

Function Accountability Chart (FACE)

As the leader identify **your** strengths AND understand **your** passion.

Think about **energy management** – find what gives you energy and do more of it – work out what drains you and find other people who these things give energy to.

Think Chess v checkers – In checkers all the pieces look the same while in **chess** the pieces are different with different skills and styles – *hire weirdos who love the things that you don't like doing (the things that don't give you energy) Find those who do get energy from these things.*

Employment Priority – when hiring people – FOCUS IN ORDER

1. **Will** – do they have the will to work?
2. **Value Fit** – will they fit our values?
3. **Results** – have they achieved the results before that we are seeking (if not why will they achieve these with your business?)
4. **Skills** – do they have the skills

For your key people (the ones in the FACE)

1. Need to Fit our culture
2. Need to be **A** Players
 - a. An A Player is the best person we can afford to hire
3. Shouldn't need to be managed
4. They **WOW** you – do things better than you would

Office geography is important – where people sit in relation to others matters

Proximity creates collaboration

The order of the functions on the sheet show who should be working closely with each other

You want Head of company/marketing and Innovation near each other

You also want to create collisions – Bloomberg head office – everyone must go through the 5th floor to get to their floor – which is through all the social places (ensures that people don't go and hide in their cubical – they bump into others and help the innovation and culture piece)

Try and separate **treasury** (cash coming in) from who controls it going out (**controller**)

IT & HR – their focus should be 'ensuring people have the information to make better decisions

Should you have any questions or require any assistance, contact our Focus Advisory Division today:

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If not sure of the person in the seat- use the Right hand column first (focus on what are the results or outcomes that you would want from the Function based on the business model)

1. Sales – would be Revenue/Revenue growth or GP
2. Operations would be OP/low WIP

Head of Company goals should be to fill the boxes with other people (not you).

Look for – more than 1 person in a seat, the same person in each seat, right people (do they wow you)

Functions	Person Accountable	Leading Indicators (Key Performance Indicators)	Results/Outcomes (P/L or B/S Items)
Head of Company			
Marketing/Referral Network			
Innovation			
Sales			
Operations/Workflow			
Accounts Receivable			
Cash Controller			
Information Technology			
Human Resources			
Talent Development/Learning			
Customer Advocacy/On boarding			

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