

**Deloitte.**



**Knowing what's ahead**

The Next Generation  
CFO Programme



The **CFO** Programme

# Welcome

## A note from the Programme Leader

### Welcome to Deloitte's Next Generation CFO Programme

At Deloitte, we have seen first hand how the role and responsibilities of FTSE CFOs have become increasingly complex in the last decade. In addition to the challenging credit and equity markets and a volatile and uncertain economic environment, CFOs face heightened scrutiny, greater accountability and an increasingly active investor community. For those aspiring to the CFO role, the pressure and burden can seem overwhelming and a huge step up from their current responsibilities.

Whilst experience is crucial, there is a need to ensure that the next generation of CFOs in the country's largest companies are developing the skills required to meet the rising demands. Deloitte's CFO Programme supports you in developing the necessary skills and capabilities. The Programme removes the mystique surrounding the role and illustrates how the complexities and challenges the CFO faces are also what makes the role exciting and fun.

The Next Generation CFO Programme has been designed to help you navigate the next step in your career and prepare you for the diverse responsibilities of the CFO. We look forward to welcoming you to the Programme and joining you on your journey to CFO.



**Richard Muschamp**  
CFO Programme Leader & Partner  
Deloitte



# Programme overview

## What you can expect

There has never been a tougher time to be a CFO, with challenging decisions on almost every front and contribution required across many areas of the business. At Deloitte, we refer to the CFO as having four roles in the business – as an Operator, Steward, Catalyst and Strategist – (or 'four faces'), a concept that is explored in depth on the Programme.

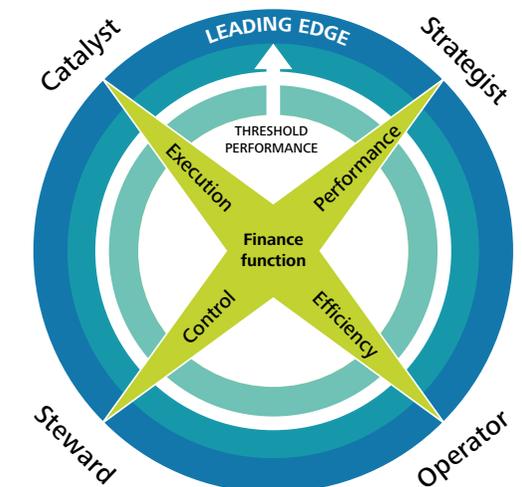
To be truly effective in our largest public companies, the CFO has to learn to address all four faces. A truly effective CFO learns to cover and balance all four elements. Understanding each of these responsibilities and acquiring the necessary skills to master them requires experience, time and real effort. We have combined our own experiences with those of our extensive network of clients and contacts to give you a head-start in doing so. We expose participants to the breadth and complexities of the role, helping them understand a CFO's internal and external stakeholder map and the expectations those stakeholders have of a strong CFO.

The CFO Programme allows for personal development, with access to insights and advice from C-suite executives and industry leaders on the skills and capabilities required to succeed as a CFO, both today and in the future.

The Programme is also an unrivalled opportunity to connect with peers, share ideas and discuss the challenges influencing the Finance function today. Following your participation in the Programme you are then a member of our exclusive, 600+ strong, Alumni Network which supports you in growing your connections across the UK Finance community.

"I'm now back in the office after two intense but absolutely great days. I found the programme extremely helpful and have a feeling that in a couple of years I will remember this experience as the root cause of the next step change in my career."

FTSE 250 participant



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# Programme outline

## Core components

### Welcome Dinner

The opportunity to build a lasting network among peers from different industries is always highlighted as one of the most important aspects by participants across our Next Generation Programmes. We will therefore host a welcome dinner shortly before the Next Generation workshop, which will give you the time to get to know your fellow participants.

### Next Generation CFO workshop

**Day 1: Role and Relationships** – We welcome you to the Deloitte campus where you will meet the other participants and the CFO Programme team. The focus of the first day is to explore the role of the CFO and the expectations placed on CFOs in the Boardroom. You will hear from industry experts and C-Suite executives about how to make a real impact as a CFO.

