




acumenlearning

Executive Overview

Applying Business AcumenTM

Based on the #1 Best-Seller *Seeing the Big Picture* by Kevin Cope



53% of leaders believe their organization is not good at implementing strategy.



acumenlearning

Applying Business Acumen®

Teach Your Leaders How to Act Like CEOs

Applying Business Acumen is the next step in your employees' business acumen journey as they develop professional skills to listen and align to executive communication, understand the factors that guide business decisions, and plan and execute on top priorities. In short, learn to act like a CEO.

The problem...

53% of leaders believe their organization is not good at implementing strategy.

In our course, Building Business Acumen, graduates are introduced to the 5 Business Driver framework and provided tools to understand their company's strategy and financial performance, allowing them to better think like a CEO.

In our Applying Business Acumen course, participants will learn how to listen to earnings calls, align their work with executive priorities, understand the metrics that guide business decisions, and execute on top priorities. In short, they'll learn how to act like a CEO.

Your solution awaits...

When employees execute with business acumen, productivity accelerates, engagement improves, and solutions come together as individuals, teams, and executives align around common objectives.

In our experience working with top performers from around the world, we've learned that the best employees use their business acumen to:

- ✓ Learn how to align your agenda to executive priorities communicated in Earnings Calls
- ✓ Assess current performance against future objectives and create a business case for targeted change





- ✓ Understand quantitative and qualitative factors contributing to corporate decision making
- ✓ Learn a 4-stage process to guide project management through successful execution

One of the greatest strengths of Acumen Learning is that we customize our content to every individual client and to each audience. That means we'll speak to each driver through the lens of your business, break down your company's most recent earnings call, use a gap analysis to work through business problems relevant to your company, and look at your key initiatives. Even the course modules are customizable! Pieces can be moved around, expanded upon, or removed entirely based on your objectives.

"I have used the Business Acumen training to help business leaders and executives better see the big picture and to better understand the connections between the levers they use to drive the business forward."

Stuart Raetzman
Executive Chairman

The course consists of four modules:

Module I: Building Business Acumen Quick Review

We'll review the five business drivers that all companies use to drive towards their goals, and measure financial results.

Module II: How to Listen to an Earnings Call

Earnings calls allow you to get a look inside of your business and better understand your company's strategy. This section will provide a process and tools to align your actions to corporate strategies and goals.

Module III: How to Understand Corporate Decision-Making

You'll learn how to use a gap analysis to evaluate a decision or alternative solution. Using this information, you'll be able to look at quantitative and qualitative factors that influence your decisions and will help you craft your business case.

Module IV: How to Plan and Execute Your Initiatives

Walk through how to identify key strategic initiatives, align them with your company's strategy, and create a winning plan!



Continue your business acumen journey

In our foundational course, Building Business Acumen, participants learn the fundamentals of business strategy – to think like a CEO. In the Applying Business Acumen course, participants will continue building their skills to implement best practices aligned with executive priorities – to act like a CEO. And when 70% of all projects fail to deliver what was promised to customers and 85% of employees claim they are most motivated when regularly updated about company news and information, Applying Business Acumen becomes more important than ever. Upon graduation, your employees will deliver more profit and engage in your company's business like never before.

Earnings calls

95% of employees don't understand their company's strategy, but public companies highlight financial performance and progress every quarter for the benefit of employees and investors. Here's the problem, experience has taught us that the vast majority of employees haven't listened to their company's earnings calls. And those that have aren't sure what to listen for or how it applies to their job. Applying Business Acumen will teach your employees how to effectively listen to earnings calls and better align their work with executive strategy – they'll understand what executives are most focused on and the trends and objectives moving forward. Whether they analyze their own company, a customer, a partner, or a competitor, participants will be able to identify actions they can take to improve their performance.

Identify and execute

We like to say in our courses "to know and not to do is not to know." So together, we'll identify the financial impact of business decisions through the study of common approaches to quantitative assessment and work through a list of feasibility questions to frame solutions through a financial lens. Participants will learn a process for evaluating trade-offs and making faster and bolder decisions. Finally, participants will identify their top three initiatives, their

financial implications, their impact on corporate strategy, and create an action plan that will turn their strategy into results.

"The Acumen Learning team deliver the absolute best business acumen training on the market. In a former company where I worked, even the Finance and Accounting folks said they learned a lot from the session. It is worth the time to check out what Acumen Learning has to offer."

Todd Harrison, Ed.D.

Director, Global Organizational Effectiveness and Talent

Let's Talk

Contact Acumen Learning to be put in touch with a business acumen expert who can guide you through your solution implementation:

☎ 801 224 5444

✉ info@acumenlearning.com

🌐 acumenlearning.com

