

16 Weeks. #1 Rated Faculty. A New Type of Learning Experience.

TCU ADVANCED LEADERSHIP CERTIFICATE

A Comprehensive & Robust Business Curriculum
from Top-Rated Faculty for Experienced Professionals.

January 20, 2021 – May 19, 2021

TCU NEELEY
EXECUTIVE
EDUCATION

TCU ADVANCED LEADERSHIP CERTIFICATE

The Advanced Leadership Certificate is a premium, comprehensive and immersive experience for leaders of all industries seeking a refresh of critical business fundamentals and innovative, applicable strategies.

Dates:

January 20, 2021 – May 19, 2021

Cost:

\$4,995

[Click here](#) to see the list of safety measures we are adding to our in-person programs.

* A 20 percent discount will be given to companies that enroll two or more employees.

* A 10 percent discount will be given to TCU staff/faculty/alumni, U.S. veterans, 501c3 non-profit organizations and government employee

GET THE TCU ADVANTAGE



Engage in a hybrid program that combines both in-person classroom experiences with virtual learning opportunities to maximize your time and networking opportunities.



Expert faculty – teachers, researchers and worldwide consultants – ranked #1 in the world by The Economist.



A powerful TCU network of alumni and faculty members that includes industry experts in the DFW Metroplex and around the world.



The modern and constantly evolving TCU campus is located in the heart of Fort Worth, TX. This bustling city boasts culture, arts, entertainment and some of the world's largest companies.



Receive an official program certificate from the TCU Neeley School of Business.

The TCU Advanced Leadership Program is designed to provide skills, tools and strategies for leaders challenged with leading their teams and organizations in a world of continuous transformation. It provides a context and a strategic perspective that enables leaders chart a new course creating new ventures & business models.

It reframes and reimagines the leadership capabilities and approaches needed to lead the organizations of the future.



WHO SHOULD ATTEND?

Experienced Mid-Level and Executive Leaders responsible for leading organizations and teams and challenged with leading through complexity, disruption and transformation.

WHAT'S UNIQUE ABOUT THIS PROGRAM?

The Advanced Leadership Program is delivered in a series of both in-person and virtual events over 16 weeks. It combines the strengths of both in-person & virtual learning to create a powerful series that presents leading-edge insights, deeply immersive experiential exercises, peer learning, team-based competition, subject-matter-expert insights and real-world challenges to accelerate individual development and generate valuable insights that can be applied to your complex business and leadership challenges.

FOUR IN-PERSON IMMERSIVE DAYS on the beautiful tcu campus

9 ONE HOUR VIRTUAL LESSONS on many of today's most pressing & complex challenges

3 ONE HOUR LEADERSHIP APPLICATION WORKSHOPS during the program

4 ONE HOUR QUARTERLY LEADERSHIP LABS – AFTER THE FORMAL PROGRAM

**THE ROBUST
IN-PERSON
SESSIONS
ARE CENTERED
AROUND
4 CRUCIAL
THEMES FOR
TODAY:**

1.
Creating Truly Adaptive
Organizations

2.
Capturing the Power of a
Customer-Centric Perspective
and Approach to Innovation

3.
Expanding Your Perspective on
The Impact of Business and How
to Nurture New Ventures

4.
Building & Leading the
Organization of the Future

CURRICULUM OVERVIEW

Organizations in the Age of Continuous Improvement

This session discusses the numerous and often unexpected sources of disruption and the overwhelming levels of change that require new paradigms for leadership, organizations and leading change. Discussing examples of how disruptive, accelerated change affects specific industries, Michael Sherrod will provide insights and strategies for leaders and companies as they strive to build the adaptive organizations of the future.

Case Studies in Business Transformation

Most organizational changes efforts fall short of their intended outcomes. Business transformation – and digital transformation in particular – can be very challenging. This session explores case studies in business & digital transformation focusing on critical success factors, key challenges, typical barriers and the leadership approaches needed to successfully lead through them.

Business Model Innovation

In order to survive disruption, your business must think strategically and evolve its business model to meet the challenges from your competitors and take advantage of new opportunities. This session discusses the concept, structure and applications for business models. It also reviews alternative business models, their strengths & weaknesses, and explores approaches to business model innovation.

