

**CULTURE / TEAM**

- **Recognising that Business & Life is all about People and Relationships**
- **Sharing the PKF-FPM Experience & Observations over the past 30 Years**

**For NI Tourism Businesses Webinar**

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TED Tourism Enterprise Development Programme

tourism northernireland

Northem Ireland Embrace a Giant Spirit



## Presentation Context

- Webinar is being delivered as part of Tourism NI's new Tourism Enterprise Development (TED) Programme. Slides will be an Aide Memoire
- Recognised that the coronavirus pandemic in particular and also Brexit has placed extraordinary demands on leaders in business, especially in the Tourism & Hospitality sector.
- This webinar will endeavour to highlight that a priority emphasis on business culture & TEAM and caring for your team members, will yield net benefits and enhance the commercial sustainability of your organisation.
- Effective teamwork doesn't just happen, it requires practised skills and vision.
- Acknowledged that one to one mentoring may be available to enhance knowledge and understanding of specific elements of today's Webinar.

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## Overview

- Life can be challenging in the extreme, the past 12 months have been extremely turbulent.
- Current roll out of vaccination programme is creating exciting hope.
- While, we are all yearning for the end of the Covid-19 pandemic, and that will come in time, this is also a moment for Business Leaders to seize the opportunity to build a better future for their people and organisations.
- Recognise the tremendous human cost of the pandemic and the impact on people's mental and physical wellbeing.
- If we carry out our work with care, attention and kindness, I believe it will deliver positive results.



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## Culture Environment




Your business culture, is the glue that joins everything together and is sometimes described as how things are done, when no-one is around

Authentic leaders create a safe place of belonging and a purpose that creates an environment of caring, energy, creativity, quality and collaboration.

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## Anna Mai Fitzpatrick



- Principal Lead Dancer, Riverdance, aged 20 from Navan, has performed in 30 countries around the World.



## Culture / Team



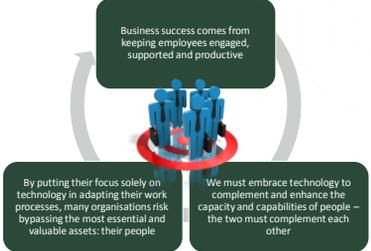
**3 Key Factors**

Opened Minded	Communications	Teamwork
• Values & Principles	• Clear understanding of what is expected and desire to exceed audience (customers) expectations	• Highly motivated individuals, inspiring each other in a friendly competitive environment with a common vision

- Hospitality Experience – fond memories of Titanic Centre in Belfast but best experiences were in: Shanghai, Chicago and Beijing.



## Put People, Not Process, at Core of your Strategy



Business success comes from keeping employees engaged, supported and productive

By putting their focus solely on technology in adapting their work processes, many organisations risk bypassing the most essential and valuable assets: their people

We must embrace technology to complement and enhance the capacity and capabilities of people – the two must complement each other



## Sharing PKF-FPM Experience & Observations over the past 30 years



Would never be so arrogant to suggest that PKF-FPM culture and experience is right, rather use it as an example to highlight personal experience and beliefs

Fortunate to work with and observe many different types of businesses and not-for-profit organisations over the past 30 years and I share these in the context of businesses operating in the NI Tourism & Hospitality Sector



## Webinar Outputs

Understanding of:

- That business is all about culture, people and relationships
- Motivating and Empowering your TEAM
- Shared responsibility and internal communications
- That winning teams do the ordinary things with extraordinary consistency, commitment, passion and focus
- Caring for your staff yields "net benefits"
- "Employee Brand"
- Employee Value Proposition

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## PKF-FPM Ethos

- We believe "ask don't tell, listen don't talk" – this is how we build business success, with our staff and clients.
- By listening to what matters to our clients and staff most, it helps us to solve problems, face challenges and increase the possibilities every time we're in touch.

"We don't care how much you know,  
until we know how much you care"



- Develop a deep rooted connection with people.

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## PKF-FPM Brand



- Just as BMW believe, that the BMW brand is associated with "Joy", PKF-FPM believe, that the PKF-FPM Brand, is associated with a desire **"TO SERVE AND CARE** and to deliver **SERVICE EXCELLENCE"**.

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## Our Value Proposition to Clients & Family Ethos

- "We are passionate about trying to leverage technology tools to provide value added services to become the business advisor of choice to deliver business growth/wealth solutions, that help the businesses and people we work with become more profitable/wealthy and successful; and therefore achieve their lifetime aspirations".
- Family ethos, investing time and developing a deep rooted connection with work colleagues' personal lives, can help them maintain a healthy work-life balance and overcome personal issues, that may have an impact on their daily life and work.
- We 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.



