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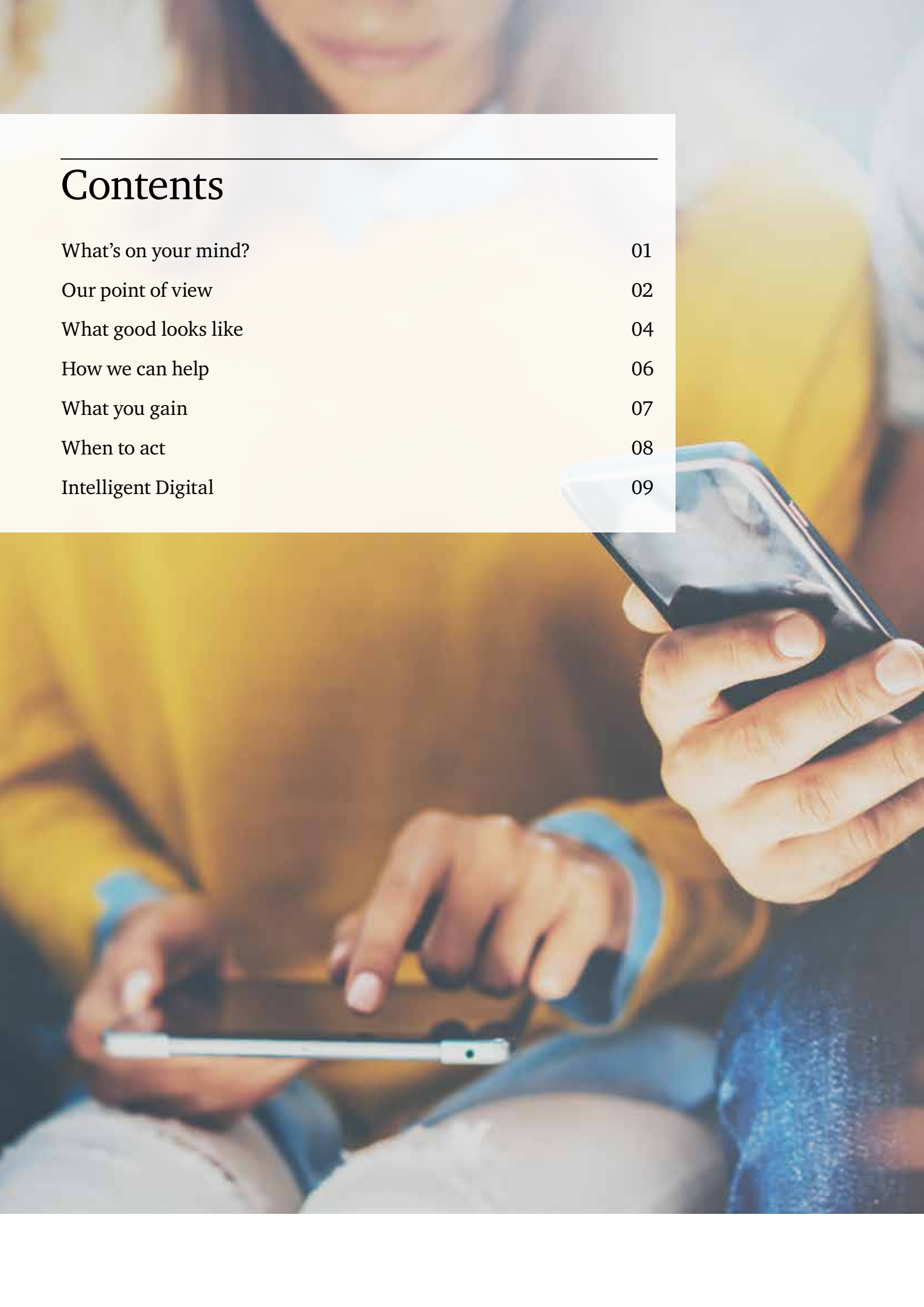
# High performing finance talent



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# What's on your mind?

