

Virginia Bankers Association

Executive Leadership Institute

2010-2011

Strategies Aligned. Leaders Developed. ROI Realized.

VIRGINIA BANKERS
ASSOCIATION

INVEST IN YOUR BEST

Leadership development is a critical investment for the long-term success of an organization.

The fastest and most effective way to achieve profitable growth is for companies to focus on increasing the performance of their high-potential employees. Even the highest performing employees have the capacity and desire to do better. Corporate research over the last 30 years proves that those companies that invest in the development of leaders and maintain a strong talent portfolio achieve a significant competitive edge demonstrated in profitability, adaptiveness and sustained and predictable results.

EXECUTIVE LEADERSHIP INSTITUTE

The Executive Leadership Institute is a 7 month leadership development program designed to actively enhance the leadership, organizational and performance skills of the highly-motivated, high-potential banker who is currently in or progressing toward a senior level position.

Each of the seven, two-day sessions focuses on one or more critical success factors:

1. The Power of Effective Leadership: September 23-24, 2010
2. Strategic Thinking & Planning for Your Organization & Your Leadership: October 21-22, 2010
3. The Power of Communications: November 18-19, 2010
4. Managing Through Change & Transition: December 16-17, 2010
5. Creating a Culture of Accountability & Leadership Through Advocacy: January 13-14, 2011
6. Being a Leader in Business Development & Sales: February 24-25, 2011
7. Leadership Simulation and Capstone Projects: March 24-25, 2011

FACULTY

KAREN CONRAD

Karen Conrad is the owner of Karen Conrad and Associates, LLC and serves as an executive coach and leadership, sales and sales management development consultant to banks, corporations, small businesses and non-profits. She is a former Senior Vice President of Wachovia Bank where she served in roles in retail banking, training and development, and as an executive coach in the Executive Leadership Program.

ROGER SCHNORBUS

Roger Schnorbus is Executive-in-Residence and Visiting Professor of Management at the University of Richmond's Robins School of Business where he teaches courses in Strategic Management and Mergers/Acquisitions at both the undergraduate and MBA levels. Prior to joining the Robins School, Mr. Schnorbus worked for the Campbell Soup Company for 30 years where he held various managerial positions, including Vice President of Product Development and President/CEO of Mrs. Paul's Kitchens. He holds an MBA from the Wharton School, University of Pennsylvania.

NANCY EBERHARDT

Nancy Eberhardt is Chief Executive Officer and owner of Pathwise Partners LLC and serves as an executive coach and leadership development and communications consultant to banks, corporations, small businesses and non-profits. She is a former regional President of Central Fidelity Bank, a \$10 billion Virginia-based institution (now Wachovia) and prior to that served as Senior Vice President of Consumer Product Development and Marketing. Nancy is a past Chair of the Fairfax County Chamber of Commerce as well as Internet, Inc (prior owner of the MOST ATM network), former Vice-Chair of the Wolf Trap Foundation for the Performing Arts and serves on the Board of Directors of Congressional Bank and the Advisory Board for University of Virginia's School of Professional and Continuing Studies.

DEVELOPING STRONG LEADERS

To be a successful leader in today's organizations you have to do more than just "lead." You have to be a creative, innovative, and passionate leader who can inspire teams to pull together, solve problems creatively and achieve amazing results.

WHO SHOULD ATTEND

High-potential upper level bankers with more than 6 years of experience who have taken on, or are preparing to take on, broader responsibilities. Bankers who may have experienced, or will soon undergo, the transition from a functional to a general management role. Bankers who are senior managers or likely to be a member of senior management in the short-term.

PARTICIPATION CRITERIA

You must :

- have a minimum of 6 years of banking or equivalent experience
- be a high-potential upper level officer of the bank
- have successfully completed the Virginia Bankers School of Bank Management or an equivalent banking school
- be nominated by your CEO
- be a current member of the Virginia Bankers Association through your institution

PROGRAM CONTENT

Each attendee, their supervisor (or sponsoring individual in the bank) and the curriculum leader will have a phone or in-person meeting prior to the beginning of the first session. [The purpose of the meeting is to:](#)

- 1) ensure everyone knows, and is committed to, the time, energy and involvement required for this coursework
- 2) define the objectives/expectations each supervisor has for their attendee

TUITION

Tuition for the Executive Leadership Institute is \$3,950 per attendee. Tuition covers all seven sessions, workbook materials, instructor fees, continental breakfast, lunch and refreshments. Tuition does not cover overnight accommodations or dinners. Your registration is a full-tuition commitment. Information on overnight accommodations will be sent directly to enrolled students.

