

Leadership & Motivation

Empower Your People

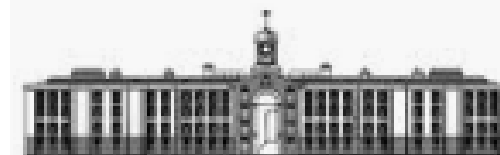
Achieve Your Goals

Sharing the PKF-FPM Experience & Observations Over the Past 30 Years



Restart Your Business, Rethink Your Strategy
Webinar Series

In association with Griffith College



GRIFFITH COLLEGE

Feargal McCormack
Managing Director
PKF-FPM Accountants Ltd

www.pkffpm.com

27th April 2020



Leadership, Caring for and Empowering Your Team

- A topic very close to my heart.
- I truly believe, that it's up to leaders to set a caring ethos at the very highest levels and show their personal commitment to their teams in everything they do.
- This leads to happier, more highly motivated staff, but also secures better outcomes for business and helps you achieve your goals.





“My life has been a journey of learning and leadership experiences”.



COVID-19

- The evolving Coronavirus pandemic, means that we are currently living and working in unprecedented and extraordinary times.
- With the prospect of social distancing continuing in some form or other for the foreseeable future, there is no doubt that the economic implications across the island are going to be very challenging, but they pale in comparison to the public health and human cost, that we are observing around us.
- It is acknowledged that both Governments South and North have brought in business supports to help businesses, employers and employees, which will help, but our business environment remains very uncertain and challenging.
- In order to manage the inherent risks and fear that COVID-19 presents, we need to quickly move past the shock of the pandemic to active leadership and control measures, and the most important leadership/employee control is how we behave.



COVID-19 (Cont.)

- Now more than ever, we need empathetic and compassionate leadership, which engages, listens, connects with others, and displays flexibility, understanding and sensitivity, to get people through the crisis and lead them through this current uncertainty to a new reality.
- Right now, to alleviate workplace fear, it is paramount that leaders focus on being objective, transparent, effective and authentic.
- The Harvard Business Review reports that “***Crisis are more often over managed and under led***”.
- Avoid the urge to jump in and fire fight at the operational frontline. Leadership decisions today can be the difference between having motivated staff or not, when operations resume.



Presentation Context

- At the outset may I suggest, we all throw our ego out the window – customers / clients are not really interested in us. There is a danger that our ego could be an anchor holding us back from great client / customer relationships. Arrogance is not a recipe for success.
- Through this Presentation, we hope to make successful leaders and businesses even more successful – by sharing with you proven best business practices.
- No performance is good enough, we have to set the bar high, and embark upon an ongoing journey of continuous improvement towards business improvement, business excellence and organisation excellence.
- We need to think globally about our business – look at the opportunities and threats and be prepared to change, with changing circumstances – agility and embracing change are key to survival.
- Successful leaders have a hunger for success, an eye for an opportunity, are good team players and have huge reserves of confidence and persistence.
- Leaders must urgently embrace lateral thinking, to help their businesses sidestep, survive and perhaps even capitalise from turbulent economic times.



***“I don’t care how much you know,
Until I know how much you care”.***



Leadership

“What distinguishes great leaders from merely good ones, isn’t IQ or technical skills – it’s emotional intelligence”

Daniel Gilbert

“The most important attribute of an organisation, is the way it treats its people”

