



# Seminars for Corporate Financial Managers

SEMINAR CATALOG  
**2026**



**THE  
KNOWLEDGE  
INSTITUTE**



## FUD (Fear, Uncertainty and Doubt)

Dear Friends,

Our professional environment is not only changing, but changing continuously. The world will never be the same as today. Shifts in expectations, technology, taxes, tariffs, cybersecurity, natural disasters, government interventions, and talent abound. Our plans and budgets frequently change. The difference that AI can, and has, made are not subtle. *"Companies that ignore the benefits from generative AI are falling behind. More than three-fourths (77%) of finance leaders who calculate their return on generative AI expenditures are getting at least two times the return on those investments."*\* FUD is the new normal. Nothing is stable. Even the Accounting profession itself is substantially changing—more retiring, fewer choosing accounting as a career, and relentless changes in GAAP. Professionals must keep ahead of the changes or risk being left far behind. The sheer volume of fresh training and new skills needed to remain viable is more than eighty (80) hours each year—but many reply, "I do not have the time to keep up," and risk being the first in a reduction in force.

We understand. We have had to change ourselves so we can continue to deliver the caliber of presentations that you expect. Our portfolio of seminars has been re-tooled to meet today's new needs. As you know, our CFO Series A is always new material each year.

We are proud of the all-new **2026 CFO Series A**, each new year features twenty (20) completely **new and different topics**. New thinking to help professionals become more effective and valuable. That is our commitment to you. Due to your kind requests, the 2025 CFO Series will also be available again, see the following catalog for details, as **CFO Series B**. The CFO Series has professionals coming back year-after-year-after-year.

If you are remote or have limited access, The Knowledge Institute offers an online **Virtual CFO Series** in partnership with **CPA Crossings**. The Virtual CFO Series features twenty, 100-minute sessions and six different speakers on Friday mornings from February to June, and again from August through December. Your professionals can get an entire year's worth of continuing education from the convenience of their home or office.

Navigating in today's world is tough, but not impossible. We can help.

For scheduling and questions please contact the amazing Stephanie Morris at 662 420 0870 or Stephanie@TheKnowledgeInstitute.com, or me at 704 942 0413 or Don@TheKnowledgeInstitute.com.

We look forward to working with you again and helping your professionals become even more valuable. Thank you for your continued support.

Don Minges  
Principal

**E-Mail:** Don@TheKnowledgeInstitute.com  
**Mobile:** 704-942-0413

\*Source: <https://www.grantthornton.com/insights/survey-reports/cfo-survey/2025/cfos-adjust-quickly>



## Welcome to a New Season of Learning and Growth

We're thrilled to share the latest course catalog from The Knowledge Institute with you. Our team has thoughtfully curated a collection of programs designed to educate, inspire, and empower your members.

### Here's what you'll find in this year's lineup:

- Flexible webinars available in hybrid, live, or fully virtual formats
- Dynamic conference courses featuring keynote speakers and interactive breakout sessions
- Virtual Fridays: our popular live CFO Series every Friday morning
- Ongoing webinars through trusted partners like ACPEN and CPA Crossings
- On-demand learning with pre-recorded webinars for anytime access

At TKI, we're here to support your continued growth with learning experiences that are not only high-quality but truly meaningful. We're grateful to be part of your journey and look forward to what we'll build together in the year ahead.

Warmly,



Stephanie Morris  
*Your Client Service Manager*

**Email:** [Stephanie@TheKnowledgeInstitute.com](mailto:Stephanie@TheKnowledgeInstitute.com)

**Phone:** 662-420-0870

*"The capacity to learn is a gift; the ability to learn is a skill; the willingness to learn is a choice."  
- Brian Herbert.*



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★ Courses marked with a star are brand new, or have significant updates for 2026



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★ Courses marked with a star are brand new, or have significant updates for 2026

## PARTICIPANT FEEDBACK

“

*This was the best course I have taken in 20 years! This style of learning kept me engaged instead of tuning out when an instructor sounds like a textbook.*

- Michigan

“

*I enjoyed the class and the discussion leader was the main reason!*

- Florida

“

*This has been the best course I have ever taken. And I've been taking them for 40 years. Thank you!*

- Texas

“

*Excellent! Very interesting! Kept me engaged for 400 minutes.*

- Washington

“

*Impressive! Loved the examples and fun!*

- Minnesota

“

*Really enjoyed the presentation, great examples and very informative.*

- Controllers Conference INCPAS

“

*Best presentation in years! Kept my interest on a subject with which I was already familiar.*

- Georgia

“

*This course exceeded my expectations – great job! BEST CPE I've ever taken.*

- Tennessee

“

*Kudos to you on running an engaging 8-hour event entirely remote – really well done!*

- New Jersey

“

*Great information and really made you engage and think!*

- Arkansas

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

## PARTICIPANT FEEDBACK

“

*Fantastic presenter! I appreciated how everything was based on or related to the real world and the Speaker's skill in engaging the audience through a screen.*

