



ALIGN & THRIVE

CREATING A NEW NORMAL FOR
ACCOUNTING & OPERATIONS

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AGENDA

- What we've learned
- What alignment impacts & how to maximize positive impact
- Platforms for change



WHAT WE HEAR

and what we want to hear.



Sometimes I feel like an accountant who happens to build buildings.

We don't know who to go to for what, so we end up just doing it ourselves.

PMs find work -arounds, then we don't know which end is up.

If PMs included us in more decisions, we could provide more help and value.

We need good decision makers at all levels of the company.



I'm a PM with a team of people helping me make sure the work gets done and our subs get paid.

Our PAs help me keep my projects on track financially. They're a key part of the project team.

We work with PMs to make sure our needs and their needs line up. Then we're all on the same page.

As a PA, I can see when my support has made an impact on the success of a project.

Good data lets us have good decision makers at all levels of the company.



WHAT IT IMPACTS

and how to maximize positive impact.



1. REPUTATION

ALIGN AROUND STRATEGY.



Sloan Management Review, Feb. 2018
<https://sloanreview.mit.edu/article/no-one-knows-your-strategy-not-even-your-top-leaders/>



84%

Trust their managers and immediate teammates

59%

Trust colleagues in other departments

56%

Trust partners in outside organizations

Anderson, D., 2018



Strategy alignment puts Operations & Accounting on the same team.

1. Understand strategic priorities
2. Know the critical touch points
3. Identify and elevate shared priorities



2. DATA

MAKE YOUR DATA
MATTER.



Your operations are as good as the
data you use to execute them.



If your strategy is...

Diversification of
markets

Strengthened
industry relationships

...then what might be your key metrics?



DATA PITFALLS

FOCUS ON SOFTWARE & HARDWARE...

...at the expense of
focusing on the
information we're
putting into and
retrieving from them.

PROLIFERATION OF PLATFORMS...

...making it difficult
to know where to
go for information.

FUNCTIONS MANAGE DATA INDEPENDENTLY...

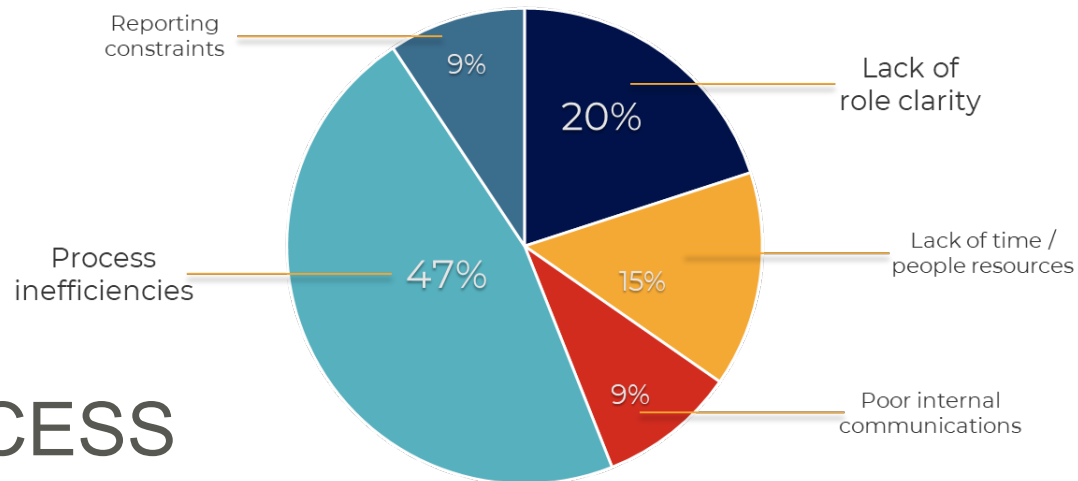
...making it nearly
impossible to get
consistently accurate
information.



3. PROFITABILITY



What gets in the way?



**ENSURE PROCESS
FOLLOWS STRATEGY.**



ASSESS CURRENT PROCESSES

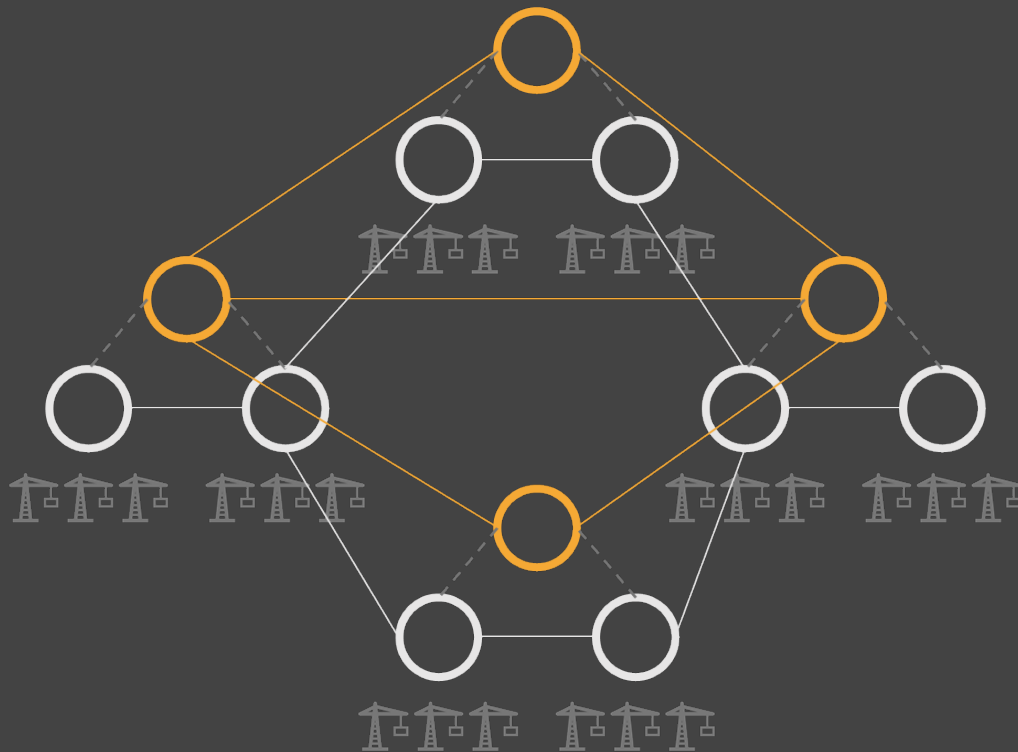
How are Operations & Accounting currently inputting, retrieving, using, and communicating information?

FIND CRITICAL POINTS OF CONTACT

Pair discussion: what are the critical points of contact / where are the key hand-offs in your organization?

ELIMINATE COMMUNICATION GAPS

Address critical points of contact in your process design; Understand the day-to-day work of both sides of the house.





PLATFORMS FOR CHANGE



- ERP systems
- Business processes
- Goals & metrics
- Team “building”
- Project kick -offs
- Meeting cadence
- Training



VALUABLE REPUTATION

Vendors, partners, and customers often work with both sides of the house. They know when teams are misaligned and can fall victim to that misalignment.

GAINED STRATEGIC ADVANTAGE

If you can align around strategy and embed it in your data *and* your processes, you have a competitive advantage difficult to copy.

IMPROVED PROFITABILITY

When you focus on core work instead of navigating misalignment, you are more efficient, effective, and profitable.



THANK YOU!

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