



**2014
Catalog**

**Seminars for
Corporate
Financial
Managers**

Lively, Informative & Fun!

Executive Education, Inc.
(734) 475-0600
www.ExecutiveEducationInc.com

10 Best Rated Seminars

1. Pricing for Profitability (PFP)
2. Lean Accounting (LA)
3. The 21st Century Director (TCD)
4. Risk Analysis and Management (RAM)
5. The Continuing IFRS Journey (IFRS)
6. Ethics in the Real World (ERW)
7. Cases in Corporate Ethics (CCE)
8. Performance Analysis (PA)
9. Know Your Cost (KYC)
10. How Good Companies Become Great (GTG)

10 Highest Attendance Seminars

1. Ethics in the Real World (ERW)
2. Cases in Corporate Ethics (CCE)
3. How Good Companies Become Great (GTG)
4. Ethics and Sustainability (ES)
5. Business Law Refresher (BLR)
6. Nonprofit Financial Management (NPFM)
7. Financial Reporting (FR)
8. Only Financial Officer (OFO)
9. Chief Financial Officer (CFO)
10. Financial Analysis in a Metrics-Driven World (FAMD)



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Looking for Something New?...



Dear Friends,

Your members constantly demand new materials. They need new ideas to move their careers and organizations forward. In 2014, Executive Education will launch 5 all-new seminars, 4 major revisions and 12 new conference topics (highlighted in our Conference Catalog). These include:

- **Annual Financial Management Spotlight:** 4 Current Topics
- **Critical Thinking Skills:** For Financial Professionals
- **Ethics and Our Profession:** Protecting Our Stakeholders
- **Finance and Innovation:** Reinventing Your Department and Company
- **Making the Deal:** Fast-Paced Acquisition Cases

We think our **Annual Financial Management Spotlight** will be a refreshing improvement over the “Annual Update” classes your members may have taken in the past. We won’t update this seminar – we will completely replace it every year with 4 fresh new topics.

Our new selections are sure to please your members.

I’m here to help!

Nancy

Client Service Manager

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5 All-New Seminars

1. Annual Financial Management Spotlight (AFMS)
2. Critical Thinking Skills (CTS)
3. Ethics and Our Profession (EOP)
4. Finance and Innovation (FI)
5. Making the Deal (MTD)



See our **Conference Catalog** for a list of 50 and 100-minute keynote and conference breakout topics

4 Major Updates

1. Private Company Accounting (PCA)
2. Process Improvement for Financial Managers (PI)
3. Closing Best Practices (SME)
4. Ethics in the Real World (ERW)

Participant Feedback

John Levy is fantastic; one of the best instructors I've ever had!

East Hanover, NJ

Please bring David back to the INCPAs.

Indianapolis, IN

Like format and real life examples.

Tulsa, OK

Excellent course!

Roseland, NJ

The instructor was interesting and kept you engaged the whole time!

Baton Rouge, LA

Great Speaker!

Providence, RI

Richard was really good at promoting discussion.

Merrillville, IN

Donna Sylver did a fabulous job.

W. Columbia, SC

Great format! Much better than lecture only or having someone just read the rules.

Bloomington, MN

John is a very dynamic speaker. I enjoyed the course very much!

Ft. Wayne, IN

Dan did a great job and engaged the room.

Bloomington, MN

Great instructor, great presentation style.

Montgomery, AL

Fun and engaging – Good course!

Jackson, MS

We were very fortunate to have Ms. White's experience and abilities.

W. Columbia, SC

Bill effectively delivered the material, engaged participants, and was a pleasure to be around.

San Mateo, CA

Energetic, kept the class interesting.

Denver, CO

John Daly is a gifted discussion leader.

Ft. Wayne, IN

Totally excellent speaker presentation and delivery.

W. Columbia, SC

Engaging instructor.

Bloomington, MN

Presentation was fabulous. I would seek classes presented by Dan.

Indianapolis, IN



Don did an excellent job engaging the group.

W. Des Moines, IA

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All new seminar



Substantial changes since the 2013 catalog

Discussion Leaders



Virgie M. Ammerman, MBA, CPA, CITP is the President of 180 Medical Billing Services located in Portage, Michigan. She has served in financial leadership positions in both industry and public accounting for the past 15 years. Virgie currently serves on the Board of Directors for the Michigan Association of CPAs, as the Vice Chair of the Controller's Task Force and as a member of the Michigan Turnaround Task Force. Virgie is the current Foundation Chair of the Portage Rotary club as well as Past Treasurer.



Robert A. Angell III, MS, CPA, is Senior Lecturer at Brandeis University, President of Angell Ventures and member of Launchpad Venture Group. An experienced CFO and COO with a public accounting background, Rob held senior executive positions at several high growth public and privately owned companies. He started his career at Ernst & Young, leaving there as a Senior Manager. A graduate of Brown University, Rob earned his MS in accounting from NYU's Stern School of Business.



Jeanne M. Ballew, MA, is founder and president of Ideas in Action, a training and development company dedicated to honing employee communication skills. She also owns and operates Edit Prose, a company providing freelance editing and book coaching services to both fiction and nonfiction writers. She has trained over 17,000 people in areas such as business writing, assertive communication, presentation skills, listening skills, meeting facilitation and diversity.



Dan Chenoweth, MBA, CPA, helps clients take their strategy to the bottom line through rigorous project management and change management techniques. He has held executive level positions in general management, accounting and finance in a number of industries including telecommunications, printing and publishing, heavy equipment manufacturing, and apparel manufacturing. Dan lives in Loveland, Colorado and is a former Colorado Society of CPAs board member.



David T. Daly, Sr., MBA, JD, is a Plymouth, Michigan based attorney with broad experience in international business transactions. His experience includes 10 years as an in-house lawyer for Chrysler & Daimler/Chrysler and 8 years as Commercial Director at Dürr Systems, Inc. David has drafted and negotiated major deals in Europe, Asia, and North and South America. He has authored several articles providing tips for lawyers on how to draft plain-English contracts.



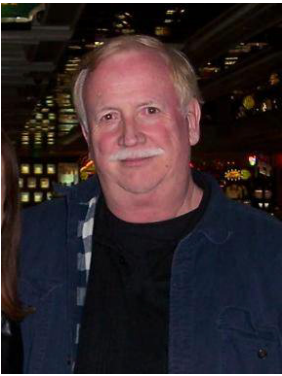
John L. Daly, MBA, CPA, CMA, CPIM, is a Chelsea, Michigan-based management consultant specializing in costing, pricing strategy and pricing model development. He has taught continuing professional education courses since 1995. Earlier in his career, John was Chief Financial Officer for a Tier 1 automotive parts supplier, CFO for a large restaurant chain and COO for a window treatments manufacturer and retailing chain. He is the author of *Pricing for Profitability*, published by Wiley & Sons, Inc.



Jay Giannantonio, MS, CPA, CIA, is a management consultant with over 30 years of experience specializing in finance transformation, internal audit, fraud, risk management, process improvement and Sarbanes-Oxley compliance issues. His professional experience includes long stays at PwC/Coopers & Lybrand, Verizon/Bell Atlantic and KPMG Consulting in a professional career that began in 1980. Most recently, he was Vice President – Internal Audit for a \$1B commercial equipment rental and sales company. Jay lives in the Philadelphia area.



Richard A. Karwic, MBA, is a management consultant with over 35 years of relevant financial and managerial experience. In addition to ten years of broad-based management consulting, he has over 15 years of experience as Chief Financial Officer for several diverse businesses in a wide variety of industries. He has worked in over 80 businesses, including several divisions of well-known Fortune 1000 companies. Richard lives in Wethersfield, CT.



