



GrowCFO Competency Framework

Foundation Skills



Governance and Control

| Topic | 1. Basic Level | 2. Intermediate | 3. Advanced |
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| <p>Governance <i>Board responsibilities, Board pack reports, Director compliance and conduct.</i></p> | <p>Possesses high level knowledge of the company's governance framework and who is responsible. Provides the necessary information to support those charged with governance.</p> | <p>Holds a reasonable amount of authority within the business and has robust working knowledge of its governance procedures. Ensures that rules, practices and processes are followed at all times.</p> | <p>Plays a key role in determining authority levels and is actively involved in the decision-making process across all key activities. Ensures that there is a robust governance framework in place and consistently holds board members to account.</p> |
| <p>Risk management <i>Implementing policies and procedures, monitoring control frameworks and overseeing committees.</i></p> | <p>Understands the main risks within the business and is capable of monitoring the company's exposure to them on a regular basis.</p> | <p>Ensures that each team has the necessary resources to manage risks appropriately and that documented policies and procedures exist throughout. Monitors key risks and discusses these with senior management teams.</p> | <p>Champions the identification, evaluation and management of risks across the business. Constantly scrutinises the evolution of business and market factors to identify any potential new emerging threats.</p> |
| <p>Compliance <i>Technical accounting, financial and non-financial reporting, regulatory requirements, legal, tax, statutory audit and internal audit/reviews.</i></p> | <p>Has an awareness of the company's main compliance requirements and deadlines. Possesses basic awareness of how to deliver them. Occasionally misses deadlines or is required to resubmit schedules.</p> | <p>Oversees compliance with most applicable laws, policies and procedures. Consistently complies with all regulations and rarely receives comments from law enforcers. Would benefit from improved working knowledge of regulations and how best to fulfil them in a streamlined manner.</p> | <p>Takes full responsibility for ensuring compliance with all laws and regulations. Holds regular discussions with peer groups and third party advisors regarding the evolution of regulations and their potential impact on the business. Identifies and implements market-leading procedures to deliver their requirements.</p> |

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| <p>Closing the books <i>Period-end close; accounting treatment, processing journals, forming valuations and making judgements.</i></p> | <p>Possesses a reasonable understanding of how to lead a finance team towards closing the books in an accurate manner.</p> | <p>Designs and implements robust financial close procedures that operate in an accurate and efficient manner. Works closely with the rest of the business to ensure that everybody delivers their workstreams within the desired timetable.</p> | <p>Has a strong track record of delivering fast, accurate and insightful financial close processes in a streamlined manner. Implements robust technology applications to minimise the burden of month-end procedures on the finance team and the wider business.</p> |
| <p>Treasury <i>Cash management, treasury policies, managing foreign exchange and implementing hedging arrangements.</i></p> | <p>Implements strong procedures across the business to safeguard cash. Carries out basic procedures to monitor cash flow on a regular basis. Accurately forecasts future cash levels and anticipates any shortfalls.</p> | <p>Implements and monitors procedures to safeguard cash, monitor cash flows and optimise working capital cycles. Possesses a strong awareness of various sources of finance available to the company and has well-established relationships with relevant third parties.</p> | <p>Works closely with the wider business to ensure compliance with treasury procedures, mitigate risks and optimise cash generation across all activities. Ensures that everybody plays their role in maximising cash levels. Regularly scrutinises financing costs, available funding options and the return on capital employed.</p> |
| <p><i>0 = No Experience</i> <i>N/A = Not relevant to my career</i></p> | | | |

Operational Driver

| Topic | 1. Basic Level | 2. Intermediate | 3. Advanced |
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| <p>Lead operations <i>Overseeing specific operational activities such as Finance, HR, Legal, IT and Facilities.</i></p> | <p>Oversees specific operational activities within the finance team and takes responsibility for ensuring that they are delivered effectively.</p> | <p>Leads the finance team and ensures that the finance function effectively delivers all of its objectives. Plays a key role in supporting other operational leaders to achieve their team's objectives.</p> | <p>Responsible for leading a range of business operations such as finance, legal, HR, facilities and IT. Works closely with other team leaders across the firm to help maximise the effectiveness of their operations.</p> |
| <p>Implement and integrate Systems <i>Identifying systems, implementing new technology solutions and integrating applications.</i></p> | <p>Possesses a basic awareness of the different systems operating across the business and their key requirements.</p> | <p>Understands how each existing system works and its level of integration with other applications. Feels confident towards evaluating the pros and cons of alternative potential solutions for delivering their required IT infrastructure.</p> | <p>Identifies the best systems, implements new technology solutions and integrates applications across the business to fulfil the requirements of each team, and to support the delivery of the business strategy. Demonstrates excellent project management and change management skills.</p> |
| <p>Optimise processes <i>Reviewing business processes to determine how best to simplify, automate and streamline their associated activities.</i></p> | <p>Understands end-to-end activities across key processes and is able to identify sub-optimal components.</p> | <p>Provides suggestions for the simplification, automation and outsourcing of processes. Identifies existing issues and provides practical suggestions to resolve them. Generates ideas for streamlining or enhancing processes.</p> | <p>Acts as a role model for continuous improvement and process excellence across all activities. Champions standardisation and optimisation across all teams. Ensures that all processes are suitable for current business requirements and are sufficiently scalable to support the firm's strategy.</p> |

