

# TCU NEELEY **EXECUTIVE** EDUCATION

FALL 2023







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## LEADERSHIP PROGRAMS

The role of the leader has never been more important. In an age of complexity and uncertainty, leaders at all levels can absolutely make a tremendous impact for their team, for their organization, and for their community. The programs in this category range from helping emerging leaders to advanced leaders navigate the complexities of leadership and managing teams.

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## COMMUNICATION PROGRAMS

Communication is so important at every level of leadership, that we have built a series of Executive Communication programs to provide deeper insights and additional strategies, tools and approaches to a wide variety of leadership communication challenges and opportunities.

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## FINANCIAL ACUMEN & DATA ANALYSIS PROGRAMS

In today's fast-paced and rapidly changing business world, every leader – and really, every employee – is responsible for managing the bottom line and driving success. To do that well, you have to clearly understand financial information, how it's used for organization decision making, and how it can enable your work and results.

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## CUSTOM PROGRAMS FOR ORGANIZATIONS

Facing a tough challenge? We'll collaborate with you to create a custom program that delivers results. We'll work with your organization to build a program of any size from scratch or utilize our current program capabilities to tailor these solutions to meet your needs.

# Your future in business starts here

Our educational programs offer the latest research and tools to help professionals – and entire organizations – think differently, embrace and manage growth, and advance in today's most competitive industries.





# Individual Open Enrollment

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"I've participated in multiple training seminars throughout the country and I must admit - [TCU was] above par with amenities and learning content. I can't emphasize enough my appreciate for Dr. Kosnik. Her expertise in the subject matter and her ability to adapt to classroom settings on the fly are not traits exhibited by all teaching professionals. I truly wish I had more professors like her while obtaining my degree! I look very forward to exploring additional executive learning opportunities with TCU in the near future."

**STEVEN PLACKER**

Buyer/Planner + Elbit Systems of America  
Custom Negotiations Program Participant





## VIRTUAL THE EMERGING LEADER

6 virtual sessions  
September 13-  
October 18, 2023

11:00 AM – 1:00 PM  
Cost: \$1,895

The role of the leader has never been more important. In an age of complexity and uncertainty, leaders at all levels can absolutely make a tremendous impact for their team, for their organization, and for their community. Accepting and navigating the challenges of leadership takes courage, creativity and a new range of capabilities focused at succeeding in a challenging and unpredictable landscape.

### WHO SHOULD ATTEND

Leaders and managers who are new to the role or early in their careers, entrepreneurs beginning new endeavors or business professionals assuming new responsibilities.

### WHAT YOU WILL LEARN

Real-life leadership approaches and key leadership skills you can implement immediately.

### THE PROGRAM DIFFERENCE

- + Participate with ease in dynamic live sessions held virtually
- + Learn real-life approaches and tools that you can use as an emerging leader
- + Access premium TCU content
- + Engage with our MBA faculty and topic experts, rated No. 1 in the world by The Economist for the third year in a row

### TOPICS

- + The Challenge of Leadership
- + Leading Across Generations
- + Leading for Results
- + Leading Adaptive Teams
- + Coaching & Developing Talent
- + Communicating with Emotional Agility

[NEELEY.TCU.EDU/EMERGING\\_LEADERS](https://neeley.tcu.edu/emerging_leaders)

# Leadership Programs



## IN-PERSON THE ADAPTIVE LEADER

2 in-person days  
October 17-18, 2023

8:00 AM – 5:00 PM  
Cost: \$1,895

In today's rapidly changing business environment, the need to stay relevant is stronger than ever. In this program, you'll discover strategies to deal with the uncertainty, complexity, and increasing competition in the marketplace, while developing skills to lead and think creatively to achieve your goals.

### WHAT IS AN ADAPTIVE LEADER

Adaptive leaders think creatively and flexibly to enable their organizations to succeed in today's fast-changing world and tomorrow's unpredictable business landscape.

### WHO SHOULD ATTEND

#### EXPERIENCED MANAGERS:

Even with all your experience and success, there's always room for growth. Especially since today's business world is evolving faster than ever.

#### NEW-TO-ROLE LEADERS AND MANAGERS:

It's time to accelerate your development and learn new skills that will take you further.

### WHAT YOU WILL LEARN

- + Real-life leadership approaches and practical tools that you can implement immediately.
- + How to adapt your thinking, improve your resilience, and enhance your leadership skills.
- + How to motivate team members.
- + How to inspire teams and lead change in complex environments.

