

The Finance Leader as an Organizational Influencer

A hand in a white shirt sleeve is shown holding a white paper airplane. The background is a blurred, high-angle view of a city skyline with many skyscrapers, suggesting a business or financial context.

Presented by
IMA Leadership Academy

David Elrod, CMA, CPA

February 1, 2022



The Association of
Accountants and
Financial Professionals
in Business

Today's Sponsor

Becker+

Webinar Features and CPE Credit

Q&A

Asking Questions



Participant Quick Guide



Closed Captioning



Help



CPE Credit

Certification

Criteria for Partial Credit Option 1

- Minutes to Watch: 50
- Number of Completed Polls required: 3

Criteria for Full Credit

- Minutes to Watch: 75
- Number of Completed Polls required: 5

Moderator



Ahmed Hassan, CMA
Head of Decision Support
Vodafone Egypt

Featured Presenter



David Elrod, CMA, CPA
Senior Director of Finance
General Shale
Former Dean
IMA Leadership Academy

David Elrod's Biography

- David Elrod has over 20 years of experience across a broad range of finance roles and industries. He is currently the Senior Director of Finance at General Shale, a brick manufacturer, which he joined in September 2019. Prior to General Shale, he worked at several companies including Microsoft and FedEx in roles including accounting, auditing, and FP&A.
- Mr. Elrod received a BBA from Oglethorpe University (Atlanta) and an MBA from Indiana University. He is a CMA and a CPA and is a member of the AICPA, as well as IMA where he is currently on the IMA Leadership Academy Advisory Board.

Course Goal and Agenda

The **goal of this course** is to help management accountants broaden their impact across the organization by becoming influencers.

- Introduction
- What Is Influence?
- Influencer Characteristics and Skills
- Becoming an Organizational Influencer
- Close

Learning Objectives

AFTER THIS SESSION, ATTENDEES WILL BE ABLE TO:



DEFINE

An influencer and describe the common skills/attributes.



EXPLAIN

How management accountants and finance leaders can make effective influencers.



IDENTIFY

Challenges of becoming an influencer in the organization and strategies to overcome these challenges.



SUMMARIZE

Strategies for maximizing your organizational influence.



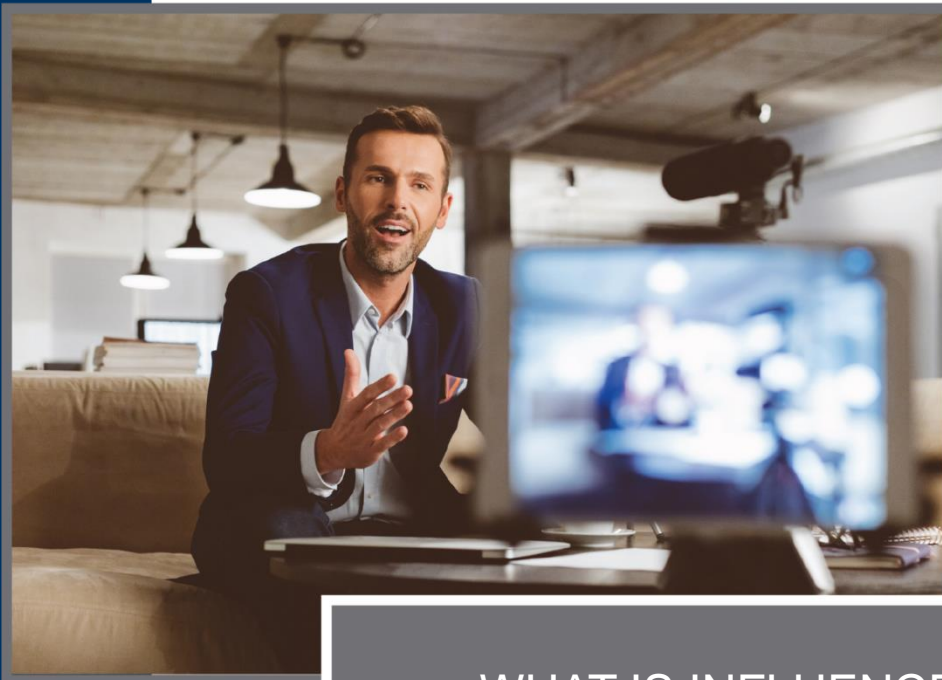
Reflection

1 Who is someone in your organization that you would consider to be an **influencer**?

2 What makes them an **influencer**?

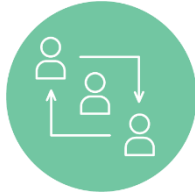


NTG-2



WHAT IS INFLUENCE?

