

A quarterly special report published by:
Business and Management Faculty
Chartered Accountants' Hall
Moorgate Place
London EC2R 6EA
UK
T +44 (0)20 7920 8508
F +44 (0)20 7920 8784
E bmfac@icaew.com
icaew.com/joinbam



MATTHEW RIDEOUT
Director of business
T +44 (0)20 7920 8680
E matthew.rideout@icaew.com



ROBERT RUSSELL
Technical manager
T +44 (0)20 7920 8417
E robert.russell@icaew.com



RICK PAYNE
Finance direction programme
T +44 (0)20 7920 8451
E rick.payne@icaew.com



CAROLINE WIGHAM
Services manager
T +44 (0)20 7920 8508
E caroline.wigham@icaew.com

This report is one of a series produced for faculty members. In each report we give a review of a topic within finance and management, offering both analysis of the relevant theory and a review of the practical application of appropriate management techniques.

If you have any comments or suggestions for future topics, please contact robert.russell@icaew.com

The information contained in this and previous issues of this publication is available (to faculty members only) on the faculty website at icaew.com/joinbam

B&M SPECIAL REPORTS
are produced on behalf of the faculty by
Silverdart Publishing
silverdart.co.uk
Contact: Alex Murray
info@silverdart.co.uk

© ICAEW 2018. All rights reserved. The views expressed in this publication are those of the contributors; ICAEW does not necessarily share their views. ICAEW and the author(s) will not be liable for any reliance you place on information in this publication. If you want to reproduce or redistribute any of the material in this publication, you should first get ICAEW's permission in writing.

ISBN 978-1-78363-804-8

Price: £20.00

This report is provided free to members of the Business and Management Faculty.

Contents

- 2 SOFT SKILLS ARE CAREER-POSITIVE FOR FINANCE PROFESSIONALS**
Jo Faragher talks to directors, recruiters and accountants about the challenges of communication skills.
- 6 CHARISMA ISN'T ELUSIVE - TRAIN YOURSELF TO BECOME MAGNETIC**
All entrepreneurs - and finance professionals - can teach themselves to win people over, as Richard Reid explains.
- 8 THE PROBLEM WITH YOUR ELEVATOR PITCH - AND HOW TO FIX IT**
Deborah Grayson Riegel provides five tips on dropping the phony facade and raising your elevator pitch.
- 10 THREE STRATEGIES FOR MANAGING PUBLIC SPEAKING WORRIES**
When presentation anxiety strikes, you need strategies to get you on stage, as Deborah Grayson Riegel explains.
- 12 WRITING SKILLS - 10 WAYS TO MAKE YOUR READERS LOVE YOUR REPORT**
Doing the work may be fine, but writing the report may be a much bigger challenge. Rob Ashton offers some tips.
- 15 THE EMAIL MISTAKES THAT WILL LOSE YOU CUSTOMERS**
In his second article, Rob Ashton highlights the pitfalls to avoid if you want to maintain good email relationships.
- 17 HOW TO MAKE YOUR FINANCIAL PRESENTATION INTERESTING**
Lyndon Nicholson provides advice for those wishing to fully engage with their audience for maximum impact.
- 20 ACTING YOUR WAY THROUGH PRESENTATIONS**
The actor Paul Ryan explains techniques which can help to project a range of messages to business audiences.
- 24 BUILDING PROFICIENCY IN CROSS-CULTURAL VIRTUAL COMMUNICATIONS**
Saradevi Gopal reports on the challenges of dealing with colleagues and clients overseas in 'virtual' meetings.
- 26 SOCIAL MEDIA - FINDING THE BEST WAY TO MAKE AN IMPACT**
Skilful use of social media positively influences most companies' revenue and sales. Kristen Herhold offers tips.
- 33 PREVIOUS SPECIAL REPORTS**
Faculty reports from the past year.

Foreword



ROBERT RUSSELL
is technical manager
of Business and
Management
Faculty, ICAEW.

When attending a pensions conference some years ago, John Denham related a story about an irate pensioner cornering him while on a walkabout in his constituency. The reforms that Denham had introduced under Tony Blair's government did not affect anyone who had already retired, but this did not prevent the voter from accusing the MP of cutting his pension. Denham related that the two of them stood arguing about the alleged cuts before Denham's minders pulled him away. Despite the constant stream of information produced by government on pension reform (or perhaps because of it), the information was received by the wrong person and incorrectly interpreted. Poor communication at the outset can take a significant amount of time to rectify – it is so much better to get your point across clearly from the beginning.

Often finance has to send a message to the board or shareholders or just to its own team and this presentation has to be pithy and pertinent. I remember when starting in one of my past jobs, the finance team faced great resistance to any communication, such as the poor reputation of the communication skills of the division within the organisation. Poor use of graphs, squashing large amounts

of data onto small surfaces and presentations swimming with numbers tend to put off the less financially literate.

Finance normally has good stories to tell and certainly the numbers produced are vital to the organisation's financial strategy, but the way that the data is presented makes a huge difference to the attitude and ability of those receiving it to understand. Shyness and a dislike of being the centre of attention makes matters worse for any finance executive attempting to deliver to an audience.

'Speaking in public' was Business and Management's most popular event last year and we know that many struggle with the skill. We have a few excellent articles in this report which may assist. Please contact robert.russell@icaew.com or matthew.rideout@icaew.com if you have any suggestions or comments about the faculty and our output.

SUPPORTING FINANCE IN BUSINESS

BUSINESS AND MANAGEMENT FACULTY

For information about joining the faculty, see
icaew.com/joinbam

