

# Professional

## BUSINESS ACUMEN FOR HR PROFESSIONALS

### COURSE OVERVIEW

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Bridging the gap between HR metrics and business results, with a focus on Banking Sector Dynamics to contextualize HR within the financial value chain.

### COURSE OBJECTIVES

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- Interpret key financial statements (P&L, Balance Sheet, Cash Flow).
- Understand the Banking Value Chain (Front, Middle, Back Office).
- Connect HR initiatives to bottom-line financial impact.

### SKELETON OUTLINE

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- Finance 101: Revenue, EBITDA, and Margin.
- Sector Focus: How Banks Make Money (Interest vs. Fee Income).
- Calculating Human Capital ROI.
- **Case Study:** Analyzing an Annual Report to Identify Talent Risks.

## ORGANIZATIONAL NETWORK ANALYSIS (ONA)

### COURSE OVERVIEW

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Using data to visualize the "invisible" organization of relationships and flows.

### COURSE OBJECTIVES

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- Identify influencers, brokers, and bottlenecks.
- Map collaboration patterns across silos.
- Use ONA insights for change management.

### SKELETON OUTLINE

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- The Formal Chart vs. The Informal Network.
- Key Roles: Hubs, Bridges, and Isolates.
- Collecting ONA Data: Passive vs. Active.
- **Activity:** Mapping Your Personal Professional Network.

EMPOWERING  
Talent



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