

**20 Hours of CLE**  
Including 6 Hours of Ethics

# 2019 LEADERSHIP INSTITUTE

## **SESSION 1**

Tuesday, April 9 – Thursday, April 11

## **SESSION 2**

Tuesday, May 7 – Thursday, May 9

## **SMU COX SCHOOL OF BUSINESS**

Collins Executive Center

3150 Binkley Avenue

Dallas, Texas 75275



**Weil**

# About Us

Founded in 1998, Texas General Counsel Forum brings together more than 650 general counsel and senior managing counsel from across the state. The Forum is a community of in-house leaders who share legal best-practices in a local, peer-to-peer, networking community. Our goal is to build relationships and gain knowledge through strategic programing and networking hosted in our chapter cities: Austin-San Antonio, Dallas-Fort Worth, and Houston.

Our members are leaders in their industries who understand the power of collaboration. The Forum provides the diverse sources necessary for our local, peer-to-peer networks to excel at in-house innovation.

## THE POWER OF THE FORUM



Knowledge



Community



Leadership

Learn more about The Forum at [www.tgcf.org/About-Us](http://www.tgcf.org/About-Us)

# TGCF Leadership Institute

Texas General Counsel Forum Leadership Institute, formerly the Forum Institute for Leadership in the Law (FILL), returns to the SMU Cox School of Business this spring for a six-day program occurring on April 9-11 and May 7-9, 2019.

The Leadership Institute was designed by general counsel for general counsel and provides a unique management program taught by SMU Cox School of Business faculty. Each three-day session provides an intensive study of leadership, management, and corporate finance in a classroom of 25-30 general counsel, managing counsel, and rising counsel from major companies and organizations.

### DATES

#### SESSION 1

Tuesday, April 9 – Thursday, April 11

#### SESSION 2

Tuesday, May 7 – Thursday, May 9

### LOCATION

#### SMU COX SCHOOL OF BUSINESS

Collins Executive Center

3150 Binkley Avenue

Dallas, Texas 75275

### 2019 PRICING

MEMBERS (PER PERSON)	\$3,300 <i>Early Bird Price</i>	\$3,800 After February 1, 2019
NON-MEMBERS (PER PERSON)	\$5,500	

#### Registration Fees Include:

- 41 hours of study over 6 sessions & 2 months
- All study & classroom materials
- Certificate of completion
- 20 CLE credit hours including 6 hours of ethics
- Continental breakfast, lunch, & refreshments
- 2 evening networking receptions
- 2 networking dinners
- Attendee directory

## Register Online Today!

[www.tgcf.org/Leadership-Institute-Registration](http://www.tgcf.org/Leadership-Institute-Registration)

QUESTIONS? CONTACT THE FORUM AT  
[info@tgcf.org](mailto:info@tgcf.org) | 214.445.9875

# Session 1

DAY 01	TUESDAY, APRIL 9, 2019
9:30 AM	Networking Breakfast
10:00 AM	Making Ideas Stick JAY CARSON
12:00 PM	Lunch
1:00 PM	Creativity, Innovation and Risk JAY CARSON
5:30 PM	Evening Networking Reception
DAY 02	WEDNESDAY, APRIL 10, 2019
8:00 AM	Networking Breakfast
8:30 AM	Manage for Success or Set-Up-To Fail DON VANDEWALLE
12:30 PM	Lunch
1:30 PM	Introduction to Financial Reporting GREG SOMMERS
6:00 PM	Networking Dinner
DAY 03	THURSDAY, APRIL 11, 2019
7:00 AM	Networking Breakfast
7:30 AM	Strategic Financial Statement Analysis HEMANG DESAI
11:30 AM	Lunch
12:30 PM	Applied Innovation: Human Centered Design TIM SUTTON
3:30 PM	Dismissal

# Session 2

DAY 01	TUESDAY, MAY 7, 2019
9:30 AM	Networking Breakfast
10:00 AM	Corporate Governance & Ethics HEMANG DESAI
12:00 PM	Lunch
1:00 PM	Value Based Management JIM LINCK
5:30 PM	Evening Networking Reception
DAY 02	WEDNESDAY, MAY 8, 2019
8:00 AM	Networking Breakfast
8:30 AM	Managing through Influence JERRY MAGAR
12:30 PM	Lunch
1:30 PM	Managing for Performance JERRY MAGAR
6:00 PM	Networking Dinner
DAY 03	THURSDAY, MAY 9, 2019
7:00 AM	Networking Breakfast
7:30 AM	Authentic Presence KIMBERLY DAVIS
11:30 AM	Lunch
12:30 PM	Leading in a VUCA World MICKEY QUINONES
3:30 PM	Dismissal

