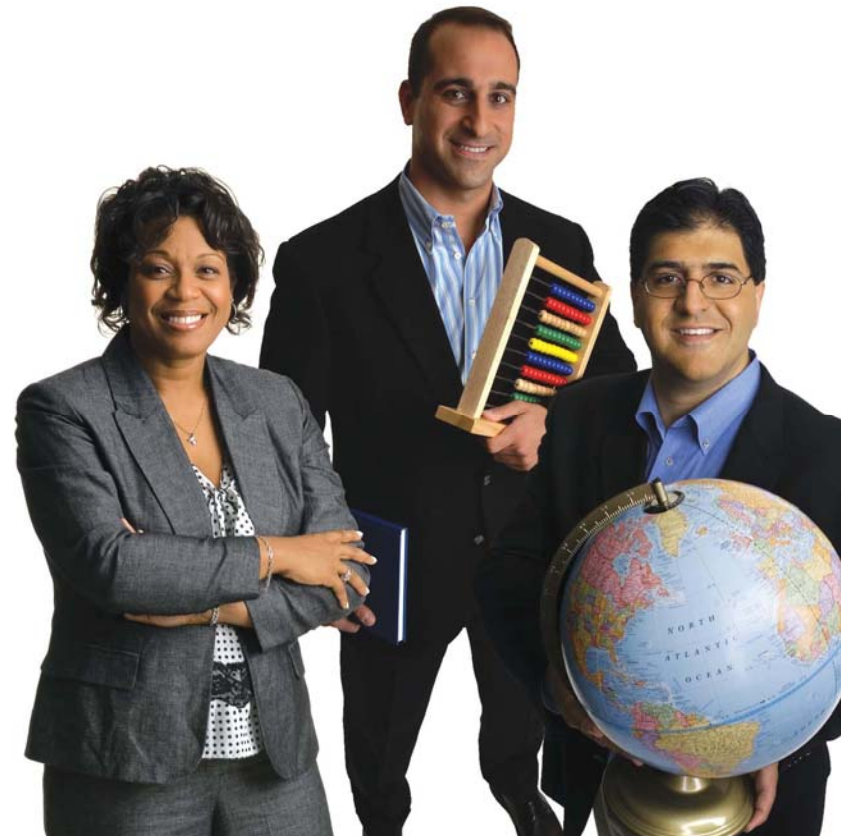
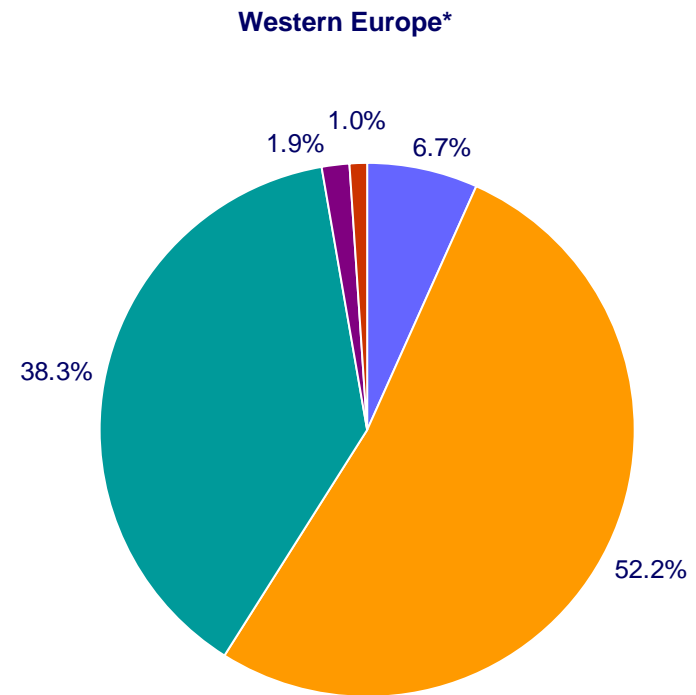
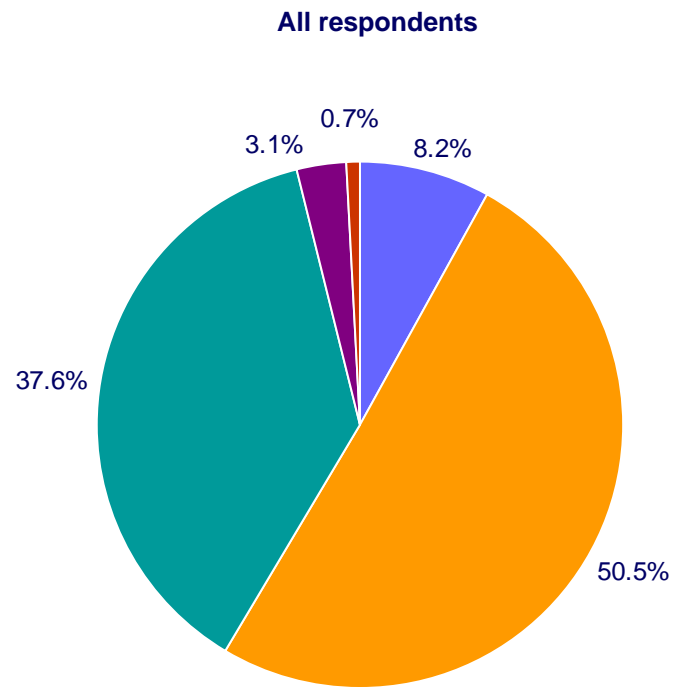


