

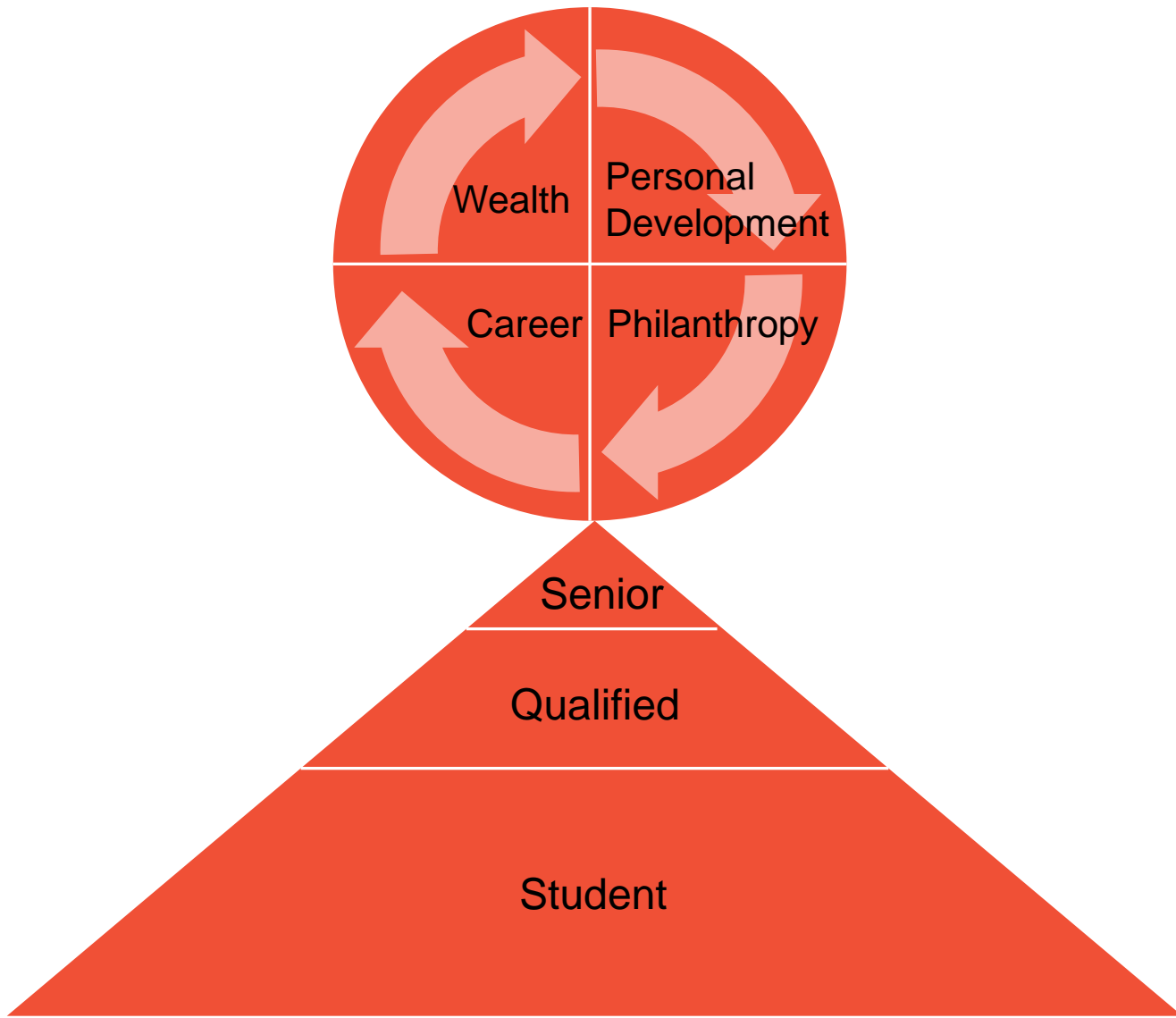


# The Transformational CFO

## From Core Finance to Corporate Strategy

John Winter

Head of ACCA Australia and New Zealand





- Exclusive network for CFOs, aspiring CFOs and selected 3<sup>rd</sup> party providers
- Our goal is to help transform the role of the CFO from isolation to one of collaboration, influence and leadership
- Our network, event and resources provide the platform to connect, share knowledge, fast-track career progression and stay ahead of the pack in the new modern economy.

## Transforming the role of CFO from isolation to integration


CFO 2015 is an exclusive private network for **CFOs**, **aspiring CFOs** and selected **third party providers** who can contribute to their success.

Our goal is to transform the role of the CFO from a place of isolation to one of collaboration, influence and leadership, leveraging their power to influence positive change in society through ethical and sustainable business practice.

Our network, event and resources provide the platform to share knowledge, fast-track career progression and stay ahead of the pack in the new modern economy.

[Register your details](#) to get involved or find out more.




 SEARCH

### NEXT EVENT: Employment Trends for 2013



Join us for our first Boardroom Workshop in 2013 and receive an exclusive pre-release briefing on Hudson's 2013 Salary Guide.  
[Find out more & register](#)

### Connect with CFO 2015



Are you part of the CFO 2015 LinkedIn group? [Join us now](#) or [subscribe to our mailing list](#) for event invitations and special news.