- Fairbanks, AK

“

*This workshop highlighted most of what I've learned in over twenty years of business, lessons learned the hard way. Wish I took this twenty years earlier!*

- Boston, MA

“

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

- Indianapolis, IN

“

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

- Des Moines, IA

“

*The discussion leader was outstanding! Very good course and presentation. I would recommend to others.*

- Beaverton, OR

“

*Engagement was off-the-charts, participation never slowed down. Would never have thought that a virtual presentation would keep me interested for 8 hours.*

- Columbus, OH

“

*The sessions were interesting and engaging. Even with eight hours of virtual material, speaker remained enthusiastic!*

- Oklahoma City, OK

“

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

- Roseland, NJ

“

*A really good program that promoted a lot of discussion!*

- Ridgeland, MS

“

*Enjoyed the topic very much, thank you!*

- Detroit, MI

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

## DISCUSSION LEADERS



**Anita Layton, MBA, CPA, CMA**, is a financial executive based in Charlotte, NC. Her expertise is in leading process improvement initiatives, implementing financial systems, and managing corporate finance. She gained her experience working with an international construction management and development company. Anita received her MBA from the University of North Carolina at Charlotte. She is an adjunct professor for UNC Charlotte.



**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 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, FCA**, 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. Brian is a resident of Novi, MI.



**Deborah Habel, CPA** has worked in public accounting, international IT consulting, corporate finance, and higher education. She helps accounting and finance professionals from small and medium-sized organizations solve their operational challenges and modernize their technology. Along with other non-profit initiatives, Deb serves on the Executive Committee of the Michigan Accountancy Foundation and the Board of the Accounting Aid Society. Her education includes a BS in Accounting and Management Information Systems from Oakland University, an MBA from the University of Michigan, and an MS in Industrial Engineering from Wayne State University.

## DISCUSSION LEADERS (continued)



**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 and to help leaders like you become more effective.



**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. Gary's business is based in Cary, NC.



**Jane Mims, PhD**, has more than 20 years of experience improving communication and effectiveness in upper and middle management and building quality teams. Her varied professional background includes sales, marketing, fundraising, journalism, and advertising. Jane is an Emmy award-winning journalist who lives in Memphis, TN with her husband Bob, daughters Holland and Claire, two spirited Goldendoodles, and two cats.



**Joe Oringel, MBA, CPA, CIA** is a co-founder and Managing Director of Visual Risk IQ, an advisory firm that has helped many audit and compliance teams see and understand their data. He is also a co-founder of Service AI, a start-up that is commercializing an email-reading robot that prioritizes and dispatches IT help desk tickets with limited human intervention. Joe can be reached at [Joe.Oringel@visualriskiq.com](mailto:Joe.Oringel@visualriskiq.com) and 704-353-7000.

## DISCUSSION LEADERS (continued)



**John F. Levy, MBA, CPA**, is the Chief Executive Officer and Principal Consultant of Board Advisory. A recognized authority on corporate governance and financial reporting, John has over forty years of extensive experience in finance, accounting, and business leadership. In addition to his professional roles, John is a sought-after lecturer and prolific writer, contributing articles and courses on a wide range of business topics. A Certified Public Accountant, John earned his undergraduate degree from the Wharton School of Business at the University of Pennsylvania and later completed his MBA at St. Joseph's University in Philadelphia, PA.



**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**, was 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.



**Robert Berry, CPA, CIA, CISA** is a Certified Public Accountant who actually likes people more than he does numbers. With more than 20 years in the risk, audit, and compliance sector, he is an internationally recognized speaker, trainer, author and podcast host. His most recent book, *Ask, Get, Perform: The Auditors Essential Guide to Asking Better Questions, Getting Better Answers, and Performing Better Audits*, is changing the way auditors build relationships with clients.

## DISCUSSION LEADERS (continued)



**Ted Sharp, CPA** is the owner of Sharp Executive Associates, Inc., a consulting firm providing Chief Financial Officer and Accounting services to clients in seven countries. He has served as Chief Executive Officer, Chief Financial Officer, Controller, and Managing Director of a European division, residing in the Netherlands and Belgium. For over 40 years, he has assisted both individuals and companies in reaching their highest financial goals. He has been a Guest Lecturer, Public Speaker, Consultant, and taught at several universities. Ted holds a BBA degree from Boise State University, is a licensed Certified Public Accountant in Idaho, and is a CPA certificate holder in Washington State. He and his wife, Sheri, have four children and twelve grandchildren.



**Tracy Cooper, CPA, CFE** is a specialist serving small and mid-size businesses in resolving their accounting, technology, business process, and reporting challenges. She has worked with Price Waterhouse, ALLTEL, and other leading firms. Tracy's ability to communicate at both the strategic and tactical levels has given her the privilege of leading training with individuals and groups of all sizes throughout her career, both in the US and abroad. Tracy graduated from The University of Texas San Antonio summa cum laude, and is currently based in Little Rock, Arkansas.

