



The Institutes'

Executive Education

**Lead with an Enterprise Perspective
in Risk and Insurance**



DARDEN
Executive Education





**Here's what survey respondents had to say about
The Institutes' 2019 Executive Education program:**

100%

said the program overall
was excellent.

90%

said the program met or offered more
than what they expected.

89%

would recommend this
program to a colleague.

The Institutes' Executive Education

In a business environment filled with continuous and unpredictable change, senior-level executives must continually refine their skills and gain new knowledge to ensure that their organizations remain competitive and successful. Brought to you in partnership with the Darden School Foundation at the University of Virginia, The Institutes' Executive Education provides strategic leadership training for leaders in the risk management and property-casualty insurance industry.

The Institutes

With more than 100 years of experience, The Institutes are the leading provider of risk management and property-casualty insurance education.

Institutes' knowledge solutions include the premier Chartered Property Casualty Underwriter (CPCU®) professional designation; associate designations in areas such as claims, risk management, underwriting, and reinsurance; introductory and foundation programs; online courses; custom solutions; continuing education (CE) courses; and live events.

University of Virginia Darden Executive Education

For more than half a century, Darden Executive Education has served as a critical resource for businesses around the world, providing the relevant concepts and business skills needed to formulate sustainable growth.

Led by world-class faculty at the nation's top public university, Darden's learning experience is designed to develop management and leadership teams at all levels by teaching them how to think differently and find answers to key business challenges.



**Darden School professors +
The Institutes' insurance education +
Insightful classmates =
A winning educational experience
for senior executives. //**



DAVID SISON

Executive Education Participant

The Road to Autonomy: Vehicle Research Center Exclusive Trip

Attend a fast-paced presentation and demonstration to get a better handle on the autonomous-vehicle scene and receive updates on:

- ▶ **The features that are needed for autonomous driving and their real-world effects**
- ▶ **The problems with current technologies**
- ▶ **What auto insurers can expect in the future and how quickly this is all going to happen**



A Closer Look at Executive Education

What to Expect

- A variety of interactive learning methodologies, such as class discussions, workshops, experimental simulations, and small learning groups
- A personal assessment tool that pinpoints your leadership strengths and helps you learn how you can be more effective
- Relevant, real-world case studies that can be applied to the insurance industry
- A field trip to the Vehicle Research Center to learn about emerging trends and current technologies

Who Should Attend

The Executive Education program is designed for senior-level leaders in the industry who:

- Plan and formulate major strategic objectives throughout their organization
- Manage the competencies and resources required to pursue those objectives
- Help lead their organization as they aim to achieve their strategic goals

How You Will Benefit

- **Broadened business perspective and improved decision making.** Gain a deeper and more comprehensive understanding of the functional business areas and their interactions.
- **Improved capacity to think and act more strategically.** Establish personal and organizational goals consistent with corporate strategy.
- **Increased personal effectiveness and leadership capability.** Manage at the interface of key functions, create a high-performance culture, and generate superior results.
- **Enhanced ability to envision, champion, and drive initiatives.** Create competitive advantage in your markets.

How to Register

All attendees must be nominated by their organization to participate. Please complete the enclosed nomination form to apply, or complete the form online at TheInstitutes.org/ExecEd.

Cost:

\$8,800 per attendee
(including tuition, lodging, and meals)

Contact:

For more information, email **ExecutiveEd@TheInstitutes.org**

Executive Education Program Schedule

Below is a high-level representation of the program (subject to change).

