Bold initiatives and insights for one of the toughest jobs in the world

The CFO Program brings together a multidisciplinary team of Deloitte leaders and subject matter specialists to help CFOs stay ahead in the face of growing challenges and demands. The Program harnesses our organization’s broad capabilities to deliver forward thinking and fresh insights for every stage of a CFO’s career—helping CFOs manage the complexities of their roles, tackle their companies’ most compelling challenges, and adapt to strategic shifts in the market.

Our vision is clear: “To be recognized as the pre-eminent advisor to the CFO.”

**The CFO Program**

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Our Next Generation CFO Academy is a first-of-its-kind experience designed for finance executives who are nominated by their organizations’ corporate CFOs. The Academy offers an experiential curriculum and unparalleled networking opportunities. Sessions are held semiannually at Deloitte University, our leadership development center in Westlake, Texas.

Early preparation is essential
Today’s CFOs are far more than the support function they once were. Finance permeates every aspect of the business. CFOs are key decision makers—leaders in their organizations who are held to high standards and are expected to set high standards. For new CFOs to successfully take the reins on Day One, early preparation is essential.

Build new relationships and skills for success
The Academy experience is framed around three pillars of CFO success: leadership, influence, and competence. Delivered over three days, the Academy curriculum is both intense and thorough. It provides executives with an opportunity for preparation, self-reflection, and hands-on scenario planning related to key aspects of the CFO agenda.

The faculty is uniquely positioned to deliver this curriculum. It consists of C-suite executives, analysts, ratings agency executives, authors, university professors, attorneys, and senior Deloitte partners.

The Academy is offered to our largest clients, which provides the participants with an opportunity to build meaningful relationships with peers from similarly sized organizations across industries and geographies. This cohort lives on through Academy II sessions which were launched in the spring of 2014 and dig deeper into the CFO as a leader and an influencer to help participants become what we call the “model of confidence” for their organizations.

Find out more
If you have questions or need additional information about the Academy, email our team at nextgencfoacademy@deloitte.com.

1 As used in this document, “Deloitte” means Deloitte LLP. Please see www.deloitte.com/us/about for a detailed description of the legal structure of Deloitte LLP and its subsidiaries. Certain services may not be available to attest clients under the rules and regulations of public accounting.
Finance Leadership Program™
Opportunities ahead

Modeled after the curriculum of Deloitte LLP’s Next Generation CFO Academy, the Finance Leadership Program is a development program designed to help finance executives advance their leadership, communication, and decision-making skills. It delivers insights and guidance that helps enable CFOs and finance leaders to take their organizations—and their careers—to the next level.

We have created two versions to meet your needs

Local program
Focusing on leadership, influence, and competence, this program is specifically designed for high-potential finance executives across a spectrum of industries and organizations and is held locally at a Deloitte office.

• Participants hear directly from local CFOs, board directors, and leaders, with additional subject matter specialists providing insights related to M&A, talent, technology, tax, and other topics
• Ranges from a concentrated single day to multiple sessions spread over the course of a year

Tailored program
The tailored program brings elements of the CFO Program’s Next Generation CFO Academy in a one- or two-day format to an individual organization, delivering leadership development topics to the finance leadership team aligned with the organization’s vision and priorities. The experience includes:

• Perspectives and guidance directly from executive leadership in the organization
• A comprehensive 360-degree assessment
• Insights from prominent subject matter specialists on selected topics related to strategic aspects of finance

• Professional and personal development through experiential learning exercises to the next level
CFOs across the globe are being called upon to fill expanded leadership roles. Boards and CEOs want them to be strategic partners. And CFOs increasingly have to oversee other critical operations, including information technology and human resource issues of their finance organizations. Given these demanding roles, it is not surprising that CFO turnover is high. That is why we created a powerful CFO Transition Lab experience—to help newly appointed CFOs, including those with prior CFO experiences, make efficient and effective transitions.

A single day to map the first six months of your journey

Our CFO Transition Lab is a one-day experience based on our extensive research on CFO transitions. The agenda focuses on the three most important resources CFOs should consider managing during their transitions: personal and organizational time management, talent in the finance organization, and critical stakeholder relations.

The CFO Transition Lab builds on our *Taking the reins: Managing CFO transitions* research to help CFOs as they create a tangible 180-day work plan with four work streams:

01. Define and communicate priorities
02. Assess and develop a talent strategy
03. Understand and influence specific stakeholders
04. Frame tangible actions to execute priorities

Planning ahead:

**What CFOs can explore in the Lab**

- Transition experiences—critical moments and organizational context
- Hopes, fears, and legacies—mapped to what is known about their CEOs’ agendas
- Priorities—use Deloitte LLP’s Four Faces of the CFO framework to identify priorities and classify the urgency and importance of each
- Confidence—assess the preparedness of their finance organizations to execute top priorities and ways to increase confidence in outcomes
- Talent—examine capabilities and bandwidth of direct reports, as well as the scope and efficacy of reporting relationships
- Relationships—focus on the strengths of specific relationships and influence strategies important to a CFO’s ability to achieve priorities
- 180-day plan—CFOs can create action plans with specific milestones
An annual highlight for select Deloitte LLP clients is CFO Vision. This world-class event in Washington, D.C., offers an exclusive opportunity to hear insights and perspectives from thought leaders in business, politics, and the media—and engage in thought-provoking dialogue among their CFO peers. The agenda offers clients a two-day program—a chance to look ahead—filled with engaging presentations and discussions on timely topics.

