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We are an Organizational Development firm specializing in using stories to galvanize your organization.

Building Business Acumen:

Business acumen is the collection of knowledge, skills, and experiences that transforms us into indispensable strategic partners in our organization. Professionals are expected to communicate in the language of business. Decision-makers expect to see results from investments made in all parts of the business no matter where you sit. Everyone must be accountable and communicate to management in terms they understand.

Through an interactive and practical approach we will provide people in your organization with the information, tools, and experiential activities to strengthen their business acumen and develop new skills so that they can become key contributors in their organization. Our approach focuses on three areas:

1. Finance Skills
2. Partnership Skills
3. Communication Skills

Objectives:

Upon completion of this workshop participants will:

- Acquire basic business financial skills
- Develop budgets and forecasts for accountability
- Integrate evaluation and ROI measures for management
- Obtain internal buy-in and build internal support
- Manage outsourcing contracts to maximize your input as a strategic driver and minimize HR's role in less critical tactical tasks
- Build partnerships inside your functional area and with customers
- Communicate an effective business message

Features:

This workshop will:

- Work through the basic business financial terminology and required calculations
- Link the results of HR initiatives directly to business strategy
- Demonstrate when to deliver ROI results and how to develop business impact outcomes
- Explore how to create partnerships inside the organization
- Reveal how to manage outsourcing contracts to maximize your role as a strategic driver and minimize its tactical involvement
- Give participants the information, tools, and skills to advocate your role as a key asset to the organization

Workshop Outline (4 day course with all modules):

1. Building A Foundation of Business Skills

- a. Understanding why we need business skills
- b. Reviewing the vocabulary used daily in business
- c. Explaining the different types of financial statements and concepts
- d. Conducting an analysis of your financial results
- e. Communicating with peers and senior managers

2. Understanding Budgets and Forecasts

- a. Differentiating between a budget and a forecast
- b. Interpreting variances on business results
- c. Stepping up to financial forecast
- d. Developing a break-even analysis
- e. Pricing for internal profitability

3. Evaluation & ROI - What it Means to Management

- a. Defining the primary evaluation and ROI techniques
- b. Summarizing what is expected by management
- c. Illustrating results not demonstrated through ROI

4. Developing Internal Support and Buy-in

- a. Identifying key stakeholders and their concerns
- b. Working a real-life role play to an Internal Buying Team
- c. Talking to internal buyers and senior managers

5. Outsourcing and Vendor Management

- a. Surveying outsourcing strategies and their impact on your functional area
- b. Writing a request for proposal (RFP)
- c. Selecting vendors for projects
- d. Managing vendors
- e. Acting as a strategic driver with outsourcing contracts

6. Building Lasting Partnerships with Customers

- a. Examining the top five critical success factors of successful partnerships
- b. Exploring eight strategies for building strong partnerships

7. Developing an Effective Business Case

- a. Articulating objectives for your project
- b. Identifying drivers, needs and impact of the project
- c. Demonstrating the value of a project to the business and analyzing potential risks

8. Capstone Business Acumen Simulation

LEARNING ARCHITECTURE	DESCRIPTION
<ul style="list-style-type: none"> • Integrated Case Studies 	<p>Gather real life examples from WAMU that impact participants' daily responsibilities. Wherever possible customized case studies are developed from WAMU and industry specific materials.</p>
<ul style="list-style-type: none"> • Real-World Workshops 	<p>Our sessions reflect real-world work environments. Through experiential team based activities and flexible learning groups we will be able to deliver true learning results with simulated work environments that reinforce the competencies being taught.</p>
<ul style="list-style-type: none"> • Individual exercises 	<p>Reflective activities done alone by an individual.</p>
<ul style="list-style-type: none"> • Interactive lectures 	<p>Lecture material is covered in an engaging way that includes opportunities for people to participate and contribute.</p>
<ul style="list-style-type: none"> • Discussion groups 	<p>Many of the workshops and individual exercises include small group discussion.</p>
<ul style="list-style-type: none"> • Performance based evaluation 	<p>Participants will be required to successfully complete a capstone simulation. Capstone Simulation – MAKINGSTORIES.net courses end with a performance-based evaluation project. Participants work in teams to solve a problem in a way that demonstrates command and assimilation of course materials</p>



BUSINESS ACUMEN CUSTOMIZATION WORKSHEET

MODULE	YES	NOTES
1. Building Learning & Performance Business Skills		
a. Understanding why T&D needs business skills		
b. Reviewing the vocabulary used daily in business		
c. Explaining the different types of financial statements and concepts		
d. Using the language of finance to communicate with peers and senior managers		
2. Understanding Budgets and Forecasts		
a. Differentiating between a budget and a forecast		
b. Interpreting variances on business results		
c. Stepping up to financial forecast		
d. Developing a break-even analysis		
e. Pricing for internal profitability		
3. Evaluation & ROI - What it Means to Management		
a. Defining the primary evaluation and ROI techniques		
5. Summarizing what is expected by management		
6. Illustrating results not demonstrated through ROI		
4. Developing Internal Support and Buy-in		

a. Identifying key stakeholders and their concerns		
b. Working a real-life role play to an Internal Buying Team		
c. Talking to internal buyers and senior managers		
5. Outsourcing and Vendor Management		
a. Surveying outsourcing strategies and their impact on your area		
b. Writing a request for proposal (RFP)		
c. Selecting vendors for your project		
d. Managing vendors		
e. Acting as a strategic driver with outsourcing contracts		
6. Building Lasting Partnerships with Customers		
a. Examining the top five critical success factors of successful partnerships		
b. Exploring eight strategies for building strong partnerships		
7. Developing an Effective Business Case		
a. Articulating objectives for your project		
b. Identifying drivers, needs and impact of the project		
c. Demonstrating the value of the project to business and analyzing potential risks		
8. Customized Business Acumen Simulation		

SOME QUESTIONS TO REFLECT ON...

