

Business Acumen



Sample

Corporate Training Materials

All of our training products are fully customizable and are perfect for one day and half day workshops. You can easily update or insert your own content to make the training more relevant to participants. Our material is completely customizable and is backed up by a 90 day 100% no questions asked money back guarantee!

With our training courseware you are able to:

- Add your name and logo (and remove ours).
- Add your own content to make the training more relevant to your clients (i.e. using examples and case studies from within your organization or city)
- Train unlimited users within your organization.
- No Annual Renewal Fees
- Download training material on your time from our secure servers

United States

73 Greentree Drive, Box #68

Dover, Delaware 19904

Toll-free: 1-877-610-3660

Fax: 1-877-610-3661

sales@corporatetrainingmaterials.com

International

116 Provost Street

New Glasgow, NS, Canada

Phone: 001-902-695-3660

Fax: 001-902-695-3661

sales@corporatetrainingmaterials.com

Any technical issues or questions can be addressed by our support team

support@corporatetrainingmaterials.com

Our Product Catalog contains our entire library of available and upcoming courses. Please follow this link: http://corporatetrainingmaterials.com/product_catalog.pdf

Review our License Agreement to answer any licensing questions you may have. Please follow this link: http://corporatetrainingmaterials.com/license_agreement.pdf

TABLE OF CONTENTS

Preface	3
<i>What is Courseware?</i>	3
<i>How Do I Customize My Course?</i>	3
<i>Materials Required</i>	4
<i>Maximizing Your Training Power</i>	5
Icebreakers	6
<i>Icebreaker: Friends Indeed</i>	7
Training Manual Sample	8
<i>Sample Module: Seeing the Big Picture</i>	9
Instructor Guide Sample	17
<i>Sample Module: Seeing the Big Picture</i>	18
Activities	28
Quick Reference Sheets	30
Certificate of Completion	32
PowerPoint Sample	34
Full Course Table of Contents	39

Preface

What is Courseware?



Welcome to Corporate Training Materials, a completely new training experience!

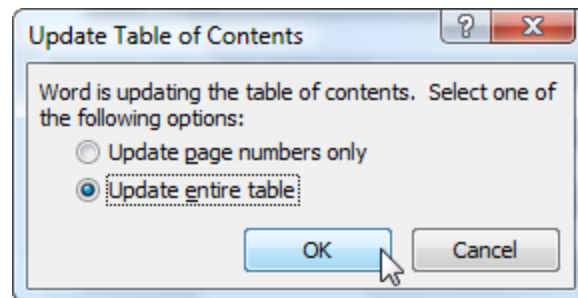
Our courseware packages offer you top-quality training materials that are customizable, user-friendly, educational, and fun. We provide your materials, materials for the student, PowerPoint slides, and a take-home reference sheet for the student. You simply need to prepare and train!

Best of all, our courseware packages are created in Microsoft Office and can be opened using any version of Word and PowerPoint. (Most other word processing and presentation programs support these formats, too.) This means that you can customize the content, add your logo, change the color scheme, and easily print and e-mail training materials.

How Do I Customize My Course?

Customizing your course is easy. To edit text, just click and type as you would with any document. This is particularly convenient if you want to add customized statistics for your region, special examples for your participants' industry, or additional information. You can, of course, also use all of your word processor's other features, including text formatting and editing tools (such as cutting and pasting).

To remove modules, simply select the text and press Delete on your keyboard. Then, navigate to the Table of Contents, right-click, and click Update Field. You may see a dialog box; if so, click "Update entire table" and press OK.