## Session 1

# PROGRAM & PRESENTERS

**DAY 01 TUESDAY, APRIL 9, 2019**

**9:30 AM | Networking Breakfast**

**10:00 AM | Making Ideas Stick**

**Jay Carson**

Assistant Professor  
*Management &  
Organizations*

Participants will learn how to better communicate ideas in a way that is memorable and influential. Using six key principles, we will work on ways to improve your communication using language that is simple and concrete, as well as how to use elements of emotion, surprise and story to make sure that the audience remembers and can act on your ideas. The session will utilize video clips, interaction and an application exercise to reinforce the ideas and how they can be used.

**12:00 PM | Lunch**

**1:00 PM | Creativity, Innovation and Risk**

**Jay Carson**

Assistant Professor  
*Management &  
Organizations*

In order for organizations to succeed, they must strike a balance between managing complexity with structures and procedures while also managing creativity and innovation, which involves some level of risk taking. The session will use an experiential exercise to demonstrate these tensions and to allow participants to discover key factors that can contribute to organizational creativity and innovation. Emphasis will be on evidence-based modeling for managing innovation in organizations and will help participants develop areas for growing both individual creativity skills and organizational practices that support risk-taking and innovation.

**5:30 PM  
to 6:30 PM | Evening Networking Reception**

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DAY 02 WEDNESDAY, APRIL 10, 2019

8:00 AM | Networking Breakfast

8:30 AM | Manage for Success or Set-Up-To Fail

**Don Vandewalle**

Altshuler Distinguished  
Teaching Professor  
*Management &  
Organizations*

Why do seemingly strong hires go sour? Why does feedback backfire? Does micro-management deserve such a bad rap? Evidence-based management models, case studies and role-playing are utilized to develop significant insights into the psychological processes underlying leader-employee relationship. These insights provide powerful guidance to initiate and grow productive relationships. The session also integrates the topics to better understand the characteristics of admired, high performance organizations.

12:30 PM | Lunch

1:30 PM | Introduction to Financial Reporting

**Greg Sommers**

Professor of Practice  
Director, Master of  
Science in Accounting  
Program  
*Accounting*

Move past being glazed over when financial information is discussed. The initial financial module reviews income, balance sheet and cash flow statements and their interrelation. This module provides detailed examination of the information conveyed by financial statements. It enhances your understanding of the difference between earnings and cash flows and implications of the difference.

6:00 PM  
to 8:00 PM | Networking Dinner

HOSTED BY |



DAY 03 THURSDAY, APRIL 11, 2019

7:00 AM | Networking Breakfast

7:30 AM | Strategic Financial Statement Analysis

**Hemang Desai**

Robert B. Cullum  
Professor of Accounting  
Department Chair  
*Accounting*

The first accounting session provided an introduction to the basic principles underlying U.S. GAAP, core financial statements and information contained therein. This session will build on the first session and will focus on developing a framework for strategic financial statement analysis. Through a series of ratios, we will examine how a firm's strategy or its business model is reflected in its financials. The ratios will also permit an assessment of how well the management has executed its strategy. The key takeaways will be (i) an understanding of key drivers/levers of a firm's performance, (ii) how you can influence your firm's performance, and (iii) how the business story is reflected in the firm's financials.

11:30 AM | Lunch

12:30 PM | Applied Innovation: Human Centered Design

**Tim Sutton**

Operating Advisor  
*Atlantic Street Capital*

Complex and ingrained problems require a means through which to discover the way to a solution. We will review a process which provides a way to move forward even when the solutions might not appear obvious. Design decisions fit into a larger context which includes history, politics, sustainability, ethics, relationships and aesthetics. Courses work to ground participants in a world bigger than their own through an understanding of design impact.

