



**Plan Ahead**  
CFO Transition Lab™

## Plan ahead

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

Our CFO Transition Lab™ is an interactive, one-day experience based on our extensive research on CFO Transitions. The Transition Lab is designed to help newly appointed CFOs, including those with prior CFO experiences, make an efficient and effective transition and develop an actionable 180-day plan.

The agenda of our CFO Transition Lab™ focuses on the three most important resources CFOs should consider managing during their transitions:

- **Time** - Personal and organisational time management
- **Talent** - Talent in the finance organisation
- **Relationships** - Critical stakeholder relations



## Effective transitions

### Quotes from other CFOs

The CFO Transition Lab™ is based on targeted research and interviews with CFOs who have previously navigated transitions. In more than 700 conversations conducted across EMEA and the US, CFOs discussed the challenges they faced and successes they achieved during their first 180 days in the role, informing the Transition Lab structure and methodology.

The shelf life of a CFO is very short these days

I put trust in someone I should not have – so trust, but verify

If you're not careful, you'll end up sleeping next to your mobile

Business rarely sees finance as a business partner

I was surprised by the drain on my time by external demands. I had to adjust how I was allocating my time

I felt I had six months to re-recruit my team, and show them I was going to do something different

## Define your aspirations

### Hopes, Fears & Legacy

- We explore your hopes and fears, and help you to define the legacy you wish to leave behind
- We then discuss the hopes, fears and legacy aspirations of your important stakeholders
- We explore together how to make your vision a reality

**Frame**

---

	CFO	CEO
CURRENT	HOPES	
	FEARS	
FUTURE	LEGACY	

## Where do you spend your time? The Four Faces of the CFO

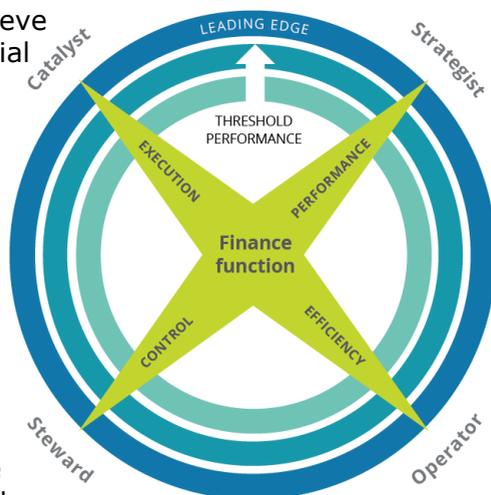
As a leader, there are endless demands on your time. The most successful CFOs determine early how to balance their time and energy across four critical dimensions. Based on our research with CFOs, we have developed the Four Faces of the CFO Framework, which examines the roles and responsibilities in four key areas.

### Catalyst

The objective of the catalyst is to stimulate behaviours across the organisation to achieve strategic and financial objectives

### Strategist

The objective of the strategist is to provide leadership with respect to aligning financial and business strategies such as M&A, the investments and capitalisation of the company



### Steward

The objective of the steward is to protect and preserve the assets of the organisation

### Operator

The objective of the operator is to balance capabilities, talent, costs and service levels to fulfil the finance organisation's responsibilities

## Define your key priorities

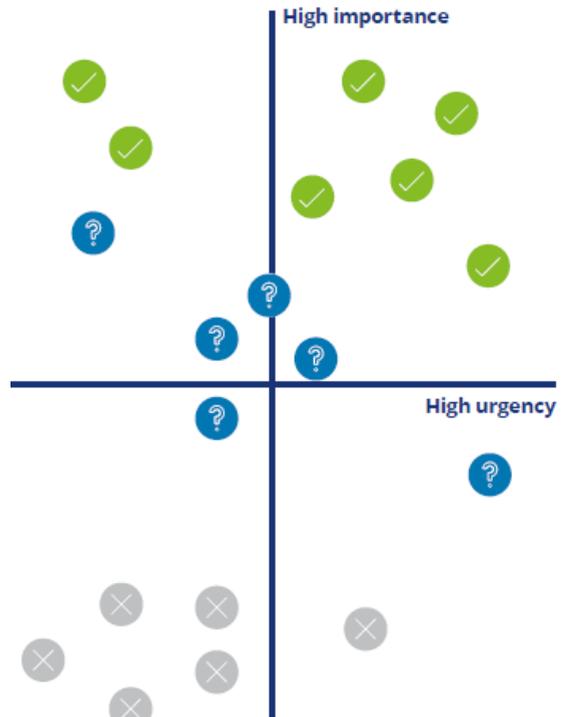
Assess and agree what's important and urgent

The Lab gives you the opportunity to reflect on which key priorities will determine your success. You will choose from a set of customised priorities organised along the relevant roles of the Four Faces Framework. You will also be able to add new priorities or tailor the current ones if needed.

We then ask you to organize the chosen priorities across two dimensions: urgency and importance.

### Key considerations

- Be wary of letting the urgent crowd out the important.
- What has the potential to slow you down? Are you covering or mitigating it adequately?
- What are the big issues?
- What and where are the largest drains in resources – either time or money?



## Assess your team

### Your organisation chart

Getting to the heart of talent issues quickly is at the centre of every successful transition story. Figuring out which team members will advance your priorities is critical and needs to occur in an unbiased environment, such as the CFO Transition Lab™.



You will assess your confidence in the members of your finance organisation using a system of red, yellow and green ratings.

You will then have an open discussion about the individual members of your team, identifying issues that require immediate action and areas where more information is required.

## Relationships and influence

### Stakeholder analysis

Managing relationships is key, your success will depend on having a plan. Right away you want to connect and establish relationships with people who matter, and then consider the major issues you will be facing with them and how these could be tackled.

#### We ask you to:

- Provide a general rating and assessment of your relationships with key internal and external stakeholders.
- Rate the support you anticipate from each stakeholder for each of your top priorities.
- Discuss what can be done to raise stakeholder support and what risks exist to potentially decrease support.



## Your 180-day plan

### Put it all together

Moving from intent to action requires a plan. Your lab culminates in the creation of a plan that you are confident to execute. The plan is populated with relevant milestones including issues that require immediate attention, as well as longer-term priorities that are critical to the success of the organisation and your legacy.

We ask you to set the 180-day milestones, then we develop discrete actions to achieve those milestones.



As we create the plan, we look to incorporate the action items identified throughout the day and ensure we consider the key concepts of talent, relationships and communications.



## Contacts

### The CFO Programme Team



**Alan Flanagan**

EMEA CFO Programme Leader  
Partner  
Deloitte Ireland  
[aflanagan@deloitte.ie](mailto:aflanagan@deloitte.ie)



**Emily Talbot**

EMEA CFO Programme Manager  
Manager  
Deloitte UK  
[etalbot@deloitte.co.uk](mailto:etalbot@deloitte.co.uk)



**Alan Lowry**

EMEA CFO Programme Analyst  
Analyst  
Deloitte Ireland  
[allowry@deloitte.ie](mailto:allowry@deloitte.ie)

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee (“DTTL”), its network of member firms, and their related entities. DTTL and each of its member firms are legally separate and independent entities. DTTL (also referred to as “Deloitte Global”) does not provide services to clients. Please see [www.deloitte.com/about](http://www.deloitte.com/about) for a more detailed description of DTTL and its member firms.

© 2017 Deloitte. All rights reserved

powered by

The **CFO** Programme