



2017 FINANCIAL MANAGEMENT CONFERENCE

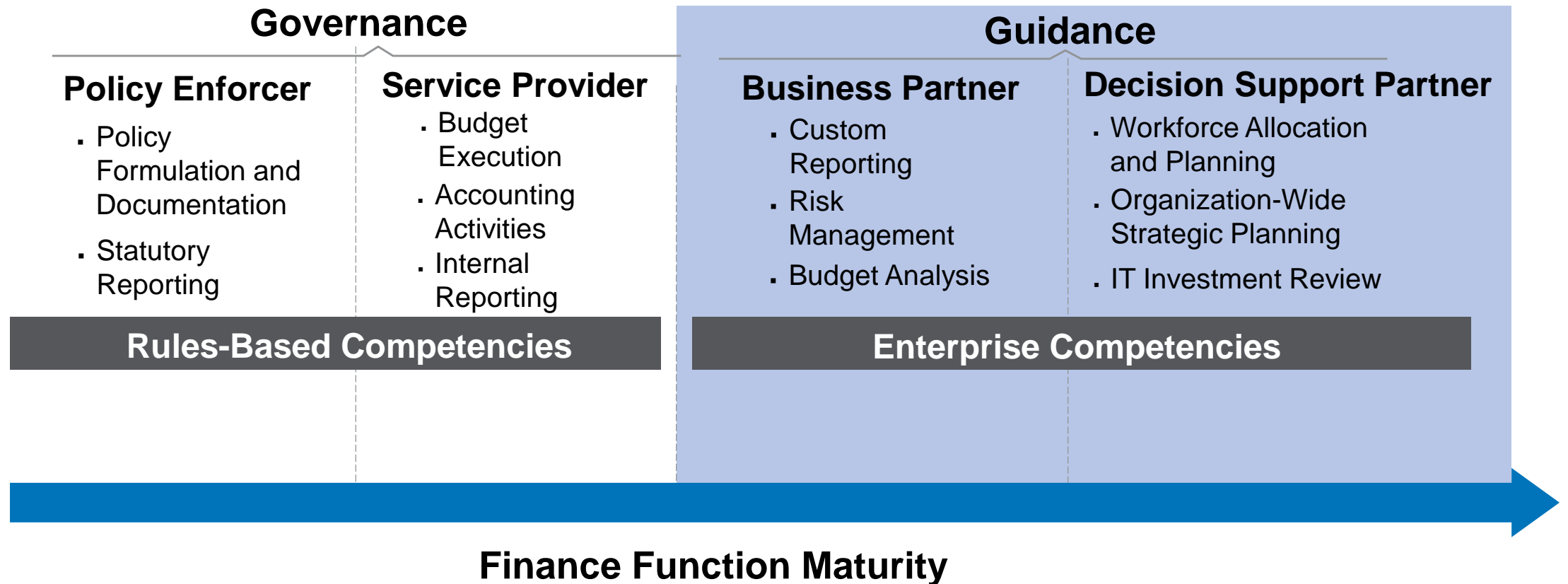
Shaping the Finance Workforce of the Future



FROM GOVERNANCE TO GUIDANCE

Evolving Finance Function Activities and Competencies

Illustrative



Source: CEB Finance Transformation Survey.



FINANCE STAFF EXHIBIT FIVE TYPES OF COMPETENCIES

1

Builder Competencies

Sample Behaviors Exhibited



- . Creates vision and fosters buy-in
- . Sets business-aligned goals for the team
- . Develops people and talent pools

2

Persuader Competencies

Sample Behaviors Exhibited



- . Articulates views clearly
- . Uses experience to develop insight
- . Simplifies complex ideas

3

Strategist Competencies

Sample Behaviors Exhibited



- . Has a strong understanding of business operations
- . Discusses financial performance in terms of the business's key value drivers

4

Learner Competencies

Sample Behaviors Exhibited



- . Seeks feedback for own performance
- . Looks for opportunities to improve
- . Asks for help when appropriate