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## Leadership and People

- 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 (**Learning, Trust**)

**Bill Walsh**

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

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## The Power of Sharing and Talking about your Goals

- We endeavour to share and talk about the practice's and personal goals with the people we are sitting alongside for two great reasons:
- The more you talk about your goals, the more you become committed to them; and
- As you verbalise your goal to others, you gain more clarity in your own mind about what you really want.
- With clarity comes certainty and with certainty comes confidence.
- It is our experience that the act of talking about your goals is powerful and profound.
- **All staff retain a Core Vision card.**

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## Past 15 years Journey

OUR JOURNEY


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## Human Relationships and Commitment (Sharing the PKF-FPM Experience)

- Addressing the extraordinary business challenges of the past 12 months and the immediate future required a renewed commitment to TRUST. Trust is the foundation of stakeholder capitalism including employee and client engagement. As a result we endeavoured to be open and transparent and approached our decisions with a commitment to:
  - Ensuring the practice's long-term success and stability;
  - Using a people-centred lens in our decision making;
  - Endeavouring to maintain outstanding service to clients, emphasising quality; and
  - Continuing to transform our organisation to blend people with technology to create a smarter work environment and experience.
- Yes, we did re-engineer our business model, but by leading, with empathy and honesty and encouraging open and candid dialogue, we agreed an agile forward strategy to achieve our collective vision.

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## Imagination

- Imagination in business is a company's vision.
- Sustainable and successful businesses need to focus on the future, more than the past.



Success is when Reality  
catches up  
To our Imagination



## 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 reassure, inspire and motivate our team to deliver positive results and rapid sustainable growth.
- To encourage Team PKF-FPM, to be resilient, to listen well, to embrace lateral thinking, to deliver change and invest heavily in cutting edge technology.
- To promote health & wellbeing, along with fun in a welcoming team and office environment.
- To future proof the sustainability of our business, by satisfying today's needs without endangering future generations.



## 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.
- We encourage diversity, which 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.



## People and Culture

- Growing emphasis on People & Cultural Management Initiatives, within our organisation reflected in the results of Annual Staff Attitudes Surveys, held annually since December 1996 and the ongoing upward trend in the How's It Going (HIG) Weekly Staff Pulse Survey Results. Average annual weekly score of 8.74 out of 10 in 2020, (2019: 8.54, 2018: 8.26; 2017: 8.17; and 2016: 7.56).
- We first commenced the HIG weekly staff pulse survey in June 2015 and despite current Covid-19 and Brexit uncertainty, the score of 9.1 in our weekly survey on 10 December 2020, was our highest recorded weekly score.
- Significant growth in practice Health and Wellbeing activities.
- Growing emphasis on **“Employee Brand”**.



## 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




## Endeavour to be different....great people....great brand



Staff Fun



Corporate Social Responsibility

**Look different, act different and talk different.**







## PKF-FPM Shared Responsibility, Internal Communications & Continuous Improvement

- Emphasis is on leadership, shared responsibility, internal communications and continuous improvement, including reducing waste (Lean).
- 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.
- Some days, I could be leading and some days, I'm following.




## Motivation in Life & Businesses

Our motivation in life & in business:

### EDUCATION



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

*"It is in giving we receive"*

St. Francis -

"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.
- Good leaders display balance and know when to "push" and when to "pull", commit and back themselves with confidence.
- There are certain traits that are common among the greatest leaders.




## Personal Success

### SUCCESS



- Success often depends on emotional intelligence and 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).
- My life has been a journey of learning and leadership experience.




## Joined-up 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.
- PKF-FPM is about people, i.e. It's a people business, people are employed to provide personal services to other people. If people don't believe in the practice, they won't buy into it and the practice will have a limited future. **(Remember staff can be our ambassadors or assassins).**
- We encourage all staff to embrace networking. Networking can be the nudge or the differentiating factor for the individual or organisation. It can be game changing and networking may need to complement people skills with technology – therefore now High Tech and **High Touch**.
- Networking is changing, growth in Zoom, Teams & Webinars etc., we have to create personal moments and differentiation in the online world. Your LinkedIn Profile is your own personal marketing page.
- Concentration is key, we endeavour to remain focused, to make every moment count, and then build on the moments.



## Communication and Integrity

Leadership

Communication and Integrity are sisters of Leadership

To be liked is not the most important thing, rather it is far more important to be respected

Every experience is a learning experience – indeed, a leader should not worry about the scars on their back

A Leader should be shock proof



## Communication



Astute leaders are emotionally intelligent and know what **(language)** and how **(tone)** they communicate is remembered. Compassion, empathy and honesty need to be evident.

Regular and little information is better than infrequent and big. Leaders are conscious that what is essential, is often invisible, so the value and impact of non-verbal communication, and the role it has towards feeling and performance, should be acknowledged

People may not remember what you said, but they will remember how you made them feel



## Difference Between Leadership and Power

The success of a leader, is determined by the outputs of his/ her team, and not his / her personal inputs – if you cannot delegate, you are a nuisance

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

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## 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.