What are some of the major initiatives folks are going to be touched by over the next year?

What artifacts at this point exist for any of these strategic initiatives? (e.g. budgets, pro forms, communications to employees, PowerPoint presentations, project plans, strategic plans, history around the drivers for the initiative, impact analysis, stakeholder analysis, results of internal focus groups, etc...)

What project management methodologies or life cycles do you follow? Are there any standards?

What purchasing processes do you follow? What are the forms/templates used for these? How have any of these impacted your projects in the past?

What initiatives would people love to see put in motion? Why haven't these initiatives gotten any traction?

What are the top three greatest challenges your functional area faces this year and next?

Describe a few recent examples/instances/experiences/stories where stronger business acumen would have helped you?

With stronger business acumen how will the role and interactions of folks within your functional area be different?

Are there any other goals or objectives you would like to see achieved during or as a result of this workshop?

What People Are Saying About the Book This Course Is Based On...

“Relevance is in the eye of the beholder. And for training professionals who want to earn a seat at the strategic planning table, nothing can help build corporate relevance better than applying the skills outlined in this book which will show you how to turn training into business results.” **Marty Fisher, vice president, Stores HR and Training, Abercrombie and Fitch**

“This book admirably fills a serious gap in the professional practice of learning and performance -- lack of business savvy. It is clearly written, case-based, concrete and comprehensive. I especially appreciated the financial and return-on-investment content. I was also delighted that it contains material on Human Performance Technology. I will recommend this volume to my students, colleagues and corporate clients.” **Harold D. Stolovitch, emeritus professor, Université de Montréal, principal, HSA Learning & Performance Solutions LLC, and author *Telling Ain't Training* and *Training Ain't Performance***

“This engaging book is absolutely essential for human resource professionals! It should be required reading for everyone in our field.” **Jill Russell, principal and founding director, TPO HR**

“Some of the jewels of this book are it explains the language of finance; it provides practical advice on how to communicate the case for investing in development initiatives, and it is full of guidance on how to collaborate with the business to determine the payback of investing in development solutions. The case studies used throughout the book brings ideas to life in an exciting way. This is one of those books every HR, HRD, and training professional should have.” **Judith A. Hale, author, *Outsourcing Training and Development: Factors for Success***

“If today’s aspiring Learning professionals don’t read this book, they will miss an opportunity to gain that ultimate competitive advantage that will revitalize their career into becoming a true business player. The primer on financial tools, business partnering and dynamic communication strategies described in this book are excellent. The book has integrated a number of innovative learning concepts, tools and methodologies that weave a comprehensive business learning roadmap for Learning professionals to attain greater business acumen and be on top of their game.” **Francesca Bleck, director, human resources, Technical Learning & Development, Lafarge North America and Latin America, Corporate Technical Services**

“Changes in our industry have revealed the critical need for knowledge and skills in business acumen---the area Business Acumen for Trainers specifically and uniquely addresses. This is a must read book for anyone in a training position today or in the future.” **Wes Parker, national curriculum manager, Management & Employee Development, Verizon Wireless**

ABOUT MAKINGSTORIES.net/Project Lead & Facilitator

Terrence L. Gargiulo

Terrence Gargiulo has been helping people working in HR, acquire the skills they need to be a significant contributor to the business for over 15 years. Highlights of some of his past and present clients include, GM, DTE Energy, Federal Reserve Bank, Countrywide Financial, Microstrategy, Dreyers Ice Cream, UNUM, Bank of America, US Coast Guard, Boston University, Raytheon. City of Lowell, Arthur D. Little, KANA Communications, Merck-Medco, Coca-Cola, and Cambridge Savings Bank.

Terrence is an 8x author, international speaker, organizational development consultant and group process facilitator specializing in the use of stories. He holds a Master of Management in Human Services from the Florence Heller School, at Brandeis University, and is a recipient of Inc. Magazine's Marketing Master Award. The 2008 Asia Pacific HRM Congress is awarding Terrence with an HR Leadership Award for his research and contributions to the field.

Terrence's books include, *Making Stories: A Practical Guide for Organizational Leaders and Human Resource Specialists* (translated into Chinese), *The Strategic Use of Stories in Organizational Communication and Learning*, *On Cloud Nine: Weathering Many Generations in the Workplace* (translated into Korean, Spanish, and Japanese), *Stories at Work: Using Stories to Improve Communications and Relationships*, *Building Business Acumen for Trainers: Skills to Empower the Learning Function*, *Once Upon A Time: Using Story-Based Activities to Develop Breakthrough Communication Skills*, *Trainers' Portable Mentor (Spring 2008)*, *Into the Land of Difficult People: 24 Timeless Tales Reveal How to Tame Beasts at Work (Spring 2008)*.