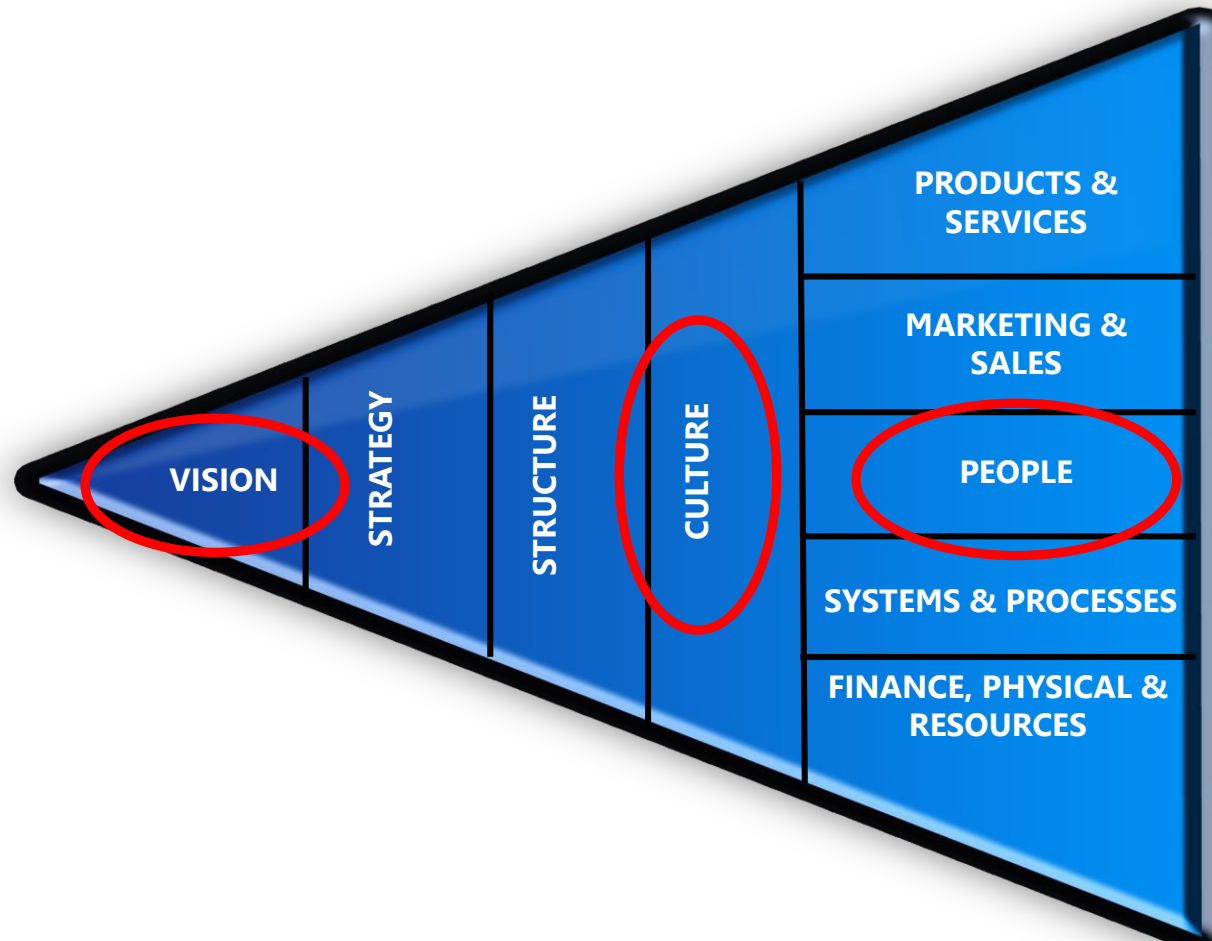
Bill Walsh

- Leadership is all about having the ability to influence
- The most important thing is Purpose – that is, the WHY?
- Without a vision, you can’t get high performance on a consistent basis
- Values are pivotal and cultivate performance – its all about servicing and caring (earning Trust)



A Business Needs Direction

- A business needs direction, structure and processes. To facilitate Business Planning, we have developed a strategic management holistic framework for PKF-FPM, which we call the PKF-FPM Rocket.



My Role – Engaging Leadership

- I see my role as Managing Director:
“To lead, mobilise and energise our most vital resources - PEOPLE”
- To foster trust and a Business Development Culture that inspires confidence and seeks out opportunities and supports greatness among team members to ensure everyone is rowing in the same direction for the greater good.
- Ensure diversity and inclusion are embedded within PKF-FPM core values.
- To give strategic direction to implement our agreed agile strategy and collective plan (EOS Vision / Traction Organiser), to deliver positive results and rapid sustainable growth.




Team PKF-FPM

Making PKF- FPM a Great Place to Work

- Our goal is to foster a diversity and inclusion culture that marks PKF-FPM as a great place to work – where empowered Team PKF-FPM members have the opportunity to do what they do best every day. We strive to train, support and reward our people to succeed.
- Diversity incorporates Age, Disability, Race, Religion, Gender, Sexual Orientation and Nationality.
- Business is played primarily in the mind. Character triumphs over talent. Winning takes talent, but to repeat it, takes character.



