

Stanton Chase International



STANTON CHASE

Your Leadership Partner

Insights on

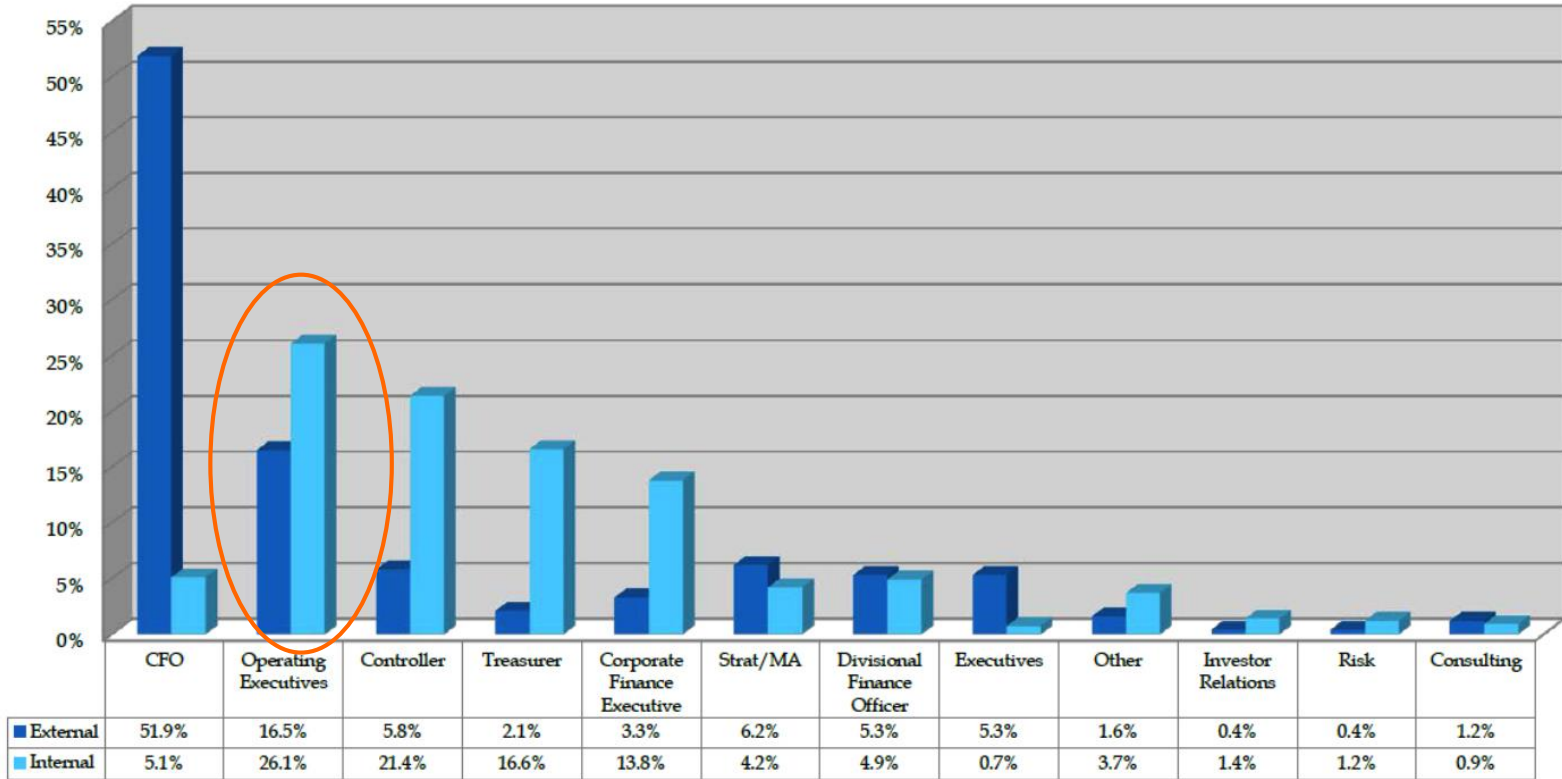
1. The skills required in future finance staff
2. How to lead the people of the Future Finance Organization
3. How to recruit, build and retain the needed talent

Some organizational challenges

- Shortage of staff who truly understand the business drivers
- Organization need constant reminding of clear vision and objectives
- New cross-over profiles must be integrated
- New soft skills required
- Traditional career path is under pressure