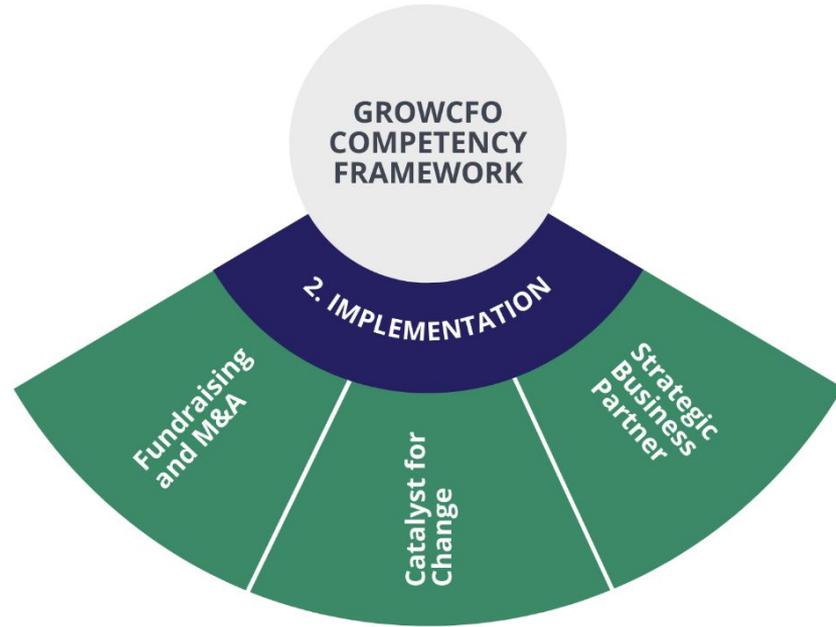
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| <p>Embed finance across the company <i>Developing relationships across each department and putting finance at the heart of the business.</i></p> | <p>Works with various departments to understand their main activities and to educate others about the financial impact of their actions.</p> | <p>Possesses strong working relationships with people across each department and fully understands their biggest challenges. Holds regular discussions to support each team and to determine their role in delivering key objectives.</p> | <p>Creates a strong financial culture to help deliver their strategic plan. Elevates the role of finance across all business activities. Is regularly consulted by other team members to support decision-making and to help resolve problems.</p> |
| <p>Capture data and create dashboards <i>Understanding what your audience wants, how to extract data and reporting it in the most user-friendly manner.</i></p> | <p>Collates key data from across the firm and provides static summary reports to key management.</p> | <p>Scrutinises financial and non-financial data from a range of sources to provide relevant insights to other departments and the Board. Understands exactly what data each team needs to run their part of the business effectively.</p> | <p>Integrates systems to capture and report real-time data in an automated manner. Creates dynamic reports that can be scrutinised by the end users, which are tailored to their requirements. Applies a digital mindset towards capturing, processing and reporting data.</p> |
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Financial Planning and Analysis

