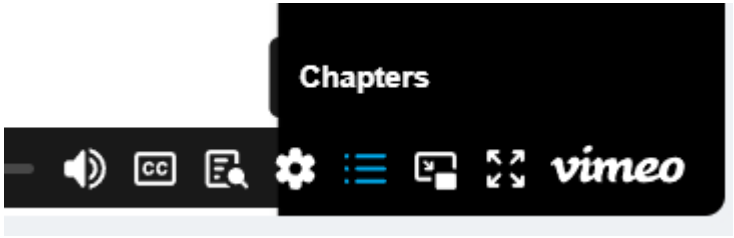
Course Chapters in Vimeo

- Introduction and Top Ten Trouble Spots
- Dealing with Sales and Leadership Tips
- Economic predictor and what every CEO needs
- Insurance & Forecasting
- Payroll tips
- Travel Costs
- Measuring finance
- Top Ten Trouble Spots



PRACTICAL BRAIN-STORMING – TOP TEN TROUBLE SPOTS AND OTHER USEFUL TOPICS FOR FINANCIAL LEADERS

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PRACTICAL PD

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- You have the option of **printing the material** and taking notes during the presentation, or **taking electronic notes**
- We suggest you make sure you print the material large enough to read and take notes on
- We **cannot provide conclusive instructions on how to take electronic notes i**n the pdf file on each registrant's device, because of the wide ranges of combinations of pdf software that registrants may have, in addition to platforms, i.e. MAC or PC, tablet, etc.
- After the course, you will be sent fully completed slides

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Introduction

- Welcome - all backgrounds
- I am one of you
- You can listen any way you want
- Can you hear me?
- Seminar background
- Let’s get to know each other first

6

Watch this any way you want

Where am I?

There will be some humour

- Because these types of courses, are usually so boring…and so _____ stuff!
- But no _____ jokes

Introduction

- You will learn you are not alone in some of your struggles
- You can email me down the road, quick question/clarification etc.
- Fill in the blanks – why? _____
- You will get completed slides after
- I will share some stories – with lessons today

Immediate work action notes

- Make some to help you
- Pass tips to colleagues if you are not responsible for the area, eg insurance

Thoughts

- What I might say, may get you thinking on something useful
- I cannot give a detailed explanation on some tips, you may have to research for your context
- The course materials are a simple handout that even a ____ graduate could understand
- Be creative in your ideas…

Good news

- More content than the ___ versions
- Sharing from past ___ versions
- ____ the tape if you don’t understand….

The top 10 trouble spots for financial leaders

- Financial leadership is tough these days - a story

First, some from prior seminars

- Parts of organization making _____without the authority/understanding of the implications
- Finance, the _____ of last resort
- They don’t know what they want, so they ask for _____!
- Dance to the tune of the _____
- The age of _____!
- _____ versus _____ at staff meetings

Another Trouble Spot…

Some other ones I have heard

- Being the _____
- We have to do the _____
- Sales _____ to customers
- Everybody expects us to be able to give them personal _____at work
- Ask for advice and then - _____
- Believed to have a _____
- We always get the ____

Some other ones I have heard

- Finance = _____
- Capital = _____
- Artificial deadlines, everything is ____
- Finance is the reason we cannot do what we ____
- That was your _____ not mine

More

- CFO _____, _____-freak
- Become _____, business doesn't take accountability
- Wrong resource in finance, had a staff who thought P&L is _____!
- Finance has to have the answer for _____

More

- Misleading advertising on _____ software
- They throw last minute request and expect ____ delivery

More

- Bosses are always ___
- _____ by other departments
- Extending A/R and shortening ____
- ___ instead of delivering the goods
- Business fool, thought finance could be _____
- New Year's Eve is spent ____

Some other ones I have heard

- Having to be the _____ person in the organization
- Dysfunctional _____
- Finance is somehow responsible for all things attached to _____
- Management sees controls as strictly a ____ matter, not a _____ matter
- Explaining why _____ is important and relevant

A recent prize winning trouble spot

- Board discussion on replacement of old IT system, “just ”