An ability to attract and retain top performers is integral to the success of all organisations, and nowhere is this more apparent than in the area of finance.

The role of today's financial professionals is expanding all the time, with a growing need for top performers to help inform key decision-making and strategy within the wider business. A significant proportion of finance professionals now have an opportunity to become central players in the development of successful business strategy, but in order to achieve this they need to focus on the bigger picture and this is where high performers in the field can excel and show their true value.

At the same time, increasing scrutiny within many sectors and a greater focus on issues of compliance for many businesses means high-performing financial professionals also need to focus on maintaining their core finance skills. Businesses therefore need to upskill and support their staff to have access to essential technical expertise, while also developing the correct blend of effectiveness, financial business partnering and technical aptitude to support the wider finance function.

Through ongoing conversations with clients, our teams are privy to many of the common concerns and issues surrounding the development of high-performing finance talent for businesses. Comments in this area that we've received to date include:

*"I need finance to embrace the digital and data agendas. What do I need to know to look credible?"*

*"I want to create a compelling career path for my finance staff and achieve succession."*



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# Our point of view

The role of high-performing finance professionals is changing for many leading organisations. Senior finance professionals now need to demonstrate enhanced capabilities across a wide range of business areas; a strong grasp of key financial data is no longer sufficient to deliver full value. Expanding the remit of top-performing finance professionals gives access to a key finance point of view for other areas of your business.

Meanwhile, an evolution in digital/technology-enabled processes and corporate thinking is also now taking place, with many businesses undergoing significant transformation in today's data-driven age. It means organisations and finance professionals must adapt to make use of new data-driven insight that could inform future strategic planning, including core finance functions like budgeting, investment planning and merger/acquisition activities.

Furthermore, the advance of robotic process automation (RPA) and artificial intelligence (AI) techniques, gives finance an opportunity to automate and reduce costs for many low-value tasks. However, both individuals and businesses must understand how these technologies can specifically help them and then how to embrace it – they need the confidence to reinvent themselves as key players in the decision making process.

At PwC, it is our aim to support our partners and clients to enhance and widen their attractiveness to top-performing finance talent. As a result, we advise our partners to focus on three key tenets of effective talent management, these are:

- **Get real:** Map out the skills and experience that you see as essential to high-performing finance talent – this gives clarity on your requirements in talent attraction/retention.
- **Focus on soft skills:** Financial expertise is important, but so too are people skills and building strong relationships. Being able to empathise, influence, encourage and engage with others is crucial to maximising performance.
- **Let it go:** Be able to let go of non-essential activities that do not add value. Top performers should focus their efforts on delivering the best return from their efforts for your business.

