

ELEVATE YOUR CAREER WITH MORE STRATEGIC THINKING

PRESENTED BY:

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Practical PD

Courses For Accountants

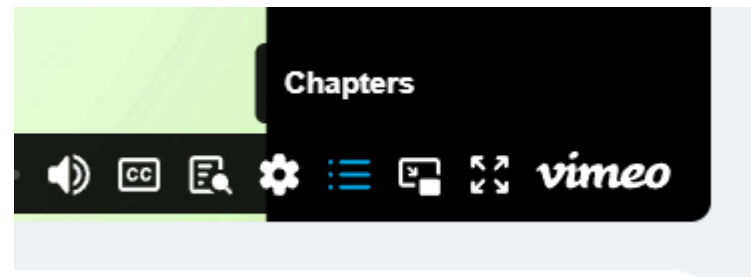
Chapter/Lesson 1

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The four chapters/lessons, about 30 minutes each

1. Introduction and some scenarios to Can't Hire The Right Person
2. More scenarios, Residential Property Opportunity to Oil Company Restriction
3. More scenarios, The Other Company is Getting Sued to Negative Tax Change
4. Scenarios, Money-Losing Sub to HVAC Company Dilemma and Conclusions

Use the Chapters feature in Vimeo



Note about electronic material

You have the option of **printing the material** and taking notes during the course, or **taking electronic notes**

If you print, we suggest you make sure you print the material large enough to take notes on it

We **cannot provide conclusive instructions on how to take electronic notes** in the pdf file on each registrant's device, because of the wide ranges of combinations of pdf software that registrants may have, in addition to platforms, i.e. MAC or PC, tablet, etc.

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Introduction

Welcome to this course

You will get a fully completed slide deck after from me, blanks filled in _____, email us when you finish listening to the video, spriddle@bell.net

There will be some _____ from me, we don't want this course to be boring!

Past chats

I have included a variety of past chats to make this video course more interesting

They are always in *italics* and you may see typos, and lack of punctuation, due to rushing...

13:05:12 From David to Everyone: What did they wanted

I mix, _____, and a handful are ____ comments created by me!

All my live courses have an opportunity to win prizes

But this is a video course, what will I do?

Send useful feedback, a suitable joke or tip, a good scenario for this course, to spriddle@bell.net to enter a draw for a nice prize...



In my webinars I ask some interesting
get to know you questions

Type ____ if ____...

I have recently had a job change

I am still co-owner, Secretary and Board member of SureWx

A global aviation software company

But, I **stepped down** from the CFO job there, in my 12th year

I will continue to grow this company

The new job

CFO & VP Finance - **Fidus Analytics Inc.**

I work remotely from Ottawa for this global business, out of Calgary

The company that hired me has the _____ as a 7 year former employer in a different industry

The President and founder is very, very _____



Course objectives

- Discuss what is higher level strategic thinking
- Learn how to think at a higher strategic, big picture level, primarily by examples
- Get an idea of what is your current thinking level from your interaction with the examples
- Dozens of examples to improve your thinking in the areas of business, systems, technology, risk, tax, compensation, M&A and more

Outline

Introduction

Discussion of strategic thinking

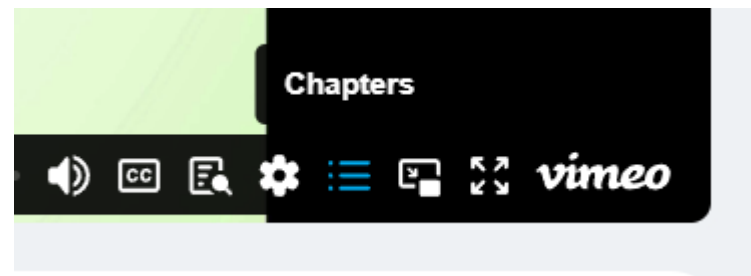
Lots of scenarios to practice, interspersed with lessons

Conclusions

The four chapters/lessons, about 30 minutes each

1. Introduction and some scenarios to Can't Hire The Right Person
2. More scenarios, Residential Property Opportunity to Oil Company Restriction
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4. Scenario, Money-Losing Sub to HVAC Company Dilemma and Conclusions

