

Stop Firefighting, Start Leading

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A perspective from across the work

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What you'll take back to work

Connected leadership in practice

Shape decisions

Build relationships that bring AP into planning conversations early

Lead improvement

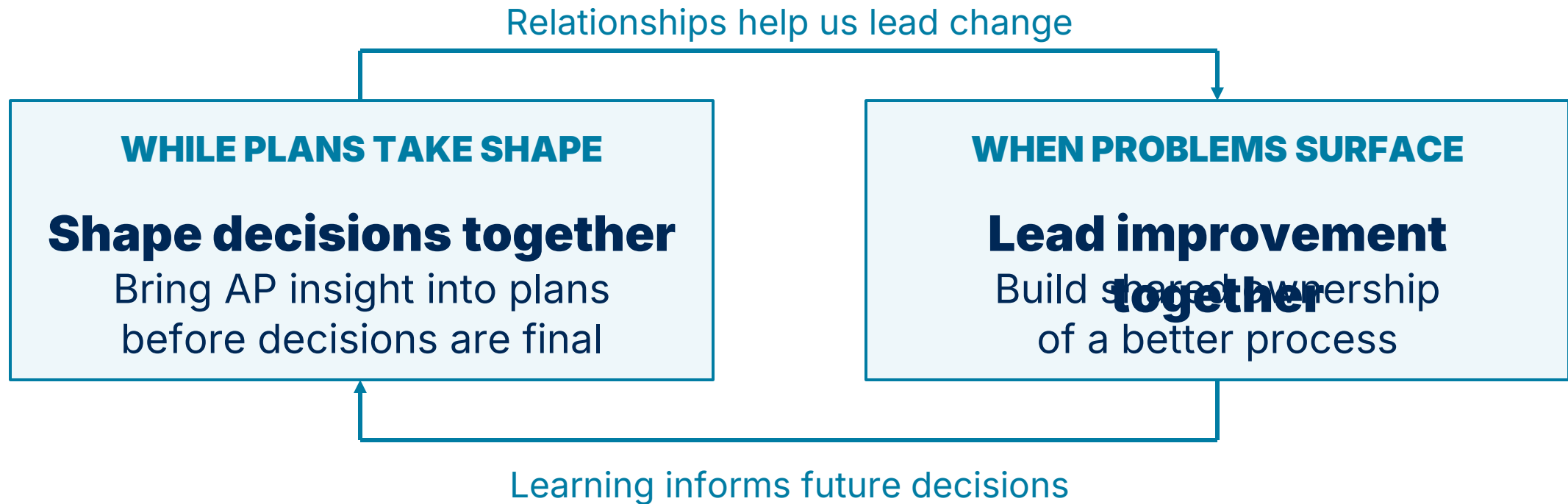
Build a shared case for change around business impact and tradeoffs

Deliver on the commitment

Agree on a plan and clear ownership then show what the change delivered

Connected Leadership in two scenarios

Both are equally important. Each strengthens the other.



When decisions reach AP too late

Have you been left out of a decision that changed your team's work?

