

2020  
Catalog

# Knowledge for Financial Professionals

*Lively, Informative & Fun!*

**Executive Education, Inc.**  
(734) 475-0600  
[www.ExecutiveEducationInc.com](http://www.ExecutiveEducationInc.com)

# Big Changes!



Dear Friends,

I presented my first seminar in 1995 and my wife, Nancy, joined me in 2003, building a seminar company that has now reached 17 professional speakers. While I want to continue to speak, both of us have reached a point in our lives where we would like to spend less time in the office and pursue new adventures.

Executive Education, Inc. has always operated as a cooperative venture, developing partnerships with many individuals and seminar companies. Thus, it now makes sense to reconfigure those relationships with the goal of shifting our seminar management efforts to other people while continuing to make our seminar content, including our popular **CFO Series**, available to your members.

To accomplish this, my long-time colleague, Don Minges, has formed a new seminar group called **The Knowledge Institute**. Don's team will offer all of the content you are accustomed to scheduling with Executive Education for all speakers except me.

At Executive Education, our long-time colleague, Barbara Sullivan, will take over most of Nancy's scheduling and client service duties and handle scheduling me. This catalog covers only content that I will present personally. To schedule anyone else, please contact Don at **The Knowledge Institute**.

President

**E-Mail:** [Daly@ExecutiveEducationInc.com](mailto:Daly@ExecutiveEducationInc.com)

**Office:** 734-475-0600

**Mobile:** 734-223-2850

# New Contacts

Dear Friends,

I am going to substantially retire at the end of December. I will still handle much of Executive Education's internal accounting but will mostly step back from scheduling and seminar administration issues.

Here is who will help you in the transition and in the future:

## Scheduling and Logistics

For John Daly

- In the Interim – Barb or Nancy
- After January 1<sup>st</sup> – Barb Sullivan

For other speakers – Don Minges at **The Knowledge Institute**

## Contacts - Executive Education, Inc.

Barbara Sullivan – [Barb@ExecutiveEducationInc.com](mailto:Barb@ExecutiveEducationInc.com)

John L. Daly – [Daly@ExecutiveEducationInc.com](mailto:Daly@ExecutiveEducationInc.com)

Nancy J. Daly – [Nancy@ExecutiveEducationInc.com](mailto:Nancy@ExecutiveEducationInc.com)

734-475-0600

## Contacts - The Knowledge Institute

Don Minges – [Don@TheKnowledgeInstitute.com](mailto:Don@TheKnowledgeInstitute.com)

704-942-0413

I treasure the friendships I have made in the seminar business, but the time has come for John and me to spend less time in the office and more time following new adventures.



Retiring Client Service Manager

**E-Mail:** [Nancy@ExecutiveEducationInc.com](mailto:Nancy@ExecutiveEducationInc.com)

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**Nancy J. Daly**



**Barb Sullivan**



**Don Minges**

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## Participant Feedback

*The class was great. Enjoyed learning a different way to present financial information to various target groups.*

Duluth, GA

*Great CPE – Very interesting – Best CPE taken in a long time.*

Indianapolis, IN

*Course materials provide some great ideas/information to address changes and implement an action plan.*

Roseland, NJ

*Excellent! Very relevant – great information and very knowledgeable speaker and excellent presenter.*

West Columbia, SC

*Speaker is knowledgeable and flexible to group’s needs and interests.*

Des Moines, IA

*Great session! I learned a lot!*

Indianapolis, IN

# Speaker Bio



John L. Daly, **MBA, CPA, CMA, CPIM**, has been a professional speaker since 1995. He seeks to make every session lively, informative and fun using a combination of case discussion, lecture and peer-to-peer interaction. John has presented in 46 states and 5 provinces on topics that include Accounting, Finance, Management, Software and Ethics. He began presenting ethics two weeks before the Enron scandal broke. 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 is the author of ***Pricing for Profitability***, published by Wiley & Sons, as well as numerous professional articles.

# The CFO Series

The **CFO Series** provides a convenient, one-stop way for CFOs and those who aspire to be CFOs, to choose an entire year's worth of CPE with a single decision. The **CFO Series** consists of 20 two-hour topics spread over 5 days for a year's worth of CPE. Arrange all 40 credits you need by signing up for just one series. Each day consists of an expert, leading discussions about four different topics. The **CFO Series** features high-quality presentations and an interactive, executive level colleague-to-colleague approach.