### Where Are We From?

Our Discussion Leaders are located in nine states: Arkansas, Connecticut, Idaho, Michigan, New Jersey, North Carolina, Tennessee, Texas and Washington.

To schedule our Discussion Leaders, contact **Stephanie Morris** at **662-420-0870** or **Stephanie@TheKnowledgeInstitute.com**

## About the CFO Series

The CFO Series provides a convenient, one-stop way for CFOs and those who aspire to be CFOs, to an complete entire year of CPE with a single decision. Each day consists of a subject matter expert leading discussions about four different topics. The CFO Series features high-quality presentations and an interactive, executive level colleague-to-colleague approach with case studies, group discussions, and team exercises. The CFO Series A is **all new** material, while the CFO Series B is the previous year's CFO Series A.

Each topic and each day stands on its own. If you are not sure about making a multi-day commitment, sign up for just a single day. We think you will come back for more!

**Cases and Group Discussion:** The CFO Series provides extensive case study analysis and many opportunities for group discussion, for both in-person and virtual presentations.

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

**Level of Knowledge:** Intermediate. These principals apply to all organizations regardless of size and to all professionals regardless of their current level.

**Acronym:** CFOS-26 (Series A) or CFOS-25 (Series B)

**CPE Credit:** 8 hours per day - 40 hours for the series, group live.

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

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

**Authors:** Tracy Cooper, Brian Maturi, Anita Layton, Robert Angell, Dan Chenoweth, Gary Cokins, John F. Levy, John L. Daly, Dana Johnson, Richard A. Karwic, Bob Mims, Jane Mims, Rob Berry, Joe Oringel, and Don Minges.

**Scheduling:** We have **both** live in-person and live online versions available.

**In-Person** – Schedule 5 days together (one per month) to provide participants with a year's worth of CPE (40 hours). We run two versions of the CFO Series simultaneously, and each version runs for two years. We will also schedule individual days under the title *Annual CFO Forum* (ACFOF).

**Live Online** – We offer a new live, online version of the CFO Series running 100 minutes Friday mornings from February through June and then again from August to December. Participants can purchase individual sessions or bundles of four. We can also run individual CFO Series days on your association's schedule.

Each day stands on its own and you can schedule the various days in any order.

*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 is a fixed rate per day.

## What Participants Say About the CFO Series

“

*Thanks so much for providing insight for those of us that are on the path to CFO, this path that certain days feels very overwhelming.*

- Ridgeland, MS

“

*CFO Series makes CPE easy, sign up for them all and no worries about the content.*

- Orlando, FL

“

*Well done! Educational and entertaining.*

- Roseland, NJ

“

*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.*

- Anchorage, AK

“

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

- Brentwood, TN

“

*This course is really relevant and interesting!*

- Little Rock, AR

“

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

- Detroit, MI

“

*The sessions were interesting and engaging. Even with eight hours of virtual material, speaker remained enthusiastic!*

- St. Paul, MN

“

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

- Indianapolis, IN

“

*Was an innovative approach to traditional CPE topics.*

- Boise, ID

“

*Very enjoyable! Even though virtual, it felt like we were all in the same room together and even got to know each other.*

- Detroit, MI

“

*One of the best courses ever offered! The discussion leader's ability to pull you into the course makes the difference—just plain excellent!*

- Atlanta, GA

## 2 THE CFO SERIES A: 2026 – 2027

### CFO Series Day A-1: Decision-Making in An Irrational World

| Topics Discussed  | Credits                |
|---|------------------------|
| Acute Uncertainty Will Never Go Away: Can We Prevent Our Plans from Failing?            | 1 Auditing + 1 Finance |
| Decision Making in a Non-linear World: What They Did Not Teach in Management Accounting | 1 Auditing + 1 Finance |
| Advanced Financial Analysis: Choosing the Right Tools in a World Full of Randomness     | 2 Finance              |
| Diversification: A Risky or Risk Averse Strategy?                                       | 2 Auditing             |

**Discussion Leaders:** Rob Berry, Richard Karwic, Anita Layton, Brian Maturi, Rob Angell, Don Minges  
**Acronym:** CFOS1-26

### CFO Series Day A-2: AI in the Digital World

| Topics Discussed  | Credits                                 |
|---|---|
| Living in the World of AI: How AI Has Changed Ethics                    | 2 Behavioral Ethics                     |
| Accounting in the Age of AI: What Every Leader Must Know About Using AI | 2 Accounting                            |
| AI Is Not the Enemy: Practical Tools to Harness Technology              | 1 Accounting + 1 Information Technology |
| Beyond Likes and Shares: Can Social Media Really Work at Work?          | 2 Communication & Marketing             |

