



# Seminars for Corporate Financial Managers

SEMINAR CATALOG  
**2020**



THE  
**KNOWLEDGE  
INSTITUTE**



## Only the Name is New! Same Trusted, Proven Discussion Leaders and Quality Content!

Dear Friends,

We formed The Knowledge Institute because we **love** to lead seminars. As you know, the amazing leader and founder of Executive Education, John Daly, decided to cut back on his speaking engagements beginning in 2020 and we support him 100%. John and Nancy Daly want to spend less time in the office so they can pursue new adventures. Kudos to them both! John assembled a gifted team of speakers who worked with Executive Education and every one of those speakers wants to continue to serve you and serve the terrific professionals who want to learn and enhance their professional skills. In essence, The Knowledge Institute is a spinoff of Executive Education. We want the transition to be seamless for all.

Just like Executive Education, The Knowledge Institute is a cooperative venture, developing partnerships with many individuals and seminar companies. The Knowledge Institute will create new content and also share the content developed with Executive Education, including the popular CFO Series, which is available to your members.

Please contact Don Minges directly for scheduling and questions at [Don@TheKnowledgeInstitute.com](mailto:Don@TheKnowledgeInstitute.com) or 704-942-0413.

I look forward to working with you and helping your professionals become even more amazing.

Cheers,

Don Minges, Principal

**E-Mail:** [Don@TheKnowledgeInstitute.com](mailto:Don@TheKnowledgeInstitute.com)

**Mobile:** 704-942-0413



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★ Courses marked with a star are brand new, or have significant updates for 2020



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★ Courses marked with a star are brand new, or have significant updates for 2020

# 1 INTRODUCTION

## 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

See our website for Video Testimonials: [www.TheKnowledgeInstitute.com](http://www.TheKnowledgeInstitute.com)

## DISCUSSION LEADERS



**Bob Mims, CPA**, is a financial consultant and VP Finance for promising enterprises. For 20 years, Robert has worked with numerous startup ventures and nonprofits in the roles of Strategic Planning, Business Modeling, Controller and CFO. His focus is understanding the fundamentals of profitability. Robert worked ten years as a Big Four a Senior Assurance Manager, earning National Instructor of the Year on three occasions. Robert has served on FASB Advisory committees and is based in Memphis, TN.



**Brian Maturi, MBA, CA**, has over 35 years' financial management experience in the UK and US, including five years with Deloitte Touche and over 20 years with BorgWarner, Inc. where he was a divisional VP-Finance and Corporate Director of Risk Management. His favorite topics include ERM, management accounting and currency, commodity and interest rate hedging. Brian holds a bachelor's in Economics, an MBA and is an English Institute of Chartered Accountants fellow.



**Dana Johnson, PhD, CPA, CMA**, and several ASQ certifications, has over thirty years of experience with a variety of industries (primarily the automotive industry) as a management consultant and educator for Fortune 100 companies and many SMEs. She is an adjunct professor for Michigan Tech and owns Johnson Professional Services LLC. Johnson has been a keynote speaker, frequent presenter at conferences and is well published in many journals. Her business is based in Minneapolis, MN.



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



## DISCUSSION LEADERS (continued)



**Gary Cokins, MBA, CPIM**, is an internationally recognized author and speaker. He spent 30 years working with the consulting practices of Deloitte, KPMG, EDS and SAS. Gary has a BS in Industrial Engineering from Cornell University and an MBA from Northwestern University's Kellogg School of Management. His most recent books are *Performance Management: Integrating Strategy Execution, Methodologies, Risk, and Analytics* and *Predictive Business Analytics* published by Wiley and Sons.



**Jeanne M. Ballew, MA**, is founder and president of Jeanne M. Ballew Training and Development, a company dedicated to honing employee communication skills. She also owns and operates Edit Prose, a company providing editing and book coaching services to both fiction and nonfiction writers. She has trained over 25,000 people in areas such as business writing, assertive communication, presentation skills, listening skills, meeting facilitation and diversity.



**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 nine years' experience with three large, national public accounting firms and has served as CFO of both public and private companies. John currently serves on the boards of three public companies, serving as vice chairman of one company and audit committee chair of another. He graduated from the University of Pennsylvania's Wharton School of Business.

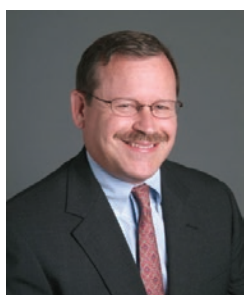


**Paul R. Harrison, MBA, CPA, CFP®** is a veteran financial professional with industry experience in securities, financial planning, and software. Today, he teaches accounting at the University of Denver and has a CPA practice focusing on financial accounting, tax, fraud prevention and ethical management. Paul has an MBA from the University of Colorado and lives in Denver.

## DISCUSSION LEADERS (continued)



**Richard A. Karwic, MBA**, has served as a management consultant for the most recent 10 years, after serving for 15 years as Chief Financial Officer for several diverse businesses in a wide variety of industries. He also served as Vice President of Mergers & Acquisitions for a mid-cap investment banking firm. Richard has worked in over 100 businesses, including divisions of Fortune 1,000 companies such as Stanley – Black & Decker, Parker Hannifin, Pfizer, and Linatex Corporation of America, where he also served on the Board of Directors. Mr. Karwic has been leading seminars since 1999 and has lectured at Western New England College. His business practice is based in Wethersfield, CT.



