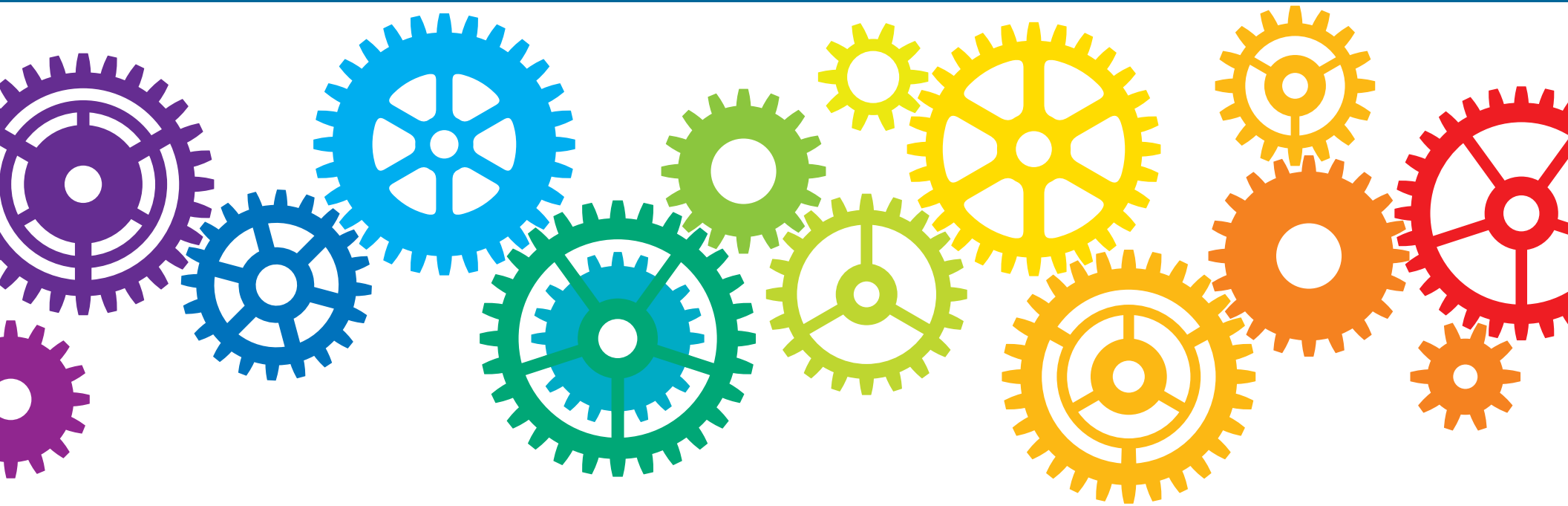


The Virginia Bankers Association presents

Executive Leadership Institute

January-May
2021

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 **COLLABORATIVE** leader who can inspire teams to pull together, solve problems creatively, and achieve amazing results.



VIRGINIA BANKERS
ASSOCIATION

The Executive Leadership Institute is a 5-month leadership development program designed to actively enhance the leadership, organizational and performance skills of the highly motivated, high-potential and successful banker who is currently in or progressing toward a senior level position.

For over a decade VBA's Executive Leadership Institute has been known for its intense level of connection, learnings and peer relationships that are fostered by its in-person format and deep content.

We are embracing 2021's likely reality and are transforming this upcoming year's program to be totally virtual for the foreseeable future. The program will remain an all-in experience that allows you to fully immerse in the learning experience and form even stronger connections with other executive leaders than we have a reputation for already.

THE VIRTUAL EXPERIENCE

Virtual ELI will be a melding of interactive social and technology platforms that are user-friendly and that will be already familiar to many of you and will ensure significant engagement throughout the five-month course. We will incorporate components like:



PRE-WORK



READINGS



PODCASTS
& VIDEOS



HANDS-ON
EXPERIENTIAL
ACTIVITIES



SMALL GROUP
ACTIVITIES &
DISCUSSIONS



POLLS



SIMULATIONS

NEW FOR 2021



Orientation Session on January 6, 2021 to ensure your comfort with the methodologies that will be utilized.



One-on-one coaching sessions with one of the instructors in between EACH session to reinforce the leadership learnings of the course.

Questions

Contact Courtney Fleming with questions at cfleming@vabankers.org or (804) 920-7458.

ELI Curriculum Schedule

The five-month course includes the following sessions with the content spread over three days each month. We will host each session on Zoom and the time frame for the three days is as follows:

Wednesday: 2:00-5:00pm
Thursday/Friday: 8:30am-12:30pm

MONTH 1

RECOGNIZE YOURS AND OTHERS' LEADERSHIP STRENGTHS

Today's leaders are confronted with challenges and opportunities that have never been more dynamic or complex. Leadership can be the tipping point for your bank's success. This experiential session engages you with a cutting-edge approach to self - discovery and leadership. This session provides practical and innovative ways to drive better results and relationships based on your personal traits and style. You will identify your own leadership strengths and set individual goals for your own growth and more success for your bank. You will learn how to balance your personal leadership style and strengths with those of your bank colleagues, being more effective more of the time, and in alignment with your authenticity and personal values. **This Session will be held January 20-22, 2021.**

