

# FUTURE CFO

## PROGRAMME

### MASTERING SKILLS

### BEYOND FINANCE

*3 days high impact Masterclass that will enhance the skills of the aspiring CFO*

*Day 1: Coaching Mastery for Financial Leaders*

*Day 2: Stakeholder Relations; Communications and Negotiating Skills*

*Day 3: Growth Mindset and Commercial Value of*



**5 – 7 March 2018**

**Intercontinental Hotel**

**Kuala Lumpur**

**Joanna Moly**

Associate Faculty  
Othman Yeop Abdullah  
Graduate School of Business,  
Universiti Utara Malaysia

## Future CFO Programme – Career Track #1: 5 – 7 March 2018

### *Mastering Skills Beyond Finance*



#### Overview -

## “The changing role of the CFO” - ACCA

### Summary of Report

*This report discusses the future of the finance function, and in particular the future role of the CFO. It draws on discussions from the ACCA Accountants for Business Global Forum, as well as insights from ACCA–IMA roundtables held in Shanghai, New York, Moscow and Zurich in 2012, which discussed the way in which the role of finance leadership is evolving.*

Operational excellence, in the traditional roles of transaction processing and financial reporting, is now taken for granted. The rules of the game have changed for CFOs, reflecting a more uncertain, dynamic and global economic environment in which their businesses operate. This is compounded by an extraordinary rate of technological change.

This report has identified nine key issues and Future priorities affecting the future role of the CFO:

- Regulation requirements are increasing and CFOs have an increasingly personal stake in regulatory adherence.
- The challenges of globalisation are creating a need for finance leaders to develop a finance function that works effectively on the global stage and that embraces diversity.

## D i s t i n c t i v e l y D i f f e r e n t

- Technology is evolving very quickly, providing the potential for CFOs to reconfigure finance processes and drive business insight through ‘big data’ and analytics.
- The nature of the risks that organisations face is changing, requiring more effective risk management approaches and increasingly CFOs have a role to play in ensuring an appropriate corporate ethos.
- There will be more pressure on CFOs to transform their finance functions to drive a better service to the business at zero cost impact.
- Stakeholder management and relationships will become important as increasingly CFOs become the face of the corporate brand.
- There will be a greater role to play in strategy validation and execution, because the environment is more complex and quick changing, calling on the analytical skills CFOs can bring.
- Reporting requirements will broaden and continue to be burdensome for CFOs.
- A brighter spotlight will be shone on talent, capability and behaviours in the top finance role.

The changing role of the CFO also has profound implications for the global accounting profession and the skills that will be needed in the future; we can expect the traditional career paths of CFOs to evolve in new directions. The changing structure of global finance operations and the changing demands placed on the role will simply necessitate different types of experiences and skills. All the issues and priorities that we have identified in this report will shape and drive a need for a new blend of technical, business and behavioural capabilities; in short, a much broader finance outlook and capability. This future environment presents enormous challenges for CFOs, but it also provides a great opportunity for ambitious finance professionals seeking a rewarding and enriching career. Read report here: <http://www.accaglobal.com/us/en/technical-activities/technical-resources-search/2012/november/changing-role-cfo.html>

## ABOUT THE PROGRAMME

### Future CFO Programme – Career Track #1

#### “Mastering Skills Beyond Finance”

The “**Future CFO Programme**” is designed as a cohort styled, rolling programme whereby participants can join any of the 3 Career Tracks and complete all 3 Career Tracks within 2 calendar years from date of first sign-on.

- Career Track #1: Mastering Skills Beyond Finance**
- Career Track #2: Strategic Leadership for Financial Leaders**
- Career Track #3: Financial Expertise Skills**

The Career Tracks have been developed based on extensive research and discussions with industry captains. *Each Career Track carries a special theme to help aspiring CFOs grow in their careers by enhancing their skill sets, knowledge, area of focus, strategic leadership and business relationships to become successful CFOs of the future.*

## Career Track #1 - “Mastering Skills Beyond Finance” – 3 days Masterclass

### DAY 1 – COACHING MASTERY FOR FINANCIAL LEADERS

This session is designed to develop your coaching skills. You will learn how to create alignment with senior managers and colleagues. You will learn how to foster collaborative behaviours and how to maximise your impact using coaching skills. Through experiential learning and practice you will also develop your management skills using a Solutions Focus Approach<sup>1</sup>. You will further use the SF Approach as a goal-setting and a problem-solving tool.

