

The **NEW** CFO Competency Map

Instructions: Self assess your level of proficiency by reviewing each of the competency areas identified below:

PROFESSIONAL COMPETENCIES

I know I can do this...

Because I've done these sorts of things in the past...

Special expertise

Been there, done that

Developing

No competency, never done

Document evidence of Proficiency

You know the general ins and outs and feel comfortable taking on responsibilities that utilize this competency
Are you a recognized go to person, are you an innovator in this field?
An area that you are less comfortable with and perhaps have less exposure to
Something that you are completely uncomfortable with or lack exposure to

Enabling competencies

Short description

Types of experiential indicators of competency

Proficiency using excel and spreadsheets	Functions, pivot tables, pivot charts, formulas, conditional formatting, Excel standards					
Ability to supervise and manage people	Staff supervision, staff evaluation, review of work products, delegation, direction, task delivery					
Proficiency in written communication skills	Memos, emails, reports, grammatical accuracy, tone, message, conciseness, clarity, professionalism					
Manage large projects	Project management, work breakdown charts, project charters, gantt charts, project schedules, project budgets					
Embodies personal ethical intelligence	Ethical decision making principles, ethical decision making frameworks, ethical decay, ethical dilemmas					
Design performance measurement	Key performance indicators, executive dashboards, balance scorecard, accountability reporting, strategy execution					
Self-management of career	Professional development, career planning, competency assessment, self-awareness of strengths/weaknesses					
Performs data analysis	Interpretation and analysis of data to create insight and actionable findings					
Exercises professional skepticism	Brings a questioning mindset and independent perspective to evaluating information					
First-time quality	Self-reviews own work to achieve a high quality, high trust work product that limits necessity for secondary reviews					
Embodies personal leadership, followership and self-direction	Living personal and corporate values, being a strong example, self-motivated, initiative					

EXECUTIVE COMPETENCIES

Technical competencies

Special expertise Been there, done that Developing No competency, never done Document evidence of Proficiency

Short description	Types of experiential indicators of competency					
Manages the strategic planning process	Strategic management, SWOT Analysis, Mission, Vision, Values					
Manages insurance coverage	Property and casualty, directors and officers, commercial liability, group plans					
Structures and supports governance systems and internal audit	Board of directors, governance responsibilities, internal audit mandate					
Performs enterprise risk management	COSO/ISO ERM framework, risk identification, risk assessment, risk mitigation, risk control, risk measurement, risk tolerance					
Advises on merger and acquisitions and other corporate transactions	Purchase and sale agreements, structuring M&A deals, negotiating terms, assessing fit, divestitures					
Identifies and executes business process improvement	Process mapping, activity analysis, process redesign, change management					
Designs performance incentive programs for staff and senior executives	Bonus plans, long-term incentive plans, share option plans, share purchase plans, deferred stock unit plans (DSU)					
Develops financing strategy and facilitates capital raises	Capital markets, equity instruments (common, warrants, options), debt instruments (debentures, bonds, mortgages, line of credit, asset based lending), mezzanine financing (convertible instruments), government financing and programs					

EXECUTIVE COMPETENCIES

Enabling competencies

Special expertise Been there, done that Developing No competency, never done Document evidence of Proficiency

Cultivate own personal brand proactively	Creating a compelling personal brand, communicating it, and living it					
Demonstrates confidence with poise under pressure	Being the best version of yourself in high pressure situations, calming voice, persuasive style					
Demonstrate resilience in the face of adversity	Perseverance, seeing things through, coming back from hardship, focusing on the long-term objectives, growth mindset					
Cultivate strong personal relationships	Contact management, personal followup, networking, managing office politics					
Plans staffing needs and manages talent	Designing the financing organization, share-service models, staff training and development, promotion, succession planning					
Demonstrates leadership qualities	Establishing a compelling vision for finance, leadership beyond management, cultivating a pool of leaders, credibility					

Coaches and mentors others	One-on-one interactions with individuals to achieve long-term performance improvements and career objectives					
Demonstrates emotional intelligence	Reading people, showing empathy, controlling one's own emotions, responding appropriately depending on the circumstance					
Cultivates ethical intelligence across the enterprise	Corporate culture, changing corporate culture, reinforcing corporate culture, embedding ethics in culture					
Delivers strong presentations to stakeholders	Persuasively presenting financial results, ideas, and actions to garner support and action; non-verbal communication					
Communicates persuasively	Storytelling, spin, writing persuasively, proposals, contracts					
Demonstrates strategic thinking and innovation in problem solving situations	Creative thinking, creation and evaluation of alternatives, finding ways to always do things better					
Possesses strong business acumen	Knowledge of business model, operations, sales and marketing, supply chain					
Possesses strong industry acumen	Knowledge of competition, products					
Design and integrates change management into major corporate initiatives	Dealing with the human implications of major change initiatives such as acquisitions, mergers, new systems, layoffs or downsizing, corporate restructuring					
Negotiates arrangements that maximize stakeholder value	Negotiation styles (forcing, cooperative), negotiation frameworks, tactics and strategies					
Strong awareness of legal principles	Contracts, agreements, directors/executive liability, reps and warranties, shareholder agreements, credit facilities, term sheets					
Conversant in securities regulations	Ontario Securities Commission regulations, Securities and Exchange Commission regulations, Stock Exchange Rules					
Strong awareness of technology trends and adoption strategies	Awareness of emerging technologies, adoption of new technology, automation of business processes					