

# Leadership for Extraordinary Performance

December 6–10, 2004

February 7–11, 2005

May 9–13, 2005

October 17–21, 2005

December 5–9, 2005

**DARDEN**  
UNIVERSITY of VIRGINIA

Darden Graduate School of  
Business Administration



## Participant Quotes

"...the most stimulating and potent executive development program that I have attended in my 22-year career at IBM. I've sent all of my people. It is having a dramatic impact on our leadership, teamwork, and ability to create an environment for extraordinary performance!"

*Eric Collier  
Branch Manager  
IBM Corporation*

"The most thought-provoking seminar on leadership that I have ever attended."

*Jeffrey Lum  
Vice President  
Citibank, N.A.*

"The program delivered in opening up new possibilities for me and for those with whom I work. It will be extremely valuable to my company."

*Elliott Lerman  
Engineering Manager  
Polaroid Corporation*

"The most powerful personal leadership tool I have encountered for creating an environment of ownership and change. The Webers not only have some unique and powerful concepts, but are outstanding teachers and coaches. A super course!"

*William Coburn  
Vice President, Operations  
Northrop Grumman Information Technology*

"Outstanding! The learning comes from within us...the faculty just facilitates its 'escape.'"

*Deborah L. Oberst  
Director, Product Stewardship  
GE Plastics*

# Leadership for Extraordinary Performance

A provocative, action-oriented program designed to nurture the clarity of vision and personal leadership which inspires others to extraordinary performance; to enhance skills at gaining commitment from key people in the organization; and to present a unique approach to managing the fulfillment of commitments of individuals and groups at work.

## Who Should Attend

- Upper-level line managers responsible for the measurable performance of others—who want to bring forth the best from themselves and others.
- Representative titles include:
  - National Sales Manager
  - Senior Vice President, Retail Banking
  - Vice President, Marketing
  - General Manager, Plant Operations
  - Director, New-Product Development
  - Vice President, Systems Development
  - Division Operations Manager

## Topics

- Leadership Practices and Assumptions: Impact on Performance
- Performance Breakthroughs: Sources and Consequences
- Self-Limiting Beliefs Concerning Performance
- Listening for New Possibilities for Action
- Formulating a Vision for Extraordinary Performance
- Garnering Commitment to Your Vision
- Coaching Others to Fulfill Their Commitments
- Turning Setbacks Into Breakthroughs
- Receiving Feedback on Leadership Practices
- Acknowledging Others for Results
- Formulating a Personal Action Plan

## Special Features/Benefits

- Stimulating lectures expose participants to a unique approach to enhancing human performance.
- Participative case discussions and role-play allow participants to apply the concepts to real business situations.

- Participants are challenged to examine personal leadership practices and assumptions that impact performance—and receive questionnaire-feedback from others.
- A workshop session provides an opportunity for each participant to formulate a bold vision that will inspire others to produce exceptional results.
- Participants receive peer coaching in developing concrete action plans to which they are committed.

## Faculty

*Professors Jack and Carol Weber  
The Darden School  
University of Virginia*



**Jack Weber**

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*; and *Leading Strategic Change*.

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 videotapes 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**

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 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. **For added value within your organization, group participation is encouraged.**

*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.

### 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

Email: Darden\_Exed@Virginia.edu

Home Page: <http://www.darden.virginia.edu/execed/>

### Mailing Address

Executive Education

The Darden School Foundation

University of Virginia

P.O. Box 7186

Charlottesville, VA 22906-7186

*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.*



**Leadership for Extraordinary Performance**

Date of Attendance \_\_\_\_\_

**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 \_\_\_\_\_

Company \_\_\_\_\_ Phone \_\_\_\_\_

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

**Organization Description**

Parent Organization \_\_\_\_\_ # of Employees \_\_\_\_\_ Sales/Revenue \_\_\_\_\_

