

2015
Catalog

Seminars for Corporate Financial Managers

Lively, Informative & Fun!

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

10 Best Rated Seminars

1. **Risk Analysis and Management** (RAM)
2. **Cases in Corporate Ethics** (CCE)
3. **Lean Accounting** (LA)
4. **Ethics in the Real World** (ERW)
5. **Financial Leadership** (FL)
6. **How Good Companies Become Great** (GTG)
7. **Corporate Finance Check-up** (CFC)
8. **Fraud Alert** (FA)
9. **Metrics Management** (MM)
10. **Chief Financial Officer** (CFO)

10 Highest Attendance Seminars

1. **Ethics in the Real World** (ERW)
2. **Cases in Corporate Ethics** (CCE)
3. **Nonprofit Financial Management** (NPFM)
4. **Critical Thinking Skills** (CTS)
5. **Ethics in Action** (EIA)
6. **Ethics and Sustainability** (ES)
7. **Corporate Finance Check-up** (CFC)
8. **Shorten Month-End** (SME)
9. **Creating the Best Projections You Can** (CBP)
10. **Chief Financial Officer** (CFO)



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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 2015, Executive Education will launch 4 all-new seminars, 4 major revisions and numerous new conference topics (highlighted in our Conference Catalog). Our new seminars include:

- **Annual Financial Management Spotlight:** 4 Current Topics
- **Cash Management Techniques, Systems and Solutions:** Make Your Money Work Harder
- **The Strategic CFO:** Big Picture Skills
- **The Tactical CFO:** Make Your Business Processes Work for You

Our **Annual Financial Management Spotlight** seminar is completely new every year. We don't update it – we completely replace it with 4 fresh topics.

Our new selections are sure to please your members.

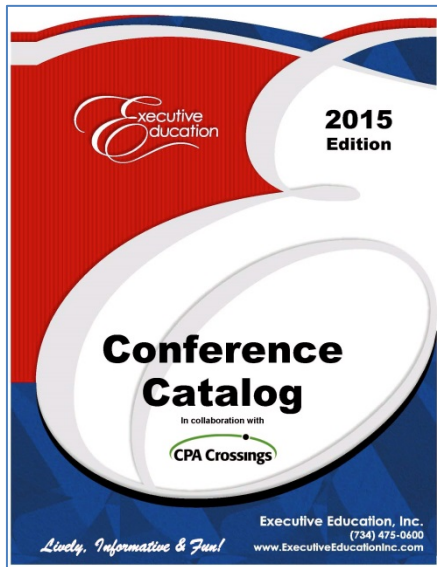
I'm here to help!

Nancy

Client Service Manager

E-Mail: Nancy@ExecutiveEducationInc.com

Office: 734-475-0600

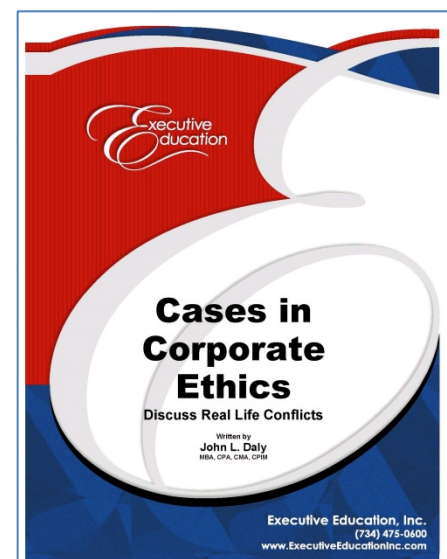


Need Conference Speakers?

See our **Conference Catalog** for a list of 50 and 100-minute keynote and conference breakout topics. We can provide a single speaker or provide the program for your entire conference!

Major Update

As always, our **Cases in Corporate Ethics** seminar gets a major update every year replacing approximately half the cases. Offer this seminar every year knowing your members can take this class every two or three years and discuss completely new cases each time..



Participant Feedback

The course exceeded my expectations in every way. Great discussion, great take-aways and the presentation provided insight into how I can tackle issues facing my work environment.

Indianapolis, IN

Completely enjoyed having Dan Chenoweth as the course instructor. He was very knowledgeable and weaved the right amount of real world experience into our discussions.

Greenville, SC

Excellent class!

Iselin, NJ

John Daly is the best presenter out there! He really knows his stuff.

