



The Roadrunner

August 2016

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IMA Names Marc Parker 2016-2017 Chair of Global Board of Directors

[IMA](#)® announced Marc Parker, CMA and Principal of MPP Associates, Inc., as Chair of IMA's Global Board of Directors for Fiscal Year 2016-2017 through June 30, 2017.

As Chair, Parker will elevate awareness of the [CMA® \(Certified Management Accountant\)](#) program and oversee a number of initiatives connected to his passion for volunteerism and continuing education. He will also continue his work with IMA's Governance and Nominating Committees.

Parker first joined IMA's New York chapter in 1975, and has since held a variety of senior volunteer positions including Long Island Chapter president, his home chapter; Metro NY Council president; national vice president; national director; and many more.

"For 41 years, Marc has been a continuous asset to the success of IMA through his passion to lead and drive to give back to the accounting and finance community," said [Jeff Thomson](#), CMA, CAE, IMA president and CEO. "We're thrilled to leverage his extensive expertise to further IMA's mission and elevate the prestige of the CMA credential."

Marc's career spans more than three decades, where he has held senior financial management positions with small and midsize public and private companies. Prior to serving as Principal for MPP Associates, Inc., Marc worked as managing director of the Finance and Accounting Practice Group of Madison Davis Professional Services (MDPS), LLC, which he joined by merging his consulting practice with MDPS in 2004.

Marc earned his B.S. in Accounting from Rider University and an M.B.A. in Finance from St. John's University. Marc also serves on the Board of Directors of the Accountant Attorney Networking Group and is a Past President. In 1973, he co-founded the Glen Oaks Volunteer Ambulance Corps, which continues to operate today.

The August issue of *The Roadrunner* newsletter focuses on Management. As management accountants, many of us serve in management roles in our organizations. IMA supports our members by providing management related education and resources. These soft skills round out our professional toolkit and help us climb the career ladder.

AZ Valley of the Sun Chapter President's Message

Dear IMA AZ Valley of the Sun Chapter Members,

Management is key to the proper operation of any business. From a leadership perspective it is important to remember that time is a very limited resource so appropriately managing your time, prioritizing tasks, and delegating to teammates are important aspects of your day.

August, being back-to-school time, makes me think back to late nights in college working to complete a project at the very last minute. While assignments may get completed, we tend to reflect on the experience and think that it would have turned out so much better if we started earlier, allotted an extra day, or simply had a clear mind to review the finished work one last time before submitting the end product. It is funny how the real world features many parallels to the college experience: we are constantly jumping from one deadline to another and having to prioritize tasks either by level of importance or looming deadline.

Being a corporate accountant, I personally struggle with a heavy accounting close workload because, like many people, I feel confident in the entries and duties I perform during close and am hesitant that my newer teammates will commit and error and create more time-consuming work. The truth is, while mistakes may occur, making the initial sacrifice to explain methodology one month can result in exponential time savings in the future as the trainee becomes proficient in the task, freeing you to devote more time to other pressing issues.

The goal in recruiting is to surround ourselves with highly skilled and competent individuals to help the organization, as a collective unit, meet its goals. By properly utilizing manpower we not only help improve business efficiency, but overall quality and job satisfaction improve when we work together. We are faced with so many time constraints in our professional lives; don't forget that one of your company's most valuable assets is only a few feet away.

Sincerely,

Trey Ballard, MBA

IMA AZ Valley of the Sun Chapter

2016-2017 President

How to Manage a Multigenerational Workforce

In any company where a wide range of experience exists, chances are you also have a multigenerational workforce. Your finance department likely has baby boomer controllers, Gen X tax managers, Gen Y financial analysts and Gen Z payroll specialists. They may have a lot in common, however being formed by the decade in which they came of age, they also have varying outlooks, values, communication preferences and work styles.

If you're the manager of this disparate group — and depending on which generation you fall in — you may wonder about how to lead such a wide range of ages. Here are four tips on how to lead a multigenerational workforce.

1. Understand the various generations

To manage a multigenerational workforce, you have to know what makes them tick. The four generations in today's workforce have unique preferences, from general behavior to decision-making processes.

Baby boomers (born 1946–1964) are work-centric, independent, tend to challenge the rules and have a somewhat guarded communication style.

Gen X (born 1965–1977) grew up in the boomers' shadows. They're a little cynical, a lot individualistic and are highly adaptable to change.

