The CFO Transition Lab
A detailed guide

Bringing together the Firm’s experience from across EMEA
Time, talent & relationships
A SINGLE DAY TO MAP THE NEXT SIX MONTHS OF YOUR JOURNEY

The Deloitte CFO Transition Lab is a one-day experience built to ensure recently promoted executives hit the ground running and thrive in new roles, helping make them the best CFOs they can be.

Based on our extensive research with more than 400 recently appointed CFOs, the day’s agenda focuses on the three most important resources a CFO must manage: time, talent and stakeholder relationships.

The day is built around Deloitte research into executive transitions and culminates in a plan with four work streams for you to:

• Define and communicate your priorities.
• Assess and develop a talent strategy.
• Understand and influence specific stakeholders.
• Develop an action plan for your next 180 days.
The one day experience is based on targeted research and interviews with CFOs that have previously navigated transitions. In more than 400 conversations conducted in the US and across EMEA, CFOs revealed the challenges faced and successes achieved during their first 180 days in the role.

“I have never had an experience like the Lab before in my career. The issues and opportunities we collectively uncovered are focused, important and clearly on the critical path of a successful transition for me.”

FTSE 100 CFO
**Define your aspirations**

**HOPES, CONCERNS AND LEGACY**

**What do you want to be remembered for?**
You want to leave a mark, so we begin the day exploring exactly how you’ll do that. Along with defining your legacy, we’ll examine your hopes and concerns – as well as those of other stakeholders, like your CEO. The rest of the day will be geared around making your vision a reality.

**Carrying the finance torch requires long-term vision that keeps the business strategy in sight.**

Too often, the urgent crowds out the important, and the things that really matter get placed on the backburner. Carrying the finance torch requires long-term vision that keeps the business strategy in sight.

It starts by aligning where you want to go with where the company needs to be. Then, decisions can be made about the priorities that will advance the larger vision, the vision for which you will be remembered.
Consider where you spend your time

THE FOUR FACES MODEL

The Four Faces of the CFO
As a CFO, there are endless demands on your time. The most successful CFOs determine early on how to balance their time and energy across four critical roles.

**Catalyst**
Induce behaviours to execute strategic and financial objectives while creating a risk-intelligent culture.

**Strategist**
Provide financial leadership for vital strategic business direction, M&A, financing, capital market and longer term strategies that impact performance.

**Steward**
Protect and preserve the critical assets of the organisation and accurately report on financial position and operations to stakeholders.

**Operator**
Balance capabilities, talent, costs and service levels to efficiently fulfil the finance organisation’s core responsibilities.

The Lab addresses this framework and helps you to compare where you spend your time and where you wish to focus in the longer term:

**CURRENT**% (time allocation) vs. **FUTURE**% (time allocation)

“Despite being an experienced CFO, in office for 10 years, I’m so enthusiastic about the value of the CFO Transition Lab.”

Major EMEA CFO
Getting to the heart of talent issues quickly is at the centre of every successful transition story.

Figuring out the team members who will advance your priorities is critical and needs to occur in an unbiased environment. As you walk through the Lab, exercises will reveal when “A” talent must be applied to a priority and where “C” talent could become a liability.

In this module we will address questions such as:

- Who are your go-to people?
- Who are your flight risks?
- Which resources can you use for your priorities?
From managing relationships with family to those with key stakeholders, your success will come from having a plan.

Right away you want to connect to and establish relationships with people who matter, and then consider the major issues you’ll be facing with them and how these could be tackled.

In this module, you will:

• Explore what critical stakeholders want, and what they don’t want.
• Brainstorm what strategies can be used to successfully influence them.
• Understand differences in communication styles, and learn to adapt your communications to the personalities of various stakeholders.
• Use insights into individual working styles and preferences to most effectively engage with stakeholders.

“Undoubtedly the best day’s development I have had in too many years to mention.”
FTSE 100 CFO
Your 180-day plan

PUT IT ALL TOGETHER

Moving from intent to action requires a plan
Following the Lab you will be presented with a confidential report that summarises and synthesises the discussions from the day and enables you to take action immediately.

To find out more about the CFO Transition Labs contact:

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“Six months on and I still find myself referring back to the transition lab day and what it told me about myself and my priorities.”
FTSE 100 CFO

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