The Role and Expectations of a CFO Preparing Accountants for Finance Leadership and Finance Function Effectiveness



Resources from IFAC Members, Associates, and Affiliates

Association of Chartered	•	<u>Accountants for Small Business</u> (2013)
Certified Accountants (ACCA)	•	The Complete Finance Professional (2013)
	•	Talent and Capability in Global Finance Functions (2013)
	•	<u>A Focus on Finance Leadership</u> (2012)
	•	A New Vision for Finance and Business in Europe: The Role of Accountants (2012)
	•	Building a Better Business through Finance Diversity (2012)
	•	Driving SME Growth through an Evolving Finance Function (2012)
	•	Finance Transformation: Expert Insights on Shared Services and Outsourcing (2012)
	•	Maximising People Power: Effective Talent Management in Finance (with KPMG, 2011)
	•	Talent Management in 2010: Foundations for Growth (2010)
Association of Chartered	•	Financial Leadership Performance website
Certified Accountants and Institute of Management Accountants	•	Future Pathways to Finance Leadership (2013)
	•	The Changing Role of the CFO (2012)
	•	Finance Leaders Survey Report: December 2012 (2012)
American Institute of CPAs	•	Controller and CFO Skills: Advanced CFO and Controller Leadership Skills (2012)
(AICPA)	•	CPA Horizons 2025 Report (2011)



Association of Corporate Treasurers	• The Treasurer, "Be the Boss: What Does it Take for Today's Treasurer to become Tomorrow's CFO?" (September 2013)
Chartered Accountants Ireland	• "Finance Leaders of the 21 st Century" (March 21, 2012)
Chartered Institute of Management Accountants (CIMA)	 <u>Financial Leadership for Government</u> (with the Institute for Government, 2013) <u>The Big Shift: Value Through Partnering</u> (2011) <u>Fact of Fiction? The Independent Business Partner</u> (2011) <u>Fact of Fiction? The Independent Business Partner: Asia</u> (2011) <u>Finance Transformation, A Missed Opportunity for SMEs?</u> (2011) <u>From Efficiency to Effectiveness: Transforming the Finance Delivery Mix</u> (2011) <u>Mastering Finance Business Partnering</u> (with KPMG, 2011)
Chartered Global Management Accountant (CGMA)	 Managing Innovation: Harnessing the Power of Finance (2013) "Six Ways to Get Finance Out of the Silo" (May 13, 2013) The Traits of Today's CFO: A Handbook for Excelling in an Evolving Role (2013) CGMA Tools: Six Tips for Finance Professionals Wanting to Move Up the Career Ladder (2012) The Fast-Track to Leadership: The Challenges, Opportunities, and Action Plan (2012) From Ledgers to Leadership: A Journey Through the Finance Function – 2012 Update (2012) New Skills, Existing Talents: The New Mandate for Finance Professionals in Supporting Long-Term Business Success (2012) The Inside Track: Partnering for Value (2011)



Chartered Institute of Public Finance and Accountancy (CIPFA)	 Emerging Stronger: Shaping the Finance Function to Meet and New and Future Challenges (2012) The Role of the CFO in Local Government (2010) The Role of the Chief Financial Officer in Public Service Organizations (2009)
CPA Australia	 <u>CPA Australia Career Guidance System</u> In the Black, "<u>Develop a High-Performing Finance Team</u>" (September 10, 2013) In the Black, "<u>Global Finance Leaders 2012</u>" (2012)
CPA Canada Hong Kong Institute of CPAs	Offshoring: Impact on the Accounting Profession (2010) The CFO Series: What Boards Should Expect from CFOs Forecasting the Future Role of the Management Accountant (2011) A Plus "CFOs for IPOs" (October 2011)
International Federation of Accountants	A Plus, " <u>CFOs for IPOs</u> " (October 2011) Small and Medium Practices Committee Delicious feed
Institute of Chartered Accountants in Australia	 <u>CFO Masters series webcasts</u> (2012) <u>Business Briefing series on the increasing significance of the corporate treasury</u> (with the Association of Corporate Treasurers, 2010)