3:30 PM | Dismissal

HOSTED BY |



Session 2

PROGRAM &  
PRESENTERS

DAY 01 TUESDAY, MAY 7, 2019

9:30 AM | Networking Breakfast

10:00 AM | Corporate Governance & Ethics

Hemang Desai

Robert B. Cullum  
Professor of Accounting  
Department Chair  
*Accounting*

This session will address multiple important themes. Managerial responsibility over financial reporting, corporate ethics and governance and control failures and their implications. The discussion will center around two real case situations. We will examine the above issues with a critical lens discussing the roles (or failure, if you will) of the Management, the Board, Auditors as well as Analysts and Institutional Investors.

12:00 PM | Lunch

1:00 PM | Value Based Management

Jim Linck

Professor of Finance  
Distinguished Chair in  
Finance  
Department Chair  
*Finance*

All decisions impact “value” in one way or another (even non-profits), and to properly evaluate them requires an understanding of what value is, why it is of paramount importance, and how to incorporate value implications in decision-making. The key takeaway for this session is to better understand the source of value. We will examine the interplay between the firm and the financial markets (and the implications thereof), broadly recognize the differences between earnings, cash flow and value, and understand the key drivers of value. We will also introduce a few related core concepts and illustrate with examples.

5:30 PM  
to 6:30 PM | Evening Networking Reception

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DAY 02 WEDNESDAY, MAY 8, 2019

8:00 AM | Networking Breakfast

8:30 AM | Managing through Influence

**Jerry Magar**

Founding Partner  
People Systems Consulting

As work becomes more complex and collaborative, the ability to build trusting relationships distinguishes those who flourish from those who falter. We are often required to achieve results with groups and individuals well beyond where our formal authority lies. Learn to leverage influence to create more productive and even more enjoyable relationships with your boss, peers and employees.

12:30 PM | Lunch

1:30 PM | Managing for Performance

**Jerry Magar**

Founding Partner  
People Systems Consulting

This session explores various strategies to evaluate and develop employees, introducing skills in coaching, counseling and methods for motivating non-performers. The session will cover both managing the problem performer and developing the high performer.

6:00 PM to 8:00 PM | Networking Dinner

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DAY 03 THURSDAY, MAY 9, 2019

7:00 AM | Networking Breakfast

7:30 AM | Authentic Presence

**Kimberly Davis**

Author of *Brave Leadership*  
Founder/Director  
*OnStage Leadership*

A powerful and engaging session that explores why you do what you have chosen to do professionally. What is the impact you want to have outside yourself on your direct reports, your customers (internal/external), your colleagues, and your community through the work that you do? Be prepared to share.

11:30 AM | Lunch

12:30 PM | Leading in a VUCA World

**Mickey Quinones**

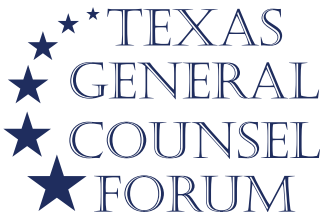
Department Chair &  
O. Paul Corley  
Distinguished Chair in  
Organizational Behavior  
*Management &  
Organizations*

Leadership as usual is not enough in a VUCA world. WUCA stands for Volatile, Uncertain, Chaotic and Ambiguous. Leading in a VUCA world not only presents a challenging environment, but also opens the door to an array of skills that are required to succeed. Leaders and their organizations need to develop the mental capabilities and desire to avoid being left behind.

3:30 PM | Dismissal

HOSTED BY |  DLA PIPER

NOT A MEMBER YET?  
JOIN TODAY!



Apply now to become a part of our community and network of general counsel and senior managing counsel in 2019!

Member Benefits

BEST-PRACTICES

- Address crucial best-practice issues at each chapter’s quarterly programs.
- Attend our two-day Annual Conference with a series of short, dynamic discussions from industry leaders. The conference is included in your membership dues.

NETWORKING

- Develop lasting professional relationships at regular networking and social functions like after-hours events, quarterly programs, women’s events, holiday receptions, special events and the annual conference.
- Engage in advanced dialogue on current legal topics at our informal roundtable lunches throughout the year.

LEADERSHIP

- Gain leadership knowledge from programming and fellow members representing more than half of the Fortune 500 companies headquartered in the state as well as prominent companies in each chapter city.
- Participate in our six-day annual Leadership Institute designed by general counsel which provides attendees with a unique leadership and financial management program presented in association with the SMU Cox School of Business. The Leadership Institute is discounted for Forum members.

