

ACCELERATED DEVELOPMENT PROGRAM

Rice University Executive Education

“Assuming a general management role is often one of the most difficult transitions a high-potential leader must navigate on route to an executive position.”

The Executive Education department at Rice University is here to answer the call to help prepare leaders for their first major general management position. Even during difficult economic times, organizations in all industries are waging a thoughtful “war for talent.” Investing in the development of key managers and preparing them for succession to more significant managerial responsibilities is one way to insure you win this war by developing a strong pipeline of engaged leaders equipped with the latest tools in leadership, strategy, decision making, and financial and change management.

The Accelerated Development Program was specifically created to prepare promising, high-potential leaders for the transition to general management. This comprehensive program helps participants sharpen their enterprise leadership skills, build financial acumen, and gain a greater understanding of strategy and execution. Given the uncertainty created by the latest economic downturn, general managers face heightened pressure to achieve results that immediately affect an organization’s bottom line. There is no better time to invest in their development to insure that they have the skills required to meet these heightened demands.

The Accelerated Development curriculum is designed to provide these tools, enhance personal awareness, and emphasize practical experience and application. Led by Rice University’s expert faculty and a collection of executive coaches, participants benefit from a highly personalized, lively and engaging learning experience. We pride ourselves on our ability to translate the classroom experience to the daily work environment.

Welcome to the next phase of your business’ bottom line: Rice University Executive Education.

Regards,

D. Brent Smith, Ph.D.

*Senior Associate Dean of Executive Education
Faculty, Accelerated Development Program
Jones Graduate School of Business
Rice University*



**INSPIRE, INFORM AND
INVEST IN YOUR MOST
VALUABLE RESOURCE —**

YOUR PEOPLE

THE ACCELERATED DEVELOPMENT PROGRAM from Rice University's Jones Graduate School of Business is designed to prepare high-potential leaders for general management positions. The program features two one-week modules separated by a four to six week inter-modular break. Between modules, participants will implement action plans designed to apply insights gained during the first module to address individual leadership challenges. This structure allows participants to immediately put into practice their new knowledge and accelerate their performance. By combining tailored leadership assessments, experiential learning, focused classroom discussions, and sessions with professional executive coaches, participants learn to overcome key leadership challenges and gain tools to diagnose and enhance organizational effectiveness. The program's rigorous curriculum helps business professionals reach their leadership potential through this unique and interactive process. Specifically designed for individuals with seven or more years of experience in a managerial role or technical leadership track, the program enlists the expertise of world-class faculty leaders to create an educational experience that delivers relevant results. Participants acquire skills to navigate the transition from high-potential leader to high-performing general manager. Organizations gain a more robust talent pool of prepared leaders who are positioned to assume greater responsibility and contribute a fresh perspective on the company's operations.

RICE UNIVERSITY CAMPUS

Participants in the Accelerated Development Program attend classes on Rice University's vibrant campus. Courses are conducted in McNair Hall, home to the Jones Graduate School, and taught by Rice faculty. Rice University is consistently ranked one of America's best teaching and research universities. As one of seven academic units of the university, the Jones Graduate School of Business and its Executive Education department are distinguished by their expertise in the fields of energy, finance and health care.

WEEK 1: SETTING THE STAGE

From Individual Leader to Organizational Strategist

BUILDING YOUR LEADERSHIP BRAND

In the first week, participants are fully immersed in the science and practice of enterprise leadership, performance management, and organizational strategy. The transition to a new leadership role with expanded responsibilities typically requires great adaptability on the part of a high-potential manager and a shift in perspective from individual contributor or team leader to organizational strategist.

Week one focuses on helping participants identify the areas of their management style that are strengths and will support their transition and, perhaps more importantly, identify critical development areas that may hinder their future performance.

It is often said that successful leaders are authentic, meaning they have an understanding of their strengths and weaknesses and demonstrate a degree of humility in their leadership role. By combining state-of-the-science leadership assessments built on decades of research identifying the characteristics of successful general managers, executive coaching, and the expertise of Rice University's leadership faculty, participants gain greater awareness of the contribution they make, individually, to the motivation and engagement of their employees, learn to recognize the strengths and limitations of their preferred approach to leadership, and formulate an actionable development plan that will prepare them to overcome obstacles as they transition to positions of greater responsibility and influence.

When assuming a general management role, high-potential leaders are also confronted with the need to unify and provide a common and compelling vision for a team of people representing different functions. With a focus on understanding the characteristics of high-performing executive teams, diagnosing team dysfunctions, managing conflict between competing interests, and articulating a vision and mission, week one enables participants to manage their team for high-performance.