BUSINESS DECISION AND ASSUMPTION

Acquisition approved

Existing AP team can absorb the volume

Extra invoice approval added

Approvers will respond before payment is due

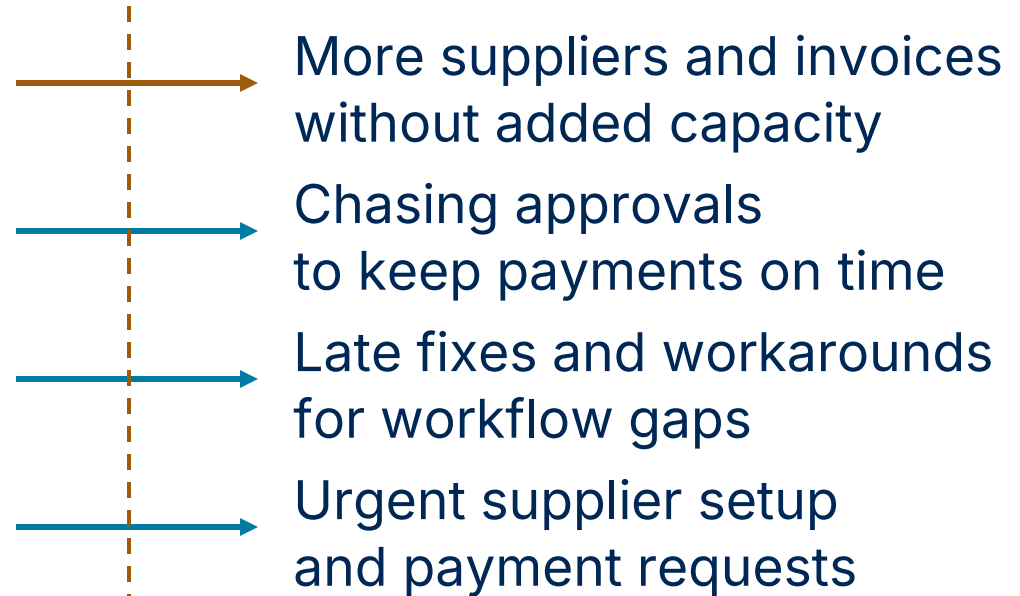
Purchasing system selected

AP requirements can be handled later

Project launch scheduled

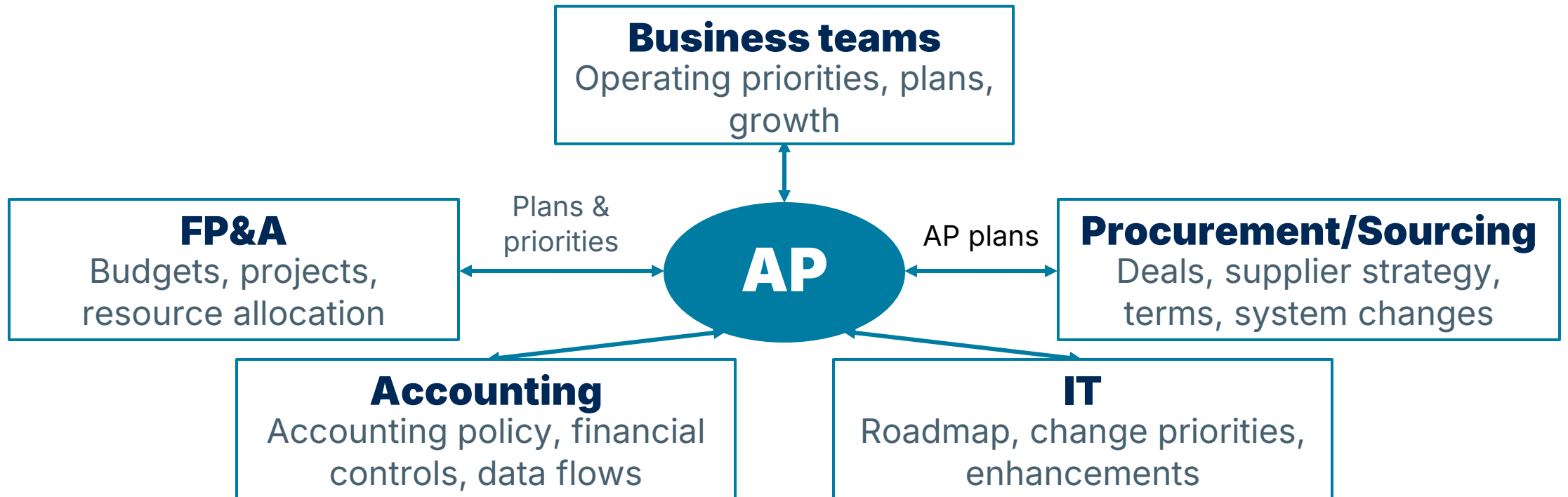
Supplier setup will be complete by launch

AP JOINS AFTER THE COMMITMENT



AP in the planning conversation

Do you meet regularly with these teams before there's an issue?



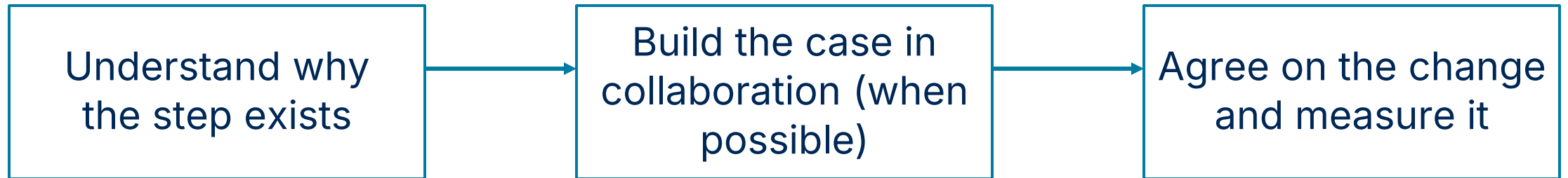
What's coming on both sides? Who else is affected? What should we plan together?

