

IN OUR LATEST RESEARCH WITH FINANCE LEADERS, IT'S CLEAR CFOS ARE ACUTELY AWARE OF THE SUBSTANTIAL OBSTACLES THAT LIE AHEAD.

In today's challenging marketplace, the majority of CFOs concur that external reference points are essential and offer huge value to leaders making tough decisions. They are even more essential when you consider that most CFOs don't have full confidence that their colleagues on the senior leadership team have the right skills and capabilities to navigate strategic uncertainty.

Alarmingly, over half say their senior leadership team is overly consumed with short-term objectives due to pressure from shareholders and investors.

Senior executives within organisations must collaborate and stay aligned to address upcoming challenges, regardless of the uncertainties around regional and global economic growth in the next 12 months. Where collaboration is needed,

86 percent of CFOs say that their Chair provides valuable support to the senior leadership team, despite also being their most challenging stakeholder. CFOs also agree that mentoring elevates leadership capability.

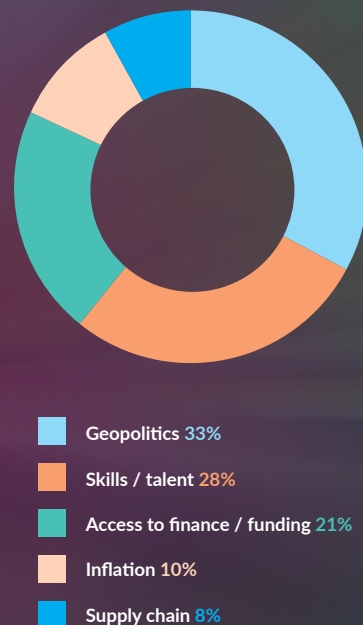


JAMIE WILSON, MANAGING DIRECTOR, GROUP SERVICES, CRITICALEYE

WHAT ARE THE TOP FIVE AREAS YOU INTEND TO PRIORITISE OVER THE NEXT 12 MONTHS?



PLEASE IDENTIFY THE BIGGEST SOURCE OF DISRUPTION TO YOUR BUSINESS AT PRESENT

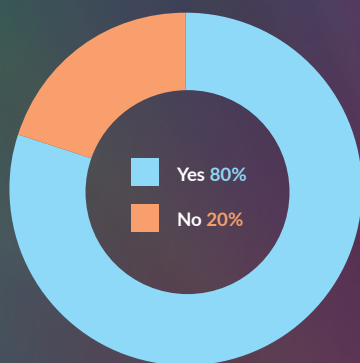


33% SAY GEOPOLITICS IS THE BIGGEST SOURCE OF DISRUPTION TO BUSINESSES AT PRESENT

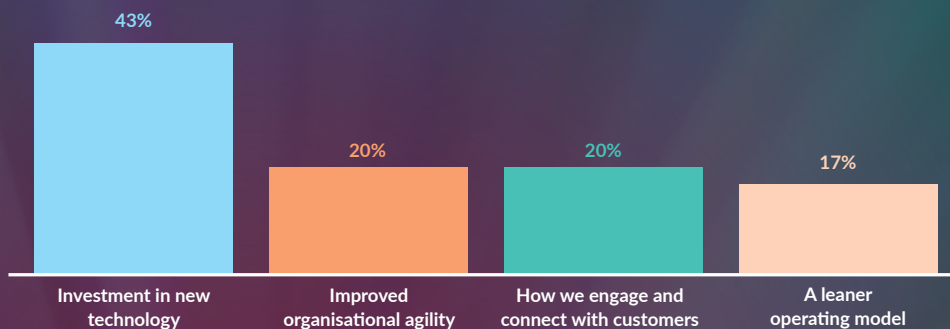
LEADERSHIP CHALLENGES

WE ASKED CFOS IF THEY HAVE THE RIGHT SKILLSETS TO LEAD EFFECTIVELY, AND WHAT CHANGES THEIR ORGANISATIONS ARE UNDERTAKING.

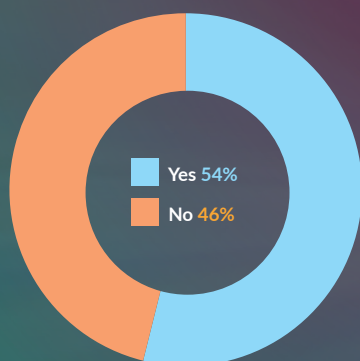
OVER THE PAST 12 MONTHS, HAS IT BECOME INCREASINGLY DIFFICULT TO GAIN STRATEGIC ALIGNMENT IN THE BOARDROOM?