| Topic | 1. Basic Level | 2. Intermediate | 3. Advanced |
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| <p>Allocate capital <i>Dividing up the company's financial resources and other sources of capital in a manner that generates the maximum return for shareholders.</i></p> | <p>Works closely with the business to create annual budgets for key activities. Monitors progress throughout each period and reports variances.</p> | <p>Monitors budgets on a regular basis and works closely with individual teams to mitigate any anticipated variances. Encourages everybody to take responsibility for delivering their own targets and helps resolve any issues to avoid unwelcome surprises.</p> | <p>Ensures that each team has the necessary resources to effectively deliver the business plan. Challenges requests for capital and provides practical suggestions to help deliver activities in a more efficient manner. Creates a business culture of accountability and diverts capital in response to any changes in circumstances.</p> |
| <p>Build financial models <i>Creating a short-to-medium term model to forecast financial performance and KPIs based on the strategic plan.</i></p> | <p>Creates basic financial models to illustrate forecasts and to determine the financial impact of the business plan.</p> | <p>Generates flexible models that demonstrate a clear linkage between assumptions and performance. Performs scenario planning to determine the predicted outcomes of a range of events.</p> | <p>Builds robust financial models capable of standing up to the scrutiny of banks, potential investors, market-leading advisors and other third parties. These are user-friendly, easy to interpret and clearly illustrate the assumptions, methodologies and outputs.</p> |
| <p>Create investment cases <i>Challenging and supporting investment cases to determine which initiatives to support.</i></p> | <p>Understands how to create an investment case and has some experience of performing investment appraisals.</p> | <p>Implements procedures to obtain and scrutinise investment cases to help the business make the best use of its cash and other assets. Ensures that all investment cases are properly challenged and reviewed prior to approval.</p> | <p>Challenges teams to identify a more cost-effective approach for new initiatives and to leverage more from other business activities. Regularly reviews how much cash is being generated by each business division and calculates the return on investment for each of their assets.</p> |

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| <p>Analyse data <i>Applying your financial perspective and commercial awareness to scrutinise both financial and non-financial data.</i></p> | <p>Produces regular reports to analyse business performance data. Communicates findings to internal and external stakeholders.</p> | <p>Scrutinises business performance data and is able to clearly link trends to commercial activities. Monitors and reports all financial and non-financial KPIs on a regular basis.</p> | <p>Fully understands the requirements of each individual stakeholder, board director and management team member. Analyses the data in an efficient manner using the optimal format for each user, at the appropriate level of detail and in a user friendly manner. Confidently presents the data to each of these stakeholders.</p> |
| <p>Manage outcomes <i>Helping to manage outcomes of budgetary performance during each financial period and taking mitigating action where required.</i></p> | <p>Closely monitors activities and anticipates variances to plan. Highlights these to the appropriate individuals.</p> | <p>Plays an active role in identifying shortfalls, supporting decision-making and mitigating the impact of any negative scenarios. Keep people well-informed and manages expectations throughout.</p> | <p>Demonstrates robust leadership in supporting teams to plan for a range of potential scenarios across each key initiative. Has a reputation of being an excellent problem solver and helping others to deal with challenges. Maximises the final outcomes and ensures that there are no surprises.</p> |
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Implementation Skills



Strategic Business Partner

| Topic | 1. Basic Level | 2. Intermediate | 3. Advanced |
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| <p>Influence strategies <i>Deliver data-driven insights, generate new ideas and influence the business plan.</i></p> | <p>Delivers data-driven insights to help the formation of strategies. Occasionally participates in strategic conversations with the key management team.</p> | <p>Supports senior individuals to assess strategic options, influence team objectives and determine ways to create value across the business.</p> | <p>Regularly presents at board meetings and has a robust understanding of the opportunities and threats within their market sector. Plays a key role in the formation of new strategies by identifying ideas and scrutinising potential options.</p> |
| <p>Support decision-making <i>Support their teams, facilitate problem-solving, provide a financial perspective, create collaboration and drive decision-making.</i></p> | <p>Provides relevant data to support others in their decision-making and is sometimes asked to provide input into a decision.</p> | <p>Works closely with all business teams to provide a unique financial perspective into decisions. Demonstrates a strong knowledge of performance data and confidently presents well-constructed opinions that are highly-valued by others.</p> | <p>Plays a key role in all decision-making across the business and is the first person that people consult when they need help with solving problems or dealing with challenging circumstances.</p> |
| <p>Become a critical voice <i>Challenge the management team and Board, and become an influential voice across the wider firm.</i></p> | <p>Speaks up when required to challenge other people's views. Contributes important input into key discussions and provides a unique financial perspective given their robust knowledge of performance data.</p> | <p>Carries a strong voice during conversations with senior people and is capable of making themselves properly heard across the business. Strong at influencing others and constructing well-composed arguments to challenge people's views.</p> | <p>Is seen as the most critical voice in the boardroom and has the full respect of all other board members. Is typically the first person that others turn to when making decisions or requiring help. Influences others with well-constructed views and is confident at challenging senior people when required without damaging relationships.</p> |

