Creating the Future: The Challenge of Transformational Leadership

September 12–16, 2005
Participant Quotes

“If dealing with today’s accelerating change has made it clear that ‘business as usual’ is inadequate—but you don’t have time’ to take another management course—you have to make time to take this one! This course picks you up, shakes your beliefs about leadership, and helps you build new models for leading. I have never seen as powerful a course.”

John S. Breuer, Vice President, Marketing
The Quaker Oats Company

“Wonderful course! It helped me to see that there are specific practices associated with leadership. Participating in this program with other senior executives gave me a new sense of confidence in dealing with the rapid change impacting our business. Creating the Future was fantastic! It continues to make a difference.”

Robert E. Flaherty, President
Becton Dickinson & Company

“Creating the Future opened up the possibility of viewing management and organizations from a completely new viewpoint—and has provided untold potential opportunities for improving competitiveness, employee and customer satisfaction, creativity, and breakthrough results.”

Kenneth Wells, President
Texaco Refining and Marketing, Inc.

“If we as individuals, managers, and business groups are to truly make a difference and provide opportunities for a better tomorrow, then everyone in an organization should attend this course. This has been one of the most pleasurable, profound weeks of my life.”

Richard B. Bell Jr., Vice President, Sales
Cutler-Hammer, Inc.

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The Program
Participants are coached in an exciting new approach to crystallizing a unifying vision and in providing the leadership, teamwork, and commitment necessary to translate their visions into action. Through thought-provoking dialogue, participants develop insight into self-limiting assumptions and commitment to possibilities for change that transcend conventional wisdom or historical experience.

Case studies of transformational leaders who are successfully grappling with creating new organizational futures are included to stimulate discussion. Additionally, participants have an opportunity to receive leadership feedback from associates in their organizations who are critical to success in their current roles.

Who Should Attend
The program is designed for senior executives and/or executive teams who are challenging the status quo, who recognize the dangers of not leading in a changing environment, and who are committed to building organizations and management teams that produce extraordinary results.

Executives and/or management teams which include CEOs and managing directors, presidents and COOs, division presidents, general managers, senior line or staff executives, and owners of growth businesses will benefit from attending. For added value within your organization, the participation of intact management teams is encouraged.

Benefits of Attending
This intensive program challenges executives to think in new ways about the future of their businesses and provides fresh perspectives on leadership strategies for competing effectively in a complex and changing world. Participants will:

• Engage in powerful conversations with colleagues and other senior executives about the possibilities for actively shaping the future.
• Be coached in a bold new approach for translating vision and strategies into committed action.

Topics
• The Challenge to Executive Leadership
  – Why Leaders Must Lead
  – Beyond “Business as Usual”
  – Incremental vs. Transformational Change
  – The Critical Differences Between Managing and Leading
  – Invisible Practices of Exemplary Leaders

• Generating a Mind-Set for Change
  – When Our Mental Models Cease to Fit a Changing World
  – Exploring Self-Limiting Attitudes and Behavior
  – Challenging Organizational Complacency
  – Generating a Sense of Urgency

• Creating an Engaging Vision
  – Breakthrough Thinking
  – Envisioning Personal and Organizational Futures
  – Developing a Unifying Vision

• Mobilizing Commitment to an Extraordinary Future
  – The Organization as Network
  – The Language of Leadership
  – Enrolling Others in New Possibilities
  – Communicating the Vision

• Translating Vision Into Action
  – Building an Aligned Management Team
  – Empowering Others to Act
  – Handling Resistance to Change

• Institutionalizing Change
  – Transformational Leadership
  – Creating a Culture for Committed Action
  – Developing Others as Leaders
• Leadership in Action
  – Crystallizing a Leadership Initiative
  – Presentations and Coaching
  – Action Planning and Reentry

Faculty

Professors Jack and Carol Weber
The Darden School
University of Virginia

Jack Weber

“Jack and Carol are an exceptional team that made the essential elements of leadership so clear in a way that is easy to execute and is life-changing!”

James M. Deitch, President and Chief Executive Officer
Keystone Financial Mortgage Corp.

Jack and Carol Weber are members of the faculty of the Darden Graduate School of Business Administration at the University of Virginia where they teach executive leadership and strategic change management. They are coarchitects of numerous innovative residential executive development programs including Creating the Future: The Challenge of Transformational Leadership, Leadership for Extraordinary Performance, Leading Strategic Change, and the UTC Senior Executive Program.

The Webers are also cofounders and principals of a professional management consulting and executive education firm which serves multinational corporations and their divisions and business units in the Americas, Europe, and Australasia. Carol and Jack conduct intensive offsite workshops for senior executive teams to accelerate the development of an aligned vision for their organizations and to foster the shared leadership, collaboration, and broad-based commitment necessary to translate their vision and strategies powerfully into action.