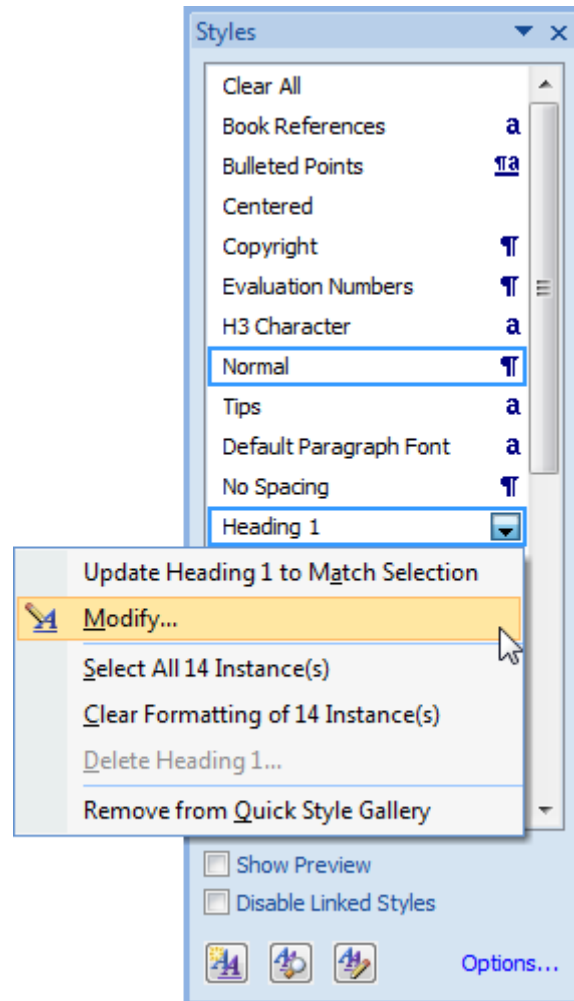


(You will also want to perform this step if you add modules or move them around.)

If you want to change the way text looks, you can format any piece of text any way you want. However, to make it easy, we have used styles so that you can update all the text at once.

If you are using Word 97 to 2003, start by clicking the Format menu followed by Styles and Formatting. In Word 2007 and 2010 under the Home tab, right-click on your chosen style and click Modify. That will then produce the Modify Style options window where you can set your preferred style options.

For example, if we wanted to change our Heading 1 style, used for Module Titles, this is what we would do:



Now, we can change our formatting and it will apply to all the headings in the document.

For more information on making Word work for you, please refer to [Word 2007 or 2010 Essentials](#) by Corporate Training Materials.

Materials Required

All of our courses use flip chart paper and markers extensively. (If you prefer, you can use a whiteboard or chalkboard instead.)

We recommend that each participant have a copy of the Training Manual, and that you review each module before training to ensure you have any special materials required. Worksheets and handouts are included within a separate activities folder and can be reproduced and used where indicated. If you would like to save paper, these worksheets are easily transferrable to a flip chart paper format, instead of having individual worksheets.

We recommend these additional materials for all workshops:

- Laptop with projector, for PowerPoint slides
- Quick Reference Sheets for students to take home
- Timer or watch (separate from your laptop)
- Masking tape
- Blank paper

Maximizing Your Training Power

We have just one more thing for you before you get started. Our company is built for trainers, by trainers, so we thought we would share some of our tips with you, to help you create an engaging, unforgettable experience for your participants.

- **Make it customized.** By tailoring each course to your participants, you will find that your results will increase a thousand-fold.
 - Use examples, case studies, and stories that are relevant to the group.
 - Identify whether your participants are strangers or whether they work together. Tailor your approach appropriately.
 - Different people learn in different ways, so use different types of activities to balance it all out. (For example, some people learn by reading, while others learn by talking about it, while still others need a hands-on approach. For more information, we suggest [Experiential Learning](#) by David Kolb.)
- **Make it fun and interactive.** Most people do not enjoy sitting and listening to someone else talk for hours at a time. Make use of the tips in this book and your own experience to keep your participants engaged. Mix up the activities to include individual work, small group work, large group discussions, and mini-lectures.
- **Make it relevant.** Participants are much more receptive to learning if they understand why they are learning it and how they can apply it in their daily lives. Most importantly, they want to know how it will benefit them and make their lives easier. Take every opportunity to tie what you are teaching back to real life.
- **Keep an open mind.** Many trainers find that they learn something each time they teach a workshop. If you go into a training session with that attitude, you will find that there can be an amazing two-way flow of information between the trainer and trainees. Enjoy it, learn from it, and make the most of it in your workshops.

And now, time for the training!

Icebreakers

Each course is provided with a wide range of interactive Icebreakers. The trainer can utilize an Icebreaker to help facilitate the beginning of the course, as it helps “break the ice” with the participants. If the participants are new to each other, an icebreaker is a great way to introduce everyone to each other. If the participants all know each other it can still help loosen up the room and begin the training session on positive note. Below you will see one of the icebreakers that can be utilized from the Icebreakers folder.

Icebreaker: Friends Indeed

Purpose

Have the participants moving around and help to make introductions to each other.