**Day 2: Building capabilities** – We build on the perspectives that were shared on the previous day and explore some key industry challenges whilst considering how to further develop the capabilities you need to be successful as a CFO. We also examine some of the challenges that you might be currently facing as you are thinking about the next stage of your career and those you can expect as you step up into a leadership role.

### Leadership and Communications workshop

We conclude the programme six weeks later, with a day focused entirely on leadership, communication and impact. Facilitated by an executive coach, the day is focused on personal impact and leadership in the boardroom, building on the content of the Next Generation workshop. This will be combined with additional time to network and discuss with your peers.

“This is one of the few programmes that has deeply impacted me. Not only because it was technically strong but because it is highly connected to the reality.”

FTSE 250 participant



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# What you will gain?

## Our objectives, your benefits

Our Next Generation Development Programme aims to provide you with:



### Peer Networking

A unique opportunity to network with peers, share best practice and insights. The networks formed can provide invaluable support longer term as you progress your career, moving into new roles and facing new challenges.



### Technical Skills

An overview of how a good CFO manages specific responsibilities – expert speakers provide introductions to a range of topics such as tax, treasury, governance, M&A and executive remuneration.



### Stakeholder Awareness

Sessions by the City's most respected investors, advisors and financial stakeholders who provide views on their expectations of and dealings with CFOs, regulatory requirements and advisory and support services.



### Career Acceleration

Participants have relished the time and support to reflect on and consider how to accelerate their careers. Head-hunters share guidance on the path to CFO and leadership sessions support the identification of how to move from good to great.



### Board Dynamics

FTSE Board members offer their perspective on Board dynamics including roles, responsibilities and interfaces. Participants gain insight into the CFO and CEO partnership, the CFOs relationship with the Chairman and the Chair of the Audit Committee as well as hearing from a current CFO.



### Communication and Talent

Honing communication skills and improving talent management capability can support you in becoming an attractive CFO candidate. Focus is placed on improving emotional intelligence and soft skills through personal coaching and practical advice.

“This Programme is immensely valuable to participants and will be remembered for their entire careers, this is certainly the case for my two participants.”

FTSE 100 CFO



# Criteria

The CFO Programme is exclusively for those participants, nominated by their current Group CFO, who:

- Are recognised as having the capability and aspiration to become a FTSE Group CFO within the next two to five years (either as a successor to the incumbent or in another FTSE company; or
- Are a CFO of a division of a major corporate, that division itself being of a scale of a major FTSE company and the CFO role requires considerable external stakeholder engagement and has wide CFO responsibilities; or
- Have recently been appointed (or are acting) as Group CFO of a FTSE company and have taken up their role or are about to commence in the role; or
- Are the existing CFO of a large private company or organisation that has significant external stakeholders (e.g. P.E owned companies or public bodies).

"I have seen very few programmes, at business schools or in corporates, that provide so much value in such a short space of time as the Deloitte CFO Programme."

FTSE 100 CEO



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If you have any questions or would like to nominate someone from your team for the Next Generation CFO Programme, please contact:



**Richard Muschamp**  
CFO Programme Leader & Partner  
Deloitte  
rmuschamp@deloitte.co.uk  
020 7007 0724



**Caroline Britton**  
FTSE 250 CFO Programme Dean and Partner  
Deloitte  
cbritton@deloitte.co.uk  
020 7303 5065



**David Anderson**  
FTSE 100 Programme Co-Dean and Partner, CFO Services  
Deloitte  
davidjanderson@deloitte.co.uk  
020 7303 7305



**Ratika Fernandes**  
CFO Programme Senior Manager  
Deloitte  
ratfernandes@deloitte.co.uk  
020 7007 5867

“The Next Generation CFO Programme has been a unique help to me, and many others, in providing a stepping stone to move into a CFO role.”

Participant appointed FTSE 100 CFO since attending programme

For more information on the CFO Programme, please visit our website: [deloitte.co.uk/cfoprogramme](https://deloitte.co.uk/cfoprogramme)



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