5

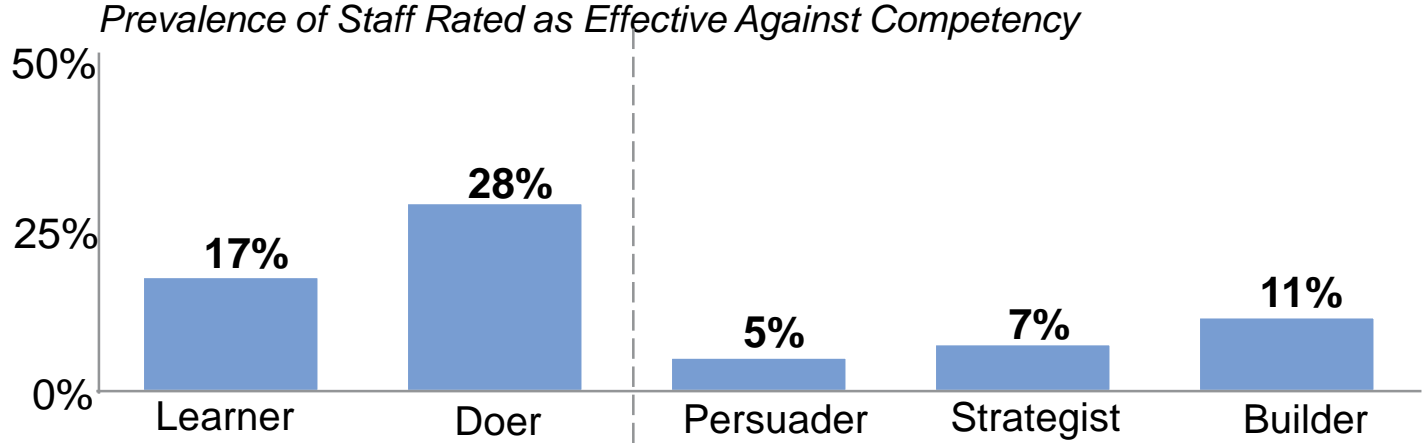
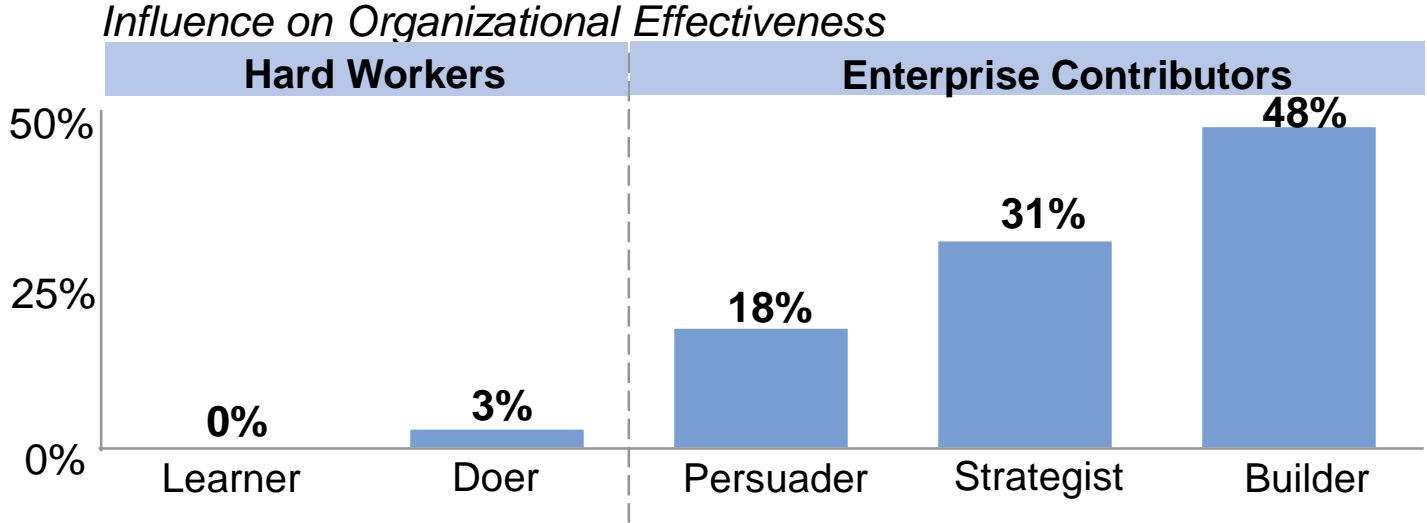
Doer Competencies

Sample Behaviors Exhibited



- . Has strong functional expertise
- . Can break down problems into manageable tasks
- . Takes initiative

FINANCE TEAMS ARE THE LEAST EFFECTIVE AT THE MOST IMPORTANT “ENTERPRISE” COMPETENCIES



Does your team have enterprise competencies?