Grand Rapids, MI

Excellent course, knowledgeable instructor. [John Levy] blends clear expertise with deep and relevant knowledge.

Roseland, NJ

Diane White...encouraged interaction with the group and kept on track. She was a very interesting speaker.

Evansville, IN

Very solid. Excellent knowledge of topic area. Great real-world examples.

Bloomington, MN

Stimulating and thought provoking...there was a lot of good information that we can apply to our company.

Ames, IA

Don Minges was one of the best presenters that I have ever heard. His subject knowledge plus presentation skills were the greatest. Please bring him back.

Indianapolis, IN

Informative and well presented.

Grand Rapids, MI

The event was very relevant with excellent materials and an excellent speaker.

West Columbia, SC

Bill O'Brien is probably the most interesting discussion leader I've had so far.

San Mateo, CA

Thought provoking and interesting.


Bloomington, MN

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Business Law Refresher <i>What Every Financial Manager Should Know</i>	BLR	8	Bus. Law	12
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Creating the Best Projections You Can <i>Insights and Techniques</i>		CBP	4	Accounting	17
Critical Thinking Skills <i>For Financial Professionals</i>		CTS	4	Mgt.	18
Ethics in Action <i>Protect and Defend</i>		EIA	4	Ethics	21
Ethics and Sustainability <i>Profit from Doing Good</i>		ES	4	Ethics	22
Ethics in the Real World <i>Living Values for Today</i>		ERW	4	Ethics	23
Financial Leadership <i>Create and Deliver Value</i>		FL	4	Mgt.	25
How Good Companies Become Great <i>Secrets to Success</i>		GTG	4	Mgt.	28
Lean Accounting <i>Apply Lean Thinking to Financial Management</i>		LA	4	Mgt..	30
Shorten Month-End <i>Closing Best Practices</i>		SME	4	Accounting	40

Fees **45**



All new seminar

Discussion Leaders



Virgie M. Ammerman, MBA, CPA, CITP, is President of 180 Medical Billing Services located in Portage, MI and teaches at Spring Arbor University. She has held financial leadership positions in both industry and public accounting for the past 16 years. Virgie serves on the Board of Directors for the Michigan Association of CPAs, as the Chair of the Controller's Task Force and as a member of the Michigan Comeback Task Force. Virgie is the current Foundation Chair and Past Treasurer of the Portage Rotary club.



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 North and South America, Europe and Asia. He has authored several articles providing tips for lawyers on how to draft plain-English contracts.



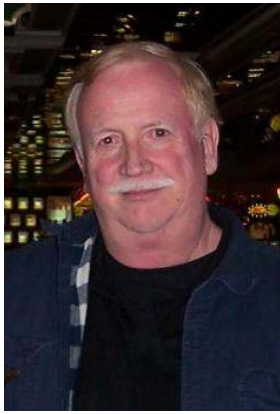
John L. Daly, MBA, CPA, CMA, CPIM, is a Chelsea, Michigan-based management consultant specializing in costing, pricing strategy and pricing model development. He has taught continuing professional education courses since 1995 and began doing ethics seminars two weeks before the Enron scandal. John has been CFO for a Tier 1 automotive parts supplier and a large restaurant chain and COO for a window treatments manufacturer and retailer. He authored the well-received book, *Pricing for Profitability*.



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 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 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 Sr. Financial Strategist for a public company working on issuing debt and equity and providing financial leadership on the IPO. He has financial and business leadership experience in mergers & acquisitions, tax strategies, 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 and 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 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 is the managing partner of Sylver CPA, PLLC.



Diane D. White, MBA, CPA, CMA, is a Beaufort, SC-based management and finance consultant experienced in for-profit and nonprofit business and finance leadership. She had senior vice president roles at Wachovia Information Services Corp. and Freddie Mac Information Services and CFO roles at Futures Industry Association and Workforce Resource, LLC, a nationwide residential mortgage finance service provider she helped start up in 2008. Diane recently retired from to enjoy the pleasures of Low Country life with her husband Jim.

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% of mergers fail to accomplish their intended purpose. This course helps CFOs, controllers and their advisors identify, negotiate and consummate mergers and acquisitions that create shareholder value while avoiding the many traps that 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.