**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.



**Tom Henry, MBA, CPA**, has spent over 20 years in several CFO roles and in 2009 was named “CFO of the Year” by the *Tampa Bay Business Journal*. Tom also worked with a regional public accounting firm and with Arthur Andersen. Tom has been making presentations since 1982, including; client events, presentations to business and industry groups, testifying as an expert witness, teaching accounting/finance to executives, and teaching at the State College of Florida. Tom's mission is to help others learn and improve. Tom holds an active Florida CPA license and is based in Sarasota, FL.



**William F. O'Brien, MBA, CPA**, is a financial management consultant and educator with over 40 years' 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, control, financial analysis, cash management, managerial accounting and financial reporting in both domestic and international settings. Bill has served on the faculties of Santa Clara University and San Jose State University.



## DISCUSSION LEADERS (continued)

### Where Are We From?

Our Discussion Leaders are located in twelve states: Arizona, California, Colorado, Connecticut, Florida, Massachusetts, Michigan, Minnesota, New Jersey, North Carolina, Tennessee and Texas.

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### The Amazing John Daly!

Everyone at The Knowledge Institute owes John Daly a debt of honor. He taught us to be effective Discussion Leaders, skills we bring to The Knowledge Institute. The Knowledge Institute can help you schedule the amazing John Daly, or please feel free to contact John Daly and Executive Education directly and cut out the middleman.



**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.

To schedule John Daly, contact Barb Sullivan at 734 475 0600 or [Barb@ExecutiveEducationInc.com](mailto:Barb@ExecutiveEducationInc.com)

## About the CFO Series

The CFO Series provides a convenient, proven, one-stop solution 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 twenty (20) two-hour topics spread over 5 days for a year's worth of CPE. Schedule all 40 CPE credits members 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 material for each CFO Series is **new** every year.

The CFO Series has been very successful, attracting high registrations each day. Each individual day of the Series 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

**Acronym:** CFOS-20

**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 - Inside and Outside the Organization - 6 Bus. Management & 2 hours Accounting
- **Day 3:** Emotional Intelligence - What Makes Great Leaders Great? - 6 hours Bus. Management & 2 hours Ethics
- **Day 4:** Cash Management – Managing the Lifeblood of Your Business - 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. Participants should have at least six months of industry experience and thorough knowledge of financial accounting principles and practices. Participants with the title of Financial Analyst, Accountant, Senior Accountant, Manager, Controller, Director, Treasurer, Accounting Manager, CFO, CEO, or similar roles, will benefit.

**Advanced Preparation:** Bring a calculator or a laptop, and your questions on the subject matter.

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

**Scheduling:** Schedule 5 days together (roughly 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).

*Note* - 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
Advanced Planning: Balance Sheet and Cash Flow Projections	2 Accounting
Advanced Cost Accounting: Assigning Overhead	2 Accounting
Fixing Your Chart of Accounts	2 Accounting
Avoiding Death by PowerPoint: Create Better Presentations	2 Computer Software & Applications

★NEW★

**Discussion Leader:** John L. Daly, Tom Henry, Bill O'Brien, Brian Maturi or Don Minges

**Acronym:** CFOS1-20

**Scheduling:** Contact Don@TheKnowledgeInstitute.com. For John Daly, contact Barb Sullivan – Barb@ExecutiveEducationInc.com

### CFO Series Day 2: Developing Credibility – Inside and Outside the Organization

Topics Discussed	Credits
Developing Credibility: Earn Respect for Yourself and Your Team	2 Business Management & Organization
It's All About Action!	2 Business Management & Organization
Effective Internal Reporting: Make Your Message Quick and Clear	2 Accounting
Financial Management: 10 Tips for Success and 13 Signs of Failure	2 Business Management & Organization

★NEW★

**Discussion Leaders:** Bill O'Brien, Dana Johnson, Richard Karwic, Tom Henry, Paul Harrison, Brian Maturi or Bob Mims

**Acronym:** CFOS2-20

**Scheduling:** Contact Don@TheKnowledgeInstitute.com

### CFO Series Day 3: Emotional Intelligence – What Makes Great Leaders Great?

Topics Discussed	Credits
Emotional Intelligence: The Critical Factor in Success	2 Business Management & Organization
Motivating the Right Way: Get the Most from Your Staff	2 Business Management & Organization
Business Ethics: Cases from the Real World	2 Behavioral Ethics
Don't Be the Messenger Who Gets Shot	2 Business Management & Organization

★NEW★

**Discussion Leaders:** Don Minges, Dana Johnson, Bob Mims, Tom Henry, Bill O'Brien, Paul Harrison or Richard Karwic

**Acronym:** CFOS3-20

**Scheduling:** Contact Don@TheKnowledgeInstitute.com

## CFO Series Day 4: Cash Management - Managing the Lifeblood of the Business

Topics Discussed	Credits
A/R and A/P: Effective Management Techniques	2 Accounting
Cash Management Techniques	2 Accounting
Cash Forecasting	2 Accounting
Better Meetings: Make Meetings Fun & Productive	2 Business Management & Organization