How Influence Helps



DELEGATE
TASKS MORE
EFFECTIVELY



GET SUPPORT
FOR YOUR IDEAS



MOTIVATE
YOUR TEAM



CREATIVE
PROBLEM-SOLVING



OPENS NEW
OPPORTUNITIES



HAVE YOUR VOICE
HEARD

This is What Influence Looks Like: Example 1



YOU ARE part of a team of management accountants. The team is considering whether to implement new planning software. For most of your time on the team, you've been the go-to systems person although you are an accountant, not an IT person.

You've developed a reputation for innately understanding systems, so your manager and your team members come to you when they have questions. They trust your take on anything system-related.

You've developed a reputation of expertise and trustworthiness, so your input on the new system has considerable sway over the decision.

You're able to influence both your manager and your peers on the decision.

This is What Influence Looks Like: Example 2



YOU ARE the finance person supporting a team of sales professionals. You work directly with the vice president of sales and her direct reports to help them make sound financial decisions. Over the course of your tenure, you've repeatedly helped the VP through some difficult situations and have helped her be successful in her role because of your expertise in revenue and margin analysis. She trusts you such that she often comes to you before any big sales contracts are finalized, and she regularly provides you with time at her staff meeting to discuss important financial matters. Virtually no big decisions are made without checking with you first.

This is What Influence Looks Like: Example 3



YOU ARE very involved in IMA and other professional groups. You attend conferences and speak on topics that demonstrate your expertise.

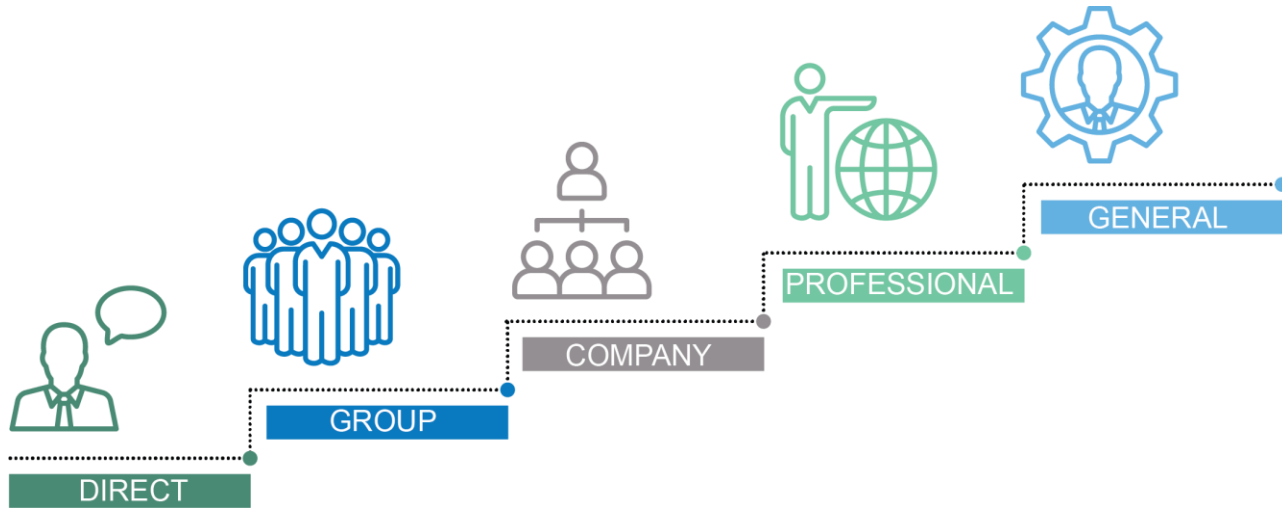
You engage in social media such as LinkedIn and Twitter with other professionals in your field to provide input on topics in your wheelhouse and learn more from others.

You help others who can benefit from your expertise, and you readily share your experience on social media or at networking sessions.

You mentor others and make and share network connections to benefit all parties. People come to you when they have problems in your area of expertise or when they simply want to know more.

