

Welcome to:

We will start in a few minutes



Finance Business Partnering Webinar

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Business Partnering Webinar

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At the end of the webinar, we hope you will be better places to:

- Describe the role of the business partner and what business partnering involves.
- Recognise the aims and potential benefits of applying the business partnering model.
- Appreciate the potential problems in applying the business partnering model in the public sector and how to overcome them.
- Identify the necessary skills and mind set needed to be successful in the role.
- See a way to improve effectiveness as a business partner.

We will cover

- What it is (and is not)
- Why it is important now
- How to do it

WHAT IT IS (AND IS NOT)

What is “Business Partnering”

- “professionals work closely with business leaders and/or line managers to achieve shared organisational objectives, in particular designing and implementing ... systems and processes that support strategic business aims.”
- Basically, it’s about being focussed on adding unique value
 - Not simply “rebadging”

It's a value thing...



The FBP is just one part of the model

WHY IT IS IMPORTANT NOW

“Type 1” and “Type 2” problems

- Type 1: Existing and desired states clear and agreed upon - relatively low risk.
- Cause and effect relatively clear.
- **Solution possible**, using well-tested methods based on past experiences (but, may be hard to implement).
- Strategy:> plan, act, measure, adjust

- Type 2: Existing and desired states unclear, not agreed upon – high uncertainty and risk
- Cause and effect unclear.
- An “**accommodation**” may allow moving the situation forward to a “**good enough**” place.
- Strategy:> sensing, political thinking, “experimentation” (*or coup*)

Always a mix of type 1 and type 2

- Vision necessary

- Vision doubly necessary

Why do it?

Increased Emphasis	Decreased Emphasis
Operational Budgeting	Budget Management
Input into organisational strategy	Financial Reporting
Financial Planning	Compliance
Resolving Business Problems	Risk Management
Making recommendations	Transactional processing
Cost-profit analysis	
Investment Appraisals	

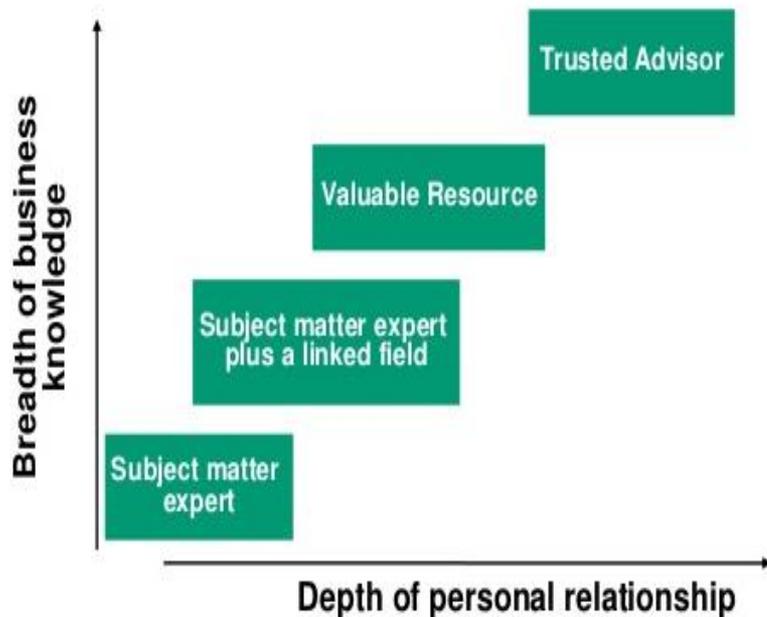
- Technology
- Regulatory requirements
- Economic Challenges
- Improve Quality

How do you do it?