### News and Views

[Upcoming event: Employment Trends for 2013](#)

[CFO Spotlight: Michael Bradburn](#)

[2012 year in review: Collaboration and exploration with CFO 2015](#)

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### Web Headlines

[U.S. Corporate Earnings Whipsawed by Yen's Drop](#)

[US Airways CFO Could Benefit From Prior Mergers](#)

[Big Data Getting Smaller, Cheaper](#)

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### Resources

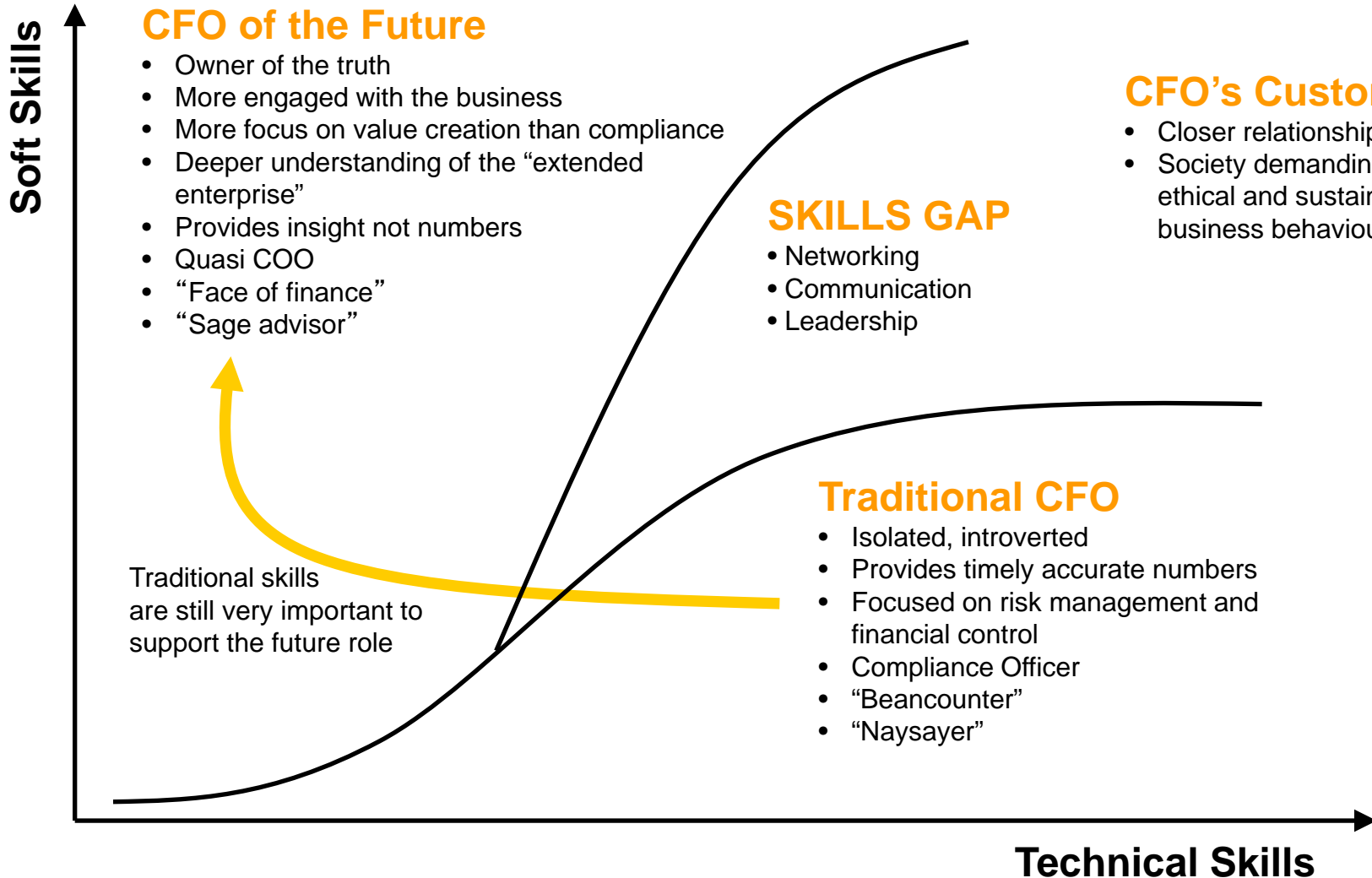
[The Expanding Role of the CFO: Using Technology to Drive Value for the](#)

[Nurturing Europe's Spirit of Enterprise: How Entrepreneurial Executive](#)

