

# CFO's Role, Value & Leadership

International Association of Financial Executives Institute

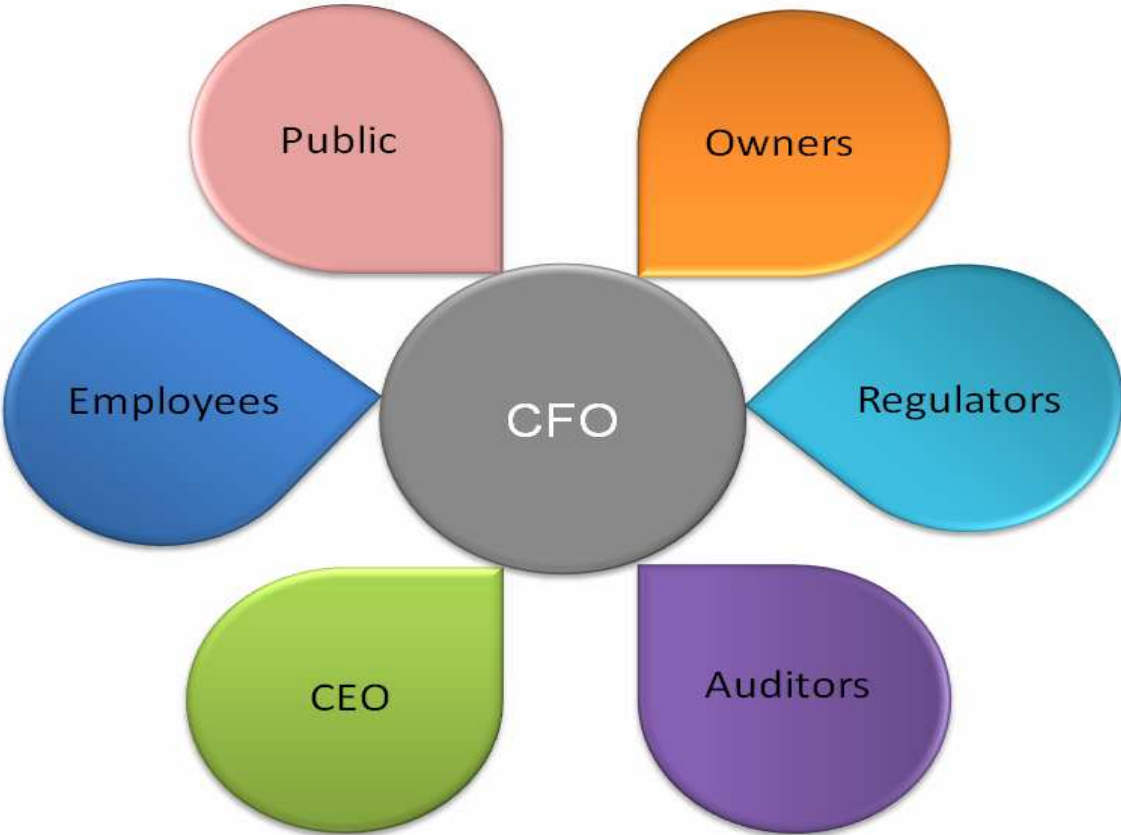
World Congress

September 17, 2011

John L. Holden, Senior Counselor

