

Financial Management Credibility—Building Public Trust  
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# **Building a Strong Financial Team**

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*Developing Leaders with Strong Financial and Communications Skills.*

# Presentation Overview

- The demand for financial professionals to provide value-added products and services has never been greater.
- This session addresses 7 focus points to building a value-focused finance team.
- Engage yourself in this interactive session to learn how modern financial professionals serve as business advisors and strategic partners by influencing the organization's decision making process.

# State of the Financial Profession

- Environmental Influences
- Internal Business Drivers
- Workforce Demographics
- Skills Gap
- New Roles, Responsibilities and Relationships of Financial Professionals

# The Dynamic Change in Team Composition

- Permanent Teams
- Temporary Teams
- Virtual Teams

(This progression in the ways team are composed drives a need to upgrade skill sets and promote flexibility in how team work together. The use of technology and communication increases.)

# Measuring Value of Team Performance

## HR Balanced Scorecard

- Technical Knowledge
- Behavioral Competencies
- Compensation and Rewards

# Focus Areas for Building a Strong Financial Team

## Building a Value-Focused Finance Team

- Career Alignment
- Leadership Development
- Competency Profile
- Skill & Performance Assessment
- Succession Management
- Marketing Products and Services
- Communicating Performance

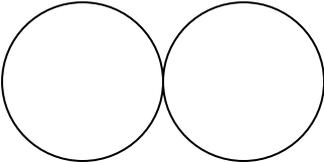
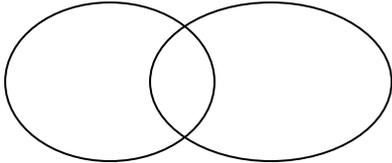
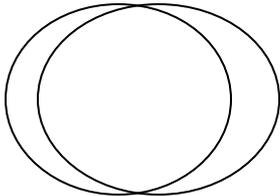
# Phase 1: Individual Performance

- Career Alignment
- Leadership Development

# Career Alignment

- Did I choose the profession or did it choose me?
- How involved was I in the process of choosing my career?
- What do I enjoy most about your profession?
- What do I enjoy least?

# Career Alignment

Initial Career Environment	Past Career Environment	Present Career Environment
<p data-bbox="291 672 513 722">Personal</p>  <p data-bbox="369 1022 691 1072">Professional</p>	<p data-bbox="788 672 1010 722">Personal</p>  <p data-bbox="904 1022 1226 1072">Professional</p>	<p data-bbox="1335 672 1557 722">Personal</p>  <p data-bbox="1450 1036 1773 1086">Professional</p>

# Leadership Development

Level 2- Newly Assigned Financial Manager	Level 3- Seasoned Financial Manager
Level 1- Interested in Business and Finance	Level 4- Transitioning from Financial Manager to Executive

# Phase 2: Team Performance

- Competency Profile
- Skill & Performance Assessment
- Succession Planning and Career Management

# Competency Profiles

Technical	Leadership	Management
Core competencies Education Professional Development	Pipeline of talent; financial leaders	Execution Getting Things Done Value Added Tasks

# Competency Profile

Strengths

Weaknesses

Opportunities

Threats

# Financial Management Professional Certifications

1. Accredited Financial Examiner (AFE)
2. Certified Cash Manager (CCM)
3. Certified Defense Financial Manager (CDFM)
4. Certified Financial Planner (CFP)
5. Certified Fraud Examiner (CFE)
6. Certified Government Audit Professional (CGAP)
7. Certified Government Financial Manager (CGFM)
8. Certified Financial Manager (CFM)
9. Certified Information Systems Auditor (CISA)
10. Certified Internal Auditor (CIA)
11. Certified Management Accountant (CMA)
12. Certified Public Accountant (CPA)
13. Certified Public Finance Officer (CPFO)
14. Certified Cost Estimator/Analyst (CCE/A)
15. Certified Cost Consultant (CCC)

# Group Development Leadership

- Individual Performance
- Team Performance

# Forming Phase of Group Development

Sample questions team members may ask in the forming phase:

- Why am I here?
- What is the purpose of this project?
- What is the purpose of this meeting?
- Who is in charge?
- Who is the project sponsor?
- What is the priority of this project?
- How long will this meeting last?

# Storming Phase of Group Development

Sample questions team members may ask in the storming phase:

- Do I really have the time for another project?
- How will I balance my workload?
- Does the project leader know what they are doing?
- How much interaction will I have with the other team members?
- What are my responsibilities?
- What are other's roles and responsibilities?
- Who must I coordinate with?

# Norming Phase of Group Development

Sample questions team members may ask in the norming phase:

- Where are we in the schedule?
- Is the project on schedule, on budget?
- Who is in control of this project?
- Is the project leader on top of project's performance?
- What remaining tasks am I responsible?
- Is everyone carrying their weight?
- Is the sponsor pleased with the progress?
- Will the project deliverable be implemented?

# Performing Phase

Sample questions team members may ask in the performing phase:

- How are our team doing in regards to project performance?
- Where are we in the project schedule?
- What is my next project?
- What will the final deliverable look like?
- How will the team celebrate?
- How will the team be rewarded?