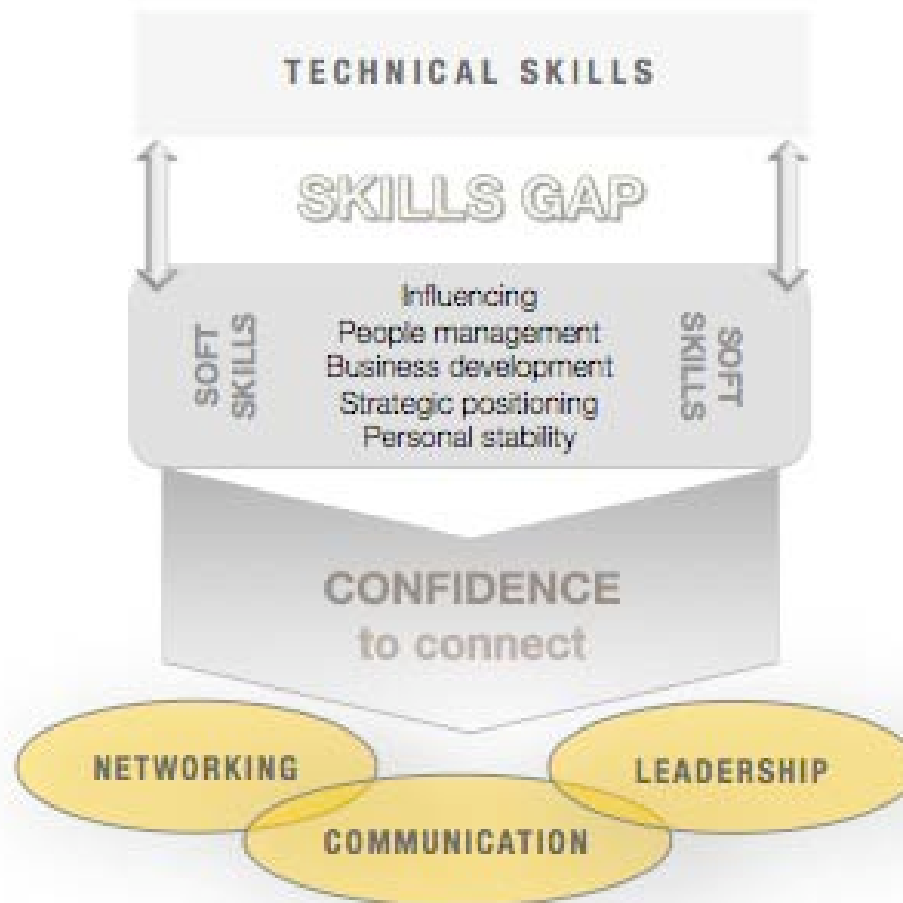
[How to Be a Strategic Communicator: 5 Tips for CFOs](#)

www.cfo2015.com

# The Changing Role of the CFO



# The New CFO Skillset



# CFO's Customers and Career

- A modern CFO must have the confidence to connect, which means making an effort to develop strong networking, communication and leadership skills.
- To effectively manage your key relationships or customers, it's also critical for CFOs to understand their own internal drivers and take control of their career management.
- A lot of our feedback from CFOs and CEOs alike suggested that the ideal relationship between a CFO and a CEO should be one of partnership rather than subordination.
- It was clear that the Board of Directors is the most important customer to the CFO, due to the Board's increasing involvement in not only determining the style of CFO required but also selecting the individual.



# CFO Task Audit

## COMFORT ZONE

*Tasks I like to do and am good at.*

**80%**

## GROWTH ZONE

*Tasks I like to do, but am not good at.*

**10 – 15%**

## DANGER ZONE

*Tasks I don't like, but am good at.*

**10 – 15%**

## NO-GO ZONE

*Tasks I don't like and am not good at.*

**0%**



## The complete finance professional 2013

Why breadth and depth of finance capability matter in today's finance function



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ACCA RECENTLY UNDERTOOK A SURVEY OF CFO'S, FINANCE DIRECTORS AND OTHER SENIOR FINANCE DECISION MAKERS IN THE UK, UNITED ARAB EMIRATES, RUSSIA, CHINA AND MALAYSIA