The **CFO Series** has become very successful, attracting high registrations each day. Each day stands on its own.

**Cases and Group Discussion:** The **CFO Series** provides extensive case study analysis and many opportunities for group discussion.

**Target Audience:** This series is for people who are, or aspire to be, chief financial officers. We target the discussions to people in medium-sized organizations.

**Level of Knowledge:** Intermediate

**CPE Credit:** 8 per day - 40 hours group live

**Area of Study:**

- Day 1 – **Advanced Skills, Made Easy** - 6 hours Accounting & 2 hours Software
- Day 2 – **Developing Credibility** - 6 Bus. Management & 2 hours Accounting
- Day 3 – **Emotional Intelligence** - 6 hours Bus. Management & 2 hours Ethics
- Day 4 – **Cash Management** - 6 hours Accounting & 2 hours Bus. Management
- Day 5 – **Become More Effective** - 6 hours Bus. Mgt. & 2 hours Software
- Alternate Day 6 – **Corporate Performance Management** – 8 hours Accounting

**Prerequisite:** Management experience helpful

**Advanced Preparation:** Bring a calculator

**Authors:** Gary Cokins, John L. Daly, Richard A. Karwic, Don Minges and William F. O'Brien

**Acronym:** CFOS–20

**Scheduling:** Schedule 5 days together (one per month) to provide participants with a year's worth of CPE (40 hours). We will also schedule individual days under the title *Annual CFO Forum* (ACFOF)

**Notes:** We provide conference-style materials for the CFO Series consisting of cases and the presentation slides. The sponsoring association may provide these in either electronic or paper form. Event pricing for both CFOS and ACFOF is a fixed rate per day.



CFO Series Day 1

## Advanced Skills, Made Easy



Topics Discussed	Credits
<i>Advanced Planning: Balance Sheet and Cash Flow Projections</i>	2 Accounting
<i>Advanced Cost Accounting: Assigning Overhead</i>	2 Accounting
<i>Fixing Your Chart of Accounts</i>	2 Accounting
<i>Avoiding Death by PowerPoint: Create Better Presentations</i>	2 Software

**Discussion Leader:** John L. Daly

**Acronym:** CFOS1-20

**Scheduling:** Contact Barb Sullivan: [Barb@ExecutiveEducationInc.com](mailto:Barb@ExecutiveEducationInc.com)

CFO Series Day 2

## Developing Credibility



Topics Discussed	Credits
<i>Developing Credibility: Earn Respect for Yourself and Your Team</i>	2 Bus. Mgt.
<i>It's All About Action!</i>	2 Bus. Mgt.
<i>Effective Internal Reporting: Make Your Message Quick and Clear</i>	2 Accounting
<i>Financial Management: 10 Tips for Success and 13 Signs of Failure</i>	2 Bus. Mgt.

**Discussion Leaders:** Bill O'Brien, Tom Henry or Bob Mims

**Acronym:** CFOS2-20

**Scheduling:** Contact: [Don@TheKnowledgeInstitute.com](mailto:Don@TheKnowledgeInstitute.com)

CFO Series Day 3

## Emotional Intelligence



Topics Discussed	Credits
<i>Emotional Intelligence: The Critical Factor in Success</i>	2 Bus. Mgt.
<i>Motivating the Right Way: Get the Most from Your Staff</i>	2 Bus. Mgt.
<i>Business Ethics: Cases from the Real World</i>	2 Behavioral Ethics
<i>Don't Be the Messenger Who Gets Shot</i>	2 Bus. Mgt.

**Discussion Leaders:** Don Minges or Dana Johnson

**Acronym:** CFOS3-20

**Scheduling:** Contact: [Don@TheKnowledgeInstitute.com](mailto:Don@TheKnowledgeInstitute.com)

CFO Series Day 4

## Cash Management

New

Topics Discussed	Credits
<i>A/R and A/P: Effective Management Techniques</i>	2 Accounting
<i>Cash Management Techniques</i>	2 Accounting
<i>Cash Forecasting</i>	2 Accounting
<i>Better Meetings: Make Meetings Fun &amp; Productive</i>	2 Bus. Mgt.