Internally recruited CFO appointed from Operative positions



- Internal CFO: CFO turnover in result of a merger
- Operation Executive: President, Group President, VP/SVP/EVP Operations
- Corporate Finance Executive: VP, SVP, EVP of finance

- Strat/MA: Investment Banking, Corporate Development, Planning or strategy
 - Other: Tax, Law, IT, etc.
- Immediate Prior Position of 2015 Sitting CFOs, Internal vs. External 2015 Fortune 500 and S&P 500 (672 Companies; 662 Sitting CFOs)*

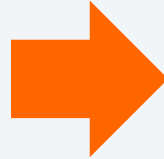
Hard Skills...

- Value Creation
- Profitability
- Risk & Compliance (Head of Compliance)
- Process Implementation (Head of Planning & Analysis)
- IT system integration upstream (Head of Integration)



Combined expertise

From technical expert
Financial focus...



...to commercial leader
Strategic focus...

- **Strong financial leader**

- **Financial reporting**
- Investor and analyst relations
- Compensations and benefits
- Risk analysis
- Cost control
- Legal Solutions

- **Collaborative partner**

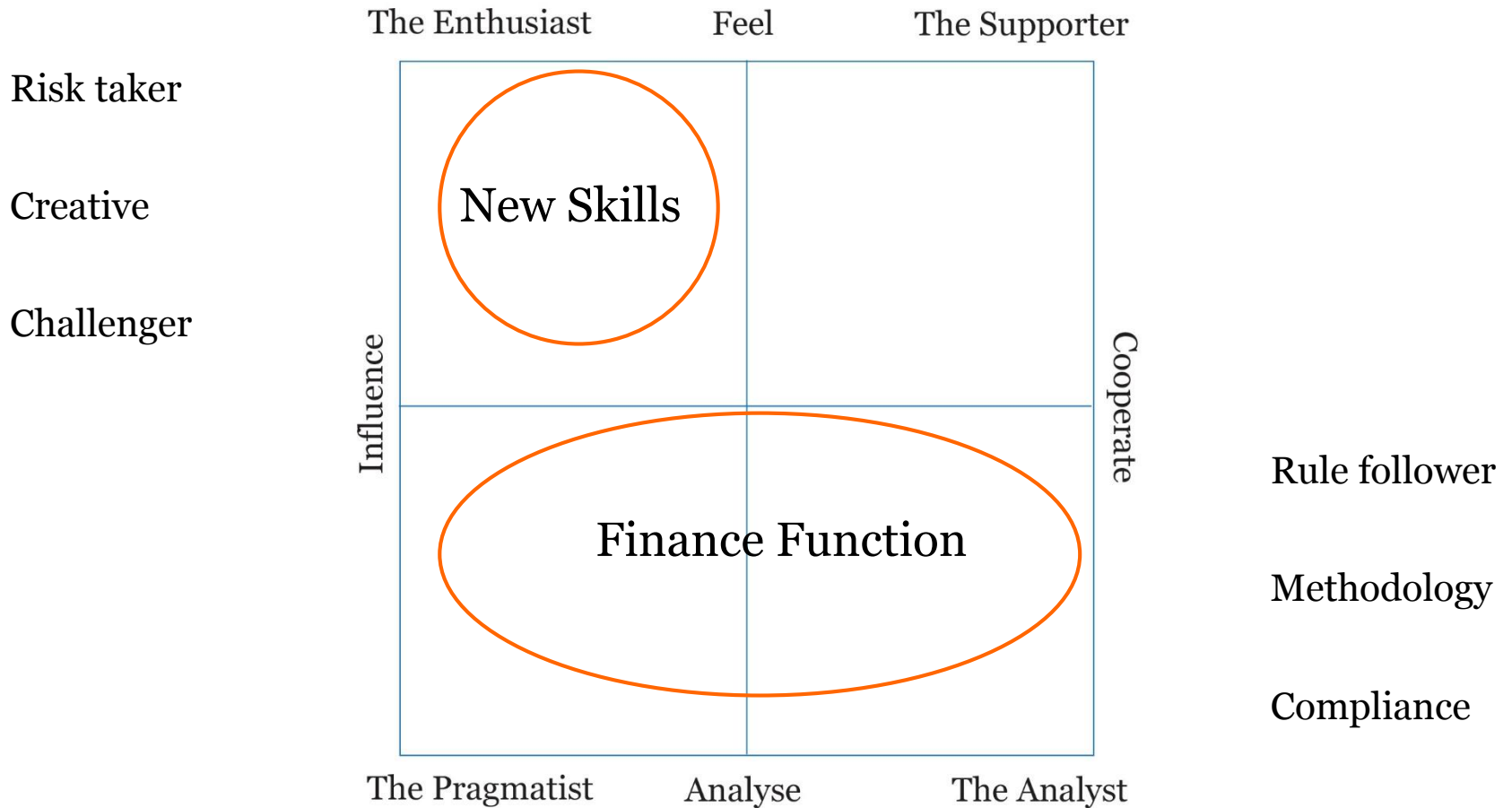
- **Drive stakeholder expectation**
- Demographics and consumer trends
- Leveraging value in the business
 - tangible and intangible assets
- Opportunities and risk in developing economies
- Corporate communications and reputation