Strategy at the Speed of Change

During chaos and uncertainty, leaders need a framework to think and act strategically. In this session, Dr. Suzanne Carter will introduce the strategic frameworks for navigating uncertainty, change and avoiding common pitfalls. Participants will also apply the framework to their own challenges and learn from each other as think about their own strategic choices.

Business Ecosystems & Innovation

This session will focus on how can you use innovative platforms and ecosystems to build business models and benefit your organization. Dr. Suzanne Carter will describe platform businesses, discuss several innovative and successful models, and lead a provocative discussion on how to apply these concepts to your own business and challenges.

Creating Shared Value

This session introduces the topic of shared value and its importance in today's businesses and society. Shared value gets at the notion that businesses are not just money makers, but can be real change makers in society. Businesses must learn to collaborate with their various stakeholders to create value and positively impact broader issues that include valuing diversity, equity and inclusion, and ensuring the health and safety of our employees, customers and suppliers.

Dr. Carter will discuss examples of firms that have embraced shared value, and their methods of success. We will have breakout time for exploring shared value in their own businesses, and ideating on ways to change their business models to meet the needs of multiple stakeholders and create shared value for all.



CURRICULUM OVERVIEW

Leading with a Customer Centric Approach

This session introduces an “outside-in” view of strategy, in which the path to positive financial outcomes starts with identification of what it takes to win the customer in the face of competitive alternatives in the marketplace. This interactive session will provide a strategic framework for managing the customer-centric firm - creating customer value, innovating customer value, leveraging the brand as an asset, and leveraging customers as assets.

Innovating for Customer Value

This session introduces a forward-looking perspective of customer value that enables a company to envision new opportunities for product, service, and business model innovation. Practical and versatile tools introduced in the session will enable participants to uncover customer needs to guide breakthrough innovation, recognize potential roadblocks to delivering on current value propositions, create a winning value proposition for new and improved products and services and much more.

Growing Customer Equity

This session offers insights into two things that customer-centric organizations do well, as well as insights into how an organization can implement these insights. The first topic is “Leveraging Brand Equity,” and we will explore how to define a desirable brand identity, measure and grow brand equity, leverage a brand into new areas and much more.

Implementing Innovative Ideas

This session offers insights into the structure, process, and reward issues that undermine getting innovative ideas to market in established organizations, and then offers recommendations and planning considerations that will enable participants to get these ideas to market. Topics covered also include how to organize for taking innovative ideas to market and how to plan and manage an initiative with uncertainty.

Values & Ethics for an Uncertain Landscape

This session examines the foundations of values and ethics to establish a compass and provide a guide to ethical challenges and decision-making from both a business and philosophical perspective. Participants will also get an opportunity to think about deep ethical concerns that haven’t happened yet, but may come to be in the uncertain landscape of the future.

People Practices for Our Changing World

This session examines the implications for the people practices that frame and enable organizations in a world of complexity and evolution that is continually accelerating. We’ll look at the people practices that can drive agility, adaptability and innovation – creating truly adaptable organizations and cultures built for the age of continuous transformation.

Leading the Organization of the Future

This session continues to explore how the complexity in business environment is placing significant new demands on leaders & organizations for innovation, adaptability, learning and growth. The specific focus will be on how these complexities – business, societal, organizational, and environmental - require very different ways of leading and structuring organizations relative to strategy, innovation, culture, systems, roles, and communication.



SCHEDULE

SESSION 1

January 20, 2021

8:00 am – 9:00 am	Welcome & Introduction Disruption 2.0 (Industries, Trends, and Cases) – Michael Sherrod
9:00 am – 11:30 am	Organizations in the Age of Continuous Transformation – Michael Sherrod
11:30 am – 12:30 pm	Lunch
12:30 pm – 3:30 pm	Leading the Organization of the Future Initial Debrief & Program Roadmap – Michael Sherrod & Mary Uhl-Bien
4:00 pm – 5:00 pm	SME Panel Discussion & Workshop – TCU CAMPUS
5:00 pm – 6:00 pm	Evening Event Happy Hour – Participants, Faculty, Sponsors, & TCU Guests

INTERSESSION 1

January 27, 2021

Noon – 1:00 pm **VIRTUAL SESSION – Case Studies in Business (Digital) Transformation** – Brian Alink