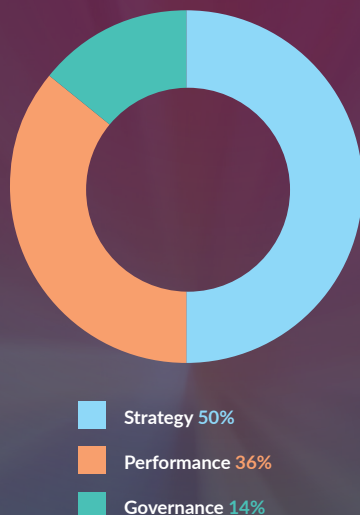
WHERE DO YOU SEE THE BIGGEST CHANGES OCCURRING IN YOUR ORGANISATION?



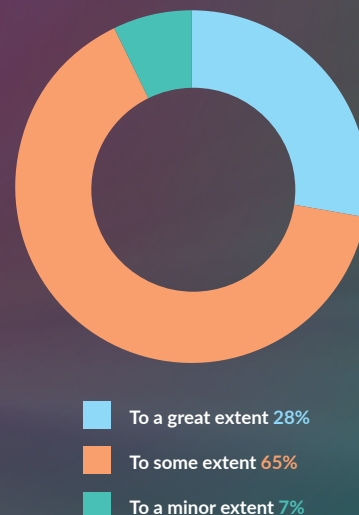
IS YOUR SUSTAINABILITY STRATEGY INTEGRATED INTO YOUR BUSINESS STRATEGY?



IN WHICH OF THE FOLLOWING AREAS DO YOU NEED TO IMPROVE THE QUALITY OF DEBATE WITH THE BOARD?



DOES YOUR SENIOR LEADERSHIP TEAM HAVE THE RIGHT SKILLS AND CAPABILITIES TO NAVIGATE STRATEGIC UNCERTAINTY?



THE INSPIRING LEADERS PODCAST: THE CFO'S ROLE IN MANAGING RISK AND SUSTAINABILITY

Click [here](#) to listen to our leaders exploring what it means to be a high performing executive in today's challenging environment.

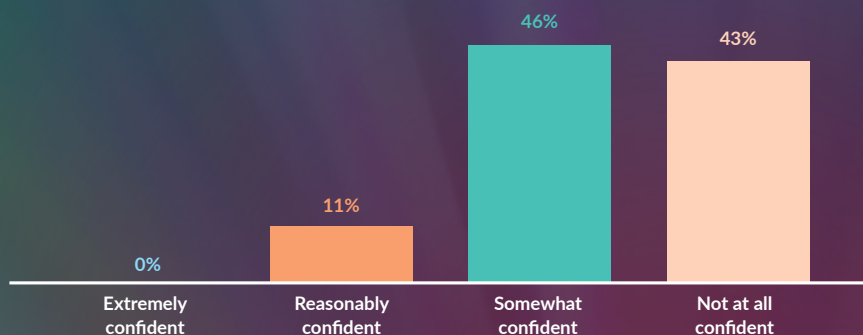
This episode is part of Criticaleye's Inspiring Leaders Podcast, featuring Criticaleye Host and Director of Content Marc Barber and special guests Priya Chowdhary, former CFO Europe, Encyclis; and Ed Jones, Non-executive Director, NOW: Pensions.



ECONOMY AND GROWTH

CFOs GIVE US THEIR PREDICTIONS ON THE ECONOMY AND PLANS FOR BUSINESS GROWTH OVER THE NEXT 12 MONTHS.

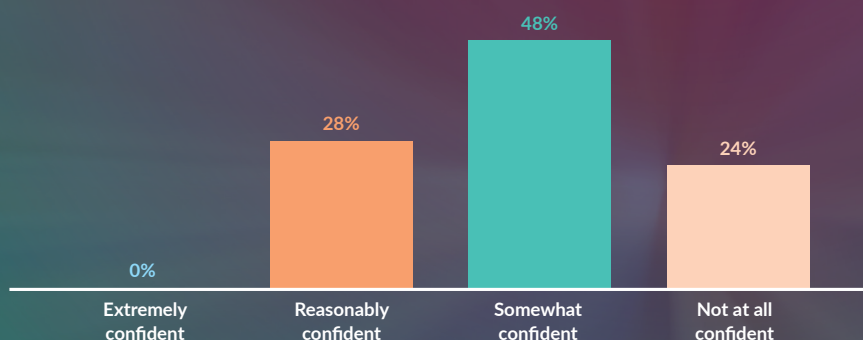
HOW CONFIDENT ARE YOU THAT THE RATE OF ECONOMIC GROWTH IN THE UK WILL INCREASE OVER THE NEXT 12 MONTHS?



