive Development is located at Michigan State University. The overall complex consists of the Henry Center, Candlewood Suites (an extended-stay hotel), the University Club (a private dining and recreational club), a fitness center/spa, and an on-site 18 hole championship golf course. The Henry Center is a world-class executive education and corporate learning facility specifically designed to complement the learning objectives of this seminar.

Facility Instructor:

John R. Hollenbeck, Ph.D.
Professor of Management,
Broad College of Business

Participating Companies from Recent Years*

Accenture
AP Capital
Auto-Owners Insurance
Beam Suntory
Bleistadt North America, LP
Blue Cross Blue Shield of MI
BMT Aerospace
ChemTrend
Dawn Foods
Deloitte & Touche
Delta Dental
Dortch Enterprises
DTE
Eaton
Fiat Chrysler Automobiles
Ficosa North America
Ford
Four Winds Casino
General Motors
Gordon Food Service
GreenPath
GreenStone Farm Credit Services
H.S. Die & Engineering Healthcare Consortium of Illinois
HelloWorld, Inc.
The Home Depot
Humanetics Innovative Solutions
The Hydaker-Wheatlake Company
Irvin Automotive
ITC Holdings
Jackson National Life Ins.
K.S Kolbenschmidt US
Kellogg
Kent Intermediate School District
Lake Trust Credit Union
LaSalle Electric
Lear
Little Caesars Enterprises
Lowe’s
Medtronic
Meijer
Mentor
NitroMed
Pfizer Animal Health
Pitt & Whitney
R.L. Polk
Shell Gas
Siemens PLM Software, Inc.
Sony Electronics
South Haven Public Schools
Spartan Stores
State of Michigan
St. Clair County Community Mental Health
TechSmith
Total Plastics
Trinity Health
TRW Automotive
US Air Force
Utility Supply & Construction Co.
W.K. Kellogg Foundation
Webb Chemical
Zondervan
*partial listing

WHO WILL MAKE BUSINESS HAPPEN?
SPARTANS WILL.