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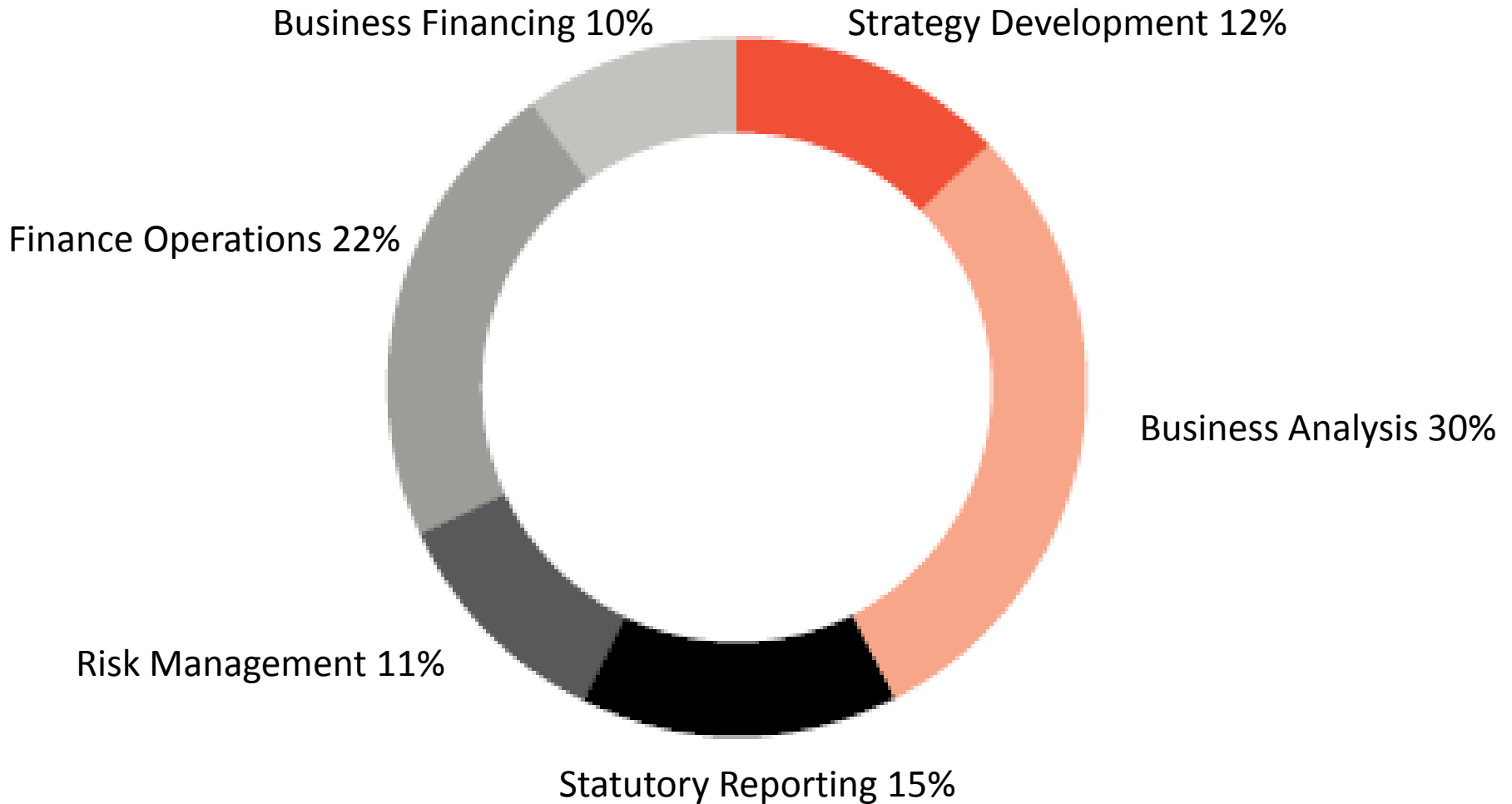
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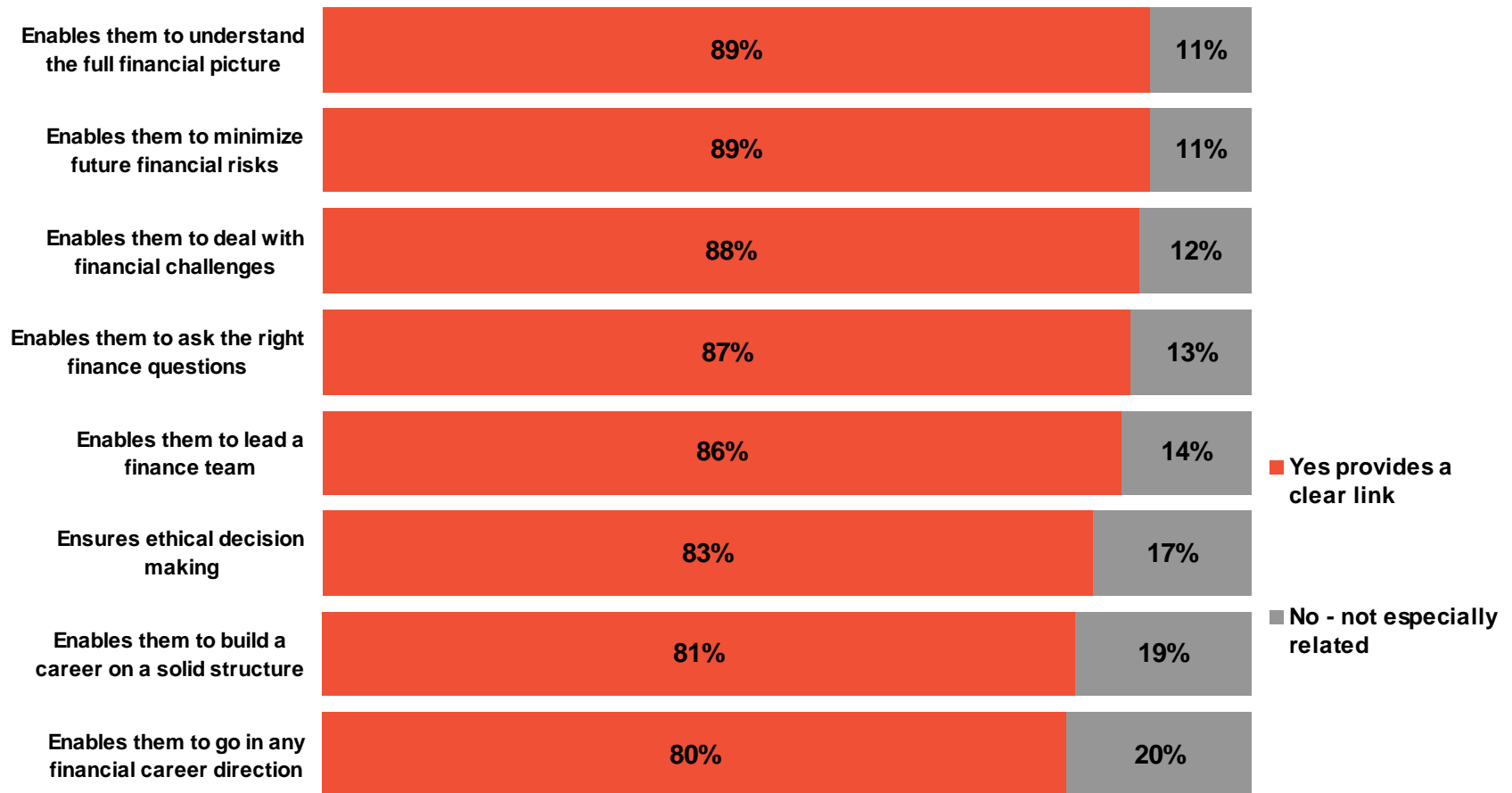
FINANCE LEADERS PARTICIPATED IN THE CFO SURVEY