February 3, 2021

Noon – 1:00 pm **VIRTUAL SESSION – Strategy at the Speed of Change** – Suzanne Carter

February 10, 2021

Noon – 1:00 pm **VIRTUAL SESSION – Business Model Innovation** – Michael Sherrod

February 17, 2021

Noon – 1:00 pm **VIRTUAL SESSION – Leadership Challenges Workshop** – Mary Uhl-Bien

SCHEDULE

SESSION 2

February 24, 2021

8:00 am – 11:30 am	Innovating for Customer Value – Lance Bettencourt
11:30 am – 12:30 pm	Lunch
12:30 pm – 3:30 pm	Leading with a Customer-Centric Approach – Mark Houston
4:00 pm – 5:00 pm	SME Panel Discussion & Workshop – TCU CAMPUS
5:00 pm – 6:00 pm	Evening Event Happy Hour – Participants, Faculty, Sponsors, & TCU Guests

INTERSESSION 2

March 3, 2021

Noon – 1:00 pm **VIRTUAL SESSION – Business Ecosystems & Innovation** – Suzanne Carter

March 17, 2021

Noon – 1:00 pm **VIRTUAL SESSION – Implementing Innovative Ideas** – Lance Bettencourt

March 24, 2021

Noon – 1:00 pm **VIRTUAL SESSION – Growing Customer Equity & Capitalizing on Brand Equity** – Mark Houston

March 31, 2021

Noon – 1:00 pm **VIRTUAL SESSION – Leadership Challenges Workshop** – Mary Uhl-Bien

SCHEDULE

SESSION 3

April 14, 2021

8:00 am – 11:30 am	Funding & Nurturing New Ventures – Rodney D'Souza
11:30 am – 12:30 pm	Lunch
12:30 pm – 3:30 pm	Creating Shared Value – Suzanne Carter
4:00 pm – 5:00 pm	SME Panel Discussion & Workshop – TCU CAMPUS
5:00 pm – 6:00 pm	Evening Event Happy Hour – Participants, Faculty, Sponsors, & TCU Guests

INTERSESSION 3

April 21, 2021

Noon – 1:00 pm **VIRTUAL SESSION** – **Transforming a Company Through Platforms** – Brian Alink

April 28, 2021

Noon – 1:00 pm **VIRTUAL SESSION** – **Values & Ethics for an Uncertain & Unknown Landscape** – Ann Bluntzer

May 5, 2021

Noon – 1:00 pm **VIRTUAL SESSION** – **Leading the Future of Work** – Michael Arena

May 12, 2021

Noon – 1:00 pm **VIRTUAL SESSION** – **Leadership Challenges Workshop** – Mary Uhl-Bien

SCHEDULE

SESSION 4

May 19, 2021

8:00 am – 11:30 am	Adaptive Challenges Team/Individual Presentations & Discussion
11:30 am – 12:30 pm	Lunch
12:30 pm – 3:30 pm	Power, Politics & Influence – Mary Uhl-Bien
2:30 pm – 3:30 pm	Leading the Organization of the Future Program Debrief & Roadmap – Michael Sherrod & Mary Uhl-Bien
4:00 pm – 6:00 pm	Reception & Program Close – Participants, Faculty, Sponsors, & TCU Guests

LEADERSHIP LABS

June 2021	Michael Sherrod
September 2021	Mary Uhl-Bien
December 2021	Michael Sherrod
March 2022	Mary Uhl-Bien

NEEBBY SCHOOL OF BUSINESS

INSTRUCTORS



Suzanne Carter

Dr. Carter is a highly respected expert in strategy, strategic leadership and corporate reputation and is executive director of the TCU Executive MBA program, ranked 12th in the world by The Economist. She is a contributing columnist to the Dallas Business Journal and her research on organizational performance and leadership has been published in key academic journals. She received the Citation of Excellence Award for her research on the relationship of top management, organizational and environmental factors on corporate reputation management. She has consulted for leading companies such as GameStop, Lea+ Elliott and SaladMaster on strategic vision and strategy development. She has worked with nonprofit organizations including Catholic Charities, YWCA of Fort Worth and Safe Haven on strategic planning and social enterprise strategies.