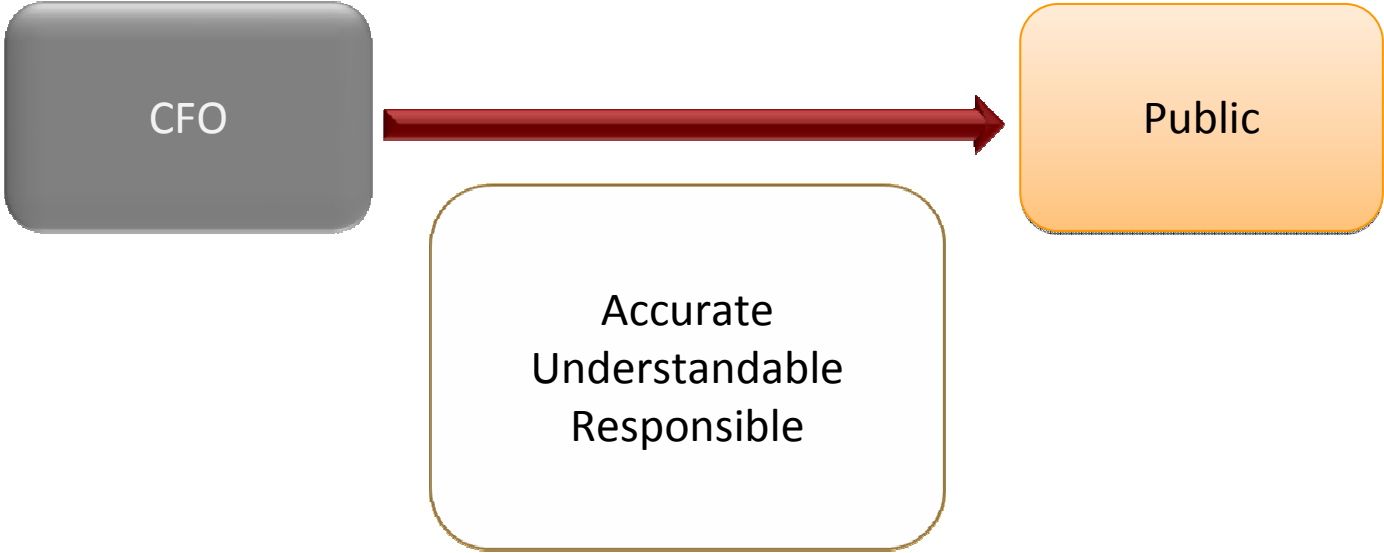
# CFO's Role, Value & Leadership

## Key Relationships



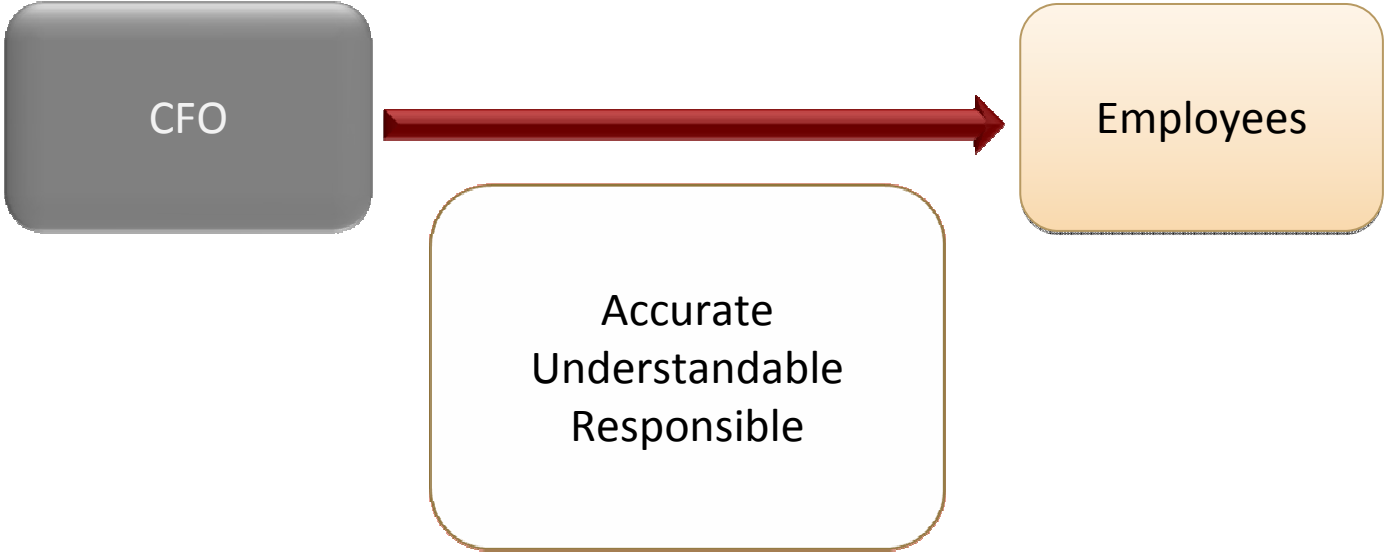
# CFO's Role, Value & Leadership

## Key Attributes



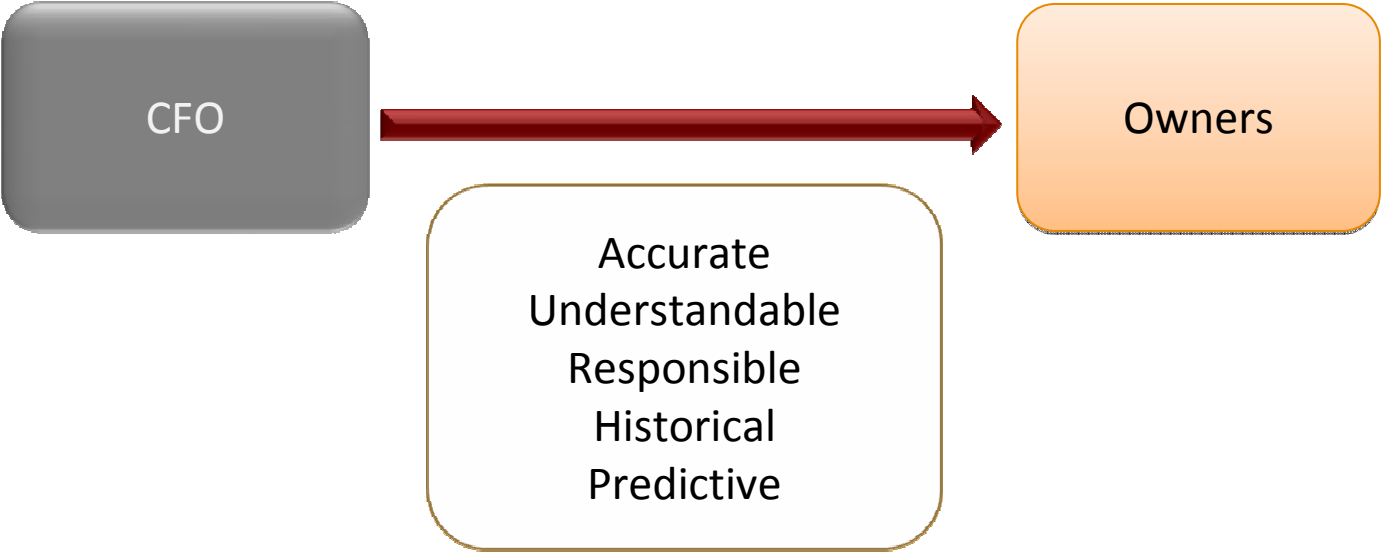
