

# Moving Beyond Budgeting to Enable Agile IT

DevOps Enterprise Summit 2018  
Las Vegas

Beyond  
Budgeting™  
North America

# Introducing your Speakers



**Steve Player**  
Director,  
**BBRT North America**  
Managing Director,  
**Live Future Ready**

- Steve Player serves as the North America Program Director for the Beyond Budgeting Round Table (BBRT) and works with BBRT member companies to implement continuous planning processes.
- He has over 30 years experience with improving performance management and implementing strategic planning processes. He is also the Managing Director of Beyond EPS Advisors, a Business consulting firm, and founder of Live Future Ready.
- He is the co-author of *Future Ready: How to Master Business Forecasting and Beyond Performance Management* as well as five other books. He writes the “Finance Transformation” column for Business Finance Magazine featuring CFO interviews from leading organizations on innovative finance and planning processes.

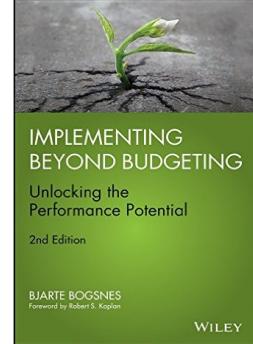
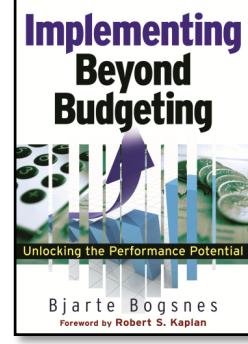
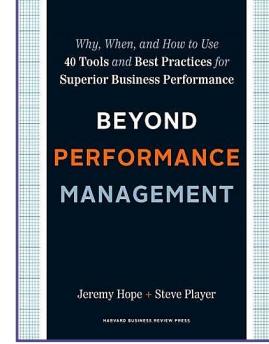
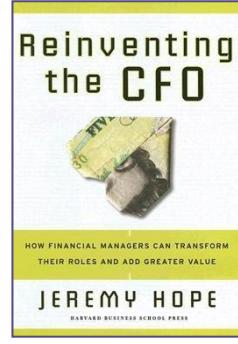
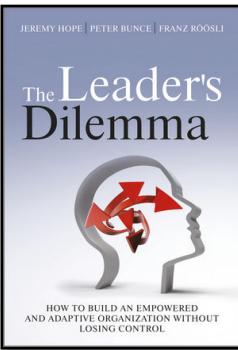
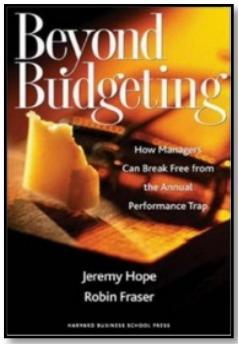


**Nevine White**  
Executive in Residence,  
formerly VP FP&A, tw telecom

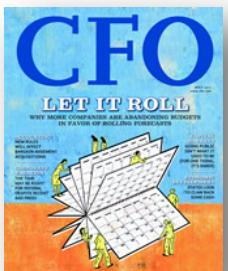
- Nevine White speaks from her experience to educate and enable business leaders in all aspects of strategy and deployment for best-practice, enterprise-wide financial planning, forecasting, and analysis, to drive meaningful changes in planning processes and an empowerment culture that will lead to improved performance.
- During her last 10 years leading a corporate FP&A function, Nevine lived the development, implementation, and operation of the most innovative processes in Beyond Budgeting™.
- Nevine holds a Finance MBA and Bachelor's degree in Electronics Engineering Technology. She is a former Financial (FP&A) professional with tw telecom (now Level 3 Communications) and has 25+ combined years of experience in the finance and telecommunications arenas.

# Beyond Budgeting in Print

## Books



## Articles



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# 12 Beyond Budgeting Principles

## Change in leadership

### *Governance & transparency*

1. **Values** – Bind people to a common cause; **not to a central plan**
2. **Governance** – Govern through shared values and sound judgement; **not detailed rules and regulations**

3. **Transparency** - Make information open and transparent; **don't restrict and control it**

### *Accountable teams*

4. **Teams** - Organize around a seamless network of accountable teams; **not around centralized functions**

5. **Trust** – Trust teams to regulate and improve their performance; **don't micro-manage them**

6. **Accountability** – Base accountability on holistic criteria and peer reviews; **not on hierarchical relationships**

## Change in processes

### *Goals & rewards*

7. **Goals** – Set ambitious medium-term goals; **not short-term fixed targets**
8. **Rewards** – Base rewards on relative performance; **not on meeting fixed targets**

### *Planning & Controls*

9. **Planning** - Make planning a continuous and inclusive process; **not a top-down annual event**

10. **Coordination** - Coordinate interactions dynamically; **not through annual budgets and planning cycles**

11. **Resources** - Make resources available as needed; **not through annual budget allocations**

12. **Controls** - Base controls on fast, frequent feedback; **not on budget variances**

Source: *The Leader's Dilemma*, Hope, Bunce, and Röösli (2011, John Wiley & Sons)

# What your Finance is focused on:

- Financial Close
- Budgets & Forecasts
- Variance Analysis
- Cash Management
- Controls
- Audits
- GAAP Requirements
- Bank covenants
- Stock Performance
- Earnings
- Shareholders
- Billing
- Metrics & Analytics

- Cost Management
- Compliance
- Automation
- Risk Management
- Tax Returns
- Payroll
- SEC Filings
- Account Reconciliations
- Collections
  - Receivables
    - Accounts Payable
    - Capital Assets
    - Resource Allocation
    - Depreciation
    - Prepaids.....