More from prior seminars

- Finance has to be the policy _____
- Ignore the numbers – another agenda – _____
- Staff who think sales = _____
- Can't even go to the _____ due to strict deadlines!
- The President is always right (even when he is ____)
- Little Johnny "___" employees

Trouble Spots

- GM not wanting to hear the _____
- Systems not _____
- _____ to do list
- _____ finance staff in every meeting but we are the doers
- _____ holes
- Poor information inputs – poor _____

Trouble Spots

- Feeding needs of the _____the organization
- Bonus structure drives behaviour – you get what you ____
- Institutional ____
- Purchasers who don't know how to _____

Trouble spots

- Relying on _____sheets with no controls
- How to translate _____
- Production from ____, Sales/marketing from ____, Accountants from ___

Conclusion

The Sales function

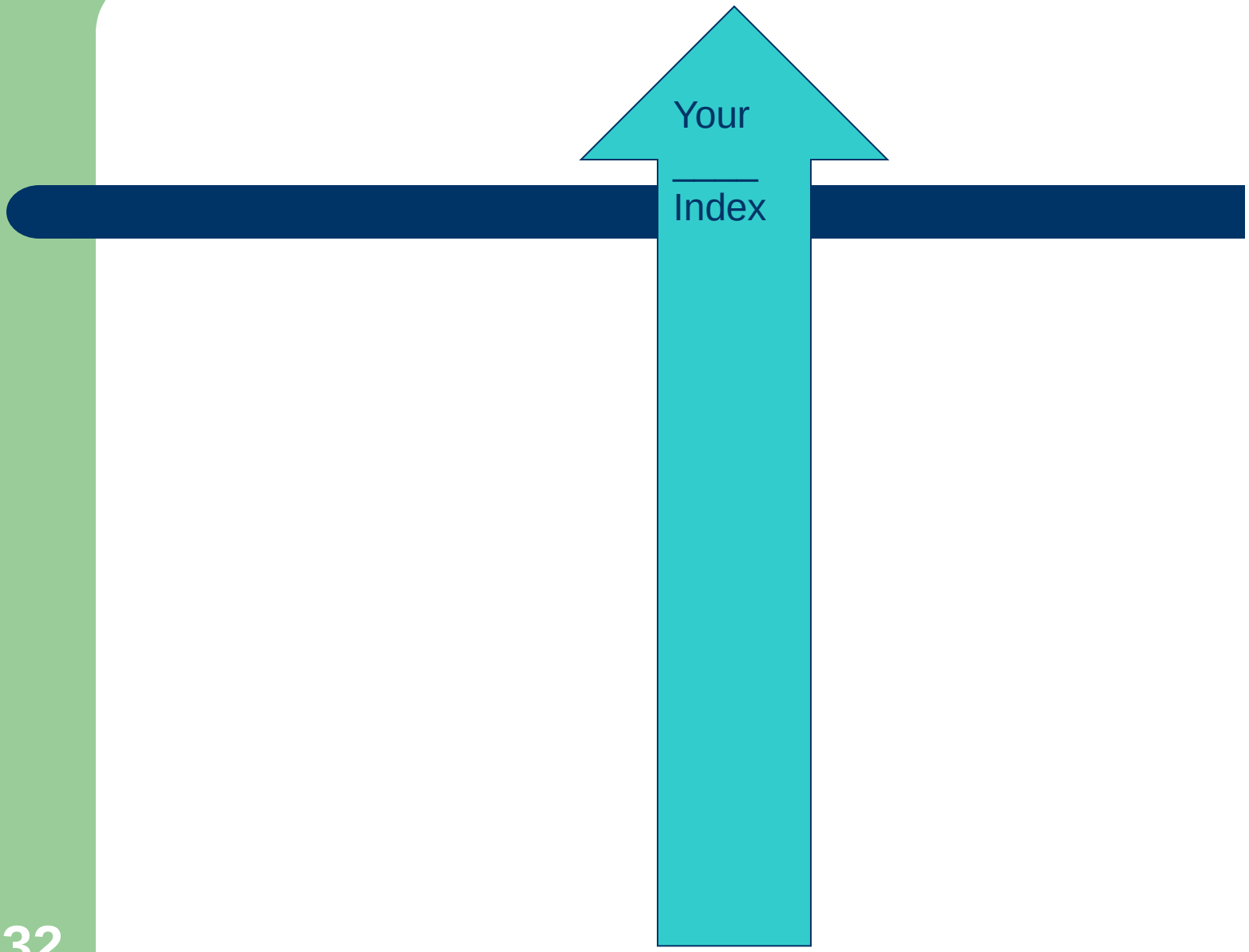
- We can't live with them, but we can't _____
- They are tough to _____
- They are full of ____
- But they go from _____ to _____ each month
- Characteristics of sales people – the same in every organization
- The ____ index, you all have one, where does sales fit?
- A tricky area, why?
- Because the company will always cut the star salesperson _____ even if they don't follow the _____