The finance talent challenge: How leading CFOs are taking charge

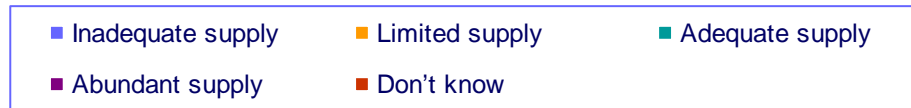
Western Europe



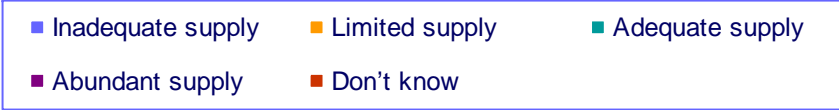
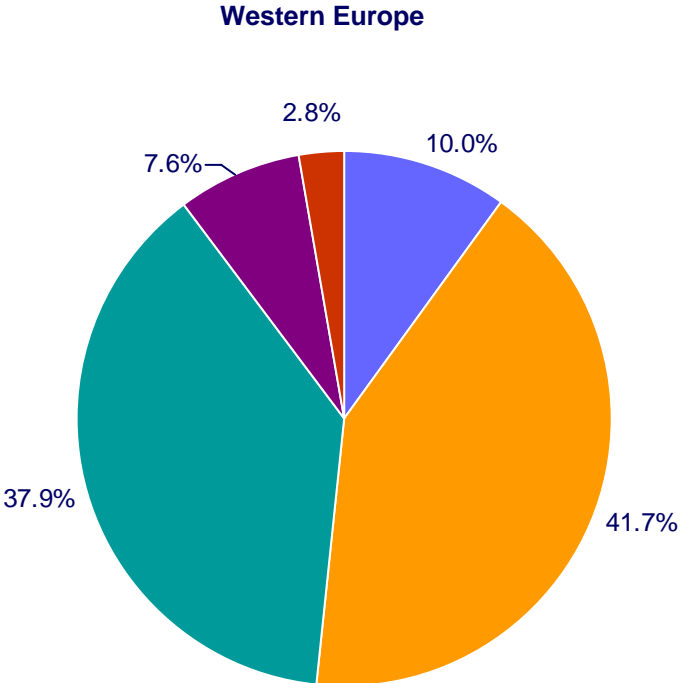
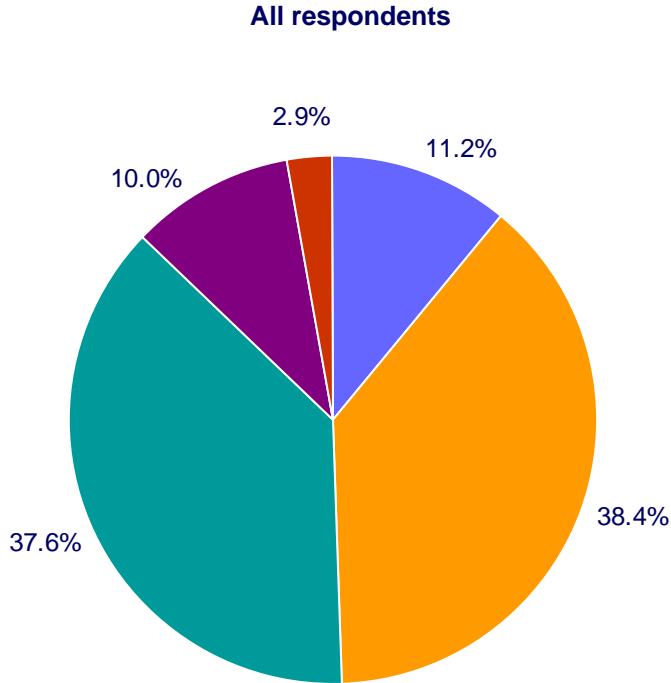
When you survey the external market, how would you characterise the supply of qualified, high-potential individuals (“talent”) who are likely to excel in finance?



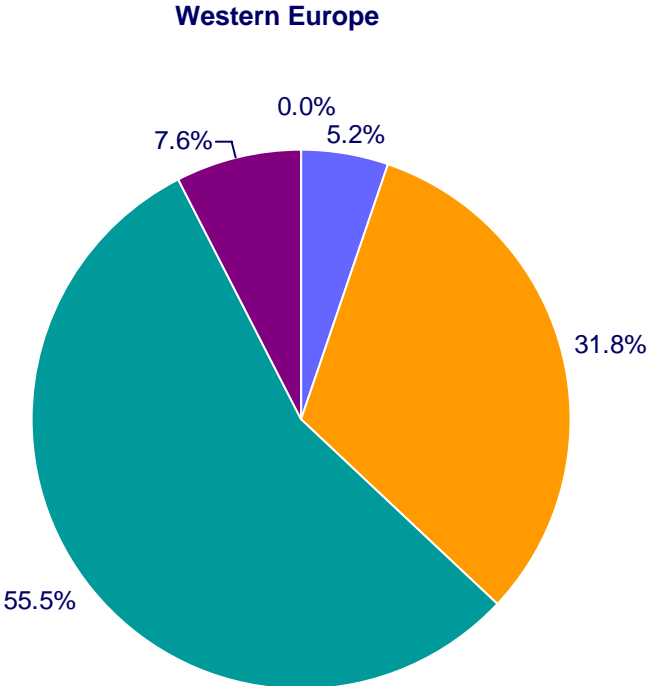
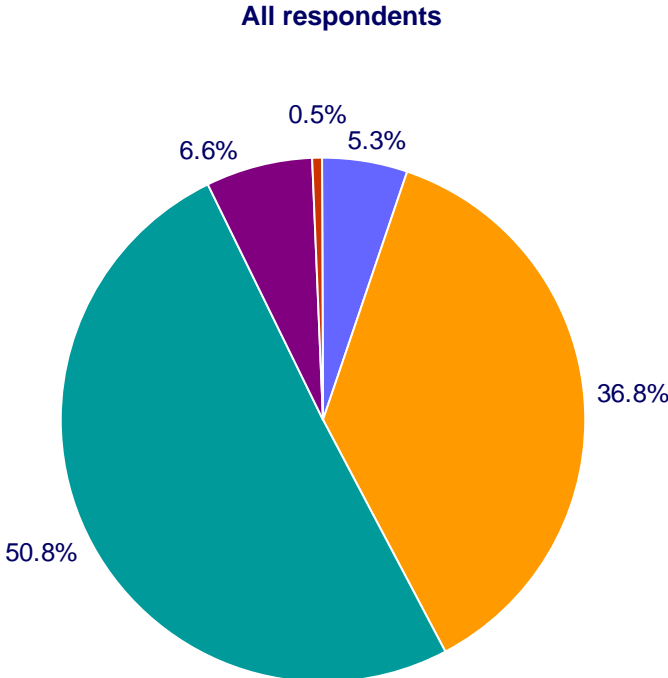
*Western Europe represented 229 out of 636 respondents, or 37% of total respondents.



