

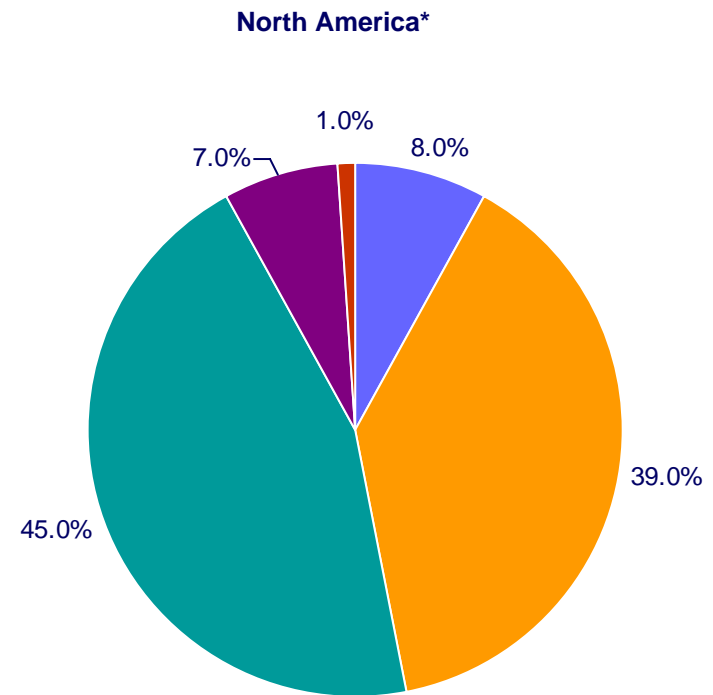
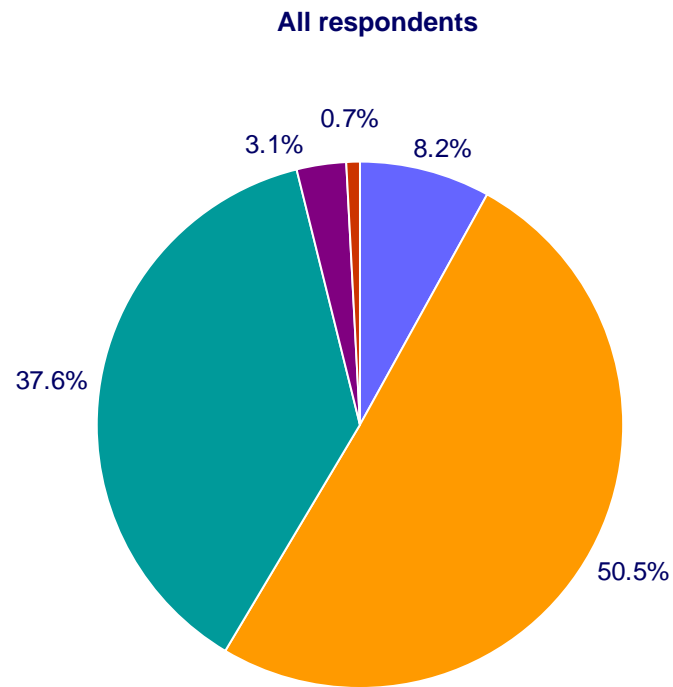
# The finance talent challenge: How leading CFOs are taking charge

North America

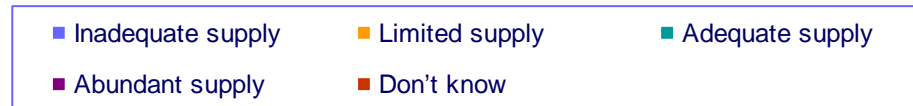


When you survey the external market, how would you characterise the supply of qualified, high-potential individuals (“talent”) who are likely to excel in finance?

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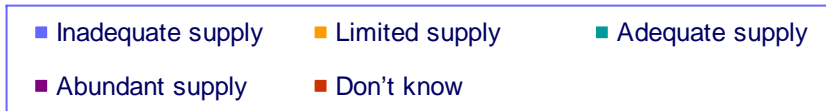
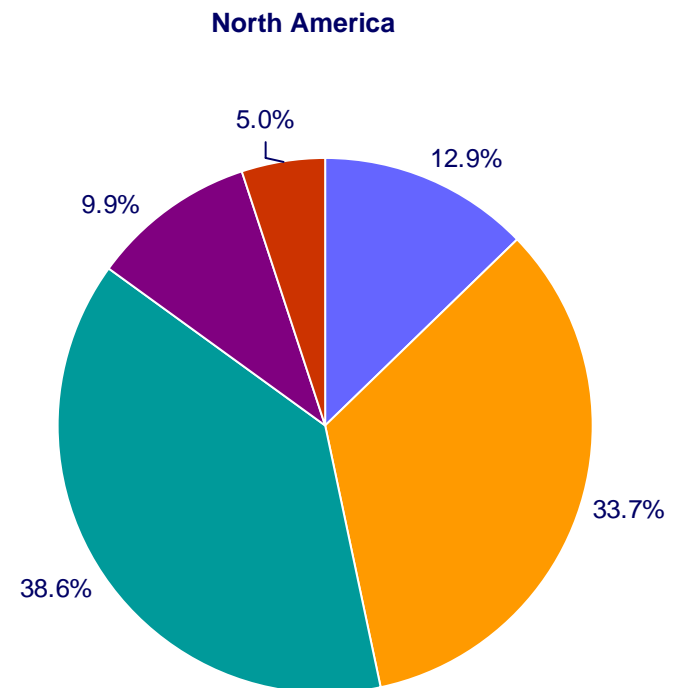
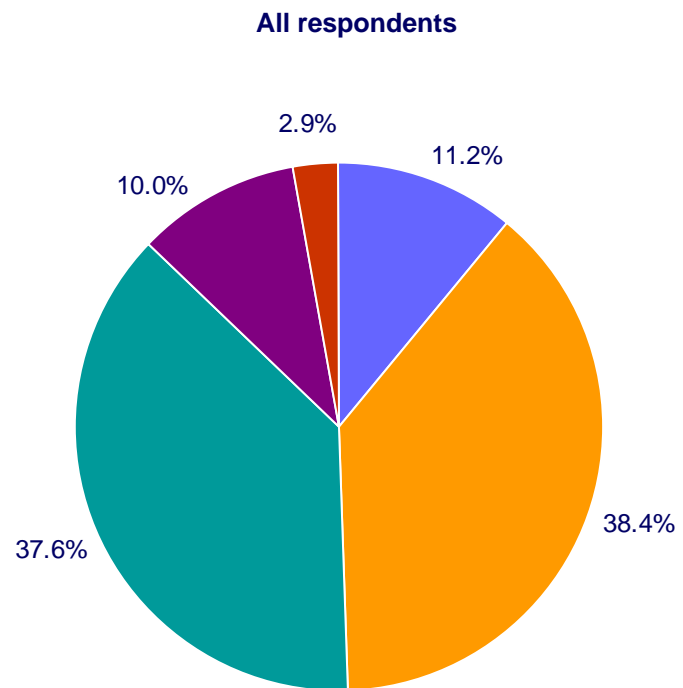


