THE MODERN EXECUTIVE SERIES

Introducing new classes in Leadership & Influence, Strategy, and Finance.

The Bigger Picture.
Designed for those individuals and groups who don’t operate with a finish line. Modern Executives who not only ascend the corporate ladder, but also add their own rungs at the top. Constantly learning, growing, and enriching. Business people who don’t look for easy answers, but have a constantly evolving set of tools that they use to solve problems, and who develop solutions to help their teams and companies grow.

Texas Executive Education is proud to announce The Modern Executive Series. This collection of five-day classes will challenge even the most adept business minds while sharpening their already formidable skill sets. Advanced programs will give attendees the opportunity to engage not only McCombs School of Business faculty but also other industry elites – all set in the innovation-rich environment of Austin, Texas.

Includes classes in:

- **Leadership & Influence**
- **Strategy**
- **Finance**
WEEK-LONG IMMERSIVE EXPERIENCES

NETWORKING WITH TOP EXECUTIVES

COLLABORATIVE WORKSHOP ENVIRONMENT

WORLD RENOWNED FACULTY

FOCUS ON CONTEMPORARY BUSINESS CHALLENGES

SET IN A HUB OF BUSINESS INNOVATION
“Texas Executive Education has exceeded my expectations, especially the level of expertise exhibited by the professors. They were highly experienced and reputable members in their fields. In addition, the perspectives and dialogues exchanged between my classmates was extremely interesting.”

Scott Paape
Director of Rapid Continuous Improvement
Dr. Pepper Snapple Group
Classes in Leadership & Influence

It’s no secret that a strong leader can make or break an organization. Become a more influential leader by effectively advocating for your ideas and vision.

WHO ATTENDS
• Executives and high-level managers in leadership roles
• Professionals responsible for affecting change and driving new initiatives
• High-potential individuals who will assume greater responsibility within their organization
Good ideas don’t sell themselves — they must be sold! Become a more influential leader by developing a better understanding of how to effectively advocate for your ideas and vision.

**OBJECTIVE**

Acquire the expertise to market your ideas with ease. Analyze how your political intelligence and persuasion acumen affect your success in convincing others to see your vision and support your ideas. Return home from this program knowing how to effectively construct and deliver your message, position and differentiate your ideas, generate loyalty and commitment, and overcome resistance to be more persuasive.

**BENEFITS**

- Present ideas with impact and impetus
- Develop and implement your personal branding strategy
- Construct and deliver persuasive messages that work in any context
- Gain support from your alliances and networks while generating loyalty and commitment from colleagues
- Inspire alignment throughout your organization to reach common goals
- Construct narratives and stories to deliver a message
- Eliminate bottlenecks and barriers to good ideas
- Analyze situations and tailor your messages to motivate different audiences
- Expand your ability to diagnose the sources of power in your organization
- Improve communication channels to leverage employee knowledge at every level
- Effectively persuade others in meetings

**FACULTY**

Ethan Burris, *Ph.D.*, *Associate Professor*, *McCombs School of Business*

John Daly, *Ph.D.*, *Professor*, *Moody College of Communication*  
and *McCombs School of Business*

Sharon Jarvis, *Ph.D.*, *Associate Professor*, *Moody College of Communication*

Gaylen Paulson, *Ph.D.*, *Associate Dean, Senior Lecturer*, *McCombs School of Business*
Leading Change and Driving Innovative Thinking

October 26-30, 2015 or February 22-26, 2016

Price: $7,600

Capitalize on change as an opportunity, while embracing transition as a catalyst for innovative thinking. Adapt to evolving competitive conditions and adjust to market shifts by fostering an innovative culture within your organization.

OBJECTIVE

Identify and seize opportunities as they arise. Equip your people to take risks and tackle new challenges. Develop a blend of leadership skills and political savvy required to lead your organization through periods of change and foster an innovative culture. Construct a comprehensive toolkit for visioning, creating opportunities, crafting your messages, and responding to resistance, helping you to succeed where others fail.

BENEFITS

• Develop leadership competencies around innovation and change management
• Determine where changes are needed and where opportunities present themselves
• Clearly articulate your vision to employees to inspire change leaders
• Identify roles that various stakeholders play in your organization
• Analyze how power and authority affect employees’ desire to change
• Shape and reshape organizational culture to promote innovation
• Assess your current culture, and use it to frame pending challenges and opportunities
• Identify organizational complexities that create contradictory pressures and demands
• Spur innovation by identifying, and removing, key barriers to change
• Anticipate and prepare for organizational politics
• Predict stages of adoption, and cycles of implementation, and tailor tactics accordingly
• Discuss failures, and create strategies for regrouping
• Drive creativity and ideation in individuals and teams
• Implement creativity tools and design thinking to expand opportunities

FACULTY

Ethan Burris, Ph.D., Associate Professor, McCombs School of Business
John Daly, Ph.D., Professor, Moody College of Communication
and McCombs School of Business
Luis Martins, Ph.D., Associate Professor, McCombs School of Business
Participate in engaging team projects

Immerse yourself in case studies and simulations
Effective strategy is essential to determining the future of your organization. Hone your strategic acumen and make company-changing decisions with confidence. Analyze your company’s position from every angle to develop big picture strategies with tangible competitive advantages.