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## Differentiation & Taking Risk

- 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.



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## Making Everything Benefit Driven







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### 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.

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### 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)

TED Thames Environmental Leadership Programme

## 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

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## Flexibility and Trust are the engines that drive a team



- The Covid-19 pandemic has taught us, that if you trust your people to get on with their work and give them the tools and the latitude to do it, we can all deliver for the collective benefit of the organisation.
- Flexibility doesn't mean you work less, it means you work differently.
- Everyone in an organisation / business, has a responsibility to promote an inclusive team culture.

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## 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.
- 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.



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## 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.



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## 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.

**RELATIONS      TRAINING**



## 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, recognizing 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.





## Getting Results through People



- Close parallels between Sport and Business – the principles are the same, its all about getting results through people.
- Similarly in his Bestseller book, COMMITI, make your mind and body stronger and unlock your full potential, Enda McNulty highlights that the biggest waste in life, is the waste of potential.
- In this context, he talks about the “Fixed Mindset”, where nothing is ever going to change and the “Growth Mindset”, which is full of possibility and redefines failure.



## Caring for your Staff, yields “Net Benefits”

- Recent research by Accenture, which surveyed more than 3,200 C-suite executives and 15,600 workers around the world in 2020, found that where organisations double down on their effort to care for their people, they will fare better, with the Covid-19 crisis causing less of a blow to their bottom line.
- Research found that 62% of workers are concerned about their job security and are reassessing their priorities.
- The Research confirmed that if an employee feels they are “net better off” during their time with an employer, it can help them realise up to two thirds of their potential.





## “Net Better off” Model



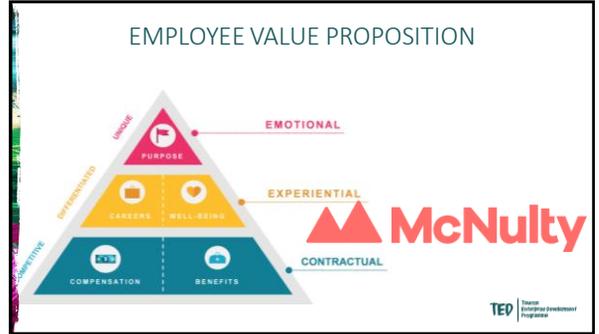
In response to research, Accenture developed their own unique model called “Net Better Off”

The “Net Better Off” model spans 6 measurements including: emotional and mental; relational; physical; financial; purposeful and employable

The model recognises that people cannot perform to their full potential if they are stressed, lonely, under financial pressure, in poor mental or physical health, or lacking a sense of purpose in their work.

To be effective, employers need to provide training and upskilling as well as rewards and benefits packages which encompasses initiatives that support their employees’ physical and mental health





### PKF-FPM Sample Employee Benefits

- Flexible working arrangements, including blended opportunity for remote and office based working.
- 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.
- Staff corporate membership of Primal Fitness, which offers weekly online fitness training, pilates and yoga – great take-up by staff.
- Mindfulness training, relieving stress.
- 24 Hour Crash Breakdown on the island of Ireland and UK Mainland.

### PKF-FPM Sample Employee Benefits Cont...

- 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).
- Family ethos: Spouses / Partners invited to all office social events.
- Staff offered opportunities for sabbaticals or career breaks.

## Client Survey Feedback

- Annual NPS and Clients Feedback Survey, co-ordinated independently by PDW Group in Nottingham.
- 2020 Survey deferred due to Covid-19.
- Excellent feedback from clients in the Clients Advocacy Survey 2019 conducted in March 2019 with the practice improving its 2019 percentage NPS score versus 2018 on all 6 NPS measures – the overall 2019 Advocacy Net Promoters Score % was 79% (2018: 73%; 2017: 71%; 2016: 56%; and 2015: 45%) with a response rate of 34% (2018: 37%; 2017: 32%; 2016: 30%; and 2015: 17%). From a benchmarking perspective it is noted that a NPS % score in excess of 70% is considered an exceptional score.



## Achieving Our 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).
- If we deliver excellence, the sustainability of the practice will take care of itself.



## Concluding Comments

### CULTURE / TEAM



## Conclusion

- Clear standards incorporating the 3P's (Purpose, People and Practice).
- As previously stated, people will never remember what you said or did, however they will remember, how you made them feel.
- Earning money and generating profits has never been the sole priority for PKF-FPM.
- I regularly ask my team PKF-FPM colleagues to pause and ask ourselves, why are we working in PKF-FPM?
- I would suggest because our passion / purpose is to care and help others achieve their life's dreams, and through this earn the TRUST of clients and perspective clients.
- Our first priority is the health and wellbeing of our staff, linked to our "Employee Brand".
- We endeavour to work together with a common and united goal to ensure we have fun in making PKF-FPM the best firm it can be.

ONWARDS and UPWARDS



