Benchmark your leadership development against world-class winners

Improve your ability to coach and develop other leaders

Create a compelling story about where your company is headed

Develop your own teachable point of view
The Cycle of Leadership program is based on 25 years of work by Professor Noel Tichy who has written extensively on leadership, change and knowledge creation (over 12 books and a hundred articles). The program draws on his extensive practical experience applying the concepts of action learning, leaders as teachers and the building of virtuous teaching cycles. Professor Tichy headed up GE’s famed Leadership Development Center, Crotonville and has worked with CEOs around the world to develop leadership development capacity including Royal/Dutch Shell, Nomura Securities, Nokia, Pepsico and Mercedes Benz.

The Cycle of Leadership program is designed to help leaders articulate their own “teachable point of view” for developing leaders in their organizations. The highly interactive, three-day experience, is designed to provide new concepts, benchmark best practice examples, and provide real time coaching from faculty and other participants. The participants are prepared at the end of the program to teach and develop leadership capacity in their own organizations, they leave the program with a clearly articulated and written “teachable point of view” for the success of their organization as well as practical methodology and action plans for enhancing the performance of their organizations and development of leaders.

**Best Practice Benchmarks**

The program blends state of the art concepts as well as practical benchmark examples. Here are some examples:

**General Electric**

If you show up on the right day every couple of weeks at GE’s Crotonville Leadership Development Institute, you will find Jeff Immelt, CEO of GE, teaching. Immelt like his predecessor Jack Welch spends an enormous amount of time giving speeches to employees and taking the “hot seat” in question and answer sessions, but he also interactively teaches. He has a variety of modules, usually a half day at a time, that he uses to teach leadership.

In the most senior program, when Welch was CEO, he asked among other things, “If you were named CEO of GE tomorrow, what would you do?” Welch used the question to orchestrate a “no holds barred” discussion, in which he jousted with participants and honed their analytical abilities and leadership instincts. He did this by having them also joust with each other. He considered such sessions essential and was proud of his commitment. Says Welch, “I went to Crotonville every 2 weeks for 20 years to interact with new employees, middle managers and senior managers. I never missed a session.”

**3M**

CEO, Jim McNerney, taught the first three-day session on Six Sigma (the quality program) and meets almost weekly to coach the Six Sigma Black Belt middle managers who are full-time teachers at 3M. Why does he make himself the head teacher for Six Sigma? Jim McNerney knows that if it does not start from the top and if he is not engaged in teaching and learning as a role model, as the orchestra-

tor of the process, it will not end up in the DNA of 3M. Jim McNerney also leads an action learning program of high potential executives who work on real 3M projects while simultaneously working on enhancing their leadership capabilities. The projects yield creative and breakthrough practical ideas for 3M while the leaders, Jim McNerney and his senior team receive an intensive development experience.

**Royal Dutch/Shell**

In a matter of one year, thousands were taught by the top thousand Shell leaders in a program called **Focus Results Delivery**. Professor Tichy and team worked with the leadership of Shell to articulate their “teachable point of view” on leadership and company performance. The leaders then were trained to run their own three-day leadership workshops and drive projects which engaged over 50 thousand Shell employees worldwide and resulted in several billion dollars of cost savings as well as innovative ideas for top line growth. The leaders developing leaders concepts and methodologies both transformed the company culture but build a cadre of new leaders.

**Intel**

In Santa Clara, California, Andy Grove enters into the classroom several times a year to teach Intel managers how to lead in an industry in which the product (microprocessors) doubles in capacity every 18 months. In Grove’s teaching sessions, he discusses the role of leaders in detecting and navigating the turbulent industry shifts that many companies fail to survive. Why does Grove take the time to do this? Because he believes that having leaders at all levels of Intel who can spot the trends and have the courage to act will enable Intel to prosper while competitors falter. Grove is dedicated to teaching and developing winning leaders.

**PepsiCo**

In an 18-month period shortly before he became CEO of PepsiCo in early 1996, Roger Enrico spent nearly a third of his time teaching rising PepsiCo executives what he knew about the industry and how to be a leader. Gathering nine executives at a time, he would spend 5 days from dawn until late in the evening teaching his point of view on how to grow a business. Then, he would have participants come up with ideas for their businesses and facilitate their discussion to help shape their ideas. The results of those and other sessions were 100, better-prepared leaders and, according to one observer, “some of the biggest business ideas that PepsiCo has had in the past several years.”

**Contact Us Today**

Ensure your place in this dynamic program by sending in the enclosed application today (see application for details).