You've developed a reputation of knowledge and sharing what you know.

Levels of Influence



Poll Question #1

At what level are you **most interested** in becoming an influencer?

- a. Direct
- b. Group
- c. Company
- d. Professional
- e. General
- f. I don't know yet



Poll Question #1 Results



INFLUENCER CHARACTERISTICS AND SKILLS

Characteristics and Skills

Authority and knowledge

Authenticity and
credibility

MOTIVATOR

COMMUNICATOR

Likability
and engagement

Consistency and reliability

TRUSTWORTHY

**ORGANIZATIONAL
INTELLIGENCE**

Curious and daring

Mind for
marketing

Creative

FLEXIBLE

Passionate

Desire to help

Forward-looking

CONFIDENT

DOER

Persuasive

Sense of good timing

NETWORKING



Examples of Industry Influencers



**BARRY
RITHOLTZ**

CIO of Ritholtz Wealth Management
@ritholtz



JIM MAROUS

Influential in banking and publications
such as *The Financial Brand* and
Digital Banking Report
@JimMarous



**ANDERS LIU-
LINDBERG**

Finance professional with a mission to
make the finance function contribute more
to the value creation in companies
@LiuLindberg



WINNIE SUN

Financial advisor who also works with quite
a few media outlets
@winniesun



SEBASTIEN MER

Specializes in business transformation,
cybersecurity, privacy, and innovation in
finance
@sbmeunier



CINDY HOOK

CEO of Deloitte Australia
@cindy_hook

More Examples of Industry Influencers



**MARK
WEINBERGER**

Former Global Chairman and CEO of EY
@Mark_Weinberger



BOLA SOKUNBI

Founder and CEO of Clever Girl Finance
@CleverGirlCGF



MIKE WALSH

Futurist and author
@MikeWalsh



RICHARD RUBIN

Covers tax policy for the *Wall Street Journal*
@RichardRubinDC



**GENI
WHITEHOUSE**

Applying financial concepts to the winery industry
@enenanerd



RICK TELBERG

President and CEO of CPA Trendlines Research
@CPA_Trendlines

Introverts as Influencers

SIX

STRENGTHS OF INTROVERTS:

- ① Taking quiet time
- ② Preparation
- ③ Engaged listening
- ④ Focused conversations
- ⑤ Writing
- ⑥ Thoughtful use of social media

E **X** **I** **N** **T** **R** **O** **V** **E** **R** **T**

Poll Question #2

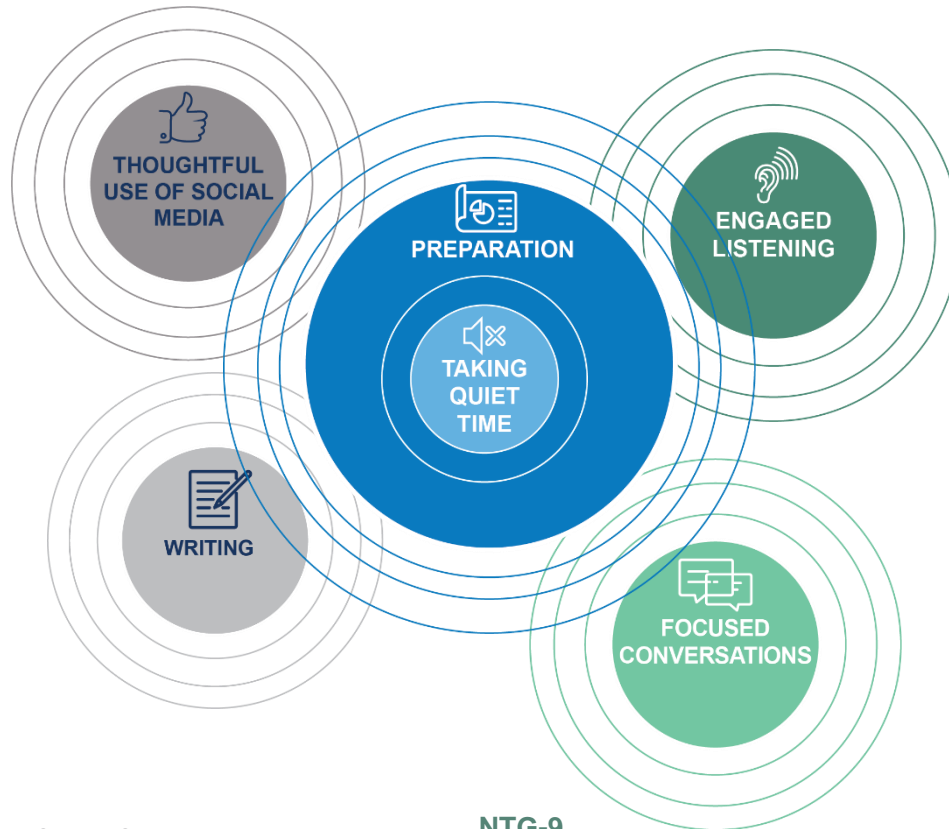
Would you consider yourself an **introvert**?