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Leading improvement across teams

WHEN PROBLEMS SURFACE

Can we eliminate the requirement that keeps creating work?

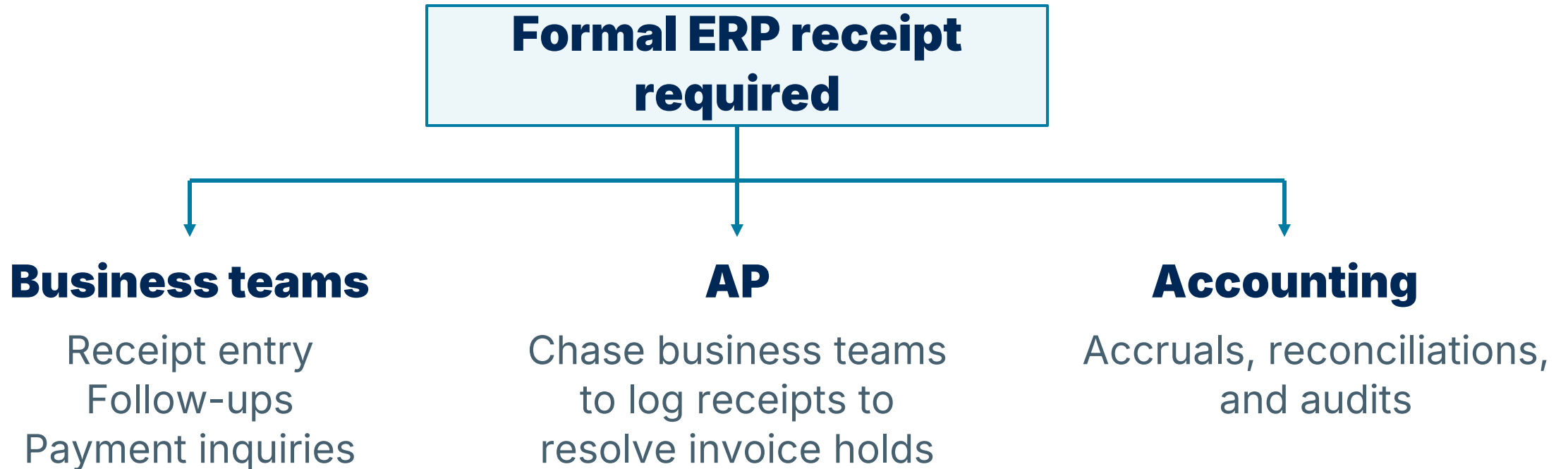


Show of hands: who requires receipts for non-capex goods?

The work reaches beyond AP

Goods arrived. The invoice is correct. The payment is due but the ERP receipt is missing.

Which purchases still need this requirement?



Non-CapEx Goods Receipt Example

AP and Accounting build one case

A recommendation informed by the teams doing the work

AP

Owner of recurring holds and delays
Work across the process

Accounting

Controls and close needs
Cutoff and liabilities



Joint proposal: Alignment on work to eliminate

Non-CapEx Goods Receipt Example

Business hours saved across teams

Measure and quantify the time savings across functions

Business teams/ Stakeholders

Receipt entry
Repeated follow-ups

AP

Hold handling
Chasing and rework
Tickets

Accounting

Receipt accrual reviews
Reconciliations

Hours before – hours after = net business hours saved

Non-CapEx Goods Receipt Example

Building a joint proposal: Remove receiving requirements for non-Capex purchases

No routine ERP receipt required for this approved scope



Agreed tolerances and a route for disputes or non-delivery

Accounting agrees expense cutoff and liability capture

Proposed test: 30 days, including at least one period-end close

Getting Buy-in: "no" is a powerful tool

Seeking a "yes"

Can we run a 30-day pilot
with one business team?

Can AP join the monthly
business planning meeting?

Can we use two hours a week
to improve this process?

Can we simplify approvals
for low-risk purchases?



Opening with a "no"

Would you oppose a 30-day
pilot
with one business team?

Would you object to AP joining
that monthly planning meeting?