**Discussion Leaders:** Rob Berry, Tracy Cooper, Rob Angell, Don Minges  
**Acronym:** CFOS2-26

### CFO Series Day A-3: Driving Efficiency

| Topics Discussed  | Credits      |
|---|--------------|
| Audit Survival Toolkit: Tactics to Reduce Stress and Get Through Audits with Confidence | 2 Auditing   |
| Internal Controls That Matter: Protection with Simple, Smart, and Scalable Practices    | 2 Auditing   |
| Cash Flow Clarity: Effectively Communicate Cash Flows to Drive Better Decisions         | 2 Accounting |
| Amazing Crazy Fraud Cases – Fraud So Wild It Shouldn't Be Real                          | 2 Auditing   |

**Discussion Leaders:** Rob Berry, Tracy Cooper, Anita Layton, Brian Maturi, Bob Mims, Don Minges  
**Acronym:** CFOS3-26

### CFO Series Day A-4: Indispensable Skills

| Topics Discussed   | Credits   |
|--|---|
| Raising Capital: How to Execute the Leaders' Most Crucial Responsibility           | 2 Finance   |
| Accounting for People: Workforce Trends and Talent to Add Value                    | 1 Accounting + 1 Business Management & Organization |
| Rethinking Your Customers to Maximize Profitability: Identifying the Right Clients | 2 Business Management & Organization                |
| Activate and Execute Your Strategy: Turn Planning into Results                     | 1 Auditing + 1 Business Management & Organization   |

**Discussion Leaders:** Rob Berry, Tracy Cooper, Richard Karwic, Anita Layton, Brian Maturi, Bob Mims, Rob Angell, Don Minges

**Acronym:** CFOS4-26

### CFO Series Day A-5: Essential Cost Containment

| Topics Discussed  | Credits   |
|---|---|
| Improving Profitability the Right Way: How to Cut the Right Costs | 2 Finance   |
| Building High Performing Teams: Cohesive Teams Get Results        | 2 Business Management & Organization                |
| Do Creative Accountants Belong in Prison? True or False?          | 2 Regulatory Ethics                                 |
| Storytelling Your Financials for Impact: Narrative Beats Numbers  | 1 Accounting + 1 Business Management & Organization |

**Discussion Leaders:** Rob Berry, Tracy Cooper, Richard Karwic, Brian Maturi, Bob Mims, Rob Angell, Don Minges

**Acronym:** CFOS5-26

To schedule, contact **Stephanie Morris** at **662-420-0870** or **Stephanie@TheKnowledgeInstitute.com**.  
We will provide detailed descriptions of each module to assist with your marketing efforts.

### CFO Series Day B-1: Enhancing Productivity

| Topics Discussed   | Credits                            |
|--|------------------------------------|
| Quality is Free – But How do We Measure the Cost?              | 2 Finance                          |
| Understanding and Mitigating External and Internal Risks: How? | 2 Auditing                         |
| Insurance – How to Manage Your Insurance Program               | 2 Finance                          |
| Effective Implementation of Enterprise Risk Management         | 1 Auditing + 1 Management Services |

**Discussion Leaders:** Robert Berry, Tracy Cooper, Richard Karwic, Anita Layton, Brian Maturi, Bob Mims, Don Minges

**Acronym:** CFOS1-25

### CFO Series Day B-2: Minding the GAAP

| Topics Discussed  | Credits      |
|---|--------------|
| Deciphering Balance Sheet Accounting Issues                               | 2 Accounting |
| Lease or Buy, Debt or Equity? The Financing Decision, Theory and Practice | 2 Finance    |
| Dealing with Ever-Changing Accounting Standards and Other Demands         | 2 Accounting |
| SALT for CFOs: What You Don't Know and Should Know                        | 2 Tax        |

**Discussion Leaders:** Robert Berry, Tracy Cooper, Anita Layton, Brian Maturi, Bob Mims, Don Minges

**Acronym:** CFOS2-25

### CFO Series Day B-3: Doing the Right Things Right

| Topics Discussed  | Credits  |
|---|--|
| Incentive Compensation Plans That Incentivize – Design Plans That Work!       | 1 Finance + 1 Business Management & Organization |
| Beyond the Boardroom: Corporate Governance Best Practices                     | 2 Auditing                                       |
| Developing a Great Internal Audit Department: The Process?                    | 2 Auditing                                       |
| Ethical Dilemmas: Navigating Blurred Lines. Ethical Decision Making Made Easy | 2 Behavioral Ethics                              |

**Discussion Leaders:** Robert Berry, Tracy Cooper, Richard Karwic, Anita Layton, Bob Mims, Jane Mims, Don Minges

**Acronym:** CFOS3-25

### CFO Series Day B-4: Preparing for Trouble

| Topics Discussed  | Credits   |
|---|---|
| Navigating the Storm: Crisis Management for Resilient Firms                           | 1 Auditing + 1 Business Management & Organization |
| Proven Strategies for Effective Fraud Detection and Prevention                        | 2 Auditing  |
| CFO or Detective? A Guide to Conducting Effective Investigations                      | 2 Auditing  |
| Artificial Intelligence (AI) and Machine Learning: Practical Applications for Finance | 1 Accounting + 1 Auditing                         |

