

# Course Descriptions & Learning Modules

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## Building Business Acumen®

If you're looking to make an impact, business acumen training is a great place to start. Learn to analyze the bigger picture of [Company] and become a business leader who understands and makes smart decisions based on our financial strategies and priorities. This course will help you see how our company makes money and how you directly impact company-wide initiatives.

After participating in Acumen Learning's Building Business Acumen® course, you'll be able to:

1. Use the 5 Business Drivers® to understand how companies makes money
2. Develop a working knowledge of financial statements and strategy
3. Align your individual and team decisions with executive initiatives
4. Evaluate trade-offs between competing options or decisions
5. Make bolder and faster business decisions

**Challenge:** Do your employees understand the business of your business?

While most people understand their job, only one out of ten understand metrics that are important to their CEO, and 95% don't understand their company's strategy. You end up with employees who are more interested in only getting their work done than in seeing how their work contributes to the bottom line. But when employees have business acumen, productivity accelerates, engagement improves, and solutions come together as individuals, teams, and executives align around common objectives.

**Solution:** Strategy, Finance, and Business Acumen Training

Acumen Learning's Building Business Acumen® course can help any professional, from any department, understand the business of our business. Using real-world examples and focusing on issues important to your work, you'll learn a simple framework to quickly cut through business complexities, gain a satellite view of the business, improve your track record of success, align decisions to corporate strategy, fix present problems and prevent new ones, break down communication barriers, take advantage of opportunities to grow, and much more.

## Learning Modules

### Part I: The 5 Business Drivers®

When you break down even the largest, most seemingly complex multinational company into its most fundamental elements, you'll find the same drivers that power your business, or any business: Cash, Profit, Assets, Growth, and People.

## **Part II: Simplifying the Financials Through the 5 Drivers**

While reading every line of a company's financials is rarely necessary, understanding key items from the Income Statement, the Balance Sheet, and the Statement of Cash Flows is a surefire path to building your credibility, career, and company.

## **Part III: Acumen in Action. Supplemental Tools and Resources**

How to turn Business Acumen into action and results:

- › **Executive Alignment**  
Where are our executives headed and how can I contribute?
- › **Navigating the Financials**  
Which numbers do I really need to pay attention to?
- › **Functional Analysis & Impact**  
How can seeing the big picture help me break down department barriers?
- › **In-Depth Financial & Competitive Analysis**  
Who's leading, who's lagging, and who's best positioned to win?
- › **Innovation Management & Informed Decision Making**  
How do I consistently make the right strategic bets?
- › **External Acumen & Stock Market Analysis**  
How do I develop a global enterprise mindset to help my company succeed?
- › **Acumen in Action™ - My Plan**  
What are the 2-3 priorities I need to focus on to make a legacy impact?

## Building Business Acumen® Essentials

Understand the big picture of business, align your decisions to corporate strategy, and improve your engagement with business acumen. Become a business leader who understands and makes smart decisions based on our financial strategies and priorities.

After participating in Acumen Learning's Building Business Acumen® Essentials course, you'll be able to:

1. Use the 5 Business Drivers® to understand how companies make money
2. Develop a working knowledge of the income statement
3. Align decisions with executive initiatives
4. Improve engagement by recognizing the importance of your role
5. Make bolder and faster business decisions

**Challenge:** Do your employees understand the business of your business?

While most people understand their job, only one out of ten understand metrics that are important to their CEO, and 95% don't understand their company's strategy. You end up with employees who are more interested in only getting their work done than in seeing how their work contributes to the bottom line. But when employees have business acumen, productivity accelerates, engagement improves, and solutions come together as individuals, teams, and executives align around common objectives.

**Solution:** Strategy, Finance, and Business Acumen Training

Acumen Learning's Building Business Acumen® Essentials course can help any professional, from any department, understand the business of business. Using real-world examples, you'll learn a simple framework to quickly cut through business complexities, gain a satellite view of the business, break down communication barriers, take advantage of opportunities to grow, and much more.

### Learning Modules

#### The 5 Business Drivers®

When you break down even the largest, most seemingly complex multinational company into its most fundamental elements, you'll find the same drivers that power your business, or any business: Cash, Profit, Assets, Growth, and People.

#### Functional Awareness & Executive Alignment

Use The 5 Business Drivers to help functions work more effectively together and apply the 5 Business Drivers to decipher and align around executive messaging.

#### Simplifying the Income Statement

While reading every line of a company's financials is rarely necessary, understanding key items from the Income Statement is a surefire path to building your credibility, career, and company.

#### Acumen in Action

Turn business acumen into action and results.

#### Follow-up Sessions

Continue the training with World-Class Strategies, Analyze a Company, and External Acumen.