Stress from sales

- Hey Steve, I turned that $50K overdue A/R into _____ (VP Sales)
- $350K services rendered to customer and no _____ (EVP Sales)
- My Controller found out that the UK sales rep _____ the customer!
- Think about that annoying ____ from high school….

What is the favourite word of a sales when a customer asks a question

- _____


Your
Index

Great lines from a VP Sales I worked with…

WHAT DID SALES REALLY MEAN BY THAT STATEMENT?

When Sales doesn't listen…

- When do we cheer?_____,
- Most of them are "_____-operated" & short-run oriented
- They may see us as the_____ between them and commissions
- Create a culture of _____
- Explain the value of following _____ to____
- You need incentives/penalties for _____
- The ultimate step if they don't listen _____

More on sales

- Get involved in complex deals _____
- Watch out for deals that sales can't _____ and napkin agreements
- Don't put the best _____ in the VP Sales position
- The VP Sales doesn't have to highest base salary in sales - why? _____
- Beware fixed _____ targets with bonuses (if you have them, ensure you tell their _____)
- Internal and external _____ don't need to match

Commission base

- The ideal compensation model….how do you ensure bottom line motivation?
- Revenues, less:
- _____ _____ _____ _____
- Paid when customer pays (perhaps even in _____!)
- How do you present this to them at work?
- Overall thoughts, don't stifle their _____ or _____
- (I know there are other angles to sales)

Help them

- With _____
- Always remind customers of the deals they are getting, in the invoices…

Or

- Let them use lines like this: “Our CFO/Finance _____if we don’t charge extra for this…”

Leading

- We need to lead by _____, the right _____ is _____ not taught
- If you push them for a deadline _____ immediately
- Be ready to take their __ (servant leadership)
- Give timely _____ (even if your ____ doesn’t, you need to do this for your staff)
- New annual review software demo

Annual review

- Evaluate performance
- Consider results versus objectives
- Set objectives for the next period
- Discuss remediating
- Talk about courses/learning opportunities

Staff errors

- Is it an error for which they should be fired or an _____?
- Get them to realize what they did was really ___ and to state this, without telling them directly it was really ___…
  - Was the change you made to --important to --
  - Were they aware of it?
  - What could have gone wrong by you not informing them?

  Also, don't tell them their error, tell them to find it themselves

Leading

- Communicate _____ (emails & other)
- Spend _____ when travelling
- Get them to think they came up with the _____ (works on your boss as well!)
- Show concern by remembering _____
- Be creative to help them
- Don’t throw them ____even if they deserve it!
- Don’t use “management speak”
- Don’t forget _____
- Get your staff to see the big picture

What do they really mean?

- That’s very interesting/I hear you
- _____
- You have to show some flexibility
- _____
- You needed to be more proactive
- _____

What do they really mean?

- You need to see the big picture
- _____
- We're going to follow a strict methodology here
- _____
- We have to leverage our resources
- _____

What do they really mean?

- Help me to understand
- _____

What do they really mean?

- I'd like your buy in on this
- _____
- It's a no brainer
- _____
- I see you involved your peers in developing this proposal
- _____

What do they really mean?