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## Key Attributes



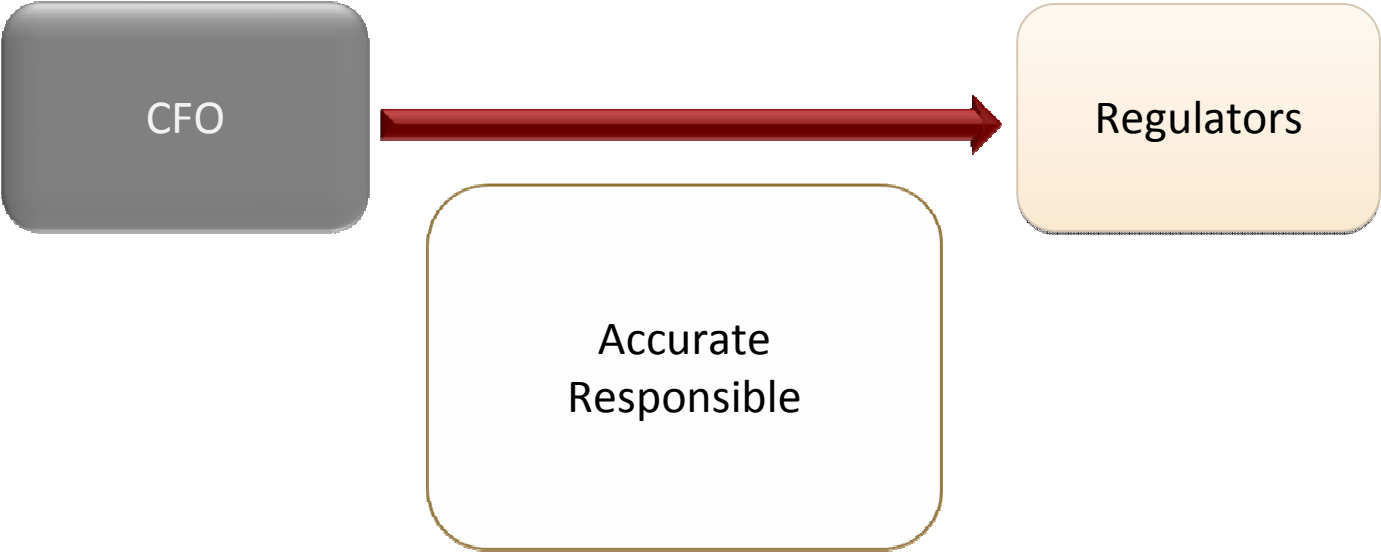
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## Key Attributes



