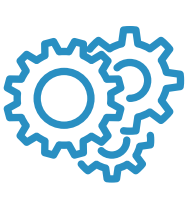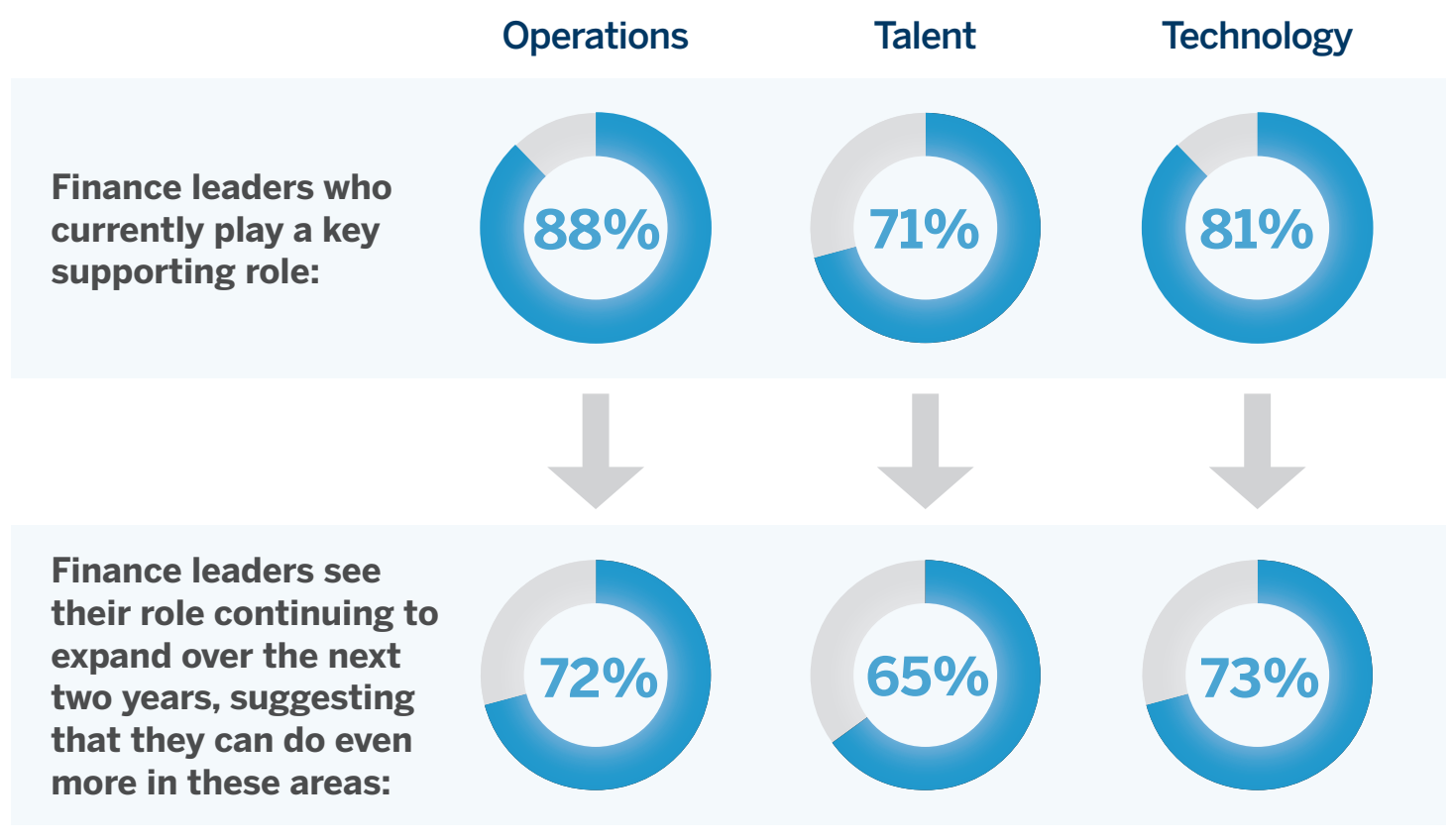# An Increasing CFO Role in Operations, Talent, and Technology

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.