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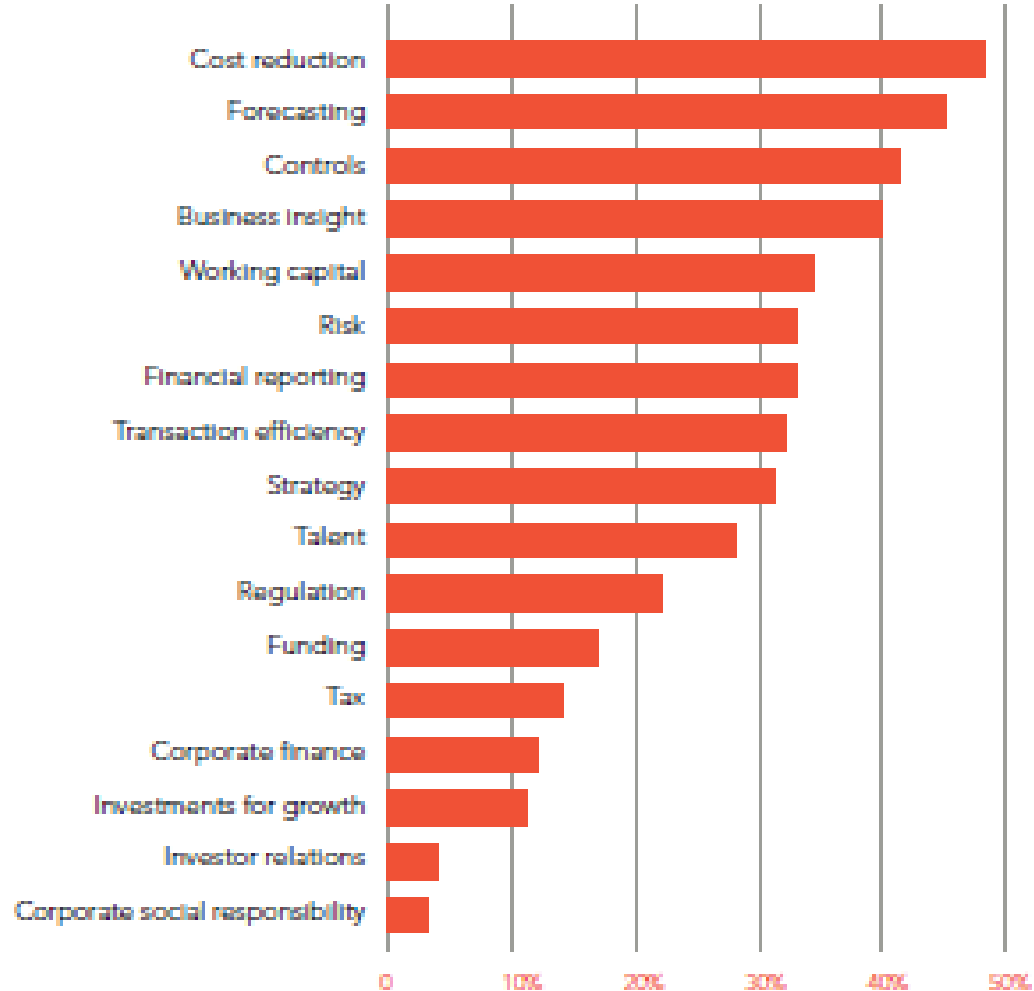
# How finance leaders apportion their time across finance activities