James R. Lambert, BS, MAS, CPA, (inactive), is Senior Financial Strategist for WageWorks Inc. an on-demand provider of tax-advantaged programs for consumer-directed benefits. He has more than 25 years of financial and business leadership experience in mergers & acquisitions, strategy, corporate finance, management operations and turnarounds. Jim has been a board member and a sitting CFO, COO and CEO for several private and emerging growth companies. He is a former tax partner at one of the Big Four accounting firms.



John F. Levy, MBA, CPA, is the CEO of Board Advisory, a consulting firm that assists public companies, or companies aspiring to be public, with corporate governance, compliance, financial reporting and financial strategies. He has served as CFO of both public and private companies. John currently serves on the Board of Directors of four public companies, including as Chairman of one company and lead director of another. He is a graduate of the Wharton School of Business at the University of Pennsylvania.



Don Minges, MBA, is a fractional CFO who worked in diverse industries at various development stages. He has experience in profitability enhancement, strategic planning, venture capital, mergers & acquisitions, consulting, turnarounds, economic forecasting, cost accounting and financial analysis. Don has experience raising equity for several growing firms and has invested equity capital into promising businesses. He has served on the Board of Directors for many firms. He graduated with highest honors from the Fuqua School of Business at Duke.



William F. O'Brien, MBA, CPA, is a financial management consultant and educator with over 40 years of experience. He has held senior financial management positions with Intel and ROLM and served as CFO for several emerging high technology companies. Bill has extensive experience in corporate planning, fraud assessment, financial analysis, cash management, managerial accounting, financial reporting in both domestic and international settings. He is on the faculties of Santa Clara University and San Jose State University.



Donna Sylver, MBA, CPA, has held 3 CFO roles and various other financial leadership positions during her 25+ year career. Her broad range of industry experience consists of manufacturing, banking, consulting, healthcare, software, hazardous waste, and communications. Named one of the 25 *Most Powerful Women in Banking* by U.S. Banker in 2005, Sylver currently serves on the board of trustees of North Carolina Wesleyan College and is the managing partner of Sylver CPA, PLLC.



Diane D. White, MBA, CPA, CMA, is a financial consultant with expertise in both for-profit and non-profit financial sector entities. She held senior finance positions in Fortune 50 publicly owned financial institutions and is presently Chief Financial Officer for Workforce Resource, LLC, a privately held technology service provider to the residential mortgage industry. In her spare time, Diane enjoys the pleasures of Low Country life in Beaufort, SC.

Acquisitions to Grow the Business

Strategy, Structure, Integration & Due Diligence

Mergers, acquisitions and alliances have been — and will continue to be — major avenues to organizational growth and increased competitive advantage. Yet, in spite of the great initial promise of many business mergers and alliances, few seem to yield the anticipated results. Numerous studies indicate that between 55% and 77% fail in their intended purpose. This course helps CFOs, controllers and their advisors identify, negotiate and consummate mergers and acquisitions that create shareholder value and avoid the many traps, which can cause post-acquisition failure.

Topics Discussed:

- Identify potential acquisition candidates
- Make strategic acquisitions
- Identify and understand company culture
- Value businesses
- Negotiate the right price
- Understand the keys to effective and efficient due diligence
- Prepare and review agreements
- Plan and execute an effective integration
- Key considerations when selling a business

Cases and Group Discussion

This seminar provides extensive case study analysis and many opportunities for group discussion.

Seminar includes a capstone case study beginning with acquisition identification through due diligence, valuation and concluding with a successful negotiation.

Target Audience: Finance and accounting professionals who seek to learn more about mergers, acquisitions and divestitures.

Level of Knowledge:
Intermediate

CPE Credit: 8 hours group live

Area of Study: Bus. Mgt.

Prerequisite: None

Advanced Preparation:
Bring a calculator

Author: John F. Levy

Acronym: AGB

Scheduling: Schedule with *The 21st Century Director* to make a two-day series.

Classroom interaction was fantastic and the materials structure was great.

— Atlanta, GA

Annual Financial Management Spotlight

4 Current Topics

Tired of taking the same “Update” course every year only to find little change in the material? Executive Education will not “update” this class every year, we will completely replace it! Each year, this class will spotlight four current financial management topics. Miss this year’s class, and you have missed it forever!

Topics Discussed:

Spotlight on Ethics in Action

- Why ethics and trust require one another
- Why trustworthy leadership matters so much to sustainability and the bottom line
- Current real-life cases illustrating today’s trust crisis in business leadership
- 3 questions identifying the “right thing to do”

Spotlight on Private Company Accounting

- The Financial Reporting Framework for SMEs
- Evaluating the alternate standards
- Considerations such as systems

Spotlight on New COSO Risk Management Standards

- What do COSO standards say?
- Finance’s risk management responsibilities
- What risk is insufficient or excessive

Spotlight on Crowd Funding

This segment covers what you should know about four crowd funding types:

- Pre-sales
- Contributions
- Debt
- Equity

Cases and Group Discussion

This seminar will provide at least five group exercises and opportunities for group discussion.

Target Audience: Corporate Financial Managers

Level of Knowledge: Intermediate

CPE Credit: 8 hours group live

Area of Study

- 2 hrs Ethics
- 2 hrs Accounting
- 2 hrs Audit
- 2 hrs Finance

Prerequisite: None

Adv. Preparation: None

Authors: Diane D. White
William F. O’Brien
Dan Chenoweth
Don Minges

Acronym: AFMS

Scheduling: This seminar will work well with most of our other seminars to make a two or three-day series.



Business Law Refresher

What Every Financial Manager Should Know

Today's financial manager takes on increasingly broad responsibilities, including those requiring decisions dealing with issues likely to attract legal scrutiny. Such law-sensitive issues are often fast moving, outside the normal course of business and carries high risk. A manager who can successfully navigate difficult legal waters has a key competence. A manager who triggers legal liability will find it casts a long shadow over a career.

This session focuses on legal issues with which every upper level financial manager should be familiar.

Topics Discussed:

- Know the top 5 legal mistakes companies make and how to avoid them
- Be aware of two fast growing areas of litigation and what you can do to minimize the impact on your company's profits
- Gain practical tips for dealing with customers in financial trouble
- Understand strategies to build partnerships or special purpose entities
- Understand why some business deals take especially long to negotiate
- Learn techniques to avoid common negotiating mistakes that waste time and money
- Know how to recognize, in advance, which deals will ultimately fall apart
- Recognize one transaction characteristic especially likely to cause legal problems!

Cases and Group Discussion

This seminar will include at least five interactive exercises as a vehicle for group discussion.

Target Audience: Those who are, or aspire to be, upper level corporate financial managers.

Level of Knowledge:
Intermediate

CPE Credit: 8 hours group live

Area of Study: Bus. Law

Prerequisite: None

Adv. Preparation: None

Author: David T. Daly, Sr.

Acronym: BLR

Scheduling: Schedule this Seminar with *Cut Legal Costs* or *Skillful Negotiations* to make a 2-day seminar series

David Daly was truly an excellent discussion leader. He knew his stuff, drew pertinent case histories out of the class to make material relevant.

- Indianapolis, IN

Cases in Corporate Ethics

Discuss Real Life Conflicts

Anyone who has ever attended a lecture-format ethics seminar knows there is a better way. *Cases in Corporate Ethics* provides an opportunity for lively group discussion of actual real world ethical dilemmas.

Cases in Corporate Ethics examines eight cases drawn from real-life business conflicts involving corporate financial managers.

Topics Discussed:

We introduce new case selections to this seminar every year. Past cases have included these issues:

- How do you handle an owner who pays for personal expenses with company funds?
- Can you protect the public interest without violating our profession's confidentiality rules?
- How can a corporate world CPA get in trouble with their board of accountancy?
- Is a culture of fear and intimidation particularly susceptible to corporate fraud?
- How can using the CPA credential get a corporate accountant in trouble?
- Is exaggerating your CPE hours a violation of our professional codes of conduct?
- What are your options when your employer is clearly breaking the law?
- Does any legislation provide effective Whistleblower protection?

