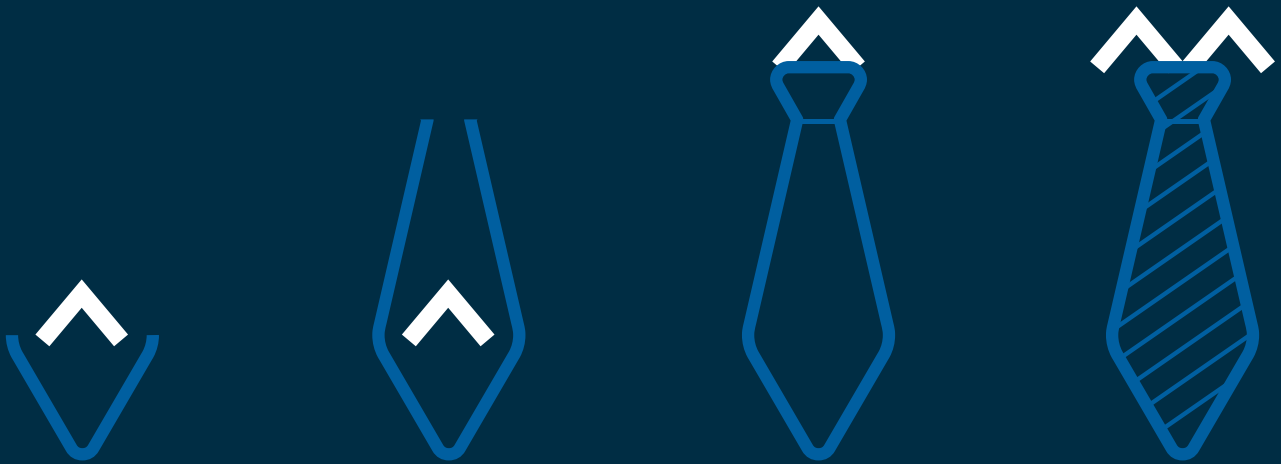


THE DEFINITIVE GUIDE TO
**BUSINESS
MANAGEMENT**



^CCELA^

The requirements of the modern workplace are evolving rapidly. Now more than ever, the ability to identify, adapt and work with the latest business trends is critical to organisational success. And traditional business skills haven't gone out of fashion either!

At Accela, we've been considering the critical skills that need to be developed to allow managers to not just survive, but thrive in the current environment. Our proprietary blend of personal experience, market research and psychometric testing have allowed us to identify 10 key competencies common to successful leadership globally across multiple industries.

What can you do?

To determine your business proficiency, consider observable day-to-day outcomes in relation to the 10 competencies outlined below.

To thrive, you need to consider how you:

1. Gain Big Picture Insight
2. Display Business Acumen
3. Demonstrate Innovation and Agility
4. Demonstrate Financial Acumen
5. Think Strategically
6. Drive Process Improvement
7. Manage Change
8. Recruit the Right Talent
9. Identify and Retain Talent
10. Proactively Manage Performance

What next?

Consider the following:

- What's working well?
- What could be further developed?
- Do you rely too heavily on some competencies, while neglecting others?
- What can you learn from your experience?
- Who should you turn to for guidance, coaching, mentoring or sponsorship?

“When I was growing up in the Soviet Union, my father told me if I wanted to learn about business, I had to start looking beyond my horizon.” _____

Yuri Milner

1 Gain Big Picture Insight

Keep the big picture in mind in order to work smarter, not harder, while making progress on the day-to-day.

Overview

Learn to work through both personal and structural roadblocks, prioritise and analyse new information, and get a birds-eye overview of the situation to see how each piece connects to the others and the situation as a whole.

You will learn how to

- Identify the type and scope of the information you need
- Use SWOT analysis to quickly diagnose a situation
- Determine if information is valid and credible
- Support business objectives with good information
- Develop new sources of information
- Turn information into strategic action

This workshop is for

Anyone with a leadership role in their workplace who must balance caring both for daily business and big-picture strategy concerns

Key benefit for participants

Develop and implement strategic awareness and thinking

“

However tight things are, you still need to have the big picture at the forefront of your mind.

Richard Branson

2 Display Business Acumen

Develop a deeper understanding of the business of business in order to lead more effectively in any field.

Overview

Learn to use a strong framework to link the interests of key stakeholders, the competitive strategies required for success, the people and activities needed to produce and sell products and services. Good business acumen is not just about “rationally assessing” all possible economic outcomes, though this is a major component of the ability. Instead, you will learn to combine people knowledge and skills with excellent skills in financial management and strategy.

