

The Finance Leader as an Organizational Influencer

Presented by
IMA Leadership
Academy



The Association of
Accountants and
Financial Professionals
in Business

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Featured Presenter

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Course Goal and Agenda

The **goal of this course** is to help management accountants broaden their impact across the organization by becoming influencers.

- ☒ Introduction
- ☐ What Is Influence?
- ☐ Influencer Characteristics and Skills
- ☐ Becoming an Organizational Influencer
- ☐ Close

Learning Objectives

AFTER THIS SESSION, ATTENDEES WILL BE ABLE TO:



DEFINE

An influencer and describe the common skills/attributes



EXPLAIN

How management accountants and finance leaders can make effective influencers



IDENTIFY

Challenges of becoming an influencer in the organization and strategies to overcome these challenges



SUMMARIZE

Strategies for maximizing your organizational influence



Reflection

① Who is someone in your organization that you would consider to be an **influencer**?

② What makes them an **influencer**?





WHAT IS INFLUENCE?

Definition

An **INFLUENCER** is a trustworthy and knowledgeable source on a particular topic with an above-average ability to shape the decisions and mind-sets of others.

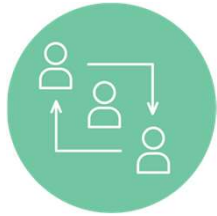
- Can be found at any hierarchical level within an organization.
- Organizations with high morale have a significant number of employees who are influencers.



INFLUENCERS in social media are people who have built a reputation for their knowledge and expertise on a specific topic.

- Make regular posts about that topic on their preferred social media channels.
- Generate large followings of enthusiastic, engaged people who pay close attention to their views.

How Influence Helps



DELEGATE TASKS
MORE EFFECTIVELY



GET SUPPORT FOR
YOUR IDEAS



MOTIVATE YOUR
TEAM



CREATIVE PROBLEM-
SOLVING



OPENS NEW
OPPORTUNITIES



HAVE YOUR VOICE
HEARD

This Is What Influence Looks Like: **Example 1**



YOU ARE part of a team of management accountants. The team is considering whether to implement new planning software. For most of your time on the team, you've been the go-to systems person although you are an accountant, not an IT person.

You've developed a reputation for innately understanding systems, so your manager and your team members come to you when they have questions. They trust your take on anything system-related.

You've developed a reputation of expertise and trustworthiness, so your input on the new system has considerable sway over the decision.

You're able to influence both your manager and your peers on the decision.

This Is What Influence Looks Like: **Example 2**



YOU ARE the finance person supporting a team of sales professionals. You work directly with the vice president of sales and her direct reports to help them make sound financial decisions. Over the course of your tenure, you've repeatedly helped the VP through some difficult situations and have helped her be successful in her role because of your expertise in revenue and margin analysis.

She trusts you such that she often comes to you before any big sales contracts are finalized, and she regularly provides you with time at her staff meeting to discuss important financial matters.

Virtually no big decisions are made without checking with you first.

This Is What Influence Looks Like: **Example 3**



YOU ARE very involved in IMA and other professional groups. You attend conferences and speak on topics that demonstrate your expertise.

