



Future of finance

Modern workforce



CFO agenda for elevating finance

KPMG firms' believe that CFOs and their teams are natural leaders in today's digitally enabled, dynamic environment. Leading finance organisations are investing in new capabilities that can allow them to elevate from their traditional roles to strategic advisors across the enterprise. KPMG firms' strategy for future-ready finance includes five distinct, but complementary pillars focused on unlocking business value. [Download](#) this white paper to learn more.



In a highly competitive digital environment, finance organisations must provide an elevated employee experience whilst identifying new methods to source new talent and new skillsets"

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In the recent white paper, CFO agenda for elevating finance, we discussed how the modern finance workforce needs a CFO to serve not only as a business partner but also as a "copilot" for the organisation. This new role involves leveraging digital enablement capabilities to optimise service delivery while finding better ways to attract, train, and retain talent.

From this point of view, we'll discuss how the new CFOs and their teams can develop and implement an effective, employee-centric, talent management strategy to help ensure the finance workforce has the right skills and competencies to meet current and future demands.



Focus on the employee experience

An effective talent strategy is based on the unique journey of each employee. Employees feel, expect, and need different things depending on factors such as their role, tenure, and demographics. By focusing on the employee experience, finance can pinpoint the moments of maximum impact on the employee journey, helping to effectively target investments and priorities in talent management.

Finance leaders can consider **four Ds** to develop a strategy for talent management:



Discover talent needs for the future by first understanding your business strategy and the aspirations you have as an organisation. Assess where you are today and identify specific gaps in the skills and capabilities you need to help achieve your strategic aspirations. Tools such as generative AI and chat bots can assist with this process by helping to identify suitable job candidates.



Define your employee value proposition (EVP) — the set of associations and offerings provided by an organisation in return for employee performance and contributions — to advance your talent agenda. Understand the desired, future-state employee experience and the brand promise of your EVP.



Design a customised employee learning-and-development experience with an accompanying roadmap. Articulate how finance competencies are linked to career paths within and outside the function. At the same time, finance leaders need to determine the path to reskill employees to develop future competencies. From there, craft a learning path that lays out the competencies and how they are linked to assist, finance can consider deploying chat bots to share knowledge. These items can lay the foundation that feeds a customised learning and development experience.



Deploy a leadership-led, employee-driven solution. This includes developing learning assets and delivering training for employees to build skills for the future.

Keep in mind that a finance talent strategy is not “one size fits all.” It is important to review your existing talent strategy and assess the maturity of your processes to evaluate finance’s preparedness for the future of work.

Understand how your employees feel about their jobs by gathering qualitative and quantitative data points. These sentiments will help shape the data into distinct personas so, you can customise your talent strategy to target critical groups.

Case in point

KPMG Ireland assisted a Life Insurance company in modernizing its finance function to align with a future ready business model.

Challenge: The challenge was adapting finance’s role in business partnerships.

How we helped: KPMG redefined the finance vision, developed a new competency framework, identified skill gaps, and designed career pathways.

Benefits to the client: The result was enhanced collaboration between finance and the business, ensuring alignment with the new business model.



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