# Where is your Finance Team?

- Reactive or Proactive?
- Tactical or Strategic?
- Corporate Office or Front-Line?
- Command & Control or Adaptive?



# There has long been a struggle between Finance and IT

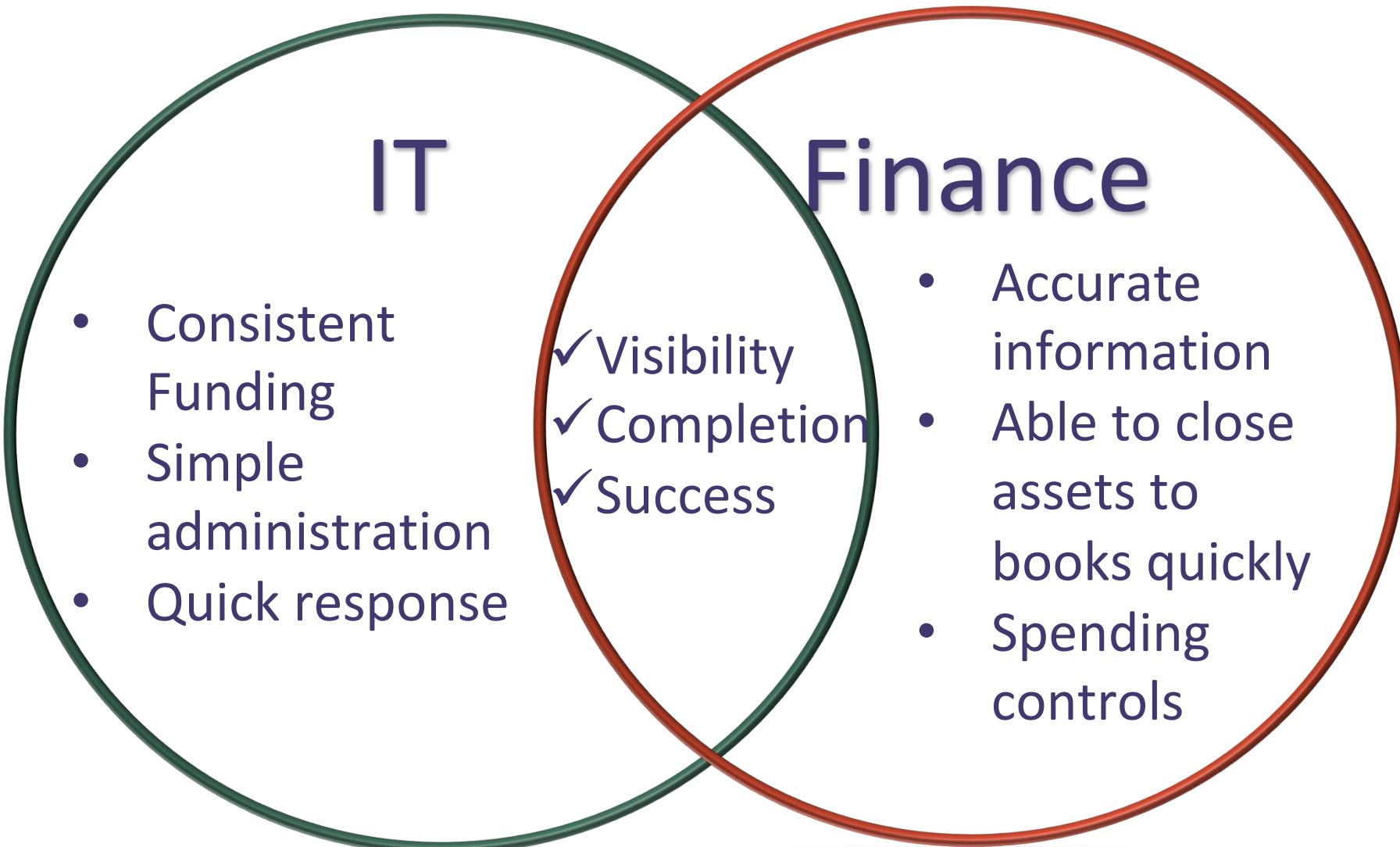


# Inviting Finance to the table

- Understand and respect each other's needs – Communicate!
- Create common ground in the middle  
(Hint: This takes effort!)
- Collaborate to make the overall business better



# Collaborate on Intersecting Needs



# Where Finance and IT align

- Performance Metrics/Analytics
- Data Quality & Accuracy
- Compliance & Security
- Business Growth/Success



# How can we help each other?

What issues are you running into with your Finance team?

What resources would be useful to improve communication?

How can we help you work more effectively with your Finance team?

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