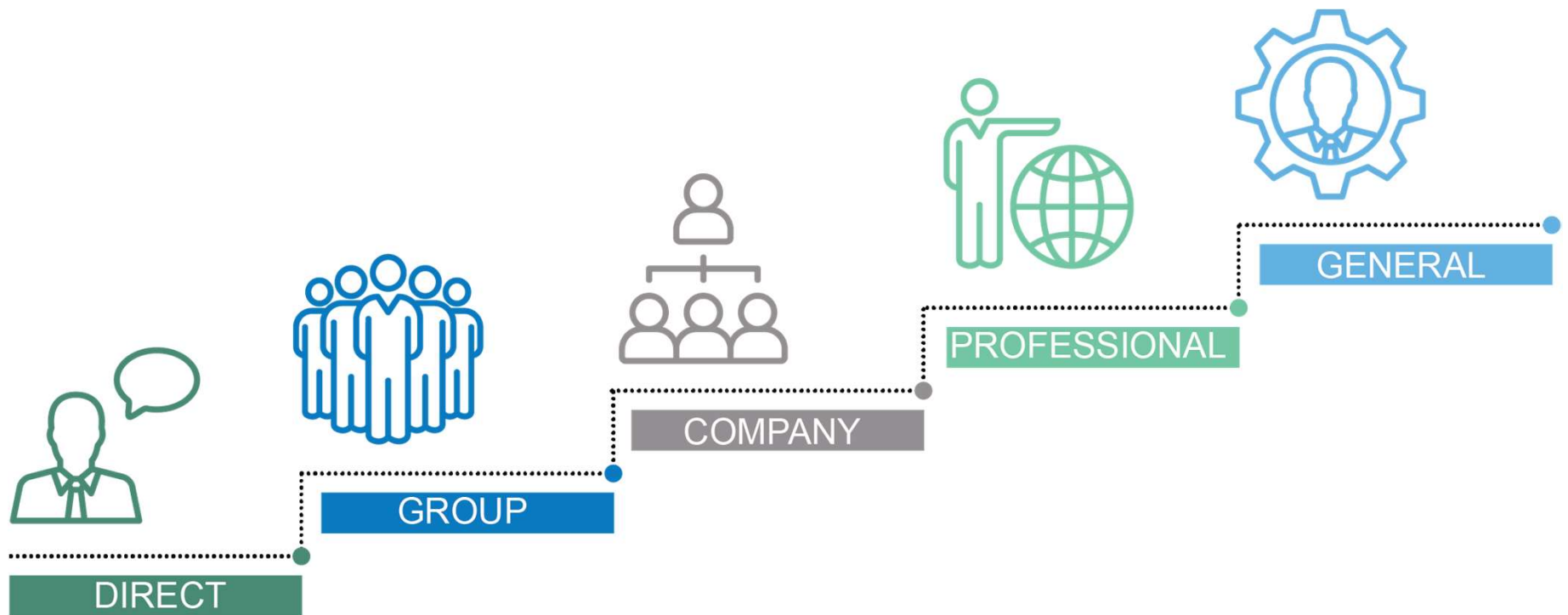
You engage in social media such as LinkedIn and Twitter with other professionals in your field to provide input on topics in your wheelhouse and learn more from others.

You help others who can benefit from your expertise, and you readily share your experience on social media or at networking sessions.

You mentor others and make and share network connections to benefit all parties. People come to you when they have problems in your area of expertise or when they simply want to know more.

You've developed a reputation of knowledge and sharing what you know.

Levels of Influence



Poll Question #1

At what level are you **most interested** in becoming an influencer?

- A. Direct
- B. Group
- C. Company
- D. Professional
- E. General
- F. I don't know yet