**Discussion Leaders:** Robert Berry, Tracy Cooper, Anita Layton, Bob Mims, Don Minges

**Acronym:** CFO4-25

### CFO Series Day B-5: Leading and Reporting

| Topics Discussed   | Credits                              |
|--|--------------------------------------|
| Better Management Reporting: Clear + Simple = Great                          | 2 Accounting                         |
| Changing Corporate Culture: Understanding Your Culture and How to Improve It | 2 Business Management & Organization |
| Recognizing Lies: How to Detect and Prevent                                  | 2 Business Management & Organization |
| Reinventing the Modern CFO: Adapting and Advancing!                          | 2 Business Management & Organization |

**Discussion Leaders:** Robert Berry, Tracy Cooper, Anita Layton, Brian Maturi, Bob Mims, Jane Mims, Richard Karwic, Don Minges

**Acronym:** CFO5-25

### CFO Series Alternate Day B-6: Corporate Performance Management\*

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

**Discussion Leader:** Gary Cokins

**Acronym:** CFO6-20

*\*Can be scheduled every 2-3 years as a repeat course*

To schedule, contact Stephanie Morris at 662-420-0870 or [Stephanie@TheKnowledgeInstitute.com](mailto:Stephanie@TheKnowledgeInstitute.com). We will provide detailed descriptions of each module to assist with your marketing efforts.

### Annual CFO Forum: 4 Select Topics

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/or topic that works best for you.

*See the list of modules contained in each day on pages 14 - 17. Contact [Stephanie@TheKnowledgeInstitute.com](mailto:Stephanie@TheKnowledgeInstitute.com) for more complete descriptions of each module.*

#### 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

*Speaker kept us engaged the entire time, had relevant examples, and is very knowledgeable and thoughtful.*

- Livonia, MI

**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 days (pages 14 – 17).

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

**Advance Preparation:** None

**Authors:** Gary Cokins, John L. Daly, Richard A. Karwic, Don Minges, Tracy Cooper, Rob Berry, Bob Mims, Brian Maturi, Jane Mims, John F. Levy, Anita Layton

**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.

★ UPDATED ★

## 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 management 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:** Participants should have at least six months of industry or public experience and a thorough knowledge of financial accounting principles and practices. Management experience will be helpful.

**Advance Preparation:** None

**Author:** Dan Chenoweth

**Acronym:** MOBR

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

*My expectations were blown away! This was the best CPE I have ever taken!*

- Beaverton, OR

### 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 or public experience and a thorough knowledge of financial accounting principles and practices. Management experience will be helpful.

**Advance Preparation:** Bring a laptop

**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

## Artificial Intelligence (AI) and Machine Learning: Applications for Finance

Artificial Intelligence (“AI”) and Machine Learning (“ML”) are being deployed in organizations large and small at a rapidly increasing rate. Your organization is likely testing, deploying and perhaps refining AI-powered applications across a variety of departments and business functions.

During this interactive session we will demonstrate and describe the differences between chat-based AI search tools and more robust AI-powered applications. The session will include example policies for responsible and ethical AI, and resources to help curious professionals learn more about these subjects. We also discuss which is the greater risk; a) not using these new technologies or b) misusing these new technologies? Successful leaders must be aware of the pros and cons and how to properly utilize these tools.

### Topics Discussed:

- Explain AI and ML and describe potential finance-related applications for both.
- Demonstrate the growth of AI and its importance in Capital Markets. Understand the relationships between data analytics, AI, and ML.
- Discuss practical applications for AI and ML for Accounting, Finance, and Internal Audit.
- Discuss risks of AI and ML, and share examples of ethical policies to help mitigate these risks.
- Summarize additional resources available to help with understanding risks of AI and ML.
- How to develop better prompts to yield desired responses from AI inquiries.
- Compare and contrast leading AI tools; including Chat GPT, Gemini, Perplexity and Copilot.

### Cases and Group Discussion:

This seminar includes three (3) case studies for group discussion.

**Target Audience:** Any professional or leader who wants to remain current with two amazing new technologies, specifically AI and ML, and better understand how impactful they are, both today and in the future.

### Level of Knowledge:

Intermediate

**CPE Credit:** Either 4 hours live or eight hours live

**Area of Study:** Accounting and Auditing

**Prerequisite:** None, preferably at least six (6) months of professional financial statement analysis experience.

**Advance Preparation:** None

**Authors:** Joe Oringel, Tracy Cooper, Rob Berry

## 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.

*Enjoyed the course [and] the speaker did an excellent job of engaging the audience.*

- Portland, OR

*I enjoyed this class! It's perfect for CFOs!*

- Detroit, MI

**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:** Participants should have at least six months of industry or public experience and a thorough knowledge of financial accounting principles and practices. Management experience will be helpful.

**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.

## Big Picture Mega: Trends and Risks

This four-topic event focuses on skills that will help you and your organization become more effective dealing with several major trends impacting our business environment, new currencies, risk, office politics, and the value of ethics.