Membership Levels

INDIVIDUAL CORPORATE	\$600
INDIVIDUAL GOV’T/NON-PROFIT	\$300
CORPORATE LEGAL DEPARTMENT	\$1200
General counsel & up to 3 managing counsel. Additional members \$300 each.	
GOV’T/NON-PROFIT LEGAL DEPARTMENT	\$900
General counsel & up to 3 managing counsel. Additional members \$225 each.	
CORPORATE MENTORING SPONSOR	\$2500
General counsel & up to 8 managing counsel. Additional members \$300 each.	

All memberships are valid for the duration of the calendar year (January 1 - December 31)

JOIN NOW!

APPLY ONLINE

www.tgcf.org/join-now

CONTACT

NOELIA V. SAENZ

Member & Constituent  
Relations Coordinator

214.445.9881  
nsaenz@tgcf.org

TEXAS GENERAL COUNSEL FORUM MEMBER COMPANIES

**#**  
7-Eleven Inc.

**A**  
A. H. Belo Corp.  
Accenture LLP  
ACE Cash Express  
AIC Title Service, LLC  
Air Liquide USA LLC  
Alliance Family of Companies, LLC  
Alorica Company  
American Airlines Center  
American Bureau of Shipping  
American Midstream Partners, LP  
Americas Styrenics, LLC  
AMN Healthcare  
Anadarko Petroleum Corporation  
Aramco Services Co.  
Armadillo Financial Partners, LLC  
Ascension Texas  
Asset Plus Companies  
AT&T Inc.  
Atmos Energy Corporation  
Atrium Corporation  
Austin Aviation Group  
Avant Energy

**B**  
Bauer Ventures  
Baylor College of Medicine  
Baylor Scott & White Health  
Bazaavoice, Inc.  
Ben E. Keith Company  
Beusa Energy, LLC  
BHP  
Blucora, Inc.  
Blue Cross and Blue Shield of Texas  
Boardwalk Pipeline Partners, LP  
Boxer Property Management Corp.  
Boy Scouts of America  
Breg, Inc.  
BT Americas  
Builders FirstSource, Inc.

**C**  
C&J Energy Services, Inc.  
Cabot Oil & Gas Corporation  
Caiman Energy II, LLC | Blue Racer  
Midstream, LLC  
Callon Petroleum Company  
Cambridge Holdings, Inc.  
Camden Property Trust  
Capital Senior Living Corp.  
CaptureRx  
CARBO Ceramics Inc.  
Cardtronics plc  
Carrizo Oil & Gas, Inc.  
Cathexis Holdings, LP  
CBC Restaurant Corp.  
CEC Entertainment, Inc.  
CenterPoint Energy, Inc.  
Chambers Energy Capital, LP  
Charles Schwab & Co., Inc.  
Cheniere Energy, Inc.  
Chevron Africa & Latin America  
Exploration & Production Company  
Chevron Downstream Americas  
Shipping & Pipeline  
Chevron North America  
Exploration & Production Company  
Chevron Phillips Chemical Co. LP  
Children’s Health System of Texas  
Cinepolis USA  
Classic Industries, LP  
Comerica Incorporated  
Comfort Systems USA, Inc.  
Commercial Metals Company  
ConocoPhillips Inc.  
Cook Children’s Health Care System  
Copart, Inc.  
Crestwood Equity Partners LP  
Crown Castle International Corp.  
CSW Industrials, Inc.  
CTI Foods  
Cub Energy Inc.  
Cudd Energy Services  
Cyber Law Consortium

**D**  
DFW International Airport  
Danaher Dental Platform  
Darling Ingredients Inc.  
Dave & Buster’s, Inc.  
Dean Foods Company  
Dell Technologies  
DentalOne Partners  
DexYP  
Direct Energy

**E**  
Ecolab Inc.  
Ecopetrol America Inc.  
Embree Group of Companies  
Enable Midstream  
Enbridge  
Enerflex Ltd.  
EnerVest, Ltd.  
ENGIE North America Inc.  
Enterprise Products Partners L.P.  
Environmental Resources  
Management (ERM)  
Eureka Midstream  
ExamSoft  
Exeter Finance LLC  
Exterran  
ExxonMobil Corporation

