

Influencing to Win: Seizing Opportunities

May 14–18, 2012



“This program taught me about how I see myself and others, and how my life experiences, habits, and routines impact my abilities to see and execute on opportunities.”

Relationship Manager–Investments
Genworth Financial, Inc.

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Leadership and
Change

The Program

Influencing others is one of the primary tasks of modern leaders. How does one do this effectively? Does one target behavior, thought, or beliefs? To learn the latest research insight about how to influence others, consider the annual offering of *Influencing to Win: Seizing Opportunities*. Effective leaders see what needs to be done, understand all the forces at play, and have the courage to initiate action.

Designed for executives who are wrestling with their effectiveness in recognizing opportunities, leading others, and timely decision making, this program integrates the skills of analytical decision making with the challenges of leadership. Participants will increase their levels of influence and authority in any situation, improve their abilities to take advantage of opportunities, and will leave the program with a detailed plan for managing a difficult relationship.

Who Should Attend

- Emerging leaders who want to stretch their abilities to influence others and create change.
- Executives and managers who wish to become more influential in their face-to-face relationships.
- Managers involved with partner, supplier, customer, and employee relationships.
- Those who want to advance their leadership and decision-making capabilities.

Benefits of Attending

Participants will return to the workplace with:

- A detailed action plan for managing a difficult relationship.
- Comprehension of the various methods and impact of targeting behavior, thought, and beliefs.
- Greater ability to influence without authority.
- Knowledge of the latest research on influencing others.
- Awareness of the difference between power, manipulation, influence, and force.
- Understanding of the pros and cons of problem solving versus creation.

Topics

- Analyzing Decisions
- Building World-Class Teams—and How They Die
- Creating World-Class Performers in Thirty Minutes or Less
- Finding and Pushing the Right Buttons
- How to Create Significant Emotional Events
- Identifying, Analyzing, and Reinventing Your Biggest Problem Relationship
- Influence Techniques
- Leveraging Your Insights
- Recognizing and Seizing Your Opportunity in Time
- Secrets of Persuasion and Motivation
- The Application of Logic, Data, and Science in Influencing Others
- The Influence Power of Passion
- The Use of Force and Dealing With Difficult People
- Variations in Buy-In and How to Manage Them

Special Feature

Business Challenge Application: Executives bring to the program a current, difficult relationship they are facing in the workplace. Throughout the course, participants will directly apply the learned skills and techniques to their specific challenges, and will take home the tools for best practices and strategies for potential solutions.

Faculty

James G. Clawson, Faculty Leader
Johnson & Higgins Professor of Business Administration

Robert L. Carraway, John L. Colley, Jr., Research Associate Professor of Business Administration; Senior Associate Dean for Degree Programs

Complete faculty information:
www.darden.virginia.edu/web/Faculty-Research/

“Somewhat different than you might expect; however, if you are looking for a learning experience that will benefit you both personally and professionally, you should consider this program.”

Vice President/General Manager
Greene, Tweed & Co.

Certificates of Specialization

Darden Executive Education Certificate Programs present the option of multiple areas of study, covering the topics that are most critical to managers and emerging leaders. Executives are provided with the opportunity to fully explore key management, change, and leadership issues by selecting significant courses with direct relevance.



Certificate Programs include:

- Certificate in Management
- Certificate in Leadership
- Distinguished Certificate in General Management

A Reputation of Excellence

TOP 5 GLOBAL PROVIDER

(Financial Times, 2005–2011)

- Open-Enrollment Programs
- Course Design
- Faculty
- Food and Accommodations

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: The Inn at Darden (formerly Sponsors Executive Residence Center) provides private, single-room lodging for program participants. Executives will take meals at the Abbott Center dining room. At times it may be necessary to house participants offsite at partnering hotels.

Schedule: The program will begin on the first day with a reception, followed by dinner. Daily sessions will be held at The Darden School. Evenings will be devoted to group discussions and/or individual preparation. The final session will adjourn with lunch.

Fee: \$7,100 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 is due upon receipt of invoice and/or acceptance into the program.

Companies that send more than one participant to a single program offering will receive 10% off the full fee for any additional participants. Teams of four or more must call for approval and special pricing. *Multiple fee reductions cannot be combined for one participant; Darden will gladly accept the greater reduction in price.*

Organizations Recently Attending

ADS	International Finance Corp.	Paychex, Inc.
ATK	Liberty Mutual Group	Pitney Bowes
CareFirst BlueCross BlueShield	Lockheed Martin Corp.	R.J. Reynolds Tobacco Co.
CSX Corp.	Missouri Employers Mutual	SAIC
Department of Defense	MITRE Corp.	Sallie Mae
DuPont	New Zealand Trade & Enterprise	State Farm Insurance Cos.
E&J Gallo Winery	NextEra Energy, Inc.	University of Virginia
Edelman	Northern Tool and Equipment	U.S. Army
Federal Reserve Bank	Northrop Grumman Corp.	USDA
Freddie Mac	Online Resources Corp.	Ventana Medical Systems, Inc.

www.darden.virginia.edu/exed

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Advanced Management

- The Executive Program

General Management

- Management Development Program: Driving Vision, Action, and Results
- Growing Great Managers: The Core Essentials—**NEW**

Leadership and Change

- Women Emerging in Leadership
- True Leadership: Leading With Meaning
- Leading Teams for Growth and Change
- Leading Teams for Growth and Change—San Diego
- Power and Leadership: Getting Below the Surface
- Leading Innovation: Thinking Creatively for Positive Change
- Servant Leadership: A Path to High Performance
- Leading Organizational Effectiveness
- Managing Individual and Organizational Change
- Influencing to Win: Seizing Opportunities
- Developing HR Capabilities in Strategy, Leadership, and Change

Marketing and Sales

- Strategic Marketing Management
- Strategic Sales Management

Financial Excellence

- Financial Management for Non-Financial Managers

Strategic Growth

- Growth Catalysts: The Right Leadership, Culture, and Processes

Capability Development: Individual and Organizational

- Strategic Thinking and Action
- Strategic Decision Making
- The Mind of the CFO: Becoming a Strategic Leader
- Managing Conflict and Creating Consensus
- Negotiating Success: A Learning Laboratory

Aviation Programs

- Managing the Corporate Aviation Function
- Developing Leadership Capability in the Corporate Aviation Function

Custom Programs

Corporate Universities



Cancellation/Transfer Policy: Qualified substitutes for confirmed registrations can be accommodated prior to the program start date with written notice and will incur no fee for substitution. Cancellations made within 15–30 calendar days of the start date will incur a fee equal to 25% of the published tuition cost; cancellations made within 14 calendar days of the start date will incur a fee equal to 50% of the published tuition. Withdrawals on or after the first day of a program are subject to forfeiture of the total tuition. All transfers made within 7–30 calendar days of the start date will incur a \$500 transfer fee. One transfer per registrant to a subsequent offering within 12 months is allowed. Transfer requests received less than 7 days before the start date will incur a fee equal to 25% of the published tuition. A transfer request followed by a subsequent cancellation will be subject to the applicable cancellation fees noted above. All cancellation/transfer requests must be received in writing.