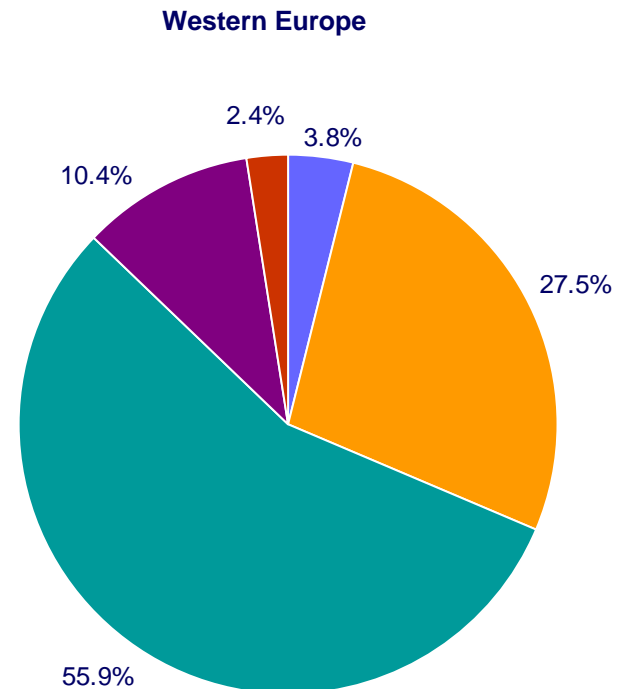
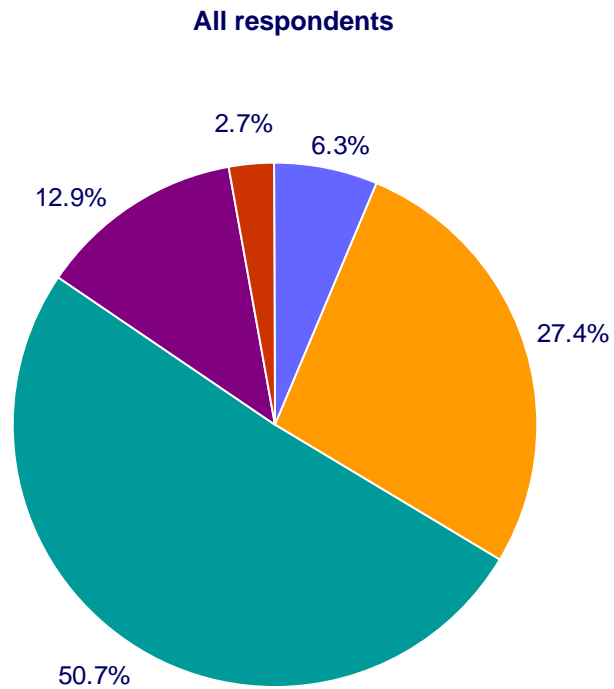
What do you expect the talent supply to be in 3-5 years?



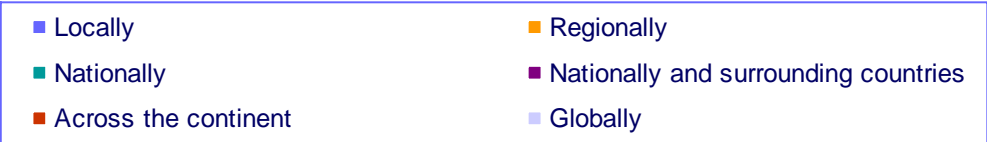
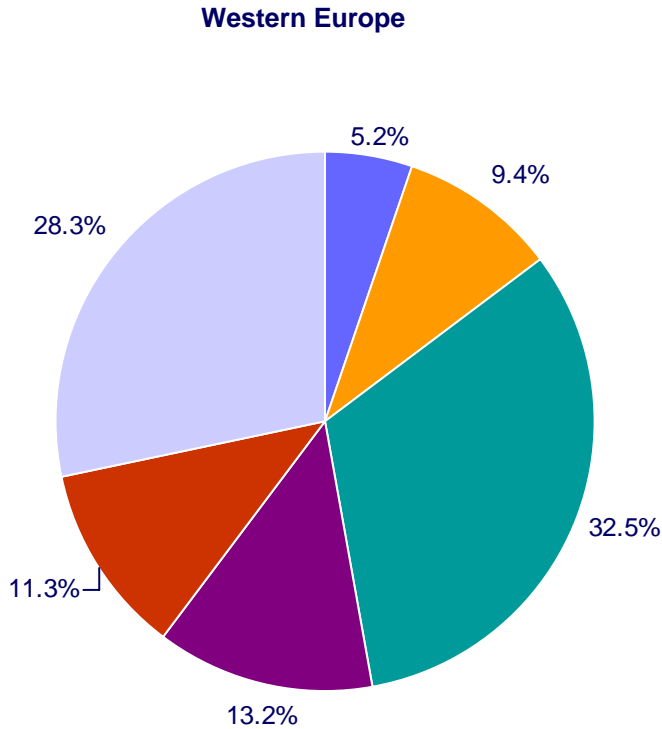
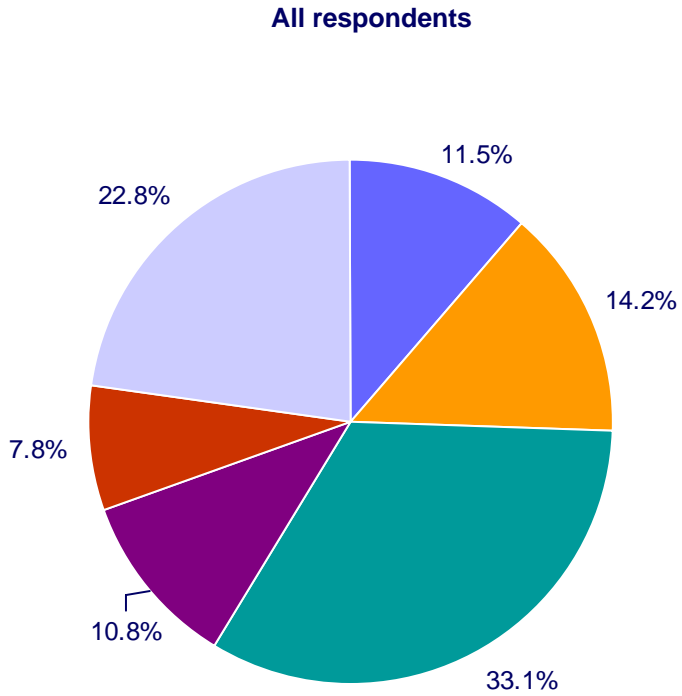
How would you characterize the ability of your finance organization to meet its demand for finance professionals?