Materials Required

- Name card for each person
- Markers

Preparation

Have participants fill out their name card. Then, ask participants to stand in a circle, shoulder to shoulder. They should place their name card at their feet. Then they can take a step back. You as the facilitator should take the place in the center of the circle.

Activity

Explain that there is one less place than people in the group, as you are in the middle and will be participating. You will call out a statement that applies to you, and anyone to whom that statement applies must find another place in the circle.

Examples:

- Friends who have cats at home
- Friends who are wearing blue
- Friends who don't like ice cream

The odd person out must stand in the center and make a statement.

The rules:

- You cannot move immediately to your left or right, or back to your place.
- Let's be adults: no kicking, punching, body-checking, etc.

Play a few rounds until everyone has had a chance to move around.

Training Manual Sample

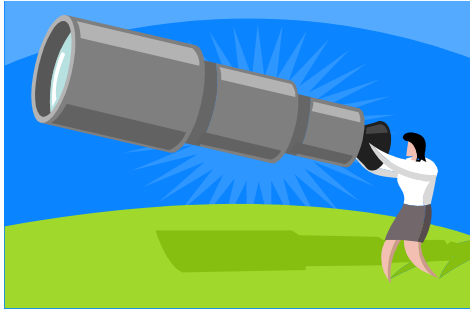
On the following pages is a sample module from our Training Manual. Each of our courses contains twelve modules with three to five lessons per module. It is in the same format and contains the same material as the Instructor Guide, which is then shown after the Training Manual sample, but does not contain the Lesson Plans box which assists the trainer during facilitation.

The Training Manual can be easily updated, edited, or customized to add your business name and company logo or that of your clients. It provides each participant with a copy of the material where they can follow along with the instructor.

Details create the big picture.

Sanford I. Weill

Sample Module: Seeing the Big Picture



Business acumen requires an understanding of finance, strategy, and decision making. Most managers and employees, however, are responsible for specific areas, and they have little understanding of the impact their decisions have on other areas. When too much focus is placed on one aspect of the business, it is difficult to make decisions for the good of the company. In order to make effective decisions, it is necessary for you to examine the big picture.

Short and Long Term Interactions



When looking at the big picture, it is necessary to consider long term as well as short term interactions. Short term interactions are immediate, single exchanges, and they are necessary for the company to survive. Without looking at the big picture, however, short term interactions may hinder long term success. For example, you may damage a business relationship by using aggressive sales techniques, costing you sales in the future.

Long term interactions are processes or relationships that are essential to growth. Long term business success requires the long term interactions. The relationships with customers, vendors, and employees need to be carefully cultivated. Failure to cultivate relationships occurs when there is a lack of communication or communication is not respectful. Long term relationships help guide the future of the business.

Improving Long Term Interactions

- **Build relationships:** Relationships must be based on mutual trust, respect, and support.
- **Use feedback:** Request feedback and listen to complaints.
- **Offer value:** Provide value in product, services, and compensation.

Recognize Growth Opportunities



It is essential for every organization to recognize growth opportunities to ensure long term success. An opportunity is any project or investment that will create growth. Opportunities, however, can be overlooked when we do not pay attention to the big picture. Individuals with business acumen are constantly recognizing opportunities for growth. If recognizing opportunities does not come easily for you, there are steps to take that will ensure that you do not overlook growth opportunities.

- **Identify market trends:** Monitor changes in the market such as technological advancements.
- **Actively research customer needs:** Conduct market research and anticipate customer needs, which you will fulfill.
- **Pay attention to competitors:** Take advantage of a competitor's weakness and learn from their strengths.
- **Monitor demographic changes:** Changes in demographics indicate potential shift in customer base or needs.
- **Consult employees:** Do not overlook employee ideas; encourage brainstorming.
- **Monitor abilities of the workforce:** Pay attention to employee skills. Offer training or hire new employees in response to growth opportunities.

Mindfulness of Decisions



Decisions need to be made carefully and mindfully. In stressful situations, it is easy to make decisions based on emotions or external pressure. Recognize these events which increase the risk of making a poor decision that can have long term consequences. Mindful decision making combines reason with intuition to come up with decisions that are based in the present.

