



# The Institutes' Executive Education

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

April 7 to 12, 2019



**DARDEN**  
Executive Education





**Here's what survey respondents had to say about  
The Institutes' 2018 Executive Education program:**



said the program overall  
was excellent.



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



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; and continuing education (CE) courses.



## 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**

*2018 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 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](http://TheInstitutes.org/ExecEd).

**When:**

April 7 to 12, 2019

**Cost:**

\$8,700 per attendee  
*(including tuition, lodging, and meals)*

**Contact:**

For more information, contact Elisa Murray at  
(610) 251-2757 or [ExecutiveEd@TheInstitutes.org](mailto:ExecutiveEd@TheInstitutes.org)

# Executive Education Program Schedule

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

SUNDAY April 7	MONDAY April 8	TUESDAY April 9	WEDNESDAY April 10	THURSDAY April 11	FRIDAY April 12
ARRIVAL AND CHECK-IN 4:00 p.m.	BREAKFAST	BREAKFAST	BREAKFAST	BREAKFAST	BREAKFAST
	MANAGING FROM THE ENTERPRISE PERSPECTIVE	INDUSTRY STRUCTURE: HOW TO MAKE IT WORK TO YOUR FIRM'S ADVANTAGE	WHAT COULD CHANGE MY MIND: THE ROLE OF ANALYSIS IN DECISION MAKING	DESIGN THINKING	HOW DO FIRMS BUILD AND SUSTAIN UNIQUE CAPABILITIES?
	BREAK	BREAK	BREAK	OFFSITE VISIT: VEHICLE RESEARCH CENTER AND LUNCH	BREAK
	WHY IS INNOVATION SO HARD?	LEARNING TEAM*	LINKING FINANCIAL PERFORMANCE AND STRATEGY		BALANCING PERFORMING AND LEARNING
	LUNCH	LUNCH	BREAK		LUNCH
	HOW DO YOU KNOW YOU HAVE A GOOD STRATEGY?	THE DRIVERS OF PERFORMANCE AND VALUE ACROSS INDUSTRIES	SALES FORCE EFFECTIVENESS		DEPART CHARLOTTESVILLE 1:00 p.m.
	BREAK	BREAK	LUNCH		
	LEARNING TEAM*	A KEY TO FAST INNOVATION: THE POWER OF UNPACKING ASSUMPTIONS	DIGITAL MARKETING		
	LEADERSHIP STARTS AT HOME	INSIGHTS INTO YOUR STRENGTHS AND OUTCOMES	BREAK		
	DINNER	DINNER	RELEVANT COSTS AND OUTSOURCING	REFLECTIONS ON THE GROUNDS OF JEFFERSON'S ROTUNDA	
OPENING RECEPTION/DINNER AND KICKOFF 6:00 p.m.			OFFSITE DINNER	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

As the John L. Colley research associate professor of business administration, Robert L. Carraway teaches quantitative analysis courses in Darden's MBA program. He has co-written a quantitative analysis case book as well as a number of papers and Darden cases on the topic. Carraway joined the Darden faculty in 1984. He has also been a visiting lecturer at Instituto para el Desarrollo de Empresarios en la Argentina (IDEA).



## Paul J. Simko

Paul J. Simko, associate professor of business administration, teaches accounting at Darden. His research centers on issues surrounding financial accounting recognition and disclosure. He is particularly interested in how alternative accounting treatments affect the decisions of both investors and analysts, and how investors assess firms' earnings quality. Before joining the Darden School faculty in 2002, Simko taught at Emory University, Indiana University, and INSEAD. He has also worked as a senior analyst with Citicorp.



## Gregory B. Fairchild

Gregory B. Fairchild is E. Thayer Bigelow associate professor of business administration at the Darden School of Business. He teaches strategic management, entrepreneurship, and ethics in Darden's MBA and Executive Education programs. He has received a number of awards for teaching excellence at Darden.



## Thomas J. Steenburgh

As senior associate dean of executive and non-degree programs and the Bank of America Professor at the Darden Graduate School of Business, Thomas J. Steenburgh is an expert in business-to-business marketing and sales. He often delivers talks about his work and academic research, which focuses on helping managers measure the effectiveness of their sales and marketing strategies. In 2012, the *Harvard Business Review* published Steenburgh's article "Motivating Salespeople: What Really Works," which won Darden's Wachovia Award for Research Excellence.



## Lynn A. Isabella

Associate Professor Lynn A. Isabella teaches courses in organizational behavior, leadership, and change and instructs teams in the Darden School's MBA, MBA for Executives, and Executive Education programs. She is the co-author of two books, *Alliance Competence* and *Leaders and Teams: The Winning Partnership*, and has published numerous articles in the areas of strategic alliances, change, and career management. Isabella has also researched and authored many original case studies focused on United States and international companies and issues.



## Katie Wiesel

Katie Wiesel is Darden's senior director of executive education, based in Washington, D.C. In this role, she is responsible for building relationships with clients and prospective partners in the mid-Atlantic region. Before joining Darden in 2011, Wiesel was director of custom programs at Wharton Executive Education, where she was responsible for designing and delivering a portfolio of tailored programs for clients in the financial services, technology, and defense industries.



# 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 Inn at Darden Executive Residence Center, which is equivalent to a four-star hotel. The Inn at Darden is conveniently located on the Darden grounds and is a three-minute walk from the classrooms.

Amenities for each guest room include:

- Wi-Fi and high-speed internet access
- A fitness center
- Thirty-eight spacious conference rooms
- A do-it-yourself laundry service
- An on-site pub



## Dining and Meals

The majority of meals will be served in the Abbott Center Dining Room, which is complete with a fully equipped kitchen and Culinary Institute-trained chefs.

- Breakfast and lunch are 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](http://TheInstitutes.org/ExecEd) to apply today!





# The Institutes' Executive Education Nomination Form



**The Darden School Foundation, University of Virginia**  
**April 7-12, 2019**



**DARDEN**  
Executive Education

## Nominator's contact information:

Name: \_\_\_\_\_ Date: \_\_\_\_\_  
(Last) (First) (MI)

Designations: \_\_\_\_\_

Title: \_\_\_\_\_

Company: \_\_\_\_\_

Business Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip Code: \_\_\_\_\_ 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: \_\_\_\_\_

Business Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip Code: \_\_\_\_\_ 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:**

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**Nominee's employment history (most recent first):**

*Employer, position, major responsibilities (include dates)*

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**Please tell us why you are nominating this person:**

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**Billing Information**

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

Billing Contact Name: \_\_\_\_\_  
(Last) (First) (MI)

Title: \_\_\_\_\_ Company: \_\_\_\_\_

Business Address: \_\_\_\_\_

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 upload the completed form in PDF format at [TheInstitutes.org/ExecutiveEducation](https://TheInstitutes.org/ExecutiveEducation) or email the form to **Elisa Murray** at [ExecutiveEd@TheInstitutes.org](mailto: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**

*2018 Executive Education Participant*



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