Cases and Group Discussion

This seminar includes group discussion of eight cases.

Target Audience: Corporate financial managers

Level of Knowledge: Intermediate

CPE Credit: 4 hours group live

Area of Study: Ethics

Prerequisite: None

Advanced Preparation: None

Author: John L. Daly

Acronym: CCE

Scheduling: Schedule with *Lean Accounting* or *Financial Analysis in a Metrics Driven World* to provide a full-day seminar experience.

Note: This seminar is available in special Louisiana, Mississippi and New York editions.

*Best ethics course I
have had in 22 years of
practice*

– Ft. Wayne, IN

Chief Financial Officer

Executive Level Skills for Financial Managers

Being a great accountant alone will not qualify you to be a chief financial officer. Effective CFOs are strong business people whose knowledge goes well beyond accounting.

This seminar deals with the CFO's role in four important aspects of running a business.

Topics Discussed:

CFO's Role as Chief Ethics Officer

- Set the Tone at the Top
- Develop corporate values
- Establish Codes of Corporate Conduct
- Prevent allegations of wrong-doing

CFO's Role in Banking & Financing

- Understand the bank decision-making process
- Nurture bank relationships
- Evaluate your ability to get financing
- Know sources of non-bank financing
- Understand how IFRS convergence could upset your bank relationships

CFO's Role in Operational Control

- Understand The Balanced Scorecard
- Benchmark for performance improvement
- Use metrics for budgeting and control

CFO's Role in Written Communications

- Learn advanced MS Word features
- Let Word help improve your writing
- Create more professional looking documents

Ten Tips for Successful CFOs

Cases and Group Discussion

This seminar includes group discussion of five cases.

Target Audience: This seminar is for people who are, or aspire to be, chief financial officers. Discussion will be primarily oriented towards medium-sized organizations.

Level of Knowledge:
Intermediate

CPE Credits: 8 hours group live

Area of Study:
2 hours Ethics
2 hours Management
2 hours Accounting
2 hours Technology

Prerequisite: None

Adv. Prep: Bring a calculator

Author: John L. Daly

Acronym: CFO

Scheduling: This seminar works well with many of our other seminars to make a 2-day or 3-day series.

*A fantastic day with
lots of great, usable
material*

- Columbus, GA

The Continuing IFRS Journey

Update on an Uncertain Future

Although visible action has diminished, conversion from U.S. GAAP to International Financial Reporting Standards (IFRS) is still a distinct possibility for public companies and select private companies with public accountability. The political and economic concerns continue to grow. The question is how to sustain momentum as the SEC refines its IFRS direction. The time for action is now!

Understand why both public and private companies need to know how possible IFRS adoption scenarios could affect their external reporting, contractual obligations and daily operations. While the intensity has diminished, the issue of IFRS adoption or endorsement is still very much alive. Do not fall victim to “habitual complacency”!

Topics Discussed:

The “Perfect Storm” of adoption, convergence and private company reporting

Proposed SEC timetable for adoption

Principal GAAP-IFRS differences:

- Inventory valuation
- Fixed assets valuation
- Intangible asset valuation
- R & D expenses and
- Other differences

Other business related adoption issues

Why understanding the IFRS-GAAP difference is only the start of your process

An Implementation Roadmap

Cases and Group Discussion

This seminar includes six group exercises

Target Audience: CFOs, controllers and managers involved with financial reporting

Level of Knowledge:
Intermediate

CPE Credit: 8 hours group live

Area of Study: Accounting

Prerequisite: None

Advanced Preparation:
Bring a calculator

Author: Bill O’Brien

Acronym: IFRS

Scheduling: To provide a multi-day series, schedule with *Corporate Finance Check-up* or *Fraud Alert!*

Materials were very good, case work is effective.

- San Mateo, CA

Corporate Finance Check-up

Renovate Your Analytical Toolbox

Understanding how to use common corporate finance tools is a skill that separates those who will become Chief Financial Officers from those who will always remain accountants.

This seminar provides a refresher on corporate finance skills for those who work or aspire to work at a CFO level.

Topics Discussed:

Internal & External Financial Statement Analysis

- The 3 Ps of analysis
- Using the trifecta
- The 3 targets of analysis

The CFO and Integrated Planning

- The 3 elements of planning
- The finance role in strategic planning
- Why it's a financial plan not a budget

Operating Metrics for Success

- Strategically driven metrics
- Turning measurement into reality
- Tracking performance results

Banker Selection and Retention

- It's the banker, not the bank
- 10 tips for banker selection
- Sustaining an effective banking relationship

Forecasting as a Valuation Tool

- 5 steps in an effective valuation
- Using the capital asset pricing model
- Cash flow and earnings valuation models

10 Steps for Keeping Your Toolbox Full

Cases and Group Discussion

This seminar includes six cases and exercises for group discussion.

Target Audience: CFOs, controllers and other experienced financial managers

Level of Knowledge: Overview

CPE Credit: 8 hours group live

Area of Study: Finance

Prerequisite: None

Advanced Preparation: Bring a calculator

Author: Bill O'Brien

Acronym: CFC

Scheduling: Schedule with *Convergence and Private Company Accounting* or *Fraud Alert!* to provide a 2-day series.

Applicable and relevant, not mired down in academic theory. My favorite class in a very long while! Thanks!

– Denver, CO

Create Reports that Matter

Turn Information into Action!

Financial managers at all levels produce volumes of reports every year. Unfortunately, not all of these reports generate an equivalent degree of action! Learn how to plan, process and effectively present financial information.

This seminar provides answers for accountants who want to become better catalysts for action. Learn directly from professionals who know how to generate actionable responses to their reports.

If you wish to have a greater impact on your organization and your career, you cannot afford to miss this critically important and interactive program.

Topics Discussed:

Understand Your Company's Reporting Needs

- Understand your customer's needs
- Link reporting to strategy
- Develop the right metrics

Financial Reporting Tools

- Determine your user's requirements
- Understand how to select reporting tools
- Know what tools are available

Design, Delivery and Media

- Deliver information on manager's dashboard
- Use graphics to present ideas
- Learn various presentation options

Presentation Hints and Techniques

- Report examples
- Presentation tips

Cases and Group Discussion

This seminar includes five cases and exercises

Target Audience: Corporate Financial Managers

Level of Knowledge: Intermediate

CPE Credit: 8 hours group live

Area of Study:

Traditional: A&A

NASBA: Accounting

Prerequisite: None

Advanced Preparation: None

Authors: John F. Levy
Jay Giannantonio
John L. Daly
William F. O'Brien

Acronym: CRM

Scheduling: Schedule with *Only Financial Officer* or *Fraud Alert!* to create a two-day series.

Note: We previously marketed this seminar under the title *Financial Reporting*

*Dan was excellent.
Session was not what
I expected, it was far
better.*

- Indianapolis, IN

Creating the Best Projections You Can

Insights and Techniques

Take the historical knowledge you have about your company, its performance, your competitors, your industry and the economy to help your company prepare for the future.

We will examine current best practices in preparing budgets and projections and look at the critical roles of strategic planning and risk management in developing the best projections you can!

Topics Discussed:

- How (or whether) to consider the past in company budgeting
- The critical roles of strategic planning and risk management in developing best projections
- The many purposes and types of budgets and projections and how the many uses of budgets and projections can cause distortions
- Current budgeting and projections best practices
- How benchmarking and metrics have changed the budget process
- The role of “black swans” in preparing and evaluating projections and budgets

Case Studies and Discussion

The course material includes group discussion and case studies.

Target Audience: This seminar is for those who prepare, review, evaluate and use budgets and projections.

Level of Knowledge:
Intermediate

CPE Credit: 4 hours Group Live

Area of Study:

Traditional: A&A

NASBA: Accounting

Prerequisite: None

Adv. Preparation: Bring a calculator

Author: John F. Levy

Acronym: CBP

Scheduling: Schedule with *Ethics and Sustainability* or *Cases in Corporate Ethics* to provide a full-day program.