CFOs participate in a curriculum that offers a mix of plenary speakers and panel discussions with insights on issues such as the global capital markets, the regulatory and public policy arena, and the United States economic outlook. Breakout sessions give CFOs the opportunity for peer-to-peer conversations on challenging issues including those pertaining to their industries—and to explore practical approaches to address them.

Speakers in past years have included Presidents George H.W. Bush and George W. Bush, Alan Greenspan, Condoleezza Rice, Robert Reich, Bill Bennett, Malcolm Gladwell, Colin Powell, and Madeleine Albright.

What participants are saying
“I am a huge fan of the Deloitte CFO conference. I don’t go to many conferences at all, but I always make time on my calendar for Deloitte’s.”

“The internal and external speakers have always been excellent, and the modestly government-oriented agenda is both fun and thought-provoking.”

“Meeting peers was invaluable.”

Perhaps the best organized/most professional event of the year.”

“Great insights on a broad range of topics.”

“Thank you very much. This is the highlight of my year. Makes me a better CFO.”

“Outstanding breakouts.”
CFO Forums
Stay ahead

There is no better way to stay current on important issues than by participating in our CFO Forums. Offered in scores of cities in nine countries, CFO Forums provide a unique opportunity for CFOs to network with peers, explore challenging issues, and share leading practices.

You set the agenda
CFO-driven. In more than 60 U.S. and 20 global forums each year, CFOs themselves drive the agenda to discuss and respond to the toughest challenges they’re facing. Many CFOs report that these forums are among their most valuable resources. Deloitte’s role is to facilitate the meetings and provide neutral resources to support the meeting agenda.

Peer-to-peer connections. CFOs across diverse industries share common challenges. That is why CFO Forums set aside ample time for networking.

Participants say this interaction is one of their favorite parts of the forum experience.

Up-to-the-minute issues. CFO Forums cover topics ranging from health reform and the global economy to the changing tax landscape, risk management, doing business with China, sustainability, finance transformation, retirement and pension risk, capital markets, compliance issues, finance talent, and more.
Insights and ideas
Think ahead

CFO Signals™
This quarterly survey tracks the latest thinking and actions of CFOs representing North America’s largest and most influential companies. It explores top-tier CFO issues across four areas:
• Business environment
• Company priorities and expectations
• Finance priorities
• Personal priorities

The survey solicits responses from client CFOs across the United States, Canada, and Mexico. The survey targets public and private companies with more than $3 billion (USD) in annual revenues. At the opening of each survey period, CFOs receive an email containing a link to an online survey hosted by a third-party service provider. Participating CFOs receive a summary report 14 days after the survey closes.

CFO Signals is a “pulse survey” that provides CFOs with information regarding their peers’ thinking across a variety of topics. It is not, nor is it intended to be, scientific in its number of respondents, selection of respondents, or response rate—especially within individual industries.

Learn more
For additional information, visit www.deloitte.com/us/cfossignals.

CFO Insights
CFO Insights is a biweekly publication from Deloitte LLP that tackles the timely issues that finance executives face today. It provides an easily digestible and regular stream of perspectives on the challenges confronting CFOs—with plenty of practical advice.

Recent topics
• Are you mispricing investment risk?
• Cash matters
• What is keeping CFOs up at night?
• Navigating change: How CFOs can effectively drive transformation
• Guarding against cyber threats
• Leading the multigenerational finance department
• Sustainability: Why CFOs are driving savings and strategy

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For more information
To view Deloitte content in the CFO Journal, visit http://deloitte.wsj.com/cfo/.

CFO Lens
The CFO Lens is a free app that delivers easily digestible, CFO-relevant ideas and updates to your mobile device, tablet, or computer. Scan the topics of the day, dive deeper where it’s relevant, and make sure you’re up to date on the absolute latest in the world of corporate finance. It’s easy, it’s quick, it’s portable—and, most of all, it’s focused on your role as a CFO.

Why it’s worth downloading
• Stay updated on changes in everything from financial to operational topics
• Manage the complexities of your role
• Tackle your company’s most compelling challenges
• Adapt to shifts in the marketplace
• Keep abreast of the skills and competencies you need to attain—or retain—the top job in finance

Download the app
To activate your CFO Lens access, contact John Goff, CFO Lens editor, at jgoff@deloitte.com. For a quick demo of the app, visit www.deloitte.com/global/cfolens.
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For more information about Deloitte's CFO Program, visit our website at www.deloitte.com.

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About Deloitte’s CFO Program
The CFO Program brings together a multidisciplinary team of Deloitte leaders and subject matter specialists to help CFOs stay ahead in the face of growing challenges and demands. The Program harnesses our organization’s broad capabilities to deliver forward thinking and fresh insights for every stage of a CFO’s career—helping CFOs manage the complexities of their roles, tackle their company’s most compelling challenges, and adapt to strategic shifts in the market. For more information about Deloitte’s CFO Program, visit our website at: www.deloitte.com.

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