



Six Dimensions of Effective Accounting and Finance Teams



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Meirc
Training & Consulting

Why Attend

Managing the accounting and finance department requires building on various dimensions to keep the balance between growth and performance. 'Six Dimensions of Effective Accounting and Finance Teams' presents dynamic and modern approach to manage the accounting and finance department on a tactical and strategic level, beyond the technical day-to-day skills.

Dimension 1 is about designing a Key Performance Indicator (KPI) measurement system which will serve as a cornerstone for managing performance of the subsequent practices. Dimension 2 focuses on building teamwork, happiness, collaboration and self-mastery for the team which is a base to achieving better results. Dimensions 3 and 4 are focused on re-inventing processes while using innovation. Dimension 5 is focused on the satisfaction of internal and external customers with whom the accounting and finance teams interact. Dimension 6 is about using all the previous practices to improve profitability.

Course Methodology

This course uses a mix of exercises, workshops, group case studies, and presentations based on the issues and challenges facing the participants. Conceptual ideas, rules, and best practices will also be discussed in selecting KPIs, process mapping, cost saving techniques and innovative tools.

Course Objectives

By the end of the course, participants will be able to:

- Describe and explain the financial and non-financial KPIs of the accounting and finance team
- Build a knowledge sharing culture and individual development plans for employees
- Develop a plan to increase happiness and positive attitude in the workplace
- Apply up-to-date practices in process mapping, value mapping and process re-engineering
- Develop a practical survey to understand internal and external stakeholders' satisfaction from the accounting and finance operations
- Implement costs saving strategies and innovation initiatives

Target Audience

Professionals in the field of finance and accounting, directors, managers, supervisors, and finance professionals who desire to understand, apply and implement practical tools to enable them to structure and run the finance and accounting departments more effectively.

Target Competencies

- Develop financial and non-financial KPIs
- Sharing of professional knowledge
- Personal development
- Accounting and finance process analysis
- Problem solving and process re-engineering
- Change management and innovation in accounting and finance
- Risk management / Stakeholder orientation
- Cost management

Note

Course Outline

- Introducing KPIs: financial and non-financial
 - What are KPIs
 - The crucial role of KPIs in managing performance
 - Designing a KPI measurement system
 - How should KPIs be linked to Key Result Areas (KRAs)
 - Input KPIs, process KPIs, output KPIs, outcome KPIs
 - Common problems with KPI systems



- Evaluating your existing KPI measurement system for enhancement opportunities
- Using KPIs in different management areas to assess performance
- Which financial KPIs do executives use?
- A&F KPIs: operational-performance related
- A&F KPIs: financial-performance related

- Building the team's capabilities
 - Knowledge sharing, learning and human capital growth
 - Creating knowledge sharing culture
 - Knowledge sharing models: codification versus personalization
 - Placing incentives for A&F staff to share knowledge
 - Employee learning frameworks: push versus pull approach
 - Available “free” self-learning tools for A&F staff
 - Criteria for selecting training courses from external providers
 - Diversification of learning solutions
 - On-the-job training methods
 - Off-the-job training methods
 - Creating action plans for A&F staff development programs
 - Assessing succession plan for the A&F team
 - Building individual development plans for team members
 - Happiness and wellness in the workplace
 - The right physical environment and work atmosphere
 - The appreciation system: do you reward effort or results
 - Happy work protocols for different occasions
 - Birthdays, outings and events
 - Sports and wellness
 - Motivating management styles: building trust relationship
 - Happy employee/manager relationship

- Accounting and finance process re-engineering
 - Definition, elements and characteristics of a process
 - Must-haves for each process
 - Process approach to improvement of A&F function
 - Advantages of process mapping
 - The Plan, Do, Check, Act (PDCA) approach
 - Types of mapping tools: simple flow charting, Swimlane, SIPOC
 - Process-mapping software
 - Best practices in process mapping
 - Mapping an A&F process
 - Value stream maps: value added and non-value added analysis
 - Cycle time map: opportunities in terms of reducing cycle time and defects
 - Lean thinking to reduce waste in processes
 - 5S: a framework to organize and maintain your workplace

