

The Black Box Institute

Role of the CFO:
From Financial Steward
to Business Leader

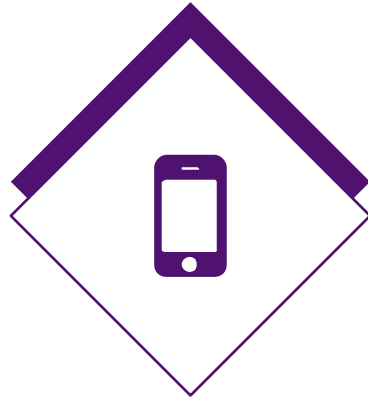
Oct 13, 2016

Various forces driving the evolution of the CFO role



**CEO
Expectations**

Partner to CEO



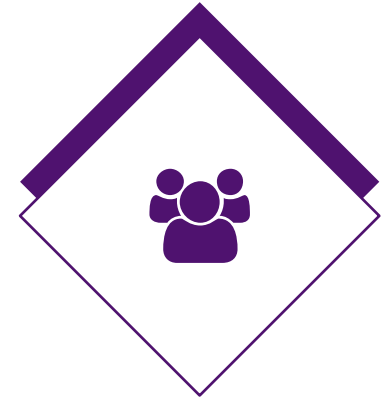
**Automation and
Technology**

Growing importance of
IT



**Regulations and
Transparency**

Heightened regulatory
demands



**Human Capital
Change**

Not just CAs

Financial
Steward

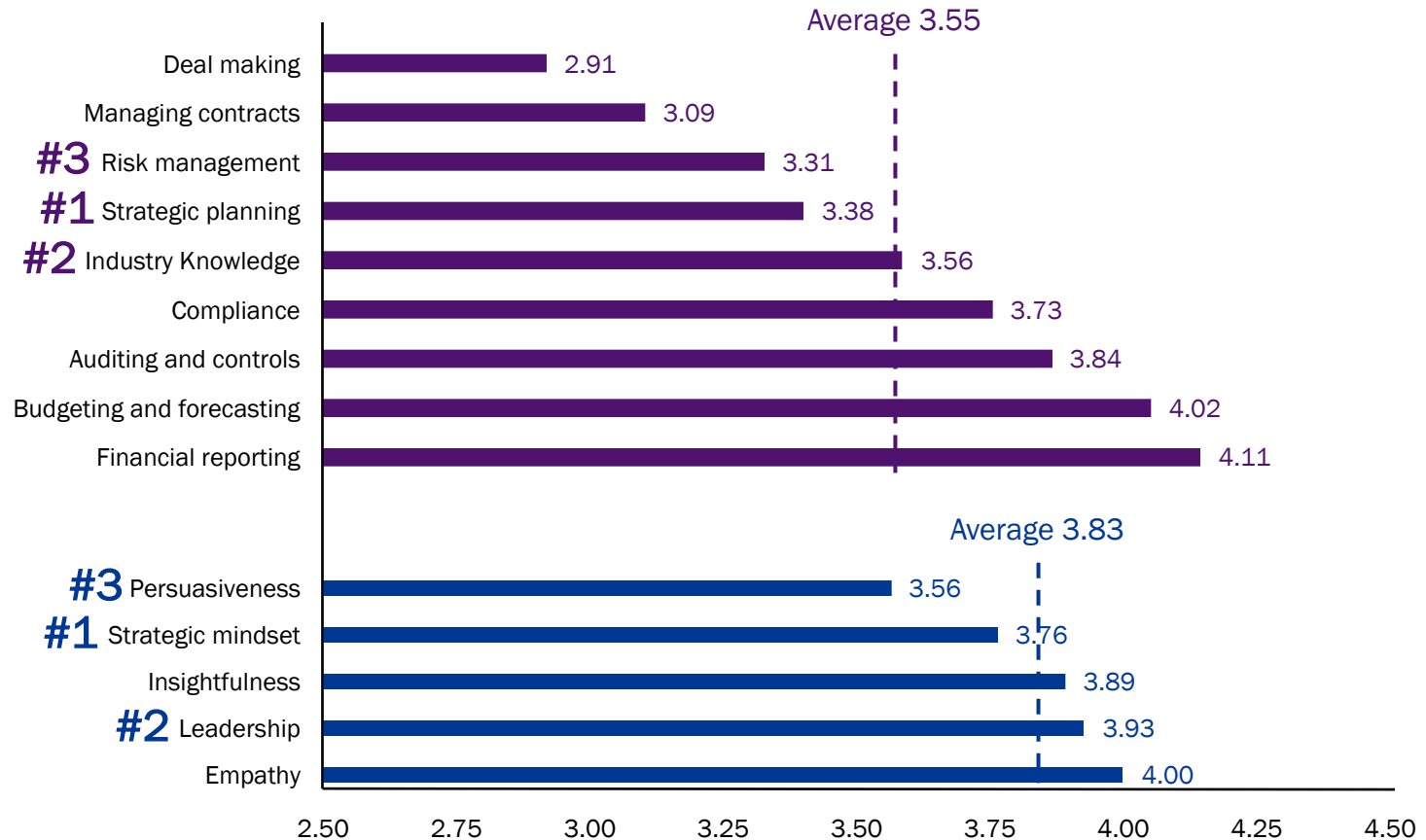


Business
Leader