- a. I'm most definitely an introvert.
- b. I have introvert tendencies but can be extroverted when needed.
- c. I don't consider myself an introvert.
- d. I'm not sure.



Poll Question #2 Results

The Quiet Influence Process



Initiating Conversations



QUESTIONS TO USE AT INTERNAL EVENTS

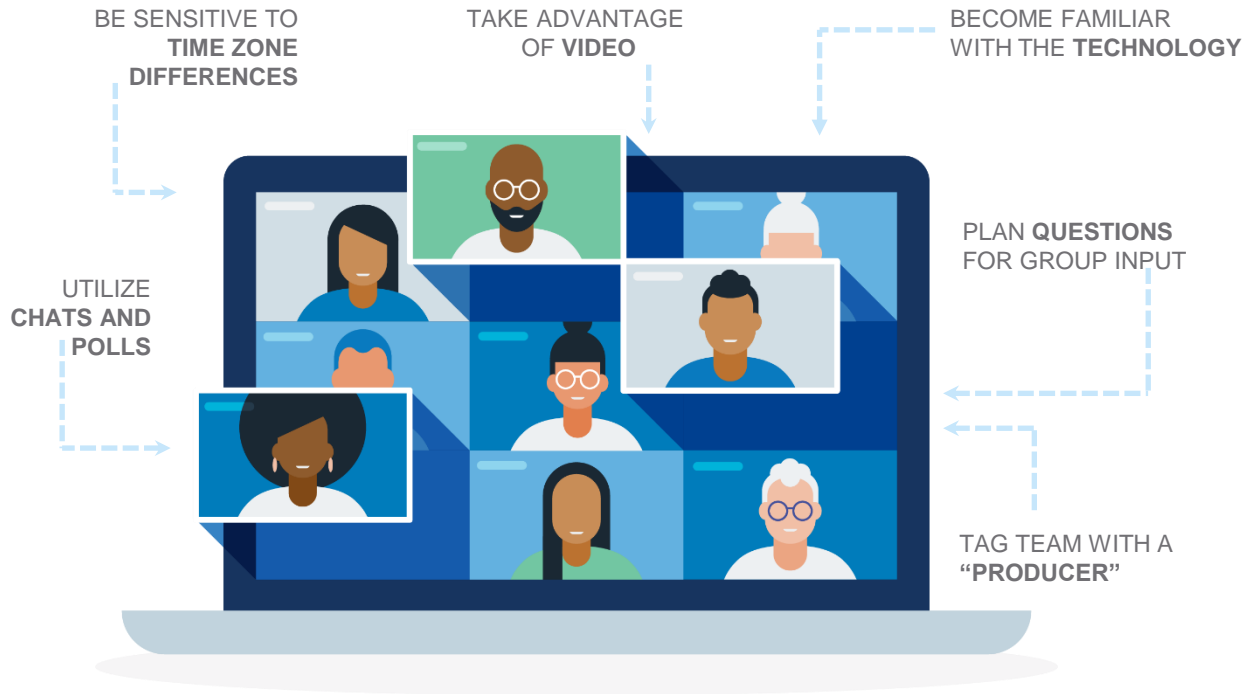
- What project have you been working on?
- What is most interesting about your current work?
- What is a change going on right now in your area? How is it going?
- What have you learned from working in your area?
- What brought you to this company?



QUESTIONS TO USE AT EXTERNAL EVENTS

- What brought you to this meeting?
- What do you know about the speaker (or the subject)?
- What interests you about this session?
- What is the best new idea you have heard so far?