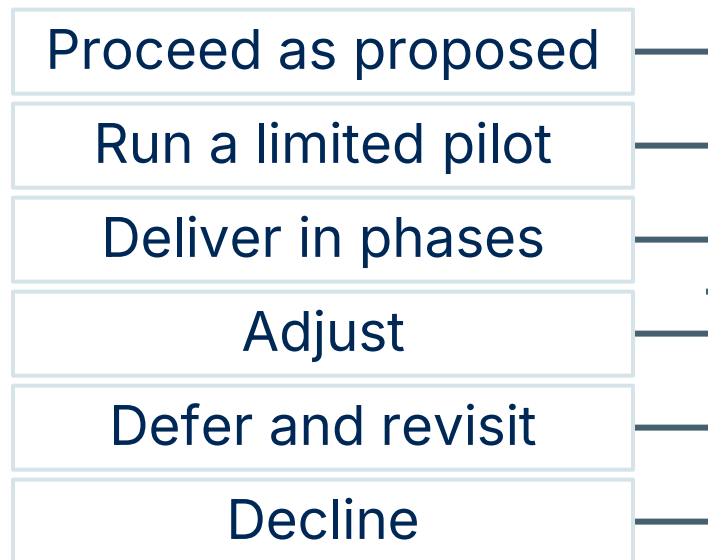
Would you object to two hours
a week to improve this process?

Would you oppose simplifying
low-risk purchase approvals?