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| <p>Manage stakeholders <i>Be the main point of contact to internal and external stakeholders, provide regular updates and generate confidence in the business.</i></p> | <p>Takes responsibility for managing various internal and external stakeholders by providing them with regular updates and key information.</p> | <p>Owens a number of stakeholder relationships and communicates effectively with them on a regular basis. Builds strong relationships with each stakeholder and is well-respected throughout.</p> | <p>Leads relationships with most key stakeholders and acts as a business representative. Generates trust and confidence in the company's ability to deliver its business plan. Presents the business story and obtains people's buy-in, regardless of current performance levels.</p> |
| <p>Be the co-pilot to your CEO <i>Work closely with the CEO to communicate and deliver the business plan across the organisation.</i></p> | <p>Works closely with most of the management team and understands the strategic objectives of each division. Provides ad hoc support to help individual teams to identify and execute initiatives.</p> | <p>Builds strong relationships across the management team and works very closely with the CEO. Takes responsibility for delivering specific initiatives and has reasonable influence amongst others. Is well-known for creating business value and supporting with non-finance matters.</p> | <p>Presents the firm's strategy alongside the CEO and is seen as the main person responsible for delivering the business plan. Takes full accountability for communicating performance updates and generating the required results.</p> |
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Catalyst for Change

| Topic | 1. Basic Level | 2. Intermediate | 3. Advanced |
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| <p>Identify profit and cash initiatives <i>Combine your financial knowledge, commercial awareness and business relationships to identify opportunities that improve financial performance.</i></p> | <p>Scrutinises data in a format that clearly identifies any easy wins and measures the impact of proposed changes.</p> | <p>Possesses a strong understanding of the business's activities and works closely with each department to identify profit and cash initiatives.</p> | <p>Has a strong track record of delivering profit and cash initiatives and can demonstrate powerful examples of the positive impact delivered.</p> |
| <p>Oversee and drive business change <i>Lead and oversee change initiatives the deliver the key objectives within your business plan.</i></p> | <p>Supports others to identify and deliver change across the business. Has some experience of project management, obtaining buy-in and managing change.</p> | <p>Embraces new ideas and provides the necessary infrastructure to support the best ideas throughout their development stages. Monitors change initiatives and encourages others to deliver results within the agreed timeframes.</p> | <p>Acts as a role model to encourage innovation throughout their workforce. Drives operational change across the business to deliver the company's strategy. Manages change in an effective manner and fully obtains other people's buy-in. Monitors progress and provides regular update reports to relevant stakeholders.</p> |
| <p>Finance transformation <i>Design and implement a medium-term collection of finance projects that deliver a pillar of the company's key strategic objectives.</i></p> | <p>Has a reasonable awareness of where their finance function sits today versus other organisations at a similar stage within their industry group. Feels confident in implementing individual systems and adopting new technology solutions.</p> | <p>Has led the implementation of an ERP system across the business, including driving the evolution of business culture to ensure that the new systems are properly adopted throughout the organisation.</p> | <p>Has delivered an entire finance transformation over several years to create a finance function that is capable of properly supporting the wider business. This includes creating the roadmap, identifying the key themes, obtaining stakeholder buy-in and delivering the required outputs.</p> |