**Discussion Leader:** Richard A. Karwic, Paul Harrison, Brian Maturi, or Don Minges

**Acronym:** CFOS4-20

**Scheduling:** Contact Don@TheKnowledgeInstitute.com

## CFO Series Day 5: Become More Effective!

Topics Discussed	Credits
Critical Thinking for Financial Professionals	2 Business Management & Organization
Effective Networking: Take Control of Your Career	2 Business Management & Organization
The CFO's Role in Compensation and Bonus Plans	2 Business Management & Organization
MS Word: Advanced Features	2 Computer Software & Applications

**Discussion Leaders:** John L. Daly, Bill O'Brien, Don Minges, Tom Henry, or Bob Mims

**Acronym:** CFOS5-20

**Scheduling:** Contact Don@TheKnowledgeInstitute.com. For John Daly, contact Barb Sullivan – Barb@ExecutiveEducationInc.com

## Alternate CFO Series Day 6: Corporate Performance Management

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

**Discussion Leader:** Gary Cokins

**Acronym:** CFOS3-20

**Scheduling:** Contact Don@TheKnowledgeInstitute.com

*The 2020 CFO Series days above will be available through December 2020. 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 – Both Inside and Outside the Organization** – Bill O'Brien
3. **Emotional Intelligence; Why are Great Leaders Great?** – Don Minges
4. **Cash Management, The Lifeline of Your Business** – Richard A. Karwic
5. **Become More Effective!** – John L. Daly
6. **Corporate Performance Management** – Gary Cokins

See the list of modules contained in each day on pages 10 - 11. Contact Don@TheKnowledgeInstitute.com or Barb@ExecutiveEducationInc.com for more complete descriptions.

### Cases and Group Discussion:

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

*I liked the topics. They held my attention. This format makes for a good course.*

- Indianapolis, IN

**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 10 – 11).

**Prerequisite:** Participants should have at least six months of industry experience and thorough knowledge of financial accounting principles and practices. Participants with the title of Financial Analyst, Accountant, Senior Accountant, Manager, Controller, Director, Treasurer, Accounting Manager, CFO, CEO, or similar roles, will benefit.

**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 opportunities for group discussion.

### 4 Most Overlooked Business Risks: Preparing for the Future

We tend to focus on fighting today's fires without spending adequate time on bigger, more important risks inherent in today's inter-connected, competitive world. This seminar drills down into four commonly overlooked business risks, looking at how to anticipate, manage, mitigate or exploit them. We will discuss the professional obligations of the board and executive management to assess risks and the responsibility of internal and external auditors to evaluate the adequacy of these assessments.

#### Topics Discussed:

##### Systemic Risk

- The mega-trends facing organizations today

##### Strategic Risk

- Five signals of "de-maturity" in an industry
- Is your company ready to respond?
- Ten ways to integrate risk mgmt. into strategy

##### Culture Risk

- Can measuring candor be tied to investor risk?
- The Rittenhouse Method of predicting market performance
- Correlating candor with market performance

##### Management Continuity Risk

- Does your organization risk operational disruption due to a key personnel loss?
- Risk management's role in management continuity planning

#### Cases and Group Discussion:

This seminar includes group discussion of at least five cases and exercises.

**Target Audience:** Upper level corporate financial managers, internal auditors and public practice CPAs concerned about risk in their own business or who advise clients on risk management issues.

**Level of Knowledge:**  
Intermediate

**CPE Credit:** 8 hours group live

**Area of Study:** Auditing

**Prerequisite:** Minimum of six months of risk management experience or training. Participants should have at least six months of industry experience and thorough knowledge of financial accounting principles and practices.

**Advance Preparation:** None

**Author:** Dan Chenoweth

**Acronym:** MOBR

**Scheduling:** To make a two-day series, schedule with *Corporate Finance Check-up* or *Strategic CFO*

*A good course. I liked the fact that we could have a very open discussion.*

- Grand Rapids, MI

## 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 officer's 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:** 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 hours group live

### Area of Study:

4 hours: Behavioral Ethics

4 hours: Business Management & Organization

**Prerequisite:** Participants should have at least six months of industry experience and thorough knowledge of financial accounting principles and practices.

**Advance 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.

### 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, despite 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
- Valuing 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:** Business Management & Organization

**Prerequisite:** Participants should have at least six months of industry experience and thorough knowledge of financial accounting principles and practices.

**Advance Preparation:** Bring a calculator

**Author:** John F. Levy

**Acronym:** AGB

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

Qualifies for ABV  
(Accredited in Business  
Valuation specialist) training.

*One of the best of all time.  
Enjoyably maintained.*  
- Boca Raton, FL

## Balance Sheet Management: The Least Understood Risk?

Most organizations manage their income statement, but many virtually ignore the balance sheet until balance sheet problems create seemingly insurmountable emergencies. This session discusses how to analyze and manage your financial statements more holistically, allowing you to identify and correct balance sheet issues early. How do you choose whether to raise debt or equity? What are the key considerations and the advantages of each? What is the cost of capital? What are the 'hidden' balance sheet risks? We will also examine several crucial ideas you can incorporate into your analyses to enhance performance and reduce risk. If you want to enhance your corporate finance skills, this session is for you.

### Program Content and Topics Discussed:

- Understanding and analyzing your balance sheet today and in the future.
- Deliberately plan the structure of your balance sheet!
- Intentionally managing your balance sheet to reduce risk.
- Understand your cost of capital.
- Interpret your cost of capital.
- Properly balance debt and equity versus other funding sources.
- Know the balance sheet pitfalls and risks to avoid.