You will learn how to

- Make decisions that support business profits
- Deliver results focused on commercial benefits
- Use knowledge of the entire business’ operation to make good decisions
- Conduct competitor analysis effectively
- Align daily work with the strategic aims of the organization

This workshop is for

Anyone in a leadership role who must make business-critical decisions or is involved in the “business” of doing business

Key benefit for participants

Apply the fundamentals of a business operation to your patch

“

Be undeniably good. No marketing effort or social media buzzword can be a substitute for that.

Anthony Volodkin

3 Demonstrate Innovation and Agility

Adapt to changing markets with ease while keeping what's great about your business.

Overview

Businesses should always be searching for innovation opportunities and making micro-level adaptations to respond to the business environment, internal shifts, and changes in technology or industry. Learn to notice, understand, and process these stimuli in ways that help the business grow responsively.

You will learn how to

- Analyze external market trends
- Take stakeholder opinions and needs into account
- Maintain strong networks for advice and support
- Adapt to change quickly
- Encourage collaboration among team members and stakeholders
- Share best practices

This workshop is for

Anyone in a leadership role who must innovate within to a changing environment, or struggles when adaptation is required

Key benefit for participants

Bring outside the box ideas to current operations

“

Innovation distinguishes between a leader and a follower.

Steve Jobs

4 Demonstrate Financial Acumen

Mystified by money? Learn to understand the financial side of business to improve leadership in all areas.

Overview

If you feel like financial information is sometimes written in a foreign language, cracking the code could be the key to improving management in business. Learn to speak the language and improve the overall functioning of your business activities with ease.

You will learn how to

- Analyze revenue and cost drivers for your organisation
- Understand trade-offs in volume v. margin
- Read and produce a balance sheet
- Read and produce a profit and loss statement
- Build a solid plan to increase revenue and decrease costs

This workshop is for

Anyone in a leadership role who could benefit from an increased understanding of how money moves through their business

Key benefit for participants

Increased confidence in understanding how money flows through a business

“

Stay on top of your finances. Don't leave that up to others.

Leif Garrett

5 Think Strategically

If you aren't thinking strategically, are you thinking at all?

Overview

Strategic thinking is a lens we can use to think about, assess, and create the future. Learn to think strategically with either the short term or long term in focus, and take all necessary factors into account before making decisions.

You will learn how to

- Develop a business vision
- Define objectives that can be broken down into specific actions
- Create a flexible plan and review process
- Respond to changes strategically
- Test strategies effectively before full implementation
- Remain open and receptive to new ideas

This workshop is for

Anyone in a leadership role who needs to keep both the forest and the trees in mind when making decisions

Key benefit for participants

Learn to create a better future

“

A vision without a strategy remains an illusion.

Lee Bolman

6 Drive Process Improvement

Develop a deeper understanding of business processes in order to make great changes that benefit everyone.

Overview

Sometimes it can be difficult just to see the processes we are using, and if we can't see the process, how can we change it? Learn to gain buy-in from leadership and stakeholders to start changing ingrained process that aren't working anymore. Develop the skillset you need to drive process change and improve the daily functioning of your organization.

You will learn how to

- Align process improvement objectives to organisational strategic outcomes
- Use defined process analysis methodology
- Understand process interdependencies
- Obtain input to current process and proposed changes
- Define and communicate process change
- Implement and test new processes

This workshop is for

Anyone in a leadership role whose work is getting stuck in underproductive loops, or who deals more with business processes than they would like

Key benefit for participants

Easily make changes that benefit

“

Everything is a learning process: any time you fall over, it's just teaching you to stand up the next time.

Joel Edgerton

7 Manage Change

Change can be scary. Learn to face the monster with strength and effective management.

Overview

You can't help others deal with change if you can't manage it well yourself. Great leaders make sense of the change quickly and do the work they need to personally adjust to their new reality. Strong change leaders understand that the organisation is counting on their ability to manage change. Learn to treat change management as a group sport and get your team to fully participate in order to ensure a successful outcome.

You will learn how to

- Recognise when change is required
- Recognise signs of stress among people
- Support people through change cycle
- Devise structured change plan
- Create impactful meaningful change without fatigue
- Create communication plan and implement that plan

This workshop is for

Anyone in a leadership role who needs to manage change on behalf of their organization... so, anyone in a leadership position!

Key benefit for participants

Learn to face change and lead people through it

“

Things change. And friends leave. Life doesn't stop for anybody.

Stephen Chbosky

8 Recruit the Right Talent

A business is only as strong as its people – learn to bring the right people in to make the business right.

Overview

Managers outside of the recruiting department often rely on HR to do all of their recruiting for them. However, it is the manager who ultimately needs to work with the candidates who are hired. Learn to assess recruitment needs and recruit people to fit your goals for the organisation and team's development.