The 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: Management

Prerequisite: None

Advanced Preparation: Bring a calculator

Author: John F. Levy

Acronym: AGB

Scheduling: Schedule with *The 21st Century Director, Finance and Innovation* or *Making the Deal* to make a two or three-day series.

Classroom interaction was fantastic and the materials structure was great.

— Atlanta, GA

Annual Financial Management Spotlight

4 Current Topics

Looking for a class that covers current topics in a fresh and interesting way? You've come to the right place! Each year Executive Education spotlights four current financial management topics. Miss this year's class and you have missed it forever!

Topics Discussed:

Spotlight on Power and Influence

- Identify strengths to build your personal power and positive impact at work
- Understand how to wield significant influence even when you lack formal authority

Spotlight on Accounting Standards

- FASB's new revenue recognition rules
- Changing lease accounting standards

Spotlight on Risk and Corporate Culture

- Learn risk management and internal control lessons from recent misdeeds and mishaps
- Know how corporate culture can prevent people from understanding their company's business model and doing the right thing
- Measure corporate candor to predict future market performance and excessive risk taking

Spotlight on Technology Tools

- Cool current apps
- Mobile devices and security
- What you should know about Office 365

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 Management
- 2 hrs Accounting
- 2 hrs Auditing
- 2 hrs Technology

Prerequisite: None

Adv. Preparation: None

Authors

- Diane D. White
- William F. O'Brien
- Dan Chenoweth
- Virgie Ammerman

Acronym: AFMS

Scheduling: This seminar will work well with most of our other seminars to make a two or three-day series. New editions are available after March 15th each year.



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 carry high risk. A manager who can successfully navigate difficult legal waters has a key competence, while 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 *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 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 real life cases.

Target Audience: Corporate financial managers

Level of Knowledge: Intermediate

CPE Credit: 4 hours group live

Area of Study: Ethics

Prerequisite: None

Advanced Prep: None

Author: John L. Daly

Acronym: CCE

Scheduling: Schedule with *Shorten Month-End* or *Lean Accounting* to provide a full-day seminar experience.

Note: This seminar has special Louisiana, Mississippi and New York editions.

Major Update

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

– Ft. Wayne, IN

Cash Management Techniques, Systems & Solutions

Make Your Money Work Harder

Are you managing your cash, or is your cash managing you? Can you effectively project cash position a week, month or year from now? This seminar demonstrates how to develop long and short-term cash management processes, allowing for restful nights and productive days.

This session provides timeless cash management techniques and strategies.

Topics Discussed:

Case studies and participant discussions will highlight these cash management issues:

- Manage cash electronically
- Encourage customers to pay faster
- Preserve cash and reduce costs by partnering with vendors to take advantage of their purchase discounts
- Identify dollars for capital improvements
- Understand working capital loan options
- Know how good cash management solutions make your company attractive to lenders
- Understand how to adjust your cash management strategy for economic conditions

Cases and Group Discussion

This seminar includes group discussion of three cases.

Target Audience: Corporate financial managers

Level of Knowledge: Intermediate

CPE Credit: 4 hours group live

Area of Study: Finance

Prerequisite: None

Advanced Preparation: None

Author: Virgie Ammerman

Acronym: CMT

Scheduling: Schedule with *Lean Accounting* to provide a full-day seminar experience.

Note: This seminar will be available after May 15, 2014.



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 selecting a banker
- 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 *Private Company Accounting* or *Fraud Alert!* to provide a 2-day series.

Presenter was excellent and the course was interesting. Mr. O'Brien conducted the session like a business meeting, with open conversation.

– Livonia, MI

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 customers' 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: Accounting

Prerequisite: None

Advanced Preparation: None

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

Acronym: CRM

Scheduling: Schedule with *Corporate Finance Update* or *Private Company Accounting* to create a two-day series.

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

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: 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 attribute poor choices to a leader’s assumed incompetence, inexperience, bad character or low intelligence – but reality is much more complex.

Understand what factors really cause most blunders. When business decisions go badly wrong, financial professionals usually find themselves deeply involved. This seminar provides conceptual and case study material to better equip you for the challenge.

Topics Discussed:

- Why critical thinking skills are so important to today’s financial professionals.
- How to evaluate critical elements of a leader’s decision-quality capability
- How to recognize factors that can sabotage decision-making by even highly capable people.
- How outstanding leaders use problem-finding skills to eliminate problem-solving drills
- How to develop an organization’s talent for preempting threats before they become disasters
- 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 half-day seminars to make a full-day program.