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

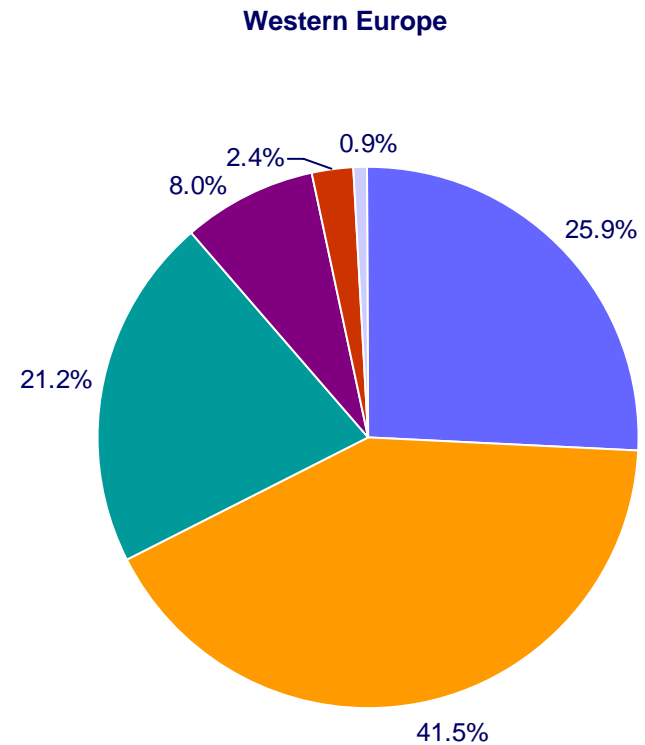
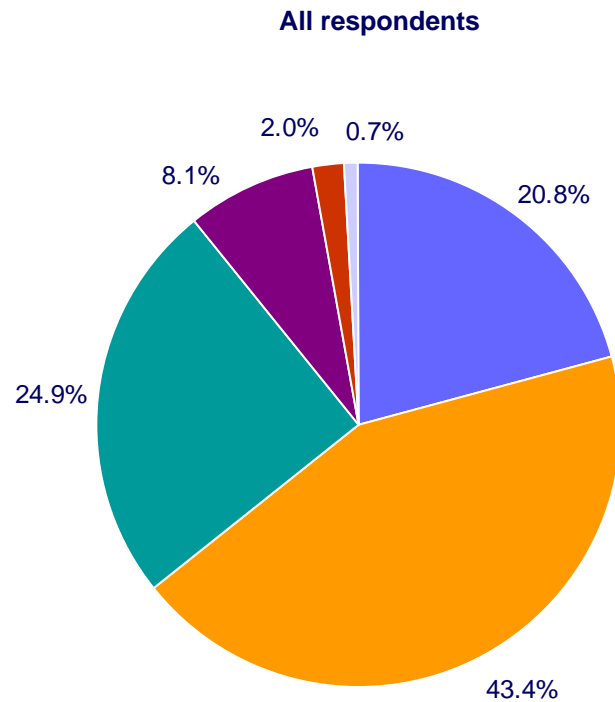


How broadly does your company generally look for finance talent?



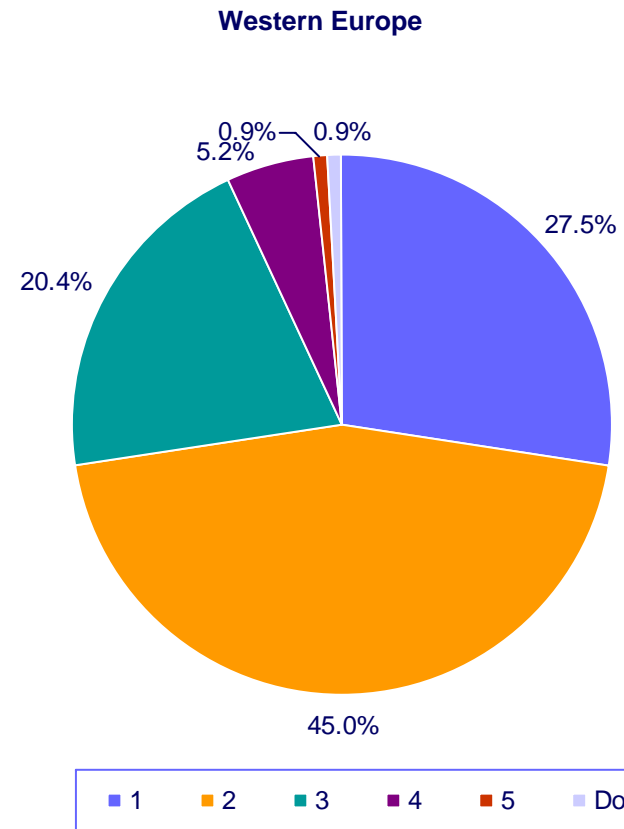
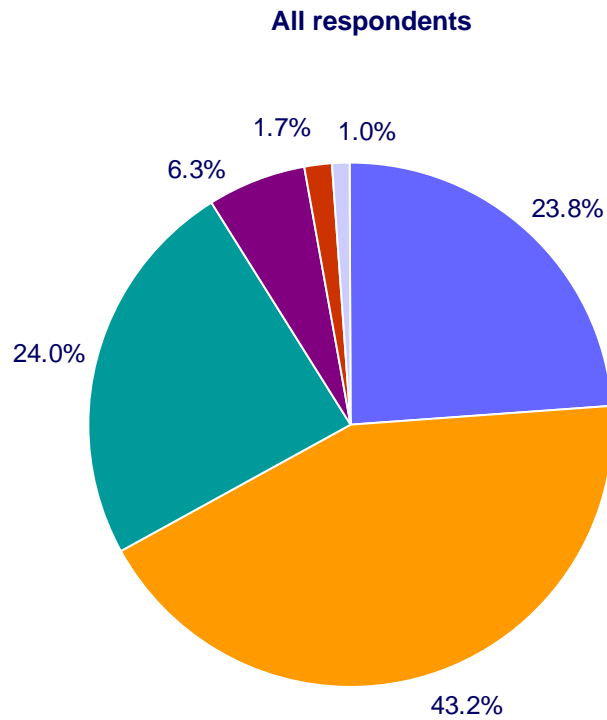
Does your finance organisation have the competencies (knowledge, skills, and abilities) to accomplish the following? Rate each on a scale of 1 to 5, where 1=Very strong competencies and 5=Very weak competencies.