Influencing in Virtual Meetings



Poll Question #3

Of the following situations, which one might be the **most challenging** for you?

- a. Talking enough to be recognized
- b. Building relationships
- c. Writing succinctly
- d. Initiating conversations with strangers
- e. Influencing in virtual meetings
- f. I'm not really challenged by any of these situations



Poll Question #3 Results



BECOMING AN ORGANIZATIONAL INFLUENCER

How Experts Gain Influence



TRAILBLAZING

Finding new opportunities
to use expertise



TOOLMAKING

Developing and deploying tools that
embody and spread expertise



TEAMWORK

Using personal interaction to take in
others' expertise and convince people of the
relevance of your own



TRANSLATION

Personally helping decision makers
understand complex content

Influential Experts

Compliance Champions 

Technical Champions  + 

Business Partners  +  + 

Engaged Toolmakers  +  +  + 

Poll Question #4






What kind of **influential expert** are you?

- a. Compliance champion
- b. Technical champion
- c. Business partner
- d. Engaged toolmaker
- e. I'm not an influential expert

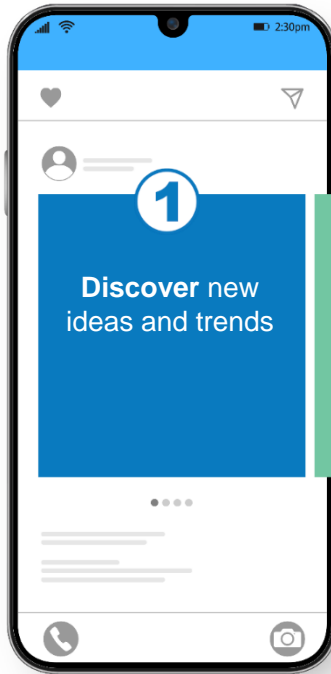


Poll Question #4 Results

Tools to Maximize Influence

	LEVEL OF INFLUENCE	TOOLS TO MAXIMIZE INFLUENCE
	DIRECT	In-person meetings, email, Slack or Microsoft Teams channels
	GROUP	In-person meetings, email, Slack or Microsoft Teams channels, and internal tools that build community or provide for community input
	COMPANY	Email, Slack or Microsoft Teams channels, and internal tools that build community or provide for community input
	PROFESSIONAL	Networking meetings, conferences, professional networking tools, mentor programs, LinkedIn, Twitter, Facebook, Instagram, and Snapchat
	GENERAL	LinkedIn, Twitter, Facebook, Instagram, and Snapchat

Influencers and Social Media



SOCIAL MEDIA ALLOWS YOU TO DO AT LEAST **FIVE** IMPORTANT THINGS:

1

Discover new ideas and trends

2

Connect with existing and new audiences in deeper ways

3

Bring attention and traffic to your work

4

Build, craft, and enhance your brand

5

Connect and develop relationships with other influencers

Influencer Social Media Tools



- Career management, not just job hunting
- Connect with:
 - Those you know
 - Those you'd like to know
 - Those you should know
- Post your own content



- Use to
 - Connect with influencers in your field
 - Share content
 - Help shape what others think of you
- Algorithms mean not everyone will see your content



- Use to
 - Know in real time about developments in your area
 - Be part of a global conversation
- Brevity is important
- Grammar and spelling count
- Have a clear biography



- Post great, relevant visuals to draw attention
- Explore relevant hashtags to learn and experiment



- Helpful to draw millennials and younger audience
- Offers businesses a lot of tools around ads

Tips for Creating Content

1

Write to answer the questions that you think people who need your services would ask.

2

Write regularly about what you know.

3

Link your writing to what's going on in the world.

4

Develop some good Twitter buddies and provide them with draft tweets about the content from their point of view.