Driving Corporate Performance

The CFO's Role in Developing Competitive Advantage

Successful companies implement 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: Management

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

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 and a reader. Prevent your readers from sending your documents to the circular file because they are too much work to decipher. Write with clear purpose and enjoy the results and time saved..

Be part of the solution, not part of the problem – 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
- 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: Optional: Bring a one-page sample of your writing

Author: Jeannie Ballew

Acronym: EBW

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

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

- Bellevue, WA

Ethics in Action

Protect and Defend

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

- John L. Daly, Executive Education, Inc.

In the 1976 movie, *Network*, Peter Finch played a news anchor 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, many financial professionals feel the same way when we learn of foolish business decisions leading to a crisis.

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 we can restore trust in business and protect the integrity of our profession. 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.

Stewardship’s attributes and what accounting professionals can do to create corporations that are more responsible to ALL their stakeholders

Case Studies and Discussion

This seminar includes 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: EIA

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

Note: We previously offered this seminar under the title *Ethics and Our Profession*.

Great ethics seminar. In fact, one of the best I’ve been to in quite some time. Very much applicable to CPAs no longer practicing public accounting.

- Grand Rapids, MI

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 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 always get good stuff from Executive Education classes, but this one was the best yet for me!

Indianapolis, IN

Ethics in the Real World

Living Values for Today

Business ethics is not just something “nice to do.” It 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 well-grounded senses 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 recent, 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.

I have enjoyed every class I have taken with Dan. Best ethics course I've ever attended!

- Indianapolis, IN

Finance and Innovation

Reinvent Your Department and Organization

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.

Innovation is not solely the purview of marketing, sales, service or production. Financial managers can create organizations that thrive on innovation or kill new ideas. They may choose to help develop and maintain practices that nurture innovation or they can just maintain the status quo. Truly innovative finance professionals provide new and more meaningful and actionable information to all employees.

Topics Discussed

- How innovation happens
- Innovation metrics and how to report on innovation efforts
- How the use of technology and other simple techniques can foster and sustain innovation
- The difference between disruptive and sustaining innovation
- How to become more innovative on a personal level
- How to communicate and encourage innovation within your company

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: Management

Prerequisite: None

Advanced Preparation:
None

Author: John F. Levy

Acronym: FAI

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

Interactive, thought provoking and insightful. Fastest 8 hours of CPE ever for me.

- Minneapolis, MN

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?
- When breakthrough strategic planning is needed
- 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

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 in Action* 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

To successfully maintain effectiveness, today's financial leader must exhibit on-going credibility and adaptability. 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
- The ten attributes of financial management success and the thirteen 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* affect 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[seminar leader's] 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 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***.

Help your organization 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.

The class materials and Dan’s personal experiences and input made for an exceptional learning experience.

- Indianapolis, 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 spreadsheets
- Accurately understand overhead costs
- Recognize joint and 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*.

Very informative and well presented.

- Grand Rapids, MI

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 greater 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: Management

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

You will lead your company's due diligence team for sale or growth through acquisition. Your team will estimate the value of the target 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 financial analysis, including forecasting. Identify diligence red flags, think "outside-the-box" and then negotiate to "make the deal."

Fast-paced case studies will put you in the driver's seat. What would you do? This seminar lets you practice and prepare for real-life.

Topics Discussed:

- Identify red flags
- Make strategic decisions in real time
- Identify company culture issues
- Value businesses
- Negotiate a fair price
- Understand the keys to effective and efficient negotiation
- Prepare and review negotiation points
- Plan and execute a negotiation
- Turn Deal Breakers into Deal Makers
- Make the Deal!

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 simulate 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

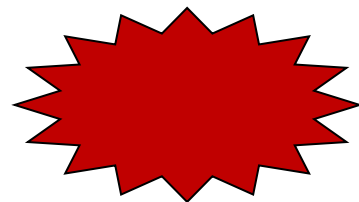
Prerequisite: None, although knowledge and understanding of ASC 805 (formerly FAS 141R) as well as how to forecast and/or model outcomes will be helpful.

