



CRITICAL EYE

The peer to peer Board Community

CFO RETREAT 2021

**THE
COLLABORATIVE
LEADER**

RETREAT PROGRAMME

THURSDAY 11TH
AND FRIDAY 12TH
NOVEMBER 2021

Held in association with

tcs **TATA
CONSULTANCY
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Overview

Criticaleye is the peer to peer Board Community with more than 18 years of experience in transforming senior executives and leadership teams globally. We work with individuals, executive teams and groups of executives across organisations and provide crucial reference points for leaders in today's disruptive markets.

At the heart of all our work is a deep understanding of our Members. We appreciate the realities of leading in global businesses and provide the support to be successful in the three areas of leadership, strategy, and stakeholder management.

Although the needs of our individual Members and executive teams vary, our approach is consistent – to provide a personalised and highly bespoke leadership development framework that leverages the knowledge and expertise of our international leadership community, enhancing the potential of both individuals and teams.

“At Criticaleye, we believe that great leadership leads to positive outcomes, enabling powerful legacies. Whatever the strategic direction of your business, an effective and cohesive leadership team where there is complete trust and alignment is essential.”

Matthew Blagg, CEO, Criticaleye

Why Join our CFO Retreat 2021?

Criticaleye's annual CFO Retreat will be dedicated to the leadership challenges faced by finance directors. We will bring together leading CFOs to share their experiences and discuss how the role is evolving. Subjects to be explored will include developing the required capabilities to drive business transformation and the evolving relationship between the CFO, CEO and Board.

Speakers at the last years Retreat included:



Richard Pennycook
Chair
Howden Joinery Group



Janet Mui
Investment Director
Brewin Dolphin




Debbie Beaven
CFO
Simplyhealth



Fiona Ross
Chair
Córas Iompair Éireann (CIE)



Michele Faull
CFO
Coventry Building Society



Declan Guerin
Former Group Chief
Restructuring Officer
Rolls-Royce

Criticaleye: The peer to peer Board Community transforming leaders and executive teams globally



08:45 Arrival

09:20 Welcome Address

09:40 Keynote: 2031: A Tech Odyssey

There's no question that the events of the last two years have accelerated the Fourth Industrial Revolution. As part of this, companies around the world have been forced to reassess their operating models and make decisions about where technology will fit within that.

We open our Retreat by imagining ourselves ten years into the future – How will digital have transformed our businesses and what does that mean for CFOs today? Expect to be surprised!

Areas to discuss include:

- Predicting tech trends for the decade ahead
 - Where to place your digital bets
 - Borrowing solutions from other sectors
 - Partnerships for innovation
 - The future customer
 - Creating human-centric organisations in an age of digital Darwinism
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10:10 Global Socio-Economic Outlook: Risks and Opportunities

Record levels of stimulus may have averted economic disaster, but the post-pandemic recovery remains unpredictable, and its timing and pace will differ across the globe.

In this session, we will look at the likely drivers of growth over the next 12 months and consider possible threats posed by inflation, market bubbles and the burden of government debt.

Areas to discuss include:

- Trade relations and geopolitics
 - Climate change and ESG
 - Financial markets vs the real economy
 - The status of an inclusive recovery
 - Consumer trends and demographics
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10:50 Break

 **@CriticaleyeUK #CFOretreat**



11:05 Navigating Complexity as a Board

The focus for Boards needs to be on the forward agenda. Whether it's fast growth, restructuring or a strategic pivot, Board-level directors need to build a plan that sets out the future.

The CFO plays a crucial role in creating the plan, while also providing constructive challenge on its viability. In this session, we'll look at how Chairs, CEOs and CFOs can best work together to build a purposeful plan at a time of uncertainty.

Areas to discuss include:

- Challenge vs alignment
- Ensuring a leadership team is outward-looking and open to change
- Balancing the short, medium and long term
- Scenario planning
- Tackling elephants in the boardroom

12:00 Peer to Peer Connections

13:00 Lunch

14:00 Reshaping Your Business for Long-Term Success

In our latest research, CFOs said that rethinking their organisational structure and cost management has shot up their agenda. While cost will be central to any decisions around reshaping the business, successful execs will also be keeping purpose, stakeholders and opportunities for smart investment front of mind.

