4 Cs (with a silent, 5th C) of CFO Leadership
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Shouldering the responsibility to ensure decision-makers indeed make informed choices among inevitable trade-offs when operating in a resource-deprived environment.

Recognize, too, sequence matters. Akin to ready, aim, then fire.

Finally, in choosing to do a “thing”, critical that decision makers understand comes at the expense of what might have otherwise been done. While we can do most anything, we can’t do everything and we need to ensure our choices don’t limit our options – at least without our recognition of same.

1) Content
   a) Validate
      i) Accurate
      ii) Complete and
      iii) Timely ®
         (1) The ® stands for routine
   b) Implication is full disclosure as to all underlying assumptions of sensitivity thereto ... which leads to

2) Context
   a) Establish
      i) Rigor
      ii) Reliability
   b) Implication is the audience is guided in how to think about the numbers ... which leads to

3) Communication
   a) Effective
   b) Know your audience
      i) Written, Verbal, Presentation
      ii) Which means the CFO becomes ....

4) Credible
   a) The Goal!
   b) Cash isn’t king, credibility is

5) Compelling
   a) Know when you’ve arrived when .... The decision-maker(s) won’t make a decision without consulting with the credible CFO