Ensure operational efficiency and transactional effectiveness



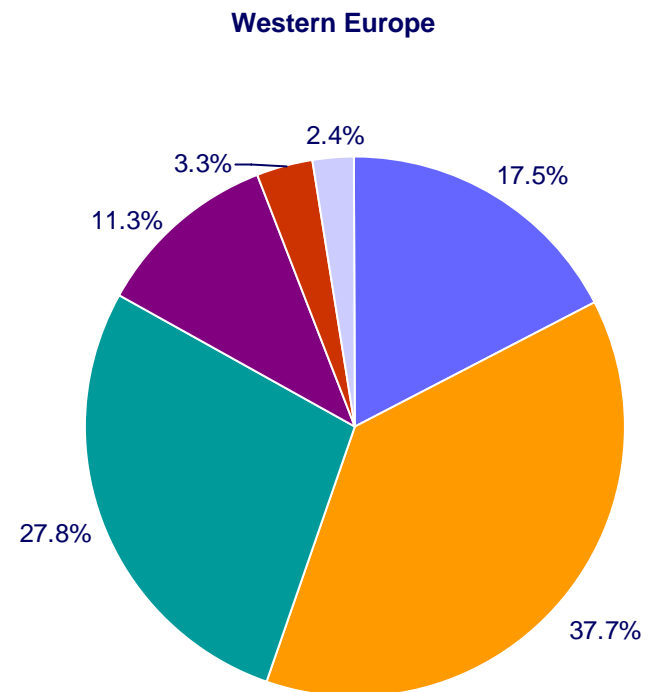
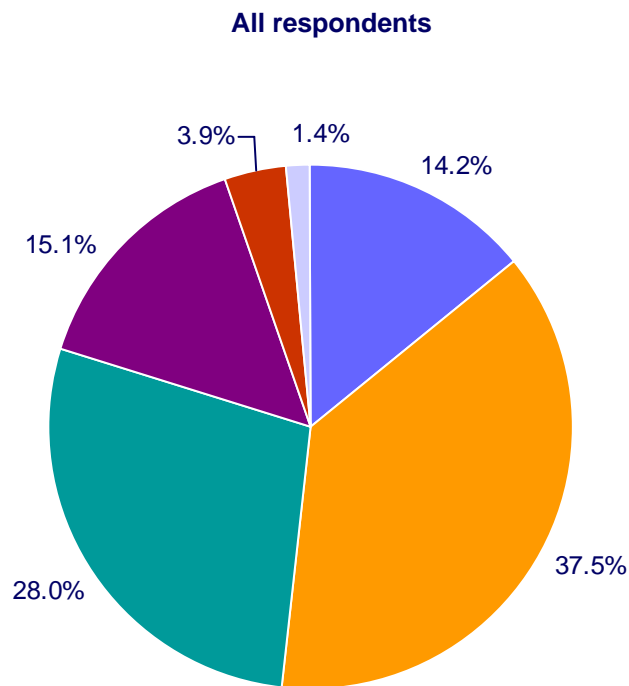
Does your finance organisation have the competencies (knowledge, skills, and abilities) to accomplish the following? Rate each on a scale of 1 to 5, where 1=Very strong competencies and 5=Very weak competencies.

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



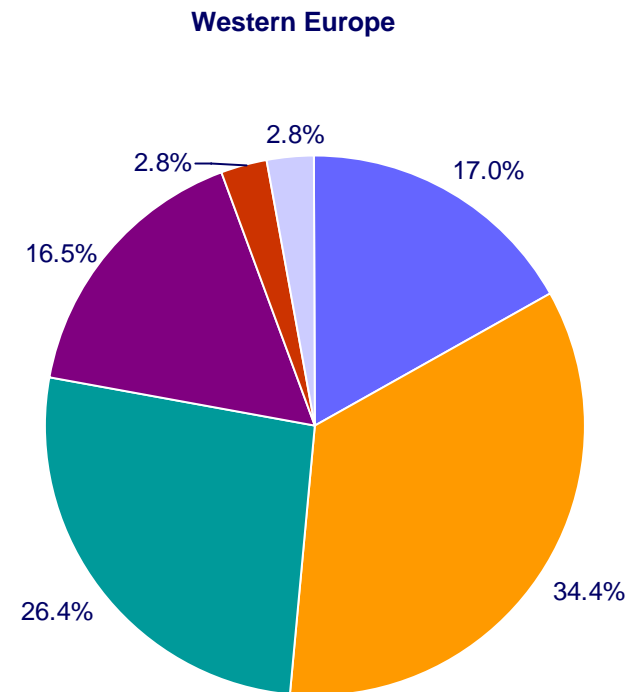
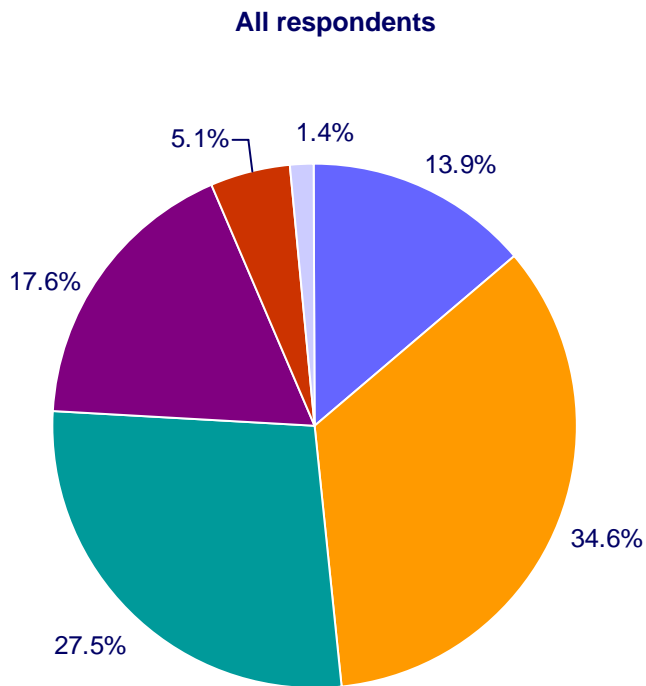
Does your finance organisation have the competencies (knowledge, skills, and abilities) to accomplish the following? Rate each on a scale of 1 to 5, where 1=Very strong competencies and 5=Very weak competencies.