Soft Skills...

- Innovative thinking vs. Methodic approach
- Challenge the Frame vs. Follow the Rule
- Stakeholder Management vs. Serve one Master
- Performance Management vs. Annual Review
- Extrovert with networking skills
- Leadership talent



Typologies



How to Lead

- Recruit for talent – plan ahead – version 2.0 and 3.0
- Describe career path clearly
 - How to break the glass ceiling?
- On the job training –ownership
- Governance and differentiated communication



CFO Skills

	CEO	CFO		CEO	CFO	
Hires A Players	3,28	3,21	0,07	Strategic Vision	3,42	3,15 0,27
Develops people	3,32	3,24	0,08	Creative	3,53	3,18 0,35
Removes underperformers	3,18	3,08	0,10	Attention to details	3,39	3,56 -0,17
respect	3,54	3,54	-	Enthusiasm	3,60	3,28 0,32
efficiency	3,55	3,49	0,06	Persistence	3,77	3,59 0,18
Network	3,50	3,26	0,24	Proactive	3,72	3,45 0,27
Flexible	3,45	3,37	0,08	Work Ethic	3,84	3,73 0,11
Integrity	3,86	3,89	-0,03	High Standards	3,62	3,50 0,12
Organisation	3,52	3,60	-0,08	Listenings skill	3,45	3,41 0,04
Calm	3,62	3,52	0,10	Open to Criticism	3,31	3,38 -0,07
Aggressive	3,62	3,35	0,27	Oral Communication	3,58	3,36 0,22
Fast	3,60	3,40	0,20	Teamwork	3,49	3,45 0,04
Commitments	3,72	3,64	0,08	Persuasion	3,57	3,22 0,35
Brainpower	3,60	3,55	0,05	Holds people accountable	3,46	3,34 0,12
Analytical skills	3,51	3,60	-0,09		3,54	3,43 0,11

Kilde: Steven N. Kaplan, University of Chicago, Columbia Business School and Morten Sorensen, Copenhagen Business School and CEPR, Feb. 2016 "are CEOs different?"

Recruit, Build & Retain

Recruit

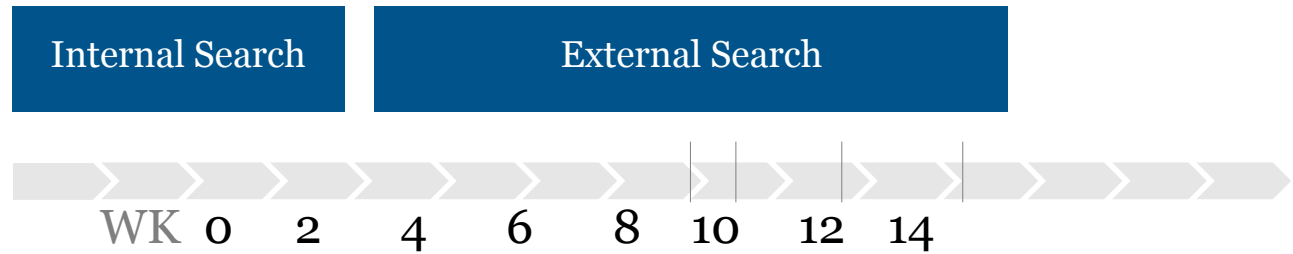
- Use your international muscle
- Internal promotions – using an internal 80 % compliance gate
- Increase Cross Over from other educations; Law, IT, Business Admin., M&A
- External surveillance