Understand the analysis and decision-making process through real-world examples and five interactive case discussions.

**Target Audience:** CEOs, CFOs, Controllers, business owners, Board members, corporate financial managers, and professionals who advise them.

**Level of Knowledge:**  
Intermediate

**CPE Credit:** 4 hours.

**Field of Study:** Finance

**Prerequisites:** Some corporate finance classwork or experience would be helpful. Participants should have at least six months of industry experience and thorough knowledge of financial accounting principles and practices. Participants with the title of Financial Analyst, Accountant, Senior Accountant, Manager, Controller, Director, Treasurer, Accounting Manager, CFO, CEO, or similar roles, will benefit.

**Advanced Preparation:** None.

**Author:** Don Minges

**Acronym:** BSM

**Scheduling:** Schedule with *Business Ethics* or *Value a Business* or *Ethics in The Real World* or *Shorten Month End* or *Staff Retention* to provide a full day session.



### Build Your Team: Get Results

Is teamwork the ultimate competitive advantage? Every manager's primary purpose is to lead a team. This seminar will help you get every member of your team on the same page, improve performance and realize the potential of the talent you have.

#### Topics Discussed:

##### Poor Teamwork's Symptoms

- Myths about teamwork
- Lessons from great teams
- Discuss the Five Dysfunctions of a Team

##### Steps to Improve Teamwork

- Establish clear expectations
- Assess each individual and the team as a whole

##### Leadership

- Key duties and attributes of a true leader
- How a good leader can improve teamwork

##### Action Plans to Enhance Teamwork

- Your take-home 15 step plan to improve teamwork
- How to gain commitment
- Create an action plan to harness teamwork

#### Cases and Group Discussion:

This seminar includes ten case studies for group discussion.

*The speaker's enthusiasm for the subject and personal experiences added to our learning. I will definitely attend other courses he is leading.*

- Roseland, NJ

**Target Audience:** Corporate financial managers

**Level of Knowledge:**  
Intermediate

**CPE Credit:** 8 hours group live

**Area of Study:** Business Management & Organization

**Prerequisite:** Participants should have at least six months of industry experience and thorough knowledge of financial accounting principles and practices.

**Advance Preparation:** Be prepared to discuss examples of optimal examples teamwork and unacceptable examples of teamwork.

**Author:** Don Minges

**Acronym:** BYT

**Scheduling:** Schedule with *The Strategic CFO* or the *CFO Series* to provide a two-day series.

## Business Ethics: Cases from the Real World

Being consistently ethical is a challenge. Most of us have had to make tough choices. This session will discuss real world cases involving thorny ethical dilemmas and how to resolve them. Being ethical is not the same as complying with the law and ethical issues are not always black and white. This session will review different professional ethical standards. What does integrity mean in the office? If you want to learn lessons from the best in a short time, this session is for you. Participate in engaging dialogue about how to prepare for the inevitable ethical situations. These lessons are valuable for every business leader.

### Topics Discussed:

- Why are ethics so complicated?
- What trade-offs must we make to solve ethical predicaments? What can we do?
- Should you speak up or be quiet?
- What do I do when I find myself in an ethical predicament?
- What are fundamental ethical principles for a businessperson?
- Is ethics situational? What is the Fraud Triangle?
- How do we resolve ethical issues?

### Cases and Discussion:

This seminar features six case discussions and one group discussion of real-life ethical situations.

**Target Audience:** Corporate financial managers, business owners, entrepreneurs and professionals who advise them, including CFOs, Controllers, Corporate Financial Managers, Directors, CPAs, and Managers.

**CPE Credits:** 4 hours group live

**Program Level:** Intermediate

**Delivery Method:** Group Live

**Field of Study:** Behavioral Ethics

**Prerequisites:** Some corporate finance classwork or experience. Participants should have at least six months of industry experience and thorough knowledge of financial accounting principles and practices.

**Author:** Don Minges

**Advance Preparation:** None.

**Acronym:** BE

**Scheduling:** Combine with *Valuing a Business* or *Good To Great* to make a full day program.

*Best Ethics class I have ever taken! Finally, one that was fun. Thanks!*  
- Bloomington, MN

## Cases in Corporate Ethics: Discuss Real Life Conflicts

Anyone who has ever attended a lecture-format ethics seminar knows there is a much 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 regularly introduce new case selections to this seminar. 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:** Behavioral Ethics

**Prerequisite:** Participants should have at least six months of industry experience and thorough knowledge of financial accounting principles and practices.

**Advance Preparation:** None

**Author:** John L. Daly

**Acronym:** CCE

**Scheduling:** Schedule with *Shorten Month-End* or *Staff Retention* or *Value a Business* or *Critical Thinking Skills* to provide a full-day seminar experience.

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

*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 productive days and restful nights.

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 discussions of three cases.

*Good content, very well-prepared materials and [presenter] was knowledgeable as well.*

- Des Moines, IA

**Target Audience:** Corporate financial managers

**Level of Knowledge:** Intermediate

**CPE Credit:** 4 hours group live

**Area of Study:** Accounting

**Prerequisite:** Participants should have at least six months of industry experience and thorough knowledge of financial accounting principles and practices. Participants with the title of Financial Analyst, Accountant, Senior Accountant, Manager, Controller, Director, Treasurer, Accounting Manager, CFO, CEO, or similar roles, will benefit.