Jack Weber’s other academic credits include posts at the Amos Tuck School of Business Administration at Dartmouth College and the International Management Development Institute (IMD) in Lausanne, Switzerland, where he served as Visiting Professor of Business Administration. While at IMD, Weber authored a book on European executives, General Managers in Action, and produced a companion series of color video-tapes and case studies on outstanding executives. Jack is also coauthor of Managerial Literacy: What Today’s Managers Must Know To Succeed (Dow Jones-Irwin, 1990). Prior to his current career in education and management consulting, he held professional positions with RCA and IBM. He was educated at Yale, Miami, and the University of California where he received the Doctor of Philosophy degree in Business Administration and Organizational Behavior.

Carol Weber also lectured and conducted executive development seminars at the International Management Development Institute (IMD) in Lausanne, and worked with another management consulting firm before assuming her current positions. She was educated at the State University of New York where she received her BA degree (cum laude) in Social Science and the University of Virginia where she received her Masters and Doctor of Philosophy degrees in Educational Psychology with an emphasis on organizational behavior.

Carol Weber

Philosophy degrees in Educational Psychology with an emphasis on organizational behavior.

Carol and Jack are members of various professional associations including the Academy of Management. As consultants, their clients have included dozens of multinational companies in banking and financial services, chemicals and packaging, computing and telecommunications, consumer and food products, technology and transportation, and other industries in the Americas, Europe, and the Pacific Rim.

General Information

Registration: Registration may be completed by phone, Web site, mail, or fax. Confirmation of acceptance will be sent upon receipt of registration form.

Accommodations: Sponsors Executive Residence Center provides private, single-room lodging for program participants. Executives will take meals at the Abbott Center or at a local restaurant. At times it may be necessary to house participants offsite at nearby hotels.

Fee: $6,950 per person. The fee includes tuition, course materials, lodging, meals, and certificate of participation. We accept payment by check, American Express, MasterCard, and Visa. Payment may accompany registration or will be due upon receipt of invoice.

Special Offer: Companies that send more than one participant to a single program offering will receive 10% off the full fee for any additional participants. Multiple fee reductions cannot be combined for one participant; Darden will gladly accept the greater reduction in price.

Group Registration: Photocopy registration for each participant, check the Group Registration box on each form, and mail/fax all forms together.

Cancellation/Transfer Policy:

• Due to program demand and the volume of preprogram preparation, cancellations made within 30 calendar days of a program’s starting date will incur a 50% administrative fee.

• All transfers made within 30 calendar days of a program’s starting date will incur a $500 administrative fee; only one transfer per program is allowed for each participant.

• A transfer request followed by a cancellation will incur a 50% administrative fee.

Cancellation/transfer notices must be received via email or in writing. This program has been offered since 1989.
Certificate in Management

The Darden Graduate School of Business Administration recognizes and encourages lifelong learning by awarding participants in executive education programs with the Certificate in Management. This valuable option offers world-class programs led by Darden faculty. The Certificate will be awarded to executives who have completed four distinct programs, regardless of program length.

Information/Registration

Nancy Stahon, Registrar
Phone: 877.833.3974 U.S./Canada
434.924.3000 Worldwide
Fax: 434.924.4402

Executive Education
The Darden School Foundation
University of Virginia
P.O. Box 7186
Charlottesville, VA 22906-7186

Phone: 877.833.3974 U.S./Canada
434.924.3000 Worldwide
Fax: 434.924.4402
Email: Darden_Exed@Virginia.edu
Home Page: http://www.darden.virginia.edu/execed/

Executive Education programs are offered by the University of Virginia’s Darden School Foundation, a nonprofit organization devoted entirely to the welfare of The Darden School. The Darden School Foundation fully supports equal opportunity in employment and access to educational opportunities.

“The single most useful executive course I have ever taken. It not only affected the way I will think and conduct myself in my professional life, but in my personal life as well. It makes you take responsibility and believe that nothing is impossible.”
Clifford Torng, Managing Director, Greater China
Saatchi & Saatchi Advertising, Asia
Program Schedule

Monday
2:00–5:00 P.M. Check in, Sponsors Gatehouse
5:30–7:00 P.M. Reception and Dinner
7:00–9:30 P.M. Seminar and Introduction

Tuesday Thru Thursday
7:00–8:30 A.M. Breakfast, Abbott Center Dining Room
8:30–12:30 P.M. Seminar
12:30–1:30 P.M. Lunch
1:30–5:00 P.M. Seminar
5:30–7:00 P.M. Reception and Dinner
7:00–9:00 P.M. Discussion Groups

Friday
7:00–8:30 A.M. Breakfast, Abbott Center Dining Room
8:30–1:00 P.M. Seminar and Action Planning
1:00–2:00 P.M. Lunch and Presentation of Certificates