OUR JOURNEY

2003
Recognising Women's Potential in the Workplace
Opportunity Now Special Award



2005
UK Small Firm of the Year Award
ACCOUNTANCY AGE



Shares what works.
2006
EFQM Global Excellence Award for Organisation Excellence



2007
Cross Border Employer of the Year Award
IRISH NEWS



2008
Best General UK Tax Practice Award
LEXIS NEXIS



2008
Managing Talent Award & The Work Life Balance Award
IRISH NEWS



2009
Business Consultancy of the Year
UTV/ BUSINESS EYE



2010
Best Customer Service Award
CHAMBER OF COMMERCE LOUTH BUSINESS AWARDS



2011
Best Place to Work
IRISH NEWS WORKPLACE & EMPLOYMENT AWARDS



2012
Excellence in People Development
NI CHAMBER OF COMMERCE



2015
Best Employer
BRITISH ACCOUNTANCY AWARDS



2015 & 2016
Excellence in People Development
MID ULSTER BUSINESS AWARDS



2016
Employer of the Year
-IRISH ACCOUNTANCY AWARDS



2016
Best Place to Work Award and Managing Talent Award
IRISH NEWS WORKPLACE & EMPLOYMENT AWARDS



2016
Louth Customer Service Award
LOUTH BUSINESS AWARDS



2016
Employer of the Year
BRITISH ACCOUNTANCY AWARDS



2017
Large Practice of the Year & Overall Practice of the Year
IRISH ACCOUNTANCY AWARDS



2017
Best Place to Work
GREATER NEWRY BUSINESS AWARDS



2017
Mid Tier Firm of the Year
BRITISH ACCOUNTANCY AWARDS



2017 & 2018
Managing Talent Award
IRISH NEWS WORKPLACE & EMPLOYMENT AWARDS



2018
Best Small Companies to Work for
SUNDAY TIMES TOP 100



2018
Tax Team of the Year
IRISH ACCOUNTANCY AWARDS



2018
Commitment to Society through Business, Economic, Social & Community Development
Honorary Doctorate



2018
Mid Tier Firm/ Tax Team & Partner of the Year
BRITISH ACCOUNTANCY AWARDS



2018
Professional Service Firm of the Year
BELFAST EYE FIRST TRUST BANK AWARDS



2019
Best Small Companies to Work for
SUNDAY TIMES TOP 100



2019
Large Practice of the Year
IRISH ACCOUNTANCY AWARDS



2019
Accountant of the Year - Feargal McCormack
IRISH ACCOUNTANCY AWARDS



2019
Overall Employer of the Year
IRISH NEWS WORKPLACE & EMPLOYMENT AWARDS

Leadership

- The quality of leadership more than any other factor determines the success or failure of an organisation. Leadership is not about position or hierarchy, but is about attitude, definite characteristics and behaviours such as vision, passion, culture, people skills, resilience, team building and inspiring others. It is appropriate for real leaders to stand-up and deliver.
- Avoid complacency, past success, does not guarantee your future success.
- The principle remains:
Leadership first, then management.



Agile & Flexible Leadership

It is important for a leader and an organisation to remain flexible.

Remember...

**The only golden rule is...
there is no rule**

George Bernard Shaw said:

We need to stay flexible and adapt to changing circumstances



Difference Between Leadership and Power

Leadership comes from within and is recognised by others

Sometimes business leaders need to lift themselves out of mundane tasks and “work on the business, rather than in the business”



Do not engage in negativity, have the courage to tell your work colleagues to disengage from negativity

The success of a leader, is determined by the outputs of his/ her team, and not his / her personal inputs

If you can't delegate, you are a nuisance



Leadership



Leadership in the corporate setting, is centred on the ability to deliver change. Only adaptive organisations endure in today's rapidly changing business environment.

Ethics should be embedded at the heart of the organisation. Take responsibility and hold yourself accountable and expect the same from others. Focus on asking questions, including "Should I?"

Treat people with respect and dignity. Build strong trusting relationships (internal and external) and inspire confidence among your stakeholders.

We all must be prepared to be agile and to change with changing circumstances. There are no shortcuts. With the will you can do almost everything, without the will you can do nothing.



Culture

- Business culture reflects the style of operating within an organisation and there are clear benefits to having a strong, unified culture underlying operations:
 - **IDENTITY** – for starters, culture contributes to the identity and values of business
 - **RETENTION** – a strong company culture attracts better talent and more importantly retains that talent and enhances the chemistry among team members
 - **IMAGE** – corporate culture also adds to brand identity, for example at PKF-FPM, because we care and treat our Team members well and have a listening (weekly staff pulse survey) and fun loving corporate atmosphere, we believe our clients will be more prepared to trust us, and see us as a caring, fun loving and generous brand that inspires confidence



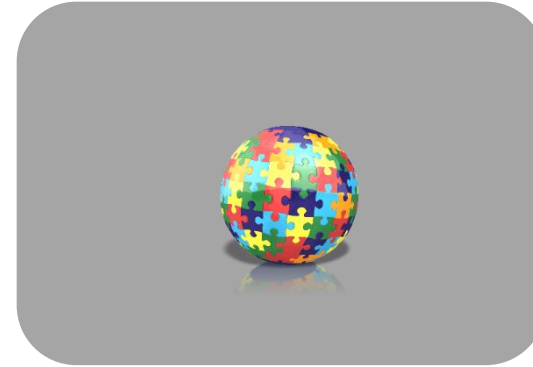
Implementation and Execution



Business is all about people and relationships, encouraging engagement, accountability and respecting diversity are key pillars of the PKF-FPM culture



Everything Matters and Everything Counts – thus commit to doing everything to the best of our ability



Tenacity to implement our Vision and execution of our Business Plan is key to delivering our desired results