# Link Between Levels of Understanding of Finance Areas and Business Skills

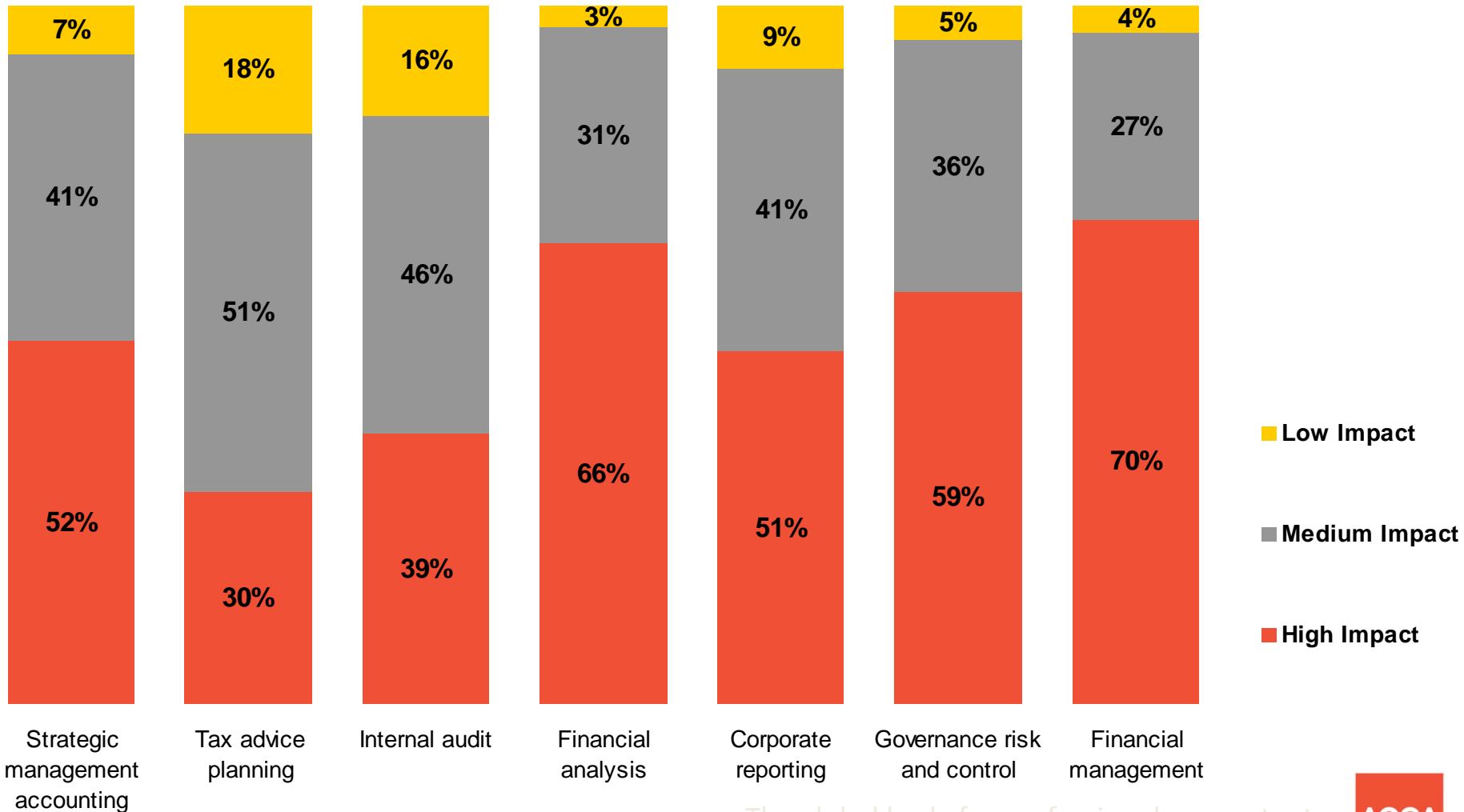


# The current priorities of the finance function



% of respondents indicating the area as an important priority

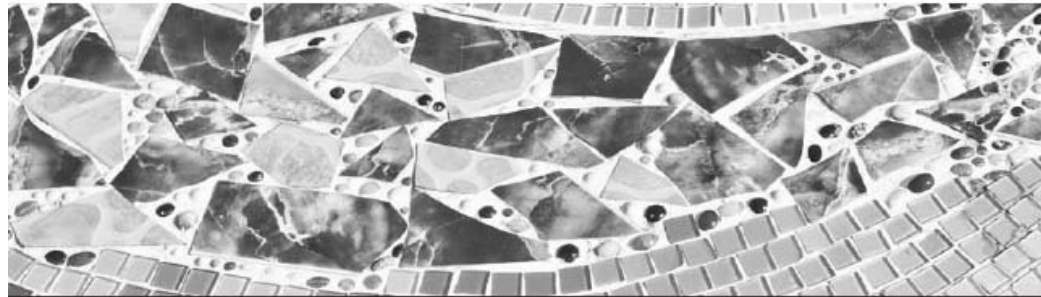
# Impact of Key Financial Areas on Delivering Overall Strategic Business Direction