- Roadmap for innovation in accounting and finance
 - Which A&F processes require most time and effort
 - Automation opportunities in A&F
 - Utilizing ERP solutions to close time gaps
 - Eight essential attributes for innovation
 - Steps for innovation and transformation



- Aligning key stakeholders
 - Step 1: Understand the problem
 - Step 2: Enlist champions for the tasks
 - Step 3: Start with the end in mind
- Engaging the organization
 - Step 4: Motivate stakeholders by articulating vision
 - Step 5: Communicate
 - Step 6: Act
 - Step 7: Consolidate
- Stakeholders' satisfaction: internal and external
 - A&F internal and external stakeholders
 - Why stakeholders' satisfaction is important
 - Using surveys and questionnaires as a tool for improvement
 - Setting the objective of surveys
 - Writing survey questions
 - How to ask
 - What do survey questions tend to measure
 - Sampling methods
 - Administration and analysis of survey results
 - The importance of demographics
 - Simulation: building a satisfaction survey
 - Customers (A/R), suppliers (A/P), employees (payroll), banks (treasury), budgeting, control, financial reporting and analysis
- Achieving realistic cost savings
 - Importance of saving costs and improving productivity
 - External reasons for cost reduction and savings
 - Advantages and disadvantages of saving costs
 - Cost reduction decision table
 - Example of capabilities developed by companies to reduce costs
 - Strategic and tactical cost actions
 - Shared service centers versus centralization versus outsourcing
 - Organizations that would benefit from shared service centers
 - Process of implementing a shared service center
 - Cost management scenarios based on company's situation
 - How to play going forward
 - Revenues and cost targets to increase shareholder value
 - Limitations of simple employee lay-offs
 - Use of target costing
 - Control of maintenance, office supplies, theft and lawsuits
 - 10 steps to accomplish cost reductions



Fees: US\$ (including coffee breaks and a buffet lunch daily)

[Redacted]

Per participant - 2020 US\$ 4900

Fees + VAT as applicable UAE Tax Registration Number 100239834300003

Courses in Leadership and Management

| Dates | Course Name | Language | Location | Fees |
|----------------------|---|----------|----------|-----------|
| 1 - 5 Sep, 2019 | Adaptive Leadership: Tools and Tactics | English | Dubai | US\$ 4900 |
| 1 - 5 Sep, 2019 | The Leadership Challenge Continues® | English | Dubai | US\$ 5200 |
| 8 - 12 Sep, 2019 | Certified Professional Manager | Arabic | Dubai | US\$ 5200 |
| 15 - 19 Sep, 2019 | ILM Endorsed Key Managerial Skills for New Managers and Supervisors | Arabic | Riyadh | US\$ 5200 |
| 15 - 19 Sep, 2019 | Leadership and Communication | English | Riyadh | US\$ 4900 |
| 22 - 26 Sep, 2019 | Managing Self and Leading Others | English | Dubai | US\$ 4900 |
| 29 Sep - 3 Oct, 2019 | Organizational Leadership | English | Dubai | US\$ 4900 |
| 6 - 10 Oct, 2019 | Certificate in Leading Innovation and Organizational Transformation | English | Dubai | US\$ 5200 |
| 6 - 10 Oct, 2019 | Supervisory Skills | English | Dubai | US\$ 4900 |
| 13 - 17 Oct, 2019 | Management Skills and Techniques for Engineers | English | Dubai | US\$ 4900 |
| 13 - 17 Oct, 2019 | Results Based Leadership | English | Dubai | US\$ 4900 |
| 20 - 24 Oct, 2019 | Certified Professional Manager | Arabic | Dubai | US\$ 5200 |
| 20 - 24 Oct, 2019 | Certified Team Leader | Arabic | Dubai | US\$ 5200 |
| 20 - 24 Oct, 2019 | Empowering the Workplace for Greater Impact | English | Dubai | US\$ 4900 |
| 20 - 24 Oct, 2019 | Leadership and Communication | English | Dubai | US\$ 4900 |
| 27 - 31 Oct, 2019 | Good to Great Management: The Road Ahead | English | Dubai | US\$ 4900 |
| 3 - 7 Nov, 2019 | Certificate in Business Decision Models | English | Dubai | US\$ 5200 |
| 3 - 7 Nov, 2019 | ILM Endorsed Leading and Managing Change | English | Dubai | US\$ 5200 |
| 3 - 7 Nov, 2019 | Managing Self and Leading Others | Arabic | Dubai | US\$ 4900 |
| 3 - 7 Nov, 2019 | The Certified Supervisor | Arabic | Dubai | US\$ 5200 |
| 10 - 14 Nov, 2019 | Adaptive Leadership: Tools and Tactics | Arabic | Dubai | US\$ 4900 |
| 10 - 14 Nov, 2019 | Leadership and Communication | Arabic | Dubai | US\$ 4900 |
| 17 - 21 Nov, 2019 | Certified Professional Manager | English | Dubai | US\$ 5200 |
| 17 - 21 Nov, 2019 | The Power of Leaders | Arabic | Dubai | US\$ 4900 |
| 24 - 28 Nov, 2019 | ILM Endorsed Coaching and Mentoring Skills for Managers and Supervisors | Arabic | Dubai | US\$ 5200 |
| 24 - 28 Nov, 2019 | ILM Endorsed Key Managerial Skills for New Managers and Supervisors | Arabic | Dubai | US\$ 5200 |
| 24 - 28 Nov, 2019 | ILM Endorsed Managerial Decision Making and Problem Solving | Arabic | Dubai | US\$ 5200 |