WHO ATTENDS

• Executives and high-level managers in leadership roles
• Professionals responsible for critical decisions within their organization
• Innovative thinkers seeking to create or leverage competitive advantages
Designing Winning Strategies for Advantage and Growth

October 19-23, 2015 or April 18-22, 2016
Price: $7,600

Few terms are used more frequently in business than “strategy,” but in too many companies it is little more than a slogan that serves no real purpose.

OBJECTIVE

Characterize and evaluate your business model based on leading tools for strategic analysis. Understand the logic by which organizational strategy should be developed to achieve competitive advantage and industry disruption. Build an organization consistent with a renewed strategy, prepared for implementation, and poised for future growth. Prepare your organization for increased emphasis on innovation and speed.

BENEFITS

- Understand how a winning strategy can enable your organization to gain and sustain competitive advantage
- Identify the core characteristics of a strong corporate strategy
- Benchmark the quality of your strategy relative to the strategies of well-known companies
- Translate key strategic objectives into organizational reality
- Create a sustainable competitive advantage and position your company for maximum results
- Discuss when and how to renew your competitive advantage
- Design a winning business model featuring a clear competitive strategy
- Discuss common mistakes in innovation strategies
- Enable strategic innovation and opportunity creation
- Improve your organization’s strategic innovation potential
- Respond rapidly to a disruptive business model
- Create a blue ocean in your industry
- Employ various levers for strategic change and implementation
- Build an organizational structure that can efficiently and effectively implement your company’s strategy
- Rate your organization as a yesterday, or tomorrow, organization

FACULTY

Jim Fredrickson, Ph.D., Professor, McCombs School of Business
Violina Rindova, Ph.D., Professor, McCombs School of Business
Luis Martins, Ph.D., Associate Professor, McCombs School of Business
Isaac Barchis, JD, Director, Austin Technology Incubator
Driving Strategic Business Decisions

November 9-13, 2015 or March 7-11, 2016

Enhance your decision making and generate growth in your business by leveraging the dynamic decision processes used by leading global corporations.

OBJECTIVE
Achieve your long-term goals by developing a strategy based on sound decision making tools. Recognize alternatives and their associated risk factors to quickly react to changes in industry and market conditions. Develop techniques for making complex business decisions with real-word applications for R&D projects, new products, new ventures, and more. Implement strategies for making and carrying out decisions that will have a significant impact on your organization.

BENEFITS
• Break down problems for analysis
• Implement methods for structuring and modeling decisions
• Improve forecasts using ranges and probabilities
• Structure and evaluate decision trees to determine the best alternative
• Build risk management strategies into your organization
• Manage differences in shareholder and stakeholder viewpoints
• Communicate results to highlight the value of the strategy
• Judge the quality of the decision without having to wait to observe its outcome
• Identify and manage strategic and external risks by forecasting best and worst case scenarios

FACULTY
Jim Dyer, Ph.D., Professor, McCombs School of Business
Eric Bickel, Ph.D., Associate Professor, Cockrell School of Engineering
“Several factors were taken into account when selecting an Executive Education program, but McCombs’ Texas Executive Education proved itself to be among the best in regards to administration, experience, and professors. We’ve been impressed by the level of expertise shown by the professors and their extensive knowledge.”

Brad Johnson
Procurement Director
Halliburton
Immerse yourself in the concepts and metrics that shape financial decision making. Examine the topics in finance and accounting that are essential to understanding and determining your organization’s success.

WHO ATTENDS
- Executives and high-level managers with budget authority
- Professionals responsible for financial and P&L decision making
- Individuals who seek deeper understanding of financial concepts and how they relate to business operations as a whole
Finance and Accounting for Non-Financial Managers

October 5-9, 2015 or February 1-5, 2016  
Price: $7,600

Are you fluent in the language of business? Do you understand the trade-offs between risk and return? Apply proven analytic tools to make sound business decisions and take maximum advantage of business opportunities.

OBJECTIVE

Apply analytic skills to make informed decisions and interpret your company’s liquidity and profitability. Take full advantage of business opportunities with confidence. Gain insight into how accounting data drives your company’s past and future financial performance. Solidify the foundation you need to make better financial management decisions.