- Wrong answer
- _____
- We have a problem
- _____
- There are larger issues at stake
- _____

What do they really mean?

- We have to put our sales hats on
- _____

Ones I use (to be nice)

- I read your email and I am confused
- _____
- This is not exactly what I had in mind
- _____

Ones I use (to be nice)

- Have you had a chance to look at my email about _____
- _____

Fraud prevention

- I generally believe if a business owner is around employees, and is _____, fraud risk is much lower
- That is compared to nasty _____
- Also, victim is not ____ here

Finally

- The big test, would they work for you ___?
- They do not care how much you ____- they want to know how much you ___
- In 30 years, they will mostly remember _____

Economic predictors for your company/organization

- Finding wise economic leading indicators for your business are very important
- Indicators that predict overall future sales/results/demand with some value
- Who will think of these if it is not _____?
- Every organization is different
- Not just interest rates and macro economy
- Easier to do for some org's than others

Economic predictors for your company/organization

- Can work for not-for-profits
- Insightful direct or indirect predictors
- Examples:
- _____
- _____
- _____
- _____

I like crazy email jokes…

What every CEO needs from finance leaders

- (Also what your boss needs, who might not be the CFO)
- Go from the small ___ to the big ___ and back well
- Watch his/her _____
- Encouragement when they are _____
- Help if needed, in their _____ life

Note

- Most of the next few topics are designed to help your employer/client save cash
- Some of you employers are wasting cash
- Take out a $____
- Now _____
- That is wasting money!

Insurance

- This is not a comprehensive course on all aspects of insurance, but a few minutes of tips…

Insurance general

- Understanding the risk framework:
- Identify the____ then discuss_____ then consider insurance
- _____-insurance may be a valid option
- Ensure _____ risk protection/transfer/cap
- Do you trust your broker?
- Get a broker who understands your industry
- Use ____brokers if you segment the market
- Watch for _____& _____ in coverage

Insurance – policy comments

- Business interruption coverage – who has it?
- Should you buy it? An alternative _____
- Read the small _____
- Can your industry help?
- Key person life insurance tip, you also need _____
- Always play with ____ and ___
- Constantly review property insurance _____
- Should you set up a _____? Perhaps, if premiums > ____

Other insurance tips

- Property insurance rule of thumb ____ per $100K (medium size co's)
- Have _____in your property policy
- The secret policy - do you need it? _____
- D&O: Make sure you name _____ companies
- Check if you can get ____longer than a _____
- Push back on others' unreasonable insurance requirements (especially USA)

A watch out

- Currency and insurance limits
- US customer demands $5M USD liability coverage
- A $6M Canadian limit works
- Exchange rates move, make sure you comply, Canadian $6M limit may not work any more

Insurances doc's and renewals

- Two tips for filling out applications. Don't just fill out the form, provide extra info:

1. Extra explanations why your business/org is not _____
2. Explain in detail what you do to _____

More

- Remember _____insurance where available, usually a very good deal
- Some bonus personal insurance tips
- - deductibles
- - credit card coverage
- - It might be covered (_____,_____, _____)

Financial forecasting

- A forecast to raise $ from investors/financiers- the ____ stick or not?
- The _____ school of forecasting, if trying to raise financing - very _____
- Ethical implications – _____
- Forecast tip, ask your ____ for a forecast (non-binding)

Financial forecasting models

- A company financial model lets you "____- test strategic alternatives"
- Does your model?
- Have ___ variables that can be played with?
- Always works, no errors, the balance sheet and cash flow always tie in?
- You could give it to your CEO to play independently with, to predict exactly what will happen?

Modelling

- What makes a great model? Complexity or elegant simplicity?
- How to learn to create a great model?
- Start with a simple model and ____ on it
- Courses are OK but:
- _____, _____, _____
- See other great _____
- Put in last _____ and see if it _____

Financial forecasting models

- Avoiding spreadsheet _____

1._____

2._____

3._____

- Handing out your model? ___! Just give outsiders a _____

Payroll & benefits

- Let employees know their total _____ periodically
- Use payroll service? Who uses __ of __
- Hidden cost of a payroll service:_____
- What % of benefits premiums should an employer pay? ___ (survey average)
- Appeal _____ classification
- Two less known tax loopholes _____ and_____
- HR dept, average size ____ /employee
- Employee retention via perks for _____

I only make $120,000!