### Topics Discussed:

#### Big Picture Mega: Trends, Big Data, and the World We Now Face

- Examine the 'big picture' by studying the outside factors that impact our business.
- We sometimes miss new developments until the developments have a profound impact.
- We will review many of the current trends and how they impact our organizations.

#### Cryptocurrencies for the CFO: Explaining Blockchain

- What is cryptocurrency and blockchain?
- What are digital assets?
- Understanding what, why, and how of cryptocurrencies and blockchain.

#### Deceit and the Whys Behind the Lies: Understanding Ethics

- Understanding yourself and others in the workplace.
- How emotions play a vital role in ethical dilemmas and in solutions.
- What are some of the various outlooks on ethics?

#### Office Politics: Navigating the Minefield

- Office politics can derail careers and destroy organizations.
- Understanding perceptions and reality.
- Managing problem personalities.
- Assessing the role we play in workplace politics.

### Cases and Group Discussion:

This seminar provides three case studies for group discussion.

**Target Audience:** Corporate Financial Leaders, business owners, Corporate Financial Managers, entrepreneurs, CFOs, CEOs, Controllers, CPAs, accountants, Board members, advisors, consultants, and the professionals who advise them. CPAs in public practice and CPAs in industry.

#### Level of Knowledge:

Intermediate

**CPE Credit:** 8 hours

**Areas of Study:** Business Management & Organization (2), Behavioral Ethics (2), Economics (4)

**Prerequisite:** At least six (6) months of professional financial statement analysis experience with some experience in management preferred. Experience working with internal and external clients and business leaders.

**Advance Preparation:** None

**Author:** Bob Mims

**Acronym:** CFOS2-23

## Budget Mastery: Process, Problems, and Solutions

The budgeting process can be a mundane chore for accountants. Let's be realistic and agree that even the word "budget" does not bring excitement to you and your departmental colleagues. The constraints and pressures can lead to poor decisions in both the technical and human components. This session is the first part of a four-part series and will cover the big picture of keeping the process fresh, pragmatic and useful. We discuss these keys in an engaging manner by discussing both our flaws and strengths, including how to build on these characteristics towards an enjoyable solutions-based method that should deliver effective results for your organization.

### Topics Discussed:

- Defining the budget process
- Common budgetary cultures and discussion of solutions
- Does your budget need an overhaul or just a tune up?
- How to make the budget flexible
- Making a better budget and maybe even a better you (or at least improving the perception of the budget work itself)
- How to develop a dynamic, flexible budget, including an Excel spreadsheet as a working model
- Multiple suggestions on how to deal with 'problem' people in the budget process
- How to communicate to those who use the budget
- How to effectively present your budget so it is understood and not misused

### Cases and Group Discussion:

Multiple case discussions and an interactive review of a dynamic budgeting model in a spreadsheet that participants can have.

**Target Audience:** This seminar is for anyone involved with the budget process; including CFOs, COOs, Controllers, CEOs, accountants, Board members, consultants and those who advise them.

**Level of Knowledge:**  
Intermediate

**CPE Credit:** 8 hours

**Area of Study:** Accounting

**Prerequisite:** Participants should have at least six months of professional experience and a thorough knowledge of financial accounting principles and practices. Budget and or financial management experience preferable.

**Advance Preparation:** Bring a laptop. *Required.*

**Author:** Bob Mims

**Acronym:** BM

## Budgets and Projections in an Uncertain World: Dancing in a Storm

All we really know is the past but all that really matters is the future. Traditionally, the controller's job focuses more on looking backwards while the CFO looks to the future to drive the organization forward--two different perspectives. Leaders depend on us to present a cogent and reasonably accurate forecast in order to make sound decisions.

Whether we call our plans budgets, projections, forecasts or business plans, we are trying to predict the future without a magic crystal ball, tarot cards or a Ouija board. We will discuss ways to help make the best estimates we can, but there is one thing we know: We will be wrong!

We will also examine the rapidly changing world we live in and how our organizations and how lessons from our collective past can help us find opportunities and adapt to our ever-changing environment.

### Topics Discussed:

- Why our forecasts have been wrong so often and what we can do
- Why our world is so unpredictable
- Alternative approaches and techniques to improve the forecast
- New analytical tools to deploy, including Big Data and AI
- How to effectively communicate your forecast
- How to change the thinking behind the forecast to improve accuracy
- Where to look for better sources of information in your forecast
- Should the forecast be complex?
- Best practices in forecasting

### Cases and Group Discussion:

This seminar includes six cases for group discussion.

**Target Audience:** Corporate Financial Leaders, Corporate Financial Managers, CEOs, CFOs, Controllers, Board members, accountants, business owners, risk managers, Accounting managers, entrepreneurs, consultants, advisors and the professionals who advise them.

**Level of Knowledge:**  
Intermediate

**CPE Credit:** 4 hours

**Area of Study:** Accounting

**Prerequisite:** At least six (6) months of professional financial statement analysis experience, or at least six (6) credit hours of corporate finance classwork at an accredited university. Experience with the budget process will be very helpful.