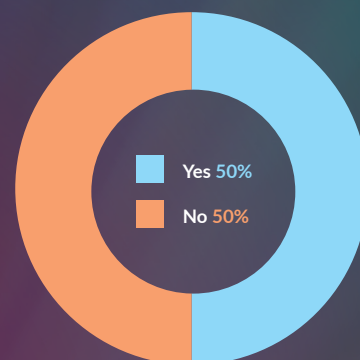
“THE EXTERNAL ENVIRONMENT IS CHANGING RAPIDLY. REACTION TIME IS CRITICAL, AS STRATEGY IS NEVER STATIC.”

CFO RESEARCH PARTICIPANT

HOW CONFIDENT ARE YOU THAT THE RATE OF GLOBAL ECONOMIC GROWTH WILL INCREASE OVER THE NEXT 12 MONTHS?



DO YOU EXPECT TO CONDUCT M&A OVER THE NEXT 12 MONTHS?



IN WHICH REGIONS DO YOU EXPECT TO SEE A STRONG GEOGRAPHICAL PERFORMANCE IN YOUR ORGANISATION OVER THE NEXT 12 MONTHS?

1. Europe



2. North America



3. APAC



CRITICALEYE INSIGHT: THE TRANSFORMING ROLE OF THE CFO

Click [here](#) to read what leaders at the CFO Retreat said about the evolving function of the CFO.

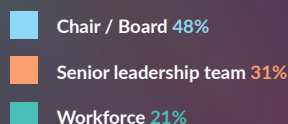
Featuring comment from **Tim Roberts**, Partner & Managing Director, AlixPartners; **Priya Chowdary**, former CFO Europe, Encyclis; **Ed Jones**, NED, NOW: Pensions and former CFO, Carnival UK; **Matthew Blagg**, CEO, Criticaleye; **Peter Morton**, CFO, Rolls-Royce SMR; and **Fiona O'Shea**, CFO, C  ras Iompair   ireann.



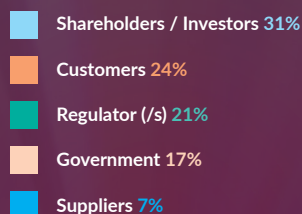
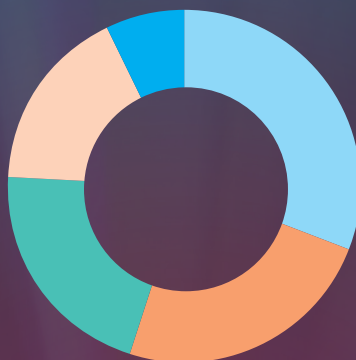
STAKEHOLDERS

CFOS REVEAL THE CHALLENGES OF SUCCESSFUL STAKEHOLDER MANAGEMENT AND ASSESS THEIR RELATIONSHIPS WITH THE CHAIR AND THEIR BOARD.

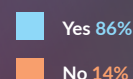
WHO IS YOUR MOST CHALLENGING INTERNAL STAKEHOLDER?



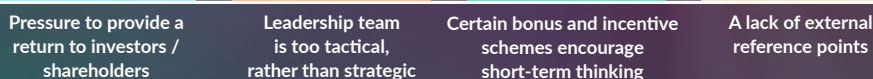
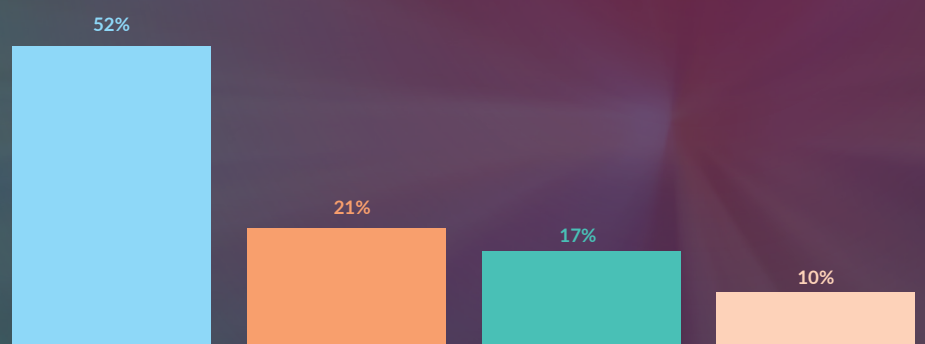
WHO IS YOUR MOST CHALLENGING EXTERNAL STAKEHOLDER?



