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



Chartered Institute of Public Finance and Accountancy (CIPFA)	<ul> <li>Emerging Stronger: Shaping the Finance Function to Meet and New and Future Challenges (2012)</li> <li>The Role of the CFO in Local Government (2010)</li> <li>The Role of the Chief Financial Officer in Public Service Organizations (2009)</li> </ul>
CPA Australia	<ul> <li><u>CPA Australia Career Guidance System</u></li> <li>In the Black, "<u>Develop a High-Performing Finance Team</u>" (September 10, 2013)</li> <li>In the Black, "<u>Global Finance Leaders 2012</u>" (2012)</li> </ul>
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	<ul> <li><u>CFO Masters series webcasts</u> (2012)</li> <li><u>Business Briefing series on the increasing significance of the corporate treasury</u> (with the Association of Corporate Treasurers, 2010)</li> </ul>



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)
	<ul> <li>"<u>The Evolving Role of Today's CFO</u>" (August 7, 2012)</li> </ul>
	• " <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	<ul> <li><u>EY CFO Program website</u></li> <li><i>CFO: Need to Know - Insights for CFOs, "<u>Hidden Trends from the Earning Season</u>" (2013)</i></li> <li><u>The DNA of the Greek CFO</u> (2012)</li> </ul>
	• <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)