

## CFO VISION 2015

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**CFO Lens**  
Relevant, CFO-centric content

# SUCCESSION PLANNING

## Who can really be the CFO?

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# Agenda

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**The leadership premium and challenge**

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**Leadership priorities**

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**Expanded finance leadership priorities**

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**Building a higher-value finance leader**

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**Discussion starters**

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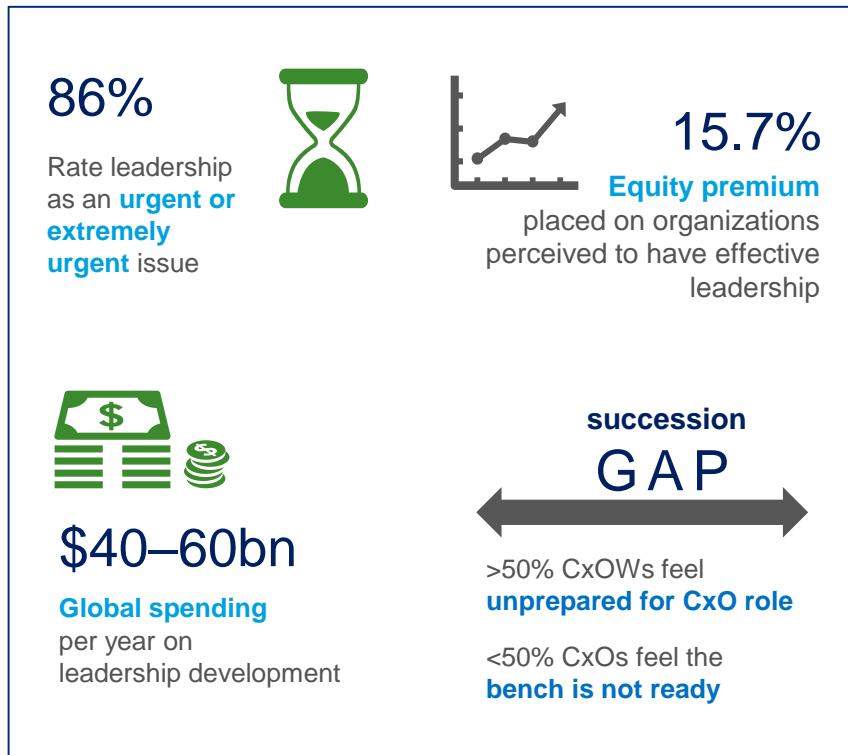
**Open discussion questions**

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# The leadership premium and challenge

Leadership is a C-suite priority, and current leadership programs offer varied solutions with disappointing ROI.

Our *Human Capital Trends Report* and white paper *The Leadership Premium* indicate leadership is more important than ever



Though there are *multiple approaches* in the market place...



...there is *disappointing ROI\**



Deloitte: *The Leadership Premium: How Companies Win the Confidence of Investors* (2012), Bersin by Deloitte: *The Corporate Learning Fact Book 2014*, Deloitte *Global Human Capital Trends Report 2015*

# Leadership priorities

Companies should invest in and define a more strategic leadership agenda.

**Leadership priorities...**

**... need to be executed through thoughtfully selected activities linked to superior performance**

**Improve internal candidate pools and bench strength**

Shift attention to lower-level leaders to address the pipeline shortage.

**Reduce skill gaps and build competencies**

Integrate a core set of leadership competencies that match current and future organizational needs.

**Accelerate business growth**

Tailor and align the leadership development approach with overall business strategy.

**Develop leaders more quickly**

Create comprehensive solutions that reinforce learning over time and are delivered through the latest technology.

**Prepare for retirement of current leaders**

Integrate development with the talent management life cycle and strongly align with succession management.

# Expanded finance leadership priorities

The role of finance leaders has expanded, demanding a dynamic blend of finance expertise, strategic thinking, and leadership skills.



Businesses must meet this challenge by developing programs that **build new competencies** and embrace **new career models** in a way that resonates with today's workforce.