As week one builds from managing individuals to managing teams, the next logical step is managing the organization. This requires broadening the perspective of participants from a focus on operations to a focus on strategy. Gaining a strategic perspective on the business requires a complex set of skills and a different way of thinking that can be aided by useful frameworks for understanding the strategy formulation process. The Accelerated Development Program provides participants with the necessary tools to think beyond their operational responsibility, understand the relationship and tension between business-unit and enterprise strategy, understand the value chain and value creation, and conduct a rigorous competitive analysis to understand their group's strategic landscape.

INTER-MODULAR PERIOD

Just prior to the break, participants refine their development plan objectives for the inter-modular period. The inter-modular period also includes communication from faculty and preparation for module two. The intent is that participants begin the implementation of their development plan with faculty and coaches available for support.

WEEK 2: UNDERSTANDING THE COMPLEXITIES OF BUSINESS

Financial Acumen and Organizational Execution

TRANSLATING METRICS TO IMPROVED RESULTS

Week two courses include understanding the economic environment of business, accounting, finance, decision-analysis, and strategy execution and change management. Participants gain an understanding of the multifaceted requirements of enterprise leadership. The recent economic crisis reminds us all that business operates within a broader environment that substantially affects both strategic planning and business results. Week two begins with an overview of the current macro-economic environment to provide participants with an understanding of the effect economic trends have for an industry and the competitive position of their business. Participants become conversant with the language and terminology of macroeconomics and gain tools to help interpret trends and identify risk and opportunity.

In accounting, participants learn how to understand and use the information in financial reports to make management decisions. Skills to be mastered include: understanding the relationships between primary financial statements (balance sheet, income statement, and statement of cash flows) and the meanings of terms and data, the significance of accrual accounting concepts, and the differences between income, cash flow, assets and expenses. Participants also learn how to calculate and interpret basic financial ratios used in management decision making.

The finance course develops a unified framework for understanding the concepts of time, money and risk and how they are interrelated. Participants learn the basic approach to the time value of money, risk management, financial derivatives, and hedging. They develop metrics for value creation and measures of risk and the trade-off between risk and return. The course also teaches the interaction between the decisions of managers and the financial markets.

Strategic decision making recognizes that managers are fallible when making decisions under conditions of uncertainty and risk. Fortunately, the errors made are often predictable and depend on the structure of the decision-making process. Participants learn to identify the most common errors that plague the strategic decision making and learn to create an environment and structure to avoid these pitfalls and to think innovatively and analytically about complex problems. Once strategic decisions are made, success largely depends on people's ability to execute.

Week two concludes with a dive into strategy implementation and change management to provide participants with the skills necessary to insure that vision is translated into reality. Participants learn to evaluate the impact a change in strategy has on their organization's culture, existing structure and policies, and the engagement of their people. They also learn to develop a change management plan to address these potential roadblocks to execution. This course concludes with a focus on the leader as a personal agent of change.

FACULTY

The groundbreaking research, unparalleled experience, and first-class instruction of Jones School professors are developing principled, innovative thought-leaders in global communities and bringing Rice University to the forefront of world-wide management education.



PRASHANT KALE

Associate Professor of Strategic Management

ADP Focus: Strategy

Education: MBA Indian Institute of Management, Ahmedabad,

Ph.D. Wharton School, University of Pennsylvania

Prashant Kale is associate professor of strategic management at the Jones Graduate School of Business. He has been faculty at Ross School of Business, University of Michigan, and visiting faculty at Wharton School, University of Pennsylvania; Kellogg School of Management, Northwestern University; and the Indian School of Business. His research focuses on corporate strategy, strategic alliances and mergers and acquisitions. His paper 'Building Alliance Capabilities' was rated among the 50 most-cited papers in management, and he was named Top-10 Business School Professors by Bloomberg Businessweek.



VIKAS MITTAL

J. Hugh Liedtke Professor of Marketing

ADP Focus: Marketing

Education: B.B.A. University of Michigan, Ph.D. Temple University

Vikas Mittal is the J. Hugh Liedtke Professor of Marketing at the Jones Graduate School of Business. Prior to joining Rice, he was the Thomas Marshall Professor of Marketing at the Katz Graduate School of Management, University of Pittsburgh. In 2006 Vikas was awarded the William F. O'Dell Award for making the most significant, long-term contribution to the theory, methodology, and practice of marketing. In 2001 his research was recognized with the FedEx Excellence in Service Research award at the Journal of Service Research.