Use the Chapters feature in Vimeo



Lesson Chapter 1

Introduction

Accounting system
problem

Cruise line pressured

Can't hire the key
person

Lesson Chapter 2

Residential property
opportunity

One A/P unit shines
versus the other

College systems startup

Group RRSP decision

Late-paying customer

Oil company restriction

Lesson Chapter 3

The other company is
getting sued

Buy a competitor

Conflict between
department heads

Sports, star player is
injured

Fast food customer
discrimination

Canada Post

Asian expansion

Negative tax change

Lesson Chapter 4

Money-losing sub for
sale

Family member needs
advice

The case of the
disobedient six- year old

Software startup sees
an opportunity

The political party idea
analysis

The dumb CEO idea

Better supplier needed

Customer support
business

HVAC company
dilemmas

Conclusions

Here are the
scenarios by
Lesson/Chapter

TOPIC INTRODUCTION

Have you ever had a discussion at work?

Where others have raised much bigger, more important, strategic, big picture issues related to the issue, when you didn't/couldn't or were only into the details?

And you wish you had raised them...



Their points were higher than yours

This used to regularly happen earlier in my career

I believe a key thing that separates people in the business world, is the level at which they think

I believe I have continuously _____my thinking level

It wasn't from _____

I did this by hearing _____

This course will talk a little bit about how to do it mostly to provide you with more "experience"

I have never seen a course like this, although there are a lot of strategy courses

I wish I took this course when I was younger!

This course is not theoretical diagrams and flow charts or professor stuff



You are all at different places

Some are Presidents/CEOs/owners/partners

Some are earlier in their career

Some are C-Suite and some are not, eg Controllers

Some have sat in many Board meetings as members, observers or management, and some have not been to any Board meetings

This course will help see your thinking of level when looking at many scenarios and also improve it, **no matter what** level you sit in your organization

If you can think more like your _____, you will be ahead

Even if you don't aspire to higher positions

Anonymous poll

Would you like to be CEO one day, only answer if you are not one already?

Recent
webinar

Did you know I was a “CEO” for over
8 years...?

We will be mentioning Boards

I am aware that some of you don't have functioning, that independent Boards, overseeing your business by meeting on a regular basis

There could be good reasons for it not functioning:

US subsidiaries, so parent company management directs without meetings

Closely-held family businesses, the Board doesn't meet actually bother to meet

That is OK, substitute owner for the Board in the examples

If you can think like an owner, it is always good



I sit on four Boards now

It is easier to think big picture and strategy when you _____ all the details that management is aware of, and distracted by

I have turned down quite a lot of charity Boards, but may join one soon, story later in this course

I worked with a very big picture guy

Long-term Board member of a company I was CFO of

Seven years of Board meetings with him helped my thinking

His LinkedIn says:



It also says he has sat on 21 Boards (member or sometimes observer), he was a venture capitalist

I also sit on a Board with a guy who sits on about 10 Boards currently, a 44 year old European accountant who is pretty good with the big picture

Issues and decisions face us all the time

Most young accountant thinks at the lowest level:

- What is the impact on what I do _____?
- How can I get my job _____
- How can I make my job _____?

Start by how does this impact my _____?

Then how does it impact the _____ as a whole?

How does it impact _____ as applicable, including company _____?

How will this help your career?

I want to make you _____

(That is what all my courses try to do)

You will look good in meeting and internal discussions if you are thinking well at your level, or even better, above your level

You can ask better questions

(My questions at _____)

You will be able help your organization more

What is the difference?

Higher level, strategic thinking in my view encompasses _____

It is better quality thinking

Lower-level thinking tends to be tactical and detailed and operational and short-term

Both must be done well in any organization

The best people can operate at _____ levels

They recognize the big picture but are helpful with the small picture

Example: “I want you to _____”

But keep this mind

A recent comment from a participant in another course, which is relevant here:

“Bad news for me includes people who work at _____and can’t/won’t get into the details”

That is a reminder, we will focus on the high level in this course

We will study this, by examples

We have just talked concepts so far, I will illustrate this with many specific examples

Very short scenarios that lend themselves to illustrate thinking levels

All directly or indirectly inspired from real life

They may not be set in your industry or be familiar issues, but they are there as thinking/teaching tools

What is your current thinking level?

Pause the tape each time, to make it easier

Come up with higher level thinking ideas

Then, see where your answers fit in relation to the class and my answers

Otherwise, you may just say, aaah, I would have thought of that.... now that I have heard it

You will see what I mean more clearly, as soon as we do some scenarios

SCENARIOS

Scenario

There is an annoying problem with the accounting system **PAS Inc**, which hinders normal reporting.



