



# A CFO On Top Of It All?

By: Jennifer C. Zamecki  
CPBA, CPVA, DNA, HDTrimetrix



*Chief Financial Officers possess a list of key skills and personal characteristics needed for the job, Well-Run Concepts understands these areas and has done the research. Let's explore what the key attributes, motivators and behaviors would look like for a successful CFO of an organization.*

Whether you are searching for your next hire or a new career, Well-Run Concepts used a comprehensive, validated, step-by-step process, Job Matching system to determine what is needed for top performance.

Attributes tells us if an individual can do the job by looking at what personal skills or competencies are needed in the job of Chief Financial Officer.

The Top Seven Attributes are:

## Self-Management

A top performing CFO has the ability to prioritize and complete tasks in order to deliver desired outcomes within allotted time frames.

- independently pursue business objectives in an organized and EFFICIENT manner.
- prioritize activities as necessary to meet job responsibilities.
- maintain required level of activity toward achieving goals without direct SUPERVISION.

## Decision Making

A decisive CFO utilizes effective processes to make decisions.

- Demonstrates an ability to make difficult decisions in a timely manner.
- Gathers relevant input and develops a rationale for making decisions.
- Evaluates the impact or consequences of decisions before

making them.

- Acts decisively despite obstacles, resistance or opposition.
- Accepts consequences of decisions.
- Willing to correct erroneous decisions when necessary.
- Defends rationale for decisions when necessary.

## Personal Accountability

A trustworthy CFO will have the capacity to be answerable for personal actions.

- accept personal RESPONSIBILITY for the consequences of personal actions.
- avoid placing unnecessary BLAME on others.
- maintain personal COMMITMENT to objectives regardless of the success or failure of personal decisions.
- apply personal lessons learned from past failures to move FORWARD in achieving future successes.

## Results Orientation

An exemplary CFO has the ability to identify actions necessary to complete tasks and obtain results. They:

- maintain FOCUS on goals.
- identify and acts on removing potential OBSTACLES to successful goal attainment.
- implement thorough and effective PLANS and apply appropriate resources to produce desired results.

## Leadership

A strong CFO will Achieve extraordinary business results through people.

- Inspires others with compelling visions.
- Takes risks for the sake of principles, values or mission.
- Builds trust and demonstrates integrity with a noticeable congruence between words and actions (walks their talk).
- Demonstrates optimism and positive expectations of others.
- Delegates appropriate responsibilities and authority.

- Involves people in decisions that affect them.
- Addresses performance issues promptly, fairly and consistently.

## Teamwork

An ethical CFO works effectively and productively with others.

- Respects team members and their individual perspectives.
- Makes team mission and objectives a priority.
- Works toward consensus when team decisions are required.
- Meets agreed-upon deadlines on team assignments and commitments.
- Shares responsibility with team members for successes and failures.
- Keeps team members informed regarding projects.
- Supports team decisions.
- Recognizes and appreciates the contributions of team members.

## Goal Orientation

Energetically focusing efforts on meeting a goal, mission or objective.

- Expends the necessary time and effort to achieve goals.
- Recognizes and acts on opportunities to advance progress towards meeting goals.
- Establishes and works toward ambitious and challenging goals.
- Develops and implements strategies to meet objectives.
- Measures effectiveness and performance to ensure results are attained.



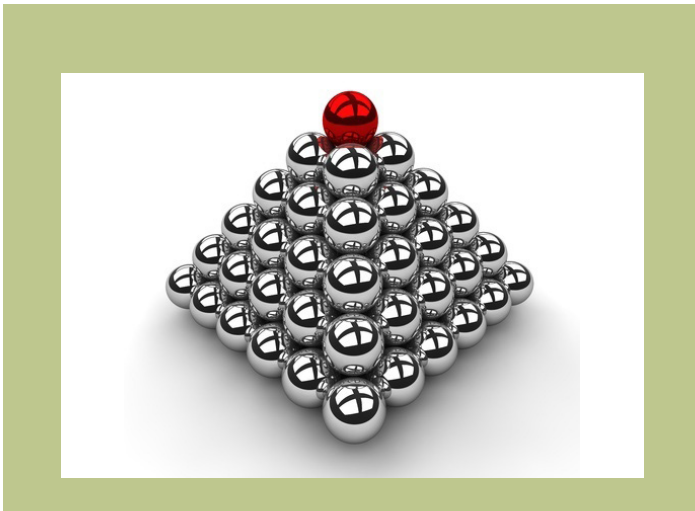
## About the Author

Jennifer C. Zamecki is the Founder and President of Well-Run Concepts, a Human Resource Consulting Firm, founded in 1997.

*"Job Matching & Developing Top Talent"*

[www.Well-Run.com](http://www.Well-Run.com)

Workplace motivators make up the next critical success factor needed, which tells us why an individual will do the job or, in other words, what rewards & cultures are they seeking on the job.



The Top Three Motivators for a CFO are:

**1. Utilitarian/Economic** Rewards those who value practical accomplishments, results and rewards for their investments of time, resources and energy.

**2. Traditional/Regulatory** Rewards those who value traditions inherent in social structure, rules, regulations and principles.

**3. Theoretical** Rewards those who value knowledge for knowledge's sake, continuing education and intellectual growth.

*Behaviors tell us how an individual will perform the job. We analyzed which of the behaviors an individual should possess to perform well in the job of Chief Financial Officer. This is very important information to know in understanding communication styles.*

The Top Three Behaviors for a CFO are:

#### 1. Versatility

The job calls for a high level of optimism and a "can do" orientation. It will require multiple talents and a willingness to adapt them to changing assignments as required.

#### 2. Urgency

The job requires decisiveness, quick response, fast action. It will often be involved in critical situations demanding that on-the-spot decisions be made with good judgment. The job will repeatedly face important deadlines that must be met on time.

#### Frequent Interaction With Others

The job requires a strong "people orientation," versus a task orientation. The Job will comfortably deal with multiple interruptions on a continual basis, always maintaining a friendly interface with others.

Now that we have a clear picture of what the Chief Financial Officer job looks like, I would like to ask you this...

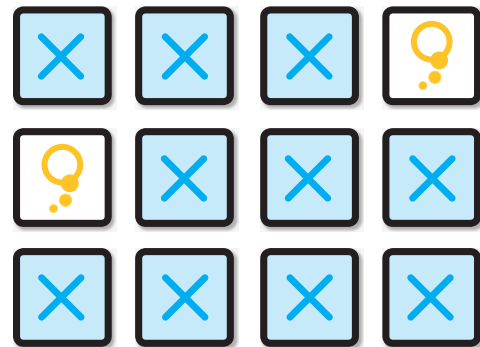
- If you are a CFO, do you have these critical success factors mastered? If not, what's your plan to develop them?
- If you are a company, how are you currently measuring the talent in your financial department today?
- Do they have the above named attributes, motivators and behaviors?
- If so, great! You are ahead of the competition!
- If not, how will you develop them or better yet, select talent that already has it?

**Here are a few suggestions to get you started: If you want to know for sure, then run a Talent Assessment on yourself or your staff. Then match the results to the benchmark of the CFO job in this article.**

Better yet, you can run your own customized benchmark for your unique organization and culture.

© Copyright, Well-Run Concepts, Inc.

### Well-Run Concepts Job Matching and Developing Top Talent!



Job Matching is NOT a game!



#### About the Author

Jennifer C. Zamecki is the Founder and President of Well-Run Concepts, a Human Resource Consulting Firm, founded in 1997.

*"Job Matching & Developing Top Talent"*

[www.Well-Run.com](http://www.Well-Run.com)