

ESSENTIAL GUIDE TO FINANCE CULTURE

Developing a finance culture that is fit for the future

TOOL 1 – CULTURE SURVEY







Culture survey

PURPOSE

To provide a snapshot of current employee perceptions and behaviours, and to understand where there is a disconnect between the perceptions and behaviours of the finance function now, and where you want them to be. The results from the survey can then help the finance function or organization to design strategies and interventions to create the required shift.

Options for use

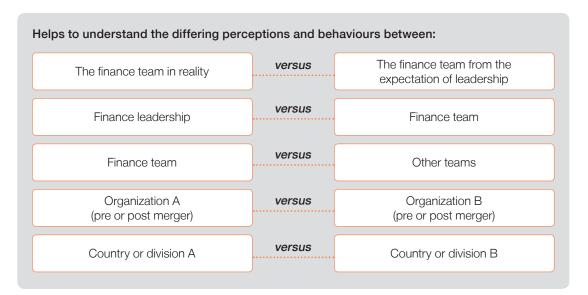
As a supplement to existing staff surveys

To drive discussion in a group e.g. at team away days

As a standalone survey

Instructions

- 1. Distribute the survey. Ensure everyone understands the clear vision and the purpose of the survey.
- Each individual plots themselves on the scales against broad cultural and sustainability questions. Collate the results. Consider using an online survey tool to simplify the process and to support analysis of the results.
- 3. Compare and contrast the results for the different groups.
- 4. The results can then help the finance function to design strategies and interventions to create the required shift.



INTERPRETING RESULTS

Every organization has its own unique culture and although there is no right or wrong culture, we believe those that operate more sustainable business models can ordinarily be expected to:

- Be driven by their vision and purpose
- Consider external stakeholders, impacts and dependencies in their decisions
- Use broader data than just financial when making those decisions
- Communicate more openly and transparently
- Be able to cooperate and collaborate between functions



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Broad culture assessment questions

INDIVIDUAL Individual versus Team Individual performance is encouraged and Team work is encouraged and rewarded. rewarded. **CENTRALIZED DECENTRALIZED** Centralized versus Decentralized Close monitoring and control from Head Office; Autonomous divisions; most decisions are most decisions are made centrally. made locally. TASK PEOPLE People *versus* Task There is a strong respect for employees and There is a strong focus on completing work and concern for their wellbeing. hitting targets. SERVICE PRODUCT Service versus Product There is a strong emphasis on customer service There is a strong emphasis on designing and and building long term customer relationships. creating high quality products. COOPERATION COMPETITION Competition versus Cooperation Teams, departments etc. coordinate their activities Teams, departments etc. compete internally to and cooperate well to provide the best service or provide the best service or value for money.

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value for money.



Broad culture assessment questions

RULES DRIVEN

People's behaviour is guided mostly by rules laid down in policies, procedures and manuals.

Rules driven versus Objectives driven

OBJECTIVES DRIVEN

People's behaviour is guided mostly by their targets and objectives.

TRADITION

Employees are encouraged to use tried and tested approaches to avoid mistakes.

Tradition versus Change

CHANGE

Employees are encouraged to try new ideas and take risks to improve the organization

CONSENSUS DECISIONS

Decisions are made through consensus and require the prior agreement of a wide group of people.



SMALL GROUP DECISIONS

Decisions are taken by individuals or a small group, and then communicated to the wider audience.

ATTENTION TO DETAIL

Strong and primary focus on getting the details right – the aim is for 100% accuracy.

Attention to detail versus Pragmatism

PRAGMATISM

People apply the 80/20 rule; they are more concerned with getting the 'general direction' right than the details.

OPEN COMMUNICATION

Communication from management is clear, transparent and frequent.



NEED TO KNOW

Communication from management is infrequent and on a 'need to know' basis.

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Sustainability assessment questions

FINANCIAL Decisions are made on only financial information



EXTRA FINANCIAL

Decisions are made using a broad, holistic information set

INTERNALLY FOCUSED

Decisions are made on own past results or needs of internal stakeholders

Internally focused versus Externally focused

EXTERNALLY FOCUSED

Decisions are made based on external stakeholders, impacts and dependencies

FINANCIAL RESULTS DRIVEN

Decisions are made with short term financial results in mind



VISION DRIVEN

Decisions are made with vision, purpose and strategic goals in mind

RESULTS INCENTIVE

Employee behaviour is rewarded in alignment with financial results and driving an increase in financial value

Results incentive versus Purpose incentive

PURPOSE INCENTIVE

Employee behaviour is rewarded in alignment with the vision and purpose of the organization and driving broader value

SWIFT DECISIONS

Minimal time is spent on forward planning the focus is on swift action

Swift decision versus Considered decisions

CONSIDERED DECISIONS

Significant time is spent planning and thinking things through before acting

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