



Strategic Finance Leadership for Directors and Executives

14 - 18 Dec 2026
Tokyo

Strategic Finance Leadership for Directors and Executives

Ref.: 103600695_84498 **Date:** 14 - 18 Dec 2026 **Location:** Tokyo **Fees:** 10000 **Euro**

Course Overview:

Strategic Financial Leadership for Directors and Executives is an advanced Financial Leadership Training programme designed to strengthen the financial judgement, governance capability, and decision-making confidence required at board and executive level.

The course connects Finance for Directors with corporate strategy, helping participants interpret financial statements, evaluate strategic investments, oversee financial risks, and challenge management constructively. Participants explore Strategic Financial Planning, capital allocation, corporate finance, financial governance, internal controls, performance management, and board financial oversight.

The Financial Leadership Course also examines investment appraisal, capital structure, liquidity, sustainability-related financial information, and financial distress. Rather than training participants to become accountants, the programme develops the financial literacy required to question assumptions, assess organisational performance, engage effectively with CFOs and audit committees, and make informed decisions that protect and create long-term organisational value.

Target Audience:

- Board Directors and Executive Directors
- Chief Executive Officers
- Managing Directors
- Chief Operating Officers
- C-Suite Executives
- General Managers
- Country Directors
- Divisional Directors and Business Unit Heads
- Senior Executives preparing for board-level responsibilities

Targeted Organizational Departments:

- Board of Directors and Executive Management
- Office of the CEO
- Corporate Finance and Financial Management
- Strategy and Corporate Planning
- Enterprise Risk Management
- Internal Audit and Assurance
- Corporate Governance and Compliance
- Investment and Capital Planning

Targeted Industries:

- Banking and Financial Services
- Government and Public Sector Organisations
- Utilities and Infrastructure
- Manufacturing and Industrial Organisations
- Construction and Engineering
- Telecommunications and Technology
- Transportation and Logistics
- Real Estate and Property Development
- Professional and Business Services

Course Offerings:

By the end of this course, participants will be able to:

- Interpret financial statements, cash flows, and key financial indicators from a board and executive perspective.
- Apply Strategic Financial Planning and capital allocation principles to investment, financing, and resource decisions.
- Evaluate investment proposals using NPV, IRR, hurdle rates, cost of capital, and value-creation criteria.
- Strengthen Financial Governance for Directors through effective risk, internal control, audit, and reporting oversight.
- Assess organisational performance using KPIs, variance analysis, balanced scorecards, and financial performance measures.
- Recognise financial distress indicators and make informed decisions on liquidity, restructuring, resilience, and turnaround priorities.

Training Methodology:

This Financial Leadership Course uses an executive-learning approach focused on boardroom application rather than accounting theory. Facilitated discussions connect Strategic Financial Leadership concepts with realistic board and executive decisions involving performance, investment, governance, risk, capital allocation, and financial distress.

Participants work through corporate case studies, financial statement interpretation exercises, investment appraisal scenarios, management-account analysis, and board-level decision simulations. Group work is used to compare alternative financing, capital allocation, risk, and restructuring decisions, while guided discussions encourage participants to challenge assumptions and evaluate the quality of management information.

Scenario analysis strengthens judgement under uncertainty, particularly in liquidity, risk, sustainability, and turnaround situations. Reflection sessions consolidate each day's learning and connect Financial Management for Directors with participants' organisational responsibilities. Facilitator feedback focuses on improving executive questioning, financial judgement, strategic challenge, and decision discipline.

Course Toolbox:

The programme introduces participants to insights, frameworks, and examples of tools relevant to Financial Leadership for Directors. These tools are demonstrated for learning purposes rather than provided as software or proprietary solutions.

- Board-Level Financial Statement Review Framework
- Executive Financial Performance Dashboard Examples
- Financial Ratio and Trend Analysis Examples
- Strategic Financial Planning Framework
- Capital Allocation Decision Framework
- NPV and IRR Investment Appraisal Examples
- Cost of Capital and WACC Analysis Examples
- Capital Structure Decision Framework
- M&A and Joint Venture Evaluation Questions
- Board Financial Oversight Checklist

Course Agenda:



Day 1: Financial Leadership and Board-Level Financial Literacy

- **Topic 1:** Financial leadership, fiduciary duties, and director accountability
- **Topic 2:** Reading income statements, balance sheets, and cash flow statements
- **Topic 3:** Profitability, liquidity, solvency, leverage, and cash generation
- **Topic 4:** Accounting policies, estimates, assumptions, and executive judgement
- **Topic 5:** Board financial oversight and reporting red flags
- **Topic 6:** Working with CFOs, audit committees, and external auditors
- **Reflection & Review:** Strengthening financial judgement and board-level challenge