\*North America represented 111 out of 636 respondents, or 18% of total respondents.



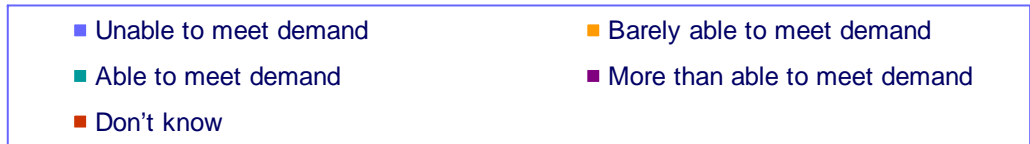
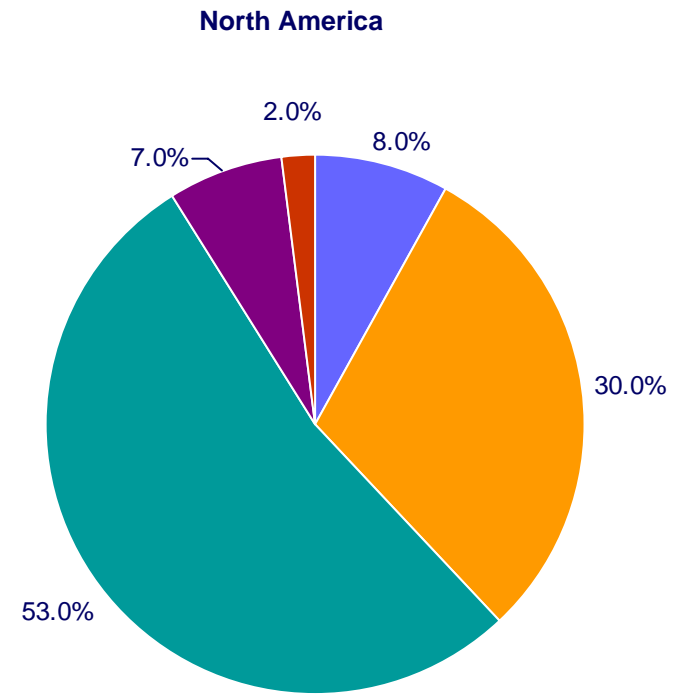
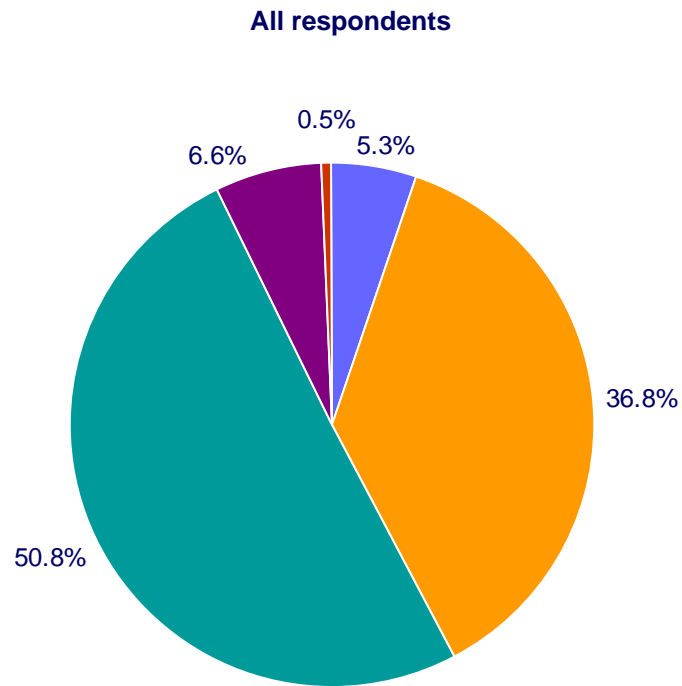
# What do you expect the talent supply to be in 3-5 years?

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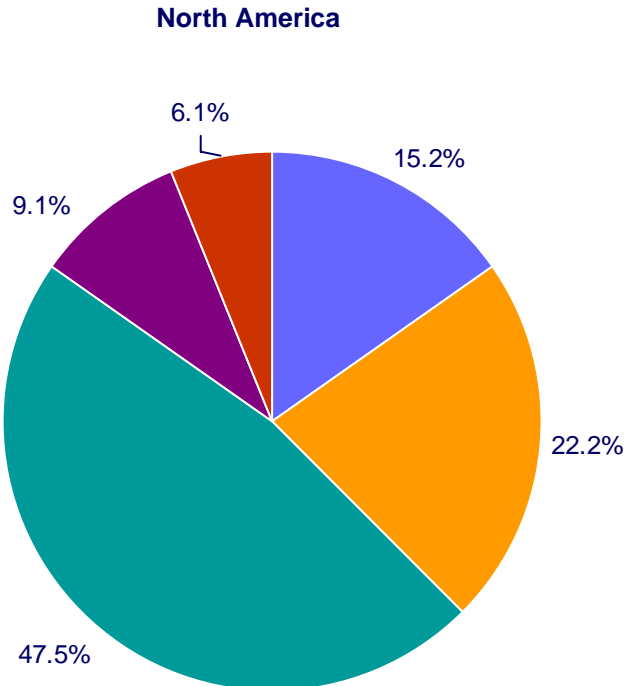
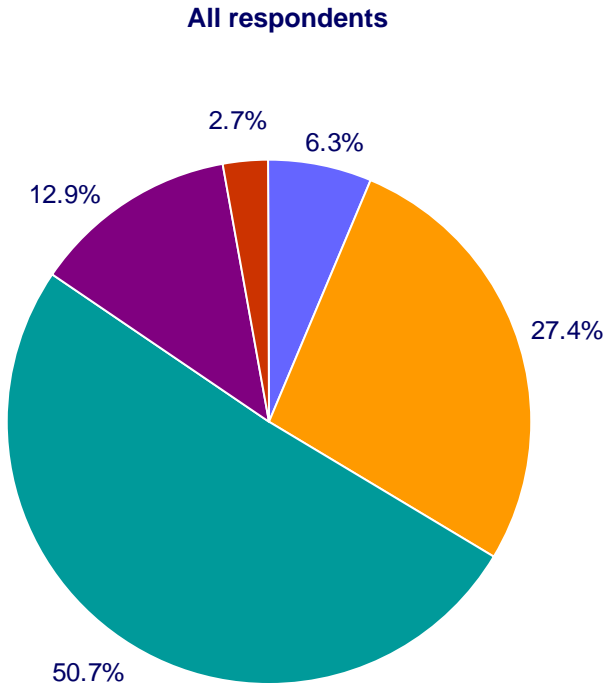