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|----------------------|---|----------|----------|-----------|
| 1 - 5 Dec, 2019 | Creative Leadership and Innovative Thinking | Arabic | Dubai | US\$ 4900 |
| 1 - 5 Dec, 2019 | Leading a Team of Champions | Arabic | Dubai | US\$ 4900 |
| 8 - 12 Dec, 2019 | Organizational Leadership | English | Dubai | US\$ 4900 |
| 8 - 12 Dec, 2019 | The Certified Supervisor | English | Dubai | US\$ 5200 |
| 15 - 19 Dec, 2019 | ILM Endorsed Middle Management Skills | Arabic | Dubai | US\$ 5200 |
| 15 - 19 Dec, 2019 | The Leadership Challenge® Workshop | English | Dubai | US\$ 5200 |
| 15 - 19 Dec, 2019 | Managing Self and Leading Others | English | Dubai | US\$ 4900 |
| 22 - 26 Dec, 2019 | Certified Professional Manager | Arabic | Dubai | US\$ 5200 |
| 22 - 26 Dec, 2019 | Leadership and Communication | English | Dubai | US\$ 4900 |
| 29 Dec - 2 Jan, 2020 | Certified Team Leader | English | Dubai | US\$ 5200 |
| 29 Dec - 2 Jan, 2020 | ILM Endorsed Key Managerial Skills for New Managers and Supervisors | English | Dubai | US\$ 5200 |
| 29 Dec - 2 Jan, 2020 | ILM Endorsed Managerial Decision Making and Problem Solving | English | Dubai | US\$ 5200 |
| 29 Dec - 2 Jan, 2020 | The Leadership Program for GCC Executives | Arabic | Dubai | US\$ 5200 |
| 5 - 9 Jan, 2020 | Good to Great Management: The Road Ahead | English | Dubai | US\$ 5200 |
| 19 - 23 Jan, 2020 | ILM Endorsed Key Managerial Skills for New Managers and Supervisors | Arabic | Dubai | US\$ 5200 |
| 26 - 30 Jan, 2020 | Certified Professional Manager | Arabic | Dubai | US\$ 5200 |
| 2 - 6 Feb, 2020 | Certified Team Leader | Arabic | Dubai | US\$ 5200 |
| 9 - 13 Feb, 2020 | Leadership and Communication | English | Dubai | US\$ 5200 |
| 16 - 20 Feb, 2020 | ILM Endorsed Leading and Managing Change | English | Dubai | US\$ 5200 |
| 16 - 20 Feb, 2020 | The Leadership Challenge® Workshop | English | Dubai | US\$ 5200 |
| 16 - 20 Feb, 2020 | Supervisory Skills | English | Dubai | US\$ 5200 |
| 23 - 27 Feb, 2020 | Certificate in Leading Innovation and Organizational Transformation | English | Dubai | US\$ 5200 |
| 23 - 27 Feb, 2020 | Management Skills and Techniques for Engineers | English | Dubai | US\$ 5200 |
| 23 - 27 Feb, 2020 | The Power of Leaders | Arabic | Dubai | US\$ 5200 |
| 1 - 5 Mar, 2020 | Certified Professional Manager | English | Dubai | US\$ 5200 |
| 1 - 5 Mar, 2020 | Results Based Leadership | Arabic | Dubai | US\$ 5200 |
| 8 - 12 Mar, 2020 | ILM Endorsed Key Managerial Skills for New Managers and Supervisors | English | Dubai | US\$ 5200 |