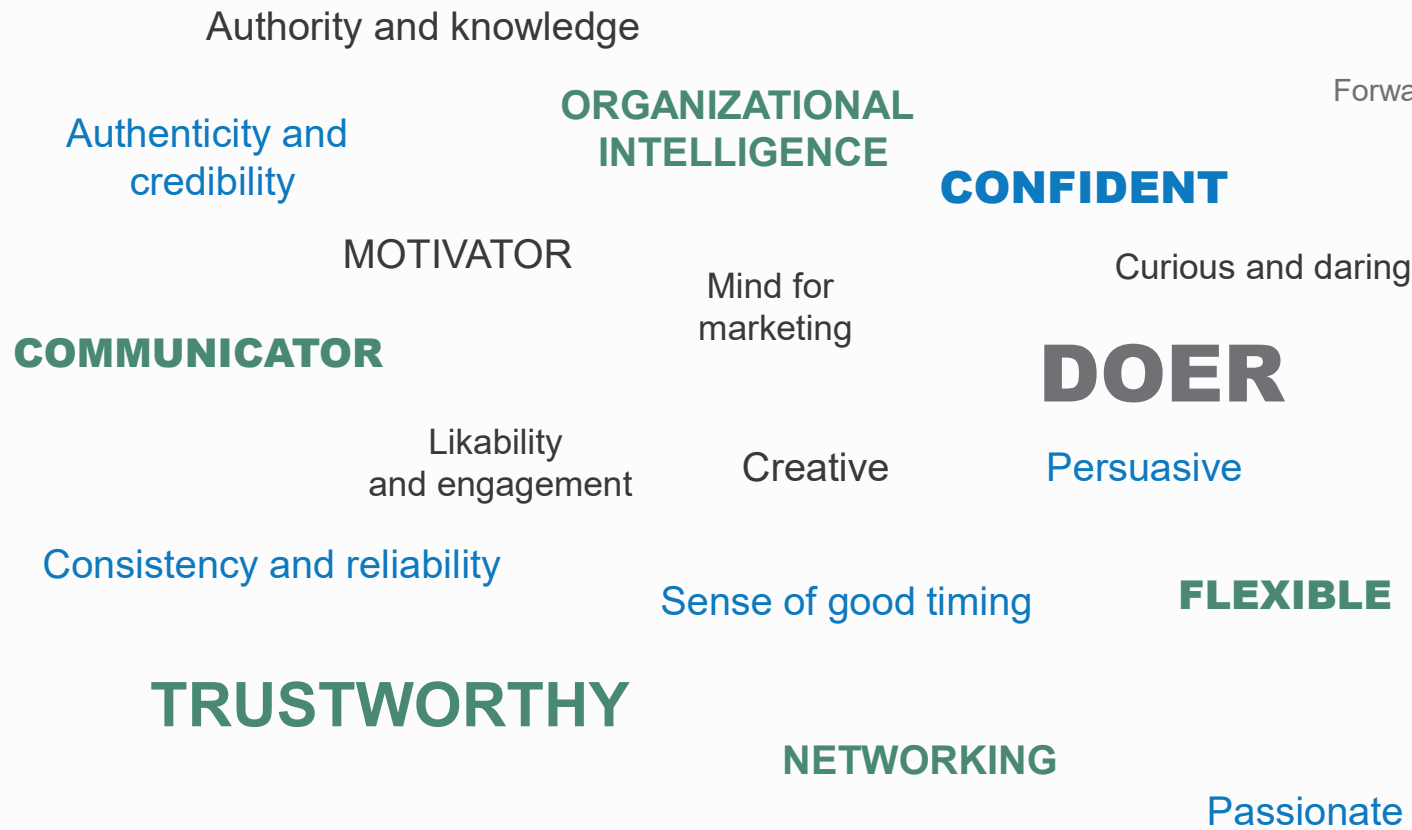


Poll Question #1 Results



INFLUENCER CHARACTERISTICS AND SKILLS

Characteristics and Skills



Source: See Bibliography
[1,3,4,5,6,8,11,18,28,34,36]

Examples of Industry Influencers



BARRY RITHOLTZ

CIO of Ritholtz Wealth Management
@ritholtz



WINNIE SUN

Financial advisor who also works
with quite a few media outlets
@winniesun



JIM MAROUS

Influential in banking and publications
such as *The Financial Brand* and
Digital Banking Report
@JimMarous



SEBASTIEN MEUNIER

Specializes in business
transformation, cybersecurity, privacy,
and innovation in finance
@sbmeunier



ANDERS LIU-LINDBERG

Finance professional with a mission to
make the finance function contribute
more to the value creation in companies
@LiuLindberg



CINDY HOOK

CEO of Deloitte Australia
@cindy_hook

Source: See Bibliography [27,29,32]

More Examples of Industry Influencers



MARK WEINBERGER

Former Global Chairman and CEO of EY
@Mark_Weinberger



RICHARD RUBIN

Covers tax policy for the *Wall Street Journal*
@RichardRubinDC



BOLA SOKUNBI

Founder and CEO of Clever Girl Finance
@CleverGirlCGF



GENI WHITEHOUSE

Applying financial concepts to the winery industry
@enenanerd



MIKE WALSH

Futurist and author
@MikeWalsh



RICK TELBERG

President and CEO of CPA Trendlines Research
@CPA_Trendlines

Source: See Bibliography [28, 30, 32]

Introverts as Influencers

SIX STRENGTHS OF INTROVERTS:

- 1 Taking quiet time
- 2 Preparation
- 3 Engaged listening
- 4 Focused conversations
- 5 Writing
- 6 Thoughtful use of social media

A close-up photograph of a hand placing a white letter block with the letter 'E' on top of another white letter block with the letter 'I'. The blocks are part of a row of ten white letter blocks that spell out the word 'INTROVERT'. The background is a blurred green and yellow gradient.