### TOPICS

- + Adaptive Leadership
- + Strategic Adaptability
- + Purpose Driven Leadership
- + Leading Adaptive Teams
- + Influence & Change

[NEELEY.TCU.EDU/ADAPTIVE\\_LEADER](https://neeley.tcu.edu/adaptive_leader)



IN-PERSON  
**STRATEGIC PROJECT  
MANAGEMENT**

2 in-person days  
September 26-27, 2023

8:30 AM – 4:30 PM  
Cost: \$1,895

This course addresses some of the key challenges in managing projects, programs, and project portfolios. Participants will engage at both the higher levels of project selection, planning, and control where executive oversight is needed to properly launch and sustain successful projects and the level of project management methods and skills. Learn to think critically about alternative approaches to projects, such as agile and waterfall, and when (and when not) to plan projects in detail. Additionally, participants will learn foundational skills for project planning and scheduling. Faculty leader, Tyson Browning, will explore sources of uncertainty, risk, and opportunity for projects, and how to tell if a project is making real progress.

**WHO SHOULD ATTEND**

- + Executives, upper-level managers, and professionals responsible for meeting high-level goals and objectives by executing strategic initiatives and other large, complex, novel, dynamic projects
- + Current and aspiring project, program, and portfolio managers; anyone working in a Project Management Office (PMO)
- + Individuals involved in Strategy, Operations, Finance, Human Resources, Research and Development, Information Technology, Engineering, Marketing, Sales, and Supply Chain Management

**WHAT YOU WILL LEARN**

- + Insights into the unique nature and challenges of project work
- + An understanding of what makes a project valuable and worth the investment
- + Key questions to ask project selectors, planners, and managers about their projects
- + Foundational skills in project planning and scheduling
- + Leading-edge techniques and best practices
- + The capability to improve the leadership of projects in your organization

**TOPICS**

- + What makes projects different from other work in an organization?
- + The top reasons projects fail and what to do about them
- + The skills of a successful project manager
- + Planning vs. Doing
- + Understanding project stakeholders, objectives, and priorities
- + Planning a project: specifying activities, resourcing, scheduling
- + Resource contention
- + The implications of uncertainty, risk, and opportunity for project value and success
- + Measuring Project Progress with Metrics and KPI's
- + Project control
- + Project adaptability, agility, and flexibility.

NEELEY.TCU.EDU/PROJECTMANAGEMENT

# Leadership Programs



# MEET OUR TEAM

We look forward to getting to know you. Please contact us with any questions you may have about our program offerings or other ways we can connect you and your organization to the Neeley School's exceptional resources.



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IN-PERSON  
EXECUTIVE PRESENCE

2 in-person days  
October 24-25, 2023

8:30 AM – 4:30 PM  
Cost: \$1,895

Executive presence is the ability to inspire confidence in others, create powerful connections and convey a compelling perspective. Executive presence and the ability to convey a compelling vision are essential skills for today's leaders. In this two-day offering, participants will discover approaches for deepening their self-awareness, improving their ability to project authenticity and stronger "leadership presence", and being more purposeful in how they show up to better engage stakeholders, align teams around a new direction, and lead even more effectively in their organization.

WHAT'S DIFFERENT

Day two of this in-person program will dedicate time to enhance a leader's on-camera and virtual presence. In a world filled with a 24/7 news cycle, viral videos, and social media superstars, organizations need articulate, camera-savvy professionals who can think on their feet and clearly represent their company's brand and vision to today's audience. Engage with different on-camera scenarios such as a news interview, social media video post, marketing campaign video, or Zoom presentation, where executives can benefit from knowing the tricks of the trade that gives presenters the edge needed to exude executive presence while on camera. The camera presence segment of the course will help equip leaders with the skills needed to handle themselves on camera in the public and private eye and strategically anticipate the small details that make a big difference.

WHAT YOU WILL LEARN

- + What executive presence means today
- + Authenticity and impact
- + Poise, confidence and mental preparation for executives
- + Poise, confidence and mental preparation for executives
- + On-camera communication, messaging and presence skills
- + The nature of the news media and social campaigns
- + What makes a successful on-camera pitch

[NEELEY.TCU.EDU/EXECUTIVEPRESENCE](https://neeley.tcu.edu/executivepresence)

+ EXECUTIVE COMMUNICATION SERIES +

# Communications Programs



IN-PERSON  
EXECUTIVE STORYTELLING

1 in-person day  
September 21, 2023

8:30 AM – 4:30 PM  
Cost: \$995

Storytelling is a powerful tool for creating connections, communicating an inspiring idea, and creating a compelling vision of the future. For every leader, the ability to convey a message clearly and effectively through stories can also be critical to solving organizational issues, persuading important stakeholders, or presenting a new idea to C-suite leaders.