# How would you characterize the ability of your finance organization to meet its demand for finance professionals?

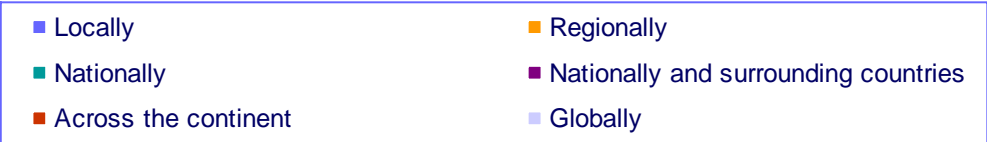
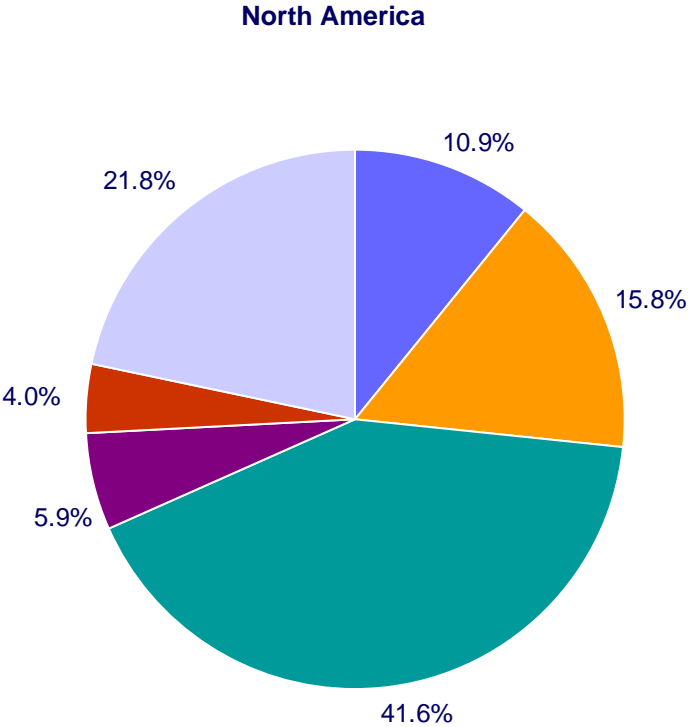
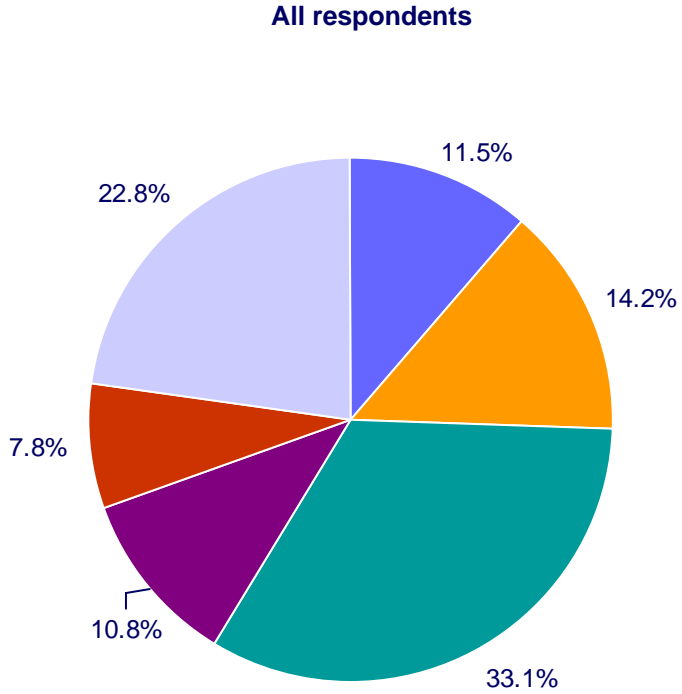
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# How would you expect to characterize that ability in 3-5 years?



