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*Lighting the path to your
career success*

2020 PROSPECTUS

I am delighted to welcome you to the ICAEW Academy of Professional Development. Our ACA qualification is one of the most advanced finance professional development programmes available, but professional development doesn't stop there.

Disruptive technologies such as big data, Artificial Intelligence, robotics and predictive analytics are transforming finance. To succeed in today's highly competitive environment, you will need not just technical skills but also the leadership, business insight and partnering capabilities to support decision-making and the long-term success of the business.

Our training solutions cover a wide array of subjects and career levels, and have three key elements:

- The range of public courses listed in this prospectus
- In-house training which we can create on request
- Leadership development programmes for senior professionals

Whether it's for you or for your business, the Academy will help to transform both business and individual performance. I hope you take advantage of the courses on offer.



Michael Izza
Chief Executive, ICAEW

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Academy at a glance

As a world leader of the accountancy and finance profession, ICAEW's Academy of Professional Development reflects our commitment to high quality training and learning journeys for all career stages.

The Academy has several distinct delivery styles that are designed to cater to the learning needs of all individuals. All our courses are designed to develop your skills, and future-proof you in today's highly competitive environment.

Academy classrooms
Unrivalled learning from subject matter experts

Drawing upon ICAEW's 140 years of leading and supporting the profession, our industry-leading trainers are on hand to give practical help and readily answer questions. Also benefit from peer-to-peer learning and networking, while gaining insight into other businesses and best practice examples. Our courses provide you with immediately-applicable skills - not just the theory - so that you return to your business armed with innovative insights and practical solutions.

In-house corporate learning solutions
Every business needs a tailored solution

We collaborate with you from co-designing the programme, through its execution and impact measurement, while retaining maximum flexibility throughout to ensure that the corporate goals are always being met. Our aim is to safeguard the skills of you and your teams, to future-proof your career in the age of digital transformation.

Leadership development programmes
Unleash your true potential

Catering for those significant transitions in your career, our leadership programmes are instrumental to achieving your leadership ambition or fulfilling your succession planning goals. The four leadership programmes take an in-depth, holistic approach to combine 360° feedback, insightful mentoring or coaching, exclusive networking events, peer learning groups and workshops.

Virtual classrooms
Bring the classroom to your desk

Benefit from the unrivalled learning of an Academy-quality classroom without ever leaving your desk, wherever you are in the world. Special features include breakout sessions, Q&A facility and instant feedback. Allowing you to save on both travel time and cost.

E-learning
Learn at your pace, and at your convenience

Give your learners a flexible way to access courses when they need to. You can standardise learning outcomes across your entire business, regionally or internationally. Be able to track and benchmark progress across your organisation, and identify further training needs in your business. Talk to us today for enterprise-level e-learning solutions.

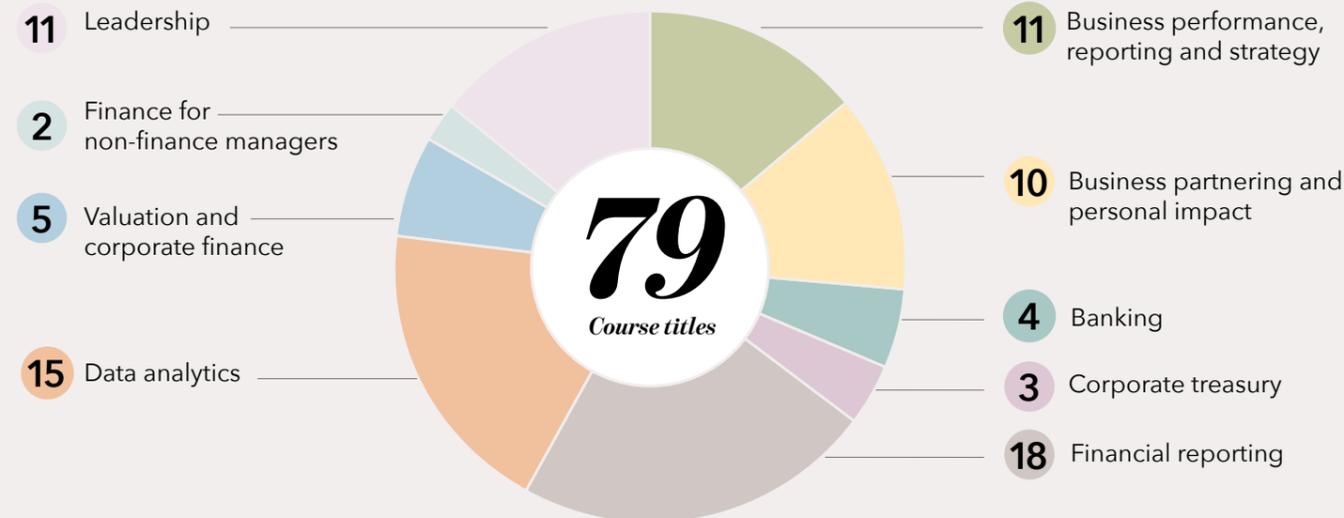
A blended approach
Flexibility with you in mind

By using a mix of all the learning styles, you can compound learning outcomes, extend development to wider teams, and plan development to suit your business.

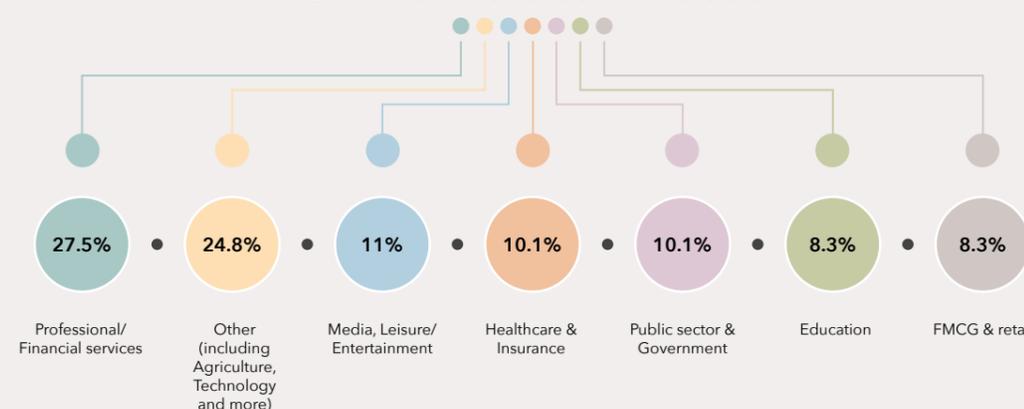
TO BOOK OR FOR MORE INFORMATION, CONTACT:

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+44 (0)20 7920 8733



In-house client sector



What our clients say about us



Future Finance Leader Programme

'TUI and the Academy team worked together to build a programme to develop TUI's pipeline of senior finance talent. TUI partnered with the ICAEW Academy because of its credentials as a provider of high-quality training and profile as a respected global accountancy and finance body.

Consisting of three residential modules hosted at TUI hotels in Palma de Mallorca, the Algarve and Berlin, the first module focused on building and leading effective finance functions, the second was on finance business partnering and commercial acumen, the final on bringing everything together in business simulations and presentations to the finance directors in attendance.

The programme was designed to challenge the delegates' mindset, ways of working and behaviour, and provide practical tools and techniques that can be applied in many situations and as soon as they got back to work, after each module. Every delegate has been overwhelmingly positive about the design, structure, content and facilitators and would recommend the programme to colleagues.'

Iain Dewson
Head of Finance Academy, TUI Group



FRS 102 Refresher Programme

'Our team had been with the company a while and got into the habit of doing things because that is how they had always been done. I wanted them to think about "is this the right way to do it" and quickly saw a gap in their FRS knowledge.

I had a team of six all at different levels of professional training so needed something that would suit us all. I wanted it to be on site and catered to our needs ie, not an "off the shelf" training course. I chose ICAEW Academy because they were reasonably priced, and had a good reputation.

From the start the service we received was professional and individual, they spent time understanding what we wanted from the training course, what type of company we were and how best to structure the course. I couldn't fault the training. The content was structured, to the point and extremely informative. We walked away with 4/5 areas that we felt we wanted to change in our business relatively quickly. We all found it extremely useful.'

Carolyn Kearney
Finance Director - Europe, Vertellus Holdings LLC



Senior Management Programme

'The Academy experts took the time to understand the key challenges that we were facing and what our ambition was for our leaders. This enabled them to structure a workshop with our SMT that was hugely engaging, impactful and relevant to all.

As well as the practical tools that people took away from the session, all delegates felt energised, more confident and understood their roles and their impact as leaders of our business which has given all a greater perspective and purpose.'