Core Emphasis

Effectiveness and Efficiency

- Business thrives when both effectiveness and efficiency are aligned and complement each other.
- **Effectiveness** – Doing the right things
(Strategic, working on the business)
- **Efficiency** – Doing things right
(operational and tactics, working in the business)



Integrated Multi-Discipline Leadership

7 Most Important factors in Developing & Running a Successful Business

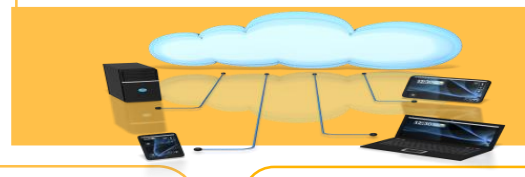
- Leadership and shared responsibility management, with a strong emphasis on internal communications. Getting the teamwork and attitude right – TEAM.



- Becoming more proactive with the selling process, i.e. customer led and sales driven.
- Staff can be either your ambassadors or your assassins.



- A commitment to innovative and efficient IT systems.
- Embracing the digital revolution.
- Growing awareness of Artificial Intelligence (AI).



- Differentiating your business from its competitors, by creating a competitive edge and establishing a reputation for lateral thinking, innovation and organisation excellence.
- Website, Social Media Platforms, Webinars and live streaming from PKF-FPM TV.



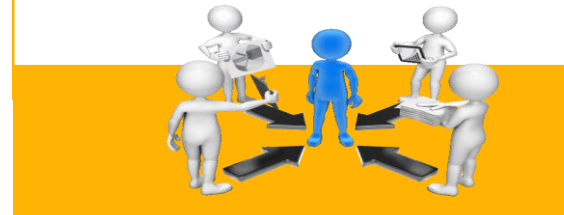
- Cost control and working capital management.
- Profit Improvement Strategies and Gross Profit



- Manage change in challenging circumstances.
- R&D
- Brexit
- MTD
- PAYE Modernisation
- Cloud Accounting



- People management and staff retention.
- Attracting the brightest and best and ensuring the team works well together.
- People Analyser – GWC.
- Employee brand.



**“OUR PRESENT
CIRCUMSTANCES
DON'T DETERMINE
WHERE WE CAN GO;**

**THEY MERELY DETERMINE
WHERE WE
START”**



Motivation in Life & Businesses

Our motivation in
life & in business:



MOTIVATION

To serve
and help others

The secret to
success in business:



SUCCESS

Wanting to help
others to win, achieve
their dreams & quality
of life aspirations

Our value
proposition:



VALUE

To deliver results &
positive change, in
terms of impact &
solutions for existing &
potential clients



Life Fulfilment

“You make a living out of what you get;

You make a life, out of what you give”.

- Winston Churchill

Remember St. Francis stated:

“it is in giving we receive”

“People fall into two categories:

those who give you energy,

and those who take away your energy”.



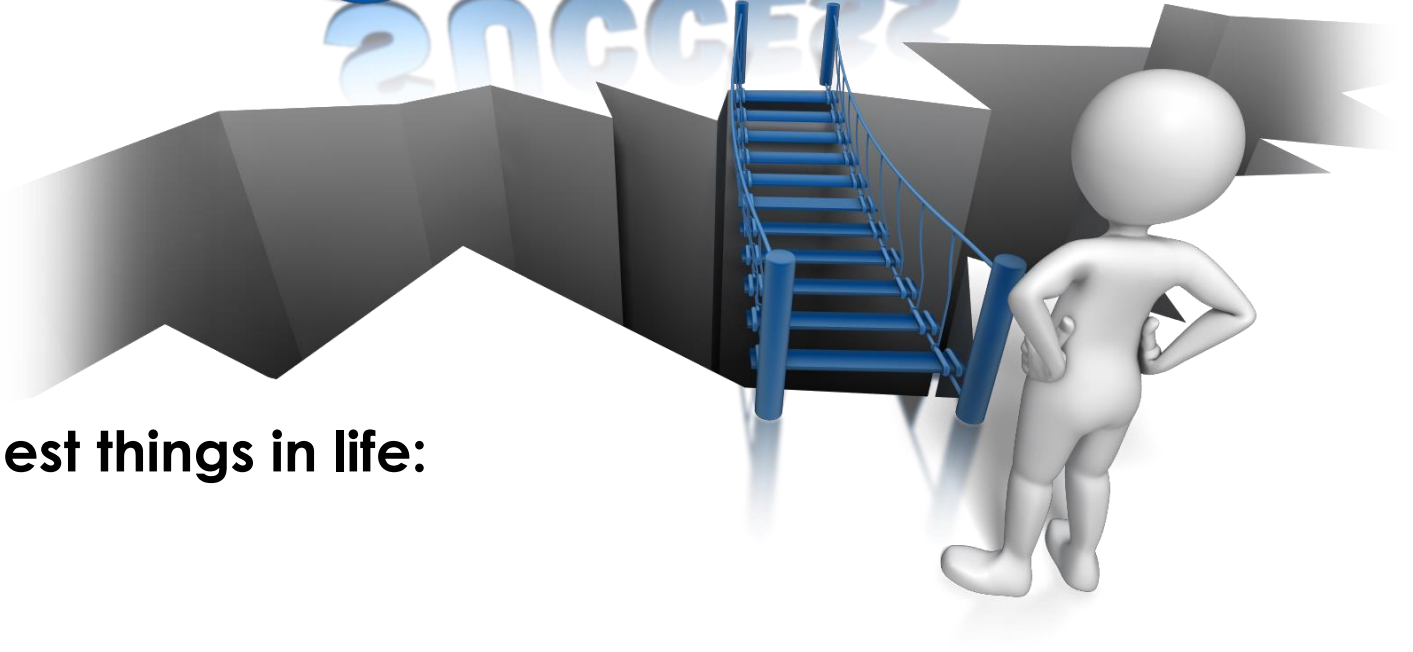
Behind every successful Business there are Great Leaders