Decision making Steps:

1. **Be in the moment:** Pay attention to how you feel physically and emotionally. This allows you to reach your intuition and understand any feelings of conflict and their source. The source of the conflict may evolve as you become mindful. For example, conflict over the cost of change may shift to conflict that the change goes against company values. Naming the conflict will help you make the decision without fear.
2. **Be Clear:** Investigate for clarity. Begin by investigating your feelings and identifying the type of decision you are making. A neutral decision, for example, should not create a great deal of stress. Once you identify the decision, make sure you have collected the necessary information to make the decision. Additionally, you should consult the people who will be affected by your decision.
3. **Make a choice:** Once you have all the information, listen to your intuition, and write down your decision. Take some time to consider this decision. If you are still comfortable with the decision after a few days, act on it.

Everything is Related



In business, it is necessary for each person to perform specific roles and functions. Every business role is related to each other. For example, poor production and poor customer service will affect sales. Too many sales returns cost the company money, damaging the profits. Each aspect of the business relies on the others. Most people only focus on their specific roles, without considering how they affect the other departments. Looking at the big picture allows you to see how everything is related, and it begins with the leadership. The leadership of the company is responsible for the culture and values. These guide the other aspects of business, which are: operations and marketing, finance and governance, and information and people.

How to Relate:

- **Be Comprehensive:** Monitor every area of the business to make sure each one is reaching their goals.
- **Be Balanced:** Make sure that each area of the company is sustainable, and make adjustments as necessary.
- **Be Incorporated:** Integrate every aspect of the business with the others. Show employees how they affect each other and the company as a whole.

Case Study



Angela had to decide which direction to take the company to improve the profit margins over time. She could invest in employee training to improve customer service, or she could cut labor further to save money. Cutting labor would fix the problem immediately, but she was not sure it was the right decision. Every time she thought about cutting labor, she became nauseated. After careful consideration, Angela realized that she felt cutting the labor went against her mission to treat all employees as valued team members.

After gathering data, she learned that sales began to dip when customer service complaints increased. Additionally, there was employee interest in a training program. Her intuition told her that implementing a training program would increase long term profits.

Sample Module: Review Questions

1. What is a definition of a short term interaction?
 - a) An immediate exchange
 - b) Building a relationship
 - c) Growth
 - d) Interest

2. What is essential to growth?
 - a) Short term interactions
 - b) Events
 - c) Long term interactions
 - d) Financial interest

3. What happens when you do not see the big picture?
 - a) Opportunities are focused
 - b) Opportunities are overlooked
 - c) Nothing
 - d) Growth is enhanced

4. What will market research provide?
 - a) Investment opportunities
 - b) Long term interactions
 - c) Short term interactions
 - d) Information on customer needs

5. What do experts in mindful decision making recommend?
 - a) Meditation
 - b) Exercise
 - c) Opportunity
 - d) Attending events

6. Which of the following should not induce stress?
 - a) Operational decision
 - b) Neutral decision
 - c) Important decision
 - d) Strategic decision

7. What do most people focus their energy on at work?
 - a) Big picture
 - b) Interests
 - c) Specific roles
 - d) Company roles

8. What is necessary for being comprehensive?
 - a) Make adjustments
 - b) Job descriptions.
 - c) Training programs.
 - d) Monitor every aspect

9. What happened when Angela thought about cutting labor?
 - a) Nothing
 - b) She became nauseated
 - c) She was comfortable with the idea
 - d) She knew it was the right decision

10. What feedback did Angela receive from employees?
 - a) They were not interested in training
 - b) The employees were
 - c) They were interested in training
 - d) There was none

Instructor Guide Sample

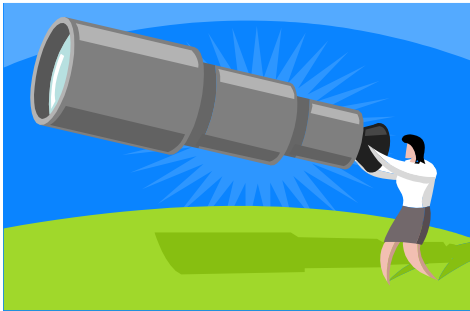
On the following pages is a sample module from our Instructor Guide. It provides the instructor with a copy of the material and a Lesson Plans box. Each Instructor Guide and Training Manual mirrors each other in terms of the content. They differ in that the Instructor Guide is customized towards the trainer, and Training Manual is customized for the participant.

The key benefit for the trainer is the Lesson Plan box. It provides a standardized set of tools to assist the instructor train that particular lesson. The Lesson Plan box gives an estimated time to complete the lesson, any materials that are needed for the lesson, recommended activities, and additional points to assist in delivering the lessons such as Stories to Share and Delivery Tips.