WHAT YOU WILL LEARN

- Practical storytelling tools and approaches that will help you develop:
- + A clear picture of your audience and their motivational factors
  - + A clear and powerful storyline to align your audience with your ideas
  - + Your strengths and areas of improvement as a persuasive communicator
  - + The ability to leverage the environment to reinforce your message
  - + How to convey your message successfully in a virtual or online environment

HOW YOU WILL BENEFIT

- + Understand the science of storytelling and how it increases the emotional connection with your audience.
- + Lessen your dependency on the presentation medium and increase your connection with the audience.
- + Increase your understanding of your audience and how environment plays into a presentation.
- + Workshop your idea with a cross functional team and receive real-time feedback on your story and delivery.
- + Take the reins on your professional development and craft stories that stick.

TOPICS

- + Authenticity
- + Storytelling and Idea "Sell-In"
- + Influence & Persuasion
- + Presentation Approaches & Structure
- + Communication Style
- + Clarity & Focus for Message Development
- + Leadership Presence

[NEELEY.TCU.EDU/STORYTELLING](https://neeley.tcu.edu/storytelling)

+ EXECUTIVE COMMUNICATION SERIES +



## VIRTUAL LEADING WITH DATA ANALYSIS

4 virtual sessions  
August 28-31, 2023

8:30 AM – 12:30 PM  
Cost: \$1,695

The volume and importance of business data and analytics are growing at an exponential rate. This program will help you better understand how to leverage data analytics to make decisions and enable business success. Additionally, you will gain a basic understanding of three popularly applied approaches to data analysis.

### WHO SHOULD ATTEND

Business leaders, managers, and functional-area knowledge workers at all levels who want to take advantage of the real opportunity to better utilize data analytics in order to develop knowledge and insights that drive improved decision making.

### WHAT YOU WILL LEARN

- + Real-life leadership approaches and practical tools that you can implement immediately.
- + How to examine the strategic and operational opportunities for analytics from an organizational and tactical perspective.
- + How to use data analytics in the context of specific functional processes and applications, such as sales, marketing, HR, finance/accounting, supply chain, and operations.
- + How to identify and clearly present results, relationships, trends, and other insights using key statistical metrics and tools such as regression analysis, decision trees, and cluster analysis, through hands-on exercises.

### TOPICS

- + Organizational & Strategic Opportunities for Business Analytics
- + Business & Functional Application for Data Analysis & Mining
- + Descriptive Statistics
- + Data Visualization

[NEELEY.TCU.EDU/DATA\\_ONLINE](https://neeley.tcu.edu/data_online)

# Financial Acumen & Data Analysis Programs



## IN-PERSON FINANCE FOR NON-FINANCIAL PROFESSIONALS

2 in-person days  
September 12-13, 2023

8:30 AM – 4:30 PM  
Cost: \$1,895

In today's fast-paced and rapidly changing business world, every leader – and really, every employee – is responsible for managing the bottom line and driving success. To do that well, you have to clearly understand financial information, how it's used for organization decision making, and how it can enable your work and results.

### WHO SHOULD ATTEND

Experienced managers and individual contributors in non-financial roles who want to better understand key financial concepts and information and leverage them for decision-making in their roles.

### HOW YOU WILL BENEFIT

- + Improve your understanding and insight into corporate performance, financial data, statements and reporting.
- + Gain greater confidence with a working knowledge of business financials.
- + Learn how to understand and interpret key financial statements.

### WHAT YOU WILL LEARN

Participants will take away a better understanding of key concepts and terms and gain practical insights into how financial information is used for decision making.

### TOPICS

- + Basic Accounting Principles
- + Overview of Financial Accounting & Reporting
- + Key Financial Terms Such as Assets, Liabilities, Capital, Depreciation, Capitalization, Current Ratio & Others
- + Using the Balance Sheet to Examine Assets & Liabilities
- + Analyzing the Income Statement to Assess Revenues and Expenses
- + Understanding Cash Flow Analysis, Financing, and Cost of Capital.