**Discussion Leaders:** Richard A. Karwic or Don Minges

**Acronym:** CFOS4-20

**Scheduling:** Contact: [Don@TheKnowledgeInstitute.com](mailto:Don@TheKnowledgeInstitute.com)

CFO Series Day 5

## Become More Effective

New

Topics Discussed	Credits
<i>Critical Thinking for Financial Professionals</i>	2 Bus. Mgt.
<i>Effective Networking: Take Control of Your Career</i>	2 Bus. Mgt.
<i>The CFO's Role in Compensation and Bonus Plans</i>	2 Bus. Mgt.
<i>MS Word: Advanced Features</i>	2 Software

**Discussion Leaders:** John L. Daly, Richard A. Karwic, Don Minges or Bob Mims

**Acronym:** CFOS5-20

**Scheduling:** For John Daly, contact: Barb Sullivan – [Barb@ExecutiveEducationInc.com](mailto:Barb@ExecutiveEducationInc.com)

For other Discussion Leaders, contact [Don@TheKnowledgeInstitute.com](mailto:Don@TheKnowledgeInstitute.com)

**The five 2019 CFO Series days plus the following alternate day also will be available through December 2020.**

Alternate CFO Series Day 6

## Corporate Performance Management

Topics Discussed	Credits
<i>Corporate Performance Management</i>	2 Accounting
<i>Business Intelligence and Data Analytics</i>	2 Accounting
<i>Driver-Based Budgeting</i>	2 Accounting
<i>Effective Management Accounting</i>	2 Accounting

**Discussion Leaders:** Gary Cokins

**Acronym:** CFOS6-19

**Scheduling:** Contact: [Don@TheKnowledgeInstitute.com](mailto:Don@TheKnowledgeInstitute.com)

**We will provide detailed descriptions of each module to assist with your marketing efforts.**

## What Participants Say About the CFO Series

*Love this CFO Series!*

*Great program. Looking forward to participating next year.*

*Well done! Educational and entertaining.*

*I like the CFO series concept.*

*I really enjoyed the class. I liked the variety of topics presented. I also liked the cases.*

*Was an innovative approach to traditional CPE topics.*

*Great instructor! Made everything very interesting. This is one of the best CPE courses I have attended.*

*Would love to see more CFO type seminars.*

*The ethics segment of this course had the most interesting and lively conversations that I have ever experienced in an ethics course. The speaker was very interesting with many real-life examples for the entire day from his life and from the pages of the press. I liked it.*

*This was a wonderful series and I hope it is offered every year.*

# Annual CFO Forum

## 4 Select Issues

Due to the popularity of our five-day CFO series, we are now making it possible to schedule single CFO Series days under the title **Annual CFO Forum**. Each day consists of four topics. Choose the speaker and topic that works best for you.

1. **Advanced Skills Made Easy** – John L. Daly
2. **The Credibility Challenge** – Bill O'Brien
3. **Emotional Intelligence** – Don Minges
4. **Cash Management** – Richard A. Karwic
5. **Becoming More Effective** – John L. Daly
6. **Corporate Performance Management** – Gary Cokins

See the list of modules contained in each day on pages 7 & 8. Contact Barb@ExecutiveEducationInc.com or [DonMinges@gmail.com](mailto:DonMinges@gmail.com) for more complete descriptions.

## Cases and Group Discussion

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

**Target Audience:** People who are, or aspire to be, CFOs

**Level of Knowledge:**  
Intermediate

**CPE Credit:** 8 hours group live

**Area of Study:** See corresponding **CFO Series** day (pages 6 – 8).

**Prerequisite:** None

**Advance Preparation:** None

### Authors

Gary Cokins  
John L. Daly  
Richard A. Karwic  
Don Minges  
William F. O'Brien

**Acronym:** ACFOF

**Scheduling:** Schedule with two of our half day seminars to make a 2-day series.

**Note:** This event features conference style materials and has a fixed per day pricing.



# 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

**Advance Preparation:** None

**Author:** John L. Daly

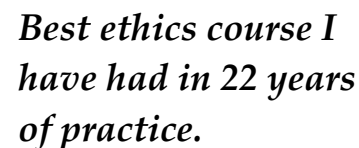
**Acronym:** CCE

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

**Note:** This seminar has special Louisiana and Mississippi editions.



**4 New Cases!**



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

- Ft. Wayne, IN

# Driving Corporate Performance

## The CFO's Role in Developing Competitive Advantage

Successful companies implement strategies that use their resources efficiently. By focusing on doing one thing well, organizations can create a competitive advantage that provides 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 strategies
- 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 discuss strategy and practice their skills.