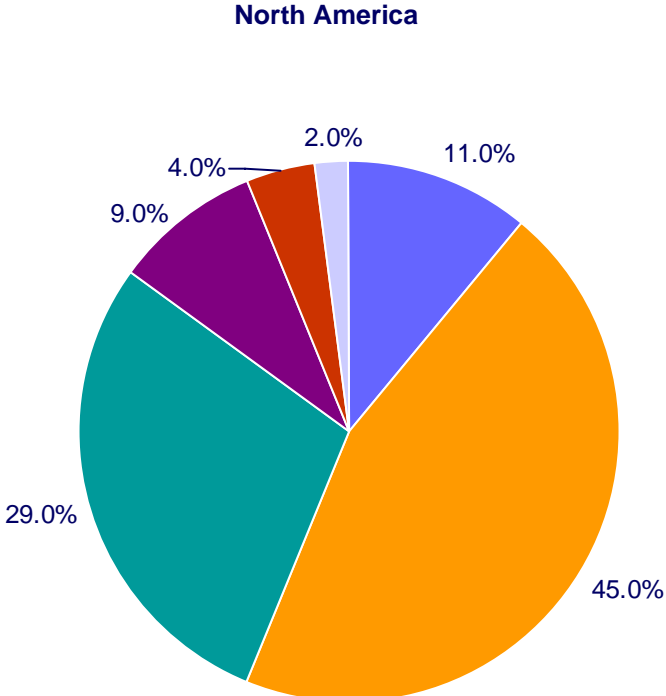
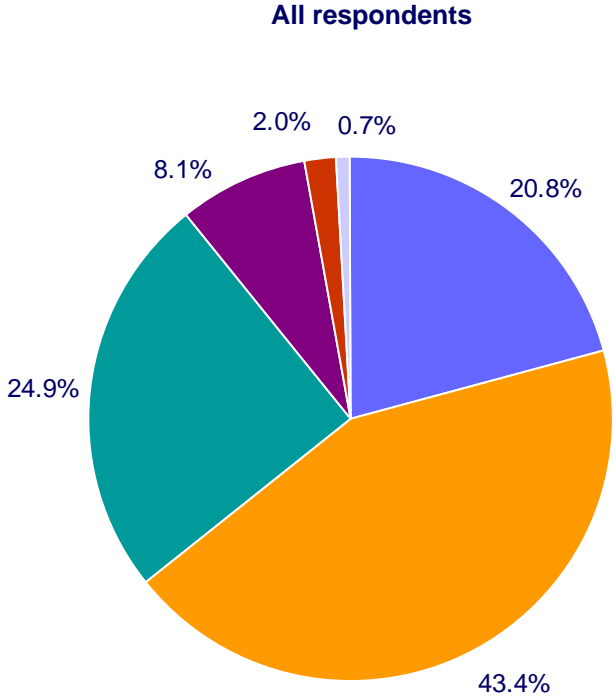
# How broadly does your company generally look for finance talent?



Does your finance organisation have the competencies (knowledge, skills, and abilities) to accomplish the following? Rate each on a scale of 1 to 5, where 1=Very strong competencies and 5=Very weak competencies.

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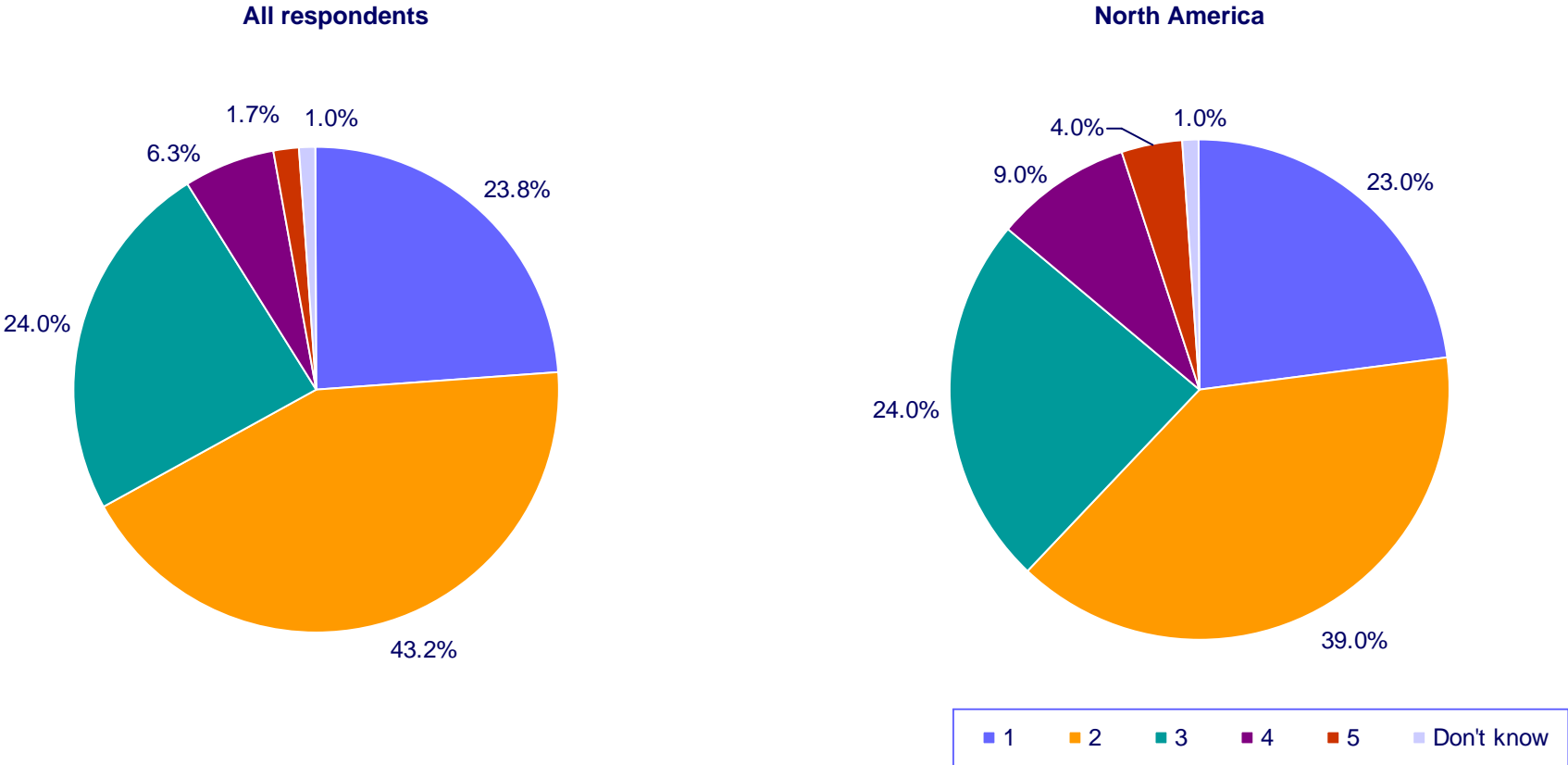
### Ensure operational efficiency and transactional effectiveness



Does your finance organisation have the competencies (knowledge, skills, and abilities) to accomplish the following? Rate each on a scale of 1 to 5, where 1=Very strong competencies and 5=Very weak competencies.