Gen Y (born 1978–1989) came of age as internet technology emerged and dominated their world. They tend to prioritize family, friends and teamwork.

Gen Z (born 1990–1999) are tech natives. They have never known a world without the internet, are constant communicators and, having seen their parents weather the Great Recession, desire stability.

Of course, not every member of these generations can be neatly categorized; there's a wide range of behaviors within each group. These are general tendencies that can provide business leaders with useful insights about how to manage a multigenerational workforce.

2. Promote a mutually respectful workplace

For millennials (a term that refers to both Gen Y and Gen Z combined) to work well with older generations, they have to get to know each other on more than just a superficial level. According to [Get Ready for Generation Z](#), a white paper from Robert Half and Enactus, 45 percent of Gen Zers expect working with baby boomers to be difficult. They're concerned they will be seen as "kids" and won't be taken seriously. Similarly, boomers may be puzzled by the communication preferences and work ethics of the youngest working generation, and are afraid they will be seen as old-fashioned or irrelevant.

(continued on page 4)

How to Manage a Multigenerational Workforce

(continued from page 3)

As a manager of an accounting or finance group, one of your roles is to strengthen work relationships and promote camaraderie. Help the generations mix, mingle and learn about each other with [team-building](#) activities. Promote the mindset that each generation has much to offer the team. Be generous with your acknowledgement of different cohorts' contributions. Your employees reflect senior management's values, so make sure you're setting a good example.

3. Provide professional development throughout the organization

Your Gen Z workers are eager to learn and rapidly advance their careers. In fact, our research shows that 56 percent of Gen Z respondents want to be working their way up the corporate ladder or managing employees within five years of graduating from college. This go-getting generation of accountants will need some help getting there. Set them up for success by giving them plenty of opportunities and resources to develop their communication skills, [office etiquette](#), customer service abilities and aptitude for leadership.

Gen Z isn't the only generation that can benefit from continuing professional education and development. Seminars and workshops are effective ways to provide team-wide training. They keep *everyone* up to speed on the newest developments in the accounting and finance fields. Most survey respondents cited in [The People Puzzle](#), a report from Robert Half and the American Institute for CPAs, said they prefer in-person training opportunities such as on-site workshops (28 percent) and off-site conferences or seminars (23 percent). Encouraging staff to attain [professional certifications](#) helps your department gain a deeper knowledge base.

4. Establish mentoring programs

Mentoring is an excellent means of solidifying the bonds of a multigenerational workforce. A recent Robert Half [survey](#) found that while 86 percent of CFOs interviewed say it's important to have a mentor, only 26 percent of workers have one.

If your accounting firm or finance department doesn't have a [mentoring program](#), start one. If you have one but it's inactive, it's time to resurrect it. You should also encourage reverse mentorships, where Gen Yers and Gen Zers teach senior staff a thing or two about areas where they have expertise, such as [social media](#) best practices.

Helping members of a multigenerational workforce interact smoothly and productively is a must-do for managers today. Understanding that all employees — from boomer to Gen Z — have much to offer a company will allow you to make the best use of everyone's talents.

Accountemps, a Robert Half company, is the world's first and largest specialized staffing firm for temporary accounting, finance and bookkeeping professionals. Accountemps has more than 325 locations worldwide. More resources, including job search services and the [Accountemps blog](#), can be found at roberthalf.com/accountemps.

IMA Student Leadership Conference

DETROIT | NOV. 10-12, 2016

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REGISTRATION OPENS SEPTEMBER 6, 2016

Learn how you can make your career happen at IMA's Annual Student Leadership Conference. You'll hear from inspiring speakers, create new contacts, and connect with industry leaders in a dynamic, friendly environment. Don't miss these three exciting days of learning, networking, and fun. www.imastudentconference.org



Community Service Project - Bottled Water Drive

This year our IMA AZ Valley of the Sun Chapter will be supporting a variety of organizations with community service projects. These are easy and fun ways for members to get involved, get to know other IMA members and give back to the community.

Help us help others with the upcoming **Bottled Water Drive** where we will gather donations at the **August 16th** Net-Tech session. Bring some bottled water to the meeting and help us top previous year's collection totals.



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Leadership Academy Webinar

Delegation Skills

Tuesday, August 16, 2016

Presenter: Antoinette Spina, CPA - Shareholder, Bailey, Carr CPAs PC, Former IMA Global Board of Directors Member

Moderator: Larry L Loyed CMA, CFO Aderhold Properties

Event Description

This exciting workshop will explore the art of delegating effectively and identify the skills necessary to be a more effective manager in the accounting profession.