- It is the leaders, who give a company direction, who motivate and inspire the workforce, who, even in the face of adversity, see opportunity.
- There are certain traits that are common among the greatest leaders.



Personal Success

SUCCESS



Success often depends on the oldest things in life:

- **Courage;**
- **Character;**
- **Commitment.**



DNA for PKF-FPM Team Members

- We endeavour to be champions of evolutionary change and to create a desire to serve and an environment among the PKF-FPM team members of:



Humility

- Humility allows us to ask a simple question: how can we do things better?
- Humility begins at the level of inter-personal communications, enabling an interrogative, highly facilitated learning environment, in which no one has all the answers.
- Each individual is invited to contribute solutions to the challenges being posed. We believe this is a key component of building sustainable competitive advantage, through cultural cohesion.
- An interwoven culture and DNA of “HUMILITY” leads to innovation, increased self knowledge and greater character – thus the emphasis on OFI’s (Opportunities for Improvement).



Strategy

*“Strategy is about making choices, trade-offs;
its about deliberately choosing to be different”.*

Michael Porter



Why?

- At PKF-FPM we endeavour to differentiate ourselves from our competitors, and the key to this, is **NOT** the **WHAT** and **HOW**, **BUT** rather the **WAY**.
- **WHY** . . . “**Tell me**, what it is you are trying to achieve” – the focus should be on asking the right questions. People go into business and self-employment, because they think that the satisfaction and income that they will derive from the business, will enhance their quality of life and achieve their dreams.
- Thus **WHY people hire us, is to help them succeed**. People will not hire PKF-FPM, because they believe they understand what we do, but rather they will hire PKF-FPM, **because they believe PKF-FPM understand what they do**. Thus people, don't buy our services, they buy the results they perceive our services will bring them. When their **WHY** and our **WHY** are the same, we (PKF-FPM) have an Engagement.
- The **Boomerang Principle**, encourage clients/customers to come back – Feargal Quinn's book: “Crowning the Customer”.



Differentiation & Taking Risks

- We encourage our people to endeavour to be different and unique – and to think outside the box – this entrepreneurial spirit is consistent with our firms clients, many of who are business owners with unique products and services.
- Intelligent failure, must be acknowledged in a mature society.
- Many people are afraid to fail, but we discourage this culture, because we think the person who has never failed, has never got anywhere.
- It's true that we don't like to lose, but we are not afraid to lose, there's a difference. We don't like it, but hopefully we have won more than we have lost.
- We have definitely learnt from our mistakes.



Making Everything Benefit Driven



Talent

- A recent international business survey confirmed that 80% of businesses today believe that talent is the main threat to growth – I share that view.
- We endeavour to recruit and retain the brightest and best, because in our experience, a small team of A+ players can run rings around a large team of B&C players.



Managing Talent

- **TEAM PKF-FPM**

- In managing talent PKF-FPM believes that it is vital to connect with people, create conversations, give people confidence and empower people. There is a conscious attempt to adapt the old Indian saying,

*“Show me and I may not remember, tell me, and I may forget,
involve me, and I will understand”.*

- All staff need to demonstrate a desire to be “warriors” and to “mind their jobs” and to make a super effort to improve in individual and team productivity efficiency.
- It is believed, the recognition by staff of a happy workplace, offering favourable employee benefits and the firm’s continued investment in training, development and IT is evidenced in a staff absenteeism rate of 1.54% for the year ended 31 March 2020.
- Learn from others, because, the success of others, should be a source of inspiration, not a source of fear.