The Association of  
Accountants and  
Financial Professionals  
in Business

The global  
body for  
professional  
accountants



ACCOUNTANTS FOR BUSINESS

# The changing role of the CFO



The global body for professional accountants

ACCA

# Volatility

Transformation

# Growth

New role for finance



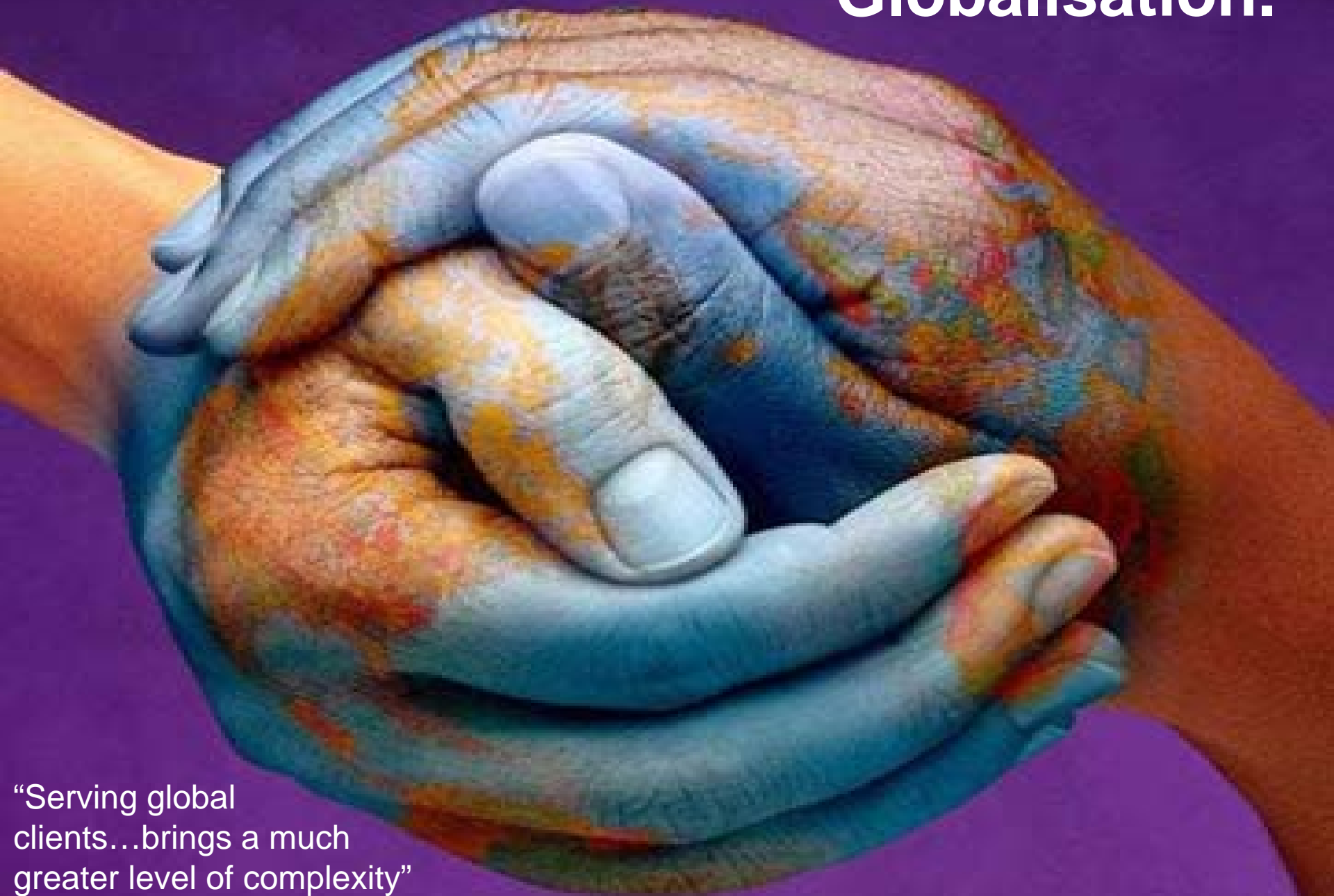


“The level of compliance we need to deal with is a killer”  
Moscow CFO Roundtable



# Regulation.

# Globalisation.



“Serving global clients...brings a much greater level of complexity”

Moscow CFO Roundtable





Risk.

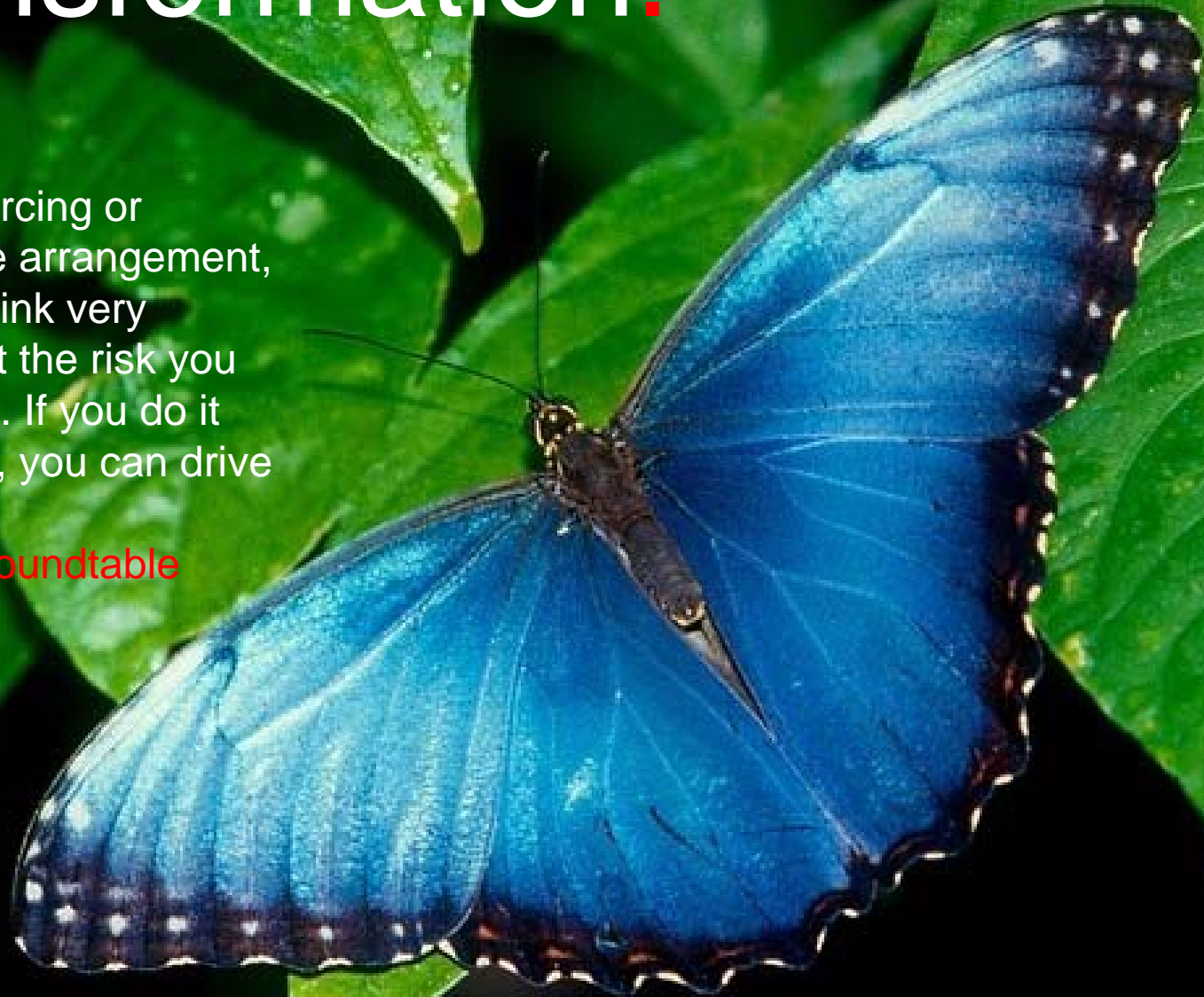
“The risks are  
now on a much  
much higher  
level”

