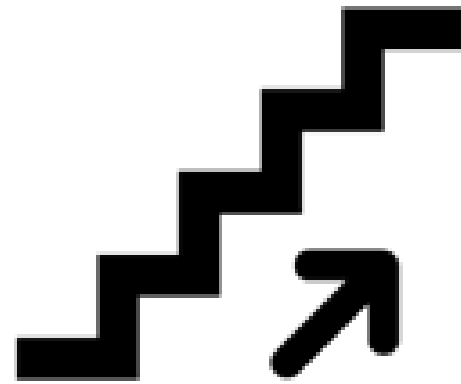




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STEPPING UP



SIMON HOPKINS
CEO, Turn2us



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“FD-turned-CEO” – the introvert’s reaction

STUFF I KNEW

Finance