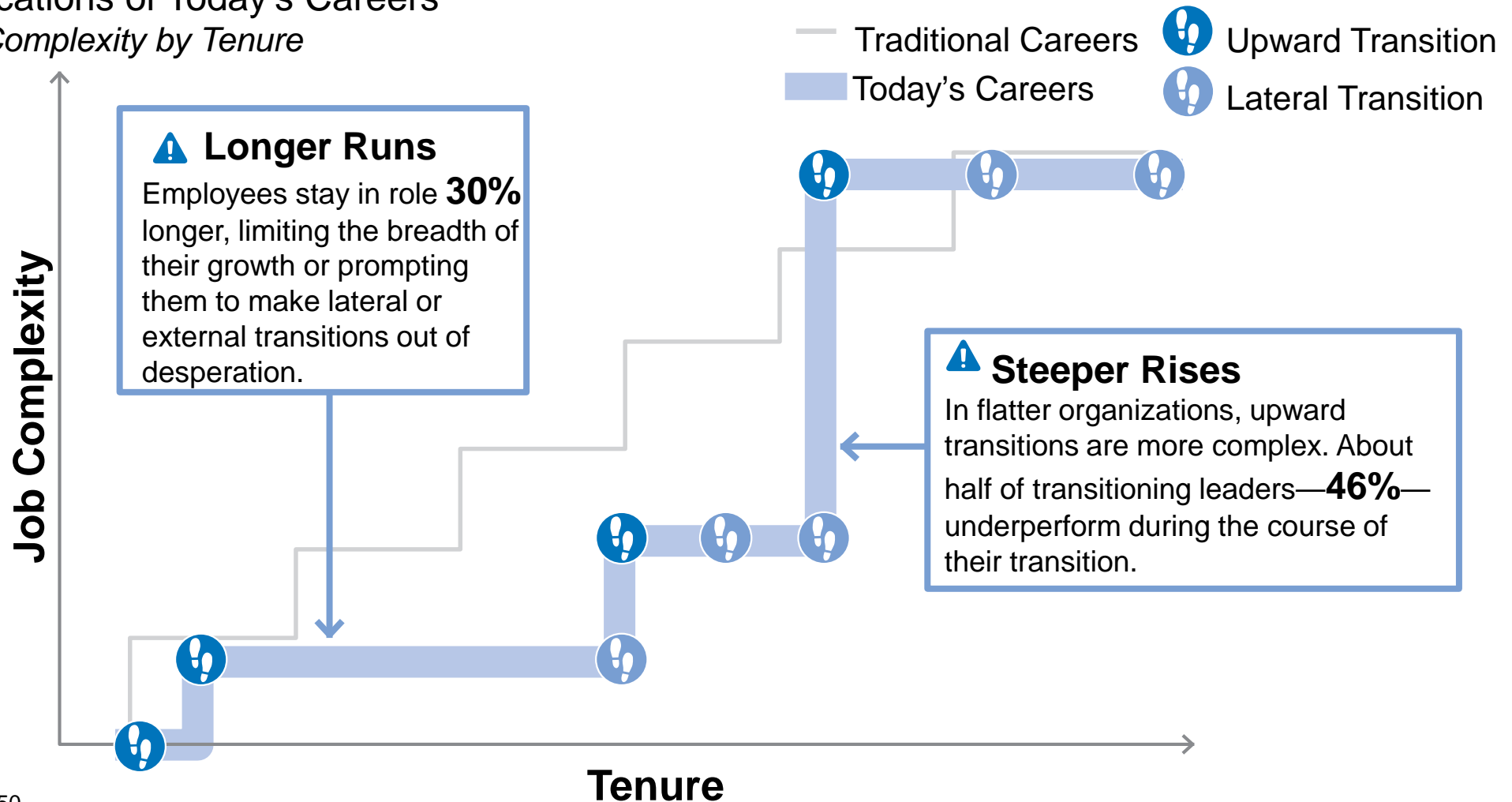
- . Create vision, and foster buy-in.
- . Have strong understanding of business operations.
- . Adapt and tailor communication style.

