

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.

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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.