I thought this was simply excellent in all respects

- W. Columbia, SC

Critical Thinking Skills

For Financial Professionals

“What were they *thinking?*” Why do business leaders sometimes make decisions that severely damage themselves and their organizations? It is tempting to assume a poor choice of action must have been due to a leader’s incompetence, inexperience, bad character, or low intelligence – but reality is much more complex.

Choose this seminar to understand why common and easily attributed factors generally aren’t the true cause when leaders and organizations blunder. In the aftermath of bad business decisions, many turn to finance and accounting professionals for evaluation, answers, remedies, and solutions. This seminar provides conceptual and case study material to better equip you for the challenge.

Topics Discussed:

- How to evaluate critical elements of a leader’s decision-quality capability
- How to recognize factors that can sabotage decision-making
- How outstanding leaders use problem-finding skills to eliminate problem-solving fire drills
- How to develop an organization’s talent for preempting threats before they can become disasters
- How organizations can use vigilant decision-making in high-risk scenarios to still perform reliably
- How to overcome three major decision quality obstacles: indecision, internal conflict, and time pressures

Cases and Group Discussion

This seminar includes group discussion of three exercises or case studies.

Target Audience: Corporate Financial Managers

Level of Knowledge: Intermediate

CPE Credit: 4 hours group live

Area of Study: Management

Prerequisite: None

Advance Preparation: None

Author: Diane D. White

Acronym: CTS

Scheduling: Schedule with any of our other half-day seminars to make a full-day program.



Cut Legal Costs

Prevent Problems, Save Money

Are legal disputes and hidden legal costs a drain on your company's bottom line? Do legal issues tie up your personnel and divert them from their normal jobs? Do you spend more time every year managing "legal" issues?

This seminar focuses on tools and techniques you, as a financial manager, can use to gain control over legal costs and improve your company's bottom line.

Topics Discussed:

The total cost of a legal dispute is greater than you think!

Learn to avoid common business legal mistakes that cost your organization time and money.

Understand cost-effective legal prevention strategies well-run companies use to prevent legal disputes before they occur.

Work with your lawyer to truly manage and control litigation costs:

- Budget litigation costs more accurately and smooth cash-flows
- Choose the right dispute resolution method to speed resolution of litigation
- Predict when the other party is ready to settle and when to make an offer

Cases and Group Discussion

This seminar will include at least five interactive exercises as a vehicle for group discussion.

Target Audience: Those who are, or aspire to be, upper level financial managers.

Level of Knowledge:
Intermediate

CPE Credit: 8 hours group live

Area of Study: Bus. Law

Prerequisite: None

Adv. Preparation: None

Author: David T. Daly, Sr.

Acronym: CLC

Scheduling: Schedule this Seminar with *Business Law Refresher* or *Skillful Negotiations* to make a 2-day seminar series.

The cases were pertinent and David did a good job at getting the whole class involved.

- Troy, MI

Driving Corporate Performance

The CFO's Role in Developing Competitive Advantage

Successful companies use strategies that allow them to use their resources efficiently. By focusing on doing one thing well, organizations can create a competitive advantage that provides them superior performance.

Learn to create a roadmap to successful performance by tying the organization's metrics to its strategy and driving results.

Topics Discussed:

Know why successful companies focus their strategy

Understand why great companies use a "Hedgehog Concept"

Develop strategies for success:

- Cost leadership strategies
- Differentiation strategies
- Lean competition

Manage the strategic planning process

Create strategy maps to tie your strategic objectives to your financial performance metrics

Translate strategic initiatives into accomplishments

Cases and Group Discussion

This seminar includes five opportunities for participants to practice their skills.

Target Audience: For those who are, or aspire to be, upper level financial managers.

Level of Knowledge:
Intermediate

CPE Credit: 8 hours group live

Area of Study:
Traditional: Mgt.
NASBA: Bus. Mgt.

Prerequisite: None

Adv. Preparation: None

Authors: John L. Daly &
Rick Van Es

Acronym: DCP

Scheduling: Schedule before *Metrics Management* to make a 2-day seminar series.

*Knowledgeable,
personable, got the
whole class involved.*

- Charlotte, NC

Effective Business Writing

Cut Your Writing Time in Half and Double Your Impact

Corporate financial managers know that using time efficiently has an enormous impact on the bottom line. Yet American businesses report losing \$1 billion a year to unclear writing that wastes time, kills contracts, and turns off customers.

Optimize your time spent in communications as a writer or as a reader. Prevent your reader from sending your documents to the circular file because they are too much work to decipher or the purpose is unclear.

Be part of the solution, not part of the problem – save time and *get results* by learning to write it right the first time.

Seminar Objectives:

- Cut writing time by an average of 50%
- Double your document's impact
- Identify effective writing's key elements
- Learn the simple, direct, *Effective Business Writing* process
- Learn to edit your own and others' documents effectively

Exercises and Discussion

This seminar combines lecture, discussion, individual hands-on practice exercises and group activities to assist participants in applying the five elements of effective business writing to an industry-specific case study. Participants will also get personalized feedback from the instructor on one of their own sample documents.

Target Audience: All financial professionals

Level of Knowledge: Intermediate

CPE Credit: 8 hours group live

Area of Study: Communications

Prerequisite: None

Advanced Preparation: Bring a one page sample of your writing

Author: Jeannie Ballew

Acronym: EBW

Comment: This very highly rated seminar is an excellent in-house seminar for corporations and CPA firms.

This was the best CPE Class I have taken! Jeannie is an effective teacher.

- Bellevue, WA

Ethics and Our Profession

Our Role as Stewards

“The integrity of business depends on the integrity of its accountants.”

- John L. Daly, Executive Education, Inc.

In the 1976 movie, *Network*, a news anchor played by Peter Finch is so upset with world events that he delivers a TV speech with the famous line “I’m mad as hell and I’m not going to take it anymore.” These days when we learn of foolish business decisions leading to a crisis, many of us in the accounting profession feel the same way.

Topics Discussed

Look at a recent history of corporate misdeeds:

- The problem of "short-termism" and the need for "patient capital"
- The problem of over-reliance on government solutions

How to restore trust in business – three lines of defense:

- **Financial Managers** inside organizations act as an “early warning system” to assure the company aligns its business model and risk tolerances.
- **Internal auditors** determine if their organization’s risk capacity exceeds its risk appetite.
- **External auditors** become more proactive in understanding their client’s business models and helping to shape professional standards.

The attributes of stewardship and what accounting professionals can do to create corporations that are more responsible to ALL their stakeholders.

Case Studies and Discussion

This seminar will include class discussion of real world ethics cases

Target Audience: Corporate financial managers, internal and external auditors.

Level of Knowledge: Intermediate

CPE Credit: 4 hours group live

Area of Study: Ethics

Prerequisite: None

Adv. Preparation: None

Author: Dan Chenoweth

Acronym: EOP

Scheduling: Schedule with *How Good Companies Become Great* or *Financial Leadership* to make a full day program.



Ethics and Sustainability

Profit from Doing Good

Sustainability is more than recycling or avoiding Styrofoam cups. 21st Century Sustainability is about:

1. Creating a long-term strategy for increased shareholder value
2. Respecting for our natural resources
3. Building trust in your organization as a community member
4. Becoming a great employer, vendor and customer

This seminar discusses the specific steps the accounting/finance department can take to lead the way in creating a sustainable 21st century organization.

Topics Discussed:

- What sustainability truly means to our organizations
- Why sustainable actions are ethical actions
- The four steps to true sustainability
- Why doing more with less is good for the bottom line and the world
- How to be more efficient and effective
- Why the accounting/finance department should play a pivotal role in creating sustainable organizations
- Corporate social responsibility's role in sustainability
- The challenges and opportunities in measuring and reporting sustainability efforts
- Why sustainability efforts increase revenues and reduce expenses

Cases and Group Discussion

This seminar includes group discussion of four cases.

