



An Executive Recruiter's view

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PageExecutive

The Future CFO

Search, Assessment & Recruitment Dynamics

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April 2024



THE FUTURE CFO'S PARADOX

Traditional Leadership

VS

Strategic Leadership

Near-term

VS

Long-term

Security

VS

Entrepreneurialism

WHAT ARE COMPANIES LOOKING FOR IN THE FUTURE CFO?

Transitioning away from Traditional Recruitment

Challenges with Recruitment Technology

Building Breadth of Experience

SUMMARY OF COMPETENCY POTENTIAL

| Competency | 1 | 2 | 3 | 4 | 5 | Important for success? (tick) |
|---|---|---|---|---|---|----------------------------------|
| Leading and Deciding | | | | | | |
| 1.1 Deciding and Initiating Action | | ■ | ■ | ■ | | |
| 1.2 Leading and Supervising | | ■ | ■ | ■ | | |
| Supporting and Co-operating | | | | | | |
| 2.1 Working with People | | ■ | ■ | ■ | | |
| 2.2 Adhering to Principles and Values ¹ | | ■ | ■ | ■ | | |
| Interacting and Presenting | | | | | | |
| 3.1 Relating and Networking | | ■ | ■ | ■ | | |
| 3.2 Persuading and Influencing | | ■ | ■ | ■ | | |
| 3.3 Presenting and Communicating Information ¹ | | ■ | ■ | ■ | | |
| Analysing and Interpreting | | | | | | |
| 4.1 Writing and Reporting ² | | ■ | ■ | ■ | ■ | |
| 4.2 Applying Expertise and Technology ² | | ■ | ■ | ■ | ■ | |
| 4.3 Analysing ² | | ■ | ■ | ■ | ■ | |
| Creating and Conceptualising | | | | | | |
| 5.1 Learning and Researching ² | | ■ | ■ | ■ | ■ | |
| 5.2 Creating and Innovating ² | | ■ | ■ | ■ | ■ | |
| 5.3 Formulating Strategies and Concepts ² | | ■ | ■ | ■ | ■ | |
| Organising and Executing | | | | | | |
| 6.1 Planning and Organising | | ■ | ■ | ■ | | |
| 6.2 Delivering Results and Meeting Customer Expectations | | ■ | ■ | ■ | | |
| 6.3 Following Instructions and Procedures ¹ | | ■ | ■ | ■ | | |
| Adapting and Coping | | | | | | |
| 7.1 Adapting and Responding to Change | | ■ | ■ | ■ | | |
| 7.2 Coping with Pressures and Setbacks | | ■ | ■ | ■ | | |
| Enterprising and Performing | | | | | | |
| 8.1 Achieving Personal Work Goals and Objectives | | ■ | ■ | ■ | | |
| 8.2 Entrepreneurial and Commercial Thinking ¹ | | ■ | ■ | ■ | | |

| Report Key | |
|------------|------------------------------------|
| 1 | Unlikely to be a strength |
| 2 | Less likely to be a strength |
| 3 | Moderately likely to be a strength |
| 4 | Quite likely to be a strength |
| 5 | Very likely to be a strength |

The index numbers refer to the 20 competency dimensions from the SHL Universal Competency Framework™.

¹ CPQ22 only assesses some aspects of this competency, specifically related to the areas of rule-following and utilising diversity.

² Assessment of this competency could be enhanced by adding a measure of aptitude or ability. For an indication of which ability tests could be used, please see the section at the back of this report.

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Demonstrating Key Leadership Behaviours

Strategic vs tactical focus

Technological proficiency

Emotional intelligence

Outstanding interpersonal skills

THE NEW JOURNEY TO CFO

Reviewing key differences
in performance indicators
from GFD, FD and FC to
CFO

Typically, GFD, FD and similar roles are judged on performance, drive, results, commerciality, technical excellence – a CFO's impact and outputs are quite different:

Transformational

Visionary – selling skills and acumen

Future-focused vs in-the-day challenges

Board-oriented, in charge of strategic goals of the business as a whole

Highlights from our CFO network

“Self-awareness is key” – embrace **FEEDBACK**

Become a **LEADER** – more than just a finance leader

Create a **culture of INCLUSIVITY, ideas, and trust** – focus on bottom-up listening

Keep it fresh – nurture **INNOVATION** to problem-solve effectively



JAN BRAMALL

**Group CFO, Manchester
Airport Group**

Highlights from our CFO network

Lack of structure in today's CFO role

Finance needs to transform, and isn't coping with pace of change

Ability to sell & influence is key

20 years ago, leadership was prescriptive & authoritarian – revolution has taken place with both technological and generational dynamics

“What hills can be climbed together?”



RACHEL IZZARD

**Group CFO, Co-op
Group**

Demonstrating Leadership Behaviours throughout the Application Process

Always ask yourself the “**So what?**” question

Focus on **value creation**

Highlight ‘**execution**’ alongside ‘**strategy**’

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