

# Newsflash

FROM LINDA SWERLING

**April 15, 1997** - For the next several issues of my News Flash, you will have an opportunity to see ways that Level II Solutions has helped businesses through a series of client success stories.

## **DIFFICULTIES WITH TURNAROUND TIME AND REPORT GENERATION - A SYSTEMS APPROACH**

### **SITUATION:**

The management team of a \$10 million services firm with over 85 employees was having some doubts about the overall effectiveness of its accounting department. In general, it seemed that

- ◆ The accounting department was taking too long to complete routine accounting functions
- ◆ Turnaround time for specific rush requests was quite slow
- ◆ Staff felt as if they were under excessive pressure most of the time.

No one knew if the problems were related to lack of available information, a staff shortage, or some unknown factor. Management just knew that something was not working.

The director of finance and administration called me to say that management felt that the accounting department needed to be evaluated because it did not seem to be running efficiently.

### **SOLUTION:**

By using a systems approach which included spending time on site observing how the department functioned, how individuals performed, and what systems and processes they used, we came to the conclusion that the

problem was not how the department performed the accounting function - corrections in this area were minimal. The real issues revolved around communications - both within the department and throughout the company - as well as management development. To help solve these problems, Level II Solutions:

- ◆ Provided training in communications to help the department market and sell accounting internally
- ◆ Assisted the director of finance and administration and the controller in redefining their job responsibilities to move day-to-day management and authority to the controller
- ◆ Suggested adding one full-time staff member to the department to reduce turnaround time on requests and reduce tension.

### **RESULTS:**

With these changes in place, the department is now functioning well and response to requests has dramatically improved.

*As always, Level II Solutions is a resource for problem solving, strategic planning, business start-ups, operations, finance and accounting, cash flow management, information technology, and human resources. Until the next News Flash ... Have a great spring!*

**LEVEL II  
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