BENEFITS

- Communicate financial goals and performance more effectively
- Examine the content and make connections between the three major financial statements
- Evaluate the financial performance of your company or unit
- Analyze the performance metrics by which you are being measured and why they matter
- Determine how accounting concepts and financial strategies are integrated into your company’s decision making processes
- Examine different financial strategies and anticipate what financial statements should look like given the company’s business model
- Benchmark financial performance over time and against competitors
- Gain exposure to diverse financial approaches, including methods of business valuation
- Implement sophisticated working capital management techniques
- Gain legitimacy among peers and senior management

FACULTY

Eric Hirst, Ph.D., Professor, McCombs School of Business
Jim Nolen, MBA, Distinguished Senior Lecturer, McCombs School of Business
Understanding the numbers only gets you so far... It’s how you apply information that matters. Create a plan to use your organization’s capital strategically.

**OBJECTIVE**

Recognize how value is created in your firm. Evaluate opportunities and assess competition based on robust financial analysis to outperform your industry. Work through a systematic approach for analyzing financial statements and evaluate the impact on profitability during this hands-on program. Implement what you have learned in a comprehensive simulation that puts you in charge of every aspect of a hypothetical company’s business.

**BENEFITS**

- Examine and understand specific financial statements from your company
- Apply skills in an active, hands-on simulation
- Experience a real-world scenario and test outcomes of various decisions
- Develop an informed financial perspective on business operations
- Analyze the key drivers of Return On Equity (ROE)
- Build practical skills to evaluate your organization’s current and future financial performance
- Examine the effects of operating and financial strategies on the financial performance of your firm

**FACULTY**

Jim Nolen, MBA, *Distinguished Senior Lecturer*, McCombs School of Business
Steve Limberg, Ph.D., *Professor*, McCombs School of Business
Interact with guest speakers and participate in panel discussions

Network with peers and diverse industry leaders
Austin: A Hub of Business Innovation

Consistently named one of the best places in the United States to live and work, Austin is a breeding ground for creativity, innovation and growth. Thanks to the city’s high quality of life, business-friendly environment and progressive culture, Austin is a national creative center that supports innovative, forward-looking industries and draws people and businesses from around the world. A well-educated workforce, a leading research university, reasonable tax structure and an excellent quality of life are top reasons why companies and individuals choose Austin as their home.

With over 300 annual days of sunshine, a diverse population and a progressive and creative culture, Austin is a city of energy and activity. The self-proclaimed Live Music Capital of the World offers over 100 venues to experience live music, vibrant downtown nightlife and a restaurant scene that is gaining national attention and renown.

University of Texas at Austin and the McCombs School of Business

Located in the heart of Central Austin, The University of Texas at Austin is one of the largest public universities in the United States and a major hub of activity and innovation in Austin. The University of Texas at Austin ranks 16th in the nation among public universities according to the 2014 US News and World Report survey. This means that Texas Executive Education is able to take advantage of a top University's reputation, top-tier faculty and outstanding academic research taking place at the institution.

AT&T Executive Education & Conference Center

Located at the southern edge of the University of Texas campus, the AT&T Center is a state-of-the-art meeting facility, configured to facilitate collaboration and learning. Bridging academia, enterprise, and culture, the AT&T Center is consistently identified as one of the finest university-based executive development centers in the United States.

Participants are encouraged to take advantage of the residential options at the AT&T Center, and to register early. Guest rooms can be booked at the AT&T Center on a space-available basis, and at a discounted rate for Texas Executive Education participants.
Texas Executive Education created an environment surrounding the program that was welcoming and engaging. We were encouraged to interact with other attendees and professors, both in and out of the classroom. This allowed us to learn and discuss not only the subject material at face value, but also discuss how to apply it in the real world.

Jill Bonnell
Operations Manager
Swagelok, Inc.

About Texas Executive Education
Since 1955, our innovative executive programs have offered business professionals the insights that enable them to lead, think strategically and manage change.

The reputation of the McCombs faculty is world-renowned. With nearly 200 members, the faculty includes scholars representing virtually all of the major management disciplines and functions. All are dedicated educators who conduct research in their respective disciplines, as well as serve as consultants and board members for leading corporations globally. And they bring this knowledge to the programs they design and teach.

Contact Us
To register for programs:
www.mccombs.utexas.edu/execed
1 (888) 658-0596
For information about classes in
The Modern Executive Series, call:
Lynn Slattery
Director of Open Enrollment Programs
Phone: 512-232-9462

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Austin, TX 78713-8424

Team Discounts: A 10 percent discount is available to teams of three or more participants from the same organization who register for the same Open Enrollment program.

Alumni Discount: A 10 percent alumni discount for individual Open Enrollment courses is offered to University of Texas at Austin alumni.

Government Discount: Government employee discounts are available. Call for details.