Think of levels of thinking on the issue based on these positions

Staff (accountant below Controller)	
Controller	
CFO	
CEO	
Board	

What do you think?

Use your experience, your imagination

You could do your level, you could do one level up, you could do the highest you can possibly think of

Staff: I feel...

Controller: would want to..

CFO: I recommend....

CEO: This means.

Board: We think...

Levels

Staff	
Controller	
CFO	
CEO	
Board	

There are layers of thinking

Hopefully getting bigger as you get more senior

Staff



Note

This doesn't mean the larger ____ the thoughts of the lower circles

They are just bigger picture and more strategic

After creating this, it reminds me of

You may prefer the _____ illustration...

For some scenarios

You will be saying, what is the problem/what decision is needed?

And I am not going to tell you

For some scenarios

You will be saying, what is the problem/what decision is needed?

And I am _____

Often, in real life the problem is not handed to you on a _____

The big problem might be _____



Question

Have you ever been on a cruise? Type cruise in the Chat

We once went on a _____

I authored the _____



Scenario

Titanic Inc., a smaller cruise ship line is still struggling from debt accumulated during COVID, although business has picked up quite a bit, the public still has some reservations about being on their smaller ships in close quarters with a lot of people.



What do you think?

Past webinars

Levels

Staff	
Controller	
CFO	
CEO	
Board	

Note

I am not just going to present all the scenarios, one after another

I will intersperse them with advice, related teaching, humour and even random stuff...

I have deliberately not grouped the types of scenarios, to provide more variety...

Big picture strategic thinking

My son's CPA neighbour becomes Chief Operating Officer

Of a medium-sized regional law firm

(He had worked for _____ and his father is a retired Big Four accountant!)

His first big question was on the job was a big strategic one:

“What is our _____?”

All he got was blank stares from the lawyers

Do you know your _____?

(I know it is harder for law firms/accounting firms to define their _____)

Scenario

Ark Inc. has not been able to find a key hire with a certain skill set, through the normal channels (Job ads, LinkedIn, Indeed site and the regular headhunter)

What do you think?

Levels

Staff	
Controller	
Executive	
CEO	
Board	

An illustration – the mountain

The more senior people should always have a higher, bigger view of issues, direction, etc.

A webinar get to know you question

CHAPTER/LESSON 2

Scenario

Cark Inc. is owned by a number of unrelated private investors. It has been a builder of large residential apartment buildings, since 1979. It functions as a general contractor on all projects. Recently a large customer has asked the company to be the co-owner of the next two complexes it was to build for them. The executive team finds this a very attractive opportunity.



Levels

Staff

Controller

CFO

CEO

Board

Breakout session

Try to think at the highest level you can

Note taker is the most person with the most ____ based on the camera views!

Take note and paste conclusions by position in the main Chat when you are done

5 minutes

Levels

Staff	
Controller	
CFO	
CEO	
Board	

Use of AI to solve business problems and go to the higher level

I put most of the scenarios in this course into ChatGPT, and it always gave decent, but fairly _____ answers on the _____ and did not go to the _____

I think it is still worthwhile getting feedback from AI on situations, but don't expect it to read between the lines much or go to the really big picture

And of course, do not fall into the trap of relying solely on AI for anything and not using your brain



Chat GPT didn't do great on this one

Note

I won't respond to any more scenarios via AI, you can of course do this yourself

A reminder about this topic

Scenario

One of the **Micah Corp's** two regional A/P units seem to have become more productive and efficient than the other in the last year

(A smaller picture topic, for a change, but there are bigger picture angles)



What do you think?

Levels



Staff	
Controller	
CFO	
CEO	
Board	

Don't be discouraged if you

Feel like you wouldn't have thought of many of the points in the scenarios so far

I have more experience, have had _____

And _____ your mind will help you

Someone who took this course said accountants are typically “steady, conscientious, not always visionary” people, but I am trying to push your _____

Now some questions to help you

Some general big picture questions

That could lead to more strategic big picture thinking

Why are we _____?

What is the _____perspective

Are they dealing with the _____ only?

What is the impact on _____?

Does this tie into our _____?

Is this our _____?

Do we have the right _____?

Can you think of more?

Some general big picture questions

What are the big ____?