Miscellaneous tips

- Consider private health service plans (PHSP)
- Pay them off your _____ with a small bonus
- Use _____ to help employees fund expenses your plan doesn't cover
- Give them useful advice on _____ the plan
- EI and a majority owner – get a _____
- Keep your employees _____
- Support emotional health with _____
- Let them put any amount of their salary in the group RRSP

Some other quickies

- Only let them get prescriptions where the _____is low
- Partially pay for _____
- Have a ____ on site
- Pay for _____
- Pay for ___shots
- Move payroll to ____

Negotiating your salary

- Special section in my **Practical Financial Negotiation Tips**

Travel

- An interesting area
- We all probably have a ___ story about someone's travel expenses
- A VP sales returns from a trip at 5 PM and tries to expense _____
- An engineer tries to claim _____ is ___

More

- A VP Sales suddenly presents _____and wants to be paid _____
- A VP Engineering says,“_____is spread out on _____…

Something I have done for years

- A jet lag tip _____

The taxi sales ethics reminder

Travel expense practices

- Some tips here could save you $ personally!
- Make sure you _____ foreign receipts!
- Who uses an outside travel agent? About ___ %
- Alternatives: _____ or _____
- Have an _____ in cities where there is frequent travel, instead of hotel stay stays
- Should you pay a high or low km rate?
- Any recommendations on expense software?

Credit cards and controls over travel

- Who has corporate travel credit cards - about __%
- Watch out for _____when credit cards in the company name…
- Two important controls over travel:
  - Require travelers to submit their _____ with their claims
  - Who should submit for approval, the bill for a meal involving several employees? _____

Business travel

Six ideas:

- Leverage _____
- Favourite websites _____
- _____
- Pay per ___ or _____?
- Rent versus pay per km _____
- Encourage staff to _____ on family and friends

Flight booking ideas

- You need two, mid-week, Canada-London trips in the next few months, not over Saturdays
- Airlines usually punish you for short, and one way trips and not staying Saturday, particularly to Europe & Asia
- Book your trips like this _____
- Also _____ your destination
- Book _____ first, then look for a cheaper flight

London return - 2 trips

Travel - final

- E-mail me if you want a sample travel policy - non-bureaucratic

Measuring finance?

- Who has spent time measuring finance via quantitative performance/benchmarking?
- I have been challenged to do it in my career
- More in the area of “production” than senior finance tasks, which can’t be measured

Measuring finance?

- “If you cannot measure it, you cannot improve it.”

(Sir William Thompson, Lord Kelvin)

Why?

- Analyze the performance of your team
- Protect your _____
- Justify _____
- Compare _____, try to improve
- Reward staff for beating _____
- Can drive better practices, use of technology
- Only do it if there is a cost/benefit, and remember you are a service organization

Processing

- _____ issued per billing clerk
- Bills processed per _____
- Cheques/payments written per _____
- Fixed income portfolio return versus _____
- Error/return rate rework for _____
- Borrowing rate (%)
- Maximizing discounts
- _____ turnaround time

Other angles

- # vendor or customer enquiries in period
- Unbilled _____ (when long-term contracts)
- # of accruals (reduce)
- Day sales outstanding (DSO)
- # ____ calls
- Backlog of unprocessed _____
- Various cycle times
- # _____ notes issued
- $ in _____ accounts
- Cleanliness of _____

Workflow analysis

- # invoice incomplete at date X reasons
  - % no PO
  - % no signed PO
  - % wrong unit price/quantity
  - % accounting coding problem
  - % customer to be set up
  - etc

Systems

- System _____ time
- More automatic versus manual entries
- % _____ made electronically
- % of customers paying you electronically (is anyone 100%?)