**Target Audience:** For those who are, or aspire to be, upper level management

**Level of Knowledge:**  
Intermediate

**CPE Credit:** 8 hours group live

**Area of Study:** Bus. Mgt.

**Prerequisite:** None

**Advance Preparation:** None

**Authors:** John L. Daly &  
Rick Van Es

**Acronym:** DCP

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

*Very good discussions. Very relevant.*

- Des Moines, IA



# 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
- How to make Activity Based Costing spreadsheet easy
- Accurately understand overhead costs
- Recognize joint and by-products
- Add throughput costing to your toolbox

#### Accurately Assign Costs

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

### 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.

**Advance Preparation:** Bring a calculator

**Author:** John L. Daly

**Acronym:** KYC

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

*John's presentation style was excellent and ability to engage with others outstanding*

- Indianapolis, IN

# Metrics Management

## Choose and Use Key Performance Indicators

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 responsibility center level. The result will be an easier to use financial planning process that produces better projections and better control.

Learn 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
- Learn tips for taking performance management to the responsibility center level
- Discover best practices to 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:** Accounting

**Prerequisite:** None

**Advance Preparation:** None

**Author:** John L. Daly

**Acronym:** MM

**Scheduling:** Schedule after *Driving Corporate Performance* to make a 2-day seminar series.

*This topic was well thought out and presented. I was able to see how the items covered could be applied to a specialized industry.*

- W. Columbia, SC

# Only Financial Officer 3.0

## More 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 the company has more than one degreed accountant. This seminar covers four major topics of importance to the financial manager who must do it all.

We have designed **Only Financial Officer 3.0** 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:

#### Managing People

- Learn to inspire your people
- Create a collaborative environment
- Develop your team’s skills

#### MS Word Advanced Features

- Use feedback features to become a better writer
- Make your documents look more professional
- Learn time-saving tips

#### Pricing for Profitability

- Where organizations make pricing mistakes
- Why pricing must involve finance
- How finance can save the bottom line

#### Negotiating with Your Banker

- Be your bank’s best customer
- Understand your bargaining position
- Negotiate your covenants effectively

### 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:**  
6 hours: Bus. Mgt.  
2 hours: Software

**Prerequisite:** None

**Advance Preparation:** Bring a calculator

**Author:** John L. Daly

**Acronym:** OFO3

**Scheduling:** Schedule this seminar with *CFO Series* to make a 2-day series.

*The presenter’s real-life experiences added a lot of relevance to the discussion.*

- Livonia, MI

# Pricing for Profitability

## Boost Your Bottom Line

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 you with a variety of pricing skills that will help make your company the “smart” competitor in any pricing situation.

### Topics Discussed:

- Know why strategy development comes first
- Understand why choosing a single pricing technique can mean disaster
- Understand your customer value proposition
- Understand why companies miss-price 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

# Shorten Month-End Closing Best Practices

Surveys show that the average North American company completes its monthly financial statement closing in six days. However, some companies can close their books in one day or less. You don't have to sacrifice accuracy for speed. This session will show you how to close month-end faster, better 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 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

**Advance Preparation:** None

**Author:** John L. Daly

**Acronym:** SME

**Scheduling:** Schedule this half-day seminar with *Cases in Corporate Ethics* or *Staff Retention* to provide a full day program.

*Wow. Best class I've taken all year.*

- Indianapolis, IN

**Major Update**

# Staff Retention

## Attract and Keep the Best People

Does it seem like you spend far too much time recruiting? Do your people leave just as they become productive? If you think your turnover is because Millennials are different from earlier generations, you probably are not looking at the real source of your problem. Learn the changes you should make now!

### Topics Discussed:

- What a massive Gallup study says is the most important factor in employee retention
- How to prevent staff turnover
- Hear the logical reasons professionals leave
- Why exit interviews are a must
- What to do when people start defecting

### Cases and Group Discussion

This session includes three group exercises

*John is an outstanding discussion leader and presenter! I wish John held all of the live presentation CPE courses I take! He interacts very well with the group and he keeps things serious and studious, but light-hearted. I couldn't have been happier with the course!*

- Ft. Wayne, IN

**Target Audience:** Corporate and public practice managers who have professional staff working for them

**Level of Knowledge:**  
Intermediate

**CPE Credits:** 4 hours group live

**Area of Study:** Bus. Mgt.

**Prerequisite:** Management experience helpful

**Advance Preparation:** None

**Author:** John L. Daly

**Scheduling:** Schedule with *Cases in Corporate Ethics* or *Shorten Month-End* to make a full-day program.



# 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: Bus. Mgt.  
2 hours: Finance  
2 hours: Auditing  
2 hours: Accounting

