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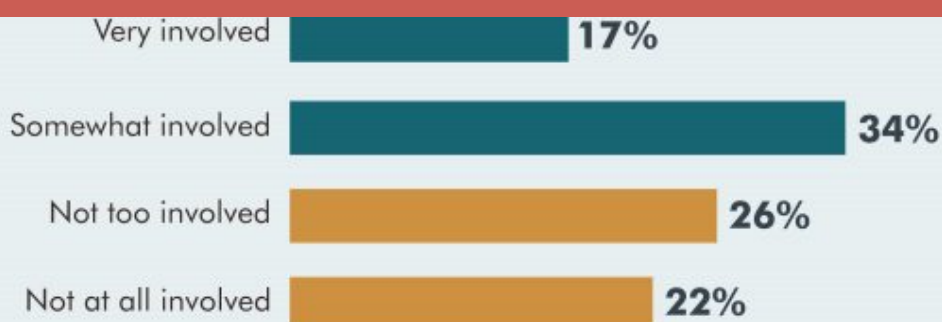
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Robert Half Management Resources survey, 51 percent of CFOs said they play at least some role in ...

Aug. 17, 2017

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### Ways CFOs are involved in shaping corporate culture

- #1** Use company principles and values to guide actions
- #2** Contribute to the development of the company's mission
- #3** Collaborate with other executives to define the desired culture
- #4** Speak regularly with employees about the culture
- #5** Contribute to training and onboarding programs

Source: Robert Half Management Resources  
survey of more than 2,200 CFOs

Responses do not total 100 percent due to rounding

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Beyond managing their company’s finance function, many CFOs also feel

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CFOs were asked, “How involved are you in shaping your company’s corporate culture?” Their responses\*:

Very involved	17%
Somewhat involved	34%
Not too involved	26%
Not at all involved	<u>22%</u>
	99%

*\* Responses do not total 100 percent due to rounding.*

CFOs who reported being somewhat or very involved also were asked, “How are you involved in shaping your company’s corporate culture?” Their responses\*\*:

Use company principles and values to guide actions	83%
Contribute to the development of the company’s mission	79%
Collaborate with other executives to define the desired culture	78%
Speak regularly with employees about the culture	76%
Contribute to training and onboarding programs	72%

*\*\* Multiple responses permitted*

“CFOs enjoy vast influence throughout their organizations – more than many people

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best for the firm.”

Robert Half Management Resources offers additional tips to help executives build a strong corporate culture:

- **Tell employees why their work matters.** Make sure you or management talk to staff about [how they contribute](#) to the company's success. People want to know how they make a difference, which will help them stay focused on your firm's key objectives.
- **Say “thank you.”** Foster a culture of appreciation, where people see their work is recognized. In the process, you'll reinforce the level of expected performance.
- **Give people tools to advance.** Invest in training and develop career paths, including identifying specific support the company can offer to help employees meet their individual and team goals.
- **Keep staff updated on [financial performance](#).** Employees are interested in hearing how your firm is doing. Leaving them in the dark can lead to stress, disengagement and speculation.
- **Turn jobs into careers.** People want to enjoy where they work. Show them how they can succeed at your organization, and conduct team-building activities that allow colleagues to develop stronger ties.

Accounting

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