Some Participating Organizations

3M  Air Products & Chemicals, Inc.  Freddie Mac  Owens-Corning Fiberglas Corp.
Airline, Inc.  General Electric Co.  GATX Corp.  Pacific Bell
American Bankers Association  General Motors Corp.  Hekimian Laboratories, Inc.  Philip Morris USA
Apple Computer, Inc.  Hewlett-Packard Co.  Hoechst Celanese Corp.  Polaroid Corp.
AT&T  IBM Corp.  Interbake Foods, Inc.  PPG Industries, Inc.
Banco de Mexico  King Pharmaceuticals, Inc.  Hoechst Celanese Corp.  Quaker Oats Co., The
Bank of America  Kraft General Foods, Inc.  Kroger Co., The  Reckitt & Colman plc
Becton Dickinson & Co.  Life Cycle Technology Corp.  Lucent Technologies  Rolls-Royce Inc.
Bell Atlantic Corp.  Lockheed Martin Corp.  Lucent Technologies  Saaich & Saachi Advertising, Asia
BellSouth Corp.  Medtronic, Inc.  Medtronic, Inc.  Sabre Group, The
Bristol-Myers/Squibb Co.  M&M/Mars  Milliken & Co.  Sperry Corp.
Brown Brothers Harriman & Co.  Marriott International  MCI Communications Corp.  Springs Industries, Inc.
Burlington Industries, Inc.  Mead Corp.  Mead Corp.  Sprint
Capital One Financial Corp.  MCI Communications Corp.  National Australia Bank Group Ltd.  State Farm Insurance Cos.
Centerior Energy Corp.  National Grid  Navy Federal Credit Union  Tektronix, Inc.
Circuit City Stores, Inc.  Network Solutions Inc.  Norfolk Southern Corp.  Tenneco Packaging
Citigroup  Newell Rubbermaid  Nynex  Texaco Inc.
Coca-Cola Co., The  Nynex  Oak Ridge National Laboratories  Unilever plc
Continental Grain  Occidental Petroleum Corp.  Occident-Brining, Inc.  Union Camp Corp.
Dow Chemical Co., The  Office of the Secretary of Defense  Ortho Pharmaceutical Corp.  Uniroyal Chemical Co., Inc.
Eastman Kodak Co.  Office of the Secretary of the Treasury  Ortho Pharmaceutical Corp.  Unisys Corp.
EDS  Office of the Solicitor General  Ortho Pharmaceutical Corp.  U.S. Navy
Equitable, The  Opposition of the United States  Ortho Pharmaceutical Corp.  United Technologies Corp.
Estee Lauder Cos., Inc., The  Opposition of the United States  PricewaterhouseCoopers  US West, Inc.
Exxon Mobil Corp.  Outsourcing of Government Services  PricewaterhouseCoopers  Washington Post Co., The
Florida Power & Light Co.  PricewaterhouseCoopers  Wells Fargo & Co., The  Welch’s Foods
FMC Corp.  PricewaterhouseCoopers  Wheat First Butcher Singer  Zurich-American Insurance Group

“By not daring to take the risk of making the new happen, management takes, by default, the greater risk of being surprised by what will happen. This is the risk that even the largest and richest company cannot afford to take.”

Peter Drucker
Management Consultant
Creating the Future: The Challenge of Transformational Leadership

TO REGISTER—
Phone, or photocopy completed registration form (including mailing label) and mail/fax to: Nancy Stahon, Registrar, Executive Education, The Darden School Foundation, University of Virginia, P.O. Box 7186, Charlottesville, VA 22906-7186.

Phone U.S./Canada 877.833.3974; Worldwide 434.924.3000  Fax 434.924.4402  Email Darden_Exed@Virginia.edu
Registration also available on Home Page http://www.darden.virginia.edu/execed/

Name (Dr., Mr., Mrs., Ms.)______________________________________________Preferred or "Nickname"__________________________
Company ________________________________________________________________Title __________________________________
Phone __________________________________Fax ____________________________Email __________________________________
Business Address __________________________________________________________________P. O. Box/Zip ____________________
City ____________________________________________State/Country __________________________Zip/Postal Code ____________
Program materials should be mailed to: ☐ Business Address ☐ P.O. Box

Person in charge of executive development in your organization
Name ____________________________________________Title ____________________________________________Phone ______________________
Company ________________________________________________________________________
Business Address ________________________________________________________________________________________________
Organization Description
Parent Organization ________________________________________________# of Employees ________Sales/Revenue ______________
Subsidiary/Div. ____________________________________________________# of Employees ________Sales/Revenue ______________
Position Classification (please check)☐ Administration ☐ General Manager ☐ Marketing ☐ Technical ☐ Senior
☐ Engineering/R&D ☐ Human Resources ☐ Operations ☐ Other ____________ ☐ Upper Middle
☐ Fin./Accounting ☐ Manufacturing ☐ Sales __________________ ☐ Middle
How did you first hear about this program? (please check)☐ Brochure ☐ A Colleague ☐ Advertisement ________________________________
☐ Flier ☐ Your H.R. Officer ☐ Web Site ☐ Other ______________________________________

Fee: $6,950 per person. This fee includes tuition, course materials, lodging, meals, and certificate of participation. We accept payment by check, American Express, MasterCard, and Visa. Payment may accompany registration or will be due upon receipt of invoice.

☐ Registration fee enclosed. Make check payable to Darden Executive Education.

☐ Send invoice. Billing instructions.
☐ Charge to: ☐ Amex ☐ MasterCard ☐ Visa  Acct. No. ____________________________ Exp. Date ________
Credit Card Statement Mailing Address _________________________________________________________________________________

Signature______________________________________________________________

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