Institute of Chartered Accountants in England and Wales (ICAEW)	• • •	<u>Finance Function Effectiveness website</u> <u>A CFO at the Cabinet Table? Strengthening UK Government Finances for the Future</u> (2013) Finance and Management, " <u>Finance Director – Then and Now</u> " (March 2013) <u>The Finance Function: A Framework for Analysis</u> (2011)
	•	How to Ensure Your Central Finance Function Adds Value (2011) (member access only)
	٠	Finance and Management, "How to Succeed in a Senior Finance Role" (May 2010)
Institute of Singapore Chartered Accountants	•	CPA Singapore (now IS Chartered Accountant), "Empowering Singapore's CFOs: More Skills for More Responsibilities" (February 2013)
Institute of Management Accountants	•	Strategic Finance, "Innovation is for CFOs, Too" (July 2013)
	•	Strategic Finance, "Financial Leadership: What's It All About?" (April 2008)
	•	Strategic Finance, "The Seven Habits of Strategic CFOs" (September 2008)
Malaysian Institute of Accountants	•	Accountants Today, "From Finance to Corporate Leader: Aspiring to be a CEO? First, Become a CFO" (June 2010)
New Zealand Institute of Chartered Accountants	•	The Role of the Chief Financial Officer in the Corporate Sector (2012)
South African Institute of Chartered Accountants	•	The South African CFO of the Future website



Resources from Select Other Organizations

Accenture	Outlook, " <u>Masters of Finance</u> " (March 2012)
	<u>Transforming the Finance Function for High Performance</u> (2012)
	• <u>CFOs Assume Leadership Roles to Drive Greater Value from Operational Excellence Programs</u> (2010)
Business Finance (blog)	" <u>What's Next Beyond the CFO Role</u> " (January 3, 2013)
	 "<u>The Evolving Role of Today's CFO</u>" (August 7, 2012)
	• " <u>Preparing for the Future</u> " (June 26, 2009)
CFO.com	News, resources, magazine, and additional content
The CFO Alliance	Website for CFOs
Deloitte	<u>CFO Knowledge Center website</u>
	<u>CFO Program</u>
	<u>CFO Insights: Are You a Strategic CFO? Seven Essential Questions</u> (2013)
	• The CFO Survey Q2 2012: Just When You Thought it was Safe to go Back in the Water (2013)
	<u>CFO Insights: Leading the Multigenerational Finance Department</u> (2012)



EY	 <u>EY CFO Program website</u> <i>CFO: Need to Know - Insights for CFOs, "<u>Hidden Trends from the Earning Season</u>" (2013)</i> <u>The DNA of the Greek CFO</u> (2012)
	• <u>The DIVA of the Greek CFO</u> (2012)
FinancialDirector.com	Analysis and insight for UK financial directors, CFOs, and other senior business finance professionals
Financial Executives International (Canada)	Beyond the Numbers: The Evolving Leadership Role of the CFO (2011)
Forbes	• Forbes.com, "Signs a Small Business Needs a CFO" (February 14, 2013)
Grant Thornton	• <u>Spring 2013 CFO Survey</u> (2013)
	• "The New Higher Education CFO: Essential Skills for Maximum Job Performance" (April 10, 2010)
Group of 100 (Australia)	<u>CFO Code of Conduct</u>
IBM	• <u>The New Value Integrator: Insights from the 2010 IBM Global CFO Study</u> (2010)
International Controller Association and International Group of Controlling	• <u>Perspective of the International Controller Association and International Group of Controlling</u> (2013)
KPMG	<u>CFO Institute website</u>
	• <u>Transforming Finance: Challenges and Breakthrough Solutions for CFOs</u> (2011)
McKinsey	"Today's CFO: Which Profile Best Suits Your Company" (2013)
	How CFOs Can Keep Strategic Decisions on Track (2011)



New York Times	•	"When Should a Small Business Hire a Finance Chief?" (October 26, 2011)
PwC	•	CFO Direct Network website
	•	Finance Transformation: A Lean Approach to Increase Value (2013)
	•	How can CFOs Lead and Change through These Challenging Times? (2010)
	•	Is Finance Rising to the Challenge: Finance Effectiveness Benchmark Study (2010)

- Financial Leadership in Challenging Times: Challenges and Opportunities for Today's CFOs (2009)
- <u>Talent and the Finance Function: Cutting Through the Complexity*</u> (2008)