Learning Objectives

After this webinar, you will be able to:

1. Define delegation.
2. Describe how to assign tasks and responsibilities to others.
3. List obstacles which hinder delegation.
4. Describe the essential management skills of delegation.
5. Identify the coaching principles to ensure success in the delegation process.
6. Provide examples of giving performance feedback.

Price: Free

CPE Credit: 1.5 hour

Field of Study: Personal Development

Research Area: Business Leadership & Ethics

Program Level: Basic

Prerequisite: None

Advanced Preparation: Download participant guide

Instruction Method: Group Internet

Visit the IMA Global Website www.imanet.org for more webinars and registration.

IMA Wild West Council

2016-2017 Board

President	Deb Michalowski
Past President	Diane Hewlett
Global Director	Nancy McCleary
Treasurer	Diane Hewlett
Secretary	Stuart Gibb
V.P. Administration	Mitch Lenoil
V.P. Chapter Relations	Pem Smith
V.P. Meetings	Tyler Meyers
Director-Webmaster	Pem Smith
Director-Newsletter	Nancy McCleary
Director-Email	Kendall Argust
Director-LinkedIn/LinkUP	Pam Zanzucchi
Directors – Meetings:	Kelly Benner
Directors – Education	Camille Cook Ron LaPlante Celeste Porter
Director - CMA	Derek Heijmans
Director - Conferences	John Campbell
Chapter Mentors	Lyle Braithwaite Robert Burya Frank Garcia Don Hartman

Get Social with the IMA Wild West Council



[www.facebook.com/
imawildwestcouncil](http://www.facebook.com/imawildwestcouncil)

[@IMAWWC](#)

WWC 2016-2017 Calendar

August 12 - 13, 2016 - San Diego
 October 28 - 29, 2016 - Tucson
 January 20 - 21, 2017 - Inland Empire
 April 21 - 22, 2017 - Phoenix

Hotel location: Country Inn & Suites by Carlson-San Diego North
 5975 Lusk Blvd, San Diego, CA 92121
 IMA Rate is \$150.00 per night
 To register, call 858 558-1818

Agenda

Friday, Aug 12: 4 Hours of CPE
 1:00 - 5:00 Topics to be announced
 Location: Country Inn & Suites by Carlson - San Diego North, Salon A

Evening – Dinner with San Diego Chapter

Saturday, Aug 13:
 8:30 - Noon - Wild West Council Meeting
 Location: Country Inn & Suites by Carlson - San Diego North, Salon A

8:30 am to 9:00 am: Registration, Networking and Complimentary Continental Breakfast

9:00 am to 12:00 pm: Council Meeting

12:00 pm - 1:30 pm: Lunch on your own

1:30 - 5:30 - Social/Networking Event (TBD)

6:30 pm – Dinner – The Shores Restaurant

Chapter members are welcome to join us for the Wild West Council for CPE, updates, fun and networking.

August 16, 2016 Net-Tech Session

Date: Tuesday, August 16, 2016

Time: Networking 5:30 - 6:00pm / Dinner: 6:00pm - 7:00pm / Session: 7:00pm - 8:00pm

Session: The New Revenue Recognition Rules

Speaker: James Comito, Shareholder of Mayer Hoffman McCann P.C., National Director of National Standards

Description: Our speaker this evening is from CBIZ. He will guide us through some of the changes in the manner of recognizing revenue under the latest rules promulgated by FASB. There are many circumstances where the new rules will differ from the old rules in application, so it is important that we understand the "How To" of these new rules & how they can affect our businesses.

Amount of CPE: 1 hour

Menu: TBD

Cost: Members \$37, Non Members \$42, Students \$5

RSVP Due: Thursday August 11, 2016

Register online at www.imavalleyofthesun.org and use our credit card payment option.

