



blenheim partners

no limitations

Executive Search & Board Advisory

THE CFO – A KEY PLAYMAKER



"If you see the President, tell him from me whatever happens there will be no turning back" Ulysses S. Grant

The financial crisis of recent years has emphasised the need for leadership in the finance function. The CFO's role has expanded beyond reporting the technical finance, numbers, and corporate governance, but to being a key interactive influencer in operational and strategic decisions. With the acceleration in digital and analytics, they have a more inclusive role from presenting the financial position, to actively participating in the business decision making.

In many cases, the CFO role has expanded to become COO, and they must have the ability to contribute across a broad range of business discussions and projects.

The CFO is being positioned by many companies as part of the succession planning strategy for the CEO role. They are encouraged to change the established views held by those outside of the finance function, i.e. bean counters, who only report what happened after the event, to helping and supporting the business in their quest to create value. They and the team are there to assist the business, whilst keeping them 'accountable.' This includes bringing their financial and commercial perspectives to the leadership team's decision making and formulation of strategy. The CFO also must appoint the finance team to reflect the 24/7 access to information, to help their operations and divisional heads make better informed decisions.

blenheim partners

The CFO also partners the CEO in regards to internal and external stakeholder management. They have a significant role of being the face and voice of the company. They have to be fully informed of the global markets, risks and governance issues, which are becoming increasingly complex and articulate the financial and commercial outcomes.

The CFO has a key role to play in decision making, in regards to outsourcing and what remains in house. This is becoming more important with arguments pushing against going straight to a shared services and outsourcing business model, in consideration of long term company needs to retain and develop talent.

The CFO's role is proactive in presenting and thinking of the potential business implications before a company proceeds down a particular path. The CFO has to interact with a great number of functions outside of finance, and ensure their team is engaged with and seriously contributing to the business.

The CFO needs to recruit the appropriate emerging talent. They need to determine if the finance function is going to better serve the business in a centralised or decentralised structure, and therefore, question if they have the appropriate individuals with the intellect, style and fit. They also need to encourage finance executives to move into operational roles as part of their development, and as such, be prepared to lose some of them along the way and develop the future pipeline.

Gregory Robinson, Managing Partner, "The CFO is an ideal position to support and influence. The role demands greater leadership than previously, but also provides greater opportunity than previously. The CFO has a seat at the table and is a key playmaker."

Blenheim Partners specialise in:

- Executive Search;
- Non-Executive Director Search;
- Board Strategy and Structure Consulting;
- External Succession Planning; and
- Executive Re-Engagement / Transition.

Founded in 2012, our team have acted as specialist adviser to many of the world's leading corporations on Board and Executive performance, capability and succession planning.

Our consultants have worked with clients from all sectors and a broad range of geographies. They include over 80 of the ASX 100, 10% of the FTSE 100, Private Equity, Multinational, Private Family and Mutually Owned Companies.

Our work includes assignments that are both local and international in scope.

Our team consists of senior Search Consultants, Human Resource Directors,

Psychologists, Coaches and exceptionally experienced Researchers.

Blenheim Partners is continually investing in knowledge and understanding as exemplified by our Thought Leadership "The Challenges of Attaining Growth", Industry Papers and monthly Market Intelligence reports.

Our philosophy is to develop deep and committed relationships with a select number of clients and help them deliver a superior performance by optimising the composition of their Board and Executive team.

Our culture is built on pride, professionalism, esprit de corps and client service.

Confidentiality

This report and the information contained in it are confidential and proprietary information belonging to Blenheim Partners. The report contains confidential and proprietary information based on data from public and private sources, including Blenheim Partners' proprietary database of information. The recipient will not use or disclose, or permit the use or disclosure of, this Report by any other person or for any other purpose. The information contained in this report is preliminary in nature and subject to verification by Blenheim Partners. Blenheim Partners does not guarantee its accuracy or completeness.



blenheim partners

no limitations

Executive Search & Board Advisory

Contact us

Sydney p +61 2 9253 0950

Melbourne p +61 3 9653 9510

w www.blenheimpartners.com