RELATIONSHIPS

TRAINING



Sample Employee Benefits

- Flexible working arrangements, including opportunity to work from home.
- Group Life Policy, Critical Illness and Income Protection Schemes.
- Unum Lifeworks, a free and confidential Help Line Employee Assistance Programme.
- Health & Lifestyle Initiatives, incorporating family events, healthy eating, flu vaccination programme and learning lunches.
- Radox Health Checks for directors and also health checks for staff (BMI tests, blood-pressure / glucose tests, sight tests).
- Mindfulness training, relieving stress.
- 24 Hour Crash Breakdown on the island of Ireland and UK Mainland.



Sample Employee Benefits

- Gym membership.
- Cycle to Work Schemes.
- Employee of the Year Award.
- Childcare Vouchers.
- Various Social Initiatives e.g. Wild Wednesdays, Summer Barbeque, Cinema Night, professional network outings e.g. Young Professionals at Down Royal Races.
- Financial education to help staff manage their finances (bank-to-work-scheme).
- Spouses invited to all office social events.
- Staff offered opportunities for sabbaticals or career breaks.



"Winning Teams do the ordinary things with extraordinary consistency, commitment, passion and focus"



3 Significant Challenges facing Modern Organisations



Engaging Millennials and newest Generation Z

- Millennials and the newest Generation Z are young, vibrant and experts of personal branding through social media – they demand a new approach from management, with an emphasis on work life balance, social responsibility and ethical policy regarding people, supply chains and the environment, and collaboration as opposed to hierarchical structures.
- This is difficult for managers of older generations to comprehend as they themselves took a different approach during their formative business careers.
- New structures, procedures and business operations are required.
- A wider span of control with increased delegation, responsibility, shorter chain of command and teamwork are essential to motivate Millennials. There must also be an emphasis on coaching, regular feedback discussions, opportunities for promotion and a People and Culture approach.



Environmental Uncertainty

- The world is continually evolving and unforeseen circumstances are arising at an alarming rate.
- The economy, social demographics, politics, laws, growing regulation and climate change are some examples of complex challenges facing modern organisations.
- Every challenge is also an opportunity.
- The businesses / organisations who concentrate on their own performance, whilst demonstrating peripheral vision of the external environment will succeed. A simple PESTEL (Political, Economic, Social, Technological, Environmental, Legal) analysis conducted on a quarterly basis will maintain a sharp focus and awareness of the volatile and uncertain environment (Pazzaglia 2018)



Change Management (Interwoven Agility)

- You can't do today's jobs, with yesterday's methods or mindset.

Remember Charles Darwin stated:

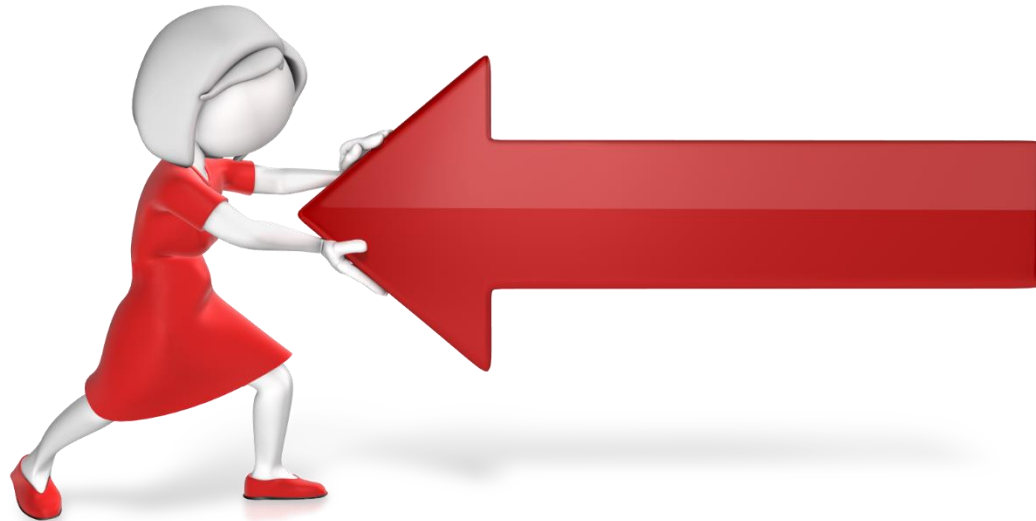


“It is not the strongest of the species that survives, nor the most intelligent, it is the one that is most adaptable to change”.



Managing Change

- Change is difficult to implement as people by their nature, are often resistant to change and will impede new ways of doing things.
- Innovate or evaporate.
- To succeed the underlying culture of the business / organisation must be responsive to change.
- Culture is central to behaviour and is a key determinant in the performance of an organisation, and its ability to achieve its objectives.