Day 2: Strategic Financial Planning and Capital Allocation

- **Topic 1:** Linking corporate strategy with financial planning and budgeting
- **Topic 2:** Capital allocation, priorities, constraints, and value creation
- **Topic 3:** Investment appraisal using NPV, IRR, and hurdle rates
- **Topic 4:** Capital structure, debt, equity, leverage, and cost of capital
- **Topic 5:** Evaluating M&A, joint ventures, investments, and divestments
- **Topic 6:** Dividend policy, funding choices, and financial resilience
- **Reflection & Review:** Reviewing strategic investment and financing decisions

Day 3: Financial Governance, Risk and Internal Control

- **Topic 1:** Financial governance, board responsibilities, and accountability
- **Topic 2:** Financial, operational, strategic, and reputational risk oversight
- **Topic 3:** Risk appetite, exposure, escalation, and financial strategy
- **Topic 4:** Internal controls, reporting reliability, and asset protection
- **Topic 5:** Fraud indicators, management bias, and financial red flags
- **Topic 6:** Audit committee effectiveness and auditor oversight
- **Reflection & Review:** Applying governance, risk, and control principles

Day 4: Financial Performance and Sustainable Value

- **Topic 1:** Financial performance management and strategic alignment
- **Topic 2:** Executive KPIs, balanced scorecards, and performance indicators
- **Topic 3:** Variance analysis, forecasting, and management accounts
- **Topic 4:** Management accountability and executive performance review
- **Topic 5:** Sustainability-related financial reporting and IFRS S1/S2
- **Topic 6:** Communicating performance to investors and stakeholders
- **Reflection & Review:** Evaluating board-level performance information



Day 5: Financial Resilience and Executive Decision-Making

- **Topic 1:** Financial distress, liquidity pressure, and early warning indicators
- **Topic 2:** Working capital, cash management, and financial resilience
- **Topic 3:** Scenario planning and executive financial decision-making
- **Topic 4:** Turnaround, refinancing, restructuring, and asset decisions
- **Topic 5:** Stakeholder management during financial complexity
- **Topic 6:** Building financially capable leadership teams
- **Reflection & Review:** Setting priorities for stronger financial leadership

FAQ:

What specific qualifications or prerequisites are needed for participants before enrolling in the course?

No formal accounting or finance qualification is required. The programme is designed primarily for directors, executives, senior managers, board members, and leaders who participate in financial, strategic, governance, investment, or performance decisions. Participants should have general organisational and management experience. The course develops the level of financial literacy directors need to understand and challenge financial information without requiring them to prepare accounts or operate as professional accountants.

How long is each day's session, and is there a total number of hours required for the entire course?

Each day's session is generally structured to last around 4-5 hours, with breaks and interactive activities included. The total course duration spans five days, approximately 20-25 hours of instruction.

Does a director need to be an accounting expert to exercise effective financial oversight?

No. Directors are not expected to prepare financial statements or perform detailed accounting work. However, they should possess sufficient financial literacy to understand financial reports, assess their credibility, understand the processes behind them, question assumptions and judgements, and challenge management where necessary. Effective Board Financial Leadership therefore depends less on technical accounting expertise and more on informed oversight, professional scepticism, strategic questioning, and sound judgement.

How This Course is Different from Other Strategic Financial Leadership Courses:

Strategic Financial Leadership for Directors and Executives goes beyond conventional finance training by approaching every financial topic through the responsibilities and decisions of directors and senior executives. Rather than focusing heavily on accounting calculations, the programme connects financial statements, Strategic Financial Planning, Capital Allocation Training, corporate finance, Financial Governance Training, risk, internal controls, performance management, and organisational resilience into one integrated board-level framework.

Participants examine NPV, IRR, working capital, capital structure, cost of capital, restructuring, and financial reporting as inputs to executive judgement rather than isolated technical subjects. The programme also incorporates sustainability-related financial considerations through IFRS S1 and IFRS S2 and examines financial distress through liquidity, leverage, covenants, scenario analysis, and turnaround options. This creates a practical Financial Leadership Course focused on asking better questions, challenging management constructively, allocating capital intelligently, strengthening governance, and making financially grounded strategic decisions.



Training Course Categories

Agile PM and Project Management Training Courses

Certified Courses By International Bodies

Communication and Public Relations Training Courses

Data Analytics Training and Data Science Courses

Environment & Sustainability Training Courses

Finance and Accounting Training Courses

Governance, Risk and Compliance Training Courses

Human Resources Training and Development Courses

IT Security Training & IT Training Courses

Leadership and Management Training Courses

Legal Training, Procurement and Contracting Courses

Maintenance Training and Engineering Training Courses

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Occupational Health, Safety and Security Training Courses

Personal & Self-Development Training Courses

Quality and Operations Management Training Courses

Secretarial and Administration Training Courses



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