

*Congratulations to the graduates of the UC Berkeley Speak the Language of Finance™ program on their progress on the ten key competencies below. They are enjoying renewed confidence, persuasiveness, and promotability!*

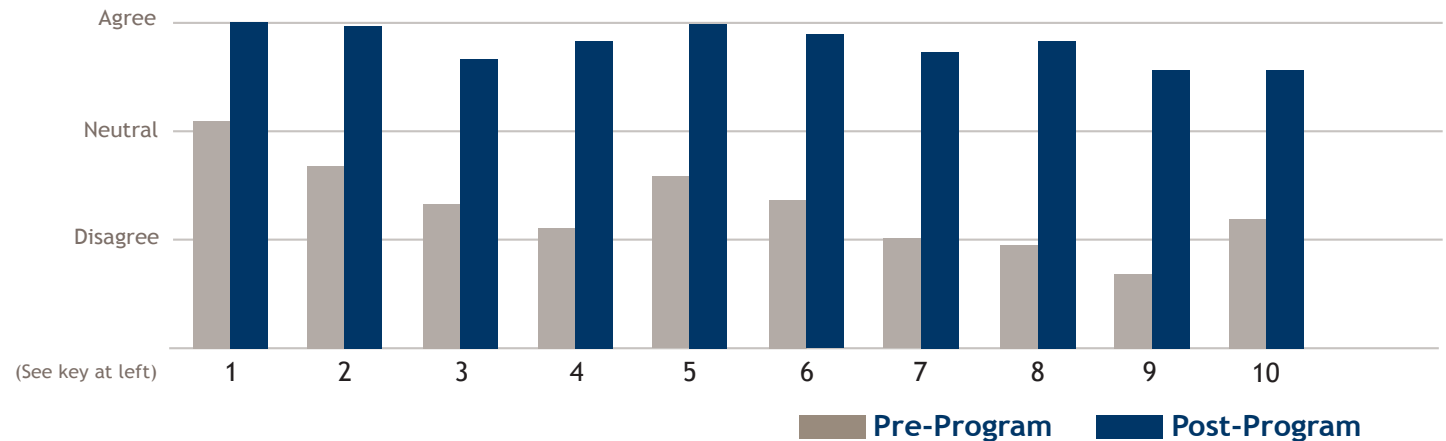
**Competency Key:**

1. I understand my role in how my company makes money through financing, investment, and operations activities within my company's Universal Business System™.
2. I understand how financial statements capture (partially) the performance of my company's Universal Business System™.
3. I can explain my financial plans and results using ratios, trends, variances, and drivers.
4. I understand my role in the Universal Value Equation's™ growth and risk drivers that determines my company's value.
5. I use a value focus rather than a transaction focus in managing my company's intangible assets of customers, products, employees, and processes.
6. I understand how variable costs, capacity costs, and discretionary costs drive my company's operating leverage, productivity, and capacity utilization.
7. I know how to rigorously make and justify my plans and decisions using quantitative tools (such as NPV) and qualitative tools (such as risk analysis).
8. I understand the planning, executing, and reporting components of my company's Universal Operating Cycle™ and how to be accountable for them.
9. I know how to explain operating plan variances using primary and offsetting drivers, controllability, and continuing/one-time trends.
10. I can communicate about financial matters confidently and persuasively.



**Congratulations to these Speak the Language of Finance™ graduates for their progress on ten key competencies!**

**They report that their improved decision making will add an average of \$3.9 million to each of their companies' profits!!**



**We are pleased to announce that our participants gave this program a Net Promoter Score of 77%.**