An Increasing CFO Role in Operations, Talent, and Technology

Large majorities of CFOs are currently playing key roles in supporting operations performance management, technology strategy development, and talent strategy development. Also, in all three areas majorities of senior finance executives expect that they will play a larger role over the next two years. Below are some highlights from a recent survey by FTI Consulting, in partnership with CFO.

Finance leaders who currently play a key supporting role:

<table>
<thead>
<tr>
<th>Area</th>
<th>Current Role</th>
<th>Expected Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operations</td>
<td>88%</td>
<td>72%</td>
</tr>
<tr>
<td>Talent</td>
<td>71%</td>
<td>65%</td>
</tr>
<tr>
<td>Technology</td>
<td>83%</td>
<td>73%</td>
</tr>
</tbody>
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Finance leaders see their role continuing to expand over the next two years, suggesting that they can do even more in these areas:

- **Operations:**
  - Fail to flag variances from plan (positive and negative) and provide recommendations for remediation where appropriate: 37%
  - Fail to provide timely cost analysis and variance to business leaders: 33%
  - Fail to identify key areas of operational risk: 33%

- **Talent:**
  - Fail to ensure that the HR organization’s talent plan is aligned with business KPIs: 59%
  - Fail to actively support retention and hiring processes; develop short- and long-term attractive plans: 49%
  - Fail to actively connect the finance team with their HR/talent counterparts: 46%

- **Technology:**
  - Only 49% of respondents believe there is an effective partnership with Finance and the CIO/CTO. Some critical points where CFOs are not asserting themselves sufficiently in technology management include:
    - Fail to serve as a leader in technology cost vs. return discussions: 56%
    - Fail to ensure that technology delivers clear, measured value to the enterprise: 53%
    - Fail to support IT governance initiatives, some business cases for proposed IT: 52%

While a majority of CFOs report that they currently play a key supporting role in these three key functions, they expect to further expand their involvement in the next several years.