Zurich CFO  
Roundtable

# Transformation.

“In any outsourcing or shared service arrangement, you need to think very carefully about the risk you are bringing in. If you do it right, however, you can drive the efficiency”

Zurich CFO Roundtable



“Now we speak with a lot of different stakeholders and you need to make sure you speak the same language as they do” Zurich CFO Roundtable

## 6. Stakeholders.



“The first thing you learn as a CFO is that there is always something to do. The hardest part is choosing what you are not going to do”

Moscow CFO Roundtable

# Strategy.



A close-up photograph of a thick stack of papers, possibly reports or documents, with a laptop keyboard visible in the lower right corner. The word "Reporting." is overlaid in red text at the top right.

# Reporting.

“With additional reporting requirements there must be a balance struck between doing the right thing from a CSR perspective whilst not overloading business with compliance”

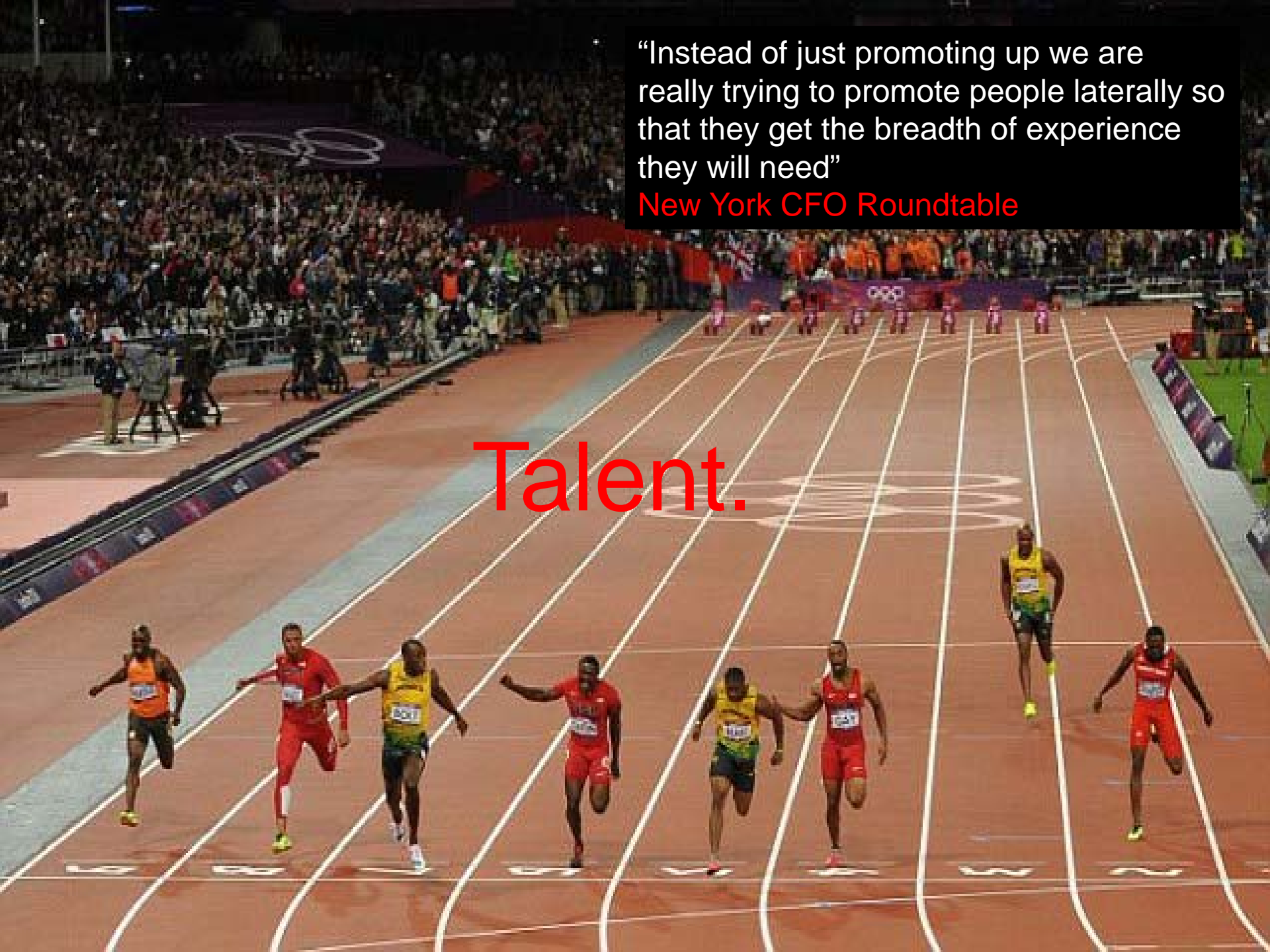
New York CFO Roundtable



“Instead of just promoting up we are really trying to promote people laterally so that they get the breadth of experience they will need”

New York CFO Roundtable

Talent.



# Thanks.



The global body for professional accountants