Dr. Carter received her BS in accounting from the University of Illinois-Champaign/Urbana, and MBA and PhD in Strategic Management from the University of Texas at Austin. Dr. Carter teaches strategy courses at the EMBA, MBA and undergraduate levels at TCU, and has been honored with the EMBA Faculty Award for Outstanding Leadership Development twice. She was recently awarded TCU's university-wide Dean's Teaching Award.



Mary Uhl-Bien

Dr. Uhl-Bien is a renowned leader and researcher on complexity leadership, relational leadership and followership. She is a sought-after speaker and consultant for organizations around the world. She has published more than 50 articles and manuscripts, five books and a textbook on Organizational Behavior. Her award-winning research on leadership has been published in premier management and leadership journals, including *Academy of Management Journal*, *Journal of Applied Psychology*, *Journal of Management* and *The Leadership Quarterly*.

Her research has been funded with grants from Booz Allen Hamilton, and she has conducted research in partnership with Lockheed Martin, Bank of America, Disney, the U.S. Fish and Wildlife Service, Stryker and the U.S. Air Force Academy. Dr. Uhl-Bien earned her BBA, MBA and PhD from the University of Cincinnati.

INSTRUCTORS



Michael Sherrod

Michael Sherrod began his career in 1976 by starting a magazine publishing company right out of grad school. He transitioned from the print world into the online world in 1985 when he helped manage a video-text news service for the Fort Worth Star-Telegram. In his career Michael has founded or co-founded 15 companies, including Black Dove Media, DigitalCity.com, AOL Local and Examiner.com. Additionally, he has served in senior management roles and started new companies inside CapCities/ABC, AMR Information Services, AOL, Ancestry.com, and The Anschutz Companies. In 2010, he served as the first Publisher of The Texas Tribune, a non-profit, non-partisan media site covering Texas government, politics, and public policy and is founding board member.

Sherrod holds a B.A. from the University of Notre Dame, where he studied in the interdisciplinary Great Books Program, an M.A. in Journalism from the University of Missouri at Columbia and an MBA from The Neeley School of Business at TCU.



Lance Bettencourt

Lance A. Bettencourt (Ph.D. Arizona State University; B.S. California State University, Bakersfield) is Associate Professor of Professional Practice in Marketing in the Neeley School of Business, Texas Christian University. He is also a member of the CSL Research Faculty, Center for Services Leadership, Arizona State University. Prior to TCU, Dr. Bettencourt was a marketing professor at Indiana University and Arizona State University-West. He is also a former strategy adviser with Strategyn, Inc. (with whom he still consults), the pioneer of Outcome-Driven Innovation™, and he was a partner at Service 360 Partners from 2012 to 2017.

His research on service excellence and innovation has been published in *Harvard Business Review*, *MIT Sloan Management Review*, *California Management Review*, *Journal of Applied Psychology*, *Journal of Retailing*, *Journal of Personal Selling & Sales Management*, and *Journal of the Academy of Marketing Science*, among others. He is author of *Service Innovation: How to Go from Customer Needs to Breakthrough Services* (McGraw-Hill 2010). Over the past decade, his clients have included Allstate, Morningstar, Microsoft, TD Bank, Colgate, Kimberly-Clark, Alcon, and many others.

INSTRUCTORS



Mark Houston

Mark B. Houston (Ph.D. Arizona State, MBA University of Missouri, B.S. Southwest Baptist) is Professor and Eunice and James L. West Chair in Marketing at Texas Christian University (TCU). Mark is also affiliated with ASU's Center for Services Leadership and the University of Münster (Germany). He is coauthor of *Entertainment Science* (2019, Springer Nature), and his research on channels, movies, and innovation strategy appears in *Marketing Science*, *Journal of Marketing*, *JMR*, *JCR*, and *Journal of Financial & Quantitative Analysis*. Recent awards include the 2019 Louis Stern Award (long-term impact for a 2013 JM paper) and the 2018 Sheth Foundation Award. He is Co-Editor of *Journal of the Academy of Marketing Science*, and has served as an AE of *JM* and *Journal of Service Research*. Mark is a member of the AMA Board of Directors, was President of the AMA Academic Council (2012-2013), and co-chaired the AMA Summer Conference (2005 and 2017) and the AMA/Sheth Foundation Doctoral Consortium (2010). An award-winning teacher, Mark has conducted research, consulting, and/or executed with firms such as AT&T, Caterpillar, Dell, IBM, Marriott.com, and WellPoint. Prior to re-joining TCU in 2017, Mark served three years as department head at Texas A&M.