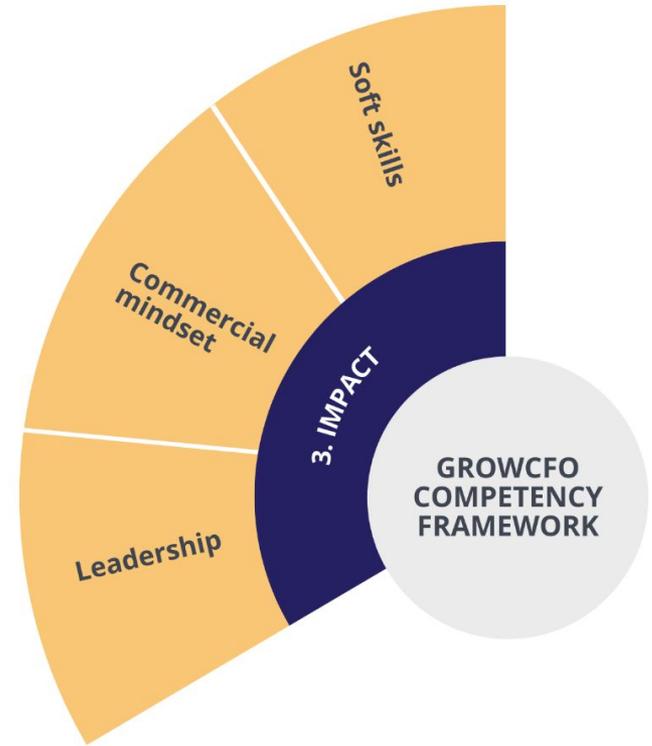
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| <p>Restructure business operations <i>Deliver significant business change such as merging operations, carving out business units, restructuring teams, integrating new businesses and outsourcing processes.</i></p> | <p>Has experience of participating in a change programme to restructure a specific operation within the company. Takes on various responsibilities and delivers an element of the change.</p> | <p>Plays a key role in restructuring business operations throughout a change management programme and has good experience of leading the implementation of change initiatives.</p> | <p>Plans and successfully leads the implementation of significant operational restructuring programmes across the business. For example, to support the growth of the business, reduce costs or implement a new acquisition.</p> |
| <p>Monitor effectiveness of change <i>Regularly monitor the impact of change initiatives against intended targets and implement any mitigating action to deliver the planned outcomes.</i></p> | <p>Captures and tracks data to monitor the effectiveness of a change project.</p> | <p>Monitors the effectiveness of change throughout the programme and reports back to the programme leader. Suggests ideas to help keep the programme on track and supports team members to deliver its objectives.</p> | <p>Creates a measurement plan for capturing, monitoring and reporting the effectiveness of a change programme in a streamlined manner. Constantly reviews progress against each metric throughout the programme and adapts the activities to deliver the programme's objectives.</p> |
| <p><i>0 = No Experience N/A = Not relevant to my career</i></p> | | | |

Fundraising & M&A

| Topic | 1. Basic Level | 2. Intermediate | 3. Advanced |
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| <p>Identify and evaluate opportunities</p> <p><i>Work with your management team to develop your fundraising and M&A strategy, understand the components of value creation, identify opportunities, create investment cases, determine returns on investment and de-risk your activities.</i></p> | <p>Contributes towards the fundraising and M&A strategy, models the financial impact of such activity and considers the likely feasibility of each potential deal scenario.</p> | <p>Performs desktop research on fundraising and M&A targets. Evaluates the pros and cons of each opportunity. Builds relationships with investors or targets. Supports decision-making to determine your company's preferred option.</p> | <p>Participates in board discussions regarding fundraising and M&A strategies. Influences decisions and challenges views. Works with third parties to identify likely opportunities, leads the evaluation of each option and presents recommendations to the board based upon research findings.</p> |
| <p>Perform valuations</p> <p><i>Build valuation models using a range of approaches to determine valuation ranges, returns on investments, impact on financial model and value for money.</i></p> | <p>Possesses a basic understanding of different ways to value a company or individual asset and has some experience of performing such valuations.</p> | <p>Has reasonable experience of performing valuations across various methodologies. Possesses a basic understanding of the assumptions and limitations involved within each approach.</p> | <p>Fully understands the range of methodologies used to perform valuations and has strong experience of implementing them. Quantifies valuation ranges based upon the outputs of each methodology. Feels confident describing the pros and cons of each approach. Creates compelling arguments towards determining a final valuation figure.</p> |
| <p>Fundraising</p> <p><i>Lead fundraising rounds, negotiate terms, coordinate advisors, manage stakeholders and complete deals.</i></p> | <p>Helps to deliver various elements of a fundraising transaction within a clearly defined team role.</p> | <p>Plays a key role in delivering fundraising transactions through the entire deal process and possesses a strong understanding of different available sources of finance, term sheets, legal agreements and deal mechanisms.</p> | <p>Takes responsibility for leading a fundraising round from initial conception through to receiving the funds. This includes determining the fundraising requirements, considering available funding options, creating the investor deck, presenting to investors, leading due diligence processes, negotiating deal terms and completing the transaction.</p> |

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| <p>Making acquisitions <i>Perform a key role in acquiring companies and assets, lead the deal process, work with advisors and integrate acquisitions.</i></p> | <p>Helps to deliver specific components of a buy-side acquisition within a clearly defined team role.</p> | <p>Plays a key role in performing buy-side company due diligence on an acquisition target, participates in counter-party conversations and liaises with third party advisors during an acquisition deal process.</p> | <p>Takes responsibility for leading an acquisition process from initial conception through to receiving the funds. This includes meeting with the target representatives, negotiating the deal terms, creating the term sheets, appointing advisors, performing due diligence on the target company, raising the required capital, finalising the legal agreements, completing the transaction and successfully integrating the acquisition.</p> |
| <p>Exit readiness <i>Implement the necessary actions to prepare your business for an exit and play a key role in the sales process.</i></p> | <p>Contributes towards specific components of an exit readiness plan within a clearly defined team role.</p> | <p>Plays a lead role in delivering key components of an exit readiness plan and significantly contributes towards getting the company ready for a deal, responding to requests for information and delivering the deal process.</p> | <p>Creates a long-term exit readiness plan to deliver the shareholders' strategic objectives. Plays a key role in delivering the plan, including getting the company ready for an exit, generating interest in the business, negotiating key terms, creating the deal timetable, implementing the deal process, maximising shareholder value and delivering a successful exit.</p> |
| <p><i>0 = No Experience</i> <i>N/A = Not relevant to my career</i></p> | | | |