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 performance management framework, 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. Learn how to deliver more: more efficiency, 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

Know Your Profit Drivers

- How does your company provide value?
- Know your cost drivers
- Differentiate “dogs” from “gravy”

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 and deliver a presentation using a topic of your own choosing. Participants will provide each other feedback for improvement.

Target Audience: Upper level financial managers

Level of Knowledge:
Intermediate

CPE Credit: 8 hours group live

Area of Study:
Communications

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 their 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 for finance, marketing and engineering managers to attend together, intellectually challenging each group while ensuring that all parties have a thorough understanding. We 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

New Directions, New Challenges

The convergence process is beginning to wind down. Both FASB and the IASB have issued new revenue recognition standards and lease accounting changes will soon follow. These changes will impact both public and private 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
- Reporting 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 *The Tactical CFO* or *Only Financial Officer* to make a two-day series.

Excellent. Very informative.

- Greenville, SC

Shorten Month-End Closing Best Practices

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

This seminar will focus on the key aspects of every close and provide attendees with methods to prepare better quality financial information more cheaply and in less time.

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 more quickly

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.

Target Audience: Corporate Financial Managers

Level of Knowledge: Intermediate

CPE Credit: 4 hours group live

Area of Study: Accounting

Prerequisite: None

Adv. Preparation: None

Author: John L. Daly

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*.

Wow. Best class I've taken all year.

- Indianapolis, IN

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: Management

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

The Strategic CFO

Big Picture Skills

Your financial accounting credentials do not automatically qualify you for a CFO role. Today's CFOs have skills that go far beyond financial accounting. Come share ideas with veteran CFOs and learn new techniques that will make you more effective now and long into the future.

Topics Discussed:

CFO's Role in Strategy Development

- Identify a source of competitive advantage
- Map your strategy
- Tie your strategy to performance metrics
- Execute your strategy

CFO's Role in Strategic Cash Management

- Know where and how to get money
- Set cash management policy
- Prevent cash management surprises

CFO's Role in Strategic Risk Management

- Identify possible exposure
- Evaluate consequences
- Prepare for the unexpected

CFO's Role in Strategic Financial Communications

- Why your board's "knowing nods" may be a bad sign
- Providing financial education to your stakeholders
- Telling your organization's story

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. We will focus discussions on medium-sized organizations.

Level of Knowledge:
Intermediate

CPE Credits: 8 hours group live

Area of Study:
2 hours Management
2 hours Finance
2 hours Auditing
2 hours Accounting

Prerequisite: None

Adv. Prep: None

Author: John L. Daly

Acronym: SCFO

Scheduling: Schedule with *The Tactical CFO* to make a 2-day series.

Note: This seminar will be available after March 15, 2015.



The Tactical CFO

Make Your Business Processes Work for You

Effective CFOs drive continuous improvements in their departments and beyond. Come share ideas with experienced CFOs that will allow you to improve your department's performance in four key areas.

Learn skills that will allow you to improve the effectiveness of your finance team and the company as a whole.

Topics Discussed:

Beyond Traditional Budgeting

- Substantially reduce financial planning effort
- Reduce politics in the planning process
- Make your numbers far more useful

Getting the Most from Your Information Systems

- Understanding user needs
- Make your software work for you
- Prevent errors before they occur

Data Analysis and Management

- "Run the numbers" on non-financial data
- Expand your tools outside Excel
- Use your analysis skills to transform your business

Compensation and Bonus Plans

- Know if you are paying the "right" wage
- Bonus plan design and management
- Motivating success with open book management

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. We will focus discussion on medium-sized organizations.

Level of Knowledge:
Intermediate

CPE Credits: 8 hours group live

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

Prerequisite: None

Adv. Prep: None

Author: John L. Daly

Acronym: TCFO

Scheduling: Schedule with *The Strategic CFO* to make a 2-day series.

Note: This seminar will be available after May 15, 2015.



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 increasing 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

Area of Study

4 hrs. Ethics

4 hrs 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.

Possibly the best CPE course I've taken.

Interesting material.

The instructor kept the class engaged all day.

- Bloomington, MN



Executive Education, Inc.

3855 Queen Oaks Drive

Chelsea, Michigan 48118-9703

Phone: (734) 475-0600

FAX: (734) 475-7145

For Further Information Contact:

Nancy J. Daly

Client Service Manager

E-Mail: Nancy@ExecutiveEducationInc.Com

Visit our Web Site: www.executiveeducationinc.com



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