# Succession Management

- Measure critical technical and soft skills
- List tasks and competencies to describe the identified job
- Conduct job analysis (task required to perform successfully)
- Rate tasks on importance and frequency
- Link tasks to competencies

# Phase 3: Organizational Performance

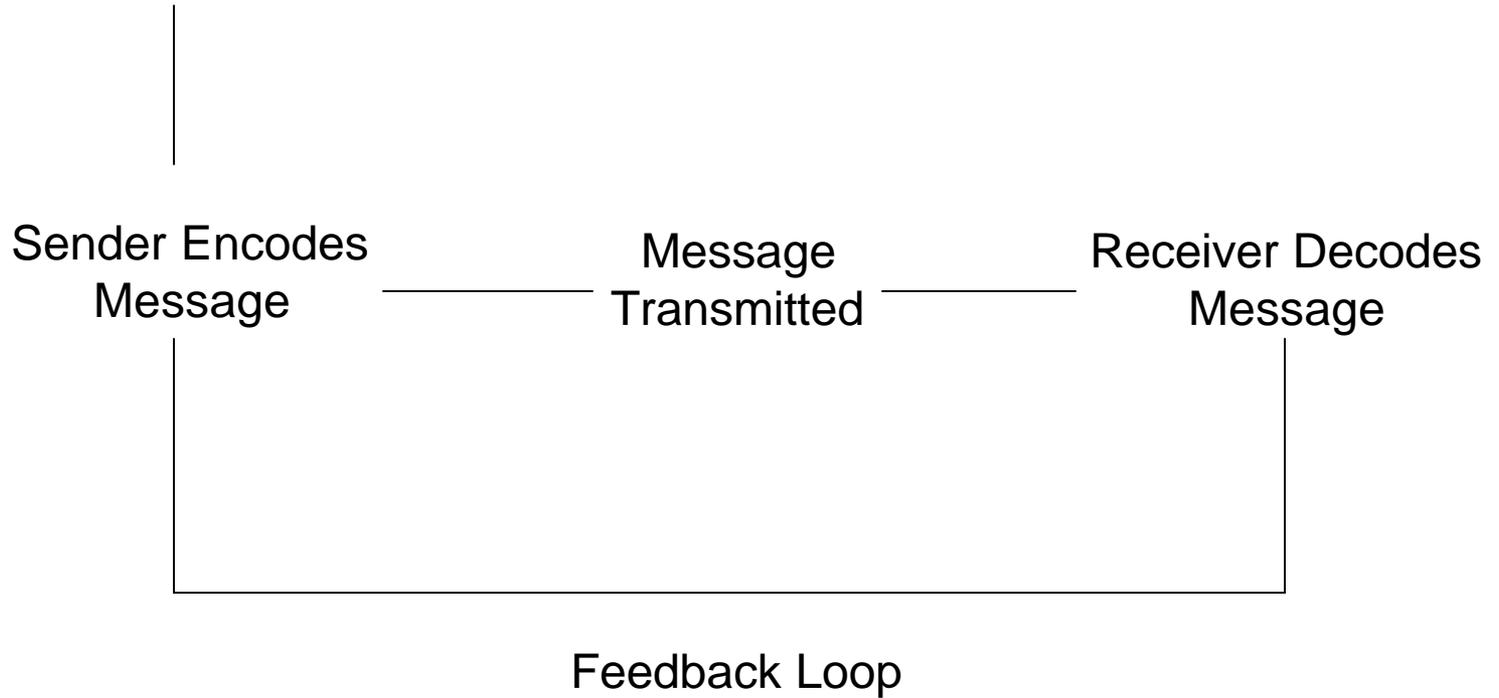
- Marketing Products and Services
- Communicating Performance Results

# Marketing Products and Services

- What types of key products and services do we offer managers?
- How do our financial reports support insightful decisions?
- What products provide leading indicators?  
Lagging indicators?
- What improvements have been made to systems, reports, services, process where managers actually see a difference?

# Communicating Performance

Idea Generation



# Presentation Recap

- Environment change affects performance
- Focused strategy on human capital performance
- Balance between technical knowledge and behavioral competencies
- Measure relevant performance

# Call to Action

- Place this topic on your agenda
- Identify what is working for you and what is not (individual . team . organizational performance)
- Commit to “next step” action

# Questions? Thank you!

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Pamela Robinson is CEO and founder of Financial Voyages, LLC, an Atlanta, GA-based CFO Solutions company committed to developing leaders with strong financial and Communications skills to add value to organizational decision making. Ms Robinson brings over a decade of practical experience advising executives and decision makers on resource allocation, policy execution, risk management and internal controls. She has designed and delivered financial leadership training programs to audiences and groups in North America, Europe and Asia. She leads her company in provided training, coaching and business advisory services to help companies and government entities effectively control costs, manage risks and lead projects from start to finish.

Pamela holds an MBA in finance and international business and is an adjunct faculty in the Department of Managerial Sciences/Business Analysis, Robinson School of Business, Georgia State University.