MONTH 2

INNOVATION, STRATEGY, AND SUCCESS IN TIMES OF CHANGE

Leaders have always faced the job of inspiring others while making important decisions with incomplete information. Research has shown that accelerating change, the current uncertainty, and growing complexity have altered what it takes to achieve sustained success. Setting your own leadership declaration and mission is critical to how you lead and influence in service to your bank's distinctive focus and mission. Executing it effectively is critical to growth. This hands-on session is focused on connecting your own values and executing your own strategy and addressing change initiatives at your bank. You will gain a better grasp of the complex interpersonal and strategic issues involved to become a more effective change agent in your organization, including best practices in strategy, pivots, and transitions during these pandemic times. **This Session will be held February 17-19, 2021.**

MONTH 3

LEADING TEAMS, CAUSING RESULTS THROUGH OTHERS

Today's workforce is one of the most diverse in history which requires leaders to focus intentionally on the workplace culture, employee engagement and satisfaction to bring the team together for success. True accountability requires a level of ownership and coaching others that includes making, keeping, and answering for personal and group commitments. Leaders must accomplish new and critical outcomes with their teams while ensuring equity and inclusion for the best perspectives and collaboration. This experiential session provides leaders with the latest tools to aid with causing accountability and remarkable results for the team. Leaders will work with real time situations to create an environment that brings out the best in their teams with a focus on priorities, metrics, and meeting rhythms for accountability. **This session will be held March 17-19, 2021.**

MONTH 4

EFFECTIVE COMMUNICATIONS FOR IMPORTANT OUTCOMES

Leaders can no longer succeed without enlisting the full commitment of their teams and other related parties, yet it is more difficult than ever than to persuade, negotiate and cause engaged and collaborative stakeholders in this volatile, uncertain, complex and ambiguous "VUCA" world. During this session, you will practice the often difficult yet consistently necessary communications that inspire, influence and support individual and team accomplishments. You will become more skilled at causing alignment and better outcomes with all your audiences including customers, colleagues, employees, and managers. Leaders will learn their own communication styles and how to leverage their strengths in e-mail, public speaking, virtual and in-person meetings, crisis, and presentation forms of communications. This session offers skill-building and lots of practice in listening and leading crucial communications. **This session will be held April 14-16, 2021.**

MONTH 5

PUTTING IT ALL TO WORK

This session will provide you with an opportunity to apply the concepts and skills developed during all the previous sessions in a competitive business simulation. As in real-life, conflicts and changes arise to challenge the managers when team trust, capacity, and finances are strained, and wise, quick decisions are needed. Teams are required to make quality choices while confronting the fast pace of everyday organizational challenges.

INNOVATION PRESENTATIONS

Participants will collaborate on a research project throughout the ELI course focused on innovations in banking and make a formal presentation to an audience during the final session. Graduation occurs on the final day following the formal Innovation Presentations. **The final session of ELI and your Innovation Presentations will be held May 17-19, 2021.**



Cogs & Gears

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 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
- Be nominated by your CEO
- Be a current member of the Virginia Bankers Association through your institution

Completion of the Virginia Bankers School of Bank Management or an equivalent banking school is preferred, but not required.

Program Preparation

ELI faculty will have a conference call with each participant and his/her supervisor (or sponsoring individual in the bank) prior to the first session. The purpose is to ensure everyone knows and is committed to the time, energy and involvement required for the coursework and also to define the objectives and expectations each supervisor has for the participant and that the participant has for him/herself.

To apply, please visit: <http://bit.ly/vbaeli2021>

Application Process

Applicants must submit a completed application November 30, 2020 and, following a review of the application, each candidate will be notified of his or her status.

Tuition

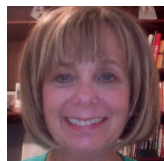
Tuition for the Executive Leadership Institute is \$3,500 per attendee. Tuition covers all five sessions, workbook materials, all required reading, and instructor fees. Your registration is a full-tuition commitment.

2020 Program Dates

ELI Orientation	January 6, 2021
Session 1*	January 20-22, 2021
Session 2*	February 17-19, 2021
Session 3*	March 17-19, 2021
Session 4*	April 14-16, 2021
Session 5*	May 12-14, 2021

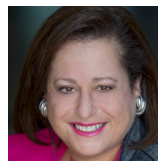
**Sessions will take place on Wednesday afternoons from 2:00-5:00 pm, Thursday/Friday from 8:30 am-12:30 pm.*

Faculty



Karen E. Conrad

Karen Conrad is the President and owner of Karen Conrad and Associates, LLC and serves as an executive coach and leadership and sales management consultant to banks, healthcare organizations, and law firms, the Federal Executive Institute in Charlottesville, Virginia, among other organizations. Karen also teaches for the Federal Executive Institute. Karen is a former Senior Vice President with Wachovia, now Wells Fargo, where she designed and delivered enterprise-wide leadership and management development programs, sales and sales management programs, organizational development interventions, and served as an executive coach in the Executive Leadership Institute at UNC Chapel Hill.



Nancy K. Eberhardt

Nancy K. Eberhardt is an Executive Gazelles-certified Coach and strategic communications consultant for entrepreneurs, corporations, nonprofits and B-Corps. She is author of Uncommon Candor, A Leader's Guide to Straight Talk and blogs for Forbes.com. A former regional bank president, Nancy led several successful mergers and \$1 billion in customer relationships. She taught Business Communications and Ethics in the Jack Welch Institute's Executive MBA program, and has been a board member of a community bank, a social venture corporation, the only national park for the performing arts, and a baseball stadium authority.



Class of 2015



Class of 2017



Class of 2019