- Organisation culture
- Finance department leadership culture
- Technology



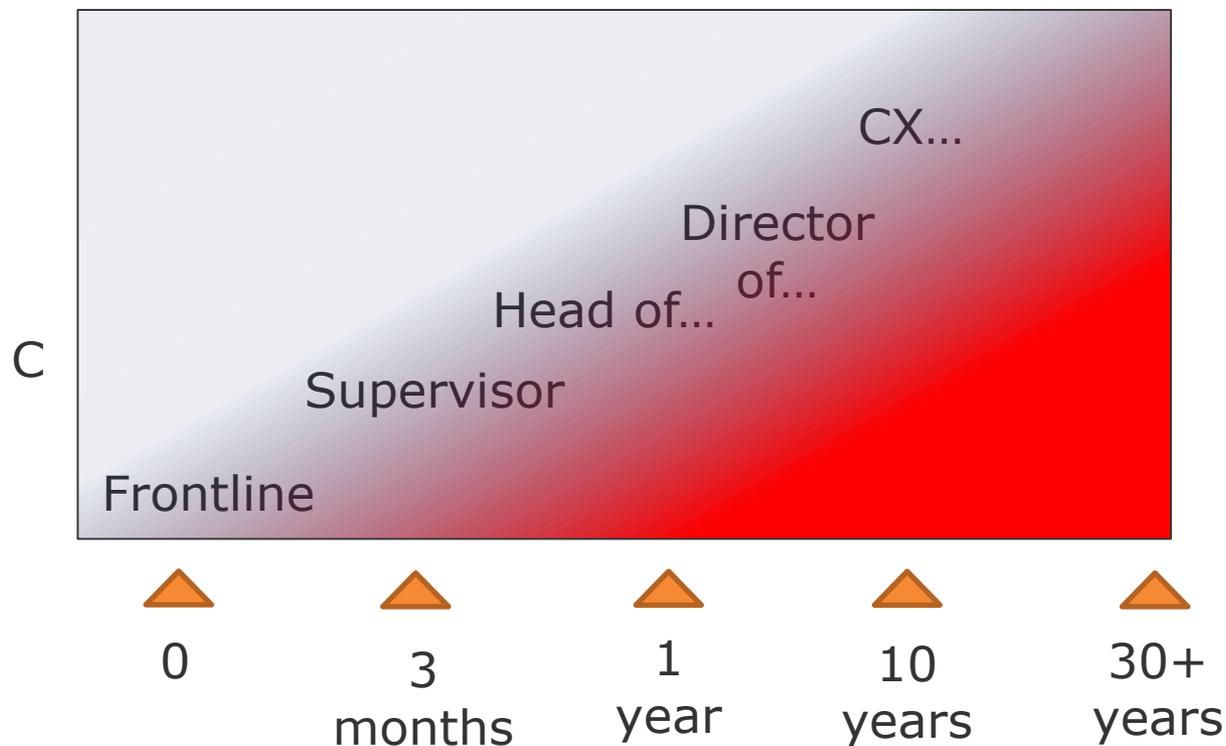
Implications for people



Source: David Maister – The Trusted Advisor

- Ability to handle:-
 - Volatility (It was all going swimmingly!)
 - Ambiguity (Is that signal or noise?)
 - Uncertainty (I wonder what they will do next?)
 - Complexity (Well, it worked last time!)

Right roles; right problems



We all make assumptions

- For instance, you make assumptions about:
 - Airline pilots
 - Law firm partners
 - Head Teachers
 - Estate agency managers
 - Medical Leaders