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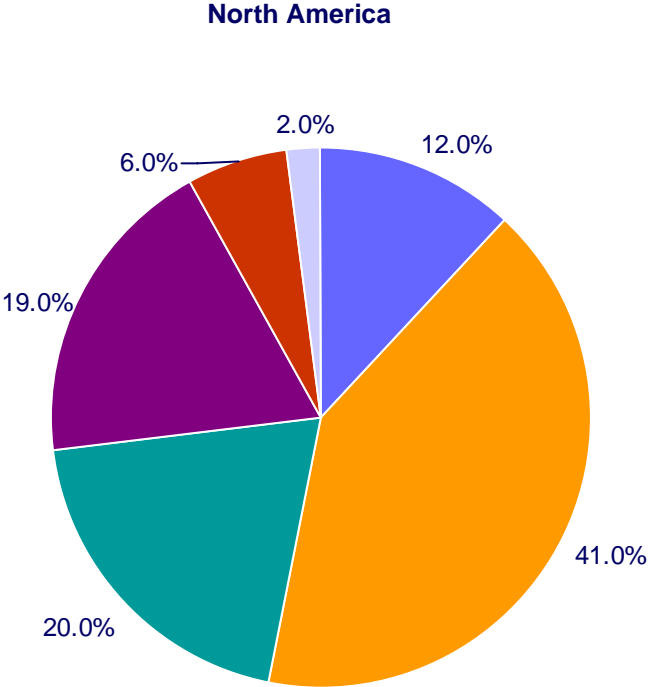
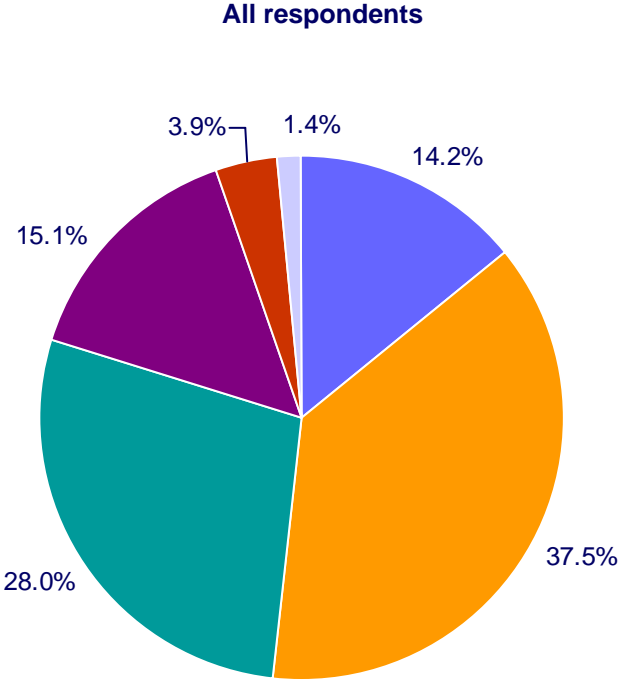
Protect and preserve the assets of the organisation (eg, risk management, compliance efforts)



Does your finance organisation have the competencies (knowledge, skills, and abilities) to accomplish the following? Rate each on a scale of 1 to 5, where 1=Very strong competencies and 5=Very weak competencies.

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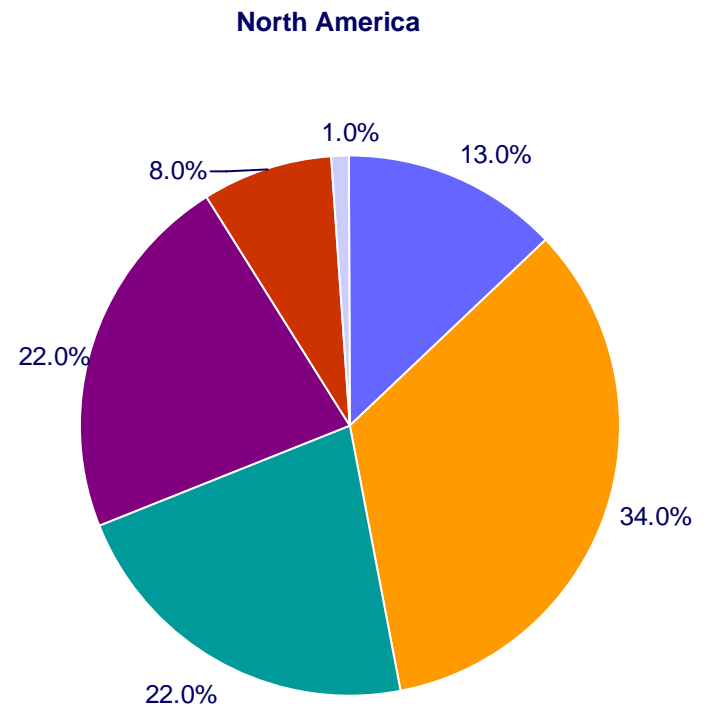
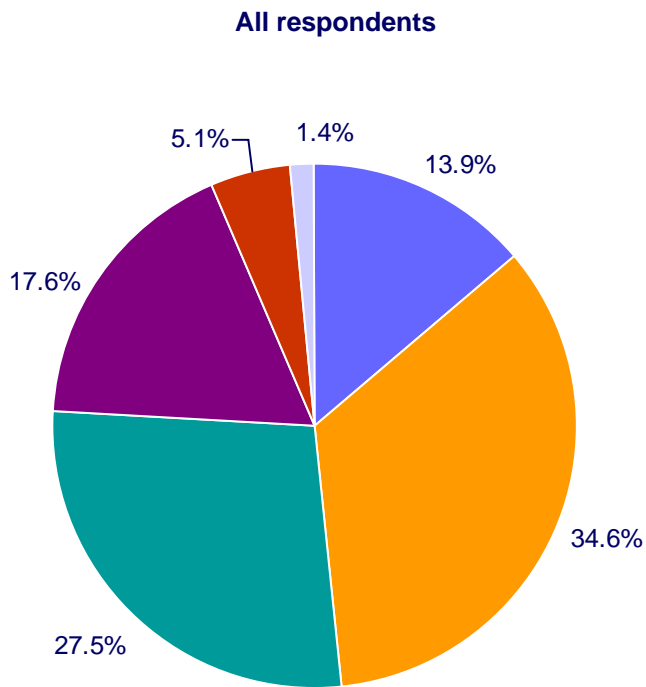
Align finance with strategic business direction (eg, performance management, advising on strategic decisions)