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

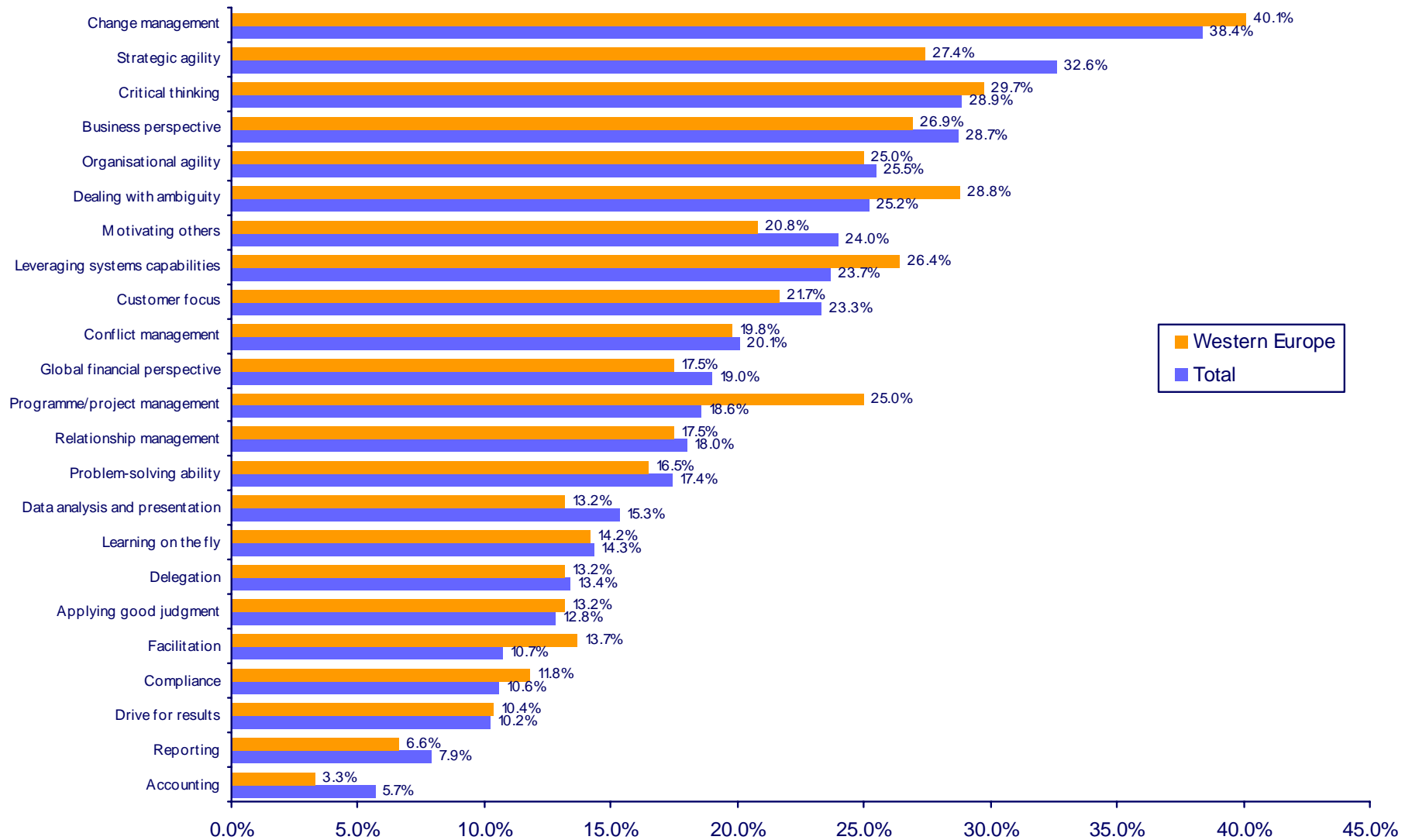


Does your finance organisation have the competencies (knowledge, skills, and abilities) to accomplish the following? Rate each on a scale of 1 to 5, where 1=Very strong competencies and 5=Very weak competencies.

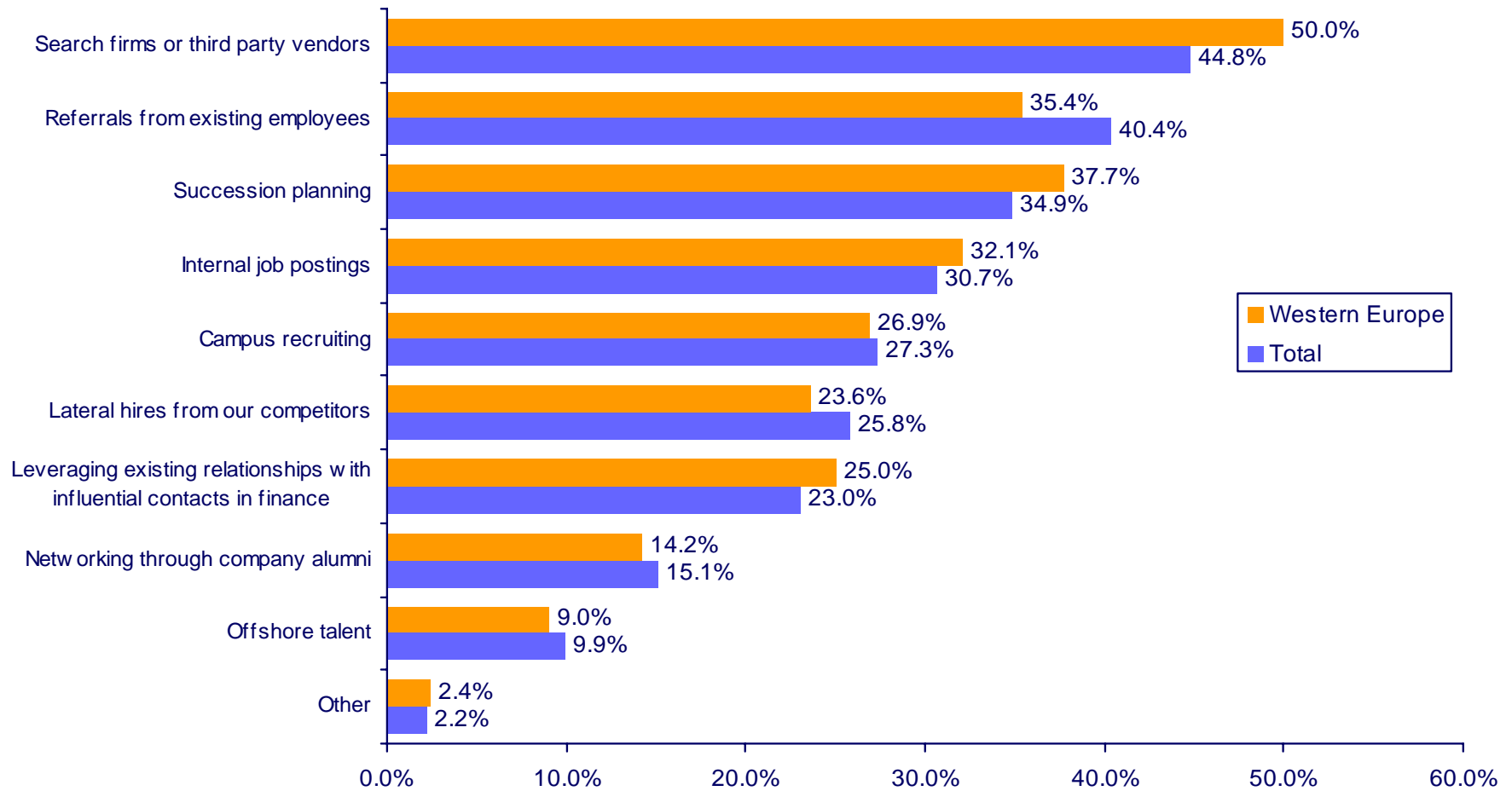
Stimulate the organisation to achieve strategic and financial goals (eg, partnering with business units, evaluating strategy)



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.