Other possibilities

- Finance customer satisfaction survey
- Audit fee and no audit adjustments
- Tax filing – timing, minimize penalties
- Less corrected _____
- $ saved from employee suggestions
- Forecast accuracy
- Impact of policy change
- Any more ideas from you?

Measuring by

- Hour, day, week, cycle, month, year
- Per office
- Per person
- Other?

Some areas that can't be measured so easily

- Great advice
- Tax efficiency and planning
- Internal control
- Foresight
- Other?

Is comparing to other companies wise?

- Example, cost per PO
- No, so compare _____

Issues that might arise

- Should finance be measuring finance?
- Don’t let the #s become the overriding goal
- Our goal is service, not just production
- Examples _____
- Don’t weaken _____
- Don’t get cornered for _____ improvements
- So an option could be start to measure but don’t _____ until you are ready

Measuring Finance

- In my **Practical Tips for Controllers & CFOs** seminar:
  - Finance size as a % of total headcount
  - Month end close speed, what is the benchmark, how to close month ends faster
- Cash flow forecast assessment
- Dashboard reporting

Measuring performance of other areas

- Manufacturing/production/inventory
- Sales
- HR
- Project management
- Other?
- Your thoughts?
- Discussed in my **Practical Tips for Controllers & CFOs** course

Back to the top 10 trouble spots

Note

- Based on more than a thousand trouble spots submitted, most ultimately relate to _____

Some other ones I have heard

- Not being the revenue _____ agent by saying no
- Other people's inability to ___becomes our problem!
- Work/life balance – vacations are a _____!

Some other ones I have heard

- Having to live with/implement decisions made when they didn't listen to our ____
- Too much compiling not enough _____
- "Go to people" _____
- Finance is believed to have a ____ tree (golden ____)

Some other ones I have heard

- There must be a report for that, just push the _____
- We need to reduce expenses, let's cut someone in _____!
- Why can't I do it _____, no one ever _____ me about this before!
- Owner's son a genius – actually a ____

My top 10 trouble spots

- Some reminders, some different views, plus some quick hit tips to combat each
- Coloured by my personal experience of course …

My top 10 trouble spots

10. Issues that _____ you (you don't __ what you don't know)

- Examples _____
- Continual alertness needed to mitigate this
- Never discount the _____ mill
- Tell your clerks, if they are uncomfortable with any _____ from anyone, they can disregard them until they talk to you

Note

- Consider the cost of acting on the _____, versus not acting versus possible outcomes…
- In some areas, it could be _____ or unprofessional to act on a ____…

My top 10 trouble spots

9. Finance is the ____ to know

- Regular top 10 for groups and for me!
- Document _____when they didn't tell you
- Show them the positives when they do
- Consistently show value

My top 10 trouble spots

8. The work ethic and attitude of some of the younger generation (not CPAs!)

- Some are _____ watchers
- Social media and productivity
- Work excuses
- (Train your kids!)

My top 10 trouble spots

7. Little fresh _____ in the organization

- People say: ”this is the way we have _____”
- Have not seen other ways of _____
- But organizations also need good _____

My top 10 trouble spots

6. Being the _____ _____ for _____

- Ties into #10, and economic forecasting
- Can cost you your job, if you fail
- You need to look for unconventional ears and eyes:
- Tell HR to tell you if there is a flood of _____ from customer/suppliers
- Ask your Board if they have heard _____
- Your people visit customers/suppliers, tell them to check the _____sheet for people of interest

My top 10 trouble spots

5. Investors who don't _____

- For both public and private companies
- Impatience
- Short-run thinking
- Education/communication needed
- Consider taking an _____ relations course

My top 10 trouble spots

4. _____disasters

- Typically ERP implementations
- Best case _____, worst case _____
- Some stories, some tips:
- Need an _____ commitment by ___
- Not _____ led
- Have a dedicated system ____ person on staff

ERP

- Enterprise Resources Planning system
- Theoretically, one big system singing and _____ perfectly for you that does everything:, G/L, payroll, HR, sales, payroll, manufacturing, inventory, service...