KAREN NELSON

Harmon Whittington Professor of Accounting

ADP Focus: Accounting

Education: B.S. University of Colorado, Ph.D. University of Michigan

Karen Nelson is the Harmon Whittington Professor of Accounting at the Jones Graduate School of Business. Prior to her appointment at Rice, Karen was on the faculty of the Graduate School of Business at Stanford University and also a visiting professor at the University of Michigan. Her

research focuses on financial reporting and disclosure issues, including the role of regulators, auditors, and private securities litigation in monitoring financial reporting quality. Her research is cited by the AAA Research Impact Task Force on the role of academic accounting research on professional practice and has been featured in publications such as The Wall Street Journal, Businessweek, and Forbes.



BARBARA OSTDIEK

Senior Associate Dean of Degree Programs, Associate Professor of Finance

ADP Focus: Finance

Education: B.A. University of Nebraska-Lincoln, Ph.D. Fuqua School of Business, Duke University

Barbara Ostdiek is senior associate dean of degree programs and associate professor of finance at the Jones Graduate School of Business. A member of the faculty since 1994, she has taught across all degree programs and

has received the Excellence in Teaching Award in 2001, 2004 and 2009. Barbara served for several years as the academic director of the El Paso Corporation Finance Center. Her research, which focuses on investments and asset pricing, includes articles addressing characteristics-based investment strategies, optimal portfolio formation, and information flow and volatility within and across markets.



D. BRENT SMITH

Senior Associate Dean for Executive Education

Associate Professor of Management and Psychology

ADP Focus: Organizational Behavior

Education: B.A. University of Tulsa, M.A. and Ph.D. University of Maryland

Brent Smith is associate dean of executive education and associate professor of management and psychology at Rice University. He has been a member of the faculty at London Business School and Cornell University, where he taught in the School of Industrial and Labor Relations and the Johnson Graduate School of Management. He has twice received the Scholarly Achievement Award from the Academy of Management and most recently received the Outstanding Publication in Organizational Behavior Award for his research on personality, organizational culture, and employee attitudes.



JAMES P. WESTON

Professor of Finance

ADP Focus: Finance

Education: B.A. Trinity College, M.A. and Ph.D. University of Virginia

James Weston is a professor of finance at the Jones Graduate School of Business. His teaching interests focus mainly on corporate finance and financial institutions. He is the recipient of three Jones School teaching awards, including the prestigious alumni faculty award. His academic research covers a wide array of corporate finance issues from banking to stock market liquidity and risk management and has been presented at universities worldwide. In addition to his academic work, James conducts executive education seminars, maintains professional consulting relationships and provides expert witness testimony. He is a former assistant economist at the Federal Reserve Bank of New York.

EARLY APPLICATION IS STRONGLY ENCOURAGED

We carefully monitor the balance of companies, functions, and regions represented in each session to promote a strong peer learning environment. Applicants will be notified of their admission status within one (1) week of applying. Enrollment in the program is confirmed only upon completion of personal and sponsoring executive forms and receipt of payment in full. All information is strictly confidential.

COST

\$13,500 PER PERSON

Fees include all educational materials, instruction, coaching, breakfasts, lunch, snacks, some dinners and special events, parking, commemorative gift, and a certificate of completion. Fee does not include transportation or accommodations. **To learn more and register, visit business.rice.edu/adp.**

SCHEDULE OF EVENTS

WEEK 1 (*Breakfast: 8:00am-8:30am, Lunch: 12:00pm-1:00pm*)

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
	Leadership and the Characteristics of High Potential General Managers	Managing Talent and Improving Performance	Leading Teams: Building Greater Collaboration	Strategy Formulation	Strategy Formulation
	Leadership Style: Understanding Adaptability in A Leadership Role	The Leader as a Coach	Leading Teams: Enhancing Innovation	Faculty Club Campus Tour	Preparation for Intermodular Activities
Welcome Program Introduction		Group Coaching Sessions	Group Coaching Sessions		
Cocktails			Social Event		

WEEK 2 (*Breakfast: 8:00am-8:30am, Lunch: 12:00pm-1:00pm*)

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
	Financial Statements and Ratios	Finance: Cost of Capital and Equity	Strategic Decision-Making	Strategic Alignment and Implementation	The Leader as an Agent of Influence
	Financial Reporting Environment	Evaluation of Investment Decisions	Individual and Group Process	Managing Change in a Complex Environment	Integrating the Individual and Organizational
Overview and Agenda				Change Simulation Debrief	Your Leadership Action Plan
Understanding the Current Economic Environment				Graduation Dinner	

Please be advised that these are tentative schedules. Scheduled activities may change throughout the week.



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