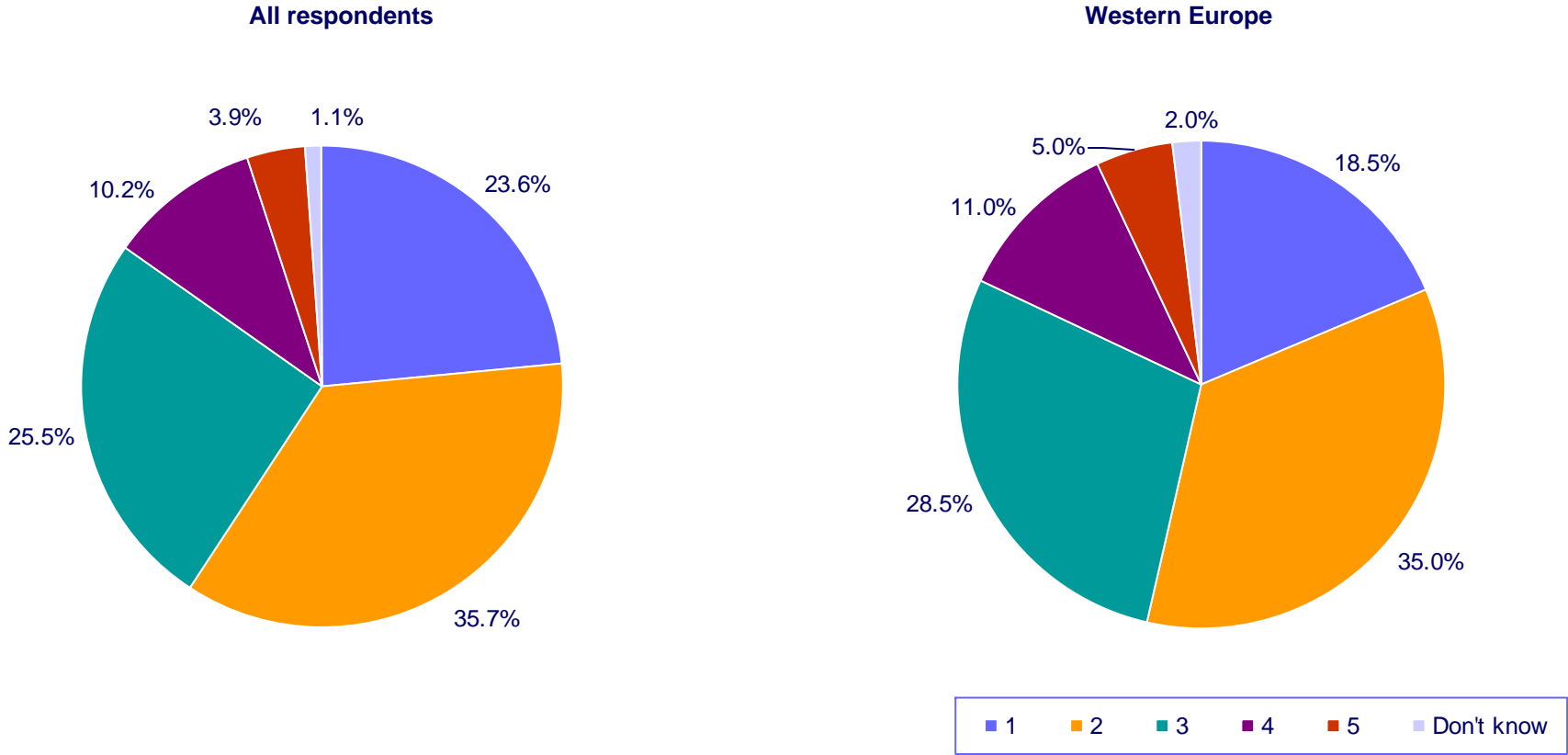


In your opinion, which of the following factors pose the most significant challenges in attracting talent to your finance organization? Select up to three.



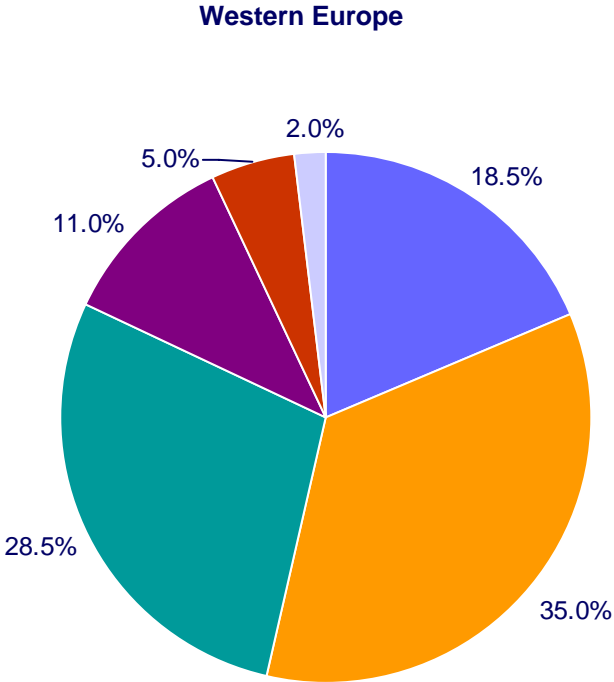
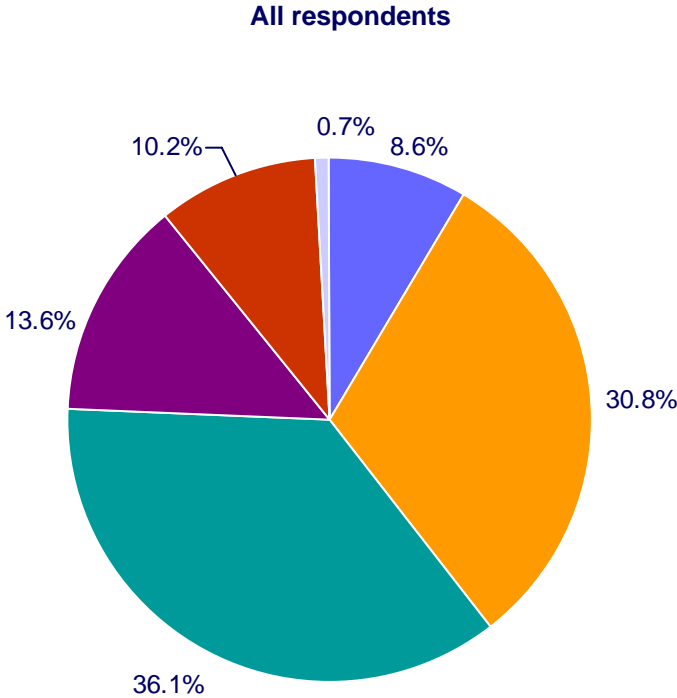
How important are the following to the success of professionals in your finance organisation? Rate on a scale of 1 to 5, where 1=Critical and 5=Unimportant.