My top 10 trouble spots

3. _____ problems

- #1 conclusion in my survey of over 3,000 financial leaders on their most pressing issue
- Ultimately a business problem
- You can help in all kinds of ways..
- Credit, collections, financing, selling product lines, payment structures and more

My top 10 trouble spots

2. CEOs who don't _____

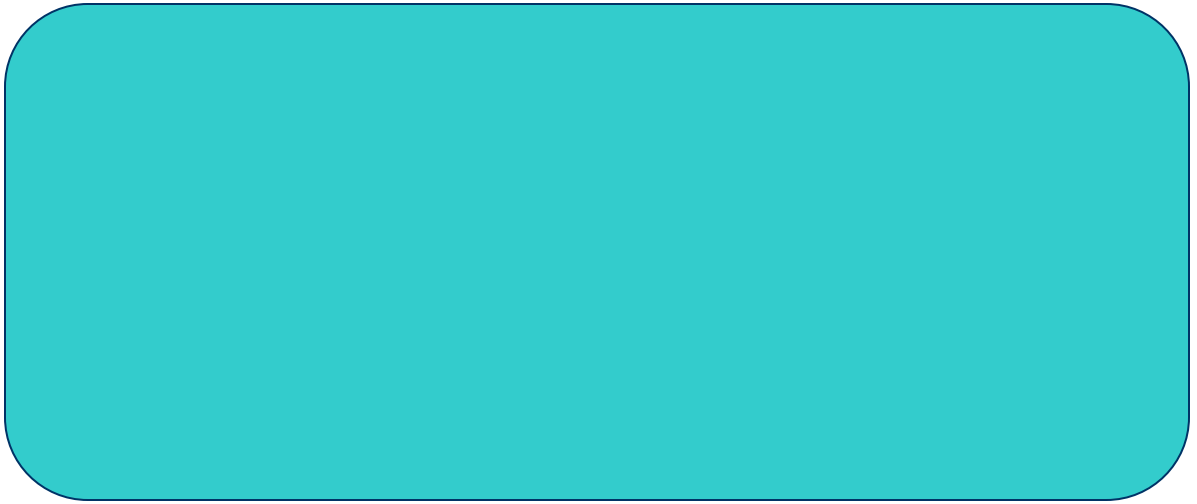
- Can get them ____
- Examples
- Finance people often make better _____
- Gain their confidence with a track record, of reliable, valuable advice

Bonus thoughts

- Arguable, some CEOs I have had were intelligent and smart and educated, but were ____
- Consider this proverb:
- “_____”
- Another way of saying it, is they lacked ___
- I am more considered _____have wisdom than _____…

My #1 trouble spot

1. Employees without _____



A story

- Workers installing phone wires, one worker always puts _____ on the wires after installation
- Is this a management issue, a supervision issue - no ultimately it is a _____ issue
- Is there any _____ in your organization?

My #1 trouble spot

- A lot of work problems can be traced to a lack of _____
- Hired for skills, fired for_____ (your last 10 dismissals – why?)
- *"When you educate …in mind, but not in morals, you educate a menace to society"* (Teddy Roosevelt)
- Did you get trained in _____ at university?
- More than hard work and honesty

Even in sports

- Drafted for _____, failed career due to _____

How about politics?

- Elected for _____, not re-elected due to character

Let’s list some qualities

Racism

- There is a lot of talk about this
- If you have good character, you treat everybody with ____, that makes a difference in your circle
- Also, if you don't hire the _____, your employer suffers the _____, as organization's will always be more successful if they hire the _____…

We could say avoid bad character qualities

Character is important in all professions

- My brother's boss is mad at him, VP, Engineering company….
- Most of the employees at the senior's home tick shower patients with Alzeimer's when they _____ them…

A new thought

- A lot of US cops wear ____, which can be viewed by the public later
- Suppose CPAs had to wear _____all the time, and all our words and interactions could be viewed by the public…
- We would all be concerned about the _____ implications of what the public saw…

Successful leaders are usually

- Very strong-willed
- But they must balance this with good character, or there will be lots of issues

Self-assessment

- How about you self-assess on these character qualities, later!
- Better still, ask your staff, colleagues, spouse, family, significant other….
- We literally did this with our kids, 1-5 ranking, and it also made us _____

A practical example

- Quebec government required us to put in place a policy against Harassment (various kinds)
- If you have good character, you don't even have to read it, you would never _____

A very important point

- Character has nothing to do with education, skills, brains, talent, ability, etc.

