



CFOs' top trade-offs and tensions for 2026

CFO Forum

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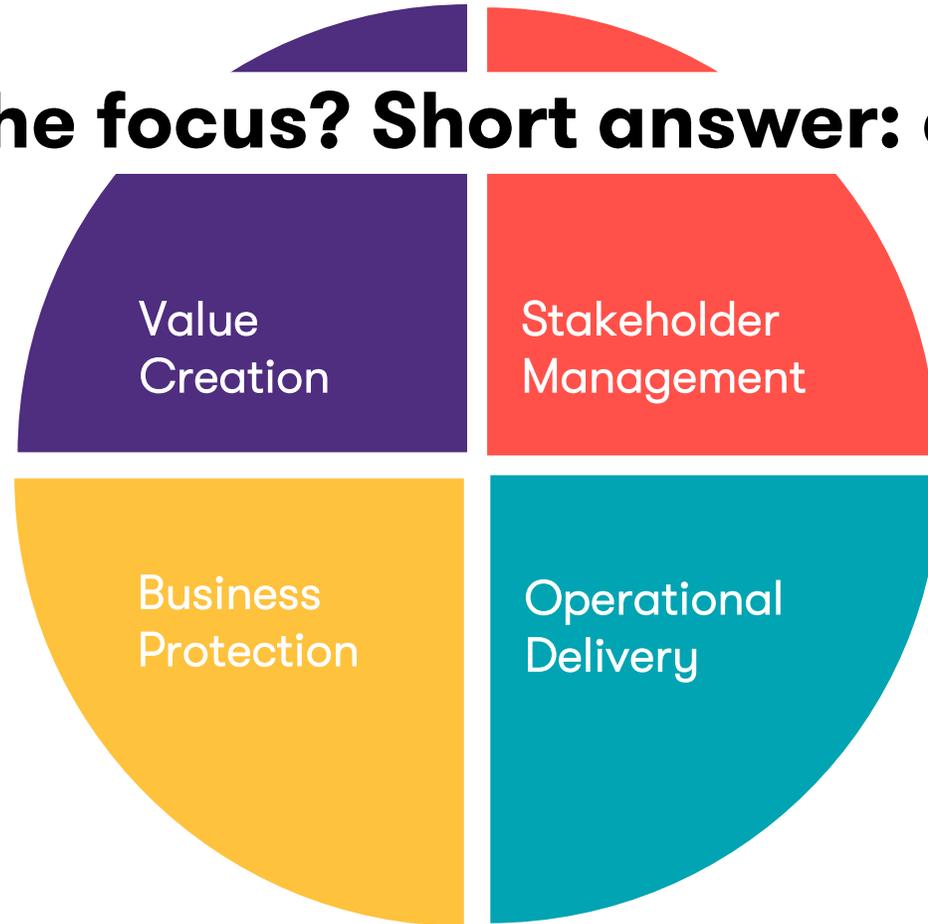
Group Chief Financial Officer
On the Beach

Healthy tensions for Finance – what are the juggling acts for 2026?

The CFO Scorecard: where do you – or should you – focus?

Where's the focus? Short answer: everywhere

The framework
hasn't
changed.....

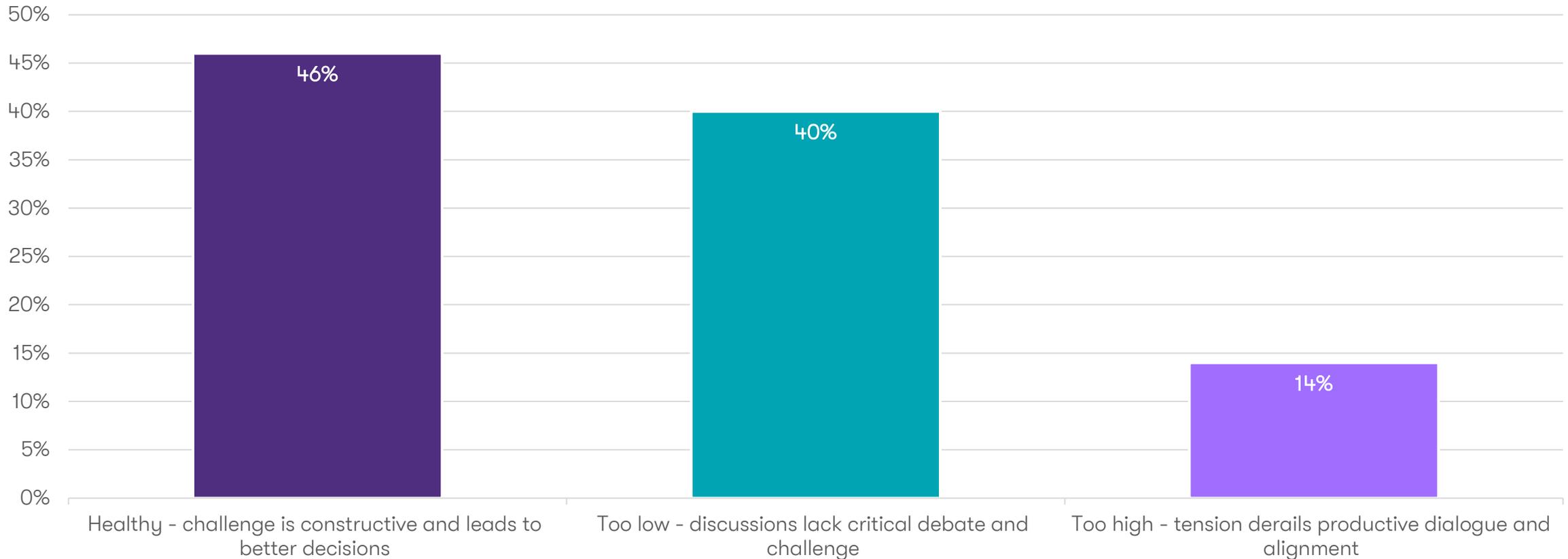


...but
expectations
have - for how
well, how fast,
and how broad

To add to the fun.... “healthy” tension at the top level

Are you getting the challenge you need?

94% agree ‘healthy tension’ is essential for decision-making but.....



Tensions we are seeing – at the Board level

Short term results

Speed

Talk the talk

Pace of change



Longer term,
sustainable success

Accuracy / certainty

Walk the walk

Risk appetite

Tensions we are seeing – at the coal face

Change agenda

Morale

Human skills & input

Leveraging technology

Immediate expertise

Future skillset

Data

Clarity

Tensions we are seeing – at the coal face

We're investing in transformation, but it's costing us morale. 77% agree



More data isn't giving us more clarity; it's clouding it. 75% of CFOs agree

49% say instinct steers C-Suite decisions more than data

We have to do more with less so we will leverage tech – but where does the next generation of FCs and FDs come from if we cut our junior finance heads?

Tensions we are seeing - for CFOs as individuals



Some thoughts to consider



Force the clarity



Set the roadmap –
for the business, for
finance, for you



Make the trade offs
overt and
acknowledged



Invest in stakeholder
management – and
then invest some more



Don't underestimate
change management



Are you being
sufficiently selfish?

Panel session

Q&A

Get in touch



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