## Business IQ® for Sales Professionals

If you're looking to exceed your sales goals, this is the place to start. This course will help you understand your customers' business and become a business-minded partner who knows how to have the right conversations about client needs. Building your business acumen will help you develop stronger relationships, and more importantly, it will help you reach your sales goals more consistently.

After participating in Acumen Learning's Business IQ® for Sales Professionals course, you'll be able to:

1. Use the 5 Business Drivers® to better understand your prospects' and customers' business strategies
2. Know where to look for publicly available financial data, leverage it to build strategic account plans and have more meaningful sales discussions
3. Speak to business outcomes and benefits and have the right conversations with the right people involved with the purchasing decision, including executives
4. Develop a business case for 2-3 of your prospects, and a personal action plan to drive sales results

**Challenge:** Do your sales leaders understand the business of their customers' business?

While most salespeople understand the benefits of the products and services they sell and the sales targets they need to reach, only one out of 10 understand key business metrics that are important to their customers. Furthermore, executives consider less than 20% of the meetings they have with salespeople to be valuable. Why does this matter? A lack of understanding and credibility leaves you with salespeople who simply push products rather than helping customers drive long-term success. However, when sales leaders develop business acumen, they can see the big picture of their customers' needs without losing sight of the details of the sale. This allows them to be more productive in sales calls, more engaged with customers, and better at making quick, impactful decisions.

**Solution:** Strategy, Finance, and Business Acumen Training

Acumen Learning's Business IQ® for Sales Professionals course can help any salesperson, at any level, understand their customers' business. By using real-world examples and focusing on issues that are important to your work, you'll learn a simple framework to quickly cut through business complexities, gain a satellite view of business, improve your track record of success, align solutions to corporate strategy, help customers fix present problems and prevent new ones, break down communication barriers, take advantage of opportunities to grow, and much more.

### Learning Modules

#### The 5 Business Drivers®

When you break down even the largest, most seemingly complex multinational company into its most fundamental elements, you'll find the same drivers that power your business, or any business: Cash, Profit, Assets, Growth, and People.

#### Executive Alignment

Apply the The 5 Business Drivers® to decipher and align around executive messaging.

### **Navigating the Financials**

Strategy is always financial. With our job aid, we'll make your success metrics accessible, measurable, and actionable.

### **Functional Analysis & Impact**

Use the The 5 Business Drivers® to help functions work more effectively together.

### **In-Depth Customer & Prospect Analysis**

A step-by-step guide to help you analyze a customer's current strategy and performance, align your solutions to fit within their business landscape, and identify actionable steps to move the partnership forward.

### **Innovation Management & Informed Decision Making**

Use the The 5 Business Drivers® and innovation stages to help prospects and customers consistently make the right strategic bets.

### **External Acumen & Stock Market Analysis**

Go beyond your personal to-do list and identify strategies that will help a company avoid pitfalls and recognize market opportunities.

### **Acumen in Action™ - My Plan**

What are the 2-3 priorities I need to focus on to make a legacy impact?

## Applying Business Acumen™

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

Participate in Acumen Learning's Applying Business Acumen™ course to:

1. Learn how to effectively listen to our company's earnings call using the Executive Alignment and Navigating the Financial tools
2. Interpret company performance and analyze company strategy to align individual efforts with executive goals and objectives
3. Make better business decisions by completing a Gap Analysis and thinking through both the quantitative and qualitative factors to be considered while making a business case
4. Learn a 4-step process to guide your projects through successful execution, including linking initiatives to a winning strategy, engaging a winning team, creating a winning plan, and reviewing the execution

**Challenge:** Do your employees know how to turn strategy into results?

53% of leaders believe their organization is not good at implementing strategy. As a result, 70% of projects fail. The leap from strategy to execution can be a challenging one and requires a new type of mindset. When change is an ever-present variable, each employee needs to be able to align with executive strategy and be capable of executing on strategic initiatives.

**Solution:** Act Like a CEO

In our first course, Building Business Acumen, you were introduced to the 5 Business Driver framework and provided tools to understand company strategy and financial performance, allowing you to better *think* like a CEO. In this follow-on course, Applying Business Acumen, you'll learn how to *act* like a CEO. Your productivity will accelerate, and solutions will come together as you, your team, and executives align around common objectives.

### Learning Modules

#### Module I: Building Business Acumen Quick Review

We'll review the 5 Business Drivers that all companies use to achieve their goals and measure financial results.

#### Module II: How to Listen to an Earnings Call

Earnings calls allow you to get a look inside your business and better understand your company's strategy. This module will teach you how to effectively listen to earnings calls and 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 (ROI, payback period, DCF, TVM, WACC, hurdle rate, NPV, IRR) that influence your decisions and will help you craft your business case.

## **Module IV: How to Plan and Execute Your Initiatives**

Walk through a simple four-step process that will help you identify key strategic initiatives, align them with your company's strategy, and execute a winning plan that gets results!