Target Audience: Finance and accounting professionals who seek to learn more about creating, measuring and reporting on sustainable organizations.

Level of Knowledge:
Intermediate

CPE Credit: 4 hours group live

Area of Study: Ethics

Prerequisite: None

Adv. Preparation: None

Author: John F. Levy

Acronym: ES

Scheduling: Schedule with one of our other half-day seminars, such as *Creating the Best Projections You Can*, to provide a full day program.

I appreciated the "non-traditional" program. Interesting!

- Bloomington, MN

Ethics in the Real World

Living Values for Today

Business ethics is not just something “nice to do” but can create long-term competitive advantage and be a differentiating factor in today’s increasingly competitive environment.

This seminar outlines eight steps to create an ethical business culture and provides specific ways for financial managers to make better ethical decisions.

Topics Discussed

Four Root Causes of Unethical Business Behavior

Eight Steps to Create an Ethical Business Environment:

- Establish a code of conduct and make it public
- Hire and promote people with a well-grounded sense of personal ethics
- Interpret your code for ordinary circumstances
- Communicate expectations for employees to act in an ethical manner
- Lead by example
- Teach employees the basic tools of ethical decision making:
 - Six approaches to making better decisions
 - The four categories of ethical dilemmas
- Back your code with enforcement
- Factor values into every important organizational activity and decision

Ethical Leadership – Attributes and Practices

Case Studies and Discussion

This seminar will include class discussion of real world ethics cases.

Target Audience: Corporate financial managers

Level of Knowledge: Intermediate

CPE Credit: 4 hours group live

Area of Study: Ethics

Prerequisite: None

Adv. Preparation: None

Author: Dan Chenoweth

Acronym: ERW

Scheduling: Schedule with *How Good Companies Become Great* or *Financial Leadership* to make a full day program.



Great mix of presentation and group interaction.

- Burlington, VT

Finance and Innovation

Reinvent Your Department and Company

Innovation drives economic growth. The key to reigniting the American economy is reigniting innovation. Innovation can be fostered, nurtured, encouraged and sustained by our companies and organizations.

Management can create organizations that thrive on innovation or kill new ideas. Financial managers can help develop and maintain management practices that nurture innovation or finance can just maintain the status quo.

Innovation can thrive in “skunk-works,” but it is also fostered through systems that measure report and manage innovation. Financial managers need to measure innovation metrics and report on innovation efforts.

Innovation is not solely the purview of marketing, sales, service or production. Truly innovative finance professionals use technology and other simple techniques to provide new and more meaningful and actionable information to all employees.

Cases and Group Discussion

This seminar provides extensive case study analysis and many opportunities for group discussion.

Target Audience: Finance and accounting professionals who seek to learn more about creating, fostering, nurturing, encouraging and sustaining innovation in their organizations and departments.

Level of Knowledge:
Intermediate

CPE Credit: 8 hours group live

Area of Study: Bus. Mgt.

Prerequisite: None

Advanced Preparation:
None

Author: John F. Levy

Acronym: FAI

Scheduling: Schedule with *The 21st Century Director* to make a two-day series.



Financial Analysis in a Metrics Driven World

“Run the Numbers” Effectively

Financial ratios are an old-fashioned financial analysis tool. Learn to better analyze your company’s performance by combining both financial and non-financial data.

This session gives you the opportunity to collaborate with other professionals in a hands-on, interactive setting. This is not your father’s financial analysis!

Topics Discussed:

Why a quick analysis can be dead wrong

Why you must “scrub the numbers” to understand economic reality

Use balanced metrics to point your whole company in the same direction

Understand how responsibility center metrics:

- Prevent constant budget revisions
- Reduce the politics in financial planning
- Allow you to easily evaluate manager performance even when budget is off by a mile

Cases and Group Discussion

This seminar includes group discussion of three cases.

Target Audience: Corporate financial managers and financial analysts.

Level of Knowledge:
Intermediate

CPE Credit: 4 hours group live

Area of Study: Accounting

Prerequisite: None

Adv. Preparation: Bring your laptop

Author: John L. Daly

Acronym: FAMD

Scheduling: To provide a full day program, schedule with *Cases in Corporate Ethics, Shorten Month-End* or *Lean Accounting*.

Note: Some of this material previously appeared in our former *Corporate Accounting* seminar.

Interesting, relevant topic, instructor was very engaging.

- W. Des Moines, IA

Financial Leadership

Create and Deliver Value

The financial manager's role has expanded dramatically in recent years to include helping create the organization's strategy as well as driving the changes necessary for strategy implementation.

This seminar provides ideas, skills and confidence to help you make the transition from "Value Preserver" to "Value Creator."

Topics Discussed:

Creating Value: The Financial Manager as Strategist

- Is it time to change your strategy?
- Breakthrough strategic planning
- Strategic planning tools

Delivering Value: The Financial Manager as Change Agent

- Making the case for change
- Involving the team in change
- How to simultaneously manage the project plan and the cultural transformation
- Eight steps to achieve organizational change

Cases and Group Discussion

This seminar includes cases, exercises and other opportunities for participants to apply course concepts to their own organizations.

Target Audience: CFOs, controllers and other seasoned financial managers

Level of Knowledge: Intermediate / Advanced

Area of Study: Management

CPE Credit: 4 hours group live

Prerequisite: None

Adv. Preparation: None

Author: Dan Chenoweth

Acronym: FL

Scheduling: Schedule with one of our other half-day seminars, such as *Ethics and Our Profession* or *How Good Companies Become Great*, to make a full-day program

One of the best CPE classes I've attended in a long time.

- Indianapolis, IN

Financial Management Skills

Becoming a Financial Leader

Today's effective financial leader must exhibit on-going credibility and adaptability to successfully maintain effectiveness.

Facts and circumstances constantly change in today's business environment. While the fundamentals of successful financial management do not vary, the landscape in which finance professionals operate is in constant flux.

This seminar begins with the principles of financial management credibility then graduates into a discussion of Enterprise Risk Management, Strategy-Driven Metrics and Corporate Governance in an ever-changing operational landscape.

This seminar provides real answers to the challenges financial managers face, no matter the size or nature of their organization.

Topics Discussed:

- Sustaining financial management credibility
- Understanding the ten attributes of financial management success and the thirteen fatal signs of failure
- Managing enterprise risk
- Using performance metrics to respond to changing strategies
- Understanding successful corporate governance

Cases and Group Discussion

This seminar includes seven group cases and exercises.

Target Audience:

Experienced Financial Managers

Level of Knowledge:

Intermediate

CPE Credit: 8 hours group live

Area of Study: Management

Prerequisite: None

Advanced Preparation:

Bring a calculator

Author: Bill O'Brien

Acronym: FMS

Scheduling:

Schedule with *Corporate Finance Check-up* or *Private Company Accounting* to provide a 2-day series

Note:

We previously offered this seminar under the title

Building Success as a Professional Manager.

The instructor inspired me to look at things with a different perspective and to become more proactive in a leadership role with my company.

- Malvern, PA

Fraud Alert!

Prevention and Follow-up

Fraud Alert! is one seminar you cannot afford to miss. Fraud *will* touch you in some manner. Prepare for the inevitable.

A recent study by the Association of Certified Fraud Examiners estimated that fraud costs the global economy in excess of \$3.5 trillion per year. This same study estimated that normal audits discover only about 11% of frauds compared to 19% discovered by accident.

This seminar examines various types of frauds and discusses ways to prevent, detect and investigate these activities.

Topics Discussed:

- The Fraud Triangle
- A complete analysis of fraud prevention, detection and investigation
- Fraud related interviewing techniques
- The CPA's role as an expert witness
- Careers in forensic accounting
- The 13 financial reporting shenanigans
- Use of financial statement analysis in fraud assessment

Cases and Group Discussion

This seminar includes seven interactive exercises that allow the participants to apply newly acquired knowledge in a real-time setting.