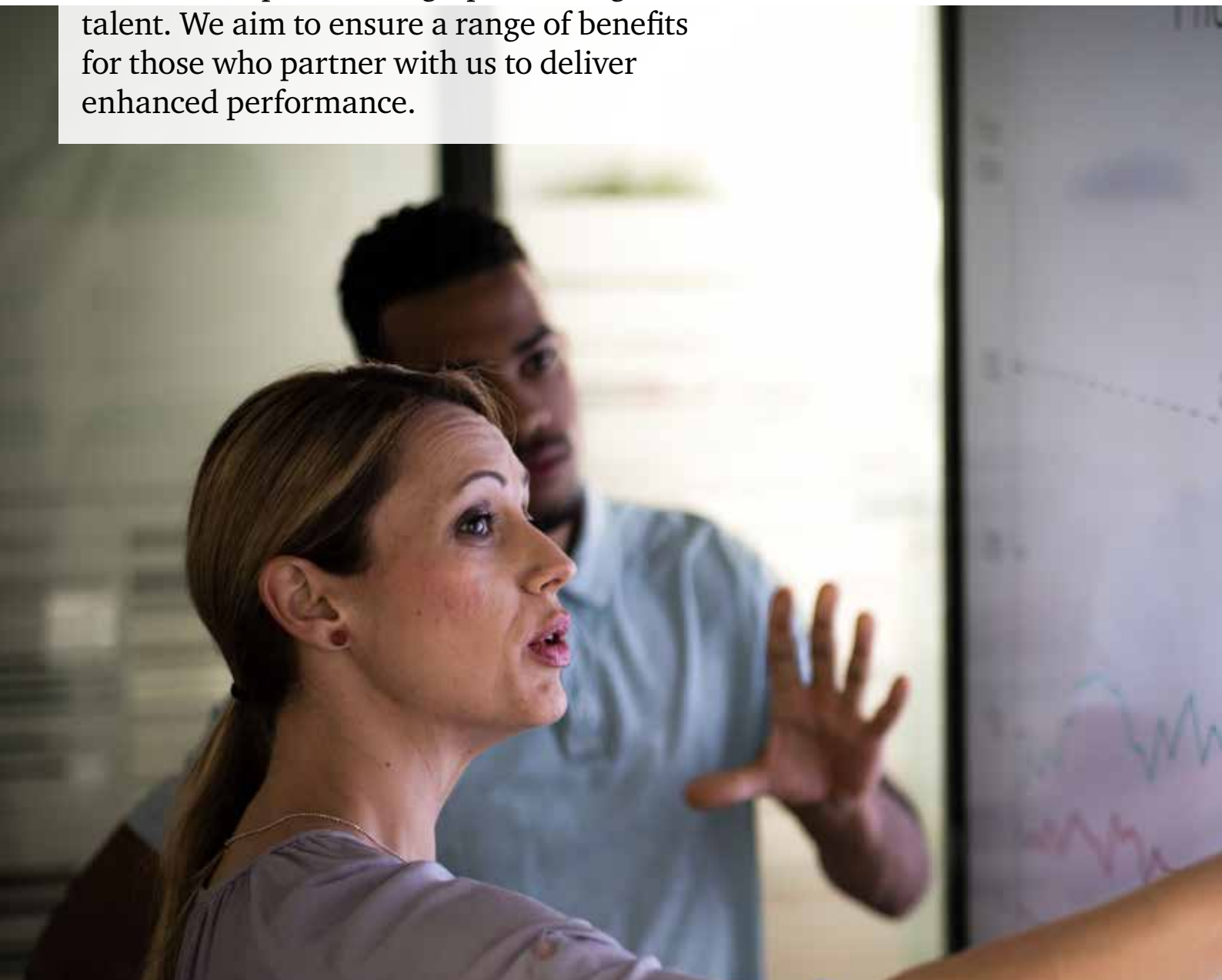




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# What good looks like

Setting a clear definition of how success will be measured is imperative to ensuring lasting organisational change when investing in the development of high-performing finance talent. We aim to ensure a range of benefits for those who partner with us to deliver enhanced performance.



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## Here are some of the reasons our services can prove useful to your business:

- **Partnering mentality** where finance supports the wider business function
- Clear **understanding of your organisation's needs** from a talent perspective
- A **blended training approach** that melds 'on the job' training with formal learning techniques
- Clear talent framework that allows the **swift identification of high-fliers**
- **Align career development activities** with wider finance strategy and goals
- Use of technology and innovative practices to **enhance user engagement/learning**
- **Clear career pathways** – people understand what is expected of them in order to progress
- Regular (at least twice yearly) **review of your existing finance talent**, including current performance/needed areas of improvement

### **Strong track record of success**

There have been numerous examples of how support from PwC has helped our clients to enhance their talent management programmes to secure real and lasting benefits for individuals and the wider business, including:

- Helping in the launch of a **new financial controls framework for a major FMCG client**, incorporating core training and development programmes to align staff skills and behaviour. Participants benefited from a clear understanding of how the updated framework would impact their role/responsibilities and added insight and understanding of the wider implications of the new finance function.
- Working with a central government organisation to deliver a **nine-month blended learning programme for more than 200 finance professionals**. Delivered through classroom learning, interactive seminars, action learning groups and networking events, it helped participants to feel more confident in their role and helped to place finance at the heart of organisational decision-making.