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



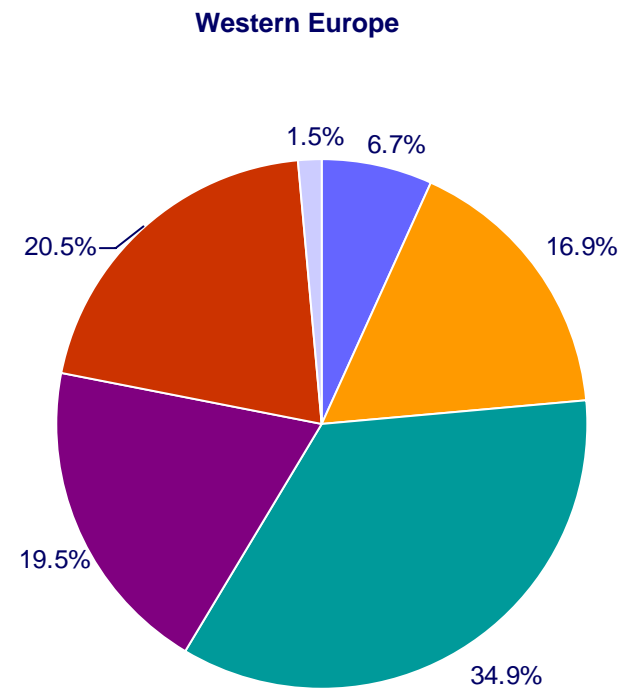
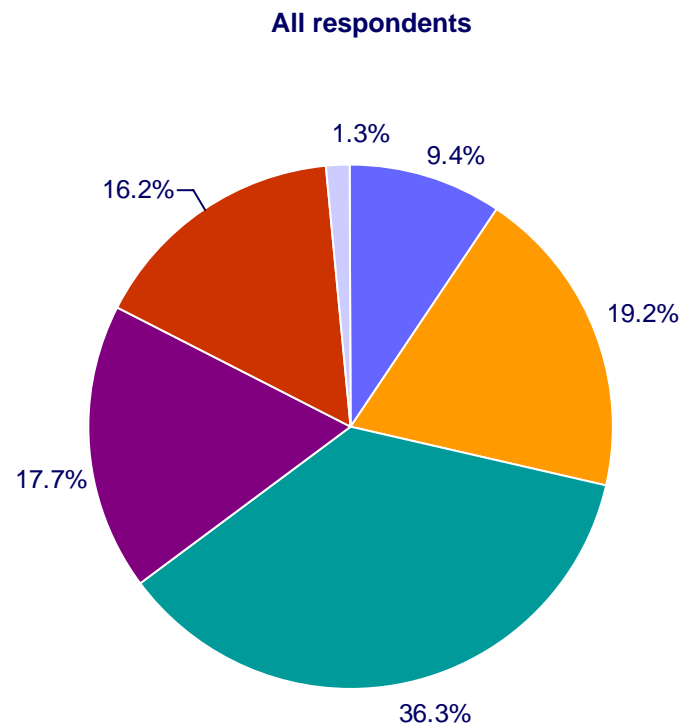
How important are the following to the success of professionals in your finance organisation? Rate on a scale of 1 to 5, where 1=Critical and 5=Unimportant.

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.

Both an MBA and a CPA (or similar)



Deloitte.

About Deloitte

Deloitte refers to one or more of Deloitte Touche Tohmatsu, a Swiss Verein, its member firms, and their respective subsidiaries and affiliates. Deloitte Touche Tohmatsu is an organization of member firms around the world devoted to excellence in providing professional services and advice, focused on client service through a global strategy executed locally in nearly 140 countries. With access to the deep intellectual capital of approximately 150,000 people worldwide, Deloitte delivers services in four professional areas — audit, tax, consulting, and financial advisory services — and serves more than 80 percent of the world's largest companies, as well as large national enterprises, public institutions, locally important clients, and successful, fast-growing global companies. Services are not provided by the Deloitte Touche Tohmatsu Verein, and, for regulatory and other reasons, certain member firms do not provide services in all four professional areas.

As a Swiss Verein (association), neither Deloitte Touche Tohmatsu nor any of its member firms has any liability for each other's acts or omissions. Each of the member firms is a separate and independent legal entity operating under the names "Deloitte," "Deloitte & Touche," "Deloitte Touche Tohmatsu," or other related names.

In the United States, Deloitte & Touche USA LLP is the U.S. member firm of Deloitte Touche Tohmatsu and services are provided by the subsidiaries of Deloitte & Touche USA LLP (Deloitte & Touche LLP, Deloitte Consulting LLP, Deloitte Financial Advisory Services LLP, Deloitte Tax LLP, and their subsidiaries), and not by Deloitte & Touche USA LLP. The subsidiaries of the U.S. member firm are among the nation's leading professional services firms, providing audit, tax, consulting, and financial advisory services through nearly 40,000 people in more than 90 cities. Known as employers of choice for innovative human resources programs, they are dedicated to helping their clients and their people excel. For more information, please visit the U.S. member firm's Web site at www.deloitte.com

Copyright © 2007 Deloitte Development LLC. All rights reserved.

**Member of
Deloitte Touche Tohmatsu**