Details create the big picture.

Sanford I. Weill

Sample Module: Seeing the Big Picture



Business acumen requires an understanding of finance, strategy, and decision making. Most managers and employees, however, are responsible for specific areas, and they have little understanding of the impact their decisions have on other areas. When too much focus is placed on one aspect of the business, it is difficult to make decisions for the good of the company. In order to make effective decisions, it is necessary for you to examine the big picture.

Short and Long Term Interactions



When looking at the big picture, it is necessary to consider long term as well as short term interactions. Short term interactions are immediate, single exchanges, and they are necessary for the company to survive. Without looking at the big picture, however, short term interactions may hinder long term success. For example, you may damage a business relationship by using aggressive sales techniques, costing you sales in the future.

Long term interactions are processes or relationships that are essential to growth. Long term business success requires the long term interactions. The relationships with customers, vendors, and employees need to be carefully cultivated. Failure to cultivate relationships occurs when there is a lack of communication or communication is not respectful. Long term relationships help guide the future of the business.

Improving Long Term Interactions

- **Build relationships:** Relationships must be based on mutual trust, respect, and support.
- **Use feedback:** Request feedback and listen to complaints.
- **Offer value:** Provide value in product, services, and compensation.

Estimated Time	10 minutes
Topic Objective	Understand the difference between long term and short term interactions.
Topic Summary	Short and Long Term Interactions Discuss the connection between long term and short term interactions.
Materials Required	Flipchart/board, marker
Planning Checklist	None
Recommended Activity	Ask participants to share examples of ways short term interactions affect long term interactions. These can be personal anecdotes or observations.
Stories to Share	Share any personal relevant stories.
Delivery Tips	Encourage everyone to participate.
Review Questions	What may hinder long term interactions?

Recognize Growth Opportunities



It is essential for every organization to recognize growth opportunities to ensure long term success. An opportunity is any project or investment that will create growth. Opportunities, however, can be overlooked when we do not pay attention to the big picture. Individuals with business acumen are constantly recognizing opportunities for growth. If recognizing opportunities does not come easily for you, there are steps to take that will ensure that you do not overlook growth opportunities.

- **Identify market trends:** Monitor changes in the market such as technological advancements.
- **Actively research customer needs:** Conduct market research and anticipate customer needs, which you will fulfill.
- **Pay attention to competitors:** Take advantage of a competitor's weakness and learn from their strengths.
- **Monitor demographic changes:** Changes in demographics indicate potential shift in customer base or needs.
- **Consult employees:** Do not overlook employee ideas; encourage brainstorming.
- **Monitor abilities of the workforce:** Pay attention to employee skills. Offer training or hire new employees in response to growth opportunities.

Estimated Time	10 minutes
Topic Objective	Foster the ability to recognize growth opportunities
Topic Summary	Recognize Growth Opportunities Review weaknesses and how to change them.
Materials Required	01-Growth
Planning Checklist	None
Recommended Activity	Complete the worksheet individually. Share your answers with the rest of the class.
Stories to Share	Share any personal relevant stories.
Delivery Tips	Encourage everyone to participate.
Review Questions	What is an opportunity?

Mindfulness of Decisions



Decisions need to be made carefully and mindfully. In stressful situations, it is easy to make decisions based on emotions or external pressure. Recognize these events which increase the risk of making a poor decision that can have long term consequences. Mindful decision making combines reason with intuition to come up with decisions that are based in the present.

Decision making Steps:

1. **Be in the moment:** Pay attention to how you feel physically and emotionally. This allows you to reach your intuition and understand any feelings of conflict and their source. The source of the conflict may evolve as you become mindful. For example, conflict over the cost of change may shift to conflict that the change goes against company values. Naming the conflict will help you make the decision without fear.
2. **Be Clear:** Investigate for clarity. Begin by investigating your feelings and identifying the type of decision you are making. A neutral decision, for example, should not create a great deal of stress. Once you identify the decision, make sure you have collected the necessary information to make the decision. Additionally, you should consult the people who will be affected by your decision.
3. **Make a choice:** Once you have all the information, listen to your intuition, and write down your decision. Take some time to consider this decision. If you are still comfortable with the decision after a few days, act on it.

Estimated Time	10 minutes
Topic Objective	Understand mindful decision making.
Topic Summary	Mindfulness of Decisions Examine opportunities.
Materials Required	Flipchart/board, marker
Planning Checklist	None
Recommended Activity	Ask participants to consider decisions they made based on emotions or times that they ignored their instincts. How could mindful decision making have altered their decisions? List blocks to mindful decision making on the flipchart/board such as emotions, stress, outside pressure, finances.