Approaches to Influencing



RATIONAL

Logical
persuading

Legitimizing

Exchanging

Stating



SOCIAL

Socializing

Appealing to relationship

Consulting

Alliance building



EMOTIONAL

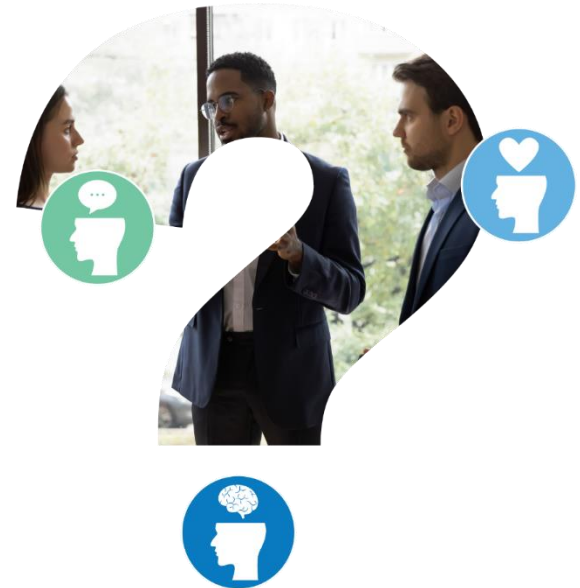
Appealing to values

Modeling

Poll Question #5

Of the three categories of approaches to influencing, which category are you **most comfortable** using?

- a. Rational approaches
- b. Social approaches
- c. Emotional approaches
- d. I'm comfortable with more than one of these categories
- e. I'm not comfortable with any of these categories



Poll Question #5 Results



CLOSE

Review: What Is Influence?



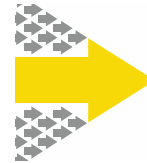
DEFINITION



HOW INFLUENCE HELPS



LEVELS OF INFLUENCE



THIS IS WHAT INFLUENCE LOOKS LIKE

Review: Influencer Characteristics and Skills



CHARACTERISTICS
AND SKILLS



EXAMPLES OF
INDUSTRY INFLUENCERS



INTROVERTS AS
INFLUENCERS



THE QUIET INFLUENCE
PROCESS



INITIATING
CONVERSATIONS



INFLUENCING IN
VIRTUAL MEETINGS

Review: Becoming an Organizational Influencer



HOW EXPERTS
GAIN INFLUENCE



INFLUENTIAL
EXPERTS



TOOLS TO
MAXIMIZE INFLUENCE



INFLUENCERS AND
SOCIAL MEDIA



TIPS FOR
CREATING CONTENT



APPROACHES TO
INFLUENCING

Learning Objectives, *revisited*

AFTER THIS SESSION, ATTENDEES WILL BE ABLE TO:



DEFINE

An influencer and describe the common skills/attributes



EXPLAIN

How management accountants and finance leaders can make effective influencers



IDENTIFY

Challenges of becoming an influencer in the organization and strategies to overcome these challenges



SUMMARIZE

Strategies for maximizing your organizational influence

Personal SWOT Analysis



Questions & Answers

Use the Q & A Panel to send your questions to our panelists.



Ahmed Hassan, CMA
Head of Decision Support
Vodafone Egypt



David Elrod, CMA, CPA
Senior Director of Finance
General Shale
Former Dean
IMA Leadership Academy

Thank You to Our Featured Presenter!



David Elrod, CMA, CPA
Senior Director of Finance
General Shale
Former Dean
IMA Leadership Academy

Thank You to Our Moderator!



Ahmed Hassan, CMA
Head of Decision Support
Vodafone Egypt

Final Reminders

- ▶ **Complete the Evaluation poll** – on your screen
- ▶ **Access to your CPE Certificate** – 2 Options
 - Click the “CPE” icon at the bottom of your console
or
 - Click the link in your post-event email
- ▶ Please print a copy of the CPE certificate for your records.
- ▶ Your CPE credit will be automatically recorded in your member transcript.



The Association of
Accountants and
Financial Professionals
in Business

Thank You to Our Sponsor!

Becker+

www.Becker.com





The Association of
Accountants and
Financial Professionals
in Business

About IMA® and the CMA® Program

IMA® (Institute of Management Accountants) is one of the largest and most respected associations focused exclusively on advancing the management accounting profession. Globally, IMA supports the profession through research, the CMA® (Certified Management Accountant) and CSCA® (Certified in Strategy and Competitive Analysis) certification programs, continuing education, networking, and advocacy of the highest ethical business practices.

For nearly 50 years, the CMA certification has been the global benchmark for accounting and finance professionals. It demonstrates mastery in 12 critical practice areas in business, including technology, analytics, financial planning and analysis, performance, and control. Professionals who earn the CMA can gain greater credibility, career advancement opportunities, and higher earning potential.

For more information about the CMA, visit www.imanet.org/cma.