FREE CHEAT SHEET

The whole MBA, 20 frameworks.

One page per idea from the Visual MBA series: the big idea, three takeaways, and one thing to try at work this week.

01 · Leadership
02 · Accounting
03 · Innovation
04 · Break-even
05 · Time value of money (NPV)
06 · Marketing (STP)
07 · Operations
08 · Hiring
09 · Negotiation
10 · Strategy
11 · Business ethics
12 · Funding
13 · Decision making
14 · Change management
15 · Strategic thinking
16 · Creativity & innovation
17 · Startup marketing
18 · Incentives
19 · Global management
20 · The big picture

Enlighten. BY ABANOUB ARMANIOS

enlightensim.org · Learning, but make it unforgettable.

VISUAL MBA · EPISODE 1

Leadership

01

Nobody follows a title.

1. Leading is five jobs: strategy, execution, engaging people, growing leaders, being trusted.
2. Your leadership brand is what people feel around you. Ask your team if it's true.
3. Trade control for autonomy, mastery and purpose.

TRY THIS AT WORK THIS WEEK

Write 6 words you want to be known for. Ask two people if they see them.

▶ Watch the 3-minute story: youtu.be/4UoU3RuDFJw

VISUAL MBA · EPISODE 2

Accounting

02

Sales can lie. The margin tells the truth.

1. Balance sheet: what you own = what you owe + what's yours.
2. Income statement: sales − costs = what you actually keep.
3. Common-size every line as a % of sales to compare fairly.

TRY THIS AT WORK THIS WEEK

Take your last month: out of every 100 sold, how much did you keep?

▶ Watch the 3-minute story: youtu.be/cJwjxNuP_nc

VISUAL MBA · EPISODE 3

Innovation

03

Every great product starts with pain.

1. Start with a real pain, not your idea.
2. Test small and cheap before you build big.
3. Ask: do they want it? can we run it? will it pay?

TRY THIS AT WORK THIS WEEK

Watch a customer for 30 minutes. Write down every workaround you see.

▶ Watch the 3-minute story: youtu.be/LJnDmXpEdXg

VISUAL MBA · EPISODE 4

Break-even

04

Every sale has a job.

1. Sort costs into fixed and variable.
2. Contribution = price − variable cost per unit.
3. Break-even units = fixed costs ÷ contribution.

TRY THIS AT WORK THIS WEEK

Calculate the break-even point of one product or service you own.

▶ Watch the 3-minute story: youtu.be/ex4RNhYi63Y

VISUAL MBA · EPISODE 5

05

Time value of money (NPV)

A dollar today is worth more than a dollar later.

1. Money today can grow; money later carries risk.
2. Bring future cash back to today: divide by (1 + rate) for each year.
3. Invest only when NPV is above zero.

> **TRY THIS AT WORK THIS WEEK**
>
> Before your next purchase over $1,000, write its NPV, not just its payback.

▶ Watch the 3-minute story: youtu.be/c2JHs09eWWk

VISUAL MBA · EPISODE 6

Marketing (STP) 06

If you talk to everyone, nobody listens.

1. Segment the market, target the best group, position for them.
2. Ask your fans 'why?' until you reach a feeling.
3. Know your why. Let it guard every decision.

TRY THIS AT WORK THIS WEEK

Interview your 3 best customers. Ask why three times.

▶ Watch the 3-minute story: youtu.be/DGDQs2I7_cM

VISUAL MBA · EPISODE 7

Operations

07

The slowest step decides your speed.

1. Map the process and time every step.
2. The bottleneck sets the speed of everything.
3. Measure capacity and utilization before you hire.

TRY THIS AT WORK THIS WEEK

Time each step of one process your team runs. Circle the slowest.

▶ Watch the 3-minute story: youtu.be/7zkNFjYbuxM

VISUAL MBA · EPISODE 8

Hiring

08

Hire with a system, not a feeling.

1. Define the job's tasks and skills first.
2. Ask everyone the same questions about real past behavior.
3. Score every answer the same way, out of 20.

TRY THIS AT WORK THIS WEEK

Write 5 behavior questions for your next open role, with a scoring guide.

▶ Watch the 3-minute story: youtu.be/_Y-14c6HRGM

VISUAL MBA · EPISODE 9

Negotiation

09

The one with more options holds the power.

1. Power = less need + more options. Build your plan B first.
2. Talk about interests, not positions.
3. Explain the value first. Say the number last.

