



# Changing Role of finance professionals in Business

**Presented By:**  
**Dr. Caesar Mwangi PhD**

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# Issues to cover....

- Finance professionals – stereotypes
- Common transition trends (Examples)
- Questions that need answers
- Some observations
- The missing link – People Engagement
- Conclusion

# Different places, different people.....





# Different places, different people.....

- DO YOU RECOGNIZE ANYONE IN THIS PICTURE?
- DO YOU RECOGNIZE THE FINANCE PROFESSIONAL?
- HOW DID YOU RECOGNIZE THE FINANCE PROFESSIONAL



# Finance professionals...[1].

- Typical view
  - Wear dark smart suits;
  - Have a calculator close by;
  - Known to be paper shufflers;
  - Serious;
  - Impersonal;
  - Focus on history



# Finance professionals....[2]

- Typical view continued
- Do not get along with other staff members (especially marketers);
- Narrow minded;
- Always saying No to requests for funds;
- Focus on procedures not outcomes
- Lack imagination



# Finance professionals....[3]

- Unfortunately they always end up becoming the Chief Executives of the Organisations they work for!!!!



# Finance professionals....[4]

- Examples:
- Standard Bank;
- NIC Bank;
- KCB;
- Mumias;
- ETC.





# How do they Make the transition

1. From Typical view to Business Leadership!
2. From Finance Professional to Business Leader!
3. From number cruncher to Business Leader!



# How do they Make the transition

- From Oh no, they have promoted him/her
- to
- Oh Yes! What a great choice.



# Questions that need answers!

1. Why are most organisations likely to promote finance professionals to business leadership roles?
2. Are finance professionals adequately prepared for the leadership roles?



# Questions that need answers!


3. How can finance professionals prepare for the inevitable leadership roles that they seem destined to occupy?

4. What should they focus on to be successful business leaders?




Q1. Why are most organisations likely to promote finance professionals to business leadership roles?

- Generate and report on critical business information;
- They seem to understand the business more than others;
- Proximity to investors;



## Q2. Are finance professionals adequately prepared for the leadership roles?

- Perhaps not sufficiently prepared;
- Limited exposure to realities of business risk;
- Limited exposure to people, ideas and concepts;
- Tendency to focus on reality not possibility;



Q3. How can finance professionals prepare for the inevitable leadership roles that they seem destined to occupy?

- Need deeper understanding of and appreciation of people;
- Need exposure in marketing and relationship building;
- Need to experience reality of business risk through entrepreneurship;



## Q4. What should they focus on to be successful business leaders?

- My view.....
- Engage employees effectively for business results;





# Some observations

- “Thinking about it the other day, I realized that some of my unhappiest moments have been in organizations...in my worst moments I have thought that the organizations were places designed to be run by sadists and staffed by masochists – why does it sometimes have to be so awful?”
- Charles Handy, Essay Entitled “Organizations for Masochists” in “Waiting for the Mountain to Move”, 1991 .

## Some Observations

- “ Mature Human beings seek not only a decent salary and interesting things to do, but also the means to develop themselves as persons, to serve others, to find a sense of meaning in their work” p.40
- Alexandre Havard... Virtuous leadership (2007)



# How can business leaders use these reflections.....

- To motivate staff;
- To enhance ownership;
- To enhance accountability;
- To inspire staff to do more and be more;
- Ultimately....To create sustainable wealth



# People first.....

- People are the CORE of the Organisation.
- People are not just another input into the production process – “Human Resource”
- If you get people right, other things come right.



# People first.....

- People have potential made up of:
- Energy;
- Enthusiasm;
- Positive attitudes;
- Talents; and
- Ideas.....That need to be harnessed in one direction – Leadership is critical.



# Employee Engagement

- This potential can be harnessed through  
EMPLOYEE ENGAGEMENT
- A continuous living culture embedded in  
day to day behaviour.



# Employee Engagement - Outcome

- High staff morale;
- Employees have confidence and pride in the organisation;
- They feel they have career opportunities;
- They feel recognized and rewarded fairly;
- They trust their leadership;
- They perform!!!



## Employee Engagement – Business results outcome based on research

- Companies with high levels of engagement (65% or greater) outperformed the total stock market index and posted shareholder returns 19% higher than average in 2009
- Courtney Rubin [www.inc.com](http://www.inc.com) (20/0910)
- Study that tracked 900 global companies





## Employee Engagement – Business results outcome based on research

- “Companies with disinterested employees (40% or less engagement) had a total shareholder return that was 44% lower than average.
- Courtney Rubin [www.inc.com](http://www.inc.com) (20/09/10)
- Study that tracked 900 global companies



# Role of leaders: To promote employee engagement....

- Promote culture of sharing ideas;
- Involve employees in decision making and listen to their ideas for the business;
- Ensure employees have meaningful face to face interaction with leaders and eliminate the distance (them vs us);



# Role of leaders: To promote employee engagement....

- Create genuine channels to air grievances;
- Strive to provide some comfort and belonging at work;
- Eliminate repression and intimidation;
- Nurture constant and genuine dialogue with your staff;

# A personal struggle over the self

The greatest  
mountain  
You will have to  
conquer  
Is yourself...





# The result.....

- A happy and motivated workforce;
- An attractive workplace, attracting and retaining the best talent;
- A sustainable and growing business, sharing the fruits of its success.
  
- A successful finance professional transitioning to business leadership.

Thank You!!!! Lets discuss