Paula Carroll
Chief Finance Officer, Plusnet plc

CONTACT US FOR MORE DETAILS

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Some of our clients



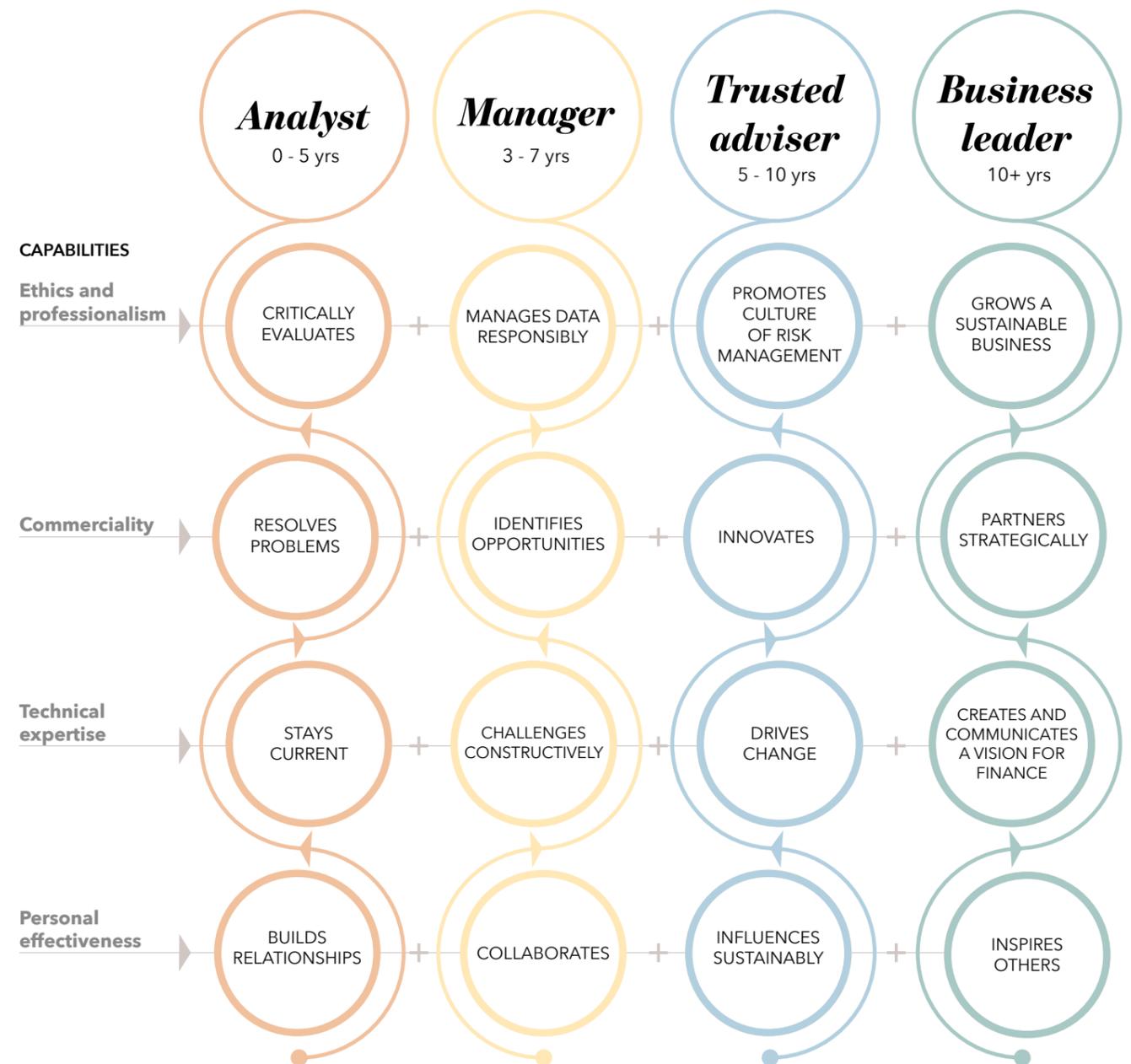
Future-proofing professionals

In a fast-changing business environment, finance teams need to adapt to ensure that they continue to add value to the long-term success of a business.

Our professional development framework enables you to future-proof and benchmark your team's training needs, identify gaps and learning solutions for all levels of experience. It is designed around five embedded themes:

- Adaptability - building your strength and resilience in the face of change, helping you to navigate challenges in a fast-changing and increasingly digitally-enabled business environment.
- Insight - gaining knowledge, know-how and skills of how best to apply critical thinking, analysis and judgement to data, and to generate advice and solutions relevant to business.
- Collaboration - understanding and valuing diverse perspectives, building more effective working relationships and understanding how to use emotional intelligence.
- Perspective - helping you to develop a forward-looking view of the business, learning where risks must be managed and when they should be taken to enable new opportunities.
- Learning and reflection - maintaining and developing skills through continuous learning opportunities and self-reflection. Curiosity to learn new skills to stay current and up to date in a digitally-enabled environment.

THE FUTURE PROFESSIONAL: CAPABILITY FRAMEWORK



TO BOOK OR FOR MORE INFORMATION

PUBLIC COURSES:

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IN-HOUSE TRAINING:

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Learning journeys

Know which routes you need to take to fulfill your career ambition

Benchmark personal or team competencies and evaluate where to go next

Using the framework is simple.

The typical career of an accountant has been broken down into four key career stages by seniority: **analyst, manager, trusted adviser and business leader.**

For each career stage, we have listed the key **capabilities required to operate effectively at that level.** Senior professionals should have the competencies of the previous levels.

You can benchmark your **personal or team competencies against our framework to identify skills gaps.**

In this section, you will find example learning journeys against each career stage. Our Academy training experts can help you to identify the right courses for your professional development.

**FOR A TRAINING NEEDS
ASSESSMENT CONSULTATION,
CONTACT US**

TEL: +44 (0)20 7920 8733

EMAIL: academy@icaew.com

The future professional: example learning journeys

Analyst



Manager



Trusted adviser



Business leader



Data analytics

Harness the power of big data, gain predictive and prescriptive analytical skills and transform the way finance adds value to the business

Data science skills for finance

In the digital era, organisations in every industry and sector are learning to exploit data in their search for competitive advantage. The breadth and depth of data available is catapulting organisations into the 'insight-driven era'.

This presents finance with the opportunity to help the business become a data-driven organisation that makes investments and operating decisions with more confidence and mitigated risk.

In this section you will find a carefully curated syllabus of short courses designed to boost the finance function's value and credibility as a strategic partner to the business.

DATA ANALYTICS COMMUNITY

This new community offers a programme of curated learning, events and networking, insights, blogs and discussion groups with a real focus on how to apply data analytics in a business content. For more information visit [icaew.com/joinda](https://www.icaew.com/joinda)

Join the community for free and receive 25% discount on all Academy courses.

*Applicable to non-members only.
ICAEW members receive 25% discount across all courses

Successful data strategies and case applications in business



London



1 Day

NEW

BOOK NOW

icaew.com/academy/datastrategy

COURSE OVERVIEW

This course will introduce you to the topic of big data and analytics. In a practical and insightful workshop, you will get an up-to-date overview of big data and how to apply it in your organisation.

A series of case studies will be used to understand the scale of the change big data and analytics will bring, along with the opportunities and challenges. You will also explore the latest global best practice examples of how companies have applied big data and analytics to transform their business.

LEARNING OUTCOMES

- The implications of analytics and big data for accountants.
- How big data and analytics are transforming every business.
- The key business analytics tools and how to apply them in business.
- How to turn data into improved decision-making.

WHO SHOULD ATTEND

All finance professionals who want to increase their understanding of big data and analytics, including their application to businesses.

Finance in a Digital World - icaew.com/fdw

Complete this eLearning (free to ICAEW members), to gain a solid introduction on how advanced analytics and visualisation can help finance to turn data into actionable insight.

Business and analytical problem framing



London



1 Day

NEW

BOOK NOW

icaew.com/academy/framing

COURSE OVERVIEW

At the heart of analytics are relationships. For instance, how finance partners with decision makers and data scientists. In order to answer questions on a business risk or opportunity you must begin with a good understanding of how data-driven analysis and decision-making works in practice and learn how to build strong relationships and influence decisions.

To maximise the benefits that data and its analysis can offer, the analyst requires an understanding of the data-driven decision-making framework and its basic concepts. The framework consists of five main phases where 'manager' and 'modeller' interact to find insights to support decision-making.

LEARNING OUTCOMES

- Advise the business on how problems can be solved through big data analytics and related approaches.
- Explore the relationship between the 'modeller' and 'manager' and the role of finance.
- Understand the Data-Driven Decision-Making Framework and how it can be applied by finance.

Other finance business partnering topics include:

FINANCE BUSINESS PARTNERING (Pg 26)

icaew.com/academy/businesspartnering

ADVANCED FINANCE BUSINESS PARTNERING (Pg 46)

icaew.com/academy/advpartner

DEVELOP A WORLD-CLASS BUSINESS PARTNERING FUNCTION (Pg 47)

icaew.com/academy/businesspartneringfunction

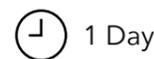
WHO SHOULD ATTEND

Strategic finance partners who want to become true peers, transcending their role in finance to become the 'go to' trusted adviser on business-critical challenges. Roles include CFOs, directors, controllers, heads of finance or managers.