Stories to Share	Share any personal relevant stories.
Delivery Tips	Encourage everyone to participate.
Review Questions	What is mindful decision making?

Everything is Related



In business, it is necessary for each person to perform specific roles and functions. Every business role is related to each other. For example, poor production and poor customer service will affect sales. Too many sales returns cost the company money, damaging the profits. Each aspect of the business relies on the others. Most people only focus on their specific roles, without considering how they affect the other departments. Looking at the big picture allows you to see how everything is related, and it begins with the leadership. The leadership of the company is responsible for the culture and values. These guide the other aspects of business, which are: operations and marketing, finance and governance, and information and people.

How to Relate:

- **Be Comprehensive:** Monitor every area of the business to make sure each one is reaching their goals.
- **Be Balanced:** Make sure that each area of the company is sustainable, and make adjustments as necessary.
- **Be Incorporated:** Integrate every aspect of the business with the others. Show employees how they affect each other and the company as a whole.

Estimated Time	10 minutes
Topic Objective	Understand how everything relates to each other.
Topic Summary	Everything is Related Discuss ways to see the big picture and integrate the organization.
Materials Required	02-Related
Planning Checklist	None
Recommended Activity	Complete the worksheet individually. Share your answers with the rest of the class.
Stories to Share	Share any personal relevant stories.
Delivery Tips	Encourage everyone to participate.
Review Questions	What is related to production?

Case Study



Angela had to decide which direction to take the company to improve the profit margins over time. She could invest in employee training to improve customer service, or she could cut labor further to save money. Cutting labor would fix the problem immediately, but she was not sure it was the right decision. Every time she thought about cutting labor, she became nauseated. After careful consideration, Angela realized that she felt cutting the labor went against her mission to treat all employees as valued team members.

After gathering data, she learned that sales began to dip when customer service complaints increased. Additionally, there was employee interest in a training program. Her intuition told her that implementing a training program would increase long term profits.

Estimated Time	15 minutes
Topic Objective	Outline the Seeing the Big Picture case study.
Topic Summary	Case Study Discuss the need for knowing what the position is for and what it entails when hiring new employees.
Materials Required	None
Planning Checklist	None
Recommended Activity	Discuss the results of the case study. How did a big picture view influence her decision?
Stories to Share	Share any relevant personal/professional story.
Delivery Tips	Encourage everyone to participate.
Review Questions	What did Angela need to decide?

Sample Module: Review Questions

1. What is a definition of a short term interaction?

- a) An immediate exchange
- b) Building a relationship
- c) Growth
- d) Interest

Short term interactions are immediate exchanges. They are singular events.

2. What is essential to growth?

- a) Short term interactions
- b) Events
- c) Long term interactions
- d) Financial interest

Long term interactions are relationships. These are essential to the growth of a company.

3. What happens when you do not see the big picture?

- a) Opportunities are focused
- b) Opportunities are overlooked
- c) Nothing
- d) Growth is enhanced

Growth requires recognizing opportunities. Not seeing the big picture will result in overlooked opportunities.

4. What will market research provide?

- a) Investment opportunities
- b) Long term interactions
- c) Short term interactions
- d) Information on customer needs

Recognizing opportunities for growth requires monitoring customer needs. Market research will help provide this information.

5. What do experts in mindful decision making recommend?

- a) Meditation
- b) Exercise
- c) Opportunity
- d) Attending events

Mindful decision making requires connecting with intuition. Experts recommend taking up meditation to improve mindful decision making.

6. Which of the following should not induce stress?

- a) Operational decision
- b) Neutral decision
- c) Important decision
- d) Strategic decision

It is important to identify the types of decisions that you have to make. A neutral decision should not be stressful.

7. What do most people focus their energy on at work?

- a) Big picture
- b) Interests
- c) Specific roles
- d) Company roles

Most people only focus on their specific roles, without considering how they affect the other departments. This can distract from the big picture.

8. What is necessary for being comprehensive?

- a) Make adjustments
- b) Job descriptions.
- c) Training programs.
- d) Monitor every aspect

It is necessary to be comprehensive when examining how the aspects of the business are related. This requires monitoring every aspect of the business.