[NEELEY.TCU.EDU/FINANCE\\_NFP](https://neeley.tcu.edu/finance_nfp)



# Custom Programs For Organizations

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The world as we know it is rapidly evolving. To keep up, organizations need to learn and grow with agility. Step up to the challenge by enrolling your company or department in programs designed to help you identify barriers, scale successfully, and innovate from within.





# How We Build Custom Programs

No one knows your business like you. We collaborate with you to develop a one-of-a-kind curriculum that reflects your goals and values. At the end, you'll have an entirely unique program designed to engage, inspire, and – most importantly – drive results.

**Discovery** We take a deep dive into your objectives and greatest challenges.

**Design** Our innovative design team tailors programs and services to reflect your goals.

**Delivery** We prepare an immersive experience to help your team learn and practice new skills.



## Program Capabilities

We partner with organizations that seek the expertise of our MBA faculty, rated No. 1 in the world by The Economist for the third year in a row, to help manage change and foster leadership potential. These topics below are just some of the capabilities that can be used to create workshops or programs for your organization.

- + Leadership Development
- + Financial Acumen & Data Analysis
- + Business Strategies
- + Advanced Data Analytics
- + Supply Chain Innovation
- + Growing Profitable Customer Relationships
- + Design Thinking
- + Executive Presence
- + Entrepreneurship
- + Purpose-Driven Business
- + Employee Engagement
- + Creativity & Innovation
- + Building Effective Teams
- + Leading Change Initiatives





# Tailored Programs

Our Individual Open Enrollment courses have empowered thousands of business professionals to become leaders. Your entire company is invited to enroll in those transformative courses, too, with a curriculum fitted to your schedule, preferences, and objectives. Tailored programs are available on demand with rapid deployment. You can select the classroom: our campus or yours.

## "MINI-MBA" CERTIFICATE FOR YOUR ORGANIZATION

A custom "mini-MBA" certificate program is a robust, comprehensive and immersive experience for your company's leaders. Uniquely designed for you, it delivers a powerful combination of leading-edge strategies and new business essentials crafted for success in today's dynamic business environment. At TCU Neeley Executive Education, we'll work with you to design a custom program to provide skills, tools and strategies for leaders challenged with leading their teams and organizations in a world of continuous transformation.

### POTENTIAL TOPICS

- + Strategy at the Speed of Change
- + Leading in an Age of Continuous Transformation
- + Case Studies in Business Transformation
- + Business Model Innovation
- + Funding and Nurturing New Ventures
- + Financial Analysis & Decision Making
- + Networks, Power, & Influence in Organizations
- + Collaboration & Scaling Change
- + Leading the Teams of Tomorrow
- + Executive Presence & Communications

## PROCESS IMPROVEMENT

All work happens in processes. But what is the definition of a process? And what are the general goals of process improvement for better management of work and results? In this workshop, participants will navigate process models, what makes work valuable, critical-to-quality characteristics, and distinguishing process efficiency, effectiveness, and value.

### TOPICS

- + Understand how a process represents work and the path to valuable results
- + Distinguish between a process and a process model
- + Understand the concept of critical-to-quality (CTQ) characteristics in the results of work
- + Understand the relevance of stakeholders to processes and CTQ characteristics in determining value
- + Distinguish between efficiency, effectiveness, and value as objectives for process improvement
- + Understand some of the most important reasons for process improvement
- + Apply these concepts to an example process in one's own area of work, identifying key activities, relationships, stakeholders, CTQ characteristics, and reasons for improvement

## UNDERSTANDING FINANCE TO IMPACT YOUR ORGANIZATION

This program is focused on understanding financial information and how it is used for decision-making, within your specific organization, utilizing actual financial statements from the organization. This training is intended for managers and individual contributors in nonfinancial roles who want to better understand key financial concepts and information and leverage them for decision-making in their roles.

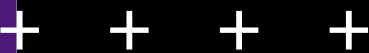
### TOPICS

- + Understanding the balance sheet, the income statement, and the relationship between both statements
- + Learning the language of business
- + The statement of cash flows and the statement of stockholder's equity
- + Recording transactions
- + Financial statement analysis
- + Understanding cost behavior and the impact on profitability
- + Analysis of long-term capital investment relationships, stakeholders, CTQ characteristics, and reasons for improvement

# Explore New Possibilities

LEARN MORE ABOUT BUSINESS PROGRAMS AT [NEELEY.TCU.EDU/CUSTOMPROGRAMS](https://neeley.tcu.edu/customprograms)

## Proud Alumni of TCU Business Programs







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