Contents

Preface xi Acknowledgments xv	
CFO Advisors xix	
Chapter 1: Chief Financial Officer What Is a Chief Financial Officer? Personal Attributes of a Successful CFO Skills Required for CFO Success CFOs Are Different Work–Life Balance The Other Important Thing to Balance Career versus Employer: A Question of Ethics? Focusing on Your Career Heips Your Employer Conclusion	1 2 4 6 8 11 12 13 15 16
Part One Successful Career Strategies for the CFO	19
Chapter 2: Planning for Career Success	21
Playing to Your Strengths Personal Brand Networking Social Media for the CFO Skills Development Career Coaching Conclusion	23 25 27 31 36 38 39

viii Contents

Chapter 3:	Career Danger Signs	41
Career Da Conclusio	anger Signs on	42 48
Chapter 4:	Should a CFO Moonlight?	51
	on Is Reality ole Moonlighting Methods on	52 52 58
Chapter 5:	The CFO in Transition	61
Welcome Ideal Stat Catching How CFC Accepting	Up From Behind Os Find Their Next Opportunity g Your Next CFO Role ing Your Next Employment Contract	62 63 64 65 69 69 71 78
Chapter 6:	Starting Your New CFO Role	81
Onboard Onboard Conclusio	ing Experiences of Real CFOs	82 87 95
Part Two for the CF	Successful Employment Strategies	97
Chapter 7:	Planning for Success at Your Employer	99
	for a Formal Plan for Success Coaching for the CFO on	100 110 112
Chapter 8:	Relationship Management for the CFO	113
Elements Examples Examples	Relationship Map of Relationship Management s of Successful CFO Relationship Management s of Failed CFO Relationships CFO Relationships Fail? on	114 115 118 120 121 123

	Contents 🔳 ix
Chapter 9: Relationships with the CEO, Board, and	d Investors 125
The CEO Relationship	125 131
Relationship with Your Board of Directors Relationship with Investors	131
Other Situations	141
Conclusion	140
Conclusion	147
Chapter 10: Relationships with Fellow Executives	151
Human Resources	152
Information Technology	156
Marketing	160
Sales	165
Production	168
Conclusion	172
Production Conclusion Chapter 11: Relationships with Outsiders Auditors Lenders Lawyers Other Outside Relationships Conclusion	
Auditors	176
Lenders	178
Lawyers	182
Other Outside Relationships	184
Conclusion	185
Chapter 12: Building and Developing Your Finance	
Elements of a Great Finance Team The Cost of a Great Finance Team	188
Plan for a Great Finance Team	191 192
	192
Building Your Finance Team Superstars	197
Develop Your Team	201
Methods to Develop Your Team	201
CFO Succession	204
How Do I Become a CEO?	200
Your First CFO Role	207
Conclusion	200
Conclusion	207
Bibliography 211	

About the Author 213

Index 215

3GFTOC 02/01/2014 15:51:10 Page x

http://www.bbookshop.com