Data preparation and ethics



London,



1 Day

NEW

BOOK NOW

icaew.com/academy/dataethics

COURSE OVERVIEW

Big data can come from a wide range of sources in different formats, including structured and unstructured, internal and external data. Understanding the different datasets that require preparation before to analysis, as well as how to prepare the datasets in an efficient manner is key.

Handling data from different sources also raises important legal and ethical issues. The GDPR (General Data Protection Regulation) and the Data Protection Act (2018) represent the legal framework that data analysts must understand. Ethical issues include trustworthiness, legitimacy, transparency and privacy.

LEARNING OUTCOMES

- Explore a range of different data sources and formats (structured, unstructured, internal, external, activity data, photo/video data, sensor data, conversation-based data).
- Explore approaches to accessing.
- Understand how to: prepare, clean, validate, convert, manipulate, integrate and consolidate data.
- The legal and ethical issues relating to data-handling (trustworthiness, legitimacy, transparency and privacy), and how they may be addressed.

WHO SHOULD ATTEND

Data scientists and anyone beginning to use or expand their use of data. No particular previous knowledge is needed.

An introduction to statistical data analysis



London



1 Day

NEW

BOOK NOW

icaew.com/academy/stats

COURSE OVERVIEW

The key is to analyse the overwhelming volume of data and correctly forecast future implications. Finance professionals know how important forecasting is, yet many fail to apply the fundamental concepts of statistical forecasting. Those that don't use statistically robust forecasting face higher risks and uncertainty when reality diverges from their plans. Those that do use statistical forecasting are able plan for the future much more effectively and support decision-making across the business with confidence.

This one-day course, facilitated by members of the Royal Statistical Society, introduces delegates to statistics and takes them through the six key concepts that underlie all statistical thinking and analysis. Using a mixture of discussion and exercises, each concept is broken down into an easily understandable format. The course shows delegates how to apply these concepts using Microsoft Excel.

LEARNING OUTCOMES

- Understand the fundamentals behind statistical thinking.
- Apply Excel analysis techniques in your own role.
- Learn how to perform analysis on your own organisation, placing you perfectly to begin to learn forecasting methods.
- Use Excel best practices to revolutionise board reports.

WHO SHOULD ATTEND

Anyone below top level senior positions (eg, analyst/manager) who wants to demonstrate commitment to continuous improvement in finance and spend more time as an active business partner.

Intermediate trend forecasting and analysis



London



1 Day

NEW

BOOK NOW

icaew.com/academy/trends

COURSE OVERVIEW

This one-day course introduces delegates to statistical forecasting. The course uses a mixture of stimulating discussions and real-life case studies. Each concept will be carefully explained, its relevance to forecasting highlighted and how the relevant calculations can be done in Excel.

By the end of the session delegates will have a firm grasp of how to summarise and measure trends as well as how to extrapolate trends into a forecast. You will also have a good understanding of how to perform relevant calculations in Excel.

LEARNING OUTCOMES

- How to prove that a trend exists by using statistical tests.
- Using smoothing methods to measure the underlying trend.
- Using control charts to identify a change in the underlying trend.
- How to extrapolate trends into a forecast.

WHO SHOULD ATTEND

Anyone involved in business planning and performance analysis.

Advanced data analytics: distribution, sampling, classification and regression



London



1 Day

NEW

BOOK NOW

icaew.com/academy/advanalytics

COURSE OVERVIEW

Advanced analytics can help businesses predict outcomes and answer business questions such as 'how much will a given customer spend on a particular product?' and 'among our customers, who is more likely to respond positively to our new product?'. The purpose of this course is to build or refresh the statistical skills of participants, with a particular focus on sampling and regression analysis. During the day, after the relevant modelling approaches have been introduced, participants will work on real-world case studies where the theoretical concepts can be applied, and their interpretation discussed via group work.

The purpose of this course is to build or refresh the statistical skills of participants, with a particular focus on sampling and regression analysis. During the day, after the relevant modelling approaches have been introduced, participants will work on real-world case studies where the theoretical concepts can be applied, and their interpretation discussed via group work.

LEARNING OUTCOMES

- Understand the Normal Distribution, and how to apply it to real-world situations such as quality control problems and sampling decisions.
- Understand the assumptions behind basic sampling theory, and suggest what to do when they are not met.
- Learn what regression analysis is and when it might be applied.
- How to undertake regression analysis using appropriate software and to avoid common pitfalls in its application.

WHO SHOULD ATTEND

Professionals working as business analysts in the IT/finance environment. This course is of equal value to professionals keen to work in the emerging and rapidly growing analytics industry as specialists in Big Data Analytics.

Introduction to Python



London



2 Days

NEW

BOOK NOW

icaew.com/academy/python

COURSE OVERVIEW

Python is an interpreted high-level programming language for general-purpose programming which is becoming the language of choice for many data analysts.

Through the use of taught material and practical examples, which all have a financial twist, participants will build up the skills needed to perform data analysis using Python.

By the end of this two-day course participants will be able to deal with and manipulate data using Python. The final afternoon will bring all this together with a larger scale set of data on which participants will perform data analysis.

LEARNING OUTCOMES

- Introducing the Python Eco System.
- Types and variables.
- Objects and attributes.
- Dates.
- Lists, tuples and dictionaries.
- Loops and conditional statements.
- Strings.
- Reading and writing data.
- Functions and Classes.
- Plotting.
- Data manipulation in Pandas.
- Plotting in Python.

WHO SHOULD ATTEND

This course is an introduction to the Python programming language for individuals working in the financial sector.

Introduction to R



London



2 Days

NEW

BOOK NOW

icaew.com/academy/r

COURSE OVERVIEW

R is a programming language with a focus on statistical computing and graphical output and is the language of choice for many data analysts.

Through the use of taught material and practical examples, which all have a financial twist, participants will build up the skills needed to perform data analysis using R.

By the end of this two-day course participants will be able to deal with and manipulate data using R. The final afternoon will bring all this together with a larger scale set of data on which participants will perform data analysis.

LEARNING OUTCOMES

- Introducing the R Eco System.
- Types and variables.
- Vectors.
- Objects and attributes.
- Arrays and matrices.
- List and dataframes.
- Reading and writing data.
- Group, loops and conditional statements.
- Functions.

WHO SHOULD ATTEND

This course is an introduction to the R programming language for individuals working in the financial sector.

TO BOOK OR FOR MORE INFORMATION, CONTACT:

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MORE COURSES

SQL FUNDAMENTALS

Understand the basics of SQL and empower yourself to formulate SQL statements and directly query your databases.

icaew.com/academy/SQLfundamentals

SQL PROGRAMMING - THE NEXT LEVEL

Learn to write powerful, customisable queries in SQL and liberate yourself from your current reporting application.

icaew.com/academy/SQLadvanced

EXCEL MODELLING - INVESTMENT APPRAISAL, VALUATION AND BUSINESS CASES

This will enable you to apply best practice Excel techniques to produce a robust business model for the evaluation of investment opportunities.

icaew.com/academy/excelmodelling1

EXCEL FP&A - SYSTEM DATA AND AUTOMATING MONTH-END REPORTING

Apply best practice Excel techniques to extract information from databases and produce monthly management accounts and rolling strategic plans.

icaew.com/academy/excelmodelling2

EXCEL MODELLING - DECISION SUPPORT, MONTE CARLO ANALYSIS AND USING VISUAL BASIC

Deliver compelling presentations with confidence. Produce an enhanced business model with Monte Carlo analysis and dependency ranking of assumptions.

icaew.com/academy/excelmodelling3

DATA VISUALISATION

Gain an accessible and comprehensive understanding of the subject of data visualisation: how to effectively communicate data visually.

icaew.com/academy/dataviz

You need to be looking for a bridge person, and when I say a bridge person, I mean a person whose primary job or primary training is in accounting, business, economics, and they have a working knowledge of data analytics ... The majority of people are either one discipline or the other, because it's quite difficult to get people who can make sense of both disciplines ... It's as rare as being able to find a unicorn.

ICAEW member - 15 years PQE

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Join the Data Analytics community (icaew.com/joindac) to attend free webinar - Getting over the Excel hump (reasons to learn a programming language) - icaew.com/academy/programming

Every department, it does not matter what you've done traditionally, you have to train your people to be able to play with huge amounts of data, or you need to hire somebody from outside to be able to do that for you. Absolutely critical.

ICAEW member - 15 years PQE

Business partnering and personal impact

Strengthen your strategic capability with influencing skills, and drive finance up the value chain



Understand your impact: for women in finance

📍 London

🕒 1 Day

NEW

BOOK NOW

icaew.com/academy/wif

COURSE OVERVIEW

'Understand your Impact' is a workshop designed specifically for women and looks at the effectiveness of their personal impact in the workplace. Improving your communication skills will increase your credibility and will drive home your messages to increase your influence within the business.

In a focus group environment, the workshop deconstructs delegates' current impact and then unpicks their qualities to identify talents, hard-won experiences and personal attributes that underpin their professional skills.

This is a fast-paced, interactive course that blends neuroscience with the latest business research and proven entertainment production values. Participants leave with a toolbox of techniques they can implement immediately.