Impact Skills



Leadership

| Topic | 1. Basic Level | 2. Intermediate | 3. Advanced |
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| <p>Lead the finance function <i>Determine your purpose, structure your finance activities, shape the team and deliver your responsibilities.</i></p> | <p>Leads a significant element of the finance function by managing people and being responsible for delivering team targets.</p> | <p>Performs the number one finance function role. Leads the team and takes responsibility for recruiting, training, motivating, appraising and managing people. Acts as a role model to other team members and mentors certain individuals.</p> | <p>Leads the finance function, determines its purpose and ensures that it is delivering the key requirements of the company. Shapes the team, sets objectives and takes full responsibility for deliverables. Creates high performance cultures and develops an environment for people to deliver their full potential.</p> |
| <p>Become a C-Suite business leader <i>Enable the vision, set the right pace, share the bigger picture, monitor activities, collaborate, keep people informed and help people to succeed.</i></p> | <p>Plays a key role within the company management team. Communicates the strategy and helps people to succeed within their roles.</p> | <p>Is a member of the board and works closely with other C-Suite members to help deliver the business plan. Champions initiatives, monitors activities and participates in firm-wide collaboration.</p> | <p>Is a vital member of the board of directors. Enables the vision, aligns the company's activities with the strategy and sets the right pace to hit key milestones in an achievable manner. Delivers the business plan, shares the bigger picture and communicates regularly to keep people informed of progress.</p> |
| <p>Manage people <i>Determine your people plan throughout the business life, recruit, manage, engage, motivate, align, delegate, develop, mentor, set objectives and create self-leaders.</i></p> | <p>Manages a team of people on an ongoing basis. Recruits new team members, delegates tasks, develops people, motivates the team and monitors performance levels.</p> | <p>Aligns people to the company strategy and ensures that each team has the necessary skills to function effectively. Coaches individuals to deliver their responsibilities and mentors people to achieve their career aspirations.</p> | <p>Determines the people plan throughout the company during each stage of the business life cycle. Understands what motivates people to deliver their full potential and creates the optimal environment for individuals to thrive. Creates followers and develops others to become self-leaders.</p> |

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| <p>Drive the culture <i>Promote your desired business culture, champion diversity and inclusion, act as a role model and exhibit the right values.</i></p> | <p>Communicates regularly to ensure that everybody understands the company culture and knows what is expected of them. Acts as a role model and exhibits the company's values at all times.</p> | <p>Recognises strong behaviours and rewards people for their achievements. Calls out bad behaviours and is prepared to have tough conversations when required. Removes barriers that may hold people back. Champions diversity and inclusion.</p> | <p>Reviews the business values and checks that they are consistent with what the company stands for. Aligns people strategy with the culture and ensures that the business's reputation appeals to its target clients. Drives the desired culture across the business and inspires the workforce to deliver the company's purpose.</p> |
| <p>Represent your business externally <i>Build trusted relationships and build confidence with shareholders and investors, customers and suppliers, regulators and market analysts. Get involved in public relations activities and support third party negotiations.</i></p> | <p>Builds strong relationships with external stakeholders and communicates performance updates. Liaises regularly with shareholders, investors and regulators. Contributes towards negotiations with key customers and suppliers.</p> | <p>Participates in key presentations to external parties and showcases their role as a key member of the management team. Generates trust and confidence amongst external stakeholders in the management team's ability to deliver the business plan.</p> | <p>Represents the business within its market segment and across wider society. For example, through public speaking, panels, presentations and videos. Provides regular performance updates to market analysts. Features within the company's PR activities and contributes towards press articles where appropriate.</p> |
| <p><i>0 = No Experience N/A = Not relevant to my career</i></p> | | | |

