



CHARTERED
ACCOUNTANTS
IRELAND



DIPLOMA IN STRATEGIC FINANCIAL LEADERSHIP

COURSE OUTLINE

Objective:

The Diploma in Strategic Financial Leadership is designed to equip finance professionals with the strategic business finance skills, tools and approaches to stay relevant and drive their organisations through our turbulent age.

Learning Outcomes:

On successful completion of this Diploma, participants will be able to:

- Engage with their organisation more effectively leveraging self-awareness and persuasive influence;
- Re-imagine an upgraded role for their Finance function;
- Drive better strategy to boost value;
- Deliver higher performance using organizational structure, costing & revenue management, and performance metrics;
- Make a real impact on the organisation with compelling presentations and successful negotiation;
- Augment their skills by harnessing the opportunities offered by data and analytics.

Course content:

Participants will study and be examined on the following modules:

Module 1	Engage People
Module 2	Reimagine Finance
Module 3	Direct Strategy
Module 4	Deliver Performance
Module 5	Impact People
Module 6	Augment Technology



COURSE SYLLABUS

Module 1:

Engage People – Engage more effectively with the organisation

Thanks to their technical qualifications and commercial business knowledge, professional accountants are in a strong position to contribute and lead their organisations. Yet, in practice, some finance managers find it awkward to engage with their colleagues.

This module will build participants confidence to better understand their own personalities, build relationships and persuasively influence.

PERSONALITY AND EFFECTIVE ENGAGEMENT

- Personality types
- Individual personality assessment
- Adapting engagement approach

PERSUASIVE INFLUENCING

- Building influence: sources of influence and stakeholder management
- Emotional intelligence, assertiveness & execute gravitas
- A 4-step influencing model

Module 2:

Reimagine Finance – Reimagine an upgraded role for Finance Function

In the current age, Finance Managers working in business organizational settings face an ever more volatile and uncertain environment. Those who limit themselves to traditional financial reporting based technical skills lose the opportunity to stay relevant and make a greater contribution to their organisation.

This module challenges participants to redefine the finance role emphasising insight and partnership and adapt their approach for turbulent times.

NEW BUSINESS FINANCE

- Transforming the role of business finance
- Efficient reporting and insightful analysis
- The role of the finance business partner

THRIVING IN TURBULENT TIMES

- Dealing with uncertainty
- Agile finance management
- Flexible cognitive capabilities



Module 3:

Direct Strategy – Drive better business strategy to boost shareholder value-added

How can we craft strategy to boost shareholder value and wealth? This is a profound question which should preoccupy senior management. The answer to the question relies on:

- comprehending the board strategic options open to the firm, and
- appreciating their long-term financial implications, and
- harnessing operational measures to drive the company's value forward.

This module examines the key elements of corporate strategy and the components of building shareholder value challenging participants to rethink their own organisations strategy and value maximisation practices.

VALUE CREATION

- Concept of adding value using basic principles
- Financial valuation approaches
- Financial strategy options

BUSINESS STRATEGY

- Strategic business and industry environment analysis
- Business strategic options
- Introduction to boosting shareholder value from performance management



Module 4:

Deliver Performance – Deliver higher business performance using organizational structure, costing & revenue management and performance metrics

Once a strategy direction is being followed, Finance teams are often seen as responsible for ongoing operational performance and may get stuck in short-term profit reporting and delivery.

This module, building on the foundations from Module 3, will challenge participants to focus on areas of ongoing strategic value delivery considering the appropriate structure and culture of the organization, optimizing cost and revenue levels, designing performance metrics and supporting the drivers of wider value growth.

CORPORATE STRUCTURE

- The different corporate structures that are appropriate at different stages of the firm's development.
- Matching structure with strategy.
- The features and importance of corporate culture.
- The benefits and forms of business alliances and what to look out for when establishing one.

STRATEGIC COSTING & REVENUE MANAGEMENT

- Appreciate the value of strategic costing
- Understand the key elements of Activity-Based Costing (ABC), its benefits and costs.
- Know the key elements of Target Costing, Life Cycle Costing and Strategic Pricing

PERFORMANCE MANAGEMENT

- The features and merits of performance metrics and the Balanced Scorecard.
- The importance of intangible value driving resources
- The debate on Environmental, Social and Governance factor management.



Module 5:

Impact People - Make a real impact on the organisation

Thanks to their technical qualifications and commercial business knowledge, professional accountants are in a strong position to impact on direction and performance. Yet, in practice, Finance Managers may struggle to achieve real impact.

Building on the foundations of Module 1, this module will build participants practical skills and confidence in compelling presenting and successful negotiation.

COMPELLING PRESENTATIONS

- Audience analysis & outcomes
- Structure a presentation for impact
- Using storytelling

SUCCESSFUL NEGOTIATIONS

- Negotiation strategies
- Planning and preparation
- Framing negotiation: rights, power and interest

Module 6:

Augment Technology - Augment Finance with advances in data and analytics

Information is an asset to a finance function only to the extent that it adds value to the core deliverables such as forecasting, risk management and understanding value drivers. Successfully monetising information requires an alignment of fit for purpose data, digital tools, a culture of evidence-based decision making, as well the right analytics skills. On successful completion of this module participants will have the ability to identify, evaluate and propose opportunities within their organisation to derive value from analytics initiatives.

- Introducing foundational data and analytics concepts
- The data analytics lifecycle for achieving business value
- Articulating the business case and plan for analytics initiatives
- Visioning a target maturity level for analytics and data in a finance function
- Achieving fit-for-purpose data: a data quality framework
- Augmenting the finance function with tech advances: Digital Tools