**Advance Preparation:** None

**Author:** John Levy

**Acronym:** BPUW

## 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 or public experience and a thorough knowledge of financial accounting principles and practices. Management experience will be helpful.

**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.

*I thoroughly enjoyed this Ethics course!  
Best Ethics course ever!  
This is my favorite Ethics course so far!*  
- Anchorage, AK

**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:** Participants should have at least six months of industry or public experience and a thorough knowledge of financial accounting principles and practices. Management experience will be helpful.

**Author:** Don Minges

**Advance Preparation:** None.

**Acronym:** BE

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

### 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 or public experience and a thorough knowledge of financial accounting principles and practices. Management experience will be helpful.

**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: Cash Does Not Manage Itself!

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 or public experience and a thorough knowledge of financial accounting principles and practices. Management experience will be helpful.

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

**Author:** 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 or public experience and a thorough knowledge of financial accounting principles and practices. Management experience will be helpful.

**Advance Preparation:** Bring a laptop. *Required.*

**Author:** Bill O'Brien

**Acronym:** CFC

**Scheduling:** Schedule with *The Strategic CFO, Build Your Team, Finance and Innovation* or *Fraud Alert!* for 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 or public experience and a thorough knowledge of financial accounting principles and practices. Management experience will be helpful.

**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 *Finance and Innovation* to create a two-day series.

**Note:** If virtual, this is a 4 hour presentation.

*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 or public experience and a thorough knowledge of financial accounting principles and practices. Management experience will be helpful.

**Advance Preparation:** None

**Author:** John L. Daly

**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 six months of industry or public experience and a thorough knowledge of financial accounting principles and practices. Management experience will be helpful.

**Advance Preparation:** None

**Authors:** John L. Daly

**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

## Emotional Intelligence: What Makes Great Leaders Great

### Topics Discussed:

#### Emotional Intelligence: The Critical Factor in Success

- Developing the capacity to understand both their own and other people's emotions.
- How to react to these feelings in an appropriate manner.
- Emotional Intelligence is a compelling predictor of personal, professional, and social success.

#### Motivating the Right Way: Get the Most from Your Staff

- Are you getting the most from your staff?
- Are you paying top-dollar and still not getting high performance?
- This session will show you how to create an environment where your talented employees can excel.

#### Business Ethics: Cases from the Real World

- Discuss real world cases involving thorny ethical dilemmas and how to resolve them.
- Being ethical is not the same as complying with the law.
- Ethical issues are not always black and white.

#### Don't Be the Messenger Who Gets Shot

- Average CFO's tenure is about three years.
- CFO's responsibility to deliver BAD news, sadly sometimes the messenger gets shot.
- How to deliver bad news and strengthen your position.

### Cases and Group Discussion:

This seminar provides several case studies and group discussions.

**Target Audience:** Corporate financial leaders, corporate financial managers, CEOs, CFOs, Controllers, accountants, Board members, advisors, and consultants. CPAs in public practice and CPAs in industry. Business owners, entrepreneurs and professionals, anyone involved with managing staff.

#### Level of Knowledge:

Intermediate

**CPE Credit:** 8 hours

**Areas of Study:** Business Management & Organization (6), Behavioral Ethics (2)

**Prerequisite:** Some experience in management preferred.

#### Advance Preparation:

Experience working with Internal and external clients and business leaders.

**Author:** Don Minges

**Acronym:** CFOS3-20

## 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.

*I found the material relevant and very beneficial towards issues that could arise in the real world in my profession.*

- Lansing, MI

### 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 or public experience and a thorough knowledge of financial accounting principles and practices. Management experience will be helpful.

**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 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 or public experience and a thorough knowledge of financial accounting principles and practices. Management experience will be helpful.

**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 or public experience and a thorough knowledge of financial accounting principles and practices. Management experience will be helpful.

**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.

*The speaker did a wonderful job presenting. His style was helpful, and he is very professional.*

- 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 or public experience and a thorough knowledge of financial accounting principles and practices. Management experience will be helpful.

**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

**Area of Study:** Auditing

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

**Advance Preparation:** Bring a calculator

**Author:** Bill O'Brien

**Acronym:** FP

## 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 or public experience and a thorough knowledge of financial accounting principles and practices. Management experience will be helpful.

**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 six months of industry or public experience and a thorough knowledge of financial accounting principles and practices. Management experience will be helpful.

**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:** Participants should have at least six months of industry or public experience and a thorough knowledge of financial accounting principles and practices. Management experience will be helpful.

**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.

*The speaker'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 or public experience and a thorough knowledge of financial accounting principles and practices. Management experience will be helpful.

**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

## Numbers Rule the World: But They Don't Speak the Words!

Knowing the numbers is a valuable skill, but it is not everything needed to succeed. This four-topic event focuses on enhancing skills needed to advance and become an effective leader. We will discuss issues that will help you and your organization reduce risk, be more ethical, learn from others' mistakes and become more effective.