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|----------------------|---|----------|--------------|-----------|
| 8 - 12 Mar, 2020 | Leading a Team of Champions | Arabic | Dubai | US\$ 5200 |
| 15 - 19 Mar, 2020 | Managing Self and Leading Others | English | Dubai | US\$ 5200 |
| 22 - 26 Mar, 2020 | Managing Up, Down and Across for Better Results | English | Dubai | US\$ 5200 |
| 22 - 26 Mar, 2020 | The Certified Supervisor | Arabic | Dubai | US\$ 5200 |
| 29 Mar - 2 Apr, 2020 | Empowering the Workplace for Greater Impact | English | Dubai | US\$ 5200 |
| 29 Mar - 2 Apr, 2020 | Good to Great Management: The Road Ahead | Arabic | Dubai | US\$ 5200 |
| 29 Mar - 2 Apr, 2020 | ILM Endorsed Coaching and Mentoring Skills for Managers and Supervisors | Arabic | Dubai | US\$ 5200 |
| 29 Mar - 2 Apr, 2020 | Leadership and Communication | Arabic | Dubai | US\$ 5200 |
| 5 - 9 Apr, 2020 | Adaptive Leadership: Tools and Tactics | Arabic | Dubai | US\$ 5200 |
| 5 - 9 Apr, 2020 | Certified Team Leader | English | Dubai | US\$ 5200 |
| 5 - 9 Apr, 2020 | ILM Endorsed Managerial Decision Making and Problem Solving | English | Dubai | US\$ 5200 |
| 5 - 9 Apr, 2020 | ILM Endorsed Middle Management Skills | English | Kuala Lumpur | US\$ 5200 |
| 12 - 16 Apr, 2020 | Certified Professional Manager | Arabic | Dubai | US\$ 5200 |
| 12 - 16 Apr, 2020 | ILM Endorsed Key Managerial Skills for New Managers and Supervisors | Arabic | Cairo | US\$ 5200 |
| 12 - 16 Apr, 2020 | Organizational Leadership | English | Dubai | US\$ 5200 |
| 19 - 23 Apr, 2020 | Leadership and Communication | English | Dubai | US\$ 5200 |
| 31 May - 4 Jun, 2020 | ILM Endorsed Leading and Managing Change | Arabic | Dubai | US\$ 5200 |
| 7 - 11 Jun, 2020 | Leadership and Communication | Arabic | Dubai | US\$ 5200 |
| 7 - 11 Jun, 2020 | Supervisory Skills | Arabic | Dubai | US\$ 5200 |
| 14 - 18 Jun, 2020 | Certificate in Business Decision Models | Arabic | Dubai | US\$ 5200 |
| 14 - 18 Jun, 2020 | ILM Endorsed Key Managerial Skills for New Managers and Supervisors | English | Dubai | US\$ 5200 |
| 21 - 25 Jun, 2020 | Results Based Leadership | English | Dubai | US\$ 5200 |
| 28 Jun - 2 Jul, 2020 | Certified Professional Manager | English | Dubai | US\$ 5200 |
| 5 - 9 Jul, 2020 | Certified Team Leader | Arabic | Dubai | US\$ 5200 |
| 12 - 16 Jul, 2020 | Transformational Change and Strategic Leadership | English | Dubai | US\$ 5200 |
| 19 - 23 Jul, 2020 | ILM Endorsed Middle Management Skills | English | Baku | US\$ 5200 |
| 19 - 23 Jul, 2020 | Leading with Agility and Resilience | English | Dubai | US\$ 5200 |
| 9 - 13 Aug, 2020 | Leadership and Communication | English | Barcelona | US\$ 5200 |