**Prerequisite:** None

**Advance Preparation:** None

**Author:** John L. Daly

**Acronym:** SCFO

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

*This was the best,  
most interactive,  
most enjoyable CPE I  
have attended in a  
long time.*

- Manchester, NH

# 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 company.

### 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

#### The Finance Team of Tomorrow

- Whom do you serve?
- Create what the customer wants
- Design efficient processes
- Lead an effective team

#### Ten Tips for Successful CFOs

### Cases and Group Discussion

This seminar includes group discussion of five cases.

**Target Audience:** Those who are, or aspire to be CFOs.

**Level of Knowledge:**

Intermediate

**CPE Credits:** 8 hours group live

**Area of Study:**

2 hours: Accounting

4 hours: Technology

2 hours: Bus. Mgt.

**Prerequisite:** None

**Advance Preparation:** None

**Author:** John L. Daly

**Acronym:** TCFO

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

*John is an excellent speaker and keeps me engaged on the various topics.*

- Manchester, NH

# Keynote Addresses and Conference Breakout Sessions



## Accounting, Auditing, Finance & Economics

### Advanced Cost Accounting: Assigning Overhead

#### *Accounting*

Organizations that use primitive costing methods make predictable mistakes, allocating too much cost to easy, high-volume "gravy" products and too little cost to difficult, low volume "dog" products. This puts the organization with inferior information at a significant disadvantage against a competitor who has a better cost model. The secret to having a great cost model is learning how to deal with overhead.

This session will show you how to assign 16 key categories of overhead. Whether you work in a wholesale, retail, health care, service or manufacturing business. Get your costing right and you will be able to give the "dogs" to your competitors and keep the "gravy" for yourself.

*This was very informative. Absolutely fantastic. I would love to see John Daly back again next year.*

- Bloomington, MN

# Advanced Planning: Balance Sheet and Cash Flow Projections



New

## *Accounting*

Unless you expect your organization to be stable in the short, medium and long term, you need to understand how to create long-term balance sheet and cash flow projections. Growing organizations must know whether they will have the resources to execute their business plan. Struggling organizations need to know if they will have the cash to survive. This session will increase your organization's ability to see its future and increase the confidence that your CEO, Board and bank have in you.

# Beyond Traditional Budgeting: Reduce Work and Improve Control

## *Accounting*

Many financial managers wage a constant struggle to keep their projections current and keep their operating managers engaged and focused on their budgets. This session will show you how to use performance metrics to reduce forecasting work and improve financial control and manager engagement in their department's numbers.

# Build Your Personal Net Worth

## *Finance*

By the nature of our work and training, financial professionals are more sophisticated than the general population about their own personal finances. However, sometimes we spend so much time planning our company's future that we neglect or defer taking steps to build our own personal net worth. If you are dissatisfied with the speed that you are accumulating savings, this session will help put you on the right track. Even if you are meeting your goals, this session will provide insights and ideas that will add to and reinforce what you may already be doing.

# The CFO's Role in Enterprise Risk Management

## *Auditing*

Corporate risk management is under increasing scrutiny from auditors, regulators, and shareholders. Properly managed, an organization's risk management process embraces opportunity and avoids hazards. When risk is improperly managed, the organization's value can plummet, and key executives resign in disgrace. While nominal risk management responsibility rests with the board of directors, boards increasingly turn to the CFO to lead risk management efforts. This session will help you take a leading role.

*The discussion leader was outstanding – actually one of the best.*

- Indianapolis, IN

# Closing Best Practices: Shorten Month-End

## *Accounting*

Surveys show that the average North American company completes its monthly financial statement closing in six days. However, some companies can close their books in one day or less. You don't have to sacrifice accuracy for speed. This session will show you how to close month-end faster, better and cheaper.

# Communicating Financial Information to Non-Accountants

## *Accounting*

Do you ever get blank looks when you present your company's financial statements? Does your board nod knowingly during your presentation, but never seems to have any meaningful questions? It could be that they have no idea what you are talking about and are just pretending to understand! Learn how to connect with your CEO, board, fellow managers and team members so they understand your message. Come hear a veteran CFO tell you how.