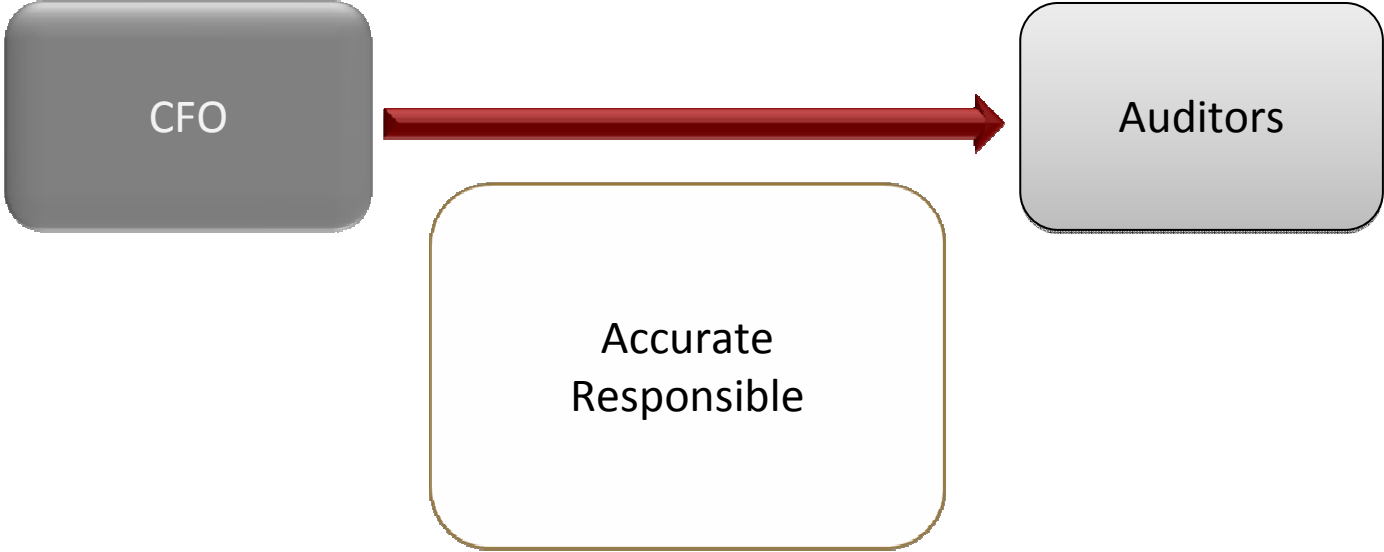
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## Key Attributes



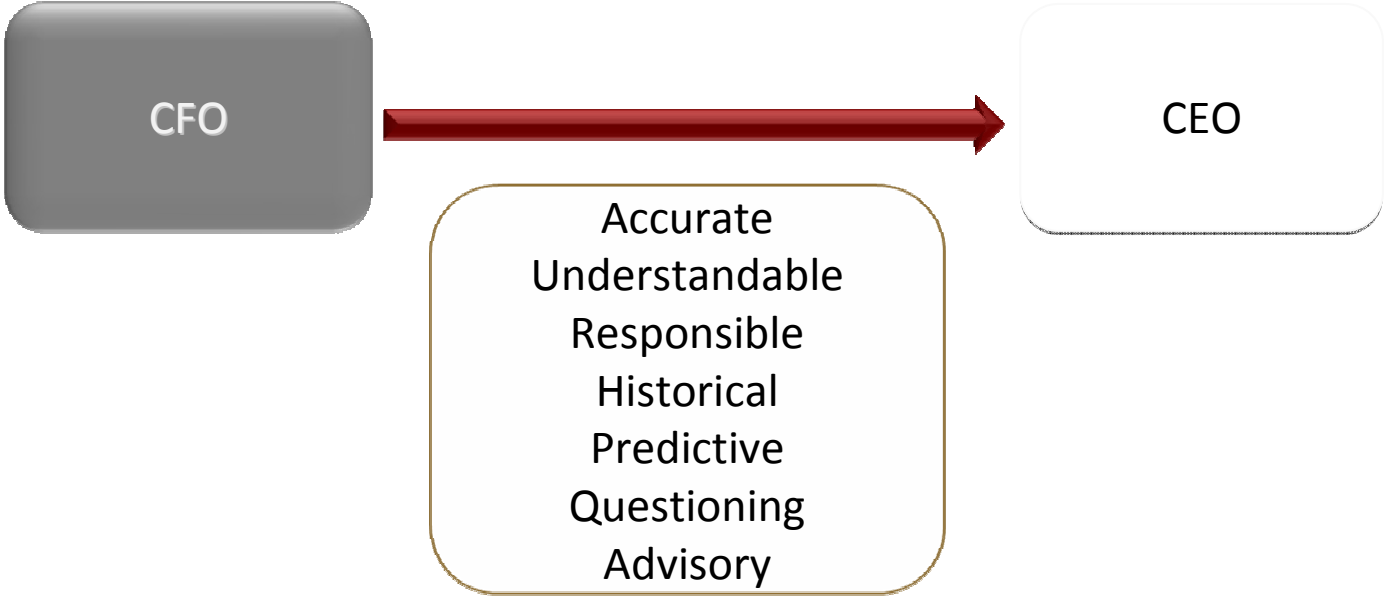
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## Key Attributes



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## Key Attributes Summary

CFO	Accurate	Responsible	Historical	Predictive	Understandable	Questioning	Advisory
Public	✓	✓			✓		
Employees	✓	✓			✓		
Owners	✓	✓	✓	✓	✓		
Regulators	✓	✓					
Auditors	✓	✓					
CEO	✓	✓	✓	✓	✓	✓	✓