**Advanced Preparation:** None, bring a laptop if you have one, or a calculator. *Required.*

**Author:** Virgie Ammerman & Richard A. Karwic

**Acronym:** CMT

**Scheduling:** Schedule with one of our other half-day classes to provide a full-day seminar experience, e.g., *Business Ethics* or *Shorten Month End* or *Cases in Corporate Ethics* or *Valuing a Business* or *Balance Sheet Management*.

### 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:

##### Financial Statement Analysis – The Core Tool

- Conducting the analysis
- Fundamental approaches
- Horizontal analysis
- Vertical analysis

##### The CFO and Integrated Planning

- The integrated planning process
- The planning pyramid
- Situation analysis

##### Operating Metrics for Success

- Things that can be counted
- Business performance management
- Value chain analysis
- The balanced scorecard

##### Forecasting as a Valuation Tool

- The critical component
- 5 steps to success
- The valuation process
- The capital asset pricing model
- A bottom-line approach

##### Banker Selection

- Cash management
- Banker relationship

##### 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:**  
Intermediate

**CPE Credit:** 8 hours group live

**Area of Study:** Finance

**Prerequisite:** Participants should have at least six months of industry experience and thorough knowledge of financial accounting principles and practices.

**Advance Preparation:** None, preferably bring a laptop if you have one, or a calculator.  
*Required.*

**Author:** Bill O'Brien

**Acronym:** CFC

**Scheduling:** Schedule with *The Strategic CFO, Build Your Team, Private Company Accounting* or *Fraud Alert!* to provide a 2-day series.

*Thank you for providing  
quality CPE...  
that was relevant to my  
business needs.*

- Augusta, GA



## Create Reports that Matter: Turn Information into Action!

Financial managers at all levels produce volumes of reports every year. Unfortunately, not all 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

#### Connect with Others

- 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:** Participants should have at least six months of industry experience and thorough knowledge of financial accounting principles and practices.

**Advance Preparation:** Bring examples of the financial reports produced by your business.

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

**Acronym:** CRM

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

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

*Great class – got a lot  
of relevant and useful  
information!*

- Bloomington, MN

### 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 the 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:** Business Management & Organization

**Prerequisite:** Participants should have at least six months of industry experience and thorough knowledge of financial accounting principles and practices.

**Advance Preparation:** None

**Author:** Diane D. White

**Acronym:** CTS

**Scheduling:** Schedule with any of our half-day seminars to make a full-day program, e.g. *Value a Business* or *Staff Retention* or *Balance Sheet Management* or *Cases in Corporate Ethics* or *Business Ethics* or *Good to Great*.

*The speaker was very engaging... His presentation was informal, allowing members to comment during various discussion topics... provided added value.*

- Indianapolis, 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:** Business Management & Organization

**Prerequisite:** Participants should have at least two years of industry experience and thorough knowledge of financial accounting principles and practices.

**Advance Preparation:** None

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

**Acronym:** DCP

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

*Very good discussions.  
Very relevant.  
- Des Moines, IA*

### 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 professionals

#### Level of Knowledge:

Intermediate

**CPE Credit:** 8 hours group live

**Area of Study:** Communications & Marketing

**Prerequisite:** Participants should have at least six months of industry experience and thorough knowledge of financial accounting principles and practices.

#### Advance Preparation:

Highly recommended: 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

## Ethical Leadership: Power, Influence, Integrity and Trust

Leaders naturally wield power and influence at work – but not all use those invaluable tools with integrity. Leaders are constantly tempted to abuse their power, sometimes in ways that inflict great harm.

Betraying trust can destroy careers, whole organizations and lives. This is why trust is a top prerequisite for principled and ethical leadership. Trust changes everything. Research shows that leaders who continually work to earn and keep authentic trust reap enormous payback in all aspects of doing business.

This session explains how leaders get comfortable with the dynamics and application of power and influence. You'll learn the risks and consequences of misusing power and why "winning" so often really means losing. We'll examine the AICPA Code's *integrity* standard and other professional standards pertinent to appropriately exercising power and influence.

### Ethics & Trust

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

### Spotlight on Power and Influence

- Identify strengths to build your personal power and increase positive impact at work
- Understand how to wield significant influence even when you lack formal authority
- How to speak to be heard and get results

### Cases and Group Discussion:

This seminar will include group discussion of at least three real life cases.

### Target Audience:

Corporate financial managers

### Level of Knowledge:

Intermediate

**CPE Credit:** 4 hours group live

**Area of Study:** Behavioral Ethics

**Prerequisite:** Management experience helpful. Participants should have at least six months of industry experience and thorough knowledge of financial accounting principles and practices.

**Advance Preparation:** None

**Author:** Diane D. White

**Acronym:** EL

**Scheduling:** Schedule with *Critical Thinking Skills*, *Balance Sheet Management*, or *Good to Great* to make a full day program.

*Diane White is a very dynamic, intelligent, and skilled Discussion Leader. I would definitely like to take more seminars led by her!*

- Raleigh, NC



## 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.

We will walk through eight steps to create an ethical business culture and learn specific ways financial managers can make better ethical decisions.

