

STANFORD FINANCE

MODULE 4 OF 4

VALUE IS CREATED LONG BEFORE IT APPEARS IN THE NUMBERS.

The most important lesson from Module 4.

Financial statements reveal value.
Leadership decisions create it.

DENIZ CALISKAN

Finance translated into plain English.

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THE LESSON

STATEMENTS REVEAL VALUE. DECISIONS CREATE IT.

Value is created long before it appears in the numbers — usually by someone who doesn't think of their job as finance.

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WHERE IT STARTS

YOU DON'T NEED TO BE IN FINANCE TO MOVE THE NUMBERS.

Almost every financial metric tracks one of four things.

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WHAT ACTUALLY MOVES PERFORMANCE

FOUR LEVERS.

01 Sell **more**, or for more.

02 Spend **less** to deliver.

03 Use assets **harder**.

04 Free up **cash**.

> Almost every financial metric tracks one of these.

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WHY IT MATTERS FOR YOU

YOU'RE MOVING FINANCIAL LEVERS WHETHER YOU USE THE WORDS OR NOT.

Cut waste. Speed up a process. Ship faster.

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MODULE 4 · THE TAKEAWAY

FINANCE ISN'T A LOCKED ROOM.

It's a language — and you can learn enough to be dangerous fast.

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That's the series.
Thank you for following along.