

€ TRAINING

The Advanced Finance Leaders Program





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Introduction:

This seminar brings together some of the most important areas of management, leadership, and financial management: Mastering People Management & Team Leadership Skills, and Financial Analysis, Planning, and Control.

Course Objectives:

At the end of this course the participants will be able to:

- Understand their role as manager and leader
- Establish clear objectives and standards of performance for their team
- Manage their workload using effective prioritization, delegation, and information management techniques
- Maximize their influencing skills
- Develop and leverage the capabilities of team members
- Expose to a range of different approaches to leadership and management practice, allowing them to select those most suitable for their situation and personal style.
- Experiment with key techniques before applying them in the workplace will help build the confidence to move beyond traditional assumptions about the "right" way to manage.
- Broaden their financial knowledge to enable them to develop and manage the financial aspects of their role more effectively and improve performance
- Acquire the ability when involved in decisions about investment, operations, or financing, to choose the most appropriate tools from the wide variety of financial techniques available to provide quantitative analysis.
- Understand the financial tools and techniques that support an organization's planning and control, concerning their departments or business units, as well as their businesses.

Targeted Audience:

- Managers, Supervisors, and Team Leaders
- Project Management Professionals
- Human Resources and other Non-financial Areas
- Accountants
- Financial Analysts
- Auditors
- Financial Personnel and Senior Finance Professionals
- Professionals who want to better understand the financial aspects of their roles

Course Outlines:

Unit 1: Understanding Your Role:

- Leader or manager?
- Self-perception
- Beyond the job description: finding out what your organization requires of you
- Balancing conflicting stakeholder demands

- Understanding the nature of change
- A model for implementing change

Unit 2: Personal Effectiveness, Time Management, and Delegation:

- Understanding yourself and your organizational environment
- Outcome orientation
- Setting personal and team objectives
- Managing performance
- Finding and using time effectively
- A model for effective delegation

Unit 3: Communication, Influence & Conflict Management:

- Channels of communication
- Effective listening skills
- Emotions and rapport
- Persuasion and negotiation: the keys to personal influence
- Managing conflict assertively

Unit 4: Team Building, People Management, and Motivation:

- How high-performing teams work?
- Identifying team roles
- Teams in practice: teambuilding exercise
- Motivation and reward
- Building and sharing a vision
- Different approaches to leadership

Unit 5: Enhancing Team Performance through Coaching and Development:

- How do people learn?
- Coaching for personal and team growth
- Feedback skills
- Development planning
- Next steps

Unit 6: The Challenge of Financial Economic Decision-Making:

- The practice of financial-economic analysis
- Corporate value and shareholder value
- A dynamic perspective of business Benchmarking your own strategic position/competitor analysis
- The agency problem and corporate governance
- What information and data to use?
- The nature of financial statements
- The context of financial analysis and decision-making

Unit 7: Assessment of Business Performance:

- Ratio analysis and business performance
- Management's point of view

- Owners' point of view
- Lenders' point of view
- Ratios as a system - pyramids of ratios
- Integration of financial performance analysis - the Dupont system
- Economic value added EVA
- Predicting financial distress

Unit 8: Projection of Financial Requirements:

- Interrelationship of financial projections
- Operating budgets
- Standard costing and variance analysis
- Cash forecasts and cash budgets
- Sensitivity analysis
- Dynamics and growth of the business system
- Operating leverage
- Financial growth plans
- Financial modeling

Unit 9: Analysis of Investment Decisions:

- Applying time-adjusted measures
- Net present value NPV and internal rate of return IRR
- Strategic perspective
- EVA and NPV
- Refinements of investment analysis
- Equivalent annual cost EAC
- Modified internal rate of return MIRR
- Sensitivity analysis, scenario analysis, simulation, and NPV break-even
- Dealing with risk and changing circumstances

Unit 10: Valuation and Business Performance:

- Managing for shareholder value
- Shareholder value creation in perspective
- Evolution of value-based methodologies
- Creating value in restructuring and combinations
- Financial strategy in acquisitions
- Business valuation
- Business restructuring and reorganizations
- Management buy outs MBOs and management buy-ins MBIs