# COSO Update: Changing Risk Management Standards

## *Auditing*

COSO provides the accounting profession's definitive risk management standards, which continue to evolve. COSO guidelines provide a strong foundation for assessing and mitigating risk. The latest revisions help organizations design and implement risk management processes, addressing both operational and compliance objectives. Following the guidelines does not guarantee you will never have risks, but it does increase the probability you will anticipate and mitigate risks before they occur. COSO recommends organizations quickly transition their control evaluations, tools and documentation to the latest framework. This session shows you how.

# Driving Performance with Metrics

## *Accounting*

Do you struggle to keep budgets current in the face of an ever-changing business climate? Do you recognize that actual spending can be far from what a department's spending *should* be? Twenty-first century performance metrics reduce work, reduce politics, provide flexibility and substantially improve the performance management process. This valuable session will show you how to drive organizational performance using these powerful techniques.

# Financial Analysis: EVA and the Altman-Z Score

## *Finance*

Do you want to brush up your financial analysis skills? This session focuses on two sophisticated analysis tools – EVA and the Altman-Z Score. EVA is the most accepted financial metric used by boards to evaluate the CEO and management team.

Companies commonly use the Altman-Z Score to evaluate credit risk. Understand why these metrics might belong in your analytical toolbox.

# Fixing Your Chart of Accounts

## *Accounting*

A well-organized chart of accounts supports robust responsibility reporting, makes it easy to answer "what if?" questions and helps eliminate data entry errors. However, many organizations cling to the primitive practices of a half-century ago that impose barriers to developing budgets, holding people accountable, gathering useful data and keeping errors from creeping into financial statements.

Best practices today look little like the examples you may have seen in business school. If you sense that your general ledger could do far more, this session will show you how to fix your problems.

# Inventory Accounting: GAAP, Software and Variance Recognition

## *Accounting*

Need to strengthen your inventory accounting skills? This session will help you get there quickly! The session focuses on the basics: inventory GAAP, inventory software, and methods for dealing with variances. Join inventory accounting veteran John L. Daly for this informative session.

# Know Your Cost – Double Your Profit

## *Accounting*

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.

This guy was absolutely fantastic. Down to earth, sincere, gave great and understandable examples. Relaxed, approachable. Materials excellent, organized.

- Fargo, ND



# Pricing for Profitability: How Finance Can Save the Bottom Line

## *Accounting*

Three things can happen in pricing, and two of them are bad. Overpriced products are a missed opportunity, whereas underpriced products give away your products at a loss. When sales and accounting personnel fail to work together, the company risks becoming its industry's "dumb" competitor. Accountants involved in pricing can help the company understand the difference between "dog" and "gravy" opportunities with knowledge that directly translates into often vastly improved profitability. You will leave this session understanding why the company with the best cost information wins!

# Protecting Your Company From Fraud

## *Auditing*

Fraud affects almost every company eventually. Insiders perpetrate most fraud, often continuing for years without detection. Most organization's change their systems after detecting a fraud. Why not consider changes now that could prevent a considerable loss. This session will provide insights, which could save your organization a lot of money!

# Risk Analysis and Management

## *Auditing*

In this turbulent world, risk management responsibility has fallen squarely on financial management's shoulders. Audit committees and external auditors are asking questions they never asked before. We must prepare to give them answers! Come get insights about Enterprise Risk Management (ERM) and what standards such as the COSO ERM model say every organization must do.

## Ethics

# Cases in Corporate Ethics: Real Life Dilemmas

## *Regulatory Ethics*

Anyone who has ever attended a lecture-format ethics session knows there is a better way. This session examines real world ethical dilemmas that others have encountered. Sometimes professionals handle their situations skillfully; sometimes they are left wondering "what happened?" long after the fact. Get prepared before something happens to you. Once you have taken a case-based ethics session, you will never want anyone to listen to someone just read you the rules ever again.

# Corporate Ethics Cases in Diversity and Inclusion

## *Regulatory Ethics*

The AICPA Code of Professional Conduct makes it clear that workplace harassment and discrimination is unacceptable but gives little further guidance. Other behavior standards can help us fill the gaps. This session will discuss cases involving ethical issues relating to diversity, sexually hostile work environments, gender identity, and discrimination.

