





# Common requirements for strategist CFOs

To be more effective in influencing and executing strategy, here are four distinct ways CFOs can orient themselves – being a responder, challenger, architect or transformer.

	RESPONDER	CHALLENGER	ARCHITECT	TRANSFORMER
Permission 	Generally low permission from CEO for CFO to engage in strategy	Strong permission from CEO to CFO to challenge	Acceptance by business unit leaders in strategy process	Strong permission from CEO and/or the Board to shape strategy
Typical context 	Highly decentralised businesses or where other executives are primarily responsible for strategy	Decentralised or non-performing businesses seeking capital from the corporate for future investments	Finance is already viewed as a contributing partner to the business	Finance is a business partner or where finance is not a key constraint to the growth of overall business
Required finance capability 	Strong centralised Financial Planning & Analysis (FP&A) capabilities	Strong FP&A and access to relevant data to evaluate value and risk in business strategies and plans	Strong finance capabilities to partner with the businesses on strategic planning complemented by strong FP&A expertise	Strong CFO capacity to influence the business to fundamentally change its strategy
Required organisational capability 	Strong strategy capabilities in the business	Strong strategy capabilities in the business	Strong partner to finance in the businesses	Capacity to absorb any necessary changes to strategy and change processes, systems and structures accordingly