

Helping the finance function to communicate key messages more clearly #makingthecomplexsimple



The client

eBay is the world's leading online auction marketplace and is credited with being one of the major success stories of the dot-com bubble. Faced with continued expansion of operations around the globe, eBay has had to constantly transform its operating model to respond to the changing internal and external landscapes.

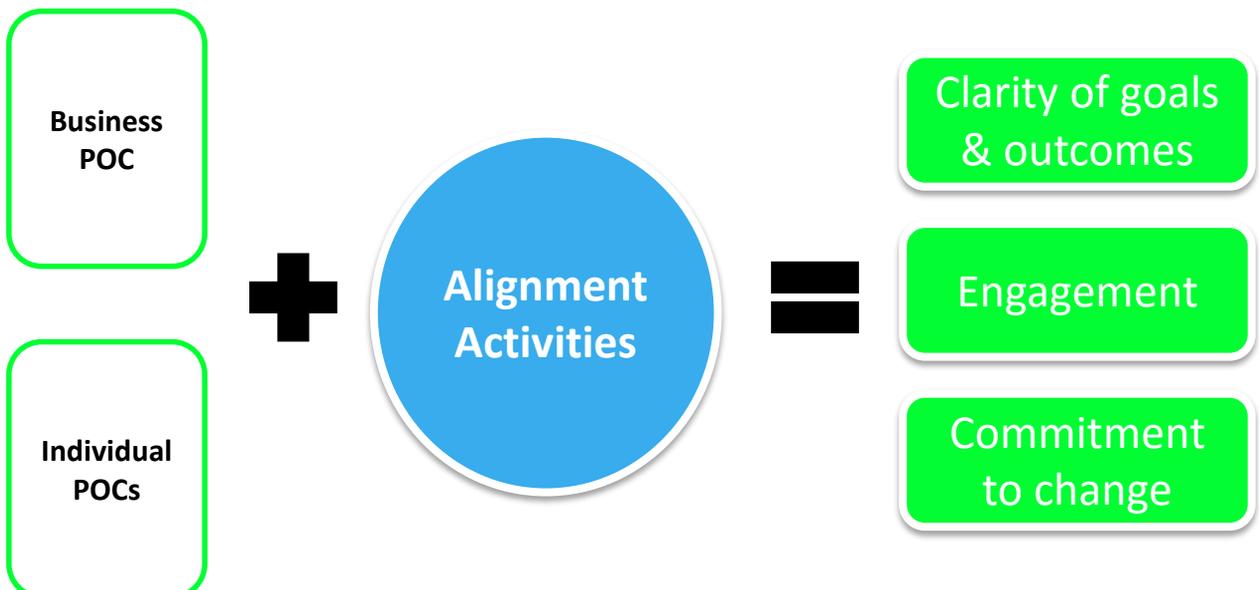
The brief

The finance team at eBay in Switzerland were already fabulous at collating and preparing all of the relevant monthly and ad hoc reporting packs. Just one issue... there were communication barriers with their stakeholders. Catseye were asked to help address this and bring about clearer communication of complex topics.

The solution

The apparent fix was easy – train finance people to communicate key messages more clearly. But if it were that simple, it would have happened a long time ago. Catseye conducted a short stakeholder analysis to identify the gap between what was happening and what needed to happen. It was evident that not all the stakeholders were as bought into the change as others so the business and individuals created their own POC (Purpose, Outcomes & Commitment) profiles to identify where further alignment was necessary. The POC alignment process started dialogue that got people more lined up with the goals the business was trying to achieve and helped everyone to see the benefits of embracing change.

With a renewed engagement and commitment to change, a workshop-based solution was devised involving theoretical input and skills practice using professional role-players. The idea was to simulate the real messages that get communicated and to enable people to see and feel the benefits of tailoring them to be more user focused.



The results

Senior Finance stakeholders all noticed the positive change in their interactions with the eBay finance teams and cited better communication of key messages as leading to better decision making on their part. The individual staff involved noted a greater confidence and competence in delivering important information, leading them to communicate more frequently and enjoy their interactions more with key business stakeholders. The teams also noted an increase in pride taken in work and an uplift in quality as well as engagement and productivity. Where team leads had previously often been called back to explain the work of team members, incidences of this were greatly reduced, increasing empowerment within more junior levels and freeing up manager time to engage in more strategic activities.

Better
communication
from Finance
teams

Clearer
understanding
of applications
of financial
information

Better business
decisions

Increase in
profile of
Finance within
eBay

Testimonial

“Prior to Catseye’s workshop I was always concerned as to whether I was delivering the correct key messages. I took a lot away from our sessions, and actually completed 3 presentations with senior people the following weeks, successfully delivering the key messages” – Daniel Griffith, Manager of Marketing Controlling.

Contact

Martin Tohill was the legendary lead consultant for this project. To catch up with him or anyone else on the team, just email info@catseyedev.co.uk and we’ll get you a response as quick as a flash

OUR VALUES & GUIDING PRINCIPLES

What does Catseye believe in?

Real change

The merit of every individual

Doing the right thing

Being even better every time

CONTACT US

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