### Topics Discussed

- The Four Causes of Unethical Business Behavior
- 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
  - Teach employees the basic tools of ethical decision making
  - Back your code with enforcement
  - Factor values into every important organizational activity and decision
- Ethical Leadership – Attributes and Practices

### Case Studies and Discussion:

Includes several group case discussions.

### Target Audience:

Corporate financial managers

### Level of Knowledge:

Intermediate

**CPE Credit:** 4 hours group live

**Area of Study:** Behavioral Ethics

**Prerequisite:** Participants should have at least six months of industry experience and thorough knowledge of financial accounting principles and practices.

**Advance Preparation:** None

**Authors:** Dan Chenoweth & Richard A. Karwic

**Acronym:** ERW

**Scheduling:** Schedule with *Shorten Month End*, or *Valuing a Business*, or *Critical Thinking Skills* or *Good to Great* to make a full day program.

*One of the best ethics courses I've attended – very practical information.*  
- Little Rock, AR

## Ethics in Action: Protect and Defend

*"The integrity of business depends on the integrity of its accountants."*

- John L. Daly

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, when we learn of foolish business decisions leading to a crisis, we financial professionals may feel the same way.

### Topics Discussed

Look at a recent history of corporate misdeeds:

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

How we can restore trust in business and protect the integrity of our profession. Three lines of defense:

- Financial Managers
- Internal Auditors
- External Auditors

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 features several discussions 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:** Behavioral Ethics

**Prerequisite:** Participants should have at least six months of industry experience and thorough knowledge of financial accounting principles and practices.

**Advance Preparation:** None

**Author:** Dan Chenoweth

**Acronym:** EIA

**Scheduling:** Schedule with *Valuing a Business* or *Shorten Month-End* or *Balance Sheet Management* to make a full day program.

*Best ethics class in my experience. Thanks!*  
- Coralville, IA

### 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 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:** Behavioral Ethics

**Prerequisite:** Participants should have at least six months of industry experience and thorough knowledge of financial accounting principles and practices.

**Advance Preparation:** None

**Author:** John F. Levy

**Acronym:** ES

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

*John did a wonderful job presenting. His style was helpful, and he is very professional. I would attend his presentations in the future.*

- Livonia, MI

## Finance and Innovation: Reinvent Your Department and Company

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

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, 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:** Business  
Management & Organization

**Prerequisite:** Participants should have at least six months of industry experience and thorough knowledge of financial accounting principles and practices.

**Advance 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.*

### Fraud Prevention: Loss Prevention and Control

*Fraud Prevention* 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 more than \$3.5 trillion per year. This same study estimated that normal audits discover only about 11% of fraudulent acts, compared to 19% discovered by accident.

This seminar examines various types of fraud 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:** Participants should have at least one year of industry experience and thorough knowledge of financial accounting principles and practices.

**Advance Preparation:** Bring a calculator

**Author:** Bill O'Brien

**Acronym:** FP

**Scheduling:** Schedule with one of our other full-day seminars, such as *Create Reports that Matter* or *Finance and Innovation* or *Build Your Team*, to make a 2-day series.

*The speaker is top notch. Very engaging and interesting.*  
- Macon, GA

## Heartfelt Leadership: How Ethical Leaders Build Trusting Organizations

Leaders provide the culture, environment, values and incentives that foster and encourage change. Most importantly, great leaders create environments of trust which allow employees to challenge, innovate and work as teams. In a rapidly changing world, heartfelt leaders build great organizations. In this session, we will discuss the qualities of great leaders and how you can become a great and heartfelt leader, no matter your title or place in an organization.

### Topics Discussed:

- Can ethics be defined? How?
- Are there business ethics?
- How to identify ethical issues?
- Deciphering your ethical code
- Why ethical behavior is good for your business?
- How to make ethical decisions
- Defining leadership
- Why trust matters?
- Differences between leaders and managers
- Why we need trustworthy leaders?

### Case Studies and Discussion:

The course material includes group discussion and case studies.

**Target Audience:** Those who have attained, or aspire to attain, management positions

**Level of Knowledge:**

Intermediate

**CPE Credit:** 4 hours group live

**Area of Study:** Behavioral Ethics

**Prerequisite:** Participants should have at least six months of industry experience and thorough knowledge of financial accounting principles and practices.

**Advance Preparation:** None

**Author:** John F. Levy

**Acronym:** HFL

**Scheduling:** Schedule with one of our other half day seminars to provide a full day.

*I really like the presentation style of this class. Definitely a different perspective rather than the traditional ethics courses I have taken.*

- Des Moines, IA



### 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:** Business Management & Organization

**Prerequisite:** Participants should have at least two years of industry experience and thorough knowledge of financial accounting principles and practices.

**Advance Preparation:** None

**Author:** Dan Chenoweth

**Acronym:** GTG

**Scheduling:** Combine with *Balance Sheet Management* or *Value a Business* or *Cases in Corporate Ethics* or *Business Ethics* or *Shorten Month-End* to make a full day program.

*This was one of the best CPE classes that I have taken – very useful and interesting - great class!*  
- 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 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 capital

### Cases and Group Discussion:

This seminar includes six exercises to facilitate group discussion.