### Topics Discussed:

#### Numbers Rule the World: But They Don't Speak the Words

- How can a numbers person master words and communication in an ever-changing and social dynamic?
- When should I text, email, phone, or meet?
- How to write emails that people read.

#### Ethics in the Real World

- Business ethics can mean the difference between success, failure, and survival.
- We outline eight steps to create an ethical business culture.
- We provide specific ways financial managers to make better ethical decisions.

#### Controlling Management Continuity Risk

- Does your organization risk operational disruption due to key personnel loss?
- Are your internal auditors and risk management personnel assessing your exposure to losing key skills?
- This session could help your organization prevent its next crisis.

#### 5 Business Books in 100 Minutes

- Get a 20-minute executive summary of five business books, and learn the key lessons.

### Cases and Group Discussion:

This seminar 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 hours

**Areas of Study:** Business Management & Organization (4), Behavioral Ethics (2), Auditing (2)

**Prerequisite:** At least six (6) months of professional financial statement analysis experience with some experience in management preferred. Experience working with Internal and external clients and business leaders.

**Advance Preparation:** None

**Authors:** Don Minges, Richard Karwic, Bob Mims

**Acronym:** CFOS3-21

## 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

**Areas of Study:** Business Management & Organization (6), Computer Software & Applications (2)

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

**Advance Preparation:** Bring a calculator

**Authors:** John L. Daly, Bob Mims

**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 or public experience and a thorough knowledge of financial accounting principles and practices. Management experience will be helpful.

**Advance Preparation:** Bring a calculator

**Author:** John F. Levy

**Acronym:** PTF

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

*The discussion leader 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 or public experience and a thorough knowledge of financial accounting principles and practices. Management experience will be helpful.

**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.

## 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 or public experience and a thorough knowledge of financial accounting principles and practices. Management experience will be helpful.

#### 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

**Areas of Study:** Auditing (6), Behavioral Ethics (2)

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

**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 or public experience and a thorough knowledge of financial accounting principles and practices. Management experience will be helpful.

**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

*The discussion leader 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:** Participants should have at least six months of industry or public experience and a thorough knowledge of financial accounting principles and practices. Management experience will be helpful.

**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.

## Strategy, Risk and Finance: Why We Do What We Do

This seminar will help participants define their organization's strategy and particularly their sustainable competitive advantage by helping them understand their organization's unique value proposition. It will also help you and your organization understand how decisions are made and help improve the quality of the decisions required to execute their strategy. Finally, it will help identify and hopefully mitigate risks to the execution of their organization's strategy.

We will also look at ways to find your company's unique value proposition and to measure your success at creating a sustainable competitive advantage.

### Topics Discussed:

- Why do most strategic plans fail?
- Why so many formerly strong organizations have failed
- The risks of a poor plan
- Why most organizations have a poor strategic plan and how to correct this
- The many risks that must be addressed: Financial risk, execution risk, commercial, business, and strategic risks as well as commonly overlooked risks
- How we effectively manage risk determines the success of our organizations
- How Behavioral Economics will help address the risk
- Understanding human nature and our decision-making process
- Traps to avoid and improvements we can make so our decisions improve
- Several tools and techniques to better prepare for and analyze risk
- Why Finance must lead the strategic planning effort

### Cases and Group Discussion:

This seminar includes six cases for group discussion.

**Target Audience:** Corporate Financial Leaders, Corporate Financial Managers, CEOs, CFOs, Controllers, Board members, accountants, business owners, risk managers, accounting managers, entrepreneurs, consultants, advisors, and the professionals who advise them.

**Level of Knowledge:**  
Intermediate

**CPE Credit:** 8 hours

**Area of Study:** Auditing

**Prerequisite:** At least six months of professional financial statement analysis experience, or at least six credit hours of corporate finance classwork at an accredited university. Experience with strategy development and implementation will be extremely helpful.

**Advance Preparation:** None

**Author:** John Levy,

**Acronym:** SRF

## 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 or public experience and a thorough knowledge of financial accounting principles and practices. Management experience will be helpful.

**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.

## 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: Bus. Mgt. & Org.

2 hours: Finance

2 hours: Auditing

2 hours: Accounting

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

**Advance Preparation:** None

**Authors:** John L. Daly, Bob Mims

**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

★ UPDATED ★

## 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

**Areas of Study:** Accounting (2), Computer Software & Applications (4), Business Management & Organization (2)

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

**Advance Preparation:** None

**Authors:** John L. Daly, Bob Mims

**Acronym:** TCFO

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

*The discussion leader 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 each method
- 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 or public experience and a thorough knowledge of financial accounting principles and practices. Management experience will be helpful.

**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.

## 2026 FEES FOR ASSOCIATIONS

For pricing and scheduling information, please contact Stephanie Morris at 662-420-0870 or [Stephanie@TheKnowledgeInstitute.com](mailto:Stephanie@TheKnowledgeInstitute.com)

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**2026**





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704-942-0413



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