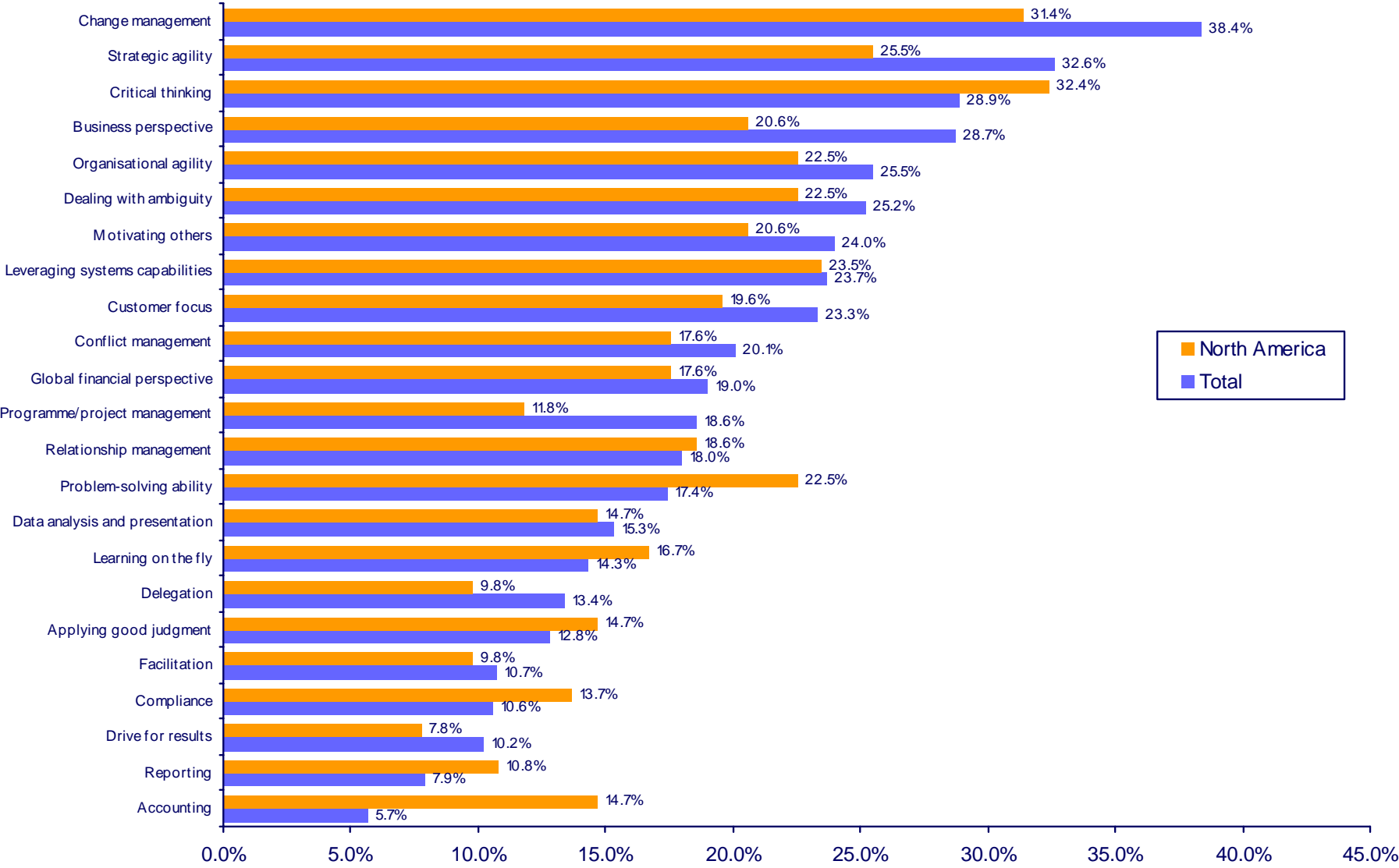
Does your finance organisation have the competencies (knowledge, skills, and abilities) to accomplish the following? Rate each on a scale of 1 to 5, where 1=Very strong competencies and 5=Very weak competencies.

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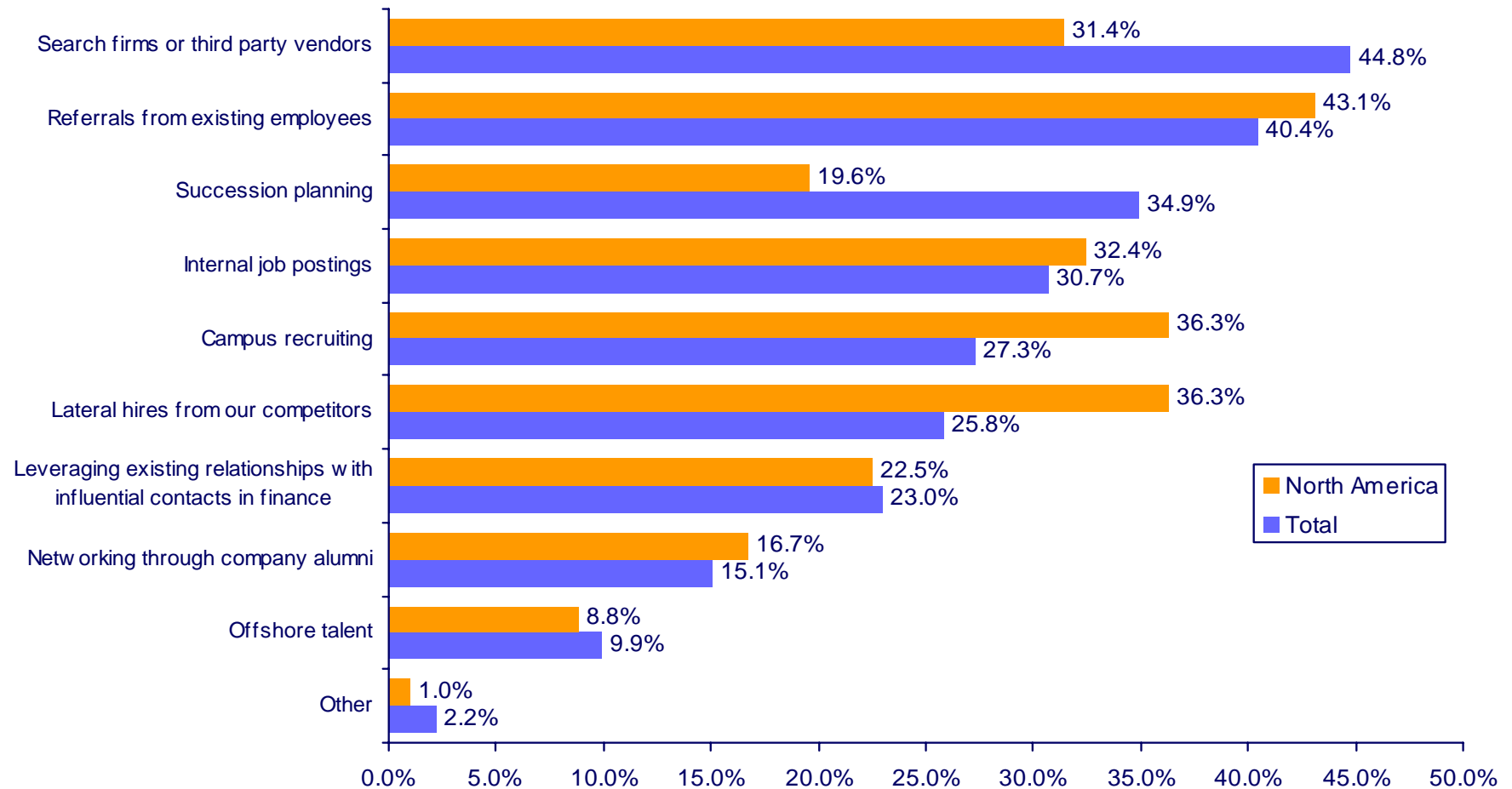
Stimulate the organisation to achieve strategic and financial goals (eg, partnering with business units, evaluating strategy)