In this session, we'll speak to business leaders about how they have successfully reshaped their businesses with long-term success as the goal.

Areas to discuss include:

- Balancing cost savings and long-term success
- Capex post crisis
- Bringing your stakeholders with you
- Pitfalls during structural change
- Insight-informed transformation
- Securing wins along the way

14:50 Learning Circles:

A) Shared Services – the Next Frontier

B) Leadership Team Alignment During Transformation

15:50 Break



16:05 Telling a Compelling Investor Story

Having exhibited a degree of patience during the past year, investors are now being more vocal on the need for strong returns. At the same time, global executives are increasingly speaking out on hot-button issues like climate change and Black Lives Matter.

Now more than ever, business leaders need to be able to construct a strong business narrative and sell it to their stakeholders. But how can they tell an authentic and persuasive story?

Areas to discuss include:

- Engaging with stakeholders
- Hallmarks of a persuasive narrative
- Demonstrating your ESG credentials
- What do investors really need?
- The rise of activists
- Deciding where to engage

16:50 Peer to Peer Connections

17:45 Break

19:00 Pre-Dinner Drinks

19:45 Dinner

A portrait of Jérôme Andries, a middle-aged man with short brown hair, wearing a light blue and white striped shirt. He is looking directly at the camera with a neutral expression.

“As Finance leaders, we need to regularly look outside our own businesses to seek inspiration and fresh thinking. Attending the CFO Retreat was a fantastic opportunity to do just that and share experiences and learnings from across sectors and functions.”

Jérôme Andries

SVP Finance, Pharma R&D, GlaxoSmithKline

CFO Retreat attendee



08:15 Breakfast and Peer to Peer Connections

09:15 The Hybrid Workforce – What will Stick?

The workforce has undergone fundamental changes and, even after some time operating in a hybrid way, Finance leaders are still unsure of where this will land in the long term. This has huge implications for productivity, employee engagement and decisions around real estate.

In this session, we will talk to business leaders about how the workplace has changed, what they will retain and the pitfalls they've encountered.

Areas to discuss include:

- Responding to new employee expectations
 - Leadership in this new model
 - Measurement of productivity and engagement
 - Partnering with your HRD to secure skills and talent
 - Diversity, inclusion and belonging
 - What's next for the workplace?
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10:00 Learning Circles:

A) Defining What ESG Means for Your Business

B) Leading a Successful M&A Integration

11:00 Break

11.15 Using Partnerships to Turbo-Charge Growth

Many businesses are using partnerships to deliver new services and access in-demand skills. Such collaboration can help accelerate progress in areas like sustainability and innovation.

In this session, we'll learn from practical examples where forming external partnerships has driven growth or helped deliver a company's wider strategic ambitions.

Areas to discuss include:

- Collaborative approaches to innovation
- Capturing insights from customers
- Partnering with suppliers and third parties
- Data sharing and boundaries
- Overcoming internal resistance



12:00 **Leading a Step Change in Performance**

The past year has demanded more collaborative leadership teams that are able to align around a shared purpose and execute rapidly on strategy.

We speak to a top CFO about how they have reignited performance in their business during this period. How did they step back and evaluate opportunities for growth? What were their biggest challenges, in a year that was not short of obstacles?

Areas to discuss include:

- Levers for business improvement
- Collaborating with the Chair, CEO and HRD
- Avoiding employee burnout in the switch from recovery to growth
- Living the business purpose
- Keeping close to the customer

12:45 **Lunch**

14:00 **Retreat Closes**

A decorative graphic at the bottom of the page consisting of several overlapping, wavy lines in a light purple color, creating a sense of movement and depth.

 **@CriticaleyeUK #CFOretreat**



Our Values

Respect: an appreciation for diverse and varied views and experiences is crucial to high-performance leadership

Collaboration: working together to share knowledge and expertise is a defining characteristic of effective executive teams

Challenge: strategies and ideas need to be constructively challenged to reach the best outcome

Trust: leaders need to trust their colleagues and peers in order to work effectively and drive results

Integrity: we inspire leaders to succeed by providing a closed and confidential environment where Members can share openly

To discuss the Retreat in more detail, please contact:

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