In addition to these examples, participants will be challenged by looking at other leaders and their impacts:

- Find out how Michael Novak, CEO of YUM! Brands (Taco Bell, Pizza Hut and KFC) teach thousands of leaders around the world? You will get a window on the 10 workshops a year he personally runs to develop leadership talent.
- Find out how Bob Knowling rapidly built the New York City Leadership Academy for Principles.
- Find out how the United States Navy SEALs and Army Rangers create leaders who can assume command of any team, anytime, anywhere? Learn from General Wayne Downing former head of the Special Operations Forces.
- How did Royal Dutch/Shell break its 100-year-old mentality of entitlement and create a competitive culture where leaders develop other leaders?

Here is what some thought leaders are saying about the Cycle of Leadership:

“This Cycle of Leadership defines a road map for business leaders that is both practical and memorable.”

—Joe Forehand, Chairman and CEO

Accenture

“With The Cycle of Leadership, Noel Tichy not only offers the spot-on insight that the future belongs to a new breed of companies that is big, fast, and smart, he also shows what it will take to be part of that future. It’s a book filled with teachable-and learnable-moments.”

—Alan Webber, Founding Editor

Fast Company

“Noel Tichy’s concept of building Virtuous Teaching Cycles gives today’s leaders a path to build organizations fast enough to benefit from today’s unprecedented rate of change.”

—Brad Anderson, Vice Chairman and CEO

Best Buy
Winning Organizations Are Teaching Organizations

Why do some companies consistently win in the marketplace while others struggle from crisis to crisis? The answer is leadership. Winning companies have good leaders who know how to make smart decisions and implement them quickly...and they develop others to be leaders as well.

Technologies, products, and economies constantly change. To get ahead and stay ahead companies need agile, flexible people who can anticipate change and respond instantly to new realities. And, they need them throughout the organization. That’s why it’s important to invest the time to improve your own leadership abilities and to learn how to build an organization of leaders around you.

The key to winning today — and to creating an organization that can win again tomorrow — is teaching. If you look at the world’s best leaders, you’ll see that they are also the world’s best teachers, because teaching is at the heart of leadership.

The Cycle of Leadership program is based on the best practices and insights presented in The Cycle of Leadership: How Great Leaders Teach Their Companies to Win by Noel Tichy (with Nancy Cardwell). The core message is that inside all great business leaders — whether they are CEOs, mid-managers, or shop stewards — are great teachers. To become members off this world-class elite, executives must commit to improving their own leadership abilities and then they must go out and teach others to be leaders as well.

Virtuous Teaching Cycle

Winning leaders are teachers, and winning organizations encourage and reward teaching. But there is more to it than that. Winning organizations are explicitly designed to be Teaching Organizations, with business processes, organizational structures and day-to-day operating mechanisms all built to promote teaching.

More importantly, the teaching that takes place is a distinctive kind of teaching. It is interactive, two-way, even multi-way. Throughout the organization, “teachers” and the “students” at all levels teach and learn from each other, and their interactions create a Virtuous Teaching Cycle that keeps generating more learning, more teaching and the creation of new knowledge. Virtuous teaching cycles are what keep people in winning companies getting smarter, more aligned and more energized every day. Teaching Organizations make them possible.

“How at the end of the day, you bet on people — not strategies.”

Larry Bossidy
former CEO, Honeywell
Teaching organizations, in which leaders at all levels actively contribute to the collective knowledge pool, enable employees to act faster and more effectively. This is because they have cultures where everyone is expected to teach others, to learn and to contribute new ideas. These institutions have fundamental building blocks that are required to succeed in the new era of knowledge.

In Teaching Organizations, learners at all levels are teachers. This is what creates the Virtuous Teaching Cycle, the self-reinforcing pattern that keeps everyone engaged in a teaching and learning process, improving the organization’s effectiveness. This interactive teaching, engaging more and more of an organization’s members, expands knowledge while it also aligns people.

There is no one model and no paint-by-the-numbers formula for building a Teaching Organization. Each one will reflect the ideas, values and personalities of the people within them. Teaching Organizations can be large or small and can be created in any industry. Good non-profits are often Teaching Organizations. At the heart of each one, however is the dynamic of the Virtuous Teaching Cycle at work. At all levels of the organization this core process is replicated.

Develop Your Own Teachable Point of View

This program will help participants become better leaders and teachers by developing their own “teachable points of view.” These points of view are invaluable to leaders not only in the everyday management of their companies, but also in developing other leaders through formal development opportunities and informal coaching.

The Cycle of Leadership is built around insights acquired from dozens of leaders over decades of research and practical experience.