# Which competencies do you think your finance organization is lacking most? Select up to six.



In your organization, which of the following are the most critical sources for identifying talent? Select up to three.



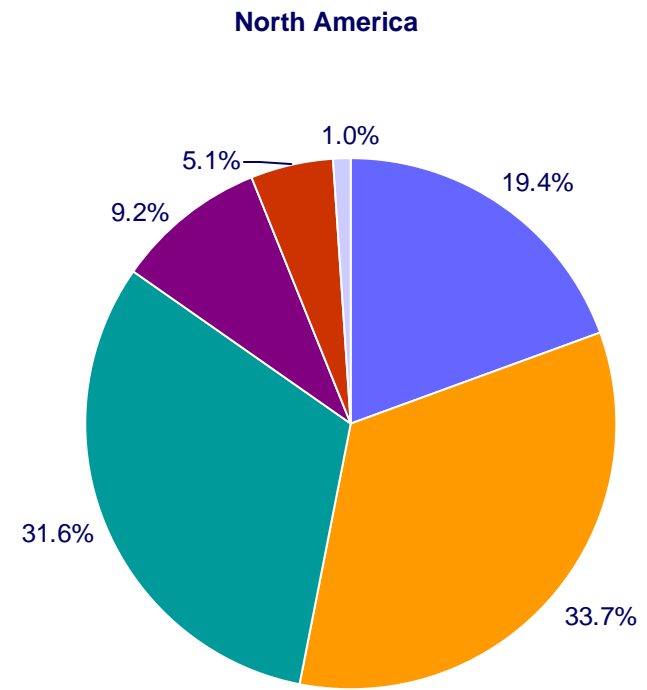
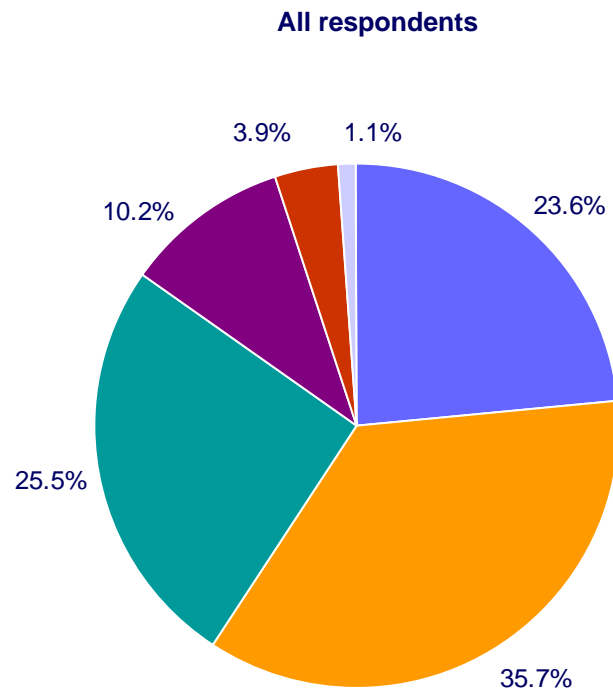
In your opinion, which of the following factors pose the most significant challenges in attracting talent to your finance organization? Select up to three.



How important are the following to the success of professionals in your finance organisation? Rate on a scale of 1 to 5, where 1=Critical and 5=Unimportant.