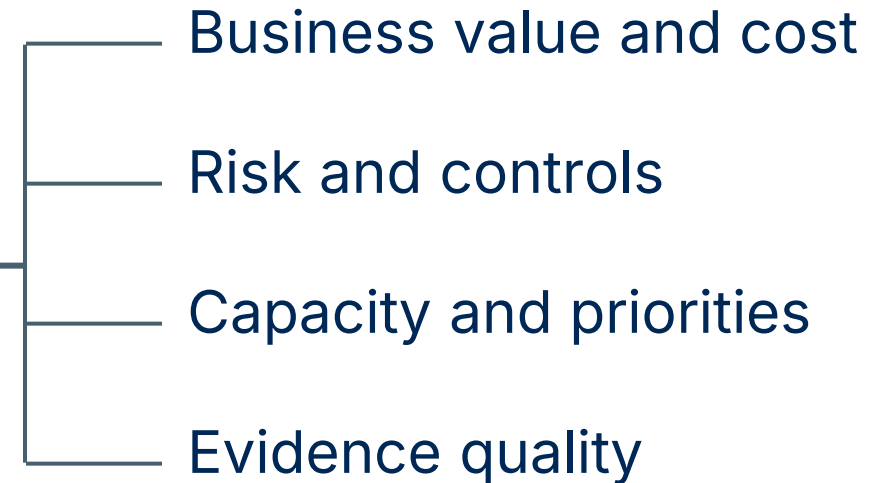
How leaders evaluate the ask

Include the cost and risk of doing nothing

DECISION OPTIONS



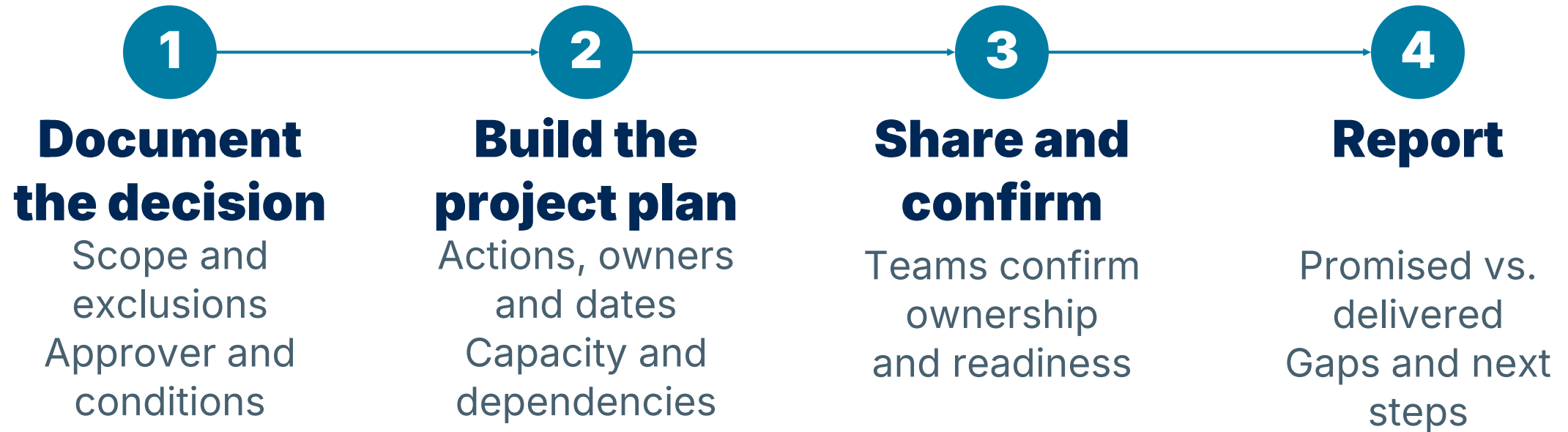
WHAT LEADERS WEIGH



Reframing pushback

Leadership pushback	AP leadership reframe
<i>We have bigger priorities</i>	Let's compare the business cost of waiting with the priorities this would displace
<i>No budget or bandwidth</i>	Let's scope a smaller test and agree what it would take to make room
<i>This is an AP problem</i>	The work reaches the Business and Accounting too - here are the total hours, delays, and rework that result
<i>It's too risky</i>	Which risk matters most? We can shape the scope, safeguards and stop criteria around it.
<i>I'm not convinced it will help</i>	Let's agree what evidence would support a decision, then test against that standard.

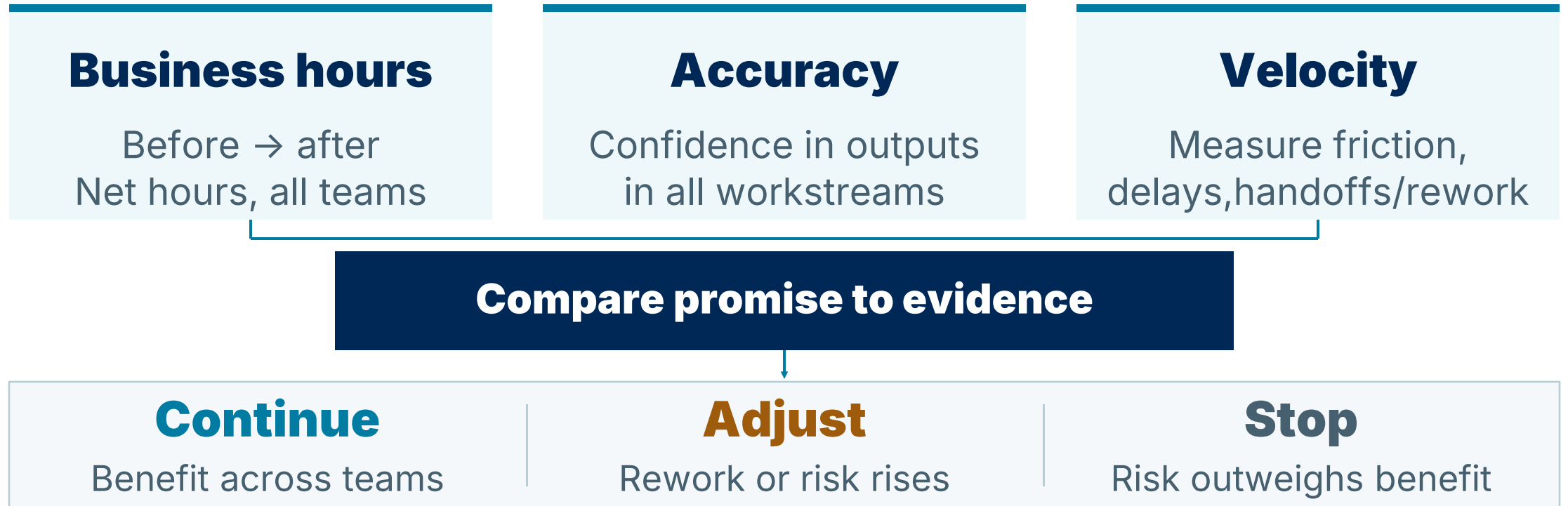
What makes the commitment real



If phasing is needed, deliver the greatest impact first

Did the change deliver?

Review after 30 days and at least one period-end close



Actionable Takeaways

Turn AP insight into a shared business decision

1

Choose one partner

Whose plans affect AP?
Who needs visibility into ours?

2

Explore one opportunity

What is coming next?
What could we improve together?

3

Agree on next steps

What will each person do,
and when will we reconnect?

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QUESTIONS?

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