You will learn how to

- Mine traditional and non-traditional recruitment sources
- Understand job requirements and competencies
- Create attractive advertisements, manage applications and screen candidates
- Understand and use selection tests
- Prepare for and conduct successful recruitment interviews

This workshop is for

Anyone who needs to hire others to do great work

Key benefit for participants

Know what is needed and how to get with minimal disruption

“

I am convinced that nothing we do is more important than hiring and developing people. At the end of the day, you bet on people not on strategies.

Lawrence Bossidy

9 Identify and Retain Talent

You've got great people: now, how do you keep them?

Overview

Learn to identify your top performers and keep them on board so that they can continue to make your organisation better. Employees do not stay with an organisation because of perks like free food – they stay because the entire environment supports them in their work and their lives. Instead of writing off employees who choose to leave, or seeing attrition as inevitable, learn how to keep employees by focusing on what makes the job worth having.

You will learn how to

- Define “talent” and “potential” for your organisation
- Create a systemic talent identification process
- Understand make or break moments for high potential team members
- Map career paths to maximise high potential employee engagement
- Conduct high-quality development discussions

This workshop is for

Anyone who manages people and needs to keep those people on board

Key benefit for participants

Plan for and manage attrition and progression

“

Any job very well done that has been carried out by a person who is fully dedicated is always a source of inspiration.

Carlos Ghosn

10 Proactively Manage Performance

Whether performance is great or problematic, learning to manage it in positive ways is a necessity for leaders.

Overview

A great performance management system not only ensures that strategic objectives are achieved, it gives team members a framework for understanding their roles, their performance, and way to ensure their everyday work is aligned with the goals of their jobs and the organisation itself. Learn to manage performance proactively and solve problems before they become intractable.

You will learn how to

- Understand what is considered “good performance”
- Know the key activities that make up an effective performance management process
- Effectively undertake performance planning
- Establish an effective day-to-day performance management routine
- Understand drivers of unsatisfactory performance
- Create strategies to address performance issues
- Conduct effective performance appraisals

This workshop is for

Anyone who manages people and struggles to give effective feedback

Key benefit for participants

Get to the heart of the problem and manage it successfully

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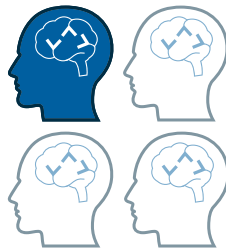
Always treat your employees exactly as you want them to treat your best customers.

Stephen R. Covey

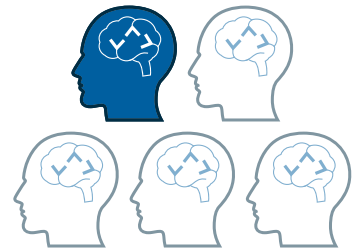
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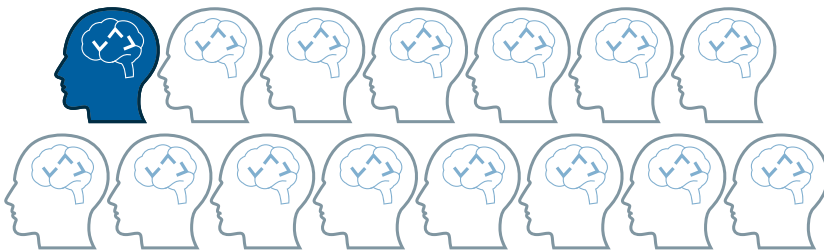
1 in 2 employees:
Clearly know what is
expected of them at work



1 in 4 employees:
Strongly agree that their
manager continually helps
them clarify priorities



1 in 5 employees:
Strongly agree that their
performance is managed
in a way that motivates them
to do outstanding work



1 in 15 employees: receive feedback daily,
19% a few times a week and 27% a few times a month¹

●
Strongly agree that their
pay and incentives motivate
them to achieve their goals

●
Strongly agree that their
performance metrics are
within their span of control

¹Re-engineering Performance Management Ben Wigart and Jim Harter evaluated from the Gallop data base, meta-analysis and 100's of interviews.

About Accela

Accela is an Australian owned company, established in 2005, renowned for exceptional sales management and leadership training, coaching and consulting. Accela has assisted many Australian blue chip and international companies to realise their teams' full potential with a comprehensive range of development solutions. To complement their existing methodology, the Hub was created for clients to measure, report, manage and continuously drive faster, easier sales results.

Accela has over 30 accredited trainers and facilitators across Australia and New Zealand, and over 40 accredited local multi-lingual trainers across Singapore, Hong Kong, Shanghai, Tokyo, Bangkok London, Frankfurt, Milan and Paris.



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