3 Pillars & Core Elements of Change

3 Pillars

- 1) Focus on People
- 2) Empower at all levels
- 3) Make change **REAL**

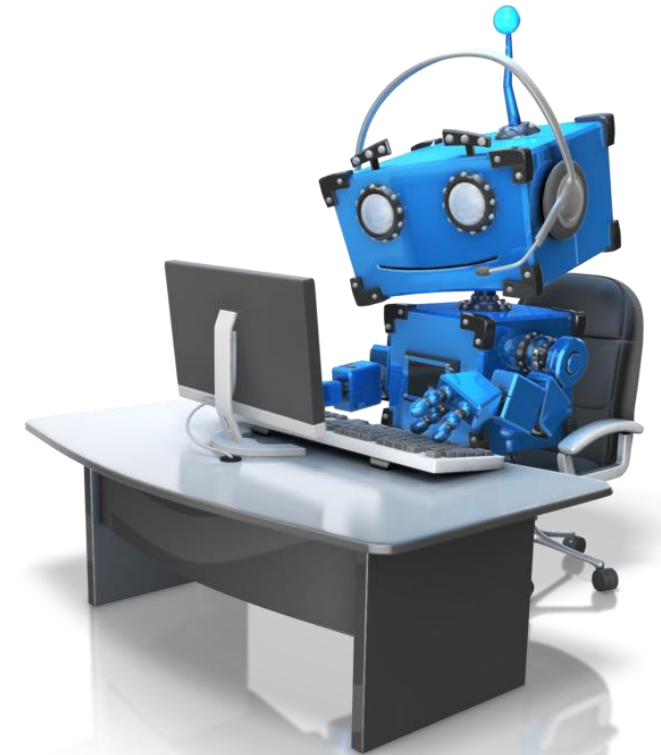
3 Core Elements

- 1) Hearts – Vision & Trust
- 2) Mind
- 3) Guts



Artificial Intelligence (AI)

- AI through machine learning is now becoming a key part of human development. It will change the way we live and the way we work.
- It will cause disruption to many sectors, but not necessarily destroy jobs. There will be an exciting future for those who embrace change.
- AI will result in new combinations of work, talent, skill requirement, work relationships and new currently unknown jobs.
- Softer business skills, new thinking, continuous improvement and curiosity will become more important. For example robots will need to be retooled and updated for new information.
- We should see machine learning and AI as collaborators, rather than competitors. Human plus machine collaboration will create sustainable, competitive hybrid activity.



A Game of Inches

Business like life is just a game of inches. In either game, life or business, the margin for error is so small, and thus a united team, with a common vision and purpose is required, to deliver sustainable superior performance and aggressive growth for TEAM PKF-FPM : “the power of one” - working Together Everybody Achieves More.

Thus within TEAM PKF-FPM we seek that inch of improvement. Both as individuals and as a collective team. In order to deliver marginal gains, recognising that 100 things done 1% better will deliver cumulative sustainable competitive advantage.



Collective Character

Collective character is vital to success. At PKF-FPM, we believe that by focusing on getting the culture right, including diversity the results will follow. We seek to encourage and deliver leaders at all levels throughout our practice, recognizing that the being of team begins from inside.

High standards must come from within. Leadership works best when our team takes the lead.



Perseverance & Resilience

We're not perfect. Our commitment and perseverance will not be perfect. We're going to have setbacks and stumbles in pursuing any goal we set. The important thing is, not that we have these setbacks, but how we react to them.

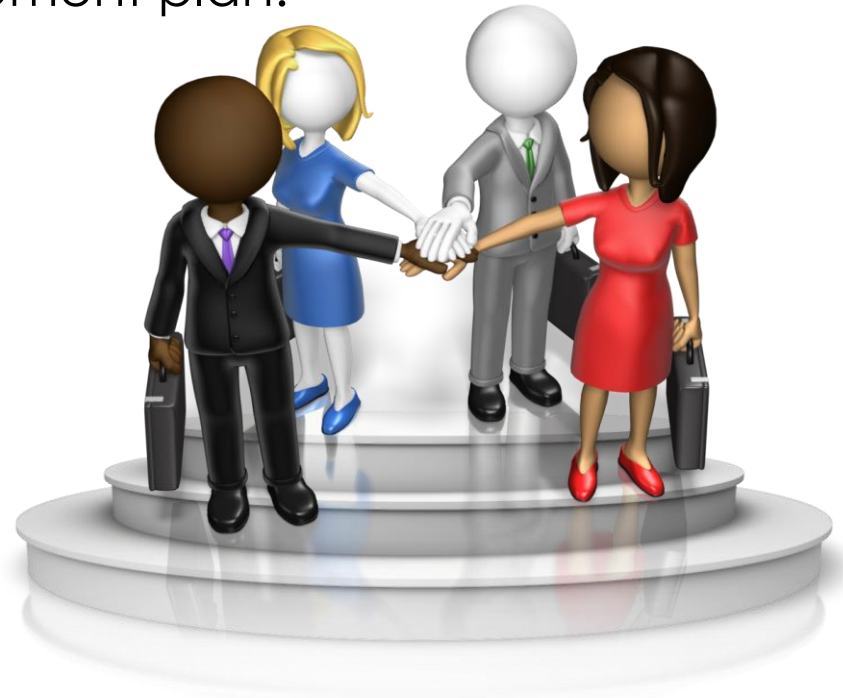
Perseverance and resilience doesn't mean perfection. It's not often constant, unwavering adherence to a commitment. Instead, it is usually a series of quick course corrections when you get off track.