Ann Bluntzer

Dr. Ann Bluntzer is currently an Associate Professor of Professional Practice for TCU's Neeley School of Business. She teaches in the department of Management and Leadership, primarily focusing on curriculum in transformational leadership, business ethics and the non-profit management space. She also teaches and advises for Neeley's Energy MBA Program.

She currently serves on the TCU Energy Institute Board and Neeley's Energy MBA Advisory Board. Dr. Bluntzer has taught leadership and management courses to various higher education institutions for over 20 years to include: University of South Carolina, Texas A&M University, University of Jakarta, Austin Business College, and Warsaw University of Life Sciences. She is President and Founder of The Agrarian, a strategic consulting business that specializes in land/real estate conservation and development, with notable clients such as The Nature Conservancy, United States Department of Agriculture, United States Department of Education, United States Agency for International Development, United States Marine Corps, and the Bill and Melinda Gates Foundation. She has also served in executive leadership positions with various nonprofit organizations globally. Dr. Bluntzer began her career serving in the Foreign Agriculture Service, for the United States Department of Agriculture and State. Some of her assignments included: Poland, Lithuania, Indonesia, and Australia.

INSTRUCTORS



Michael Arena

Michael Arena is the Vice President of Talent & Development at Amazon Web Service, where he is responsible for the global talent practices, leadership development and learning, organizational effectiveness, new employee success strategies and the organizational research activities to enable the growth and innovation for AWS. He was nominated to the Thinkers50 Radar class of 2020 for his work leveraging network roles in creating adaptive organizations: brokers, connectors, energizers, and challengers.

Prior to joining Amazon, Arena was the Chief Talent Officer for General Motors Corporation where he was responsible for enterprise talent management, cultural transformation, leadership development, talent acquisition and people analytics. While at GM he launched GM2020, a grass roots initiative designed to enable employees to positively disrupt the way they work, which was highlighted in Fast Company and Fortune Magazine. This initiative and others are highlighted in his best-selling book, *Adaptive Space: How GM and Other Companies are Positively Disrupting Themselves and Transforming into Agile Organizations*.



Brian Alink

Brian Alink has been with Capital One for over 20 years as a leader in a variety of businesses including US Card, Partnerships and Auto Finance. His career has led him across a variety of roles including strategy and analytics, business development, operations, marketing and product management. Today, Brian leads a product management function for US Card with responsibility for operating and transforming a number of technology platforms including acquisitions and underwriting, payments, authorizations, fraud, customer management, and the core system of record. Brian also leads various enterprise strategic planning projects related to the future of technology platforms working with the CEO and executives across the company.

Prior to Capital One, Brian worked full time while attending college in sales and later in a software development role after he developed a data analytics solution for M.C.I / Worldcom. Brian graduated from the University of Phoenix with a degree in Business Management in 1998

INSTRUCTORS



Rodney D'Souza

Rodney D'Souza, an entrepreneurship education, researcher, business owner, and angel fund manager. He joined TCU Neeley as managing director of the institute and the Davis Family Entrepreneur-In-Residence in August 2018. D'Souza was formerly the Fifth Third Bank Endowed Professor of Entrepreneurship and director of the Center for Innovation and Entrepreneurship at Northern Kentucky University. He was awarded the 2017 Freedoms Foundation Levey Award for Excellence in Private Enterprise Education and the 2017 University Award for Excellence in Outreach and Engagement, among other honors.

He developed and delivered undergraduate courses on entrepreneurial mindset, opportunity recognition, idea valuation, new venture creation, new venture management and business plan writing, as well as a MBA modules on innovation and competitive intelligence. He holds an MBA from Northern Kentucky and PhD from the University of Louisville.



Register at
neeley.tcu.edu/TCUAdvancedLeadershipCertificate

Pricing

\$4,995

- * A 20 percent discount will be given to companies that enroll two or more employees.
- * A 10 percent discount will be given to TCU staff/faculty/ alumni, U.S. veterans, 501c3 non-profit organizations and government employee

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Neeley School
of Business

EXECUTIVE EDUCATION