Have ____ been assessed properly and mitigated?

Is there _____ of doing this?

Where is our _____ coming from?

Do we have the right _____?

Do people want to work ____?

What type of people do we ____?

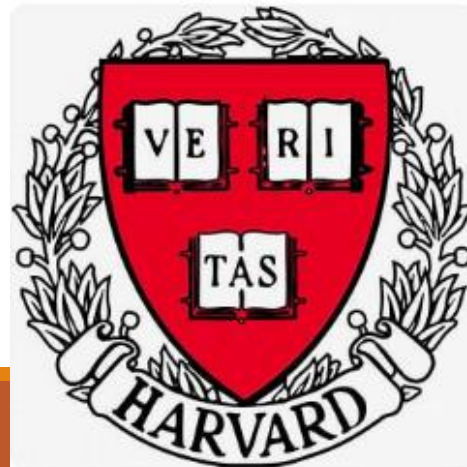
Some general big picture questions

PRIZE for my
favourite one
you could
suggest

Past ideas

Scenario

UniCollegeSystems Corporation is a five year old startup. Its product is a special enrollment system for large universities and colleges. The company raised \$20 million of venture capital in its first year, and now has market saturation with virtually all customers in the target market signed up. This was accomplished by diligent sales work, particularly by the VP Sales, Dod, to break into these customers, after Harvard and University of Toronto became the launch customers. There is some more potential revenue in terms of upgrades, features and customization. The management team is the same as day one, it consists of Dod, veteran startup CEO Caily, experienced CFO Clancy, Systems Development VP, Fistriu and Customer support VP Akim.



What do you think?

The issue is a little below the surface...

Past comments

Levels

Staff	
Controller	
CFO	
CEO	
Board	

Comment

13:42:12 From Andru to Everyone: Acknowledging the ____ needed is a great view

I have worked for startups, _____

Note

Some organizations never ask input on strategic things from finance (CFO/Controller, etc.), unless it is a directly financial topic

This is _____ us!

I always try to _____ lots of strategic thoughts, even if not asked...

It has never been _____

From my Dad on this course

We chatted a bit about it, he provided one scenario

(He has sat on Boards of billion-dollar companies, I have not...)

He is an economist

“Why am I, an accountant, being asked to do this sort of thinking?”

“Because you have _____”

Scenario – more micro and on compensation

ARC Inc.’s Company Policy is to put 5% of employees’ base salary in a group RRSP. An employee asks if they can take it in cash.



What do you think?

There is still higher-level thinking on something like this

It came from a real work situation

Remember my suggestion to pause the tape...



Levels

Staff	
Controller	
CFO	
CEO	
Board	

Board authority

The Board basically has absolute authority on everything, but they should

Aside - the big solution

The top commodity tax specialist in Canada, working for a Big Four firm has solved a complicated provincial sales tax problem for a famous audit client of mine, which was going to save a lot of cash and the books also need to be corrected

The journal entry to solve the problem was faxed over from the partner

Not the real entry, something like:

FAX COVER SHEET	
RECIPIENT:	
TO:	_____
FAX NUMBER:	_____
SENDER:	
FROM:	_____
PHONE:	_____
TOTAL PAGES:	_____ (including cover sheet)
DATE:	_____
MESSAGE:	_____

Scenario

Walin Inc. is a major farm equipment reseller. The company is owned by one individual, who is not involved in the business. An important customer in a significant industry segment, just called a finance staff member and wants 40 more days to pay their invoice which is due in 3 days. The annual credit check one month earlier, was positive.



What do you think?

Levels

Staff	
Controller	
CFO	
CEO	
Owner	

Big picture and strategy

I like to share about these things _____

This helps them see the forest, not just the trees

This helps prepare them to be promoted

Most appreciate it

What is this?



Scenario

Small oil company **Taroil Inc.** earns 30% of its profit from selling oil to a medium-size country via a subsidiary in that nation. This country has just elected a new interventionist government, which has put in place draconian currency restrictions, making it impossible to repatriate any profits anymore.



Levels

Staff	
Controller	
CFO	
CEO	
Board	

Side note

This scenario was contributed by _____

Interesting

I have been asked to join the Board of a Charity

I have personally supported the charity for a long-time

There is US charity with the same name, which is organizationally separate

It has had some management and spending scandals recently

What are some higher level questions I should ask?