**Target Audience:** Cost Accountants, Controllers, Financial Leaders and CFOs

**Level of Knowledge:**  
Intermediate

**CPE Credit:** 8 hours group live

**Area of Study:** Accounting

**Prerequisite:** Designed for those with a minimum of six months experience in cost accounting. Participants should have at least six months of industry experience and thorough knowledge of financial accounting principles and practices.

**Advance Preparation:** Bring a calculator or a laptop.

**Author:** John L. Daly

**Acronym:** KYC

**Scheduling:** Schedule after *Metrics Management* or *Only Financial Officer* 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:** Participants should have at least six months of industry experience and thorough knowledge of financial accounting principles and practices.

**Advance Preparation:** None

**Author:** John L. Daly

**Acronym:** MM

**Scheduling:** Schedule with *Driving Corporate Performance* or *Strategic CFO* 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: Business Management & Organization  
2 hours: Computer Software & Applications

**Prerequisite:** Participants should have at least six months of industry experience and thorough knowledge of financial accounting principles and practices. Participants with minimal support staff will benefit the most.

**Advance Preparation:** Bring a calculator

**Author:** John L. Daly

**Acronym:** OFO3

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

## Predicting the Future: 21st Century Budgets and Projections

We all make predictions in our personal and professional lives. We base our decisions to marry, buy a house, launch a new product or hire staff on expectations about the future. How can we use best practices and current research to improve our ability to predict the future?

We will examine current best practices in forecasting to help us prepare better budgets and projections. We will also examine budgeting pitfalls and ways to avoid budget traps. We will discuss the risks that cause actual results to vary from our predictions and discuss methods to deal with both known and unknown risks.

### Topics Discussed:

#### Making Predictions

- Why great predictions are not intuitive?
- How to separate correlation from causation?
- How to recognize and overcome bias?
- Who is Thomas Bayes and why he matters?

#### Becoming a Great Predictor

- Why the ability to doubt helps?
- Why it is better to be a fox than a hedgehog?
- How non-conformists change the world
- Learn from the past without hindsight bias

#### Creating Great Projections and Budgets

- Why the many purposes and types of budgets and projections cause distortions?
- How benchmarking and metrics have changed the budget process?

#### Why Black Swan Risk Matters

- What is Black Swan risk?
- Why the risk you don't know can hurt you?
- Protect your company from unknowable risks

### Case Studies and Discussion:

The course material includes eight group discussions 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:** 8 hours group live

**Area of Study:** Accounting

**Prerequisite:** Participants should have at least six months of industry experience and thorough knowledge of financial accounting principles and practices.

**Advance Preparation:** Bring a calculator

**Author:** John F. Levy

**Acronym:** PTF

**Scheduling:** Schedule with *Finance and Innovation* to provide a two-day series.

**Note:** We previously offered portions of this seminar under the title *Creating the Best Projections You Can*.

*John made the class interesting and brought a lot of prior experience to the classroom.*

- Indianapolis, IN

## 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 several cases for group discussion.

*Excellent! The speaker was very knowledgeable.*

- Rocky Hill, CT

**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: Behavioral Ethics

2 hours: Accounting

5 hours: Business Management & Organization

**Prerequisite:** Participants should have at least six months of industry experience and thorough knowledge of financial accounting principles and practices. Participants should have at least one year experience in pricing analysis.

**Advanced Preparation:** Bring a calculator

**Author:** John L. Daly

**Acronym:** PFP

**Scheduling:** Schedule with *Know Your Cost* or *Create Reports That Matter* or *Tactical CFO* to make a 2-day series.



### 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 standards. Financial instrument changes will soon follow. These changes will impact both public and private companies.

IFRS 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:** Participants should have at least six months of industry experience and thorough knowledge of financial accounting principles and practices.

**Advance Preparation:** None

**Author:** Bill O'Brien

**Acronym:** PCA

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

*Very important subject  
matter not to ignore.*  
- Bellevue, WA

## 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:** Any financial professional

#### Level of Knowledge:

Intermediate

**CPE Credit:** 8 hours group live

**Area of Study:** Communications & Marketing

**Prerequisite:** Participants should have at least six months of industry experience and thorough knowledge of financial accounting principles and practices.

#### Advance Preparation:

Think about a topic you'd like to present.

**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

### 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

**CPE Credit:** 8 hours group live

#### Area of Study:

6 hours: Auditing  
2 hours: Behavioral Ethics

**Prerequisite:** Participants should have at least six months of industry experience and thorough knowledge of financial accounting principles and practices.

**Advance Preparation:** None

**Author:** Dan Chenoweth

**Acronym:** RAM

**Scheduling:** Schedule with *The Tactical CFO* or *Only Financial Officer 3.0* or *Build Your Team* 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 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:

- 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:** Participants should have at least six months of industry experience and thorough knowledge of financial accounting principles and practices.

**Advance Preparation:** None

**Author:** John L. Daly

**Acronym:** SME

**Scheduling:** Schedule this half-day seminar with *Cases in Corporate Ethics* or *Staff Retention* or *Cash Management Techniques* or *Critical Thinking Skills* to provide a full day program.

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

- Indianapolis, IN

### 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 why 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:** Business  
Management & Organization

**Prerequisite:** Minimum of six months of Management experience. Participants should have at least six months of industry experience and thorough knowledge of financial accounting principles and practices.