This program was designed and directed by Dr. Noel Tichy, who ran General Electric’s Crotonville Management Development center and who founded the University of Michigan Business School’s Global Leadership Program, which was named the most innovative executive education program in the world. Dr. Tichy will be joined at each program by other faculty members and by accomplished executives who are case studies in The Cycle of Leadership and who role-model leading through teaching.
Learning Objectives

During the Cycle of Leadership program, participants will:

> Benchmark their own leadership and their companies’ leadership development against world-class winners.

> Fully develop their own teachable points of view, encompassing:
  - Ideas about the external environment and their company’s internal core capabilities.
  - How these ideas fit together into what Peter Drucker calls a business theory, which determines how they make money in the marketplace.
  - Operational values that will help them implement their business ideas.
  - Methods of energizing the workforce — both one-on-one and with large-scale mechanisms.
  - The ways that tough decisions about people and products are made.

> Create a compelling story about where their organization is going that can engage people at all levels.

> Examine how world-class leaders develop leaders:
  - Improve their own ability to coach and develop other leaders.

Who Should Attend

This program is ideal for senior line executives and senior level staff people. Ideally, a senior executive will attend with a team of people — for example, a division president who brings her line and staff managers. Teams are better able to maximize the program’s impact by working together to develop strategies for transforming their businesses, including moves in the market and methods of developing other leaders.

Human resource managers will increase their own ability to lead and also learn to help others be better leaders. Their effectiveness is also enhanced by bringing a team of people. Of course, individual managers are welcome. Past participants have held positions as Managers, Directors, Vice Presidents, and CEOs, with specialization in a wide range of functional areas.

The Cycle of Leadership program is an intense, highly interactive, three-day experience. It is based on several action learning programs that were developed to help large companies transform through developing leaders. These have their roots at Crotonville (General Electric’s Management Development Center), where Noel Tichy was the director from 1985 to 1987. They have gone on to be used at companies that range from Accenture, GE, Genentech, Nokia, Nomura Securities, Pepsi, Royal Dutch/Shell, and others.

The framework for the program is a “coaches’ clinic.” Every participant is a leader in their own sphere and they have the responsibility to develop other leaders. The program, like a tennis camp, is the chance to pull the game of leadership apart — working on each individual element — and then putting it together again into the whole game. After the program, participants must be prepared to go to their individual work units and teach others to be leaders as well — thus the “coaches’ clinic.”

Each module is based on the idea that people gain from benchmarking others. No matter their profession — a tennis player, an opera singer, a musician, an executive — individuals benefit from looking at other examples. For each module of the program, the facilitators will introduce concepts and offer benchmarks. Then, participants will be asked to apply this to their own situations. Throughout the program, participants will coach each other and be coached by facilitators.
The companies that are featured in The Cycle of Leadership program have consistently beaten their competitors in the marketplace. As a result, they have all sustained enviable track records of enriching their shareholders, rewarding and motivating their employees, and improving their communities. But, because winning is built on unique responses to unique situations, the answers that other leaders have come up with for their organizations may not be — in fact, probably aren’t — right for yours. The Cycle of Leadership program, therefore, focuses not on the specific results that these winning organizations have achieved but on how their world-class leaders consistently come up with smart strategies and lead their people to achieve those results.

The program is framed around three building blocks:

Building Block 1: Develop a Teachable Point of View

Winning leaders, whether they sit in the chairman’s office or run a production line on the factory floor, have a point of view about how to manage and grow their businesses. A leader uses this teachable point of view to create a compelling description of where their company is going and to enlist others’ energy to get there. Leaders also use their teachable points of view to teach others to be leaders. Leaders use their teachable points of view everyday. They use them to create dynamic and engaging stories that detail where their company is, where it is going, and how they will get there.

Winning leaders need teachable points of view in four specific areas:

Ideas
Great companies are built on central ideas. By passing the ideas to others, and teaching others how to develop good ideas, leaders create organizations that are finely tuned toward delivering success.

Values
Winning leaders articulate values explicitly and shape values that support business ideas. For example, GE’s Jack Welch articulates the value of “boundarylessness” in order to facilitate speed-to-market, the generation of ideas, and the sharing of best practices.

Edge
Leadership is about making tough yes-no decisions. Winning leaders face reality, and they make decisions about people, products, businesses, customers, and suppliers.

Energy
Winning leaders are motivated and they motivate others about change and transition. Leaders energize others when they personally interact with them.