LEARNING OUTCOMES

- Understand how you are perceived by others and how you can bring your best qualities out to the fore.
- Harness your strengths to project your personal profile effectively.
- Communicate more effectively and influence the wider business.

WHO SHOULD ATTEND

All female professionals working in the finance industry, looking to better understand and enhance their personal impact within the workplace.

Bring the numbers to life with commercial insight

📍 London

🕒 1 Day

POPULAR

BOOK NOW

icaew.com/academy/numberstolife

COURSE OVERVIEW

Have you ever been challenged to 'be more commercial' or to 'tell the story behind the numbers'? Would you like to learn how to bring your data to life, to earn your seat at the tables, to influence the strategic agenda? Or would you like to inject some new life and soul into your monthly management reports, to grow your impact and gravitas?

Then this course is for you. Bring a current report or presentation along and see your numbers quite literally come to life as you apply the techniques live in the workshop.

LEARNING OUTCOMES

- Transform data into insight and build your commercial credibility.
- Deliver key messages using a simple storytelling technique.
- How to use powerful slides and visuals to bring your reports to life.
- The communicators' number one secret to bringing numbers to life.

WHO SHOULD ATTEND

Finance professionals who want to increase the impact of their reports to help the business find commercial solutions.

ALSO INCLUDED

Excel and Powerpoint templates, making it easy to implement the learning (emailed after the training).

'This was one of the best courses I have been on. The trainer was great with lots of real-life examples. I came away with lots of useful examples that I am confident will get me on the way from data to insight.'

Lindsay Evans,
Finance Business Partner, HSBC

Course: Bring the numbers to life

Finance business partnering



London

1 or 2 Days

POPULAR

BOOK NOW

icaew.com/academy/businesspartnering

COURSE OVERVIEW

Developing business partnering skills is the most effective way for finance professionals to lead change and add value to the business. Becoming a good business partner is an essential career step change. Take your insight, impact and influence to the next level with this essential finance business partnering course.

LEARNING OUTCOMES

- What world-class finance business partnering looks like.
- How to build fast-track rapport and strong relationships.
- Techniques to ask powerful questions, overcome resistance and deal with conflict.
- Translate data into valuable commercial insight.

OTHER FINANCE BUSINESS PARTNERING TOPICS INCLUDE:

Advanced Finance Business Partnering

icaew.com/academy/advpartner

Develop a world-class business partnering function

icaew.com/academy/businesspartneringfunction

WHO SHOULD ATTEND

Mid-level finance professionals who want to gain a deeper understanding of stakeholders and how to transform their impact and influence with them.

A brilliant training style, concepts are very simple and hopefully I will be able to integrate them into my working life. I really enjoyed the two days in terms of content, venue and facilitator, it has left me energised!

Kirstan Butler - Head of Contracts and Business Finance Phoenix Futures

Course: Finance business partnering

Building a high performance finance team



London

1 Day

POPULAR

BOOK NOW

icaew.com/academy/highperformance

COURSE OVERVIEW

As a finance leader, you are expected to engage and motivate your teams while managing expectations from above to meet business deadlines and financial targets.

Learn the people-management techniques required to build a high-performance finance team. From setting the right priorities and linking finance to the overall business strategy, to delivering effective feedback on performance and developing your staff, this course covers the key aspects of team management.

LEARNING OUTCOMES

- Ability to set motivational objectives, standards and targets that align with the business strategy and drive the performance of a finance function.
- Recognise where your team is in terms of its development and how to shift it to higher performance.
- Understand how to delegate while encouraging independence but maintain sufficient oversight.
- A variety of techniques for handling difficult conversations with your team.

WHO SHOULD ATTEND

More experienced finance professionals who are looking to increase the overall impact and performance of the finance team and create bandwidth to develop their own leadership journey.

MORE COURSES

ADVANCED STORYTELLING

Learn to transform your numbers into compelling narratives that inspire and motivate action.

icaew.com/academy/advstorytelling

EFFECTIVE COMMUNICATION SKILLS FOR INFLUENCERS

Increase your influence and persuade more effectively, through real presence, powerful questioning and listening techniques.

icaew.com/academy/communication

IMPACTFUL PRESENTATION SKILLS

Deliver compelling presentations with confidence. Learn the structuring technique to maximise impact.

icaew.com/academy/presentations

MAKING AND COMMUNICATING STRATEGIC DECISIONS

In this masterclass you will learn how to make difficult strategic decisions, and how best to communicate them for maximum impact.

icaew.com/academy/strategicdecisions

SKILLS OF PROACTIVE MANAGEMENT

Gain an understanding of why core management and delegation skills are important to business relationships.

icaew.com/academy/proactive

TECHNICIAN TO INFLUENCER

Go beyond a traditional accounting role and proactively add value to the organisation through effective business partnering and commercially-focused insight.

icaew.com/academy/influencer

'I found the course extremely enjoyable and will definitely look to book more of this type. I will bring learnings from this course into my work to try and improve how I deal with situations.'

Nicola Poucher, Lincolnshire Co-op

Course: Technician to influencer

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Business performance, reporting and strategy

Increase your strategic and commercial capability to generate business solutions

Measuring ROI on commercial activity

 London

 1 Day

POPULAR

BOOK NOW
icaew.com/academy/ROI

COURSE OVERVIEW

Measuring the ROI on commercial activity can sometimes seem like a mysterious art. What incremental uplift in sales has that promotion really achieved? Do your rebate structures deliver value? How has that advertising campaign performed? How are your new offerings performing in the market? What impact is your social media activity having?

This course equips you with powerful techniques to challenge commercial colleagues to get to the core of commercial ROI.

LEARNING OUTCOMES

- How to appraise the ROI on commercial activities and link to strategy.
- Ability to bridge the gap between commercial activities and robust financial analysis.
- Appreciate the viewpoint of the commercial teams, and how/why it differs from that of finance.
- Confidence in challenging commercial assumptions and assertions.

WHO SHOULD ATTEND

Finance professionals at all levels who want to gain a deeper understanding of how to challenge and help commercial colleagues to generate profitable value creation.

'The trainer was great, extremely engaging and catered to all of the attendees on the course well.'

George Stables, Kindred group

Course: Measuring ROI on commercial activity

Influencing the strategic planning process



London



1 Day

POPULAR

BOOK NOW

icaew.com/academy/strategicplanning

COURSE OVERVIEW

Strategic planning is critical to the success of any organisation, but what makes a good strategy? And how, as finance professionals, can you contribute to the debate beyond the numbers?

This course helps you explore the lessons from the world's most successful businesses. Learn the importance of creating customer-focused business plans, and how finance should contribute to organisational strategy.

LEARNING OUTCOMES

- How some of the world's leading companies leverage different strategic models to achieve competitive advantage.
- The seven deadly sins of strategy to avoid being the next Nokia, Woolworths or Kodak.
- Apply a simple eight-stage customer-centric planning model to write a compelling business plan.
- Recognise the advantages you have as a finance professional to contribute to strategic discussions and influence outcomes.

WHO SHOULD ATTEND

Senior finance leaders and directors who want to increase their impact on the strategic planning process.

MORE COURSES

AGILE PROJECT MANAGEMENT - DELIVER FASTER AND BETTER OUTCOMES

Specifically tailored for accountants, learn the essential theory and process of agile project management, and because process is only part of a successful project, you'll also learn the behaviours that will transform your projects. By the end of the course you will have the confidence and tools to be successful as a project team member and leader.

icaew.com/academy/projectmanagement

The commercial accountant

POPULAR



London



1 Day

BOOK NOW

icaew.com/academy/commercial

COURSE OVERVIEW

Whether you work in industry or practice, commercial skills will help you take your career to the next level.

In this fast-paced, interactive workshop you'll learn the psychology behind sales and marketing and how to apply it to your role as a finance professional. At the end of the day you'll know how to ask the right questions to identify challenges and how to position your ideas as solutions.

You'll be able to elegantly negotiate with anyone, and even gain commitment to action - all using simple techniques from the world of sales and marketing.

LEARNING OUTCOMES

- Understand what it means to be commercial in the context of finance.
- The number one habit that kills finance's commercial credibility and influence.
- The questions to ask to gain commercial insight.
- How to apply the sales process to present your ideas and gain agreement.

WHO SHOULD ATTEND

Finance professionals who want to develop their commercial acumen to negotiate viable commercial solutions.

AGILE EXCEL - REPORTING AND DASHBOARDS

Learn to present financial information in a clear and concise manner and how to create dashboards that enable you to give valuable insights into the key performance indicators of the business.

icaew.com/academy/agileexcel

WINNING KPIS - USING METRICS TO IMPROVE BUSINESS PERFORMANCE

This course will show you how to identify KPIs that really matter, to help your business deliver its strategic goals and objectives.

icaew.com/academy/kpis

Quick month-end close

POPULAR



Birmingham, Bristol, London



1 Day

BOOK NOW

icaew.com/academy/quickmonthend

COURSE OVERVIEW

To truly be a finance business partner the finance function needs to free up time from accounting routines and focus their efforts on decision support activities.