> **TRY THIS AT WORK THIS WEEK**
>
> Before your next negotiation, list 3 alternatives and their real interests.

▶ Full episode, quiz & certificate in the Visual MBA course: enlightensim.org/visual-mba

VISUAL MBA · EPISODE 10

Strategy

10

Don’t be better. Be different.

1. Know the five forces pressing on your profit.
2. Do different things that fit together.
3. Test your edge: valuable, rare, hard to copy, organized (VRIO).

TRY THIS AT WORK THIS WEEK

List 3 things you do that a bigger competitor can't copy easily.

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VISUAL MBA · EPISODE 11

Business ethics

11

Would it survive the evening news?

1. Run the disclosure test before deciding.
2. Emotion pushes you into short-term thinking.
3. Stop, gather facts, brainstorm options, then decide.

TRY THIS AT WORK THIS WEEK

Pick one grey-area decision this month and run the news test on it.

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VISUAL MBA · EPISODE 12

Funding

12

Know your end game before you ask for money.

1. Let every money decision move you toward your end game.
2. Screen the idea with data, not emotion.
3. Pass the 5 Cs: character, capacity, capital, collateral, conditions.

TRY THIS AT WORK THIS WEEK

Score your business (or a client's) on the 5 Cs from 1 to 5.

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VISUAL MBA · EPISODE 13

Decision making 13

Solve the right problem first.

1. Reframe 'how many people?' into 'how might we...?'
2. Watch for anchors, overconfidence and motivated reasoning.
3. Build options, score them against objectives, weigh trade-offs.

TRY THIS AT WORK THIS WEEK

Rewrite your biggest current problem as a 'How might we...' question.

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VISUAL MBA · EPISODE 14

Change management

14

Great solutions fail when people aren’t ready.

1. Write a specific, measurable problem statement.
2. Break it into an issue tree and test each branch with data.
3. Lead change with purpose, picture, plan and part, then start small.

TRY THIS AT WORK THIS WEEK

Draw an issue tree for one number that's going the wrong way.

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VISUAL MBA · EPISODE 15

Strategic thinking 15

A vision nobody understands is just a secret.

1. Make the few key decisions first, then choose great people.
2. Give responsibility with equal authority.
3. Listen, adapt, then decide. Counsel together, decide alone.

> **TRY THIS AT WORK THIS WEEK**
>
> Write your team's vision, the 3 big calls, and what you'll never do, on one page.

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VISUAL MBA · EPISODE 16

Creativity & innovation

16

Find the job your customer hires you for.

1. Diverge first (no criticism), then converge.
2. Creativity is connecting experiences in new ways.
3. Find the job to be done, then make the solution simple.

TRY THIS AT WORK THIS WEEK

Ask 5 customers: 'What were you trying to get done when you chose us?'

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VISUAL MBA · EPISODE 17

Startup marketing 17

People buy feelings, not features.

1. Test the idea with real people, from 0 to 10.
2. Sharpen your angle: a hurdle, something distinct, a personal connection.
3. Win one usage situation before you chase others.

> **TRY THIS AT WORK THIS WEEK**
>
> Rewrite your product's tagline as a feeling, not a feature list.

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VISUAL MBA · EPISODE 18

Incentives

18

Whatever you reward, you get more of.

1. Misaligned goals make people chase their own.
2. Use decision rights, measures and rewards together.
3. Balance your measures so no single number becomes the goal.

TRY THIS AT WORK THIS WEEK

Check one KPI your team is rewarded on. What is it accidentally encouraging?

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VISUAL MBA · EPISODE 19

Global management

19

Go global. Think local.

1. Distance has four kinds: cultural, administrative, geographic, economic (CAGE).
2. Score every new market on all four.
3. Keep the core promise, adapt the details.

> **TRY THIS AT WORK THIS WEEK**
>
> Pick a market you'd like to enter and score it on the 4 distances.

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VISUAL MBA · EPISODE 20

The big picture

20

Business is one connected journey.

1. Serve → test → plan → launch → measure → lead → grow → go global, with ethics.
2. About 70% of learning comes from doing.
3. Never stop asking why.

TRY THIS AT WORK THIS WEEK

Choose one idea from this sheet and try it at work this week.

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FOR HR, L&D AND BUSINESS LEADERS

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Crisis & strategy simulation

DISC Based Leadership
Leading different personalities

Psychology of Money
Financial wellbeing & decisions

Ticket to Life
Employee wellbeing, one whole life

Bring a simulation to your team →