### DAY 2 - KEY STAKEHOLDER RELATIONS; COMMUNICATIONS AND INFLUENCING SKILLS

During this session you will learn how to manage difficult conversations and how to turn conflict into collaboration. You will increase your ability to handle difficult people effectively as you will develop more flexible communication styles. You will also practice your influencing skills.

### DAY 3 – GROWTH MINDSET AND COMMERCIAL INNOVATION

In this final session you will identify the type of innovative mind-set you have got. This session will also help you explore any barriers that are stopping you from reaching your full creative potential. You will learn about the tools and techniques that will enable you to develop your Growth Mindset that fosters innovative thinking.

### PARTICIPANT PROFILE

Participants are generally high-potential professionals between 30 and 40 years with around 7 to 10 years of Accounting and Finance, Internal Audit, Risk Management or business experience. Most are functional experts and come from a diverse range of industries.

### DISTINCTIVELY DIFFERENT LEARNING EXPERIENCE

This results-based Masterclass will be challenging, thought provoking, informational and inspiring. Candidates will use a variety of learning tools including Pre Workshop Assignment, motivation, case studies, experiential learning and coaching.

The Masterclass embeds two distinctively different approaches/concepts to learning:

- *The Solutions Focus Approach is used by (amongst many others): BBC, British Energy, British Nuclear Fuels, Capita, Dyson, European Investment Bank, Fischer Scientific, HM Customs & Excise, Imperial College London, Institute of Chartered Accountants in England and Wales, Kellogg Brown Root, La Verne University in Los Angeles, Ministry of Defence in UK, National Australia Bank, PWC, Procter & Gamble, Royal Air Force, TATE (<http://sfwork.com>).*

<sup>1</sup> The SF Approach is used by (amongst many others): BBC, British Energy, British Nuclear Fuels, Capita, Dyson, European Investment Bank, Fischer Scientific, HM Customs & Excise, Imperial College London, Institute of Chartered Accountants in England and Wales, Kellogg Brown Root, La Verne University in Los Angeles, Ministry of Defence in UK, National Australia Bank, PWC, Procter & Gamble, Royal Air Force, TATE (<http://sfwork.com>)

## Programme Agenda

Day 1: 5 March 2018 (8am – 5pm)	Day 2: 6 March 2018 (9am – 5pm)	Day 3: 7 March 2018 (9am – 5pm)
<b>Learning Blocks</b>	<b>Learning Blocks</b>	<b>Learning Blocks</b>
<p><b>Coaching Mastery for Financial Leaders</b></p> <ul style="list-style-type: none"> <li>▪ Coaching Skills: <ul style="list-style-type: none"> <li>○ Trusted Advisor/Happy Warrior</li> <li>○ Listening Skills</li> </ul> </li> <li>▪ Coaching Skills Practice<sup>2</sup></li> <li>▪ Solutions Focus Approach to Coaching</li> <li>▪ Solutions Focus Practice Part 1</li> <li>▪ Solutions Focus Practice Part 2</li> </ul> <p>Wrap up: Feedback and take away for each person</p>	<p><b>Developing Financial Leadership Skills</b> <b>Key Stakeholder Relations; Communications and Influencing Skills</b></p> <p>Framing the Day - Review of Day 1</p> <ul style="list-style-type: none"> <li>▪ Effective Difficult Conversations</li> <li>▪ Effective Difficult Conversations Practice</li> <li>▪ Influencing Skills</li> <li>▪ Influencing Skills Practice</li> <li>▪ Stakeholders Relationship</li> </ul> <p>Wrap up: Feedback and take away for each person</p>	<p><b>Developing Financial Leadership Skills</b> <b>Growth Mindset and Commercial Value of Innovation</b></p> <p>Framing the Day - Review of Day 2</p> <ul style="list-style-type: none"> <li>▪ Growth Mindset</li> <li>▪ Commercial Value of Innovation</li> </ul> <p>Wrap up</p> <p>Closing</p> <p>Certificate presentation and group photograph session</p>

<sup>2</sup> All practices involve experiential learning and coaching.

## EXPERT FACULTY – JOANNA MOLYN



### **Cass Business School, London, UK**

Executive Masters of Business Administration

### **University of London, Birkbeck College, London, UK**

BSc in Financial Economics Prize-winner

***Associate Faculty at Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia***

Joanna is an academic researcher with a strong background in City finance (Dresdner/Allianz), Organisational Development consultancy and Management consultancy.