9. What happened when Angela thought about cutting labor?

- a) Nothing
- b) She became nauseated
- c) She was comfortable with the idea
- d) She knew it was the right decision

Angela physically reacted to the decision. She became nauseated with the idea of cutting labor.

10. What feedback did Angela receive from employees?

- a) They were not interested in training
- b) The employees were
- c) They were interested in training
- d) There was none

Angela gathered information to make her decision. She learned that the employees were interested in training.

Activities

During the facilitation of a lesson Worksheet or Handout may be utilized to help present the material. If a lesson calls for a Worksheet or Handout it will be listed in the Lesson Plan box under Materials Required. The trainer can then utilize the Activities folder for the corresponding material and then provide it to the participants. They are all on separate Word documents, and are easily edited and customized.

Below you will see the Worksheets or Handouts that are utilized during the training of the above lesson. They are located in the Activities folder and can be easily printed and edited for the participants.

Sample Worksheet:

Quick Reference Sheets

Below is an example of our Quick reference Sheets. They are used to provide the participants with a quick way to reference the material after the course has been completed. They can be customized by the trainer to provide the material deemed the most important. They are a way the participants can look back and reference the material at a later date.

They are also very useful as a take-away from the workshop when branded. When a participant leaves with a Quick Reference Sheet it provides a great way to promote future business.

Business Acumen

Decisiveness

KPIs need to be developed decisively. This requires an understanding of which performances need to be measured and how they should be measured. Creating random metrics will not help gauge the effectiveness of your organization.

Decisive KPIs

- **Define areas to monitor:** Determine which areas are successful and which ones need improvement.
- **Identify criteria:** Brainstorm ideas, and use them to create criteria that need to be monitored. For example, criteria would include customer conversion or units per transaction,
- **Define the measurements:** Create specific SMART goals to monitor. An example would be an average of three units per transaction.

Develop a Sense of Always Learning

1. **Imitation:** We learn from observing and imitating others such as instructors or respected mentors.
2. **Reception/Transmission:** Reception is the experience that requires you receive a transmitted message. It may be written or verbal, and it can include values as well as academic understanding.
3. **Exercise:** Actions and practice create learning experiences. These can occur in any action that you practice such as writing, meditation, or computer programs.
4. **Exploration:** Searching for answers or discovering information requires individual initiative. This comes from websites, interviews, books, etc.
5. **Experiment:** Experimenting or assessing the success of a project shows different possible outcomes and influences problem solving.
6. **Creation:** The creative process is also a learning process. These can be individual or group projects. The process ranges from painting to developing a new survey.
7. **Reflection:** Analysis before, during, or after an action is a learning opportunity. This can be done on a personal level or with the help of friends and colleagues.
8. **Debate:** Interactions with others cause us to defend or modify our perspectives. These are potential learning experiences.

Recognize Your Blind Spots

- **Request Feedback:** Ask trusted friends and colleagues for honest assessments.
- **Reflect:** Take the time to reflect on your decisions, thought processes, and actions. If you are honest with yourself. You will identify blind spots.
- **Study:** Use books, courses, etc. to help you become more in tune with your views and potential blind spots. Figure out what you don't know and strive to learn.

Certificate of Completion

Every course comes with a Certificate of Completion where the participants can be recognized for completing the course. It provides a record of their attendance and to be recognized for their participation in the workshop.

CERTIFICATE OF COMPLETION

[Name]

Has mastered the course

Business Acumen

Awarded this _____ day of _____, 20____

Presenter Name and Title

PowerPoint Sample

Below you will find the PowerPoint sample. The slides are based on and created from the Training Manual. PowerPoint slides are a great tool to use during the facilitation of the material; they help to focus on the important points of information presented during the training.

Sample Module: Seeing the Big Picture

Business acumen requires an understanding of finance, strategy, and decision making. Most managers and employees, however, are responsible for specific areas, and they have little understanding of the impact their decisions have on other areas.

Details create the big picture.