Understanding the current pain points and building effective long-term solutions is key to moving finance further forward. It is also key to understand the 'what' is being reported and the 'why' in order to report more efficiently and effectively. If you are currently spending too much effort on the month-end close and associated reporting this is a must-do course.

LEARNING OUTCOMES

- Move the focus to reporting during the month.
- Complete your month-end reporting requirements within a significantly reduced timeframe.
- Identify the best practice features to speed up month-end routines.
- Determine how some reporting tools may be of help to revolutionise board reporting.

WHO SHOULD ATTEND

Anyone who wants to improve timelines of month-end reporting to management and the board.

MORE COURSES

ETHICS FOR BUSINESS

This interactive and engaging workshop goes further than just understanding the various codes of ethics. It looks deeper at personal psychology, organisational culture and how these can impact on behaviour (both corporate and personal).

icaew.com/academy/ethics

Lean accounting – make your finance function more efficient

POPULAR



London



1 Day

BOOK NOW

icaew.com/academy/leanaccounting

COURSE OVERVIEW

Finance leaders are expected to deliver a growing array of reports and business information with faster turnaround and lower costs. Explore the growing trend for using lean tools to streamline and enhance productivity and effectiveness within the finance function.

This course will give you a firm foundation and practical insights into lean finance practices that will enable your team to focus on value added activities by streamlining accounting routines.

LEARNING OUTCOMES

- How to reduce your reporting by 80%.
- Ways to reduce the volume of accounts payable by 60%.
- Deliver an annual plan in 10 working days.
- Achieve month-end reporting within three working days.

WHO SHOULD ATTEND

Finance professionals who are involved in sponsoring, planning and delivering finance transformation projects and continuous improvement in finance.

RISK MANAGEMENT FOR FINANCE PROFESSIONALS

This course provides a good practical overview of what chartered accountants, both executive and indeed non-executive, need to know about risk management.

icaew.com/academy/riskmanagement

UNDERSTAND CONTRACTUAL RISK - WHY THE ACCOUNTANT'S PERSPECTIVE IS CRUCIAL

This course demystifies legal concepts and terminology and will explain how the terms of the contract can accurately and clearly reflect the intentions of the parties.

icaew.com/academy/contractualrisk

IFRS refresher part 1 and 2



London



2 Days

POPULAR

BOOK NOW

icaew.com/academy/ifrsrefresher

COURSE OVERVIEW

This two-day workshop starts with an introduction to the accounting standard, leading on to cover some of the more advanced topics on day two.

These courses make financial reporting accessible and interesting by going through some key areas of IFRS in a practical and interactive way. Ensuring that you not only understand the accounting but appreciate both the commercial impacts and key risk areas for your organisation.

LEARNING OUTCOMES

- An overview of the regulatory framework.
- A refresher of key balance sheet and income statement areas.
- A refresher of other areas such as leases and foreign exchange.
- Exploring the challenging areas within:
 - Deferred tax
 - Employee benefits (including pensions)
 - Share-based payments
 - Business combinations

WHO SHOULD ATTEND

Anyone who perhaps has been working outside of technical roles for a period of time and now feels a little rusty with their technical knowledge and wants to get back up to speed.

'Very engaging presenter, knowledgeable and for a potentially very dry topic, conducted the course in a very effective way. One of the best, if not the best, professional finance courses I have attended.'

Neil Jukes, Siemens

Course: IFRS refresher

Simplifying group accounting



London



1 Day

NEW

BOOK NOW

icaew.com/academy/groupaccounting

COURSE OVERVIEW

Group accounting can quickly become a complex web of multiple inter-group relationships and transactions. There may be changes in holdings which alter the non-controlling interest, as well as foreign operations to account for.

This training course considers the main complexities of group accounting individually, and provides you with practical insights, enabling you to separate and account for any combination of scenarios in a commercial setting.

You will also benefit from having access to the practical examples that have been discussed and which can be referred to when confronted with a complex group scenario.

LEARNING OUTCOMES

- Overview of the basic principles of group accounting and inter-group transactions.
- Consolidations within many complex group structures, including vertical, triangular and subsidiaries.
- Changes in holdings, including piecemeal acquisitions & disposals.

WHO SHOULD ATTEND

For those who have a knowledge of the basic principles of group accounting under IFRS or FRS 102 and seek an understanding of the more complex aspects.

Financial reporting

Drill into reporting standards, and stay abreast of the latest changes

MORE COURSES

UK/US GAAP

FRS 102 UPDATE - CHALLENGES, RISKS AND EMERGING ISSUES

This full-day course covers the key risk areas identified and what you need to do to plan and mitigate these risks.

icaew.com/academy/frs102challenges

FRS 102 REFRESHER - PART 1 AND 2

Explore the main areas of FRS 102 in a practical and interactive way to ensure that you not only understand the accounting, but appreciate both commercial impacts and the key risk areas for your organisation.

icaew.com/academy/frs102refresher

FRS 102 REFRESHER FOR THE CHARITY SECTOR

This course explains the complexities of the changes FRS 102 brings, designed for those who are looking to increase their confidence in dealing with technical accounting areas.

icaew.com/academy/frs102charity

INTRODUCTION TO US GAAP

Don't let the thought of US GAAP feel daunting when approaching it for the first time.

icaew.com/academy/usgaap

US GAAP UPDATE - STAYING ON TOP

This course provides an update on all the latest developments in US GAAP, including new and revised standards.

icaew.com/academy/usgaapup2date

TO BOOK OR FOR MORE INFORMATION, CONTACT:

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PUBLIC COURSES:

+44 (0)1908 248 159

IN-HOUSE TRAINING:

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'The trainer worked with us to create a bespoke two-day programme, covering basic and advanced topics, using examples specific to our company. The training was delivered with bags of enthusiasm and questions raised were answered comprehensively. I would certainly consider using the Academy again.'

Steve Donnelly, Assistant Group Tax Director,
Hikma Pharmaceuticals PLC

**Deferred tax programme:
bespoke in-house client**

IFRS

IFRS UPDATE - CHALLENGES, RISKS AND EMERGING ISSUES

A full-day course looking at common issues that have been identified with regard to IFRS and exploring what can be done to better manage these risks.

icaew.com/academy/ifrschallenges

IFRS 9 - DEMYSTIFYING HEDGE ACCOUNTING

Explore the main areas of IFRS 9 hedge accounting in a practical and interactive way to ensure that you understand the key financial risks faced by organisations and the impact of application of hedge accounting guidelines.

icaew.com/academy/ifrs9hedge

IFRS 9 FINANCIAL INSTRUMENTS - MANAGING THE RISKS OF TRANSITION (FINANCIAL INSTITUTIONS)

Explore the three significant areas of IFRS 9 - classification and measurement, impairment and hedge accounting.

icaew.com/academy/instrumentsfi

IFRS 9 FINANCIAL INSTRUMENTS - MANAGING THE RISKS OF TRANSITION (NON-FINANCIAL INSTITUTIONS)

A tailored course for general insurers which focuses in more detail on specific issues that the industry faces.

icaew.com/academy/instrumentsnfi

IFRS 15 REVENUE - THE COMMERCIAL IMPACT

Understand how the accounting change was implemented, the challenges that it brought with it, how these were resolved and what lessons can be learnt.

icaew.com/academy/ifrs15commercial

IFRS 16 LEASES - MANAGING THE RISKS OF FIRST TIME ADOPTION

An interactive and practical course that explains what the new standard brings with it and the considerable challenges.

icaew.com/academy/ifrs16leases

IFRS 16 EMBEDDED LEASES - HOW TO IDENTIFY

Demystify the terminology within the standard and the technical guidelines along with practical systems and procedures that need to be put in place to mitigate the risks of inadvertently creating embedded leases within new contracts.

icaew.com/academy/ifrs16embeddedrisks

IFRS 16 LEASES - THE COMMERCIAL IMPACT

This course looks at the real world impact of IFRS 16 Leases. Understand how accounting change was implemented, the challenges that it brought with it, how these were resolved and what lessons can be learnt.

icaew.com/academy/ifrs16commercial

IFRS 17 FOR GENERAL INSURERS

A tailored course for general insurers which focuses in more detail on specific issues that the industry faces.

icaew.com/academy/generalinsurers

IFRS 17 FOR LIFE INSURERS

A tailored course for life insurers which focuses in more detail on specific issues that the industry faces.

icaew.com/academy/lifeinsurers

Valuation and corporate finance

Understand all parts of deal making, including the valuation process



Practical business valuation

 London

 2 Days

POPULAR

BOOK NOW

icaew.com/academy/valuation

MORE COURSES

COURSE OVERVIEW

Valuation is everywhere in the business and accounting fields, whether it relates to M&A, financial reporting, insolvency, taxation or, most typically, the assessment of going concern assumptions for audit reporting.

This workshop will introduce you to established valuation approaches and models, walk you through their application, and explain how to choose the most appropriate ones in any given situation. It will clarify the impact of different client, deal and statutory requirements on business valuation. It is an interactive workshop, in which you will have the chance to practise what you learn as you learn it, through hands-on Excel-based case studies.

This course is held on two separate days with an interval of a month between each session.