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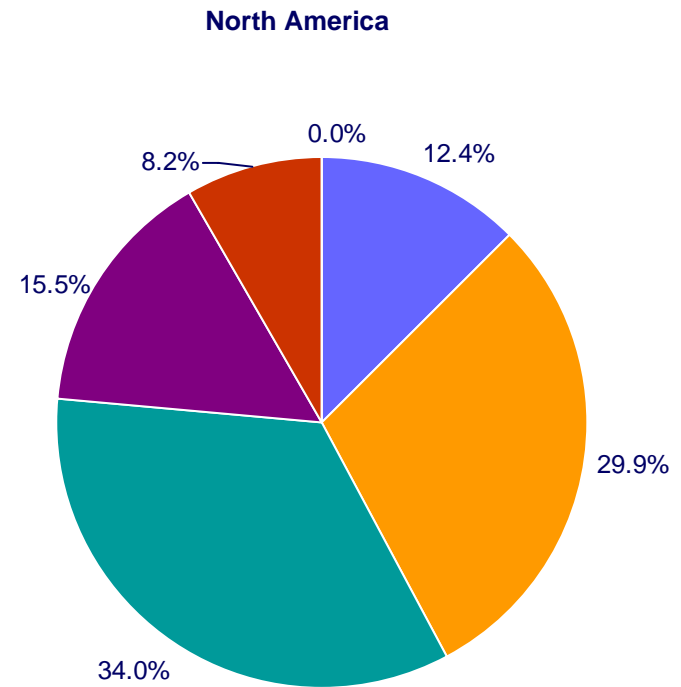
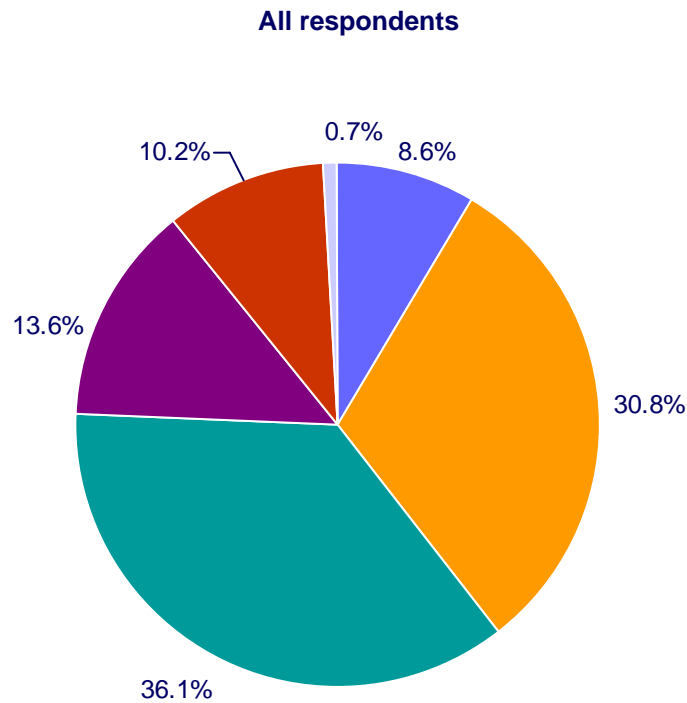
An accountancy certificate or similar qualification (eg, certified public/management accountant (CPA, CMA) or chartered financial analyst, CFA)



How important are the following to the success of professionals in your finance organisation? Rate on a scale of 1 to 5, where 1=Critical and 5=Unimportant.

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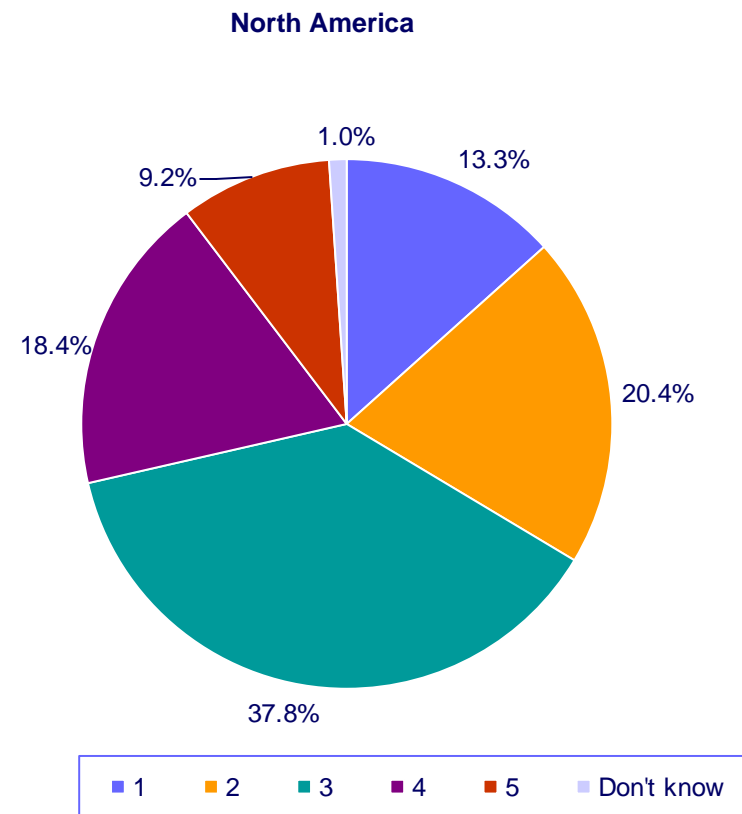
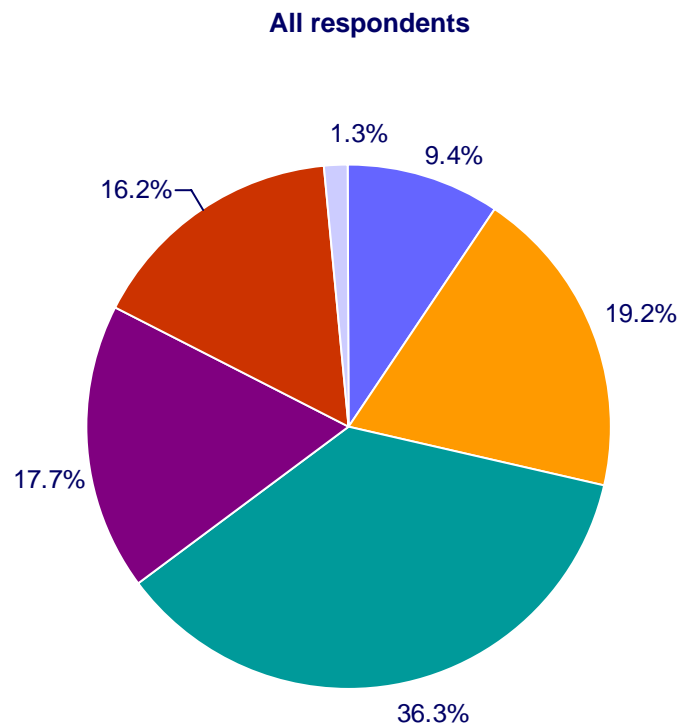
## An MBA or similar



How important are the following to the success of professionals in your finance organisation? Rate on a scale of 1 to 5, where 1=Critical and 5=Unimportant.

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### Both an MBA and a CPA (or similar)



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