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| 16 - 20 Aug, 2020 | The Leadership Program for GCC Executives | English | Dubai | US\$ 5200 |
| 16 - 20 Aug, 2020 | The Certified Supervisor | English | Dubai | US\$ 5200 |
| 23 - 27 Aug, 2020 | Certified Professional Manager | English | Kuala Lumpur | US\$ 5200 |
| 23 - 27 Aug, 2020 | ILM Endorsed Key Managerial Skills for New Managers and Supervisors | Arabic | Dubai | US\$ 5200 |
| 23 - 27 Aug, 2020 | The Leadership Challenge Continues® | English | Dubai | US\$ 5200 |
| 30 Aug - 3 Sep, 2020 | ILM Endorsed Coaching and Mentoring Skills for Managers and Supervisors | English | Dubai | US\$ 5200 |
| 30 Aug - 3 Sep, 2020 | ILM Endorsed Managerial Decision Making and Problem Solving | Arabic | Dubai | US\$ 5200 |
| 6 - 10 Sep, 2020 | Adaptive Leadership: Tools and Tactics | English | Dubai | US\$ 5200 |
| 6 - 10 Sep, 2020 | Leading a Team of Champions | English | Dubai | US\$ 5200 |
| 6 - 10 Sep, 2020 | Managing Self and Leading Others | English | Istanbul | US\$ 5200 |
| 13 - 17 Sep, 2020 | Organizational Leadership | English | Dubai | US\$ 5200 |
| 13 - 17 Sep, 2020 | Supervisory Skills | Arabic | Riyadh | US\$ 5200 |
| 13 - 17 Sep, 2020 | The Power of Leaders | English | Dubai | US\$ 5200 |
| 20 - 24 Sep, 2020 | Leadership and Communication | English | Dubai | US\$ 5200 |
| 27 Sep - 1 Oct, 2020 | Certified Professional Manager | Arabic | Dubai | US\$ 5200 |
| 27 Sep - 1 Oct, 2020 | Certified Team Leader | English | Dubai | US\$ 5200 |
| 27 Sep - 1 Oct, 2020 | Good to Great Management: The Road Ahead | English | Dubai | US\$ 5200 |
| 4 - 8 Oct, 2020 | Managing Up, Down and Across for Better Results | English | Dubai | US\$ 5200 |
| 11 - 15 Oct, 2020 | Empowering the Workplace for Greater Impact | Arabic | Dubai | US\$ 5200 |
| 11 - 15 Oct, 2020 | ILM Endorsed Key Managerial Skills for New Managers and Supervisors | Arabic | Riyadh | US\$ 5200 |
| 11 - 15 Oct, 2020 | ILM Endorsed Middle Management Skills | Arabic | Dubai | US\$ 5200 |
| 18 - 22 Oct, 2020 | Certificate in Business Decision Models | English | Dubai | US\$ 5200 |
| 18 - 22 Oct, 2020 | Management Skills and Techniques for Engineers | English | Dubai | US\$ 5200 |
| 18 - 22 Oct, 2020 | Managing Self and Leading Others | English | Dubai | US\$ 5200 |
| 25 - 29 Oct, 2020 | Leadership and Communication | Arabic | Dubai | US\$ 5200 |
| 1 - 5 Nov, 2020 | Certified Professional Manager | English | Dubai | US\$ 5200 |
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| 8 - 12 Nov, 2020 | ILM Endorsed Leading and Managing Change | English | Dubai | US\$ 5200 |
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| 6 - 10 Dec, 2020 | Certificate in Leading Innovation and Organizational Transformation | English | Dubai | US\$ 5200 |
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| 6 - 10 Dec, 2020 | Leading with Agility and Resilience | English | Dubai | US\$ 5200 |
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| 27 - 31 Dec, 2020 | Transformational Change and Strategic Leadership | English | Dubai | US\$ 5200 |



Meirc Timeline