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# How we can help

At PwC, we offer a range of tailored services to help organisations better define their need for top performers. We help to outline and put in place the attitudes, behaviours and practices required to make a business attractive to the best talent.

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## Our services include:



### **Share insights from our wide-ranging experience of corporate best practice**

Drawing on our extensive experience in markets, industries and with organisations located around the world, PwC is able to leverage this knowledge to identify gaps in skills and competencies for our clients (while always maintaining strict client confidentiality).



### **Define a compelling case for investment in finance talent**

Understanding the current setup and requirements in terms of finance talent within an organisation ensures we can advise on future planning to attract and retain key staff. We will identify priority areas for upskilling and highlight the benefits to businesses of investment in this area.



### **Deliver in-depth strategy to develop/attract high-performing talent**

Utilising in-depth learning and analysis tools, our services will support the creation of a tailored talent management/attraction strategy that incorporates string learning and development goals for continual upskilling.



### **Clearly define roles and career pathways**

We help in the development of competency frameworks to clearly map the skills and attributes of talent, as well as providing digital platforms to allow individuals to take charge of their own career development plans.



### **Monitor progress towards achieving your goals**

We embed accreditation and assessment elements in all continual professional development support for clients, examining and supporting learning transfer where possible. In addition, we develop a clear evaluation model for use by clients to measure results and strive for continual skills improvement.



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# What you gain



Organisations should appreciate the benefits of a commitment to attracting, retaining and developing the highest-performing financial talent. At PwC, we have seen there are a range of advantages for businesses that focus on this area, including:

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## **Return on investment**

Ensuring the right people are in the right roles, giving them the skills and confidence to focus on activities aligned to providing the strongest value for your business.

## **Enhanced engagement**

Promoting improved employee engagement across the board, as well as ensuring your people are sought after both internally and externally – the sign of an effective talent management programme.

## **Reputational protection**

Achieving balance between compliance, efficiency and delivering insight into the business. This ensures a reduction in overall risk to your organisation.

## **Confidence and peace of mind**

Supporting key decision-makers within your enterprise to carry out informed strategic planning and capitalise on growth potential/new opportunities.

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# When to act

At PwC, our years of experience in the realm of nurturing financial leaders and innovators has led us to identify a number of common triggers to this type of activity, including:



*Your business has undergone a change in leadership and is now pursuing a new finance strategy/ has evolving expectations of staff*



*Your organisation is undergoing a significant transformation, i.e. a merger/ acquisition*



*Issues with your finance or controls environment require your business to demonstrate remediation or a change in future behaviour*



*The introduction of new regulation/ legislation*



*You are looking for new ways to enhance your commitment to continued professional development*



*Your organisation is facing issues of high staff turnover/poor retention*



*You have faced a significant adverse event and now must demonstrate that lessons have been learnt*



# Intelligent Digital

At PwC, we are harnessing the power of Intelligent Digital, helping our clients to rethink their futures and reshape their own world. We are using business understanding, innovation in technology and human insight to help solve important problems, meet human needs and make a difference to society.

Organisations with a focus on attracting and retaining the best performers in the area of finance must be committed to adopting the use of the latest technological innovations. Recognising the powerful influence that technologies like machine learning, robotic process automation, and improved, data-driven insights can have for your business and finance function is essential.

At PwC, we understand that our clients need to attract and retain the best performers in the area of finance if they wish to excel, and empowering this group to make the best use of the latest innovations and technology at their disposal is simply a must.

**[pwc.ch/intelligentdigital](https://pwc.ch/intelligentdigital)**  
#IntelligentDigital

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