# Devious Ethics: Dealing with Snakes in Suits

## *Behavioral Ethics*

Good people believe everyone else is just like them. We cannot imagine someone could con us or our company and have no guilt or remorse. Lack of guilt and empathy are key traits of a psychopath. Experts estimate one out of 25 executives is a psychopath and may initially appear to be more normal than the rest of us. Psychopaths may present a convincing picture of virtue while helping themselves to money, status and sex, leaving a path of shattered expectations, empty wallets, and broken hearts in their wake. Learn how to recognize and deal with others who have no conscience.

# Resolving Ethical Conflicts

## *Regulatory Ethics*

At some point in his or her career, every financial manager will face the choice of doing the right thing or taking the easy way out. Skillful handling of an ethical conflict can make a big difference in your career's trajectory.

This session discusses:

- Standards and techniques for resolving ethical conflicts
- How to have a conversation about a tough issue and still keep your job
- What to do when talking fails

This session could save your job and your career!

*The speakers I felt were extremely effective in getting their points across while capturing my attention.*

- Carmel, IN

*Excellent targeted ethics course that is very practical. Very enjoyable presentation, and John is an excellent presenter who is able to engage the audience.*

- Vancouver, BC

## Business Management

### 5 Business Books in 100 Minutes

#### *Business Management*

You know you should read some business books, but finding time is often hard to do. Come get a 20-minute executive summary of five business books. This session makes it easy to catch up with the latest thinking in five very different topics. We change the mix all the time. Recent sessions have included, **Leaders Eat Last, Snakes in Suits: When Psychopaths Go to Work, Zero to One, Thinking Fast and Slow, The Little Book of Bullet-Proof Investing** and **Quiet: The Power of Introverts in a World that Can't Stop Talking**. Save time, learn the key lessons of five business books in just 100 minutes.

### The CFO's Role in Developing Competitive Advantage

#### *Business Management*

Boards are increasingly looking to CFOs to participate in, if not drive, corporate strategy. Most financial professionals can identify a strategy that provides a competitive advantage when they see one but may not know where to look for it. In this session, veteran CFO John L. Daly will lead you through the strategy development process and show you how to turn your organization's search for competitive advantage into reality.

### Critical Thinking for Financial Professionals

#### *Business Management*

What were they thinking? Why do business leaders sometimes make horrible decisions that severely damage themselves and their organizations? It is tempting to assume that a poor choice must be due to a leader's incompetence, inexperience, bad character, or low intelligence – but such easily attributed factors generally aren't the true cause when leaders blunder. In such situations, many turn to finance and accounting professionals for evaluation, answers, remedies, and solutions for improved future decision-making.

### Doing More With Less

#### *Business Management*

Do you have too much to do and not enough time to do it? Running efficient accounting and finance functions is not rocket science, but it does require that you get the simple things right. This session covers issues that you may not have thought about but can deeply affect your financial department's operations.

# Effective Networking: Take Control of Your Career

## *Business Management*

It is not who you know, but who knows you. You land jobs, win clients, make sales and get promotions based on your visibility within your company, industry and business community. According to several studies, 70-75% of all new jobs are found through networking. Despite knowing that we should network, the prospect of talking to other people in a room full of total strangers or making new phone contacts may terrify us.

The unknowns scare us most of all. This session will help you find the courage to network by preparing you for that phone contact or networking event. We will talk about what to say, how to say it and most importantly, why you will do your most effective networking when you listen a lot more than you talk. The skills from this session can put you on the path to networking like an expert.

# Financial Management: 13 Tips for Success, 10 Signs of Failure

## *Business Management*

Today's effective financial leader must establish on-going credibility and adaptability to be effective. Finance professionals operate in a landscape of constant flux, yet financial management's fundamental success skills do not vary. Hear a veteran financial executive discuss why some financial managers succeed while others fail.

# Lean Accounting: Doing More With Less

## *Business Management*

Many accounting departments generate volumes of information that are of little use to anyone. Lean Accounting begins with examining user needs and focusing effort on the financial management activities that provide the organization real value. Come hear how to improve accounting processes while reducing effort required.

# Managing People: Conquering the Soft Side of Your Job

## *Business Management*

Financial managers rarely are fired due to lack of GAAP or tax knowledge. They get fired because they fail at the people side of their job. An accountant with good people management skills can rise to CEO, but if you can't manage and develop people, your career scope will be very limited. Attend this session to gain people management insight from C-Suite veteran John L. Daly.