LEARNING OUTCOMES

- How to identify when control premiums and discounts for lack of marketability are applicable.
- Assembling equity-level and enterprise-level cash flow forecasts.
- Understanding the impact of the deal package and completion mechanisms on the seller's value.

WHO SHOULD ATTEND

Professional advisers or in-house finance professionals who require an authoritative and highly practical introduction to business disposals.

ADVANCED VALUATION TECHNIQUES

Address the practical issues associated with the complexities of valuation.

icaew.com/academy/advancedvaluation

BUSINESS ACQUISITION AND DUE DILIGENCE

Become more confident in assisting prospective business acquisitions and influence post-acquisition value-creation during the process.

icaew.com/academy/acquisition

ADVISING ON A BUSINESS DISPOSAL

An insightful overview of the business disposal process, so you can provide value-creating advice at all stages of a disposal.

icaew.com/academy/disposal

VALUATION OF INTANGIBLE ASSETS UNDER FRS 102

Equip yourself with the techniques that can be used to value intangible assets under FRS 102.

icaew.com/academy/intangibles

'The course was very good. The trainer was engaging and had a lot of depth to his knowledge. Both were great from a delegate's point of view and I learnt a lot on the day.'

Jess Coles, Director, Emerson Nash

Course: Advising on a business disposal

Corporate treasury for senior executives

 London

 1 Day

POPULAR

BOOK NOW

icaew.com/academy/corptreasury

COURSE OVERVIEW

This one-day course provides a high-level strategic overview of the treasury function, focusing on key matters and treasury imperatives. It shines a spotlight on policy, controls (what can go wrong), organisational design as well as providing clarity on the role and accountabilities of the treasurer and the board.

The course offers valuable insights on current best practices, and how a carefully managed treasury function can add value. You will also learn about financial risk mitigation (using a variety of techniques and instruments) and understand the rationale for hedging.

LEARNING OUTCOMES

- Main components of a treasury policy.
- Role and accountabilities of the treasurer and the board.
- Treasury organisation, controls and performance reporting.
- Managing financial and emerging risks (currency, interest rate, commodity, cyber, Brexit).

WHO SHOULD ATTEND

Senior professionals who need a more strategic insight into treasury best practice and how a well-designed function can add value to business performance.

MORE COURSES

CORPORATE TREASURY FUNDAMENTALS

An introduction to the role of corporate treasury and how it serves the business. Use real-life case studies and cover the fundamental principles that underpin a carefully managed treasury department.

icaew.com/academy/corpfundamentals

WORKING CAPITAL OPTIMISATION AND EFFECTIVE CASH MANAGEMENT

Gain valuable insights on how to manage your working capital and maximise the use of cash within your organisation. Learn how to apply basic principles to deliver effective strategies, ultimately resulting in discernible value to your organisation.

icaew.com/academy/wco

TO BOOK OR FOR MORE INFORMATION, CONTACT:

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'A hugely insightful and beneficial course. This is a must for anyone who is new to either working in or supporting their treasury function.'

Jarrold Brown, IT Business Partnering, Co-Operative Banking group

Course: Corporate treasury fundamentals

Corporate Treasury

Understand how cash flow is managed in a business and optimise the treasury function



Banking

Practical insights into bank regulations, compliance, risk capital and liquidity management

Overview of the UK financial services regulation for banks and building societies

 London

 1 Day

POPULAR

BOOK NOW

icaew.com/academy/pr

COURSE OVERVIEW

This course provides an overview of the UK financial services regulation including the role of the regulatory bodies and how they supervise banks and building societies. It also touches on some of the key regulatory changes facing the financial services industry.

You will gain a deeper understanding of the various assessments that are carried out by regulatory authorities to assess both idiosyncratic and market-wide risks. This course is an ideal opportunity for you to polish your understanding of the regulatory framework and gain an insight into how the PRA assesses banks' business models.

LEARNING OUTCOMES

- Approach to supervision of banks and building societies.
- Continuous assessment programmes.
- Governance - senior managers' regime and controlled functions.
- Capital and liquidity adequacy of banks and building societies.

WHO SHOULD ATTEND

Accountants, consultants, analysts and associates who are currently working or are planning to build their careers in the financial services industry. Especially within compliance, governance, risk management and the regulatory affairs teams.

MORE COURSES

CAPITAL AND STRESS TESTING FRAMEWORK FOR BANKS AND BUILDING SOCIETIES

Gain a deeper understanding of the capital adequacy of banks and building societies, including the evolution of regulatory regimes.

icaew.com/academy/stresstesting

INTRODUCTION TO LIQUIDITY MANAGEMENT

Learn how liquidity is controlled and managed and how to perform a liquidity assessment on a bank.

icaew.com/academy/liquidity

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Finance for non-finance managers

Develop the confidence and financial skills needed for non-finance staff

Finance for non-finance managers – fundamentals

London

1 Day

POPULAR

BOOK NOW

icaew.com/academy/nonfinance1

COURSE OVERVIEW

This course is aimed at all non-finance managers and provides a solid grounding, ensuring that the fundamentals of finance are well understood.

By breaking down some of the jargon and making finance more accessible, it will transform the financial awareness of budget holders and the performance of their business areas.

LEARNING OUTCOMES

- A detailed understanding of financial terminology.
- An appreciation of financial principles and concepts.
- An understanding of the different financial statements (balance sheet, P&L, cash flow), including: what they are, why they are useful, and what they show.
- An understanding of the difference between profit and cash.

WHO SHOULD ATTEND

All non-finance managers who are budget holders or play a significant role in supporting the management of a budget.

Finance for non-finance managers – budgeting

London

1 Day

POPULAR

BOOK NOW

icaew.com/academy/nonfinance2

COURSE OVERVIEW

An essential course for anyone who is a budget holder or plays a significant role in supporting the management of a budget.

It would also be appropriate for anyone who has significant involvement or influence on financial spend within an organisation.

LEARNING OUTCOMES

- Understand the interaction between business planning and budgeting.
- Look at the methodology used within the business to create budgets.
- Analyse case studies, including budget creation, budget monitoring, and budget re-forecasting.

WHO SHOULD ATTEND

Non-finance managers who are budget holders and who need to have a robust understanding of how the budgeting process can be used to improve the performance of the business.

'The trainer was excellent and engaging and made it all come alive by using relevant examples from our various businesses in the various scenarios and breaking down the jargon. I look forward to the budgeting course.'

Sian Boston, Cowdray

Course: Finance for non-finance managers - fundamentals

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Leadership

Lead to inspire and deliver strategy
in stormy waters



NED training and certification programme

POPULAR

 Birmingham, Bristol, London

 1 Day

BOOK NOW
icaew.com/academy/NED

COURSE OVERVIEW

Aspiring non-executive directors (NEDs) need basic knowledge and understanding, new NEDs need to have the essential tools and techniques to add value from day one, experienced NEDs need to keep up to date, both technically and with further development of some of the softer personal skills.

This NED training session, led by The Non-Executive Directors' Association (NEDA), covers a breadth of essential topics including: the role of NEDs, NEDs and the board, director duties and responsibilities, the role of the chair and board committees (especially the Audit Committee). Updates on corporate governance, business strategy and risk management, evolving good practices in board performance.

LEARNING OUTCOMES

- The role of a NED - understanding vs. expectations.
- Corporate governance - providing context and perspective.
- Board committees - roles and responsibilities.
- Key strategic tools - what NEDs need and how to use them.

WHO SHOULD ATTEND

New and aspiring NEDs who need knowledge to carry out their roles effectively. This is a certified programme.

'Enthusiastic, knowledgeable - kept flow going. Lots of content and useful for overview of all NED activities.'

Ken Pullar

Course: NED training and certification programme

Board readiness – for new and aspiring directors



London



1 Day

POPULAR

BOOK NOW

icaew.com/academy/boardreadiness

COURSE OVERVIEW

The pressure on today's board directors is greater than ever and this shows no sign of easing in an economic climate that remains uncertain.

This highly interactive course focuses on personal performance, using ICAEW's exclusive training film, *False Assurance*, to help prepare you for the reality of operating at board level.

LEARNING OUTCOMES

- Understand the full extent of directors' roles, legal obligations and responsibilities, including the difference between executive and non-executive directors.
- Identify the roles of the board and its committees and the important relationships between them.
- Understand the difference between SMT and board dynamics to build presence and influence at board level.
- Recognise the behaviours of an outstanding board director.

WHO SHOULD ATTEND

Senior finance and non-finance executives who are one or two levels below main board, or newly appointed board directors.

'I personally gained a lot from the course and appreciated the interactive course content – the dissection of the film and the discussion of directors' responsibilities made the learning points memorable.'

James Davis, Group Financial Planning and Risk Manager, Associated British Ports

Course: Board readiness – for new and aspiring directors

Leading five generations



London



1 Day

NEW

BOOK NOW

icaew.com/academy/5gen

COURSE OVERVIEW

In 2017 Generation Z entered the workplace and for the very first time in history, there were five generations working side by side.

This course looks at the strategies managers can use to unite multi-generational teams. The workshop highlights the issues, deconstructs the needs and wants of each generation and looks at communication strategies and frameworks to unite and empower the five generations to work together successfully.