Save the Date - Upcoming Net-Tech Session Topics

August 16th - Revenue Recognition for FASB

September 20th - Economic Forecast

October 18th - Accounting Careers: 2 hour afternoon and 1 hour evening session

November 8th - Not for Profit Accounting and Tour at Desert Botanical Garden

December 13th - Business and Link Up-LinkedIn



Accounting & Financial Women's Alliance
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The Association of
Accountants and
Financial Professionals
in Business

2016 Empowering Today's Accountant Seminar

Saturday August 27, 2016 8:00am - 5:00pm

Desert Willow Conference Center

4340 East Cotton Center Blvd
Phoenix, AZ 85040

The Accounting & Financial Women's Alliance Mesa East Valley Chapter and the Institute of Management Accountants AZ Valley of the Sun Chapter are presenting the 10th Annual Empowering Today's Accountant Seminar. Attendees will earn 8 hours of CPE from a mix of technical and professional development sessions including Accounting Updates, Internal Control, Communication, Audit Updates and Strategic Thinking. Expand your professional network by joining AFWA and IMA members for a day of education and networking.

	Regular Registration	Early Registration
AFWA / IMA Member Registration:	\$150	\$125
Other Association Registration:	\$200	\$175
Regular Registration:	\$250	\$225
Student Registration:	\$25	\$25

Early Registration Deadline: July 15, 2016 Final Registration Deadline: August 20, 2016

Space is limited

Seminar details and registration available at www.mesaeastvalleyafwa.org/seminars.



*IMA's Certification for
Accountants and
Financial Professionals
in Business*

The CMA Corner

Value of CMA Certification: Large Company & Nonprofit Perspective

Whether you work at a massive public company or a prominent service-focused nonprofit (and everywhere in between), holding the CMA® (Certified Management Accountant) certification can add value to your career and offer benefits to your organization.

Take the case of Jake Greenman, CMA, who works at Hormel Foods, based in Austin, Minn. He's been at the company for 12 years now, and it's clear to him that there's a huge premium placed on the certification.

"To get promoted at our company in the finance and accounting function, you pretty much need to be a CMA," he said. "It's just something that's become part of our culture and it's almost a requirement now if you want to move up." Greenman reports that a staggering 80% of new hires who join the company go on to attain their CMA. To help employees pursue their certification, Hormel provides generous financial assistance, including reimbursing for CMA exam fees, study materials, and IMA membership.

That was certainly the case for Greenman, who became a CMA about five years ago. He's seen the benefit of being a CMA in his own career, where he now serves as controller at the Hormel plant in Osceola, Iowa.

It's not just a large public company that can benefit from the skill set offered by a CMA. André Alexander, CMA, CPA, currently works at WGBH, a large nonprofit media group in Boston. Alexander has worked for many years in the non-profit and service sectors in Washington, D.C.

"Although I'd probably agree that the CMA is better known in the manufacturing sector, it definitely has provided benefits to my own career," he said. "I became a CMA more than 20 years ago, and I must say that on a daily basis, I probably spend 90% of my time using the skills tested on that exam and only about 10% on the skills I learned as a CPA," he explained. "If more people knew about the advantage of the CMA skill set, I think there'd be a strong uptick in demand, particularly in the nonprofit sector. I'd certainly like to see that happen."

To help contribute to that awareness, Alexander does his part to inform and encourage others in his organization about the benefits of certification. For more information about the CMA, please visit www.imanet.org/certification.

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IMA AZ Valley of the Sun Chapter

2016 - 2017 Board of Directors

President	Trey Ballard	VP Communications	Brian Haberlin
President-Elect	Tom Dopler	Email Distribution	Brian Haberlin
VP Administration	Travis Magneson (P)	Asst Email Distribution	Diane Hewlett (P)
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Assistant Treasurer	Kendall Argust	Publicity	Trey Ballard
Secretary	Nancy Thurber	Webmaster	Deb Michalowski (P)
Past President	Sal Forzano (P)		
Past President	Cheryl Brock (P)		
		VP Membership	Travis Melham
		Member Relations	Kendall Argust
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Co-Director	Nick Stefaniak (P)	Sponsorships	Chris Stich
Co-Director	Tom Dopler	Employment	Chris Stich
Co-Director	Pam Zanzucchi (P)	Student Relations	open
Co-Director	Deb Michalowski (P)	SCST Scholarship	Donna DeMilia
CMA Program	Julie Wilson	SCST ASU	Nick Stefaniak
Asst CMA Program	open	SCST DeVry	Robert Norton
Education Reporting	Dawn Sandberg	SCST GCU	open
Certificate Reporting	open	SCST Internship	open
Webcaster	Kathleen Moren (P)		
Meetings/Attendance	Ron Caron (P)		
Raffle	Susan Bobbe		

Please contact Trey Ballard if you are interested in serving on the chapter board, on a committee or volunteering for an event. Email Trey at charles.ballard3@gmail.com. Members are welcome to join us at monthly board meetings. Check the events page for the date and location of board meetings.