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
ARRIVAL AND CHECK-IN 3:00 p.m.	BREAKFAST	BREAKFAST	BREAKFAST	BREAKFAST	BREAKFAST
	MANAGING FROM THE ENTERPRISE PERSPECTIVE	DESIGN THINKING	WHAT COULD CHANGE MY MIND: THE ROLE OF ANALYSIS IN DECISION MAKING	INDUSTRY STRUCTURE: HOW TO MAKE IT WORK TO YOUR FIRM'S ADVANTAGE	HOW DO FIRMS BUILD AND SUSTAIN UNIQUE CAPABILITIES?
	BREAK	OFFSITE VISIT: VEHICLE RESEARCH CENTER AND LUNCH	BREAK	BREAK	BREAK
	WHY IS INNOVATION SO HARD?		LINKING FINANCIAL PERFORMANCE AND STRATEGY	LEARNING TEAM*	BALANCING PERFORMING AND LEARNING
	LUNCH		BREAK	THE DRIVERS OF PERFORMANCE AND VALUE ACROSS INDUSTRIES	LUNCH
	HOW DO YOU KNOW YOU HAVE A GOOD STRATEGY?		SALES FORCE EFFECTIVENESS	LUNCH	DEPART CHARLOTTESVILLE 1:00 p.m.
	BREAK		LUNCH	A KEY TO FAST INNOVATION: THE POWER OF UNPACKING ASSUMPTIONS	
	LEARNING TEAM*		BREAK	BREAK	
	LEADERSHIP STARTS AT HOME		RELEVANT COSTS AND OUTSOURCING	INSIGHTS INTO YOUR STRENGTHS AND OUTCOMES	
	DINNER		OFFSITE DINNER	DINNER	
OPENING RECEPTION/DINNER AND KICKOFF 6:00 p.m.		COOKOUT			
LEARNING TEAM*	LEARNING TEAM*	LEARNING TEAM*	LEARNING TEAM*	LEARNING TEAM*	

*Learning Team - Small groups that are formed to discuss cases or other in-class assignments to sharpen participants' thinking and to encourage learning from each other's diverse perspectives and experiences.

Meet the Darden Team

The faculty for the Executive Education program were selected to provide a solid framework for future success in strategically managing, developing, and leading an organization. The faculty for any given session may vary, however, based on program needs and faculty availability.



Robert L. Carraway

Associate Professor of Business Administration | Area Coordinator, Quantitative Analysis

Robert is an authority on the appropriate and constructive use of quantitative analysis in making important decisions. He focuses on the relationship between intuition and rational analysis and how the two can complement one another, as well as on the role analysis can play in innovating more effectively and efficiently. He has co-written a quantitative analysis case book as well as a number of papers and Darden cases on the topic.



Thomas J. Steenburgh

Richard S. Reynolds Professor of Business Administration | Senior Associate Dean for Faculty Development and Residential MBA Program

Thomas is an expert in business-to-business marketing and sales and frequently speaks about his work in public forums. His academic research addresses questions that help managers measure the effectiveness of their sales and marketing strategies. He's worked on issues such as whether lump-sum bonuses motivate salespeople to work harder or to play timing games with their orders and whether firms should use sales and marketing actions to manage their earnings. In 2012, he published an article in Harvard Business Review titled "Motivating Salespeople: What Really Works" that won Darden's Wachovia Award for Research Excellence.



Lynn A. Isabella

Associate Professor of Business Administration

Lynn is an expert in leadership and how people think about change. She is an authority on leading and managing in a global environment and in competency in global leadership. As a teacher, consultant and executive coach, she teaches individuals and companies to develop talent and organizational effectiveness. Her research focuses on questions of developing personal leadership expertise, leading change as a middle manager and on the events that shape individual careers and propel organizational change.



Paul J. Simko

Associate Professor of Business Administration

Paul is an authority on capital markets, financial accounting, corporate financial reporting and disclosure, and enterprise risk management. His research examines issues related to financial accounting information. He is particularly interested in topics related to how alternative accounting treatments affect the decisions of investors and financial analysts and how investors assess firms' earnings quality. His current research examines the incentives and consequences of earnings management and valuation issues pertaining to earnings volatility and growth.