CHAPTER/LESSON 3

Scenario

Management of **Matthias Inc.** (MI) hears that a Canadian company is being sued for automating certain requirements in a particular industry. The litigant claims they have a Canadian patent for automating any all requirements in that industry by software. MI business is automating a different part of the same industry's requirements

(Based on a true story in my career)

Pending Patent Applications:

Canadian Patent Application based on International Patent Application No.	
PCT/CA	October 21, 2009
U.S. Patent Application No.]	filed November 6, 2009
European Patent Application	filed October 26, 2009

Levels

Staff	
Controller	
CFO	
CEO	
Board	

Sometimes at work over the years

I spent some time thinking hard what I would do if I was CEO

Thinking of both strategic and tactical/operational issues

(Do you ever do this?, it is a useful exercise that relates to this course)

At times, I have felt, I have way _____

At other times, I have really felt _____

I have not aspired to be _____

Can you share a scenario, which results in a good illustration of thinking levels?

My favourite gets a **prize!**

Scenario

The Board of **Blake Corp**, a natural food producer, proposes buying a small competitor for a fairly high price, due diligence must start soon. The Board is composed of four individuals.



What do you think?

Levels

Staff	
Controller	
CFO	
CEO	
Board	

Real life

I have heard of Boards almost unilaterally deciding to go ahead with acquisitions, with little executive input

Including the case of a famous _____

I was told this by the finance/legal team of the company, _____

One of my uncles

Worked 40 years at a Lloyds of London insurance broker

Selling shipping insurance to Asian billionaire shipping magnates

He made an interesting statement once

“The billionaire’s kids had all earned their MBAs and were taking over the business”

“But they _____”

I believe this, the Dads learned from the school of “hard knocks” and were more experienced

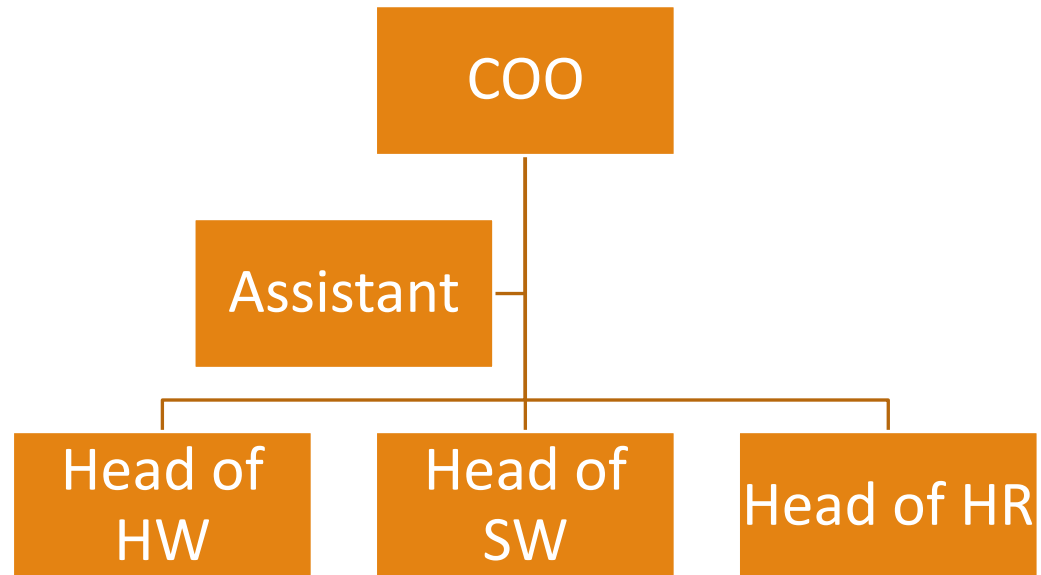
(For funny MBA jokes, see my course **Practical Works Smarts For All**

Don’t take me too seriously if you have an MBA)



Scenario

Splittech Co. builds electronic hardware, with embedded and control software. Organizationally, the head of hardware and software, both report to the Chief Operating Officer, a good seasoned general management person. These heads of department conflict continuously.



Levels

Staff	
Controller	
CFO	
CEO	
Board	

Notes

This is very much from real life

For bonus plan design, see the section of my new course **More Practical Works Smarts For All**

Time for some jokes:

Q: “What did the hardware say to the software?”

A: “_____!”