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.

	Operations	Talent	Technology
Finance leaders who currently play a key supporting role:	88%	71%	81%
Finance leaders see their role continuing to expand over the next two years, suggesting that they can do even more in these areas:	72%	65%	73%

Operations

CFOs are tasked with boosting operational performance, but they aren't always hitting the mark. Some ways that CFOs are missing opportunities include:

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 %**

"BE FULLY ENGAGED IN EVERYTHING THAT OPERATIONS DOES AND DON'T BE AFRAID TO ASK QUESTIONS."

Director of Finance in the Healthcare industry

Talent

If talent isn't on your radar, you're missing out on an opportunity to drive value. Some ways that CFOs are not maximizing their relationships with CHROs include:

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 incentive plans — **49%**

Fail to actively connect the finance team with their HR/talent equivalents — **46%**
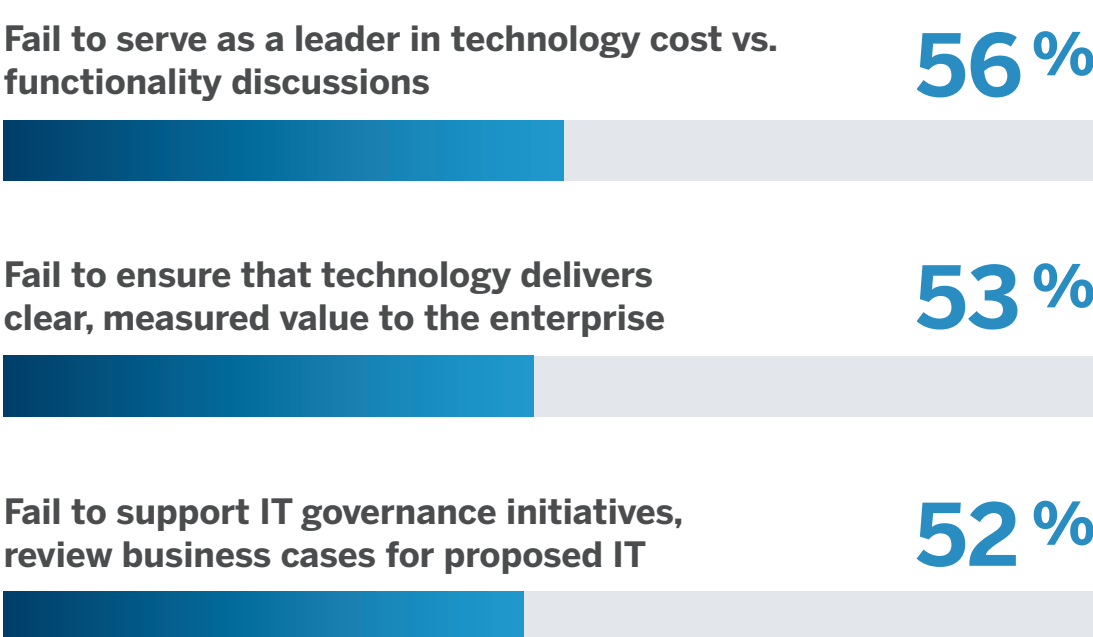
"IF YOU WANT GREAT TALENT, YOU NEED TO BE INVOLVED IN THE PROCESS."

SVP of Finance in the Manufacturing industry

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. functionality discussions — **56 %**

Fail to ensure that technology delivers clear, measured value to the enterprise — **53 %**

Fail to support IT governance initiatives, review business cases for proposed IT — **52 %**

"[TECHNOLOGY IS THE] BIGGEST AND POTENTIALLY MOST POWERFUL BUDGET ITEM."

Respondent

Download the complete survey at fticonsulting.com/CFOsurvey

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