Source: CEB analysis.



TODAY'S CAREERS LEAVE EMPLOYEES UNPREPARED

Implications of Today's Careers
Job Complexity by Tenure

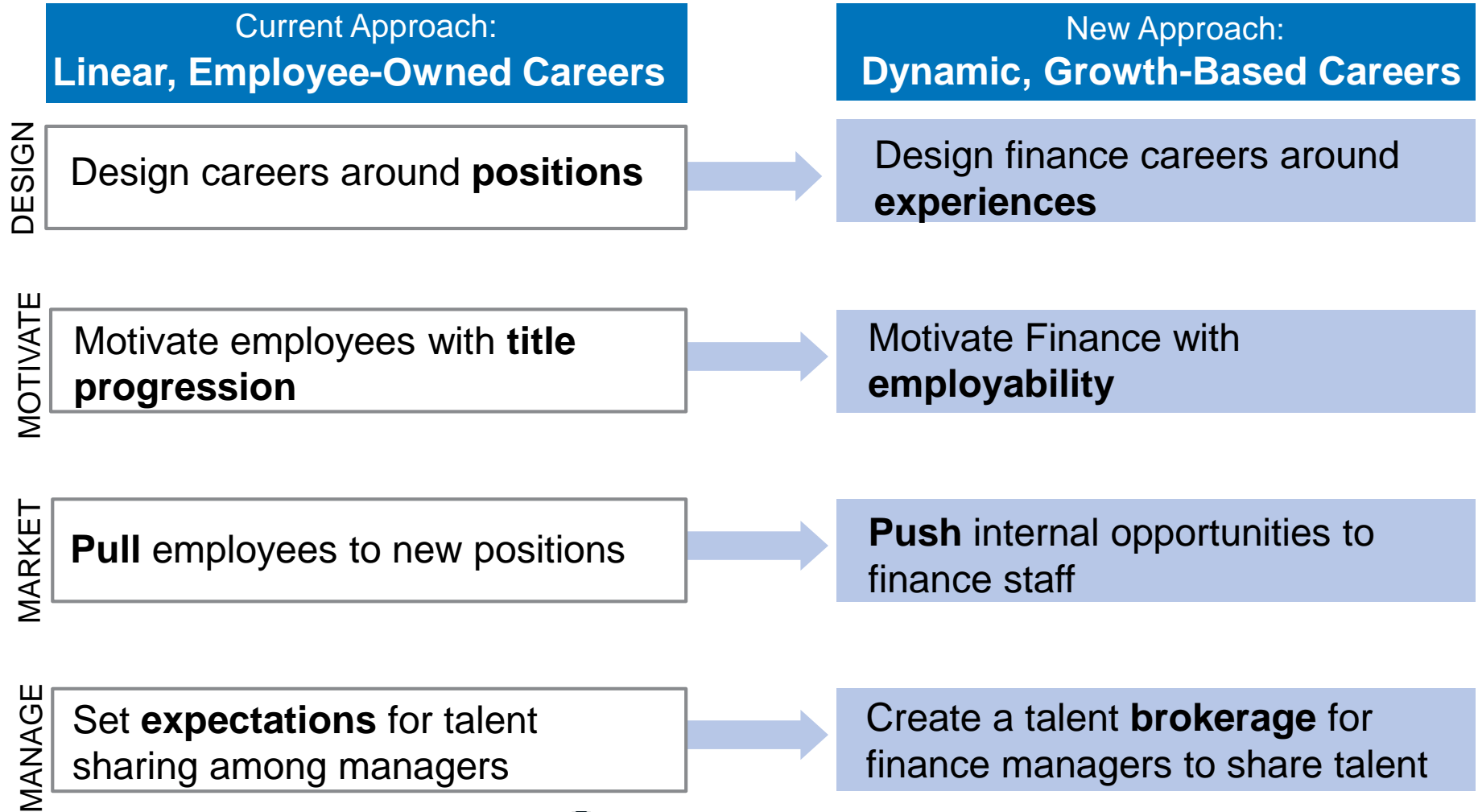


n = 8,550.

Source: CEB 2015 Careers Employee Survey.



FOUR THINGS FINANCE MUST DO TO DESIGN MORE DYNAMIC, DEVELOPMENT-BASED CAREERS



Source: CEB analysis.



■ THANK YOU

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