# Building a higher-value finance leader

## Catalyst

- Stimulates behaviors across the organization
- Focuses on disciplined execution of strategic choices

## Strategist

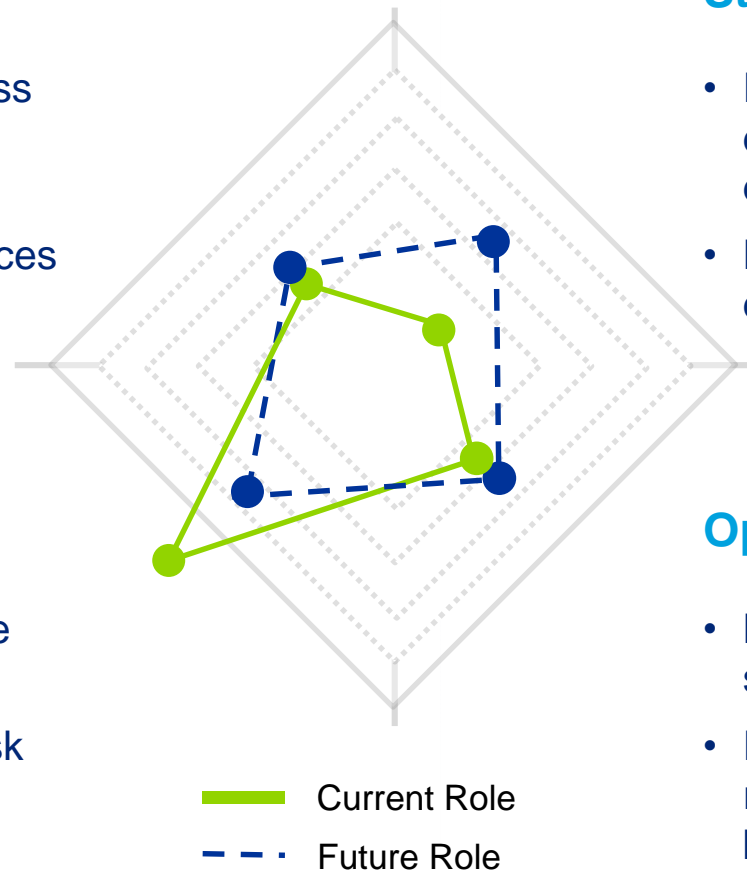
- Provides financial leadership in determining strategic business direction
- Helps set the broader future direction of the company

## Steward

- Protects and preserves the assets of the organization
- Accounting and control, risk management

## Operator

- Balances capabilities, costs, and service levels
- Fulfill the finance organization's responsibilities to the rest of the business



Finance executives are expected to embrace an even broader business leadership role to be seen as a value creator for the business.

# Discussion starters

- Do these findings resonate with you?
- In Deloitte's CFO Signals survey, we found that about half of the CFOs have a direct report who will be ready within one year to take on the role, and nearly 90% have at least one who will be ready in one to three years. What does your pipeline look like?
- What specific strategies do you use to develop talent in your organization? Interdepartmental moves? Across-department moves? Cross-geography moves?
- What skills are you finding most challenging to develop? What specific tips can you share on how you address gaps through specific assignments or otherwise?
- What planning horizon do you use for succession planning and to what level in your organization do you manage your leadership pipeline?
- How do you set expectations for succession with more technically skilled specialists on your team? What tips do you have to retain and engage critical talent not selected as successors?
- Are you finding specific challenges with developing millennial leaders?
- Does the board play an active role in your CFO succession process? Should it?
- In our CFO Transition Labs, CFOs tell us that their biggest regret is not moving quickly enough on talent issues. Do you agree?
- From your viewpoint as sitting CFO, what development do you wish you had undertaken to better prepare you for your role?



# Open discussion questions

- What is the biggest obstacle to succession planning at your company?
- What has been your personal “ah ha” moment in this area?
- What is the one secret to succession planning that gets it right?

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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.

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