Target Audience: Corporate financial managers

Level of Knowledge: Intermediate

CPE Credit: 8 hours group live

Area of Study: Auditing

Prerequisite: None

Advanced Preparation: Bring a calculator

Author: Bill O'Brien

Acronym: FA

Scheduling: Schedule with one of our other full-day seminars, such as *Create Reports that Matter* or *Process Improvement*, to make a 2-day series

Great class, the many life experiences helped to drive home points of interest.

– Roseland, NJ

How Good Companies Become Great

Secrets to Success

Some companies are “born” great; others change and become great along the way. This seminar will discuss how both new companies and established companies become great. This seminar benchmarks world class companies to understand the underlying principles that made them great.

The seminar begins with key lessons about business start-ups from Paul Hawken, author of *Growing a Business*, and Guy Kawasaki, author of *Art of the Start* and *Enchantment*.

Next, the seminar looks at research on existing businesses, beginning with the management classic *In Search of Excellence* and then focusing on Jim Collins’ research presented in *Built to Last*, *Good to Great*, *How the Mighty Fall* and *Great by Choice*.

Learn how your organization can make the transition from being merely good to truly great.

Topics Discussed:

The link between great companies and their core values

Getting the right people on the bus and in the right seats

The Hedgehog Concept – a model to identify your company’s focal point to create maximum value

How great company leaders differ

Why a great company is like a flywheel

Why some great companies fall from greatness

Cases and Group Discussion

This seminar includes group discussion of several cases.

Target Audience: Corporate financial managers

Level of Knowledge: Intermediate

CPE Credit: 4 hours group live

Area of Study: Management

Prerequisite: None

Advanced Preparation: None

Author: Dan Chenoweth

Acronym: GTG

Scheduling: Combine with *Ethics in the Real World* or *Financial Leadership* to make a full day program

This was an excellent course; I would highly recommend it to others.

- Ft. Wayne, IN

Know Your Cost

Double Your Profit

Companies with poor cost information make bad decisions about products that are not “average”. Poor information causes companies to overprice easy, high-volume “gravy” products and underprice difficult, low-volume “dog” products.

Regardless of whether your company sells goods or services, learn how to double your profit by giving the dogs to your competitor and keep the gravy for yourself.

Topics Discussed:

Understand Real Costs

- Why traditional approaches are inadequate
- How superior cost information can double your profit
- Make Activity Based Costing spreadsheet-easy
- Accurately understand overhead costs
- Recognize joint & by-products
- Add throughput costing to your toolbox

Accurately Assign Costs

- Product development and launch costs
- Occupancy costs
- Information technology costs
- Administrative costs
- Selling costs
- Excess capacity costs
- Interest and the cost of capital

Cases and Group Discussion

This seminar includes six exercises to facilitate group discussion.

Target Audience: Cost Accountants, Controllers & CFOs

Level of Knowledge: Intermediate

CPE Credit: 8 hours group live

Area of Study: Accounting

Prerequisite: This seminar is for degreed accountants who already have some cost accounting education and experience.

Advanced Preparation: Bring a calculator

Author: John L. Daly

Acronym: KYC

Scheduling: Schedule after *Pricing for Profitability* to make a 2-day series

Note: We previously marketed portions of this seminar under the title *Advanced Management Accounting*.

*Great presenter,
excellent use of
examples.*

- Portland, OR

Lean Accounting

Apply Lean Thinking to Financial Management

Pressures from many sources are forcing financial managers to seek ways to do more with less. Accountants everywhere are rethinking the way they manage.

This seminar will show you how to focus on accounting's customer and deliver more value, more effectively.

Topics Discussed:

- Understand the process of lean thinking
- View accounting processes from the user's perspective
- Implement a "pull" system for financial information
- Make accounting systems flow efficiently
- Eliminate processes that do not produce value
- Understand accounting for lean operations
- Develop a culture of continuous improvement

Cases and Group Discussion

This seminar includes group discussion of four cases.

Target Audience: CFOs, controllers and other corporate financial managers

Level of Knowledge:
Intermediate

CPE Credit: 4 hours group live

Area of Study: Bus. Mgt.

Prerequisite: None

Advanced Preparation:
Bring a calculator

Authors: John L. Daly &
Rick Van Es

Acronym: LA

Scheduling: Schedule this seminar with *Cases in Corporate Ethics* or *How Good Companies Become Great* to provide a full-day program.

The best CPE ever, in my opinion.

- W. Columbia, SC

Making the Deal

Fast-Paced Acquisition Case Studies

Your company has decided to grow through acquisitions or sell out and you will lead the due diligence team. Your team will value the company and then negotiate a deal with an opposing team. In your limited time, how do you determine and agree on a fair price. Where do you direct your focus? How do you get the other team off their positions? You will need to think on your feet. You will focus on the skills necessary to “make the deal,” such as forecasting, financial analysis, negotiating the deal, identifying due diligence red flags and thinking “outside-the-box.”

Fast-paced case studies will put you in the driver’s seat. What would you do? This seminar will address these issues, and more!

Topics Discussed:

- Identify red flags
- Make strategic decisions in real time
- Identify company culture issues
- Value businesses
- Negotiate the right price and Make the Deal
- Understand the keys to effective and efficient negotiation
- Prepare and review negotiation points
- Plan and execute a negotiation
- How to move the other side off their positions
- Turn Deal Breakers into Deal Makers

Cases and Group Discussion

Five seminar case studies from real-life transactions will immerse you in significant cash flow and “buy-sell” issues you must resolve. Time limits will generate real-life time pressures.

Target Audience: Finance and accounting professionals who seek to learn more about negotiating acquisitions and divestitures

Level of Knowledge:
Intermediate

CPE Credit: 8 hours group live

Area of Study: Finance

Prerequisite: None, although knowledge and understanding of ASC 805 (formerly FAS 141R) as well as how to forecast and/or model outcomes will be helpful.

Advanced Preparation:
Bring a calculator or laptop

Author: James R. Lambert

Acronym: MTD

Scheduling: Schedule with *Acquisitions to Grow the Business* to make a two-day series.



Metrics Management

Choose and Use Key Performance Indicators

Corporate financial managers have long struggled to drive results through their financial planning and control processes. This seminar shows how to build a framework for performance management, linking the company's high-level strategic objectives to performance metrics at the individual cost center or profit center level.

This session focuses on how to *move the dials* on every executive's dashboard.

Topics Discussed:

- Link long term strategy to short term financial plans
- Use benchmarking to determine what performance should be
- Translate corporate strategy into specific initiatives for responsibility center managers
- Take performance management to the responsibility center level
- Get the whole company pulling in the same direction

Cases and Group Discussion

This seminar includes five interactive exercises as a vehicle for group discussion.

Target Audience: Those who are, or aspire to be, upper level financial managers.

Level of Knowledge:
Intermediate

CPE Credit: 8 hours group live

Area of Study:
4 hrs Accounting
4 hrs Management

Prerequisite: None

Adv. Preparation: None

Author: John L. Daly

Acronym: MM

Scheduling: Schedule after *Driving Corporate Performance* or before *Process Improvement* to make a 2-day seminar series

This course was excellent! Thank you for offering financial management courses for CPAs in industry.

- W. Columbia, SC

Nonprofit Financial Management

Critical Competencies and Emerging Trends

Here you will find the financial management skills and business trends most critical for success in a nonprofit today. It boils down to delivering more efficient nonprofit financial management, more responsible governance, more robust accounting and controls, more effective resource management, and more useful performance management information.

Choose this seminar to stimulate your focus on how to add maximum value today and develop better strategy for tomorrow.