Running a business is like navigating a ship, it may go slightly off course, but with small corrective actions we can redirect the business back on its desired direction and forward journey.



United Team

- The practice believes that a united team with a common vision and purpose, excited by what lies ahead is invaluable, and for this reason great emphasis is placed on interweaving, reconciling and integrating personal career development plans into the overall practice training and business development plan.
- Staff can either be your ambassadors or your assassins.
- Without motivation and attitude you get mediocrity – staff who do not have the appropriate PKF-FPM DNA, should move on.



People Management & Staff Retention

IMPLEMENT

EMPHASIS

SPEND

- **The People Analyser**
- **Right People – assessment against Core Values**
 - 3 strike rule
- **Right Seats**
 - Accountability Chart
 - GWC (Get It, Want It, Capacity to do it)
- **Strong internal communications (strong management transparency leads to 30% improved staff retention)**
- **People friendly policies and create the right environment to retain quality staff e.g. Health & Well Being Initiatives.**

- **How's It Going Weekly Pulse Survey consistent with practice goals**
- **Formalised coaching, training and creation of knowledge channels, - this helps people with their personal development,**
- **On staff engagement and motivation, acknowledge, reward and recognise staff and encourage creativity and innovation.**

- **11% of turnover on Staff Development & Training – “Invest in the Best”.**



PKF-FPM Shared Responsibility, Internal Communications & Continuous Improvement

- Emphasis is on leadership, shared responsibility, internal communications and continuous improvement.
- Business is all about people and relationships.
- TEAM PKF-FPM (Working Together, Everybody Achieves More). To translate a Japanese proverb:

“None of us, are as smart, as all of us”.

- We seek to develop, not just exceptional accountants, but exceptional business leaders.



Achieving Your Goals

- We adopt the EOS (Entrepreneurial Operating System) to help us achieve our goals – outlined in Traction Book, authored by Gino Wickman.
- One Pager Vision/Traction Organiser (Agile Strategy).
- Annual Key Performance Indicators (KPI's).
- Quarterly Rocks (90 days Clock).
- Practice to deliver (i.e. don't practice to practice).



Look in the Mirror!!!

The secret is the MIRROR – if you can look in the mirror at home in the evening and say, I gave it 100% today – then you can have no regrets.

A big part of any team effort, is personal ambition – we need highly motivated and ambitious individual winners, to create team success – but no solo runs



Give 100% Commitment
at ALL times



Passionate Leaders

- I share Steve Jobs view that:

“the only way to do great work, is to love what you do”

- Success, starts with passion, and successful passionate leaders are a living example of their vision, and don't just talk about it.



Sustainable Business is like riding a bicycle



- We have got to keep pedalling, because if we stop, we will fall off – thus we must keep moving forward and never be complacent with people and talent management – retain a constant state of nervousness and focus on: **Relevance, Sustainability and Trust.**



COVID-19

- The current COVID-19 pandemic is temporary and from a PKF-FPM perspective, we hope we will have an exciting, albeit re-engineered future (anticipating changes in consumer behaviour and attitudes), because our core business model: present and future, is people focused and all about attracting the best people and then developing and managing that talent. We believe going forward, this core proven and successful strategy, will deliver market differentiation and give us a competitive edge.
- As a team, we will not panic, we will endeavour to improve each other by demonstrating courage, resilience and agility in very uncertain times.
- As a species, we are vulnerable but thankfully also innovative, resourceful and capable. By staying positive and strong, we believe TEAM PKF-FPM working together with a united determination and vision can overcome any challenges that arise and ultimately succeed.



Conclusion

- Collective character is vital to success. **High standards – the 3 P's (Purpose, People and Practice) must come from within.**
- Sometimes we can NOT control the events around us, BUT we do have the ABILITY to CHOOSE our RESPONSE.
- As sure as night follows day, individuals make **CHOICES** everyday. **Individual actions matter and can be a force for change.** Let's try and make **every moment count.**
- **PASSIONATE** Employees, desiring to serve and help clients succeed, creates long term **VALUE** (LTV) to clients.

ONWARDS and UPWARDS

– “the time is always right, to do what is right”

Dr. Martin Luther King