Commercial Mindset

| Topic | 1. Basic Level | 2. Intermediate | 3. Advanced |
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| <p>Understand the business <i>Learn all about how the business works, its previous journey, why things are done in a certain way, how decisions are made, internal politics, department activities, what is currently happening, your customer offerings, suppliers, and distributors.</i></p> | <p>Displays a strong understanding of the company's key products and latest developments. Understands people's roles within each department and why things are done in a certain way. Builds awareness of progress against each strategic objective.</p> | <p>Builds close relationships with each team across the business and understands their biggest challenges. Clearly identifies each team's role in delivering the business plan and any barriers that they need to overcome.</p> | <p>Generates a thorough understanding of how the business functions, the journey it has been on to date and how things get done. Identifies who is involved in decision-making processes and develops an awareness of company politics.</p> |
| <p>Develop market knowledge <i>Build up your knowledge of rival products, competitor activities, market trends, emerging business models, new entrants, market disruptors and their disruptive technologies.</i></p> | <p>Understands the company's products and/or services and customer value proposition. Researches key competitors and benchmarks their business models and product offerings. Builds knowledge of key suppliers and their respective market segments. Identifies the regulatory trends within relevant sectors.</p> | <p>Performs market research to identify market trends and main opportunities or threats. Identifies emerging business models, evolving technologies and new entrants such as disruptive competitors. Scrutinises analyst reports and presents findings to the management team.</p> | <p>Quantifies the size of target markets, growth rates, opportunities and threats. Determines biggest market segments and identifies unexploited growth opportunities. Benchmarks company data and pricing strategies against competitors. Understands the impact of any fundraising and M&A activity within their market segment.</p> |
| <p>Tell the financial story <i>Utilise your commercial awareness to tell the financial story by linking data trends to commercial activities and demonstrating what is driving the financials.</i></p> | <p>Demonstrates business acumen when analysing data. Links the company's performance data to the underlying commercial activities that have driven the results.</p> | <p>Clearly articulates what commercial activities have driven the financial results. Tells the financial story and brings the numbers to life in a well-presented manner. Showcases their understanding of the business and market knowledge when discussing results.</p> | <p>Models the impact of commercial activities and other market trends on financial performance and suggests initiatives to improve outcomes. Understands the key value drivers within the business and how they influence results. Performs scenario planning to support commercial decision-making.</p> |

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| <p>Drive growth <i>Help to identify new sources of growth such as products, propositions, expansion into new markets and M&A.</i></p> | <p>Ensures that each department has the necessary resources to implement their strategic objectives. Monitors budgets and accurately forecasts cash flows. Reviews performance data to identify potential growth opportunities.</p> | <p>Contributes significantly to the growth agenda by identifying performance improvement initiatives, optimising processes and driving scalability across the business. Reviews the company's target customer segments and determines the priority growth opportunities. Challenges pricing levels to optimise revenues.</p> | <p>Performs market analysis to identify new sources of growth and additional revenue streams. Plays a key role in delivering the company's expansion into new markets, for example, by helping to open up new offices and to set up overseas. Reviews workforce requirements, ensures that people are properly incentivised and supports global mobility initiatives.</p> |
| <p>Maximise shareholder value <i>Think like an investor to balance short-term earnings versus long-term growth, identify profit and cost drivers, review the customer value proposition, perform value chain analysis and manage the profit and loss account. Respond to market threats, terminate non-profitable activities and dispose of non-core assets.</i></p> | <p>Manages the income statement effectively and determines the impact of profit and cost drivers. Protects the company's reputation through risk management and compliance.</p> | <p>Maximises profit and cash flows across business activities. Allocates significant amounts of time towards value enhancing activities. Integrates acquisitions effectively, disposes of non-core assets and terminates non-profitable activities. Restructures activities where required to ensure ongoing value creation. Develops plans in response to any identified market threats.</p> | <p>Reviews the company's activities through the eyes of an investor. Performs value chain analysis and scrutinises the customer value proposition. Supports value enhancing initiatives such as identifying new acquisition targets. Implements value creation plans and measures outcomes. Balances short-term earnings versus long-term growth.</p> |
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Soft Skills