IMA AZ Valley of the Sun Chapter Member August Anniversaries

1-10 Years

Cathy Margolin, CPA, CGMA, CITP
Matthew Collins
Thad Heibult
Annalie Paulo Homes
Jacobus Ignatius Debruyn, CMA
Jacqueline Ann Bell
Rebecca Rose Waschak
Deanne Falise
Brandon Hubbard
Randall Scott Reed, CMA
Julie Beth Wilson, CMA
Stephanie Sandner
E Chad Lund, CMA
Steve Francone, CMA
David H Wood, CMA, CTP, CPA
Amy E. Lyn, CMA
Kerstin F. Hancock, CMA
Chelsea Owens
Steven Cohen

11-20 Years

Jessica Perkins
Nancy H. Bolin, CMA, CFM, CPA
Stu R. Wilbur, CMA, CFM, CPA
Ronald L. Caron Jr, CMA
Neil H. Baier, CMA, CFM

21-30 Years

Dean M. Taylor, CMA, CPA
Marcey Mende
Kimberly K. Peek, CMA, CPA

31-40 Years

Jerry L. Ford, CMA, CPA

Strategic Finance: Experience Leadership

In the August 2016 issue of Strategic Finance, the Leadership and Careers Column focuses on the IMA Leadership Experience opportunity available to select students.

Five outstanding students from IMA Higher Education Endorsement Program member schools had the unique opportunity to participate in the inner workings of the IMA Global Board and committee meetings as part of the IMA Leadership Experience.

This innovative program is designed to expose top students to governance and leadership skills, two attributes that are critical to long-term career success. Nominated by their professors, the students who participated in the February 2016 events in Phoenix, included Lidiya Nikolayev, John Bowling, Haseeb Mohammad, Charles Wilson, Amirali Moeini Chaghervand.

Students attended a CFO reception and IMA Board committee meetings. Committee members welcomed the students' perspectives and remarked that having their input during the meetings was extremely beneficial. The next Student Leadership Experience will be February 16-18, 2017, in San Diego.

IMA will be accepting applications in early fall from qualified students who are nominated by their professors. This opportunity is available only to students at IMA Endorsed Schools, so if your school isn't part of the IMA Higher Education Endorsement Program, consider applying so your students will be eligible to participate.

For more information about the IMA Leadership Experience, please contact Pat Stefanczyk, IMA vice president of governance and volunteer service, at pstefan-czyk@imanet.org.

Visit the IMA website www.imanet.org for the full article and the latest issue of Strategic Finance.



Upcoming Chapter Events



Aug 9th
Board Meeting
Macayo's Phoenix

Aug 12-13
IMA Wild West Council Meeting
San Diego, CA

Aug 16th
Tech Session - Revenue Recognition Rules
Phoenix Airport Marriott

Aug 27th
IMA / AFWA Seminar
Desert Willow Conference Center—Phoenix

Sep 13th
Board Meeting
Macayo's Phoenix

Sep 20th
Tech Session - Economic Update
Phoenix Airport Marriott

Vision Statement

The world's leading association for management accounting and finance professionals.

AZ Valley of the Sun Chapter
P.O. Box 2771
Scottsdale, AZ 85257-2771

www.imavalleyofthesun.org



The Association of
Accountants and
Financial Professionals
in Business

Mission Statement

Provide to members personal and professional development opportunities through education, association with business professionals, and certification in management accounting and financial management skills. Ensure that IMA is universally recognized by the financial community as a respected institution influencing the concepts and ethical practices of management accounting and financial management skills.

August 2016

Reminders:

- Take advantage of free CPE, sign up for the monthly IMA webinars.
- Register for the August 27th IMA / AFWA Seminar by Aug 20th
- Enjoy San Diego with the IMA Wild West Council Aug 12th-13th
- Bring donations for the Bottled Water Drive to the Aug 16th tech session!

Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1	2	3	4	5	6
7	8	9	10 Webinar	11	12	13
		Board Meeting			WWC San Diego	WWC San Diego
14	15	16 Webinar	17 Webinar	18	19	20
		Net-Tech Session				
21	22 Webinar	23	24 Webinar	25	26	27
						IMA/AFWA Seminar
28	29	30 Webinar	31 Webinar			