

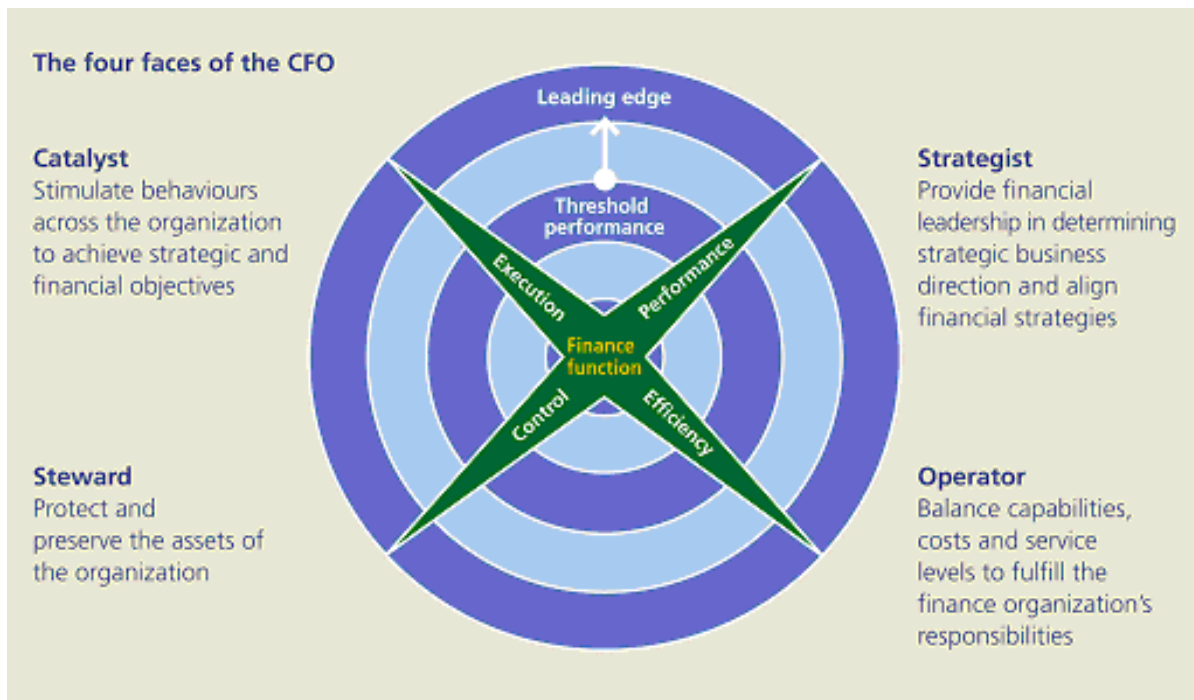
On-Site Financial Presents:

Four Faces of Today's CFO: A New View Of The CFO's Role

Source: Alan Wunsche

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The Four Faces of the CFO:



The 'Four Faces of the CFO' is a new view of the CFO's role, one which connects traditional financial accounting to the opportunity for the finance organization to be a key driver of a high-performance culture. Each of the 'faces' is a different role, tasked with solving very unique challenges. In many cases, the CFO has a Finance Leadership Team (FLT) that divides the four roles into discrete responsibilities, but in all cases, the FLT needs to work as an integrated whole, or one "CFO."

Four Stages of a High-Performing Finance Function

	Laggard	Follower	Competitor	Innovator
Objectives	Become an effective steward Focus on the financial operations Producing inward facing financials Limited communications of performance	Effective steward Efficient operator Reactive financial advisor Limited future focus	Effective steward Efficient operator Influential strategist Frequent performance communications Forward-looking	Effective steward Efficient operator Influential strategist catalyst Facilitator of deep business model understanding
Time Horizon Focus	Historic	Short-term future	Mid-term future	Long-term future
Business Partner Role and Influence	Invisible Low influence	Reactive Limited influence	Highly influential Proactive HR partner	Invaluable leader of executive management team Strong cultural orientation
Capabilities	Routine single year financial accounting	Financial accounting supplemented with limited operational knowledge	Multi-year historic financial performance analysis Forward looking planning based on operational value drivers	Deep performance management expertise Value measurement in economic (cash) terms
Measures	Tangible financial measures	Financial accounting measures Semi-financial performance measures	Financial Accounting measures Economic (cash-based) measures	Economic (cash-based) measures Risk measures Intangibles and Intellectual capital

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