Sanford I. Weill



Short and Long Term Interactions

Build relationships

Use feedback

Offer value

Recognize Growth Opportunities

Identify market trends:

Actively research customer needs

Pay attention to competitors

Mindfulness of Decisions

Be in the moment

Be Clear

Make a choice

Everything is Related

Be Comprehensive

Be Balanced

Be Incorporated

Case Study

Angela had to decide which direction to take the company to improve the profit margins

She could invest in employee training or cut labor

She learned that sales dipped when customer service complaints increased

Her intuition told her that implementing a training program would increase long term profits

Sample Module: Review Questions

1. What is a definition of a short term interaction?
 - a) An immediate exchange
 - b) Building a relationship
 - c) Growth
 - d) Interest

2. What is essential to growth?
 - a) Short term interactions
 - b) Events
 - c) Long term interactions
 - d) Financial interest

Sample Module: Review Questions

1. What is a definition of a short term interaction?
 - a) **An immediate exchange**
 - b) Building a relationship
 - c) Growth
 - d) Interest

Short term interactions are immediate exchanges. They are singular events.

2. What is essential to growth?
 - a) Short term interactions
 - b) Events
 - c) **Long term interactions**
 - d) Financial interest

Long term interactions are relationships. These are essential to the growth of a company.

Full Course Table of Contents

- Preface6**
 - What is Courseware?*..... 6
 - How Do I Customize My Course?*..... 6
 - Materials Required* 8
 - Maximizing Your Training Power*..... 8

- Module One: Getting Started10**
 - Housekeeping Items*..... 10
 - The Parking Lot*..... 11
 - Workshop Objectives*..... 11
 - Pre-Assignment*..... 12

- Module Two: Seeing the Big Picture13**
 - Short and Long Term Interactions*..... 13
 - Recognize Growth Opportunities*..... 14
 - Mindfulness of Decisions* 15
 - Everything is Related* 16
 - Case Study*..... 17
 - Module Two: Review Questions*..... 19

- Module Three: KPIs (Key Performance Indicators).....22**
 - Decisiveness*..... 22
 - Flexible*..... 23
 - Strong Initiative* 24
 - Intuitive*..... 25
 - Case Study*..... 26
 - Module Three: Review Questions* 27

- Module Four: Risk Management Strategies.....30**

<i>Continuous Assessment</i>	30
<i>Internal and External Factors</i>	31
<i>Making Adjustments and Corrections</i>	33
<i>Knowing When to Pull the Trigger or Plug</i>	34
<i>Case Study</i>	35
<i>Module Four: Review Questions</i>	36
Module Five: Recognizing Learning Events	39
<i>Develop a Sense of Always Learning</i>	39
<i>Evaluate Past Decisions</i>	41
<i>Problems Are Learning Opportunities</i>	42
<i>Recognize Your Blind Spots</i>	43
<i>Case Study</i>	44
<i>Module Five: Review Questions</i>	45
Module Six: You Need to Know These Answers and More	48
<i>What Makes My Company Money?</i>	48
<i>What Were Sales Last Year?</i>	49
<i>What is Our Profit Margin?</i>	50
<i>What Were Our Costs?</i>	51
<i>Case Study</i>	52
<i>Module Six: Review Questions</i>	53
Module Seven: Financial Literacy (I)	56
<i>Assets</i>	56
<i>Financial Ratios</i>	57
<i>Liabilities</i>	58
<i>Equity</i>	59
<i>Case Study</i>	60

<i>Module Seven: Review Questions</i>	61
Module Eight: Financial Literacy (II)	64
<i>Income Statement</i>	64
<i>Balance Sheet</i>	65
<i>Cash Flow Statement</i>	66
<i>Read, Read, and Read</i>	67
<i>Case Study</i>	68
<i>Module Eight: Review Questions</i>	70
Module Nine: Business Acumen in Management	73
<i>Talent Management</i>	73
<i>Change Management</i>	74
<i>Asset Management</i>	76
<i>Organizational Management</i>	77
<i>Case Study</i>	78
<i>Module Nine: Review Questions</i>	79
Module Ten: Critical Thinking in Business	82
<i>Ask the Right Questions</i>	82
<i>Organize Data</i>	83
<i>Evaluate the Information</i>	84
<i>Make the Decision</i>	85
<i>Case Study</i>	86
<i>Module Ten: Review Questions</i>	87
Module Eleven: Key Financial Levers	90
<i>Investing in People</i>	90
<i>Effective Communication</i>	91
<i>Process Improvement</i>	92

<i>Goal Alignment</i>	93
<i>Case Study</i>	94
<i>Module Eleven: Review Questions</i>	96
<u>Module Twelve: Wrapping Up</u>	99
<i>Words from the Wise</i>	99
<i>Review of Parking Lot</i>	99
<i>Lessons Learned</i>	99
<i>Completion of Action Plans and Evaluations</i>	100