E
I **X**
N **T** **R** **O** **V** **E** **R** **T**

Source: See Bibliography [17]

Poll Question #2

Would you consider yourself an **introvert**?

- A. I'm most definitely an introvert.
- B. I have introvert tendencies but can be extroverted when needed.
- C. I don't consider myself an introvert.
- D. I'm not sure.



Poll Question #2 Results

The Quiet Influence Process



Source: See Bibliography [17]

Initiating Conversations



QUESTIONS TO USE AT INTERNAL EVENTS

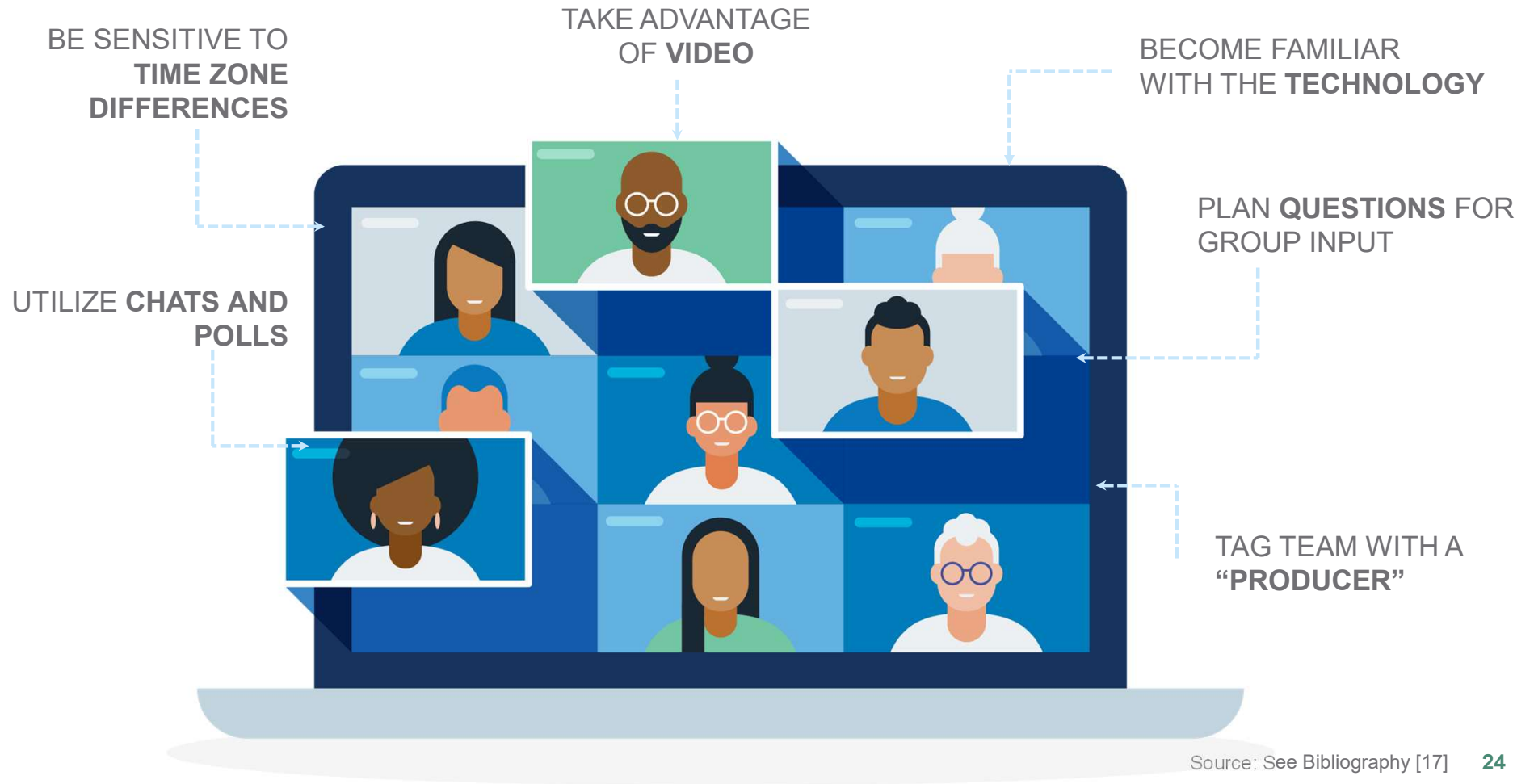
- What project have you been working on?
- What is most interesting about your current work?
- What is a change going on right now in your area? How is it going?
- What have you learned from working in your area?
- What brought you to this company?