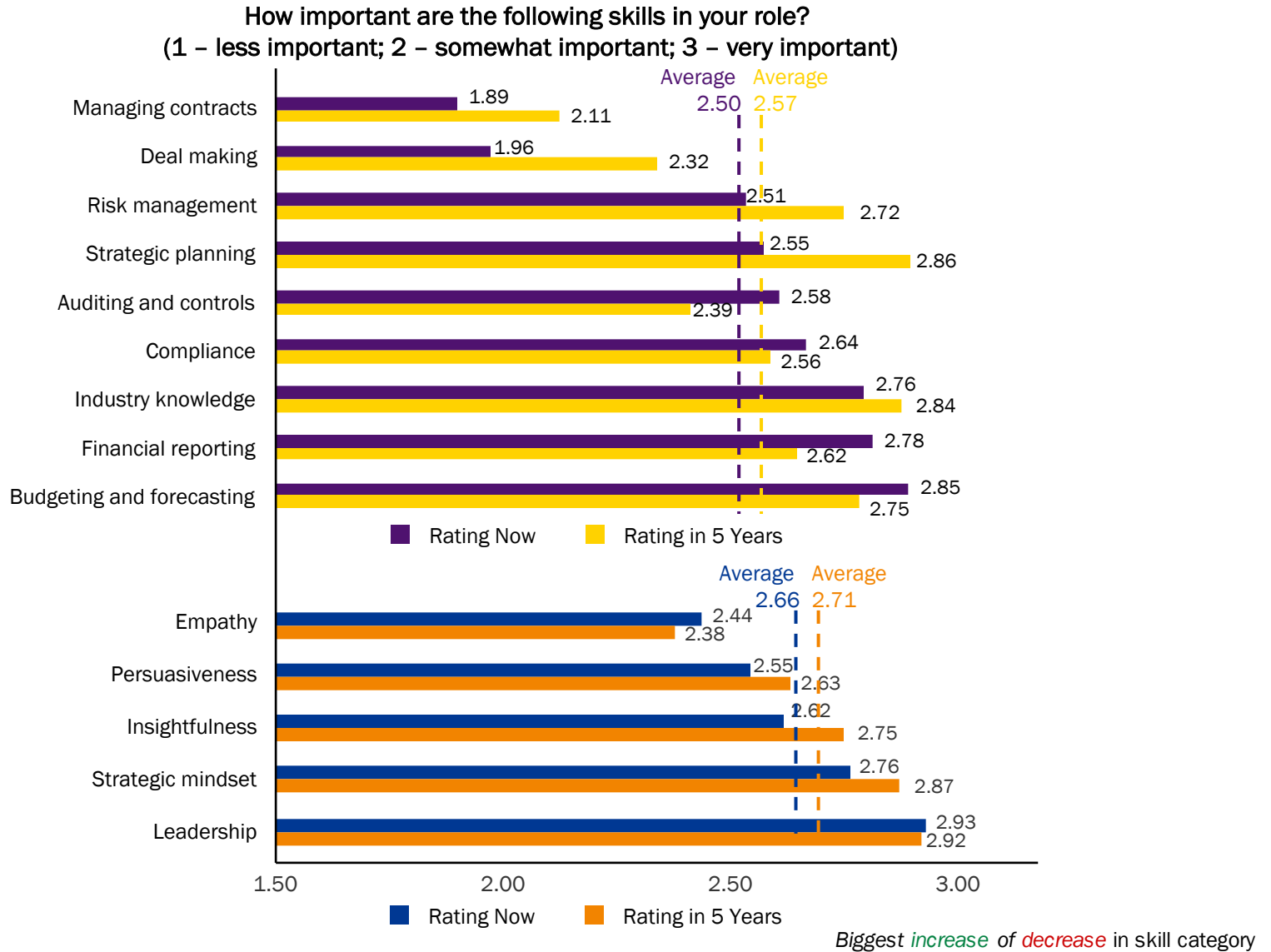
Changing responsibilities will require a new mindset and emphasis on strategy

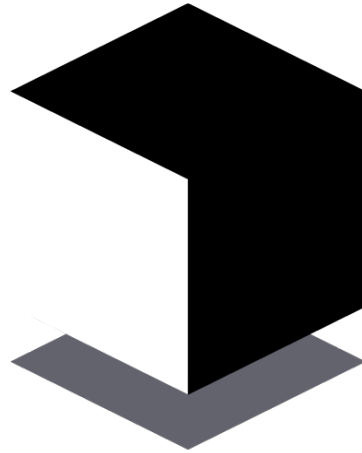
Please evaluate your skills in terms of strength
(1 – need improvement; 5 – expert)



Surprisingly, soft skills were, on average, rated higher than hard skills and, even more surprisingly, the weakest skills were not the top priority for improvement.

Soft skills will be more important in the future





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