As a trained coach she has designed and has been delivering coaching workshops to A&F students since 2010. Prior to that she co-designed and facilitated two leadership and innovation development programmes for the BBC, a coaching workshop for the marketing Division of BNY Mellon on “The Commercial Value of Innovation”, a training programme for female investors with Angel Academe and a FLASH-funded coaching workshop at the University of Greenwich “Innovation is a State of Mind” for London-based SMEs.

Joanna has presented her PhD research in two consecutive years at the Institute of Coaching at Harvard Medical School and most recently at the EMCC conference in London. She is currently working on a Revise and Resubmit bid “The Common Factors Model of Coaching Effectiveness: Lessons from Psychotherapy Outcome Research” for the Institute of Coaching at Harvard Medical School with Professor David Gray and Professor Erik de Haan from Ashridge Business School, both world renowned experts in the coaching field.

## KEY SKILLS

- Excellent training, facilitation and coaching and skills
- Effective communication and presentation skills
- Management and leadership skills and experience (overseeing five members of the team in the UK and seven members in South East Asia)
- Ability to combine the academic and theoretical aspects of work with a commercial mindset to sell ideas and products within the organisation and externally (as demonstrated in my consultancy work with Pearson, the BBC and with the University of Greenwich)
- Solid influencing and interpersonal skills
- Strong research skills



Triple Accredited Business School



D i s t i n c t i v e l y D i f f e r e n t

## PROGRAMME FEE PER PARTICIPANT (HRDF CLAIMABLE UNDER SBL)

CATEGORY	Programme fee + 6% GST	Total fee per participant
<b>SUPERSAVER – SUPERSAVER – SUPERSAVER FEE</b> <b>Register before 5 February 2018</b>  <i>MIA, ACCA and IIAM Member employees enjoy additional 5% discount on Programme fee (i.e RM4000 x 5% discount=RM3800 + 6% GST)</i>	<b>RM4000 + 6%GST</b>	<b>RM4240.00</b>
<b>Late Registration</b> Registrations received after 5 <sup>th</sup> February and before 28 Feb 2018  <i>No Discounts</i>	<b>RM5000.00 + 6%GST</b>	<b>RM5300.00</b>

**Closing Date: 28 February 2018**

**Payment to be made to: Universiti Utara Malaysia**

**Bank: Bank Islam Malaysia Berhad Account Number: 02093010000010**

Kindly email proof of payment to: [saharah@uum.edu.my](mailto:saharah@uum.edu.my)

**For More information on High Impact Executive Education, Customised and Postgraduate Programmes**

**Please contact:**

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## REGISTRATION FORM

Future CFO Programme		5 – 7 March 2018 (8.30am – 5.00pm)			
Programme Location	Programme Name	Programme Code	Fee Per Registrant (A) Includes 6% GST	No. of Registrants (B)	Fee = A x B
Intercontinental Kuala Lumpur	Future CFO Programme – Career Track #1  “Mastering Skills Beyond Finance”	ECFO/2018	Supersaver RM4240.00 (register by 5/2/2018)  Late Registration RM5300.00		
			<b>Total</b>		

### ORGANIZATION INFORMATION / DETAILS

Organisation Name	
Address 1	
Address 2	
Name of Person Authorised to Sign Form	
Email Address	
Contact Tel Number & Fax	

#### Details of Registrants (you may also email the Registrant details)

Name (as in IC/passport)	NRIC / Passport Number	MIA/ACCA /IIAM Membership Number	Email Address

Kindly complete and email this form before 5 Feb 2018 FOR SUPERSAVERS! Email: [saharah@uum.edu.my](mailto:saharah@uum.edu.my)  
(Tel: 04-928 7156) or [badrie@uum.edu.my](mailto:badrie@uum.edu.my) (017-3691386)

### Cancellation Policy and Postponement of Programme

Because attendance at *this* programme requires significant advance preparation, refunds are not permitted. Invoice once issued can't be cancelled except for exceptional reasons. Registrants who cancel less than **7 days in advance** may nominate an acceptable substitute or attend a future session of the same programme within one calendar year.

UUM OYAGSB reserves the right to postpone the programme 2 weeks before programme dates, if there are insufficient registrations.