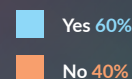
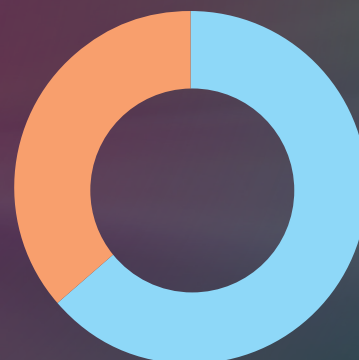
DOES YOUR CHAIR ADD VALUABLE SUPPORT TO THE EXECUTIVE TEAM?



WHY DO SENIOR LEADERSHIP TEAMS BECOME TOO FOCUSED ON SHORT-TERM GOALS?



ARE YOUR INVESTORS / SHAREHOLDERS PREPARED TO BACK BUSINESS MODEL REINVENTION?

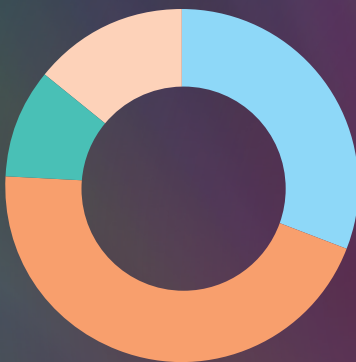


40% SAY THEIR INVESTORS AND SHAREHOLDERS AREN'T PREPARED TO BACK BUSINESS MODEL TRANSFORMATION

PERSONAL DEVELOPMENT

WE ASKED CFOS WHAT THEY FIND MOST EFFECTIVE WHEN BUILDING SKILLS AND UNDERSTANDING THE EXTERNAL LANDSCAPE.

HAS MENTORING HAD A POSITIVE IMPACT ON YOU AND/OR YOUR LEADERSHIP CAPABILITY?



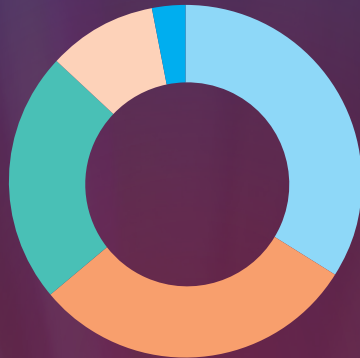
To a great extent 31%

To some extent 45%

To a minor extent 10%

Not at all 14%

WHERE DO YOU NEED TO IMPROVE AS A LEADER?



Recognising the need for external reference points 34%

Building alignment in the senior leadership team 30%

Ability to influence others 23%

Strategic thinking 10%

People skills and communication 3%

TO WHAT EXTENT DO YOU AND YOUR SENIOR LEADERSHIP TEAM REQUIRE EXTERNAL REFERENCE POINTS?



To a great extent 47%

To some extent 53%

To a minor extent 0%

Not at all 0%

THE MAJORITY OF CFOS SAY THAT THEIR SENIOR LEADERSHIP TEAM NEEDS EXTERNAL REFERENCE POINTS

UPCOMING CFO EVENTS



**VIRTUAL
ROUNDTABLE**
ASPIRING GROUP
CFO MASTERCLASS

07 FEB 2024 / 08:00 - 10:00



**CFO
FORUM**

23 MAY 2024 / 08:30 - 12:00



**VIRTUAL
ROUNDTABLE**
STEPPING UP TO THE
GROUP CFO ROLE

06 MAR 2024 / 08:30 - 10:00



**VIRTUAL
ROUNDTABLE**
ASPIRING GROUP
CFO MASTERCLASS

11 JUL 2024 / 08:00 - 10:00

Criticleye supports senior executives from a variety of businesses, sectors and geographies. Our global leadership Community provides a confidential and trusted space, offering diverse views which CFOs can draw from when making decisions for themselves and their organisations.

[Click here](#) to find out how we support CFOs.