The Cycle of Leadership program will challenge participants to develop their teachable points of view and stories through faculty-led discussions and interactive exercises. This includes using a proprietary database of examples from leaders at companies such as Accenture, GE, Genentech, Intel, Nokia, Trilogy, and many others.
Building Block 2: Leaders Teach

Inside every great leader is a great teacher. Autocrats and managers can command behaviors by issuing orders. Cheerleaders can produce temporary “highs” in which people pursue things with great gusto. These may work for a short time. But leaders produce sustainable results because they teach people how to think about business and the world. This requires that they find ways to engage people in mutual learning through in-depth, candid discussions and through learning from experiences.

Developing an organization of true leaders requires that leaders invest the time and emotional energy to teach. The figure to the right presents a framework for how approaches to teaching and leading require different commitments and bring different results.

The Cycle of Leadership program will help participants understand how well they are teaching others currently by asking them to compare their own teaching to that of world class leaders.

Then, each participant will pull together the learning from these examples to create their own plan for teaching others on a personal scale (individual coaching) and wide scale (company-wide programs).

Building Block 3: Commit to Building a Teaching Organization

After leaders develop their teachable points of view and personally begin to teach others, the next step is to create a teaching organization. This requires the personal role modeling involved in building blocks 1 and 2. It also involves creating large-scale mechanisms to make every leader into a teacher.

Participants in the Cycle of Leadership program will examine how they can create large-scale systems for teaching. This includes examining how leaders like Larry Bossidy, former CEO of Honeywell, engaged people through coaching sessions after every meeting and how leaders like Jack Welch of GE created programs like “Work Out.” The program ends with a personal commitment to carry the message forward and encourage teaching.
Noel M. Tichy

Dr. Noel M. Tichy is a Professor of Organizational Behavior and Human Resource Management at the University of Michigan Business School, where he is the director of the Global Business Partnership. Recently, he led the launch of the Global Corporate Citizenship Initiative in partnership with General Electric and Proctor & Gamble, designed to create a national model for partnership opportunities between business and society emphasizing free enterprise and democratic principles. Between 1985-87, Dr. Tichy was Manager of Management Education for General Electric where he directed its worldwide development efforts at Crotonville. Prior to joining the Michigan Faculty he served for nine years on the Columbia University Business School faculty.

Professor Tichy is the author of numerous books and articles. His most recent book is The Ethical Challenge (Jossey-Bass 2003, with Andy McGill) and The Cycle of Leadership: How Winning Leaders Teach Their Organizations to Win (Harper-Collins 2002, with Nancy Cardwell). He authored The Leadership Engine: How Winning Companies Build Leaders at Every Level (with Eli Cohen), named one of the top 10 business books in 1997 by BusinessWeek. He is co-author of Every Business is a Growth Business (with Ram Charan), published October 1998 (Random House). In addition, Tichy is also the co-author of Control Your Destiny or Someone Else Will: How Jack Welch is Making General Electric the World’s Most Competitive Company (with Stratford Sherman). Tichy has long been regarded as a staple of management literacy as noted by his rating as one of the “Top 10 Management Gurus” by BusinessWeek and Business 2.0. He has served on the editorial boards of the Academy of Management Review, Organizational Dynamics, Journal of Business Research, and Journal of Business Strategy and was the founding editor and chief of Human Resource Management.

Noel Tichy consults widely in both the business and public sectors. He is a senior partner in Action Learning Associates. His clients have included: Best Buy, General Electric, Pepsico, Coca Cola, General Motors, Nokia, Nomura Securities, 3M, Daimler-Benz and Royal Dutch/Shell.

Christopher M. DeRose

Christopher DeRose is a researcher and consultant who has been an associate of the University of Michigan’s Global Business Partnership, a consortium of multinational corporations since 1989. In addition, DeRose is an associate of Action Learning Associates, a consulting organization focused on organizational transformation. He has consulted with companies such as Accenture, Chrysler, Harper Collins, Trilogy, HP, US West, and Royal Dutch/Shell. His research work in the areas of leadership, organizational change, and growth has taken place in the automotive, telecommunications, financial services, and beverages industries. DeRose has also worked in the financial services industry and led a sales organization in Japan.