Notes

- I do not claim _____
- In fact I used to be _____
- _____

My #1 trouble spot

- Spend more time on this when _____
- _____ it, not just work achievements
- Most courses train staff on skills, why not train staff on _____
- Some success stories
- It actually all started with your _____ when you were a kid

Other seminars of interest?

- I have a number of other seminars, all containing practical, usable tips and ideas, with humour….

Other courses of interest

- **Practical Tips to Get Through a Cash Crisis**, 2 hours
- **Practical Tips for Controllers & CFOs** nearly 10,000 have attended, full day
- **Practical Tips for Controllers & CFOs - The Case Course**, full day
- **Practical Tips for Not-For-Profit Financial Leaders**, full day
- **Practical Tips for Government Accountants**, full day
- **Practical Financial Negotiation Tips**, half day

Other courses of interest

- **Practical Work Smarts for All**, 2 hours
- **Practical Work Solutions From Case Discussions**, 2 hours
- **More Than Just the Code**, 2 hours, new ethics course, available Sept 1, 2022

Heavy coverage ▪▪▪ Medium coverage ▪▪ Light coverage ▪	Practical Tips for Controllers & CFOs	Practical Tips for Controllers & CFOs – The Case Course	Practical Tips to Get Through a Cash Crisis	Practical Financial Negotiation Tips	Ten Practical Topics for Financial Leaders	Practical Work Smarts for All	Practical Tips for NFP Financial Leaders	Practical Tips for Government Accountants	Practical Work Solutions from Case Discussions	Ethics - More Than Just the Code of Conduct
Length	Full day	Full day	2 hours	Half day	Half day	2 hours	Full day	Full day	2 hours	2 hours
Humour	▪▪▪	▪▪▪	▪▪▪	▪▪▪	▪▪▪	▪▪▪	▪▪▪	▪▪▪	▪▪▪	▪▪▪
Business smarts	▪▪▪	▪▪▪	▪▪▪	▪▪▪	▪▪▪	▪▪▪	▪▪▪	▪▪▪	▪▪▪	▪▪▪
Improving financial reporting	▪▪	▪▪▪					▪▪▪	▪▪		
Bank negotiations	▪▪	▪▪▪	▪▪	▪			▪▪			
Dealing with tight cash			▪▪▪							
Negotiations	▪	▪	▪▪	▪▪▪	▪	▪	▪	▪▪	▪▪	
Cost-saving	▪▪	▪	▪▪		▪▪▪		▪▪			
People & management	▪	▪	▪	▪▪	▪▪	▪▪▪	▪	▪▪	▪▪	
Creative thinking	▪▪▪	▪	▪	▪▪	▪	▪	▪▪▪	▪▪▪	▪	▪
KPIs	▪▪▪	▪▪					▪▪▪	▪▪▪		
Fast close	▪▪	▪▪					▪▪	▪▪		
Technology & systems	▪▪					▪▪	▪▪	▪▪	▪▪	
Strategic thinking	▪	▪	▪	▪		▪▪			▪▪▪	
Lawyers & contracts	▪▪▪	▪▪		▪			▪▪▪	▪▪▪		
SRED	▪▪									
Taking a new job	▪▪▪						▪▪▪	▪▪▪		
Ethics	▪▪▪	▪▪▪	▪	▪			▪▪▪	▪▪▪	▪	▪▪▪

Note

- All courses available through the CPA Quebec website, in video, webinar and some in-class, in 2023

Concluding

- Email me– follow up questions, do LinkedIn with me
- Send me an email to get the fully completed slides spriddle@bell.net
- Complete seminar evaluations
- Best wishes, thanks for listening