# Negotiating with Your Banker: Get the Best Deal

## *Business Management*

Some CFOs think that your banker's proposal is a "take it or leave it" proposition. We can negotiate banking relationships just as we would with any other vendor. This session will discuss how to tell your organization's story, why you should regularly communicate with multiple banks, and how to put yourself in the strongest possible bargaining position. Issues discussed include loan terms, interest rates, covenants, and owner guarantees. If your organization needs bank financing, this session is for you.

# Open Book Management: Making it Work in the Real World

## *Business Management*

Some organizations create extraordinary success by broadly sharing financial information with team members at all levels. Others have tried and failed. This session discusses how real-world organizations have transformed their cultures using open book management. You will gain insight into what works and what does not, learning how giving team members a stake in the action can motivate everyone to create company performance far beyond anyone's expectations.

# Prepare for a CFO Role

## *Business Management*

Many accountants spend their early career trying to develop technical skills, yet a surprising proportion of public company Chief Financial Officers don't even have an accounting degree. What does it take to become a CFO and be successful once you get there? Whether you are early or late in your career, this session will provide valuable insights. Come hear stories of a real world CFO's successes and failures.

# Pricing Strategies: Find the Right Fit for Your Products

## *Business Management*

A logical pricing strategy exists for every situation, but different situations call for different strategies. While choosing the right strategy does not guarantee success, choosing the wrong strategy usually guarantees failure. Attend this session to gain insights into common pricing strategies and learn where your organization's products belong.

*The real-world examples are wonderful and extremely helpful. John was very knowledgeable and was a very good presenter.*

- Manchester, NH

# Profit Improvement: Ten Tips

## *Business Management*

When a company experiences poor financial performance, the financial person is often the first to go. Whether times are good or bad, asking the tough questions and making sure the organization is efficient and stays efficient are part of the financial manager's job. Proactive efforts by financial management can prevent the need to "catch up."

This session provides 10 techniques for improving your company's bottom line.

# Reinventing the Finance Role

## *Business Management*

When everything you must accomplish seems overwhelming, it is often hard to see the big picture. Step back and understand your role as others do. Your board, CEO, peers and the rest of the organization are customers for the information you create.

Understanding their perspective will change how you gather, process and distribute information. It will change your focus from dealing with the past to collaborating with others to make the future happen. As a result, you will work more efficiently and will be far more valued. This session will help stimulate your way of thinking about your own position and the department you run.

# Staff Retention: Attract and Keep the Best People

## *Business Management*

Does it seem like you spend far too much time recruiting? Do your people leave just as they become productive? If you think your turnover is because Millennials are different from earlier generations, you probably are not looking at the real source of your problem. Learn the changes you should make now!

# Understanding Value from the Customer's Perspective

## *Business Management*

When a company has a unique, well-differentiated product, understanding value from the customer's perspective becomes the most important factor in profitable pricing. Yet, many organizations adopt a "value pricing strategy" without having performed the analysis to understand either how much they could get for their products or the minimum acceptable price.

This session discusses four techniques for understanding value.

*My takeaways were lots of the leadership ideas I learned today.*

- Indianapolis, IN



## Software and Technology

# Avoiding “Death by PowerPoint”: Create Better Presentations



### *Computer Software*

We have all suffered through some awful PowerPoint presentations. When a speaker has hundreds of slides with hundreds of words on each slide, we wish we could just lie down and take a nap. This session will help prevent YOU from being that speaker.

Veteran speaker and presentation editor John L. Daly will show you the characteristics of good and bad presentations, walking you through a process to create a presentation that keeps your audience awake rather than retreating for another cup of strong, black coffee.

# Getting the Most from Your Information Systems

### *Information Technology*

Are your information systems working for you or are you working for your information systems? Your information systems can make your job go smoothly or make your life miserable. In which world would you rather work?

This session provides insights into selecting, installing and using information systems. Even if new software is not in your future, this session will give you insights into improving your current systems, making them far easier to use.

# Make Your Information Systems Work for You

### *Information Technology*

The first few decades of computerized accounting systems failed to result in any accounting costs reductions and many financial professionals had the vague impression that they were working for the computer system rather than the other way around. The last 25 years have yielded great cost savings for companies who use their information systems effectively. However, many organizations are getting far less from their accounting systems than they should. This session will help stimulate your thinking about how to make your accounting system work for you!

# MS Word: Advanced Features

### *Computer Software*

Financial professionals are often Excel experts but are unaware of MS Word tools that can save time and make their written communications considerably more professional looking and easier to read. This session covers tools you have probably never used and others you may not be using correctly. Your whole department could use this course!



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