

OUTLIERS CFO EXCELLENCE CENTRE™

# CFO Operating System Toolkit™

Run the finance function as a system

CFO / Finance Leadership · Flagship Edition 2026

*Outliers Professionals Ltd — publication-ready resource for the CFO Excellence Centre Resource Library*

## 1. Full Guide

This toolkit gives the CFO an operating system for finance — how the function is structured, what it runs to a cadence, and how it links to value. It connects operating model, planning, reporting, controls, cash and the CFO agenda into one managed system.

### Operating lifecycle

1. Diagnose — assess finance maturity and the operating model
2. Design — structure, roles, RACI and the finance calendar
3. Build — core processes, reporting and controls
4. Embed — capability, automation and cadence
5. Sustain — review, benchmark and re-score

### Maturity model

L1 Initial	L2 Developing	L3 Defined	L4 Managed	L5 Optimised
Reactive / manual	Core but unstandardised	Standardised & controlled	Measured & automated	Predictive & value-creating

### Key components

- Finance operating model & RACI
- Finance calendar / cadence
- Core process standards
- Performance management
- Capability & talent
- CFO agenda & value drivers

## 2. Templates & Contents

### Finance operating model & RACI template

Structure, roles and decision rights for the finance function.

### Finance calendar

The annual cycle of close, planning, reporting and board activities.

### CFO agenda & value-driver template

Link the CFO agenda to value drivers and the board.

### CFO dashboard template

One-page executive finance scorecard (supplied as a working XLSX).

### CFO 100-day plan template

Structure a new CFO's first 100 days.

## 3. Checklists

- Finance operating model and RACI defined
- Finance calendar operating
- Core process standards documented
- Performance cadence in place

- CFO agenda linked to value drivers
- Capability gaps identified and addressed
- Finance maturity assessed and tracked

## Governance Structure

The finance function operates under board/audit-committee oversight with the CFO accountable:

Layer	Role
Board / Audit Committee	Oversees financial reporting, controls, risk and capital
CFO	Owns the finance function and agenda
Finance leadership	Run FP&A, control, treasury, reporting
Finance business partners	Connect finance to the business
Finance team	Deliver close, reporting, analysis and controls

## Reporting Example

Standard report: executive summary · performance vs target (RAG) · key metrics · risks & actions · decisions sought.

Metric	Current	Target	RAG	Action
Finance maturity index	62	75	Amber	Advance to Managed
Close timeliness (days)	6	5	Amber	Optimise close
Forecast accuracy	92%	95%	Amber	Improve forecasting
Value initiatives on track	70%	≥85%	Amber	Accelerate delivery

## Board Reporting Section

*Illustrative one-page board summary (replace with live data):*

Item	Status	Commentary
Finance operating system	Amber	Defined and standardising; advancing to Managed
CFO agenda	Green	Linked to value and the board
Risk	Amber	Automation and cadence maturing
Decisions sought	—	Approve finance transformation priorities

## Notes & Disclaimer

*This resource is a professional finance management template, not accounting, tax, legal or financial advice. Calibrate frameworks, KPIs, thresholds and figures to your organisation and confirm accounting, tax and regulatory specifics against current applicable standards and law and professional counsel. Bracketed fields [like this] and sample figures are editable placeholders.*