Gregory B. Fairchild

Isidore Horween Research Associate Professor of Business Administration | Associate Dean for Washington, D.C. Area Initiatives | Academic Director of Public Policy and Entrepreneurship

Gregory is an expert in business strategy, business ethics, leadership and entrepreneurship. He specializes in underserved, overlooked markets and has taught financial literacy to victims of domestic violence, and has launched a program to teach entrepreneurship and business skills to inmates re-entering society. Gregory was named one of the 10 Best Business School Professors in the World by CNNMoney/Fortune in 2012 and one of the 50 Best Business School Professors by Poets & Quants.



Jane Cahill

Senior Consultant for Executive Education and Lifelong Learning

Jane is an authority on business development, sales management, marketing strategy and implementation. She currently expands access to educational programming on change management, design thinking, digital transformation and strategic data analytics. An expert at promoting bold advancements, she developed the sales and marketing strategy for a global company that introduced cutting-edge technology to the North American marketplace and, as an international director of sales, helped identify key areas of growth for DNA-based precision medicine.

World-Class Accommodations

The Darden School of Business is located on the North Grounds of the University of Virginia in Charlottesville, Va., and includes a fully integrated, executive-level facility with classrooms, lodging, dining, and a fitness center all within a short walk of one another.

Lodging

All participants in the Executive Education program will stay at the Residence Inn by Marriott Charlottesville Downtown.

Amenities for each guest room include:

- Full Breakfast buffet in hotel café daily
- Evening Pub social with guest specials
- Complimentary Wi-Fi High Speed Internet access
- Fitness Facility & Indoor Heated Salt Water Pool
- Guest Laundry
- On-Site parking (complimentary self-parking)
- Outdoor Patio/Fire pit/Grill
- Easy access to all area local dining & entertainment



Dining and Meals

- Lunch is served buffet-style with multiple hot-entrée selections and a salad, sandwich, and dessert bar.
- Dinners are served family style and feature a unique cuisine each evening.
- Beverages, snacks, and fruit are continuously available outside the classroom each day.



Go to **TheInstitutes.org/ExecEd**
to apply today!



The Institutes' Executive Education Nomination Form



The Darden School Foundation, University of Virginia



Nominator's contact information:

Name: _____ Date: _____
(Last) (First) (MI)

Designations: _____

Title: _____

Company: _____

BusinessAddress: _____

City: _____ State: _____ ZipCode: _____ Country: _____

Telephone: _____ Email Address: _____

Qualities of an Executive Education Participant

The Executive Education program is designed for senior-level leaders in the industry who:

- Plan and formulate major strategic objectives throughout their organization
- Manage the competencies and resources required to pursue those objectives
- Help lead their organization as they aim to achieve their strategic goals

I nominate the following person to attend:

Name: _____
(Last) (First) (MI)

Designations: _____

Preferred Name (or Nickname): _____

Title: _____

Company: _____

BusinessAddress: _____

City: _____ State: _____ ZipCode: _____ Country: _____

Telephone: _____ Email Address: _____

How did you hear about the Executive Education program?

Print ad Email Social media Referral Digital ad
Print brochure Other: _____

Brief description of nominee's current responsibilities:

Nominee's employment history (most recent first):

Employer, position, major responsibilities (include dates)

Please tell us why you are nominating this person:

Billing Information

Upon acceptance into the program, an invoice will be sent to the individual indicated below.

BillingContactName: _____
(Last) (First) (MI)

Title: _____ Company: _____

BusinessAddress: _____

City: _____ State: _____ Zip Code: _____

Country: _____

Telephone: _____ Fax: _____ Email Address: _____

Cancellation Policy: Payment is due within 30 days of the invoice date. Cancellations must be submitted in writing more than 30 days before the program start date to receive a full refund.

After nominations are reviewed and approved, each nominee will be notified of the status of his or her nomination.

To submit your nomination, please email the form to ExecutiveEd@TheInstitutes.org.



// Participating in an executive education program specifically designed for leaders within the insurance industry provides a great opportunity to examine your own leadership style, as well as learn from the experience of your peers. //



KATIE CAPLE

Executive Education Participant

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