| Topic | 1. Basic Level | 2. Intermediate | 3. Advanced |
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| <p>Communication <i>Communicate effectively in a calm and controlled manner that spreads confidence amongst your audience. Deliver storytelling in an engaging manner that is tailored to your audience to make it interesting, relevant and digestible. Influence your listeners and demonstrate active listening during conversations. Develop strong presentation and writing skills</i></p> | <p>Communicates in a clear and concise manner. Presents well-constructed views and uses powerful examples to illustrate key points during storytelling. Applies strong business writing skills within written communications and reports. Occasionally feels anxiety during big presentations or in the boardroom.</p> | <p>Uses a powerful combination of words, tone and body language to maximise the impact of their verbal communication. Listens carefully to what other people are saying and makes them feel properly heard. Understands what users really want from a report. Presents information in the best format and at the right level of detail.</p> | <p>Feels confident and relaxed when delivering presentations to large audiences. Adjusts tone and style of speaking to different situations where required. Looks calm and in control when communicating under pressure. Understands what people are really trying to tell them, not just what they actually say.</p> |
| <p>Relationship-building <i>Build a strong network and develop relationships with senior colleagues, teams and external stakeholders. Understand individual behavioural traits and build up your awareness of different personality types. Develop strong emotional intelligence and self-awareness to thrive during difficult conversations and challenging situations. Fully obtain people's buy-in during project management and change management initiatives</i></p> | <p>Builds trusted relationships with colleagues and shows a curiosity towards their personal interests. Develops long-lasting relationships within their immediate network. Works well in a team environment and is a patient listener. Acts in an open and transparent manner.</p> | <p>Strong team player and displays high levels of self-awareness regarding their impact on others. Proactively seeks to expand their network and build up strong connections. Demonstrates excellent interpersonal skills when interacting with others. Displays strong social skills and adapts well to different cultures.</p> | <p>Displays high levels of emotional intelligence and has a positive impact on others. Provides reassurance and guidance to make people feel comfortable. Understands their own personality type and behaviour traits, and recognises how they impact other people. Networks well within large groups.</p> |

Soft Skills

| Topic | 1. Basic Level | 2. Intermediate | 3. Advanced |
|---|--|--|--|
| <p>Gravitas <i>Demonstrate charisma and self-confidence through your tone and style of interactions with other people. Encourage, influence and reassure others</i></p> | <p>Feels confident talking to senior people and presenting at key meetings. Stays reasonably calm under pressure but sometimes feels intimidated by others. Occasionally struggles with Imposter Syndrome.</p> | <p>Displays confidence throughout their role and remains calm under pressure. Pushes back on unreasonable requests and unrealistic deadlines. Feels comfortable asking for help when required and being open about any knowledge gaps.</p> | <p>Demonstrates high levels of charisma and is considered to be an influential voice in the boardroom. Deals well with all board members and is comfortable challenging people when required. Adjusts style when dealing with different personality types and handles difficult conversations effectively.</p> |
| <p>Trustworthiness <i>Generate trust and confidence in everything that you do including delivering quality, meeting expectations, keeping your promises and communicating with a combination of authority, presence and impact.</i></p> | <p>Acts as a role model for integrity across everything that they do. Delivers tasks reliably within agreed timetables and manages expectations where issues arise. Communicates transparently on a regular basis to avoid any unwanted surprises.</p> | <p>Has the full respect of the board of directors and demonstrates quality across everything that they do. Is considered to be one of the most influential voices in the room and the first person that others turn to for help.</p> | <p>Has the full backing of the board of directors, shareholders and future investors to deliver the CFO role throughout the next stage of the company life cycle. Is fully trusted to implement the business plan, for example: a private equity buyout, significant expansion or major shareholder event.</p> |

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| <p>Personal effectiveness <i>Work proactively with a clear vision and determination. Multi-tasking under pressure across a wide range of tasks whilst generating ideas and solving problems effectively. Possessing a range of characteristics including being driven, resilient, agile, adaptable, creative and bold. A self-learner who takes the initiative and exercises strong judgement when required</i></p> | <p>Well-organised and takes responsibility for delivering tasks. Produces high quality output within agreed deadlines. Displays strong project management skills, delegates effectively and helps others to perform at their best. Highly driven and self-motivated. Capable of working independently where required.</p> | <p>Consistently produces high quality outputs across all workstreams and exceeds expectations when delivering challenging tasks. Takes the initiative, generates new ideas and displays good judgement. Embraces change and adapts well to different environments. Demonstrates excellent problem-solving skills.</p> | <p>Thrives under pressure and excels when operating outside of their comfort zone or dealing with complexity. Manages stress effectively and shows strong resilience when times are tough. Uses well-developed techniques to avoid procrastination when feeling overwhelmed with tasks. Possesses a strong vision, creative mindset and a huge determination to succeed.</p> |
| <p><i>0 = No Experience N/A = Not relevant to my career</i></p> | | | |