Q: “Why don’t programmers like nature? “

A: “_____!”

Sports scenario, a bit different

Star player Mango Joe, which the team really needs, has been injured for nearly half the season. (This could be any professional team sport....)

What do you think based on these roles?

Levels

Trainer	
Assistant coach	
Head coach	
General manager	
CEO	

Aside, there is an unchangeable law in the world

You only have one chance to make a good _____

Rich or poor, smart or dumb, whatever the context

I hope I have made a good impression most of the time

But here is a bad one

My first day at the KPMG Toronto office (North York), after transferring from Ottawa

I showed up looking like this...

My biggest _____

This probably stuck in their minds

Scenario

Subpar Inc. is a well-known fast-food chain with 500 outlets in Canada. Last week, a cashier took a rude and discriminatory approach when serving a customer that is completely indefensible.



Breakout session

Try to think at the highest level you can

Note taker is the most person with the least _____ based on the camera views!

Take note and paste conclusions by position in the main Chat when you are done

5 minutes

Levels

Staff	
Controller	
CFO	
CEO	
Board	

Big picture thinking illustrated by a job opportunity for me

The company appears to be leading in a hot space, the early days of GPS, commercial fleet tracking, the year 2000

What are the big picture issues?

How _____?

How soon before _____

I drill the CFO with dozens of questions on the market, the prospects, over several weeks

The Big Four partner who referred the job to me, says: “_____”

I took the job

I remember the excitement of “we are tracking this vehicle on the map with GPS”

My _____ turned out to be right, the market was _____....



Scenario

Canada Post

What are the big picture, strategic questions?



I was talking to senior finance employee about this the other day, she had a no idea....

Some background

Canada Post said Friday its financial situation is so grim it could run out of operating funds in less than a year, after the Crown corporation posted another whopping pre-tax loss of \$748 million in 2023.

[In its annual report](#) released late Friday afternoon, the company predicts "larger, unsustainable losses in future years" without major changes to its operating model.

"Even with Canada Post's recently proposed stamp price increase, the Corporation projects that, without additional borrowing and refinancing, it will fall below its required operating and reserve cash requirements by early 2025," the report says.

Canada Post has been losing money since 2018. In the last six years, its losses have totalled \$3 billion.

Questions

Should Canada Post even _____

Should a post office be funded by _____?

Should _____ replace the post office directly or under contract?

The same could be asked about another federal crown corporation, the _____

Our daughter used to work there

(I know this is a bit of politics/economics)

Comments, controversy...

Other threatened businesses/trades, by seeing the big picture?

Do they realize it, or are they missing the strategic big picture?

Can you suggest others?



The big picture and a firm partner

There was one KPMG partner who used to walk around the office, and then aggressively ask staff “what are you doing?”

Most answered:

I would always answer _____

He liked the answer

I focused on the big picture

It reminds me that as a CFO in industry, I am more like overhead, not making the business money....



Scenario

Kassian Inc. is trying to open up business in a certain large Asian country.

A local representative, who is a national of the country, has been hired and has been trying to get contacts and contracts without success for several years.

What do you think?

Levels

Staff	
Controller	
CFO	
CEO	
Board	

Once upon a time

I decided to become a CA

This involved passing the 4 day, 4 hour per day **Uniform Final Examination**

Day 1 was one very difficult 4 hour case, about 25 pages long

I sat down to read and write my first practice case

I was completely _____

I will _____

I did get through the first try and did ____, but it was a lot of work

I have now authored dozens of such cases, and the CPA equivalent

Some for six months of group work, some the 5 hour case



My cases

Always have _____ to find out who sees them and who doesn't, to rank candidates in examination and other situations

There was once a famous CA four hour case

Assignment: help this company with an acquisition

Underlying strategic issue: _____

A large number of candidates in Canada, missed _____

Lesson: Think bigger, when you are told to do something...

A 43 page case I authored

Scenario

An announced change in income tax legislation will impact **Jarno Corp** negatively next year

Income Tax Act (R.S.C., 1985, c. 1 (5th Supp.))

Full Document: [HTML](#) (Accessibility Buttons available)

Levels

Staff	
Controller	
CFO	
CEO	
Board	

CHAPTER/LESSON 4

What is that noise?