APPLICATION PROCESS

Enrollment is limited to 24. Applicants must submit a completed application by June 30, 2010. Following a review of all applications, candidates will be notified no later than July 31, 2010 of their status.

SESSION 1

The Power of Effective Leadership: September 23-24

The shifts in the economy have triggered an ongoing number of challenges for all leaders in banking. Leadership can be the tipping point for your bank's success in this or any other economy. Reinvigorate your leadership with new knowledge and skills which you will leverage to lead your organization to substantial results with greater velocity.

This session immerses you in an experiential process of redefining yourself as a leader. You will identify your own personal leadership strengths and how to maximize them to be even more effective in delivering on your team's and bank's goals.

SESSION 2

Strategic Thinking & Planning for Your Organization & Your Leadership: October 21-22

Making decisions in an atmosphere of increasing time pressure, uncertainty and conflicting expert opinions creates challenges for any banking executive. Making leadership decisions in crises is even more demanding. This session focuses on reframing customer and bank issues so that the key opportunities are identified, strategies are defined, the right problems are addressed, acceptable risks are determined and focused implementation occurs.

This program provides you with a model for gathering relevant information, addressing issues raised by stakeholders, taking into account the impact of your decision on your organization and moving from decision making to concentrated action.

SESSION 3

The Power of Communications: November 18-19

Leaders can no longer succeed without enlisting the full commitment of their teams, yet in these times of cynicism and distrust, it is more difficult than ever before to win that commitment. During this session, you will master the necessary and difficult conversations needed to get your desired results - while maintaining the extraordinary internal and external relationships the bank requires. You will become more skilled and comfortable with conversations involving performance feedback and crucial issues with employees, peers and suppliers as well as situations with customers and prospects.

We will also work on speaking and presentation skills for maximizing community, Board of Directors and regulatory relationships. This class leads to highly successful outcomes for you, your colleagues and the bank.

SESSION 7

Leadership Simulation and Capstone Projects: March 24-25

This session will provide leaders additional opportunities to apply the concepts and skills developed during all of the previous sessions in a fun and competitive business simulation. During the simulation conflicts arise, changes come up to challenge the managers when team trust is low, financial constraints must be dealt with, and with the demand for quick decisions, team members are put in peril. The challenge is for the team to make quality decisions while confronting everyday organizational problems. This allows you to put all of the prior coursework to use. Presentations of the Capstone Projects and Graduation occur on the second day.

SESSION 4

Managing Through Change & Transition: December 16-17

Change is vital to organizational growth and survival, especially in this time where nimbleness and adaptability in the banking industry is so important. It is also difficult to lead transition well. While change initiatives take many forms, they share one thing: a dismal record of success. An estimated 10 to 30 percent of companies successfully implement their strategic plans. How can you improve the odds for your own change initiatives?

This hands-on session offers the best insights from research and practice focused on addressing your specific change initiatives. You will understand the factors that tip the scale towards a successful change effort. You will gain a better grasp of the complex interpersonal and strategic issues necessary to become a more effective change agent in your organization.

SESSION 5

Creating a Culture of Accountability & Leadership Through Advocacy: January 13-14

Based on current theories of personal and organizational accountability, this class focuses on "the personal choice to rise above one's circumstances and demonstrate the ownership necessary for achieving desired results—to See It, Own It, Solve It, and Do It ®" (The Oz Principle). This definition requires a new level of ownership that includes making, keeping and answering for personal commitments. Armed with this new level of accountability, you can help yourself and others do everything possible to both overcome challenges and achieve desired results. During this session, you will uncover the miracle of fine execution by 1) raising your accountability to a new level, 2) coaching and mentoring others to be more successful in their results and satisfaction and 3) resolving common breakdowns in accountability throughout the organization.

Following a preparatory session, participate in the VBA's Banker Day at the General Assembly on January 13 to demonstrate your industry leadership along with 300 other Virginia Bankers.

SESSION 6

Being a Leader in Business Development & Sales: February 24-25

In today's competitive banking environment leaders must be the role models of business development and customer connection efforts. Providing excellent service to current customers and generating a new pipeline of relationships requires enhanced sales skills along with new sales team and customer engagement efforts.

During this session leaders will increase their skills in both sales and sales management in order to take their teams to the next level of business development and sales through growing relationships.