QUESTIONS TO USE AT EXTERNAL EVENTS

- What brought you to this meeting?
- What do you know about the speaker (or the subject)?
- What interests you about this session?
- What is the best new idea you have heard so far?

Influencing in Virtual Meetings



Poll Question #3

Of the following situations, which one might be the **most challenging** for you?

- A. Talking enough to be recognized
- B. Building relationships
- C. Writing succinctly
- D. Initiating conversations with strangers
- E. Influencing in virtual meetings
- F. I'm not really challenged by any of these situations



Poll Question #3 Results



BECOMING AN ORGANIZATIONAL INFLUENCER

How Experts Gain Influence



TRAILBLAZING

Finding new opportunities to use expertise.



TOOLMAKING

Developing and deploying tools that embody and spread expertise.



TEAMWORK

Using personal interaction to take in others' expertise and convince people of the relevance of your own.



TRANSLATION

Personally helping decision makers understand complex content.

Influential Experts

Compliance Champions



Technical Champions



Business Partners



Engaged Toolmakers



Source: See Bibliography [23]

Poll Question #4






What kind of **influential expert** are you?

- A. Compliance champion
- B. Technical champion
- C. Business partner
- D. Engaged toolmaker
- E. I'm not an influential expert

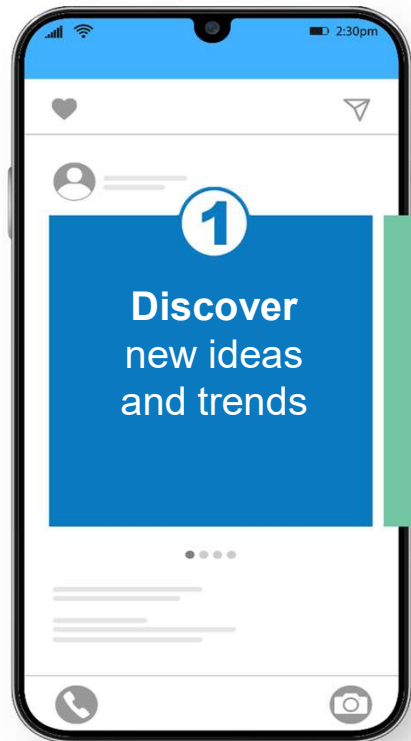


Poll Question #4 Results

Tools to Maximize Influence

	LEVEL OF INFLUENCE	TOOLS TO MAXIMIZE INFLUENCE
	DIRECT	In-person meetings, email, Slack or Microsoft Teams channels
	GROUP	In-person meetings, email, Slack or Microsoft Teams channels, and internal tools that build community or provide for community input
	COMPANY	Email, Slack or Microsoft Teams channels, and internal tools that build community or provide for community input
	PROFESSIONAL	Networking meetings, conferences, professional networking tools, mentor programs, LinkedIn, Twitter, Facebook, Instagram, and Snapchat
	GENERAL	LinkedIn, Twitter, Facebook, Instagram, and Snapchat

Influencers and Social Media



SOCIAL MEDIA ALLOWS YOU TO DO AT LEAST
FIVE IMPORTANT THINGS:

1

Discover
new ideas
and trends

2

Connect with
existing and
new audiences
in deeper ways

3

Bring
attention and
traffic to
your work

4

**Build, craft,
and enhance**
your brand

5

**Connect and
develop**
relationships
with other
influencers

Influencer Social Media Tools



- Career management, not just job hunting
- Connect with:
 - Those you know
 - Those you'd like to know
 - Those you should know
- Post your own content



- Use to
 - Know in real time about developments in your area
 - Be part of a global conversation
- Brevity is important
- Grammar and spelling count
- Have a clear biography



- Use to
 - Connect with influencers in your field
 - Share content
 - Help shape what others think of you
- Algorithms mean not everyone will see your content



- Post great, relevant visuals to draw attention
- Explore relevant hashtags to learn and experiment



- Helpful to draw millennials and younger audience
- Offers businesses a lot of tools around ads

Tips for Creating Content

①

Write to answer the questions that you think people who need your services would ask.

