



## Middle East CFO Reflections

Being a Business Partner – Nice to have or a must have?

Issue #3 – 2018 Q4

### The **CFO** Program

Dear CFOs and Finance Leaders,

The role of the finance function is taking on a new shape with automation and digital finance. CFOs face growing expectations of responsiveness within their function while assuming greater responsibility for identifying and closing gaps within an organization that is increasingly data-and-insights driven.

*"An effective business partner is the one who makes connections between people and between issues. They will be sitting in the middle of the table brokering and linking up points..."*

*Anton Broers  
Finance manager, Royal Dutch Shell*

These expectations result in the CFO being a key player and driver of strategic business initiatives impacting more than just their "own function". The result is, executive committees with some of the most senior leaders and others in key positions throughout the business, determining the project plans and the way forward.

With the traditional CFO role evolving from being a purely analytical and cost analysis function; to the increasing requirement to be a catalyst and capable of leading efforts to change strategic direction, it is no longer an option, but rather a necessity, to be a true business partner within the organization.

Read more about the 'Four Faces of a CFO' [here](#).

## Reflections

Click on the titles below to read the top selected articles related to business partnering:

	
<b>Leading a Business Transformation</b>	<b>Special teams: A new way to deploy FP&amp;A</b>
	
<b>What's Keeping CFOs Up at Night in 2018?</b>	<b>Unleashing the potential—and power—of FP&amp;A</b>

Kind regards,



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ME CFO Program leader



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Middle East  
**Point of View**

Middle East  
**matters**

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