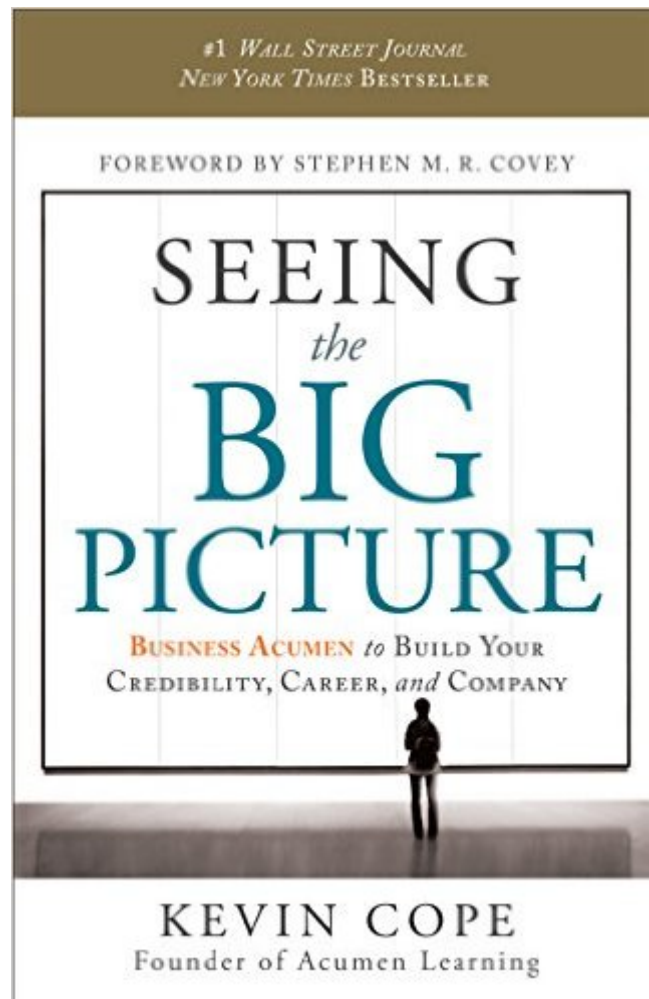


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# Seeing The Big Picture: Business Acumen To Build Your Credibility, Career, And Company



## Synopsis

FROM THE NEW YORK TIMES AND WALL STREET JOURNAL BESTSELLER An MBA in 180 pages, *Seeing the Big Picture* simplifies the complexities of businesses large and small and shows you how a deep understanding of your company can help build the credibility and career you want. And it can make your work more fulfilling and purpose-driven by highlighting how you influence the success of your team, department, or organization. All companies are driven to success or failure by the same five simple drivers: cash, profit, assets, growth, and people. Kevin Cope, founder of Acumen Learning, will help you appreciate how your day-to-day decisions can balance these drivers and contribute to the big picture of your organization's success. You'll discover the acumen you need to bring real value and passion to your work. Whether you're on the manufacturing floor or sitting in the corner office, you can learn how to follow the drivers through to measurable results conquering your fear of numbers. Using Kevin's simple explanations of the most important metrics presented in the income statement, the balance sheet, and the statement of cash flows, you'll be able to quickly review financial reports for signs of success or impending doom. Convincingly communicate your ideas to leaders, improve your team's performance, even launch a successful business of your own. No matter your goal, give yourself the foundational knowledge every businessperson needs, and discover new strategies for proving your value.

## Book Information

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## Customer Reviews

Unfortunately there is a large percentage of new hires for large companies who do not really

understand what makes the company successful. Large corporations hire thousands of new employees each and every year and far too many of these employees are assigned to positions that do not allow the employee to see the big picture. Failing to really understand the big picture, how the different departments work/fit together often dooms an employee to a specialized role in the middle ranks of the company. If you want upward mobility in a company, you must understand the big picture - what drives the success of a company. Kevin Cope, the author of *Seeing the Big Picture* has written an easy to read but sufficiently detailed guide for anyone to develop a much better understanding of any company. According to Mr. Cope, there are five drivers that will allow you to see the big picture of any company. These drivers are: Assets, Profits, Growth, People and Cash. They are inter-connected, each driver influences all the others. If you understand these drivers, you will have a much better understanding of how the company works, how each employee/department contributes toward the overall goal of the company. By understanding the drivers, you can know when one is lagging and have a good idea about where to start looking for solutions. The book is divided into two parts. Part one focuses on a detail discussion of each of the key drivers of any business. Part two focuses on explaining what goes into the financial statements of any business and how to read and understand the financial statements. Mr. Cope explains the concepts and then uses a fictional company, Austin's Cycle Shop to illustrate the concepts.

*Seeing the Big Picture* teaches the reader how to assess and reason about the financial present and future of a business to see its big picture. It teaches this by exploring a model of business health and using that model to interpret example financial statements. This sounds dry and technical. However, the model places the highest importance on organisational culture and leadership. Furthermore, story-telling and examples illustrate every concept. The author's motivating argument is that: 1. The most effective employees and leaders act in the interest of the big picture. 2. Company leadership will entrust decision making power to employees who can see the big picture. The book is couched in plain, simple language and is perfectly organised. I wouldn't change a thing. I also genuinely appreciated the absence of rubbish. I didn't have to suffer the author's ego for even a second. I could learn without friction or frustration. The only danger is that a reader may mistake this simplicity for a lack of depth and read without thinking. The upside is that the book is so short and simple that a slow, in-depth reading is still possible in good time. The second half on financial statements is slightly more tedious. However, the author is well aware of this and offers quick run downs (e.g. *The Income Statement in a Matter of Minutes*) followed by optional in-depth explorations (e.g. *The Income Statement in About 30 Minutes*). The second half of

the book could even be left as a reference for when actually attempting to read financial statements. All in all, the clarity, conciseness and low price add up to an incredible return on time and money spent for non-finance readers. The author suggests to continue learning about business after reading the book.

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