②

Write regularly about what you know.

③

Link your writing to what's going on in the world.

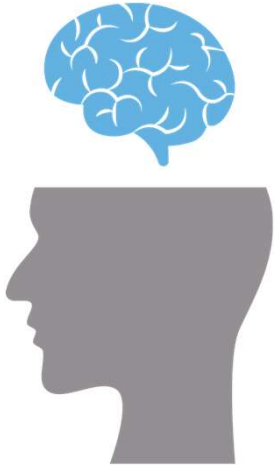
④

Develop some good Twitter buddies and provide them with draft tweets about the content from their point of view.



Source: See Bibliography [17]

Approaches to Influencing



RATIONAL

Logical persuading

Legitimizing

Exchanging

Stating



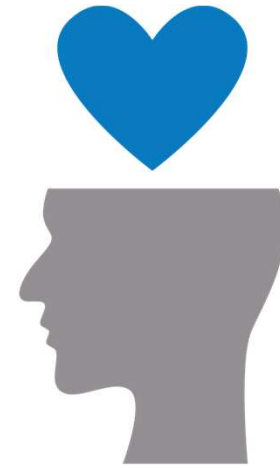
SOCIAL

Socializing

Appealing to relationship

Consulting

Alliance building



EMOTIONAL

Appealing to values

Modeling

Poll Question #5

Of the three categories of approaches to influencing, which category are you **most comfortable** using?

- A. Rational approaches
- B. Social approaches
- C. Emotional approaches
- D. I'm comfortable with more than one of these categories
- E. I'm not comfortable with any of these categories



Poll Question #5 Results

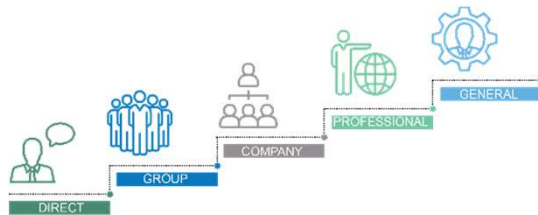


CLOSE

Review: What Is Influence?



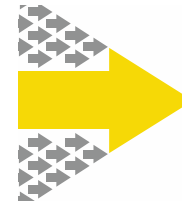
DEFINITION



LEVELS OF INFLUENCE



HOW INFLUENCE HELPS



THIS IS WHAT INFLUENCE LOOKS LIKE

Review: Influencer Characteristics and Skills



CHARACTERISTICS
AND SKILLS



EXAMPLES OF
INDUSTRY INFLUENCERS



INTROVERTS AS
INFLUENCERS



THE QUIET INFLUENCE
PROCESS



INITIATING
CONVERSATIONS



INFLUENCING IN
VIRTUAL MEETINGS

Review: Becoming an Organizational Influencer



HOW EXPERTS
GAIN INFLUENCE



TOOLS TO
MAXIMIZE INFLUENCE



TIPS FOR
CREATING CONTENT



INFLUENTIAL
EXPERTS



INFLUENCERS AND
SOCIAL MEDIA



APPROACHES TO
INFLUENCING

Learning Objectives, *revisited*

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How management accountants and finance leaders can make effective influencers.



IDENTIFY

Challenges of becoming an influencer in the organization and strategies to overcome these challenges.



SUMMARIZE

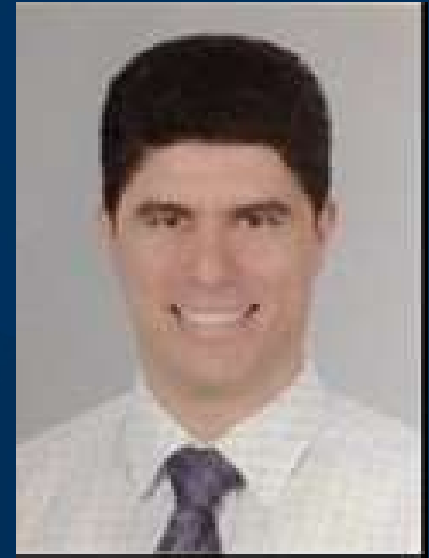
Strategies for maximizing your organizational influence.

Personal SWOT Analysis



Questions and Answers

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Thank you!



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