



KPMG CFO real insights: C-Suite perspectives

Spotlight on CFOs and CHROs

August 2021

Webcast summary

CFOs and CHROs can navigate pandemic-related disruption better together.

The webcast also shed light on the changing workforce and the significance of organizational agility.

The panelists addressed the following topics:



What is on the CFO agenda?

Finance leaders help define the business objectives and goals to preserve and create organizational value. These goals and objectives underpin the four pillars of the CFO agenda:

- Extreme automation
- Data, analytics, and insights
- Organizational agility
- Modern workforce.

The risk and compliance framework encapsulates these four pillars.



How can CFOs and CHROs partner better?

CFOs and CHROs have similar agendas to make data-driven decisions. One priority for CHROs is defining and identifying the employee value proposition and experience.

Key areas impacting the workforce:

- Understanding the diverse and multi-generational workforce



- Managing the operating model from the workforce perspective
- Developing the capability to provide immediate access to information needed to be productive and efficient while making good decisions
- Extreme automation.

Other areas of focus for CHROs:

- CHROs need to understand the needs of the business leaders, including CFOs
- They must rethink their talent acquisition and retention approaches to deliver a workforce that meets the strategic needs of the CFO
- Agile planning will help build the future workforce
- Structure and policies should be created around remote and hybrid working models.



What does the modern workforce look like for finance?

Disruption in the marketplace and the advent of technology require finance to rethink existing processes, organizational structures, and strategic imperatives. The focus is on developing the capabilities needed for the future while reframing work to be more meaningful.

The workforce needs to adapt to the following:

- Technological advancements—Automating transactional tasks and establishing strong governance and controls to launch a value-creation journey.
- Organizational agility—Performance-minded CFOs forge a data-driven culture to determine the needed talent and skills.
- Reallocation of skills, talent, and resources—Technological change favors the most productive firms with a central focus on customer-centricity, innovation, and value creation.



Closing comments

- Data on skills and capabilities are the most valuable resource required for selecting the best candidates.
- CHRO should understand the work prospects and create the career path for the employees accordingly.
- Adopting a new workplace strategy in which the manager is the coach and the team members are high-value professionals resulted in a paradigm shift, allowing organizations to be more agile in meeting customer needs.
- Conducting surveys and responding to employee feedback can significantly aid in creating of a positive workforce.
- Automation can help organizations grow by allowing employees to develop different skill sets that enable the business.
- According to an employee survey, flexibility in the new hybrid work culture, rather than technology, helps employees become more productive.



Some or all of the services described herein may not be permissible for KPMG audit clients and their affiliates or related entities.

kpmg.com/socialmedia



The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavor to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act upon such information without appropriate professional advice after a thorough examination of the particular situation.

© 2021 KPMG LLP, a Delaware limited liability partnership and a member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. All rights reserved. The KPMG name and logo are trademarks used under license by the independent member firms of the KPMG global organization. NDP230965-1D