**F**  
Farm Credit Bank of Texas  
Federal Reserve Bank  
FedEx Office & Print Services, Inc.  
FleetPride, Inc.  
Flowserve Corporation  
Fluor Corporation  
Fogo de Chao, Inc.  
Forcepoint  
ForeFlight LLC  
Fort Bend County  
Forum Energy Technologies, Inc.  
Fossil Group, Inc.  
Frank’s International, N.V.  
Frito Lay, Inc.  
FTS International

**G**  
G6 Hospitality LLC  
Gaedeke Group, LLC  
Galderma Laboratories, L.P.  
GC Consulting Solutions  
General Electric Company  
General Motors Company  
Genesys  
Geoforce, Inc.  
Geokinetics  
GM Financial  
Goldcorp Inc.  
Goosehead Insurance  
Group 1 Automotive Inc.  
Group One Thousand One / DLIC  
Gulf States Toyota, Inc.  
Gyrodاتا Incorporated

**H**  
H.D. Vest Financial Services  
Hall Group  
Halliburton Company  
Halliburton Energy Services, Inc.  
Hanger, Inc.  
HealthSmart Holdings, Inc.  
Helis Oil & Gas Company, L.L.C.  
Herff Jones, LLC  
Heritage Health Solutions, Inc.  
HighGround Advisors  
Hill & Wilkinson General Contractors  
Hilltop Securities Inc.  
Hines Advisors LP  
HMS Holdings Corp.  
HMS, Inc.  
Honeywell Process Solutions  
Houston Botanic Garden  
Houston Community College System  
Houston Housing Authority  
Houston Methodist  
Hydraulic Component Service

**I**  
Independent Bank, Inc.  
InfraGard National Members  
Alliance  
InfraGard North Texas Members  
Alliance  
IntegerHealth Technologies  
Interstate Batteries, Inc.  
Intervale Capital  
Invitation Homes  
Itron, Inc.

**J**  
J.C. Penney Company, Inc.  
Jamba Juice Company

**K**  
Katy Independent School District  
Kayne Anderson Energy Funds  
KBR, Inc.  
Keane Group, Inc.  
Keller Williams Realty, Inc.  
Keurig Dr Pepper Inc.  
Key Energy Services, Inc.  
KidKraft, Inc.  
Kimberly-Clark Corporation  
Kintetsu World Express (USA), Inc.  
Kronos Worldwide, Inc.  
Kubota Credit Corporation

**L**  
LALA U.S., Inc.  
Le Duff America, Inc.  
Lennox International Inc.  
Lewis Energy Group  
LGI Homes, Inc.  
Lincoln Property Company  
Linn Energy, LLC  
Lone Star Circle of Care  
Lower Colorado River Authority  
LSG Sky Chefs, Inc.  
Luby’s Inc.  
LyondellBasell Industries

**M**  
Marathon Oil Corporation  
Mark Cuban Companies  
Matador Resources Company  
Match Group  
McCoy Corporation  
McLane Company, Inc.  
McLane Foodservice, Inc.  
Memorial Hermann Health System  
Merichem Company  
Metropolitan Transit Authority of  
Harris Co.  
Molecular Rebar Design, LLC  
MoneyGram International  
Mothers Against Drunk Driving  
Mr. Cooper  
MRC Global Inc.

**N**  
National Instruments  
National Teachers Associates Life Ins. Co.  
NCI Building Systems, Inc.  
NCS Multistage Holdings, Inc.  
NexBank Capital, Inc.  
Nexeo Solutions, LLC  
NexVantage Title  
Noble Corporation plc  
Noble Drilling Services, Inc.  
Noble Energy, Inc.  
North Texas Tollway Authority  
(NTTA)  
Novartis Inc.

**O**  
Oasis Petroleum, Inc.  
Occidental Petroleum Corporation  
Oceaneering International, Inc.  
OCI Enterprises, Inc.  
One Technologies LLC  
OneSource Virtual, Inc.  
OOGC America LLC  
ORIX USA  
Orthofix International, N.V.

**P**  
Pacific Drilling Services, Inc.  
Pacific USA Holdings Corp.  
Panda Power Funds  
Paragon Offshore  
Parker Drilling Company  
Parkland Health & Hospital System  
Patra Corporation  
Patterson-UTI Energy Inc.  
Peak Completion Technologies, Inc.  
Pedernales Electric Cooperative, Inc.  
PepsiCo, Inc.  
Perry Homes  
Petrofac, Inc.  
Pin Oak Corpus Christi, LLC  
Pioneer Natural Resources USA, Inc.  
Pizza Hut Inc.  
Plains All American Pipeline, L.P.  
Planned Parenthood Gulf Coast  
Pon North America, Inc.  
Premier Trailer Leasing, Inc.  
PrimeSource Building Products, Inc.  
PROS, Inc.  
Prudential Asset Resources, Inc.