Trend: Companies attract international talent

- Ready to hire internationals
- Strong focus on "key qualifications"
- Planning ahead – long term company value of the candidate
- Key obstacles
 - Ability to attract
 - Cultural fit
 - Relocation / compensation

External Surveillance

Traditional process



Identify business critical positions

Internal Search

External Surveillance

Integrated process

Recruit, Build & Retain

Build

- Expose more frequent to strategic issues
- Consciously Content with personal development
- Train cross functional assignments – steering committee

Retain

- Motivate using a strong Employer Value Prop. - frequent
- Consciously challenge talent
- Obs: Use notice period actively – expand from 1 till 3-4 months

Summary

1. The skills required in future finance staff
2. How to lead the people of the Future Finance Organization
3. How to recruit, build and retain the needed talent

Connected to the World



North America

Atlanta • Austin • Baltimore • Boston • Calgary
Chicago • Dallas • Little Rock • Los Angeles
Miami • Montréal • Nashville • New York
San Francisco • Silicon Valley • Toronto

Europe/Middle East/Africa

Amsterdam • Athens • Belgrade • Brussels
Bucharest • Budapest • Copenhagen • Dubai
Düsseldorf • Frankfurt • Hamburg • Helsinki
Istanbul • Johannesburg • Lagos • Lisbon
Ljubljana • London • Lyon • Madrid • Milan
Moscow • Oslo • Paris • Prague
Saint-Petersburg • Sofia • Stockholm • Stuttgart
Vienna • Warsaw • Zurich

Latin America

Bogota • Buenos Aires • Caracas • Lima
Mexico City • Montevideo • Panama City
Santiago • Sao Paulo

Asia/Pacific

Auckland • Bangalore • Beijing • Chennai
Guangzhou • Hong Kong • Kolkata • Mumbai
New Delhi • Seoul • Shanghai • Singapore
Sydney • Tokyo

STANTON CHASE

Your Leadership Partner

Our Team



Flemming Riber

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Flemming Riber

Managing Partner

Regional Practice Leader – EMEA

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In 2010 Flemming joined Stanton Chase International as Managing Partner and responsible for Executive Search assignments towards leading Danish Companies.

From 1999 until 2010 Flemming was Equity Senior Partner in Cultivator Group – a regional Executive Search firm. He was responsible for all Executive Search and Assessment activities in Denmark, Norway and Sweden. During the past fifteen years,

Flemming has completed more than 500 positions at C-level, Middle Management and Board level. He has developed and implemented management assessment tools in a wide range of industries and provided management consultancy to PE firms and private owners of Scandinavian Businesses.

Earlier experience include management positions with multinational industry leaders in Chemical and Steel production such as Hempel Group (DK) and Boliden Group AB (SE). Based on his international and multi-cultural experience especially from positions held in Middle East and Far East region, Flemming act as trusted advisor to companies with international footprint.

Flemming serves as EMEA Regional Practice Leader on "Supply Chain, Logistics and Transportation" for Stanton Chase. He holds a MBA from AVT of Copenhagen and is a member of VL11.

Why use Stanton Chase?

We have long term relationships with senior energy and industry executives –also when they go plural



Our consultants meet executives many times over their careers and work with them in various settings. A relevant senior executive for this role will take our call.

We genuinely bring the firm to deliver the best solution. Our culture emphasises a team-based, cross border approach



We have one global P&L. Our reward mechanism is transparent, and has a strong bias towards 'execution'. Client and colleague feedback drives up to 20% of rewards, so quality is front & centre.

Our processes have built in risk reduction mechanisms



We are told we spend longer than competitors 'up-front' on agreeing the spec and understanding the context with all members of the 'jury'.

We take at least two 'views' from third parties on all candidates presented, and multiple references on the final two candidates.

Our Executive Assessment offering is the most powerful predictor of senior executive performance on the market



We assess future potential as well as past and current performance. Our Executive Intelligence (ExITM) tool measures practical, social and emotional intelligence through a series of live case studies.

