Leadership & Management Path

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.

This course may qualify for Continuing Education Credits from multiple providers. Please visit [www.nhcredits.com](http://www.nhcredits.com) for complete details.
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.