**Advance Preparation:** None

**Author:** John L. Daly

**Acronym:** SR

**Scheduling:** Schedule with *Business Ethics*, or *Cases in Corporate Ethics* or *Shorten Month-End* or *Critical Thinking Skills* 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 your 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: Business Management & Organization  
2 hours: Finance  
2 hours: Auditing  
2 hours: Accounting

**Prerequisite:** Participants should have at least six months of industry experience and thorough knowledge of financial accounting principles and practices.

**Advance Preparation:** None

**Author:** John L. Daly

**Acronym:** SCFO

**Scheduling:** Schedule with *The Tactical CFO* or *CFO Series* 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 interactive group discussions 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: Computer Software & Applications  
2 hours: Business Management & Organization

**Prerequisite:** Participants should have at least six months of industry experience and thorough knowledge of financial accounting principles and practices.

**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

## Valuing a Business: What is This Company Worth?

What is your company worth? Is business value the single most important metric? This session discusses various business valuation methods for any stage company: start-up, spin-off, or acquisition. Many valuation methods exist. Which method is right? Which is the 'best' for a given business or a given situation? CPAs and Corporate Financial Managers cannot afford to miss this course.

### Topics Discussed:

- Reasons for business valuations
- The capital asset pricing model
- The cost of equity
- The weighted average cost of capital
- Discounted Cash Flow analysis
- Valuation methods discussed include:
  - Income
  - Asset
  - Market
  - The issues and the pros and cons of these methods
- How do you increase the value of a business?

### Cases and Group Discussion:

This seminar includes seven interactive case studies for group discussion.

*One of the best speakers I have heard in 30 years of practice.*

- Cayce, SC

**Target Audience:** Corporate financial managers, business owners, entrepreneurs and professionals who advise them. CPAs with the ABV certification.

### Level of Knowledge:

Intermediate

**CPE Credit:** 4 hours group live

**Area of Study:** Finance

**Prerequisite:** Participants should have at least six months of industry experience and thorough knowledge of financial accounting principles and practices. Corporate finance classwork, e.g., advanced degree or coursework, or six months of finance experience will be beneficial.

**Advance Preparation:** None, strongly recommend a laptop or a calculator. *Required.*

**Author:** Don Minges

**Acronym:** VAB4

**Scheduling:** Schedule with one of our other half-day seminars, e.g.; *Balance Sheet Management* or *Business Ethics* or *Cases in Corporate Ethics* or *Shorten Month End* or *Good to Great* to make a full-day seminar.

**Note:** Qualifies for ABV (Accredited in Business Valuation specialist) training.

## 2020 FEES FOR ASSOCIATIONS

*For pricing information, please contact Don Minges at [Don@TheKnowledgeInstitute.com](mailto:Don@TheKnowledgeInstitute.com) or 704-942-0413.*

### Materials

**CFO Series and Annual CFO Forum** – We provide electronic abbreviated handouts which sponsoring associations may distribute in either electronic or paper form.

**Traditional Seminars** – We provide seminar materials as part of our participant fee. Our materials usually include the following five sections: Text, Cases, Resources, Appendix and copies of the PowerPoint slides. Our manuals come in two formats:

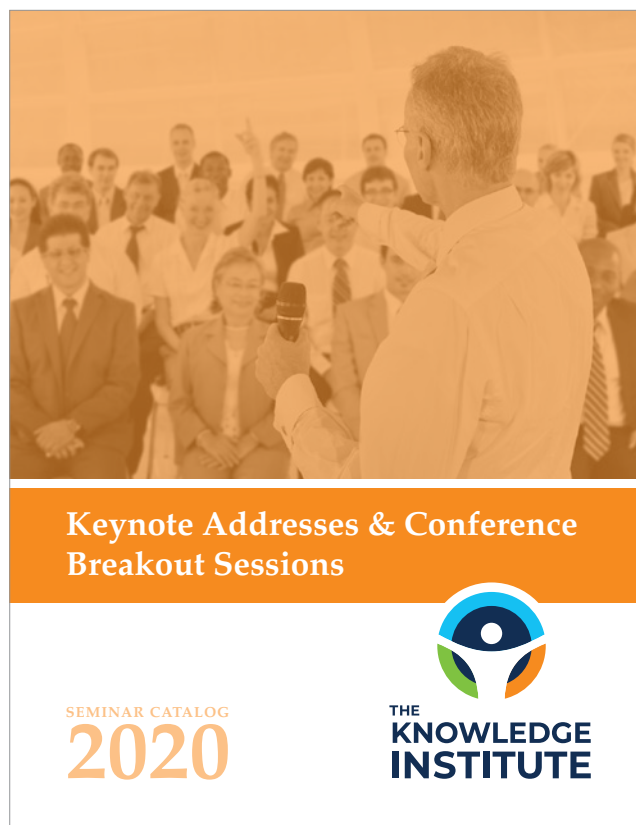
1. **Laptop** – Electronic manual for viewing on laptop or e-reader with the PowerPoint section formatted two slides per page.
2. **Printable Complete Manual** – A complete manual that you or participants may self-print. We provide this manual with the PowerPoint section formatted six slides per page.

### Audio/Visual Requirements

Most of our seminars require a data projector, flip chart, markers and name tents for each participant. We request a wireless lapel microphone if the room is oversized or more than 30 people will attend.

## Want More Information?

For more information about programs offered by The Knowledge Institute, see our other catalogs:





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