CFO VISION 2015
November 11–13 | Washington, D.C.
WEDNESDAY, NOVEMBER 11
Registration and evening welcome reception

THURSDAY, NOVEMBER 12
Powerful portraits: An intimate look at leadership and humanity
Photographer Platon will share his insights on human nature developed from photographing business and political leaders, celebrities, military service members, civil rights leaders, and human rights champions. His behind-the-lens experience will provide a unique glimpse into the personalities behind the headlines.

CFO panel: Embracing change, challenge, and opportunity
Being CFO is not for the faint of heart. From increasing regulation to cyber breaches and competitive unknowns, the CFO’s world is a constant balancing act. In this panel, CFOs John Shrewsberry of Wells Fargo, Jeffrey Bornstein of General Electric, and Carol Tomé of The Home Depot will discuss how they successfully manage constraints and identify possibilities in an ever-changing world.

Workshops
A series of morning sessions will offer insights on a variety of CFO-centric topics.

FRIDAY, NOVEMBER 13
Regulatory update: What the SEC has in store for 2016
Concerns about increasing regulations remain high among CFOs. In this special breakfast session, Christine Davine, national director, SEC Services, Deloitte & Touche LLP, and Brian Lane, a partner with Gibson, Dunn & Crutcher specializing in corporate securities law, will focus on the SEC’s top priorities and what to expect in 2016.

Global economics: Operating in a fractured world
Inflation. Deflation. Currency swings. Commodity price cycles. Operating globally, CFOs confront these economic factors and many more. How they respond in terms of capital raising, capital spending, and expansion plans obviously affects their consolidated performance. In this panel discussion with Ira Kalish, Deloitte’s chief global economist, several CFOs will share their views on international markets and how to respond to different economic scenarios.

Tax policy and politics: Where we are and where we might go next
With the 2016 election approaching, Congress has only a limited window to act on a host of important issues. Jonathan Traub, managing principal, Tax Policy Group, Deloitte Tax LLP, will review the tax policy landscape with an eye toward the issues most important to businesses.

Activist shareholders: How will you respond?
If it seems that activist investors have had a more powerful presence during the past few years, it’s because they have. In fact, according to a recent CFO Signals survey, just under three-quarters of public company CFOs have experienced some form of shareholder activism. In this panel, we will discuss how the activism landscape continues to change, the implications for CFOs, and leading practices for managing in the era of activism.

Lessons from the front line
Modern warfare and business demand the same no-nonsense leadership that drives change across large organizations. General Stanley McChrystal, former commander of US and international forces in Afghanistan, will share lessons based on leading and innovating one of the world’s largest organizations and will discuss leadership principles, such as leveraging the power of teams through relationships and leading by influence.
General Stanley McChrystal's 34-year military career culminated in commanding all US and NATO coalition forces in Afghanistan in 2009–2010. He also was the leader of the Joint Special Operations Command, which oversees many of the US military's most sensitive operations. McChrystal led the group during the 2003 capture of Saddam Hussein and the 2006 mission targeting Abu Musab al-Zarqawi, the leader of Al-Qaeda in Iraq.

As McChrystal Group's co-founder and leader since 2011, he focuses on delivering innovative leadership solutions to organizations to help them transform and succeed in challenging environments. In addition, he serves on the board of directors for JetBlue Airways, Navistar, and the Yellow Ribbon Fund, and is chairman of the board for Siemens Government Technologies. McChrystal is the author of Team of Teams: New Rules of Engagement for a Complex World.

Jill Ellis coached the United States team to the 2015 Women's World Cup championship, the team’s first victory at the tournament in 16 years. Prior to leading the national team, she was the head coach of the UCLA Bruins and the assistant coach of the gold-medal-winning US Olympic team at the 2008 Beijing games.

Her coaching career has included successful stints at the University of Illinois, University of Virginia, University of Maryland, and North Carolina State. Ellis was also a consultant for the 2000 US Olympic team and has worked extensively with the under-21 and under-16 US national teams.

Carli Lloyd helped lead the United States to victory in the 2015 Women's World Cup, scoring a record-breaking three goals in the first 16 minutes of the game. She received the Golden Ball Trophy, which is awarded to the best player of the tournament. She also represented the United States at the 2007 and 2011 World Cups.

Lloyd is a two-time Olympic gold medalist and scored the game-winning goals in the finals of both the 2008 Beijing games and the 2012 London games. She was inducted into the Rutgers Hall of Distinguished Alumni in 2013.