LEARNING OUTCOMES

- Understanding the five generations, using case studies depicting issues that arise in multi-generational teams.
- How to unleash the potential of generational diversity.
- Understand the differences in communication styles and how to navigate them.
- How to devise a three-step plan to implement in your workplace immediately.

WHO SHOULD ATTEND

Any professional in a management role, leading a multi-generational team.

TO BOOK OR FOR MORE INFORMATION, CONTACT:

academy@icaew.com

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Leadership in a digital world



London



1 Day

NEW

BOOK NOW

icaew.com/academy/digitalleader

COURSE OVERVIEW

Is your organisation facing greater uncertainty, a rapidly changing environment and ever-increasing challenges? Are you tasked with bringing clarity, certainty and stability within this context, while also being charged with driving future transformation and change? Are you wondering what is the best way to respond to our evolving digital world as a leader?

If so, then this is the workshop for you. You'll gain insight into a simple leadership framework and practical tools that you can apply to help you become even more effective at leading within a digital world.

LEARNING OUTCOMES

- Be more confident and better equipped to lead in digital transformation.
- An initial, simple framework for leading in a disruptive environment.
- Some practical tools that you can instantly implement in your leadership style.
- Taking one or two tangible actions as leaders – in relation to play, inquisitiveness and inclusion.

WHO SHOULD ATTEND

Finance leaders and future leaders who need to understand how to be even more effective at leading within the growing disruption, pace and opportunities of a digital world.

MORE COURSES

ADVANCED FINANCE BUSINESS PARTNERING

Advanced business partnering is all about gaining new perspectives. Explore the powerful technique of perceptual positions, helping you see situations through the eyes of your partners.

icaew.com/academy/advpartner

INTRODUCTION TO CORPORATE GOVERNANCE

Examine in detail the principles of corporate governance in the UK and how they should be applied.

icaew.com/academy/corpgovernance

BUILDING RESILIENT LEADERSHIP

This course provides you with the tools, practical advice and space to reflect, which together allow you to develop your own leadership style and to strengthen both your personal and team resilience.

icaew.com/academy/resilient

DEVELOP A WORLD-CLASS BUSINESS PARTNERING FUNCTION

Understand what world-class business partnering looks like and how to communicate it.

icaew.com/academy/businesspartneringfunction

FINANCE FUNCTION OPTIMISATION AND TRANSFORMATION

Overcome the challenges of legacy processes, systems and structures, while ensuring your finance teams develop the necessary skills.

icaew.com/academy/transformation

THE HIGH PERFORMING BOARD DIRECTOR

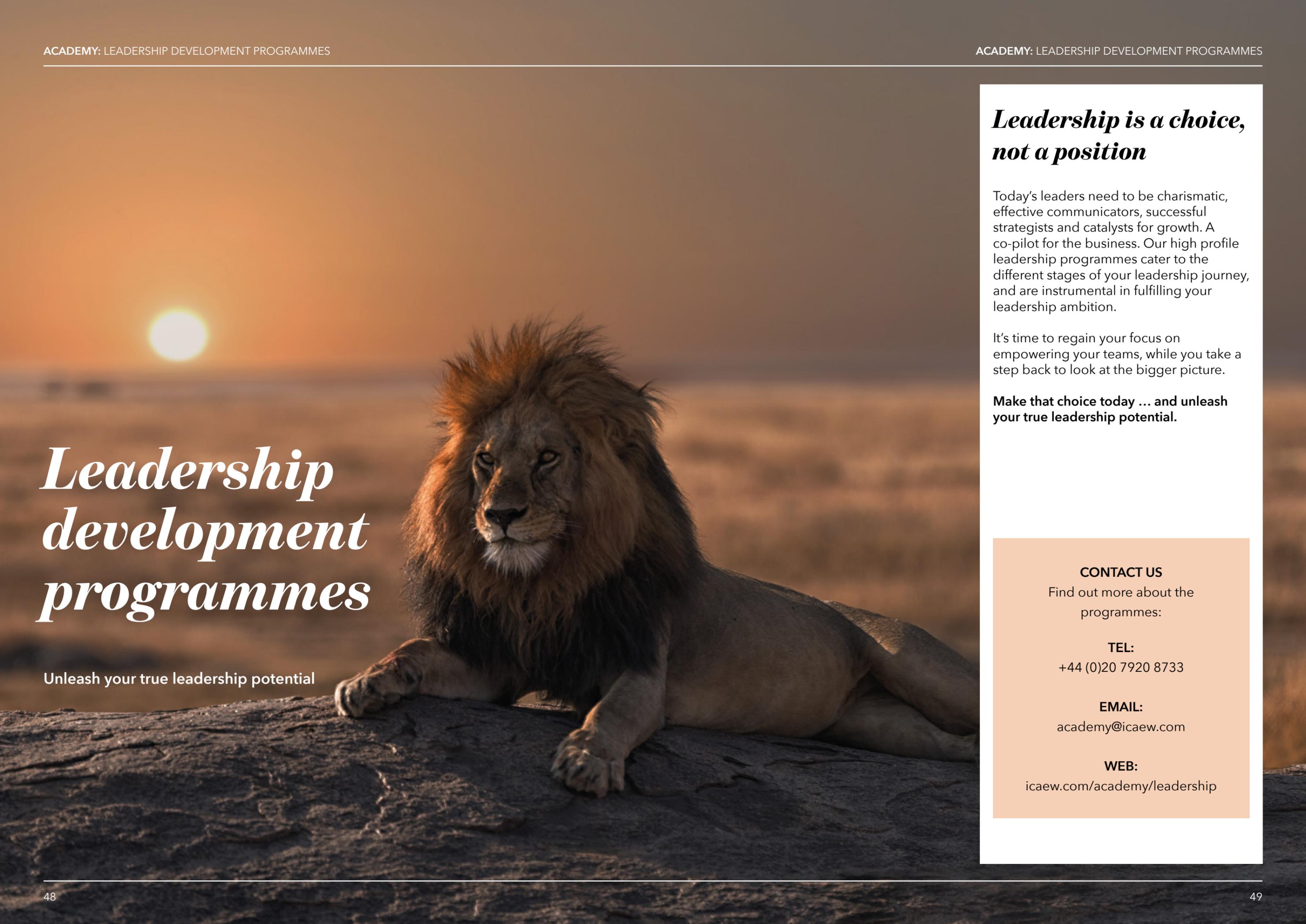
Increase your confidence in your ability to influence fellow directors and become a truly exceptional board member.

icaew.com/academy/boarddirector

LEADING CHANGE IN THE FINANCE FUNCTION

Discover how you can achieve a deeper understanding of the processes of change and how to take a strategic approach to plan and implement change.

icaew.com/academy/changefinance

A lion with a large, golden-brown mane is lying on a dark, textured rock. The background is a soft-focus landscape at sunset, with a bright sun low on the horizon, casting a warm, golden glow over the scene. The lion is looking towards the left of the frame.

Leadership development programmes

Unleash your true leadership potential

Leadership is a choice, not a position

Today's leaders need to be charismatic, effective communicators, successful strategists and catalysts for growth. A co-pilot for the business. Our high profile leadership programmes cater to the different stages of your leadership journey, and are instrumental in fulfilling your leadership ambition.

It's time to regain your focus on empowering your teams, while you take a step back to look at the bigger picture.

Make that choice today ... and unleash your true leadership potential.

CONTACT US

Find out more about the programmes:

TEL:

+44 (0)20 7920 8733

EMAIL:

academy@icaew.com

WEB:

icaew.com/academy/leadership

Women in Leadership (WIL)

FOR FEMALE LEADERS ON THE PATH TO SENIOR, PARTNER, OR BOARD ROLES

DURATION
8 Months

PROGRAMME OVERVIEW

The programme has a strong personal development focus, and seeks to refine and craft your individual leadership style. It provides the opportunity to address the challenges of modern leadership with peers, facilitators and mentors, and you will leave with a strong network that will continue into the future.

TRANSFORMATIVE BENEFITS

- Develop your own personal brand of authoritative, authentic leadership.
- Boost your visibility and build your presence in your organisation.
- Become a role model for other women in business.

WHY WIL?

- A rigorous combination of practical tools - including 360° feedback and workshops.
- Mentoring and coaching from incredible experts and leaders - with inspiring stories to share.
- Collaborative, stimulating peer learning groups with others whose ambitions and successes match your own.
- Access to networking events with groups of senior professionals.

DELEGATE PROFILE

Female leaders working across practice, industry and the public sector, aiming for senior management, partner or board roles.



'It was great to be given the tools and support to identify, unlock, leverage and communicate my leadership strengths and it was refreshing to spend six months with a talented group of female future leaders discussing what we were good at versus our opportunities for growth!'

Naomi Bowman
Managing Director
Berkley Research Group (UK) Ltd
WIL Alumna



FIND OUT MORE AND REGISTER YOUR INTEREST

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Financial Talent Executive Network (F-TEN®)

THE DEFINITIVE LEADERSHIP PROGRAMME FOR CFOs

DURATION
8 Months

PROGRAMME OVERVIEW

F-TEN® has been specifically designed to help current and aspiring CFOs unlock their full potential.