Scenario

Aila Inc. is trying to sell a subsidiary that is losing \$1.4M per month, but no one has purchased it in 7 months, since it was put up for sale. The company makes annual pre-tax profits of about \$60M and reports under International Financial Reporting Standards, the year end is in two months.

Levels

Staff	
Controller	
CFO	
CEO	
Board	

We want to bring new angles to a
problem all the time

Scenario

I am advising a family member who is more operational

They are thinking of buying a business

It was very profitable only the last two years

Big picture questions:

Have you ever noticed this?

Many self-employed small businesses, are probably missing the big picture

What do you think I mean?

Hint: _____

They are probably making way _____

Their ____ is probably terrible as well

Many don't realize it

Many don't _____

(I am not _____)

Sometimes, I _____

Opportunity

We sell our regulated systems product to every airline who is interested

We want to enter the market of our certain large country, where we have no existing business

First issue, get regulatory approval

One of the best bigger picture guys I have ever worked with, is in charge of this

I get a report on the meeting with the regulator from him, where all ten airlines are present, saying they want our system

I say, “_____?”

He says “wow”, I didn’t think of that

(Airlines in Canada _____)

Let's turn to family life...

Scenario

In a public parking lot, a young couple's eight year old refuses to sit in the assigned seat in the minivan.



Levels

One parent	
The other parent	
Grandpa	

Missing the big picture as a teen

My three brothers and I, young teens, hand shovel most of the seniors' driveways on our city block, our own small businesses

Killer work in the great snow falls of the 1970s in Ottawa (40% more snow than Calgary/Edmonton)

Big picture thought recently, we should have together bought a _____!



Lesson

Sometimes, it takes us quite a while to see the _____

A Proverb says

*The plans of the diligent lead surely to abundance,
but everyone who is hasty comes only to poverty.*

Think and plan ahead in _____

Scenario, real-life, about 24 years ago

Vilan Inc. is a software startup, which is working on several products to take to market, and is short of money, having spent most of the previous venture capital (VC) round of financing.

The star developer has come up with an idea for a software tool to convert all types of sound files into the brand new MP format, but some funding is needed to do this.

The President recalls that the same developer once quickly wrote the code for the software to manage DVDs in the early days of that product and their employer at the time sold it for US \$10M.

Levels

Staff	
Controller	
CFO	
CEO	
Board	

How are you tracking in the course?

Let's test you with a pop quiz, you are not in trouble if you get it wrong, no one will know!

Pop quiz question

Based on the course, which of the following issues/topics is not really big picture?

- a. The business needs to evolve because of this evolution in our market
- b. This will hurt our profit this year
- c. The government is probably going to change the rules on this, meaning we have to prepare for this major impact
- d. At least half the management team don't really fit with the company direction

I SUGGEST PAUSE THE TAPE AND SELECTING AN ANSWER, BEFORE FINDING OUT THE CORRECT ONE

In-person sessions

Anyone want to hear me in-person?

However, no events scheduled anywhere in the world

But one is being discussed for May 2025

I hope to see some of you there

You just need to travel to...

Scenario - politicians

A Canadian federal political party that is in power is making decisions about spending. A party thinker has come up with a new spending idea.



Levels we will be looking at

The party spin doctor's line	
The MP	
The Minister	
The bad Prime Minister	
The good Prime Minister	
Unthinking Canadian voters	
Thoughtful Canadian voters like CPAs..	

A CEO joke, before a CEO scenario

Scenario

The CEO of **Ustini Corporation**, is bent on making a dumb business move, albeit not one that needs Board approval

Levels

Staff	
Controller	
CFO	
CEO	
Board	

Scenario

Hollit Inc., which makes industrial pumps, has gone through five suppliers of a key input over the past 4 years, trying to find the lowest bidder that meets requirements. The company has not been happy with any of them. If the suppliers did some R&D they could probably produce cheaper and with better quality but none of them want to. Zagon is the most promising supplier, but a short dance with them, and then another change would not be good.



Levels

Staff	
Controller	
CFO	
CEO	
Board	

After the strategic recommendation

Sometimes decisions made at the upper management and board levels tend to ignore the realities or concerns of the lower-level groups, and it's a good idea to 'ground' people from time to time so they understand the consequences when making strategic decisions and recommendations.

