



High performance. Delivered.

From reporting the past to
architecting the future:
Meet the Finance 2020 workforce

Are finance workers ready to trade spreadsheets...for scenarios?

A combination of forces is driving the need for change across the workforce.

First, automation, minibots, machine learning and adaptive intelligence are quickly becoming part of the finance team — with humans taking on the judgment work that machines can't.

Second, some roles are shifting from policing risk to embracing it.

And third, a radical mindset shift is driving organizations to embrace unconventional, interpersonal skills to solve problems and “sell” concepts to the business.

CFOs can begin building the Finance 2020 organization right now by:

- Growing the impact—not the workforce through a talent strategy that strikes the optimal balance between activities done by humans and machines.
- Seeking diverse talent—in unexpected places and looking beyond business schools and the Big Four to bring in new thinking and capabilities.
- And reinventing the culture—by welcoming rebels. Leadership must set the tone and actively encourage thinking that rejects orthodoxy.

Learn more about building financial workforce of the future with our full report:

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