Subsidiary/Div. \_\_\_\_\_ # of Employees \_\_\_\_\_ Sales/Revenue \_\_\_\_\_

**Position Classification (please check)**

- |  |  |                                     |                                      |                                       |
|--|--|-------------------------------------|--------------------------------------|---------------------------------------|
| <input type="checkbox"/> Administration  | <input type="checkbox"/> General Manager | <input type="checkbox"/> Marketing  | <input type="checkbox"/> Technical   | <b>Level (please check)</b>           |
| <input type="checkbox"/> Engineering/R&D | <input type="checkbox"/> Human Resources | <input type="checkbox"/> Operations | <input type="checkbox"/> Other _____ | <input type="checkbox"/> Senior       |
| <input type="checkbox"/> Fin./Accounting | <input type="checkbox"/> Manufacturing   | <input type="checkbox"/> Sales      | _____                                | <input type="checkbox"/> Upper Middle |
|  |  |                                     |                                      | <input type="checkbox"/> Middle       |

**How did you first hear about this program? (please check)**

- |                                   |  |                                      |  |
|-----------------------------------|--|--------------------------------------|--|
| <input type="checkbox"/> Brochure | <input type="checkbox"/> Your H.R. Officer | <input type="checkbox"/> A Colleague | <input type="checkbox"/> Advertisement _____ |
| <input type="checkbox"/> Flier    | <input type="checkbox"/> Your Manager      | <input type="checkbox"/> Web Site    | <input type="checkbox"/> Other _____         |

**Fee:** \$6,950 per person. This fee includes tuition, course materials, lodging, most 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 \_\_\_\_\_

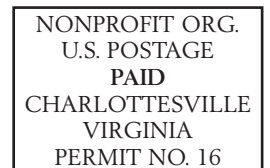
Credit Card Statement Mailing Address \_\_\_\_\_

Signature \_\_\_\_\_

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 University of Virginia  
 P.O. Box 7186  
 Charlottesville, VA 22906-7186  
**Executive Education**



# Darden

EXECUTIVE EDUCATION

## Darden's Learning Community



At Darden, executives will find an environment designed for comfort and an atmosphere conducive to learning and idea exchanges.



Sponsors Executive Residence Center offers private sleeping rooms with private bath and amenities. Sponsors is also home to the Darden Exchange Bookstore, offering participants easy access to many products and supplies.



Incorporating the latest in technological support for learning, Darden facilities include state-of-the-art classrooms and small rooms for group discussions and class preparation, all fully equipped for distance learning.

## Some Participating Organizations

Bank One Corp.  
Boise Cascade Corp.  
BP Amoco  
Brown Brothers Harriman & Co.  
Capital One  
CH2M Hill, Inc.  
Chiquita Brands International, Inc.  
Chubb Corp., The  
Cintas Corp.  
Colgate-Palmolive Argentina, SA  
ConocoPhillips Corp.  
Consolidated Edison Co. of New York, Inc.  
Continental Tire North America, Inc.  
Crutchfield Corp.  
CSX Transportation, Inc.  
Dow Chemical Co., The  
Eastman Chemical Co.  
Eli Lilly and Co.  
Ethyl Corp.  
FedEx Corp.  
First Energy Corp.  
FMC Corp.  
Freddie Mac  
FT Interactive Data Corp.  
Hartford, The  
Hewlett-Packard Co.  
Husky Injection Molding Systems, Ltd.  
Inland Paperboard & Packaging, Inc.  
Interbake Foods, Inc.  
Kroger Co., The  
M&M/Mars  
Mallinckrodt Inc.  
Marriott International, Inc.  
Massachusetts Mutual Life Insurance Co.  
MeadWestvaco Paper  
Milliken & Co.  
Minute Maid Co.  
Northwestern Mutual  
Océ USA, Inc.  
Ocean Spray, Inc.  
Oracle Corp.  
PACCAR/Kenworth Truck Co.  
PDVSA S.A.  
Penn National Insurance  
Perdue Farms Inc.  
Philip Morris Cos. Inc.  
Porsche Cars North America, Inc.  
Public Service Electric & Gas Co.  
Quaker Oats Co., The  
Rohm & Haas Co.  
Saudi Telecom Co.  
Sprint Corp.  
State Farm Insurance Cos.  
Travelocity.com  
U.S. Postal Service  
U.S. Army  
UBS PaineWebber Inc.  
Verizon  
Virgin Atlantic Airways  
Welch's



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