

## Business Acumen for Leaders | 2 Days

A business is more than a building and assets, and business leaders must be masters of many skills. In this course, you will learn to understand the mechanics of the organization – reading and interpreting financials, making sound business decisions, and setting a course – while also developing the skills to guide and direct your workforce in an ethical and professional manner.

### WHO SHOULD ATTEND:

Professionals desiring to improve their business planning, financial management, and decision-making skills and practice them in an ethical and professional manner.

### JOB ROLES:

Personal Development  
Leader of Teams/Projects  
Leader of Managers/Departments  
Leader of Organizational Strategy

### OBJECTIVES:

- Recognize the importance of the big picture in business planning
- Leverage financial information to make sound business decisions
- Identify the importance of other financial levers to your business
- Understand the importance of ethics on long term business success
- Appreciate how business etiquette affects your organizational success

### COURSE OUTLINE:

#### Gaining a Wider Perspective

Understanding Business Acumen  
Improving Long- and Short-Term Interactions  
Finding and Recognizing Growth Opportunities  
Making Mindful Decisions  
How to Relate to Others

#### Understanding the Numbers

Developing, Defining, and Reporting  
Key Performance Indicators (KPIs)  
Keeping Up with the Business  
Understanding Sales, Costs, and Profit Margin  
Monitoring Assets, Liabilities, Equity, and  
Financial Ratios  
Reviewing Income Statements, Balance Sheets,  
and Cash Flow Statements

#### Management Considerations

Recognizing Talent and Organizational  
Management  
Thinking Critically – Asking the Right Questions,  
Evaluating the Situation, and Making the Decision  
Leveraging the Organization – Investing in  
Employees and Customers, Process Improvement, and  
Goal Alignment

#### Business Ethics

Ensuring Ethical Obligations are Met  
Understanding Roles and Responsibilities  
Balancing Personal and Organizational Ethics  
Managing Ethically – Maintaining the 4 P's

#### Business Etiquette

Maintaining Etiquette across Communication  
Platforms – Email, IMs, and Telephone  
Following Etiquette in Meetings  
Delivering Etiquette in Customer Interactions

### We Ensure Personal & Professional Growth Through:



TOPIC-SPECIFIC, REINFORCEMENT MATERIALS TO ENRICH YOUR JOURNEY

eBooks, On-Demand Courses, Quick Videos,  
Personal & Team Assessments, Tools & Templates.

## Post-Class Reinforcement Materials

Each of the Leadership and Professional Development courses include a suite of post-class reinforcement materials that are unique to each title. Content such as e-books, quick videos, personal and team assessments, tools and templates, and other materials, have been selected to ensure that you continue your journey to ongoing success beyond the classroom. All e-assets, such as books and videos, come with 1-year access.

### Business Acumen for Leaders | 2 Days

#### Reinforcement Videos

- How to Think Strategically featuring Herminia Ibarra
- Strategic Thinking: The Difference Between a Leader and a Manager featuring Max McKeown
- The Synergist featuring Les McKeown
- Changing While the Plane Is in Flight featuring George Robertson
- The Importance of Communicating the Strategy featuring Carl Ortell
- Admit You Don't Know, Hypothesize, Test, Repeat featuring Vineet Nayar
- Understand Your Competitive Advantage: The Singer Story featuring Matthias Kipping
- Creating a Culture of Innovation featuring Marla Capozzi
- Sense Making In Strategic Planning featuring Peter Sheahan
- Visioning the Future featuring Tom Catania
- Strategic Thinking featuring Glen Senk
- Three Players Who Are Absent at Strategic Discussions featuring Tom Gladwin

#### Book Summaries

- *The New Corporate Facts of Life: Rethink Your Business to Transform Today's Challenges Into Tomorrow's Profits* by Diana Rivenburgh
- *Anticipate: The Art of Leading by Looking Ahead* by Rob-Jan de Jong

#### Blueprints

- *Smart Growth: How to Select New Lines of Business That Will Suit Your Company and Stockholders* by Robin Raina, George Naspo and Roger C. Greene

#### Leader-Led Activities

- Benefits of Strategic Thinking Discussion Guide
- Creating a Strategic Thinking Climate Discussion Guide
- Balanced Strategic Thinking Facilitation Guide
- Strategic Thinking Competencies Facilitation Guide
- Phases of Strategic Thinking Application Guide

#### Self-Assessment

- Contrasting Attributes
- Strategic Thinking Competencies

#### Business Impact

- Business Impact: Knowing When to Take Leadership Risks

#### Challenge

- Challenge: Hiring Strategic Thinkers

#### Tools

- Strategic Thinking Definition
- Balanced Thinking
- Business Benefits
- Strategic Thinkers
- Phases of Strategic Thinking
- Gathering Information
- Formulating Ideas
- Planning for Action
- Conditions for Strategic Thinking

#### Test

- Leadership Advantage Test Yourself: Strategic Thinking

#### Core Message

- Leadership Advantage: Strategic Thinking 3.0

#### Case Study

- Types of Thinking
- The Competent Strategic Thinker
- Using Strategic Thinking
- The Strategic Leader

#### Key Concept

- Key Concept: Strategy and the Rise of Strategic Thinking
- Key Concept: Balanced Thinking
- Key Concept: The Business Benefits of Strategic Thinking
- Key Concept: Gathering Information
- Key Concept: Formulating Ideas
- Key Concept: Planning for Action
- Key Concept: Strategic Leadership

#### e-Books

- The Strategy of Execution: A Five-Step Guide for Turning Vision into Action
- Think to Win: Unleashing the Power of Strategic Thinking
- Leading with Strategic Thinking: Four Ways Effective Leaders Gain Insight; Drive Change; and Get Results

#### Videos/Courses

- Getting Email Right: Professional Texting Etiquette
- The Ethics of Business Decisions
- Interviewing for Talent
- Creating Financial Acumen Within Your Company

*Materials listed above are representative and do not include all assets, which are subject to change as titles and resources are always being updated.*