Abby Wambach is the world’s all-time leading scorer in international soccer matches, with 160 goals. She also led the United States in scoring in the two most recent Women’s World Cups and in the 2004 and 2012 Olympics, where she helped the team win two gold medals.

Wambach won the Ballon d’Or in 2012 as the FIFA women’s world player of the year. Time magazine named her to its list of the 100 most influential people in 2015. She also is an ambassador for several nonprofit organizations, including Right to Play and the United States Agency for International Development.

Platon is among the world’s leading portrait photographers. He has captured iconic images of hundreds of prominent leaders and newsmakers, including Mahmoud Ahmadinejad, Hugo Chávez, Barack Obama, Prince, Vladimir Putin, and Mark Zuckerberg. He has been staff photographer for British Vogue, George, and The New Yorker, and his work has been featured in Esquire, GQ, The New York Times magazine, Rolling Stone, Time, and Vanity Fair.

Platon also has worked with Human Rights Watch to document social movements and has photographed Aung San Suu Kyi and other rights advocates in Burma, as well as the leaders of the Egyptian revolution. He received a Peabody Award in 2011 for collaborating on an examination of Russian civil society with The New Yorker and Human Rights Watch.

Platon’s book, Power, features portraits of more than 100 world leaders.

Geoff Colvin is an award-winning author, broadcaster, and speaker on issues of leadership and management, globalization, the shareholder value imperative, corporate governance, the infotech revolution, and related issues. He has more than 30 years of experience writing for Fortune, and for many years hosted Wall Street Week with Fortune on PBS, which reached the largest audience of any business television program in the United States.

Colvin is heard daily on the CBS Radio Network, where he has made more than 10,000 broadcasts and reaches seven million listeners each week. His latest book is Humans Are Underrated: What High Achievers Know That Brilliant Machines Never Will.
THURSDAY, NOVEMBER 12 | Morning sessions | Workshops

**CAPITAL**
Capital markets 2016: Preparing for the unexpected

**CAREER**
Communicating a vision that resonates and inspires

**CRISIS**
Building cyber resiliency: Tools, techniques, and metrics that matter

**DECISIONS**
From M&A to capital structure: How should you make the big decisions?

**DISRUPTION**
Navigating strategic risks, fueling strategic opportunities

**GROWTH**
Strategist CFO: What is your orientation for engaging in the strategy process?

**INFRASTRUCUE**
Business ecosystems: Where technology, innovation, and finance converge

**TRANSACTIONS**
Revenue recognition: Are you prepared?

THURSDAY, NOVEMBER 12 | Afternoon sessions | Talent task force sessions

**Diversity:**
What creates an inclusive workforce?

**Effective performance management:**
Does your process reflect your objectives?

**Employee engagement:**
What are the keys to increased productivity?

**Finance 2020:**
Do you have the team to execute your vision?

**Skill development:**
How can you create an environment of continuous learning?

**Succession planning:**
Who can really be the CFO?

**Talent acquisition:**
Do you have the right people in the right seats—and can you keep them there?
Registration
By clicking the “register” button below, you will be directed to the registration site, where you can select the workshops and talent task force sessions you wish to attend and reserve your hotel room. A block of rooms has been reserved for Wednesday and Thursday nights at the Mandarin Oriental; there is no need to contact the hotel directly. Deloitte will cover the cost of the program, as well as your accommodations. Arrangements can be made if you prefer to pay for your room.

Participants will be able to earn up to 12 CPE credits, depending on program selection. Anticipated subject areas include accounting, tax, and specialized knowledge and applications.

For more information about the conference, contact Christine Kraft at 973-602-4987 or Robin Gibbs at 212-653-5869.

Guest program
Accompanying guests will have the opportunity to explore Washington, DC, and attend certain activities during the conference. During a special breakfast on Thursday morning, guests will receive detailed information on a variety of museums, exhibits, and events. Following the breakfast session, a shuttle will take guests to a central location where they can spend the day exploring the city’s many attractions, including parks and national monuments.

Guests also will be invited to attend the following conference events: Wednesday’s welcome reception; Thursday’s dinner and panel discussion with members of the 2015 US women’s soccer team; and Friday’s presentation by Stanley McChrystal, former commander, US and international forces in Afghanistan, and the lunch that will follow.

For government attendees, Deloitte has organized this event making a good-faith effort to meet the requirements of a “widely attended gathering,” as defined in federal government ethics regulations applicable to executive agency employees and officials. It is recommended that employed government invitees consult their applicable agency ethics official regarding attendance at this event. Additional information about the conference can be obtained by contacting Emily Franklin at 571-882-5185.

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