DeRose holds a B.A. from the University of Michigan in Political Economics. He also received his M.B.A. and M.A. of Japanese studies from the same institution. He has co-authored articles for Fortune Magazine, Training & Development, and Australian Human Resources Journal.
J. Richard Stonesifer

J. Richard (Dick) Stonesifer is a graduate of Teterboro School of Aeronautics and the Harvard Business School Advanced Management Program. He began his career with GE in 1959, and spent the next 14 years with GE’s aircraft engine business in Korea, training the Korean Air Force to maintain F-5 fighter planes, managing field service engineering in Vietnam during the war, training German fighter maintenance personnel, and managing a number of other engine businesses. He was Chairman and CEO of GE Philippines, and also GE Portugal, before, during, and after the Portuguese Revolution in the mid-1970s. He served as general manager of GE’s Carboloy Systems (1978-80); chairman and CEO of GE Brazil (1980-84); vice president and general manager, International Construction & Service Division, GE Power Systems (1984-87); vice president and general manager-International Sales & Services Division, GE Industrial & Power Systems (1987-88); vice president and general manager, GE Supply (1988-90); and vice president and general manager, marketing and product management, GE Industrial & Power Systems (1990-91). He was appointed senior vice president, GE Appliances in January 1992 and became President and CEO in August 1992.

Dick retired from GE in July 1996. He owns his own company, is a management consultant, and serves on several boards.

Wayne A. Downing

General Wayne A. Downing retired after a thirty-four year career in the U.S. Army. During this period he served in a variety of command assignments in infantry, armored, special operations and joint units culminating in his appointment as the Commander-in-Chief of the U.S. Special Operations Command. He served two combat tours in Vietnam as a junior infantry officer. As a general officer, he commanded the special operations of all services during the 1989 invasion of Panama and then commanded a joint special operations task force operating deep behind the Iraqi lines during Operation Desert Storm. He has had extensive experience in combating terrorism, crisis management, training large and small organizations, planning and programming, and in acquisition.

Following retirement, he was appointed by the President to head an assessment of the terrorist attack on the U.S. base at Khobar Towers, Saudi Arabia, and to make recommendations to protect American people and facilities world wide from terrorist attack.

General Downing graduated from the U.S. Military Academy at West Point with a B.S. degree in Engineering and has an M.B.A. from Tulane University.
This program is intended for people in senior positions who are committed to the development of leaders in their organization. Teams from the same company are encouraged to attend together to enhance the transfer of learning.

The Director will be glad to confer with sponsoring organization members regarding the Cycle of Leadership program and the application process. Potential sponsors and applicants are encouraged to contact Ida Faye Webster, Program Associate, with Global Business Partnership at 734.998.6353, before submitting formal applications. Visits to the University of Michigan Business School to discuss the program with staff and faculty also are welcome.

Applications for admission are accepted throughout the year, but should be submitted at least two months prior to the program’s starting date. To request brochures and application materials, call 734.764.5134.

### Program Fee

The program fee includes tuition, books, instructional materials, accommodations, meals, and coffee breaks.
Program Confirmation
Once your application has been accepted, a unique registration number is assigned and an acknowledgement letter is sent. This communication ensures that a place will be reserved for you in the program. Due to costs associated with establishing, holding, and refilling participant slots, along with the associated costs of pre-course materials, the following cancellation charge schedule has been established.

Payment and Refund Policy
Payment Policy
> Program fees are due in full upon acceptance into this program.

Transfer Policy
> One transfer is allowed per registration and must be received in writing.
> Requests received within 6 weeks of class start date will incur a $250.00 administrative fee.

Substitution Policy
> Qualified substitutes for registrations can be accommodated with advance written notice.

Cancellation Policy
> All cancellation notices must be received in writing.
> Cancellation fees are based on the number of weeks from the class start date the request is received.

6 or more weeks prior .......10% of program fee
2 to 6 weeks prior .............50% of program fee
Within 2 weeks .................100% of program fee

The University of Michigan reserves the right to change without notice any statement in this bulletin concerning, but not limited to, curricula, courses, faculty, tuition, fees, policies, and rules. If course or curriculum changes take place after you commence the program, we will make every effort to implement the changes in your best interest.

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**University of Michigan Business School:**

One of the top three providers of executive education worldwide

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- No. 2 in General Management
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  — *BusinessWeek, October 2001*

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- No. 2 among large schools
- No. 3 among the top ten business schools
- No. 2 in marketing
- No. 4 in General Management
- No. 5 in Operations Management
- No. 6 among top schools for emphasis on ethics
  

- Michigan faculty named “Top Management Gurus:”
  Noel Tichy
  C.K. Prahalad

  — *BusinessWeek, October 2001*
  — *Business 2.0*
  — *What’s The Big Idea? by Thomas Davenport*
# The Cycle of Leadership

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## Billing

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## Person in charge of executive management development for your company

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**INSTRUCTIONS:**

Please complete and mail or FAX this application and your business card to:

University of Michigan Business School
Global Business Partnership
701 Tappan St.
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Tel: 734.764.5134
Fax: 734.936.2196

**LOCATIONS:**

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Fax: 734.936.3231

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