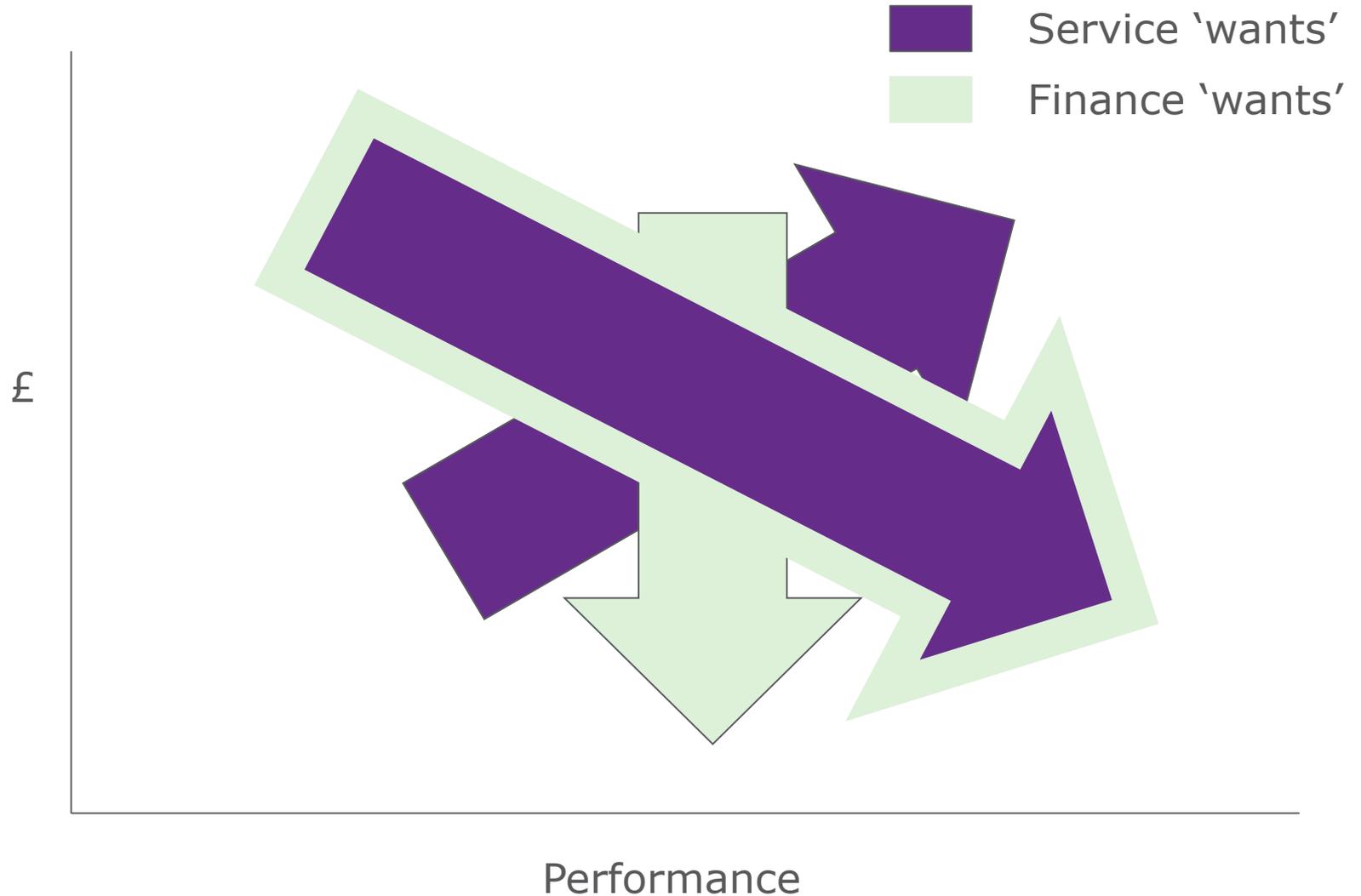


What does a Business Partner look like?

- First and foremost its about relationships
- Manage competing stakeholders
- Influence with no power
- Master of technology
- Strategic thinker
- Jack of all trades not a technical expert

- Aligned to the business units objectives

What does a Business Partner look like?



HOW TO DO IT

To do list

- Think about unique value based on understanding clients' and stakeholders' problems and opportunities
 - and how you communicate your value to them

- Consider your operating model
 - Fitness for purpose to deliver the value
 - "Intelligent clients" ability/willingness to operate the model
 - The FBP, policy, transactional, commercial skills that are necessary and how should they be organised and managed
 - Information systems capability of supporting the work
 - Decision-rules, conflict zones and mitigating systems

Post Graduate certificate in FBP aimed at current and aspiring FBP

- Fundamentals of business partnering - module 1
- Technical and professional skills - module 2
- Behavioural skills – emotional intelligence - module 3
- Influencing skills - module 4
- Communication and presentation of figures - module 5
- Impact and presence - module 5a
- Transformational change - module 6
- Developing commercial acumen - module 7