Topics Discussed:

Modern Nonprofit Business Environment

- Socioeconomic drivers of “nonprofit culture”
- Legal and regulatory nonprofit criterion
- Changing approach to nonprofit governance
- Major economic trends and challenges

Financial and Risk Management Processes

- Matching finance strategy to mission scope
- Fundraising program design and tools
- ROI for Nonprofits
- Integrating risk management programs

Nonprofit External and Internal Accounting

- Building a healthy money culture
- Quality control in six key accounting practices
- Essentials and best practices in cost accounting

Strategic Performance Management

- Nonprofit business models
- Nonprofit performance improvement concepts
- Nonprofit balanced scorecard design

Cases and Group Discussion

This seminar includes group discussion of five exercises or case studies.

Target Audience:

Controllers, CFOs, Nonprofit board members

Level of Knowledge:

Intermediate

CPE Credit: 8 hours group live

Area of Study: Management

Prerequisite: General knowledge of nonprofit business and financial conventions

Advance Preparation: None

Author: Diane D. White

Acronym: NPFM

Scheduling: Schedule along with *Driving Corporate Performance* or *Only Financial Officer* to make a 2-day series.

Excellent! Great information and very knowledgeable speaker.

- W. Columbia, SC

Only Financial Officer

Skills for Smaller Company Financial Managers

The title “Chief Financial Officer” is not an accurate description for what many financial managers do because the word “chief” implies that the company has more than one. This seminar covers four major topics of importance to the financial manager who must do it all.

We have designed *Only Financial Officer* to give financial managers in small to medium-sized companies the high-level skills needed to act as a member of top management.

Topics Discussed:

Resolve Ethical Conflicts

- Apply accepted standards
- Discuss tough issues and still keep your job
- Know what to do when talking fails

Do More with Less

- Eliminate errors
- Renew your most important resource
- Create an environment of continuous improvement

Understand Activity-based Costing

- Know your cost drivers
- Objectively assign overhead
- Understand the cost of products that are not “average”

Protect Your Company from Fraud

- Implement cost effective controls
- Prevent fraud
- Understand why inventory shrinkage may actually be a symptom of cash skimming

Cases and Group Discussion

This seminar includes group discussion of five cases.

Target Audience: For people who are the only degreed accountant in small to medium-sized companies

Level of Knowledge:
Intermediate

CPE Credits: 8 hours group live

Area of Study:

- 2 hrs - Ethics
- 2 hrs - Management
- 2 hrs - Accounting
- 2 hrs - Auditing

Prerequisite: None

Advanced Preparation:
Bring a calculator

Author: John L. Daly

Acronym: OFO

Scheduling: Schedule this seminar with *Create Reports that Matter* or one of our other seminars to make a 2-day series.

Wonderful class – very relevant

- Bloomington, MN

Presentation Skills for Success

Make Your Message Compelling

Presentation skills are essential to effective leaders, especially for CFOs who must tell their company's story to both internal and external audiences.

In this seminar, you will learn (1) to deliver presentations effectively and with confidence, (2) to take "big picture" information and make it relevant to specific audiences, and (3) to conduct an effective "Question and Answer" session.

Topics Discussed:

Audience Assessment

- Audience profile
- Five questions to answer before preparing your presentation

Message and Media

- What does the audience need to know?
- What is the best way to convey that message?

How to Get Your Points Across

- Identify your normal presentation style
- Deal with "Presentation Anxiety"
- Sell your ideas using four critical elements

Q&A Sessions

- Anticipate questions
- Field questions
- Handle disruptive behaviors

Practice and Critique

The only way to become an effective presenter is to practice. We will introduce concepts and examples then allow time for you to prepare a presentation using a topic of your own choosing to deliver. Participants will provide each other feedback for improvement.

Target Audience: Upper level financial managers

Level of Knowledge: Intermediate

Area of Study: Communications

CPE Credit: 8 hours group live

Prerequisite: None

Adv. Preparation: None

Author: Dan Chenoweth

Acronym: PSS

Scheduling: Schedule with *Risk Analysis and Management* to make a two-day series.

Great course. Very informative and helpful. Great class dynamics and structure. Very enjoyable.

- Bellevue, WA

Pricing for Profitability

Strategies & Techniques

Pricing professionals have long debated the importance of understanding value versus cost. This seminar will show you why BOTH are important and why choosing only a single pricing tool will leave a company exposed to frequent pricing mistakes.

Companies typically make their pricing mistakes on four types of products. This seminar will acquaint participants with a variety of pricing skills that will help make your company the “smart” competitor in any pricing situation.

Topics Discussed:

- Understand why choosing a single pricing technique can mean disaster
- Know why strategy development comes first
- Understand your customer value proposition to earn a superior profit
- Understand why companies mess up pricing products that are not “average”
- Create a competitive advantage through superior product cost knowledge
- Avoid being the “dumb” competitor
- Understand pricing ethics and law
- Develop effective quoting models
- Know why the company with the best cost information wins

Cases and Group Discussion

This seminar includes cases for group discussion.

Target Audience: We designed this seminar so that finance, marketing and engineering managers may attend together, intellectually challenging each group without getting them lost. Suggest financial managers also attend *Know Your Cost*.

Level of Knowledge:
Intermediate

CPE Credit: 8 hours group live

Area of Study:
1 hour Ethics
2 hours Accounting
5 hours Management

Prerequisite: None

Advanced Preparation:
Bring a calculator

Author: John L. Daly

Acronym: PFP

Scheduling: Schedule before *Know Your Cost* to make a 2-day series

Excellent! The speaker was very knowledgeable.

- Rocky Hill, CT

Private Company Accounting

More Changes on the Financial Reporting Horizon

In the next few months, accounting in the United States will change forever. While most financial professionals are aware of International Financial Reporting Standards' (IFRS) impact on public companies, many are not sensitive to the potential changes resulting from FASB's convergence project and the effect of proposed accounting standards for non-public companies.

Whether or not IFRS becomes the basis for U.S. accounting standards, the convergence and private company accounting changes impact activities well beyond financial reporting. Awareness of IFRS adoption efforts by the SEC is one thing; understanding how FASB's convergence project and private company reporting can affect your company is a very different issue. You cannot afford to miss this critical, entertaining and interactive course.

Topics Discussed

- The major convergence elements:
 - Revenue recognition
 - Lease accounting
 - Financial instruments reporting
 - Other Comprehensive Income presentation
- How convergence will change your basic financial statement presentation
- Potential alternatives for private companies
- The critical operations issues driven by these comprehensive changes
- Ten action items for you to take today as you prepare for the unpredictable times ahead.

Cases and Group Discussion

This seminar includes six group exercises.

Target Audience:

CFOs, controllers and managers involved with financial reporting

Level of Knowledge:

Intermediate

CPE Credit: 8 hours group live

Area of Study: Accounting

Prerequisite: None

Advanced Preparation: None

Author: Bill O'Brien

Acronym: PCA

Scheduling: To provide a multi-day series, schedule with *Corporate Finance Check-up* or *Fraud Alert!*



This was a fun and informative event. It kept me engaged throughout the whole course.

- Bellevue, WA

Process Improvement for Financial Managers

Enhance Your Bottom Line

Discover ways to make your company more profitable through process improvement. This fast-paced, interactive seminar will teach you how to use Big 4 consulting tools and process improvement analysis techniques to identify and implement cost saving opportunities through process reviews.

This course will make the experienced financial manager and the professional accountant more efficient and value-added in their respective fields.

Topics Discussed:

- Conducting process improvement analysis and reviews
- Using Big 4 process analysis tools
- Integrating a process improvement program into your routine finance function
- Practicing business process mapping techniques
- Using the Value Chain Analysis to evaluate business processes
- Learning the performance analysis 7 step method
- Considering the SOX 404/financial statement assertions impact in process analysis

Cases and Group Discussion

This seminar includes five case studies including a process improvement analysis case.

Excellent course! I loved the organization of the book and the instructor did a great job!