The consultants who you meet for each search would be those best qualified to deliver a successful result

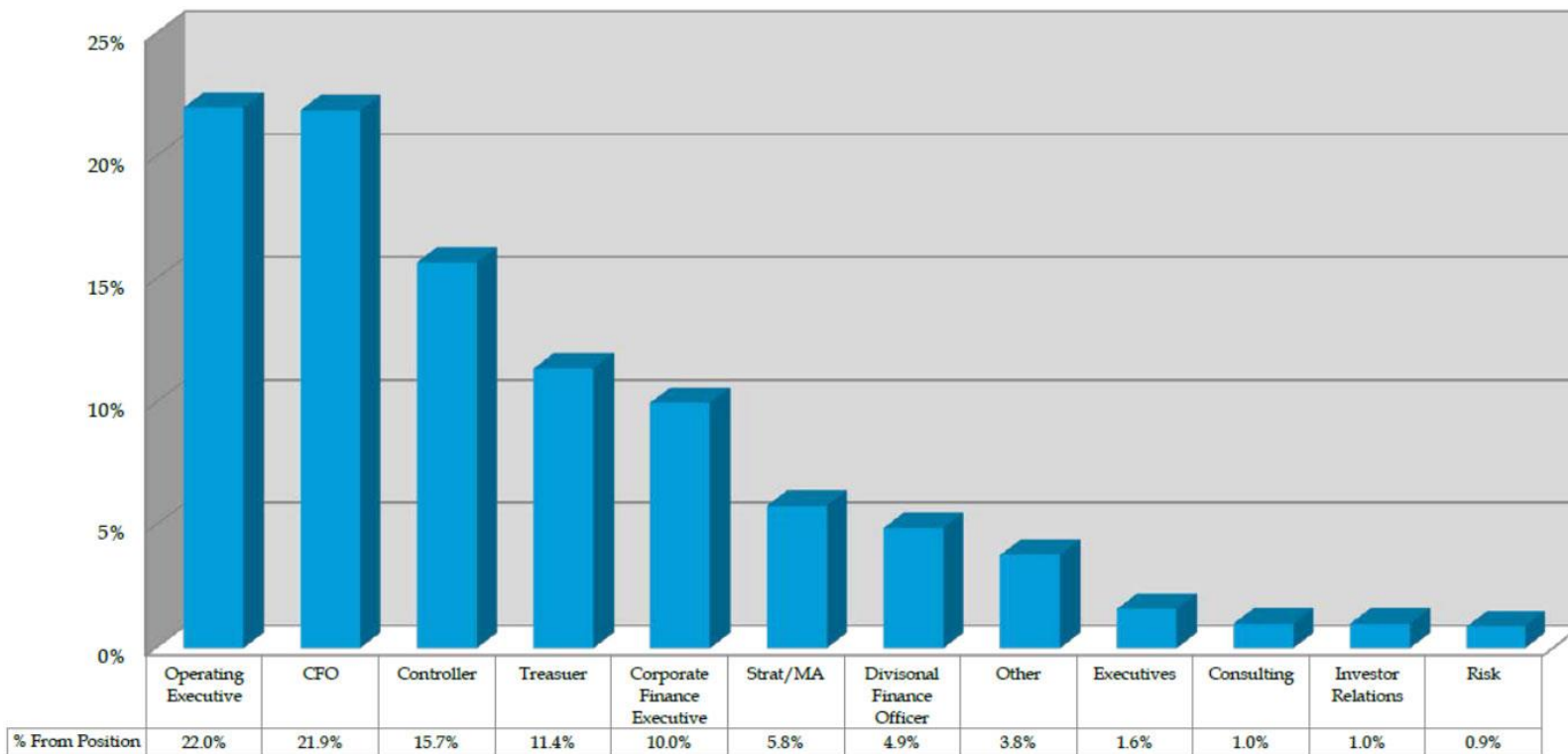


Those who sell to you do the work. It is not delegated.

Depending on your needs we bring together a small team, which together covers relevant geographies and functional content. We are able to form such global teams within days.

Over 20 % of sitting CFOs came directly (internally and externally) from an Operating Executive position

Percentage of 2015 Sitting CFOs by immediate Previous Position 2015 Forune 500 and S&P (672 Companies; 662 Sitting CFOs)



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- Executives: CEO, COO