**Q**  
Quanex Building Products Corporation  
Quantlab Financial, LLC

**R**  
Rackspace  
ReallPage, Inc.  
Reddy Ice Holdings, Inc.  
Research Now Group, Inc.  
RetailMeNot  
Rice University  
Rockall Energy  
Rosehill Resources  
RSP Permian, Inc.  
Rug Doctor, LLC  
Russell Reynolds Associates  
Ryan, LLC

**S**  
S & B Engineers and Constructors, Ltd.  
SAM Holding Company, Inc. &  
Subsidiaries  
Sammons Corporation  
Samsung Austin Semiconductor, LLC  
San Antonio Water Systems  
Schlumberger Limited  
Schneider Electric  
Seabed Geosolutions  
Seatrax, Inc.  
Select Energy Services, Inc.  
Service Corporation International (SCI)  
Service Experts LLC  
Service King Collision Repair Centers  
Siemens PLM Software Inc.  
Siltstone Capital LLC  
Silver Eagle Distributors, L.P.  
SilverBow Resources, Inc.  
SMART Payment Plan  
Smoothie King  
SoftLayer Technologies, Inc.  
South Texas Money Management, Ltd.  
Southern Methodist University  
Southwest Bank  
Southwest Key Programs, Inc.  
Southwest Transplant Alliance, Inc.  
Spark Energy, Inc.  
SRS Group Holdings, Inc.  
Stallion Oilfield Services  
State National Companies  
Stevens Transport, Inc.  
Stonebriar Commercial Finance  
Stream  
Strike, LLC  
Summit Financial Group, Inc.  
Summit Midstream Partners, LLC  
Sun Holdings Inc.  
Supreme Court of Texas  
Susan G. Komen

**T**  
Talos Energy Inc.  
Targa Resources, LLC  
Tauber Oil Company  
TaxAct, Inc.  
Teacher Retirement System of Texas  
Team Inc.  
TechnipFMC plc  
Tellurian Inc.  
Tenet Healthcare Corporation  
TETRA Technologies, Inc. & CSI  
Compressco LP  
Texas Children’s Hospital  
Texas General Hospital  
Texas Hospital Association  
Texas Mutual Insurance Company  
Texas Reliability Entity, Inc.  
Texas State Board of Pharmacy  
Texas United Corporation  
Texas Veterans Commission  
Texas Workforce Commission  
The Beck Group  
The Beneficent Company Group  
(USA), LLC  
The Brock Group  
The Freeman Company, LLC  
The HollyFrontier Corporation  
The Lindell Foundation  
The Neiman Marcus Company LLC  
The Potter’s House of Dallas, Inc.  
The Texas LawBook  
The University of Texas at Dallas  
The Weir Group PLC  
TMK IPSCO  
Topgolf  
Total E&P USA  
Total Holdings USA, Inc.  
Total Petrochemicals & Refining  
USA, Inc.  
Toyota Motor North America, Inc.  
TPC Group  
Trinity Industries, Inc.  
TrinityRail  
Tuesday Morning Corporation

**U**  
U.S. Army Corps of Engineers  
Southwestern Division  
U.S. Concrete, Inc.  
Universal Weather and Aviation, inc.  
UniversalPegasus International, Inc.  
University Lands, University of  
Texas System  
University of Houston System

**V**  
Varsity Brands  
Vine Oil & Gas LP  
Vinmar Group  
Vistra Energy  
VPay

**W**  
Waste Connections, Inc.  
Waste Management, Inc.  
Weatherford International Ltd.  
Weingarten Realty Investors  
Welocalize, Inc.  
Western Gas Holdings LLC  
Whataburger  
Which Wich® Superior Sandwiches  
Wilks Brothers, LLC  
Wolfenson Electric, Inc.  
Wood Group

**X**  
X3EM Brands, LLC

**Y**  
YETI Coolers LLC  
Yum! Brands, Inc.

**Z**  
Zachry Group



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