Today's CFOs sell complex strategies to stakeholders, motivate organisations through financial crises, and inspire teams to drive business forward. That's where F-TEN® comes in.

TRANSFORMATIVE BENEFITS

- Become a reflective, well-rounded, authentic and inspiring leader, with a deep understanding of your unique style.
- Build an ability to continue developing and adapting in years to come towards your ideal professional and personal legacy.
- Learn to increase your impact and influence with stakeholders and communicate business news with confidence and credibility.
- Conquer any specific or personal issues you'd like to confront and overcome.

WHY F-TEN®?

- A rigorous combination of practical tools - including 360° feedback and workshops.
- Collaborative, stimulating peer learning groups with peers whose ambitions and successes match your own.
- Access to networking events with high-profile NEDs, CEOs, and CFOs.
- Mentoring or coaching from incredible experts and leaders with plenty of eye-opening stories to share.

DELEGATE PROFILE

New and aspiring CFOs, finance directors, tax directors, VPs of finance in large and medium corporations, and senior finance executives in not-for-profit or public organisations



'F-TEN® really exceeded my expectations: it was much more focused on practical tools that we then had the chance to experiment with during the peer learning group sessions. Overall I felt that the programme had a much higher level of skill retention than any other programme. I'd certainly recommend it to others.'

Andre Doyle
Senior Head of Finance -
Consumer Broadband
BT Group
F-TEN® Alumnus



FIND OUT MORE AND REGISTER YOUR INTEREST

icaew.com/academy/ften | E: academy@icaew.com | T: +44 (0)20 7920 8733

Network of Finance Leaders (NFL)

THE STRATEGIC LEADERSHIP PROGRAMME FOR FINANCE PROFESSIONALS

DURATION
8 Months

PROGRAMME OVERVIEW

NFL is a practical learning programme that develops the leadership capability of participants through a blend of four practical workshops, one-to-one coaching or mentoring sessions and facilitated discussions, with a focus to strengthen commercial awareness and confidence to effectively lead a finance team and become a trusted adviser to the business.

TRANSFORMATIVE BENEFITS

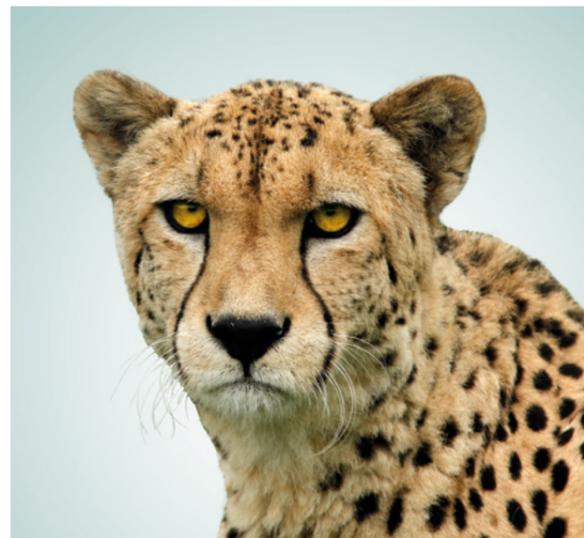
- Develop your own personal brand of leadership style.
- Earn trust and respect through commercial insights and tactical business partnering.
- Become a recognised strategic leader within your high performing team.

WHY NFL?

- A rigorous combination of practical tools and high-level elements, including actor workshops and 360° feedback.
- Collaborative, stimulating peer groups with others, whose ambitions and successes match your own.
- Facilitators, mentors and coaches who are distinguished experts and leaders with inspiring stories to share.

DELEGATE PROFILE

Ambitious first-line managers and senior managers moving into a strategic leadership role.



'Until you meet people at a similar level, you can never really benchmark yourself against anyone. The programme's greatest impact was the promotion I gained subsequently, which I wouldn't have pursued before attending it.'

Andrew Witts
Group Financial Controller
Novae
NFL Alumnus

Novae

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Developing Leadership in Practice (DLiP™)

THE LEADERSHIP PROGRAMME FOR NEW AND ASPIRING PARTNERS

DURATION
4 Months

PROGRAMME OVERVIEW

Developing Leadership in Practice is a programme designed by experts in practice. In a highly supportive and collaborative environment, the facilitator guides participants through a modular programme consisting of four workshops and four one-to-one personal coaching calls, designed to help practitioners develop, project and hone the leadership qualities expected of a new or aspiring partner.

TRANSFORMATIVE BENEFITS

- Understand the role of a partner and examine what leadership really means – both broadly, and specifically, within your firm.
- Shift your mindset from manager to commercially-confident leader.
- Learn to generate new ideas and perspectives, then apply them strategically.
- Build a vital skillset – learn how to drive strategic growth, attract and retain new clients, and meet challenges head-on.

WHY DLiP™?

- A rigorous combination of tools including exercises, group discussions and case studies.
- An emphasis not just on learning theory – but on applying key skills usefully and practically.
- A collaborative, supportive environment at every stage.
- Mentoring and coaching from incredible experts and leaders – with plenty of eye-opening stories to share.

DELEGATE PROFILE

New and aspiring partners in the professional service sector.



'DLiP™ has been brilliant. I loved it. It has made really positive changes to how we work with our clients. The way the trainer delivered it, challenged us, and the way she supported us was fantastic. I was promoted to partner shortly after the course.'

Kevin Hoult
Partner
Sagars
DLiP™ Alumnus

sagars |

chartered accountants
and business advisers

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Succession planning

Play your part in shaping the landscape of future finance leaders



Do you know a colleague with potential?

Succession planning has become a top priority for organisations today, to retain their top talents and ensure that the future of the business moves in the right direction.

BECOME A SPONSOR

Nominate and sponsor colleagues with potential to develop the pipeline of your senior finance talent. Becoming a sponsor also gives you the opportunity to network with other companies, peers, mentors, alumni and delegates.

DEVELOP THE NEXT GENERATION OF FINANCE LEADERS AND PLAY A CRUCIAL ROLE IN SHAPING THE LANDSCAPE FOR FUTURE PROFESSIONALS.

FIND OUT MORE ABOUT SPONSORING YOUR COLLEAGUES THROUGH ANY OF THE LEADERSHIP PROGRAMMES.

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Specialist qualifications and programmes

Certificate in insolvency

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OVERVIEW

The ICAEW Certificate in Insolvency is the most flexible learning programme for insolvency professionals in the UK. It is suitable for finance, legal and other professionals and gives individuals a broad understanding of insolvency principles and the skills to apply them.

Diploma in charity accounting

FIND OUT MORE AND REGISTER YOUR INTEREST
icaew.com/academy/dcha

OVERVIEW

Get formal recognition of your knowledge in charity accounting and financial management. The Diploma in Charity Accounting (DChA) inspires confidence and demonstrates that you have the skills and knowledge to make a real difference to organisations in the charity and voluntary sector.

TO BOOK OR FOR MORE INFORMATION, CONTACT:

academy@icaew.com

PUBLIC COURSES:

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IN-HOUSE TRAINING:

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Corporate finance qualification

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OVERVIEW

The Corporate Finance (CF) qualification will formally recognise your achievements in corporate finance at the highest level. Take the study route for individuals aiming to accelerate their corporate finance career or the experience route designed for specialists in the field of corporate finance.

ICAEW IPSAS certificate

FIND OUT MORE AND REGISTER YOUR INTEREST
icaew.com/academy/ipsas

OVERVIEW

The ICAEW IPSAS Certificate strengthens your understanding of current developments in public sector accounting and explains key accounting and operational implications of IPSAS adoption.

Developed in partnership with PwC's leading international experts on public sector accounting, it provides public sector accountants with a highly valuable and content rich e-learning certified programme for all stages of the implementation process and beyond.

ICAEW ISAs programme

FIND OUT MORE AND REGISTER YOUR INTEREST
icaew.com/academy/isas

OVERVIEW

The ICAEW ISAs online learning and assessment programme is your route to a better understanding of the clarified ISAs and the audit process.

Gain a firm grasp of the key principles of the clarified ISAs with a programme that will give you the confidence to act decisively and respond effectively to clients' and other stakeholders' needs.

IFRSs and financial reporting programme

FIND OUT MORE AND REGISTER YOUR INTEREST
icaew.com/academy/ifrs

OVERVIEW

Helping you respond to the ever-increasing complexity and changes in the financial reporting environment, ICAEW has developed a specialist IFRS and IFRS for SMEs online learning and assessment programme.

Gain a comprehensive overview of the international standards in the private sector or achieve a detailed understanding of financial reporting for SMEs.

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There are over 1.8m chartered accountants and students around the world – talented, ethical and committed professionals who use their expertise to ensure we have a successful and sustainable future.

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We've been at the heart of the accountancy profession since we were founded in 1880 to ensure trust in business. We share our knowledge and insight with governments, regulators and business leaders worldwide as we believe accountancy is a force for positive economic change across the world.

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