Here, the strategic partnership may be a good idea, but _____

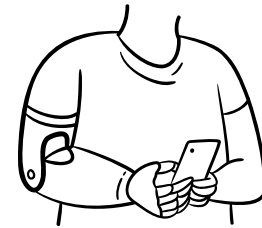
Real-life example

The implementation of the CEO's strategic vision to make the accounting processes more efficient with a new system was a disaster! The people implementing

The people hiring you for your next big role don't just want to have the ideas, they also want to see results.

Scenario

Aria Corp is a corporation in the business of providing contract help lines and customer support to all kinds of businesses, but primarily banks. It is a wholly-owned subsidiary of **Aira Corp**. Artificial intelligence and machine learning are being used quite extensively now in this field to answer calls and to help agents. Revenues and profits are declining slightly. The CEO Micah Melson, is an excellent business generalist. Board members are Frank Ronak, 32 years in customer support leadership, Agnes Metski, parent company finance representative, and J Johanson, nearly 40 years in the banking industry



Levels

Staff	
Controller	
CFO	
CEO	
Board	

More tips

Listen to your team, and encourage them to think at a higher level

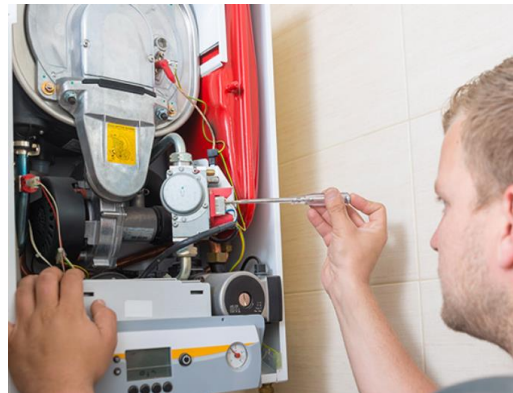
Meet better higher level thinkers for _____

Think about more _____ you have known and worked with, and speculate what they might say about the situation you are facing

What are you using to learn about the industry your employer is operating within to better understand the opportunities and challenges?

Scenario

Fixheatcool Inc. is a 300 employee private company making money with long-term contracts for HVAC (Heating, ventilation and air conditioning), repair and installation and upgrade work, with thousands of industrial and institutional customers. It employs about 240 HVAC technicians who drive company trucks with tools and equipment. The company is doing well, but there are concerns over employee theft of tools which are expensed for accounting purposes and many employees “padding” their day with up to one hour of down time, spread between jobs.



Very tactical from past offerings

Levels

Staff	
Controller	
CFO	
CEO	
Board	

CONCLUSIONS

Don't get distracted!

Have you
reconciled those 3
intercompany
accounts, as
instructed 2 weeks
ago



Thoughts

_____ may not be in your job description

Do a good job on your description work and they are more likely to listen to your _____,
outside of your work area

Email from our son, CPA, CA, after reviewing two scenarios

“None of this matters though if you don't know how to _____”

I agree

(Our son is more bigger picture than I was at his age)

Ideas on how to insert your big picture thoughts into a discussion

Note

It is easy to go to a pure strategic meeting or course, and talk _____

It is much harder to think about _____ regularly as you go about your busy day to day work, often in the trenches...

I try remind _____ to take a step back and think big picture and strategic, periodically

Put this in your _____ monthly to force yourself...

Conclusions

This has been a graphic reminder to keep thinking higher and bigger

One past participant, said something like this need to be including in the _____

Best wishes in your own strategic, bigger picture thinking, I hope it improves and helps your career

I may do a part 2 of this course one day, more thinking on the topic, other interesting scenarios...any thoughts

The top participant prize in a recent
webinar

I have about 25 other practical courses

Primarily all kinds of specific tips to help you in all kinds of work and management situations, as well as ethical dilemmas

I have a course called

Practical Work Solutions from Case Discussions

This 2 hour course gets into this topic a tiny bit, I decided I needed to expand on it here

Check out this course, I think you will like the rest of it...

Also Practical Work Smarts For All, 2 hours

A grab bag of management and work smarts from my career, including some big picture stuff, and exposing the elephant in the room, which also relates to this course

There is higher level thinking in all my courses

It is not labelled as such, but it is there, I didn't really think about this until I developed this course

Closing comments

Was the course boring?

Send me an e-mail spriddle@bell.net, to pick my brain or for questions, or to get the completed slides

Do LinkedIn with me, if you want, state you “met me” in this course



Please complete course evaluations, as applicable

Thanks for attending

Complete
Quiz if
required