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 program offerings in this category range from helping emerging leaders to advanced leaders navigate the complexities of leadership and managing teams.

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.

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. The programs offered in this category are designed for business leaders at all level looking to hone their financial acumen and data analysis skills.

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.

FALL 2022 PROGRAMS
FORGING PATHS TO SUCCESS
At TCU Neeley Executive Education, we deliver opportunities for lifelong learning, accelerated. 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
LEADERSHIP PROGRAMS

THE EMERGING LEADER
6 virtual sessions
September 20 - October 25, 2022
11:00 AM - 1:00 PM
Cost: $1,895

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

THE ADAPTIVE LEADER
3 in person days
October 4-5, 2022
8:00 AM - 5:00 PM
Cost: $1,895

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
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

STRATEGIC PROJECT MANAGEMENT

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 lower levels 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

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.

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

Neeley.tcu.edu/PROJECTMANAGEMENT

2 in-person days
December 6–7, 2022
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
• On-camera communication, messaging and presence skills
• The nature of the news media and social campaigns
• What makes a successful on-camera pitch

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• The nature of the news media and social campaigns
• What makes a successful on-camera pitch

HOW YOU WILL BENEFIT
• Common pitfalls in executive communications and how to avoid them
• How to distill a communications challenge into a concise brief
• How to effectively use presentation tools and tailor your verbal and non-verbal skills to enhance your executive communication skills. This requires resisting the urge to yield to hasty means of communication and instead design thoughtful, impactful messaging that motivates people to be the best versions of themselves and accomplish incredible things. The risks of disconnection, disengagement, and misunderstanding are ever-present. Continuously developing effective and authentic executive communication skills is imperative, as leaders regularly deliver high-stakes messages around organizational change, finances, strategy, and other pertinent topics.

HOW YOU WILL BENEFIT
• Common pitfalls in executive communications and how to avoid them
• How to distill a communications challenge into a concise brief
• How to effectively use presentation tools and tailor your verbal and non-verbal skills to enhance your message delivery
• Presentation and delivery techniques for executive meetings, team meetings, and other settings or forums
• How to create compelling and genuine messages that will effectively reach your stakeholders and team
• How to take inventory of your key messages so they’re meaningful to others
• The differences between conversation, facilitation, and presentation, and how to spot the right time to employ each

WHAT’S DIFFERENT
In the age of Teams, Zoom, Texts and Slack, how can a leader connect through the chaos? Leaders who rise above the unique challenges of the digital era will succeed by embracing the responsibility of communication and consistently seeking opportunities to enhance their executive communication skills. This requires resisting the urge to yield to hasty means of communication and instead design thoughtful, impactful messaging that motivates people to be the best versions of themselves and accomplish incredible things. The risks of disconnection, disengagement, and misunderstanding are ever-present. Continuously developing effective and authentic executive communication skills is imperative, as leaders regularly deliver high-stakes messages around organizational change, finances, strategy, and other pertinent topics.

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COMMON PITS IN EXECUTIVE COMMUNICATIONS AND HOW TO AVOID THEM
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• Presentation and delivery techniques for executive meetings, team meetings, and other settings or forums
• How to create compelling and genuine messages that will effectively reach your stakeholders and team
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FUTURE-PROOF YOUR COMMUNICATIONS PROGRAMS
COMMUNICATIONS PROGRAMS

VIRTUAL EXECUTIVE STORYTELLING

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

IN-PERSON EXECUTIVE INFLUENCE AND NEGOTIATIONS

In this two-day offering, participants will gain insights and concrete strategies for accomplishing personal and organizational goals by effectively managing differences and resolving conflicts. Executives will be given the tools needed to expand their influence acumen and strengthen their impact in interactions by securing buy-in from others. This workshop is highly interactive and provides opportunities for personal reflection, hands-on practice, and concrete take-aways for individual improvement and action. Participants will unravel negotiations and personal influence challenges while developing action plans toward their resolution.

WHAT YOU WILL LEARN
- Recognize common pitfalls in managing conflict
- 5 golden rules for effectively coping with conflicts
- Concrete negotiation and conflict management preparation tools
- Discover and leverage distinct sources of power and influence
- Develop strategies for influence without authority through social capital
- Learn and apply effective verbal and non-verbal communication and influence skills
- Acquire tools for building alliances and working toward consensus in meetings

HOW YOU WILL BENEFIT
- Increase awareness of self and others’ conflict management styles
- Expand your repertoire of negotiation skills
- Recognize cognitive blind spots and common hurdles to effective communication and influence

Neeley.tcu.edu/ExecutiveInfluence

COMMUNICATION SERIES
**FINANCIAL ACUMEN & DATA ANALYSIS PROGRAMS**

**VIRTUAL**

LEADING WITH DATA ANALYTICS ONLINE

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 Applications for Data Analysis & Mining
- Descriptive Statistics
- Data Visualization

Neeley.tcu.edu/DATA_ONLINE

**WHAT YOU WILL LEARN TOPICS**

- 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.

**IN-PERSON**

FINANCE FOR NON-FINANCIAL PROFESSIONALS

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 terms and gain practical insights into how financial information is used for decision making.

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

**HOW YOU WILL BENEFIT**
- Overview of Financial Accounting & Reporting
- Key Financial Terms Such as Assets, Liabilities, Capital, Depreciation, Capitalization, Current Ratio & Others
- Basic Accounting Principles
- 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

**WHAT YOU WILL LEARN TOPICS**

- Overview of Financial Accounting & Reporting
- Key Financial Terms Such as Assets, Liabilities, Capital, Depreciation, Capitalization, Current Ratio & Others
- Basic Accounting Principles
- 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
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.
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.

**HOW WE BUILD CUSTOM PROGRAMS**

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

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

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

**DISCOVERY**

**DESIGN**

**DELIVERY**

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
CUSTOM PROGRAMS

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.

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.

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, CTO characteristics, and reasons for improvement