- Indianapolis, IN

Target Audience:

Controllers, cost accountants, internal auditors and other corporate financial managers

Level of Knowledge:

Intermediate

CPE Credit: 8 hours group live

Area of Study: Auditing

Prerequisite: None

Advanced Preparation:

Bring a calculator

Authors: Bill O'Brien and Jay Giannantonio

Acronym: PI

Scheduling: Schedule after

Fraud Alert! or *Metrics*

Management to make a two-day series.

Note: We previously offered portions of this seminar under the title *Performance Analysis*.



Risk Analysis and Management

What Every Financial Manager Must Know

In this turbulent world, risk management responsibility has fallen squarely on financial managers' shoulders. Audit committees and external auditors are asking questions they never asked before. We must prepare to give them answers! Gain insight about Enterprise Risk Management (ERM) and what professional standards say every company must do.

Topics Discussed

Business Risk Categorization

- What is "risk"?
- What are the categories of risk?
- Understand the COSO ERM model

Risk Assessment and Mitigation

- Understand risk control processes
- Receive an update on SOX risk management
- Assess risk: small vs. large companies
- Understand the financial manager's role
- Understand six risk management tools
- Know how to responsibly "frame" risk

Ethical Risk-Taking

- Take a brief quiz to determine if you are a risk-taker or a risk-avoider
- Know how ethics and risk concepts interrelate
- Learn risk management's behavioral aspects
- Know how much risk you can live with
- Understand factors that distort our perceptions in framing risk and making risk decisions

Cases and Exercises

This seminar includes five interactive exercises as a vehicle for group discussion.

Target Audience: Upper level financial managers

Level of Knowledge: Intermediate

Area of Study:
6 hours - Auditing
2 Hours - Ethics

CPE Credit: 8 hours group live

Prerequisite: None

Adv. Preparation: None

Author: Dan Chenoweth

Acronym: RAM

Scheduling: Schedule with *Chief Financial Officer* or *Only Financial Officer* to make a two-day series.

*Very thought
provoking. Great
course!*

- Bloomington, MN

Shorten Month-End

Closing Best Practices

Surveys show that the average North American company completes their monthly financial statement closing in five days. Some companies are able to close their books in one day or less. Yet, many financial managers who are pressured to shorten financial statement preparation time, still struggle with the balance between accuracy and speed.

This seminar will focus on three key aspects of every close and provide attendees with methods to prepare better quality financial information faster and cheaper.

Topics Discussed Include:

- Trends in financial statement closings including the Quick Close, Soft Close and Virtual Close.
- Review and discuss information systems' headaches that slow you down.
- Work through examples of close cycle "time killers" and how to resolve them.
- Get inventory and cost of sales under control.
- Identify the improvement projects that will yield the biggest benefit.
- Review what leading edge finance managers are doing to close faster.

Cases and Group Discussion

This seminar will use hands-on exercises and provide opportunities for group discussion of the issues relating to performing a quick financial statement closing.

Wow. Best class I've taken all year.

- Indianapolis, IN

Target Audience: Corporate Financial Managers

Level of Knowledge: Intermediate

CPE Credit: 4 hours group live

Area of Study:

Traditional: A&A

NASBA: Accounting

Prerequisite: None

Adv. Preparation: None

Author: John L. Daly
Jay Giannantonio

Acronym: SME

Scheduling: Schedule this half-day seminar with one of our other half-day seminars to provide a full day program.

Note: Some parts of this seminar previously appeared under the title *Quick Close Workshop*.



Skillful Negotiations

Getting the Most from Your Banker, Customers and Vendors

No one is born a skilled negotiator. However, you can learn negotiation skills with training and practice.

This seminar provides insights into how to handle negotiation situations that financial managers commonly encounter.

Participants Will Learn to:

- Negotiate bank lending agreements
 - Know the players in bank financing
 - Calculate debt capacity
 - Negotiate loan covenants
- Negotiate salaries
- Negotiate terms with customers and vendors

Topics Discussed:

- Why seek a Win-Win solution
- Why customers should always seek cost breakdowns and vendors should never give them
- Tips for:
 - Preparing for the negotiation
 - Making concessions
 - Responding to offers

Practice Negotiations and Discussion

This seminar includes five exercises including four practice negotiations.

Target Audience: CFOs, controllers and other corporate financial managers

Level of Knowledge:
Intermediate

CPE Credit: 8 hours group live

Area of Study:
Traditional: Mgt.
NASBA: Bus. Mgt.

Prerequisite: None

Advanced Preparation:
Bring a calculator

Author: John L. Daly

Acronym: SN

Scheduling: This seminar will work with most of our other full day seminars to make a multi-day series.

Really great seminar

- Troy, Michigan

Success in the Corporate World

Transition from Public Practice to Corporate Management

Every year thousands of professionals transition out of public accounting. No matter where these aspiring CPAs go, the realization is the same. They are not fully prepared for “life after the CPA firm”.

Newly transitioned employees want to make an immediate impact on their new organizations and the new organizations want them to contribute immediately. Economics mandates the efficiency of this process. Employers and employees alike cannot take their time to let this transition slowly evolve. They must mutually make it happen as soon as possible.

This seminar provides answers for accountants attempting to make the transition to the corporate world and the people who will supervise them. Learn directly from the stories of new CPAs who have recently transitioned from public accounting.

Topics Discussed:

- Common transitional short-comings
- The “What” and “How” of financial management credibility
- Conquering the Gen-Y leadership challenge
- Financial statement analysis basics: connecting the dots
- Lessons from recently transitioned CPAs
- Ten Keys for Transitional Success

Cases and Group Discussion

This seminar includes seven group exercises.

Target Audience: Financial professionals who have recently transitioned into the corporate world or anticipate doing so soon.

This seminar is also appropriate for the supervisors of younger professionals.

Level of Knowledge: Basic

CPE Credit: 8 hours group live

Area of Study:

Traditional: Management

NASBA: Bus. Mgt.

Prerequisite: None

Advanced Preparation:

Bring a calculator

Author: Bill O’Brien

Acronym: SCW

Scheduling: Schedule with

Financial Reporting or

Corporate Finance Check-up

to provide a 2-day series

*Great instructor.
Never looked at the
clock. Great class!*

- Phoenix, AZ

The 21st Century Director

Ethical and Legal Responsibilities of Board Members

The first years of the 21st century have seen unprecedented changes in the roles and demands on corporate and nonprofit directors. Board members now cope with ever fuller agendas, greater potential liability and demands by shareholders, regulators, activists and the government.

This seminar discusses the legal and ethical responsibilities of Directors and the special responsibilities of Audit Committee members.

Topics Discussed:

- The changing role of directors
- The impact of constituent activism on ethical and legal responsibilities
- The impact of recent business failures, Sarbanes-Oxley and Dodd-Frank
- The meaning of “*Fiduciary Duty*” and its impact on responsibilities
- The “*Business Judgment Rule*”
- The importance of directors and officers insurance and what to look for in policies
- Responsibilities of various committees
- Audit committee qualifications
- The Audit Committee “*Financial Expert*”
- The skills and experience needed for new board members
- How to work with your organization’s board
- How to be the best director you can be!

Cases and Group Discussion

This seminar includes group discussion of eight case studies.

Target Audience: This seminar is for those who serve, or aspire to serve, on a board of directors or finance professionals who work with the boards of their organizations. The seminar discusses public, private and not-for-profit boards.

Level of Knowledge:
Intermediate

CPE Credit: 8 hrs. group live

Traditional Area of Study

4 hrs. Ethics

4 hrs Bus. Management

Prerequisite: None

Adv. Preparation: None

Author: John F. Levy

Acronym: TCD

Scheduling: Schedule with one of our full day seminars such as *Acquisitions to Grow the Business* or *Finance and Innovation* to provide a 2-day series.

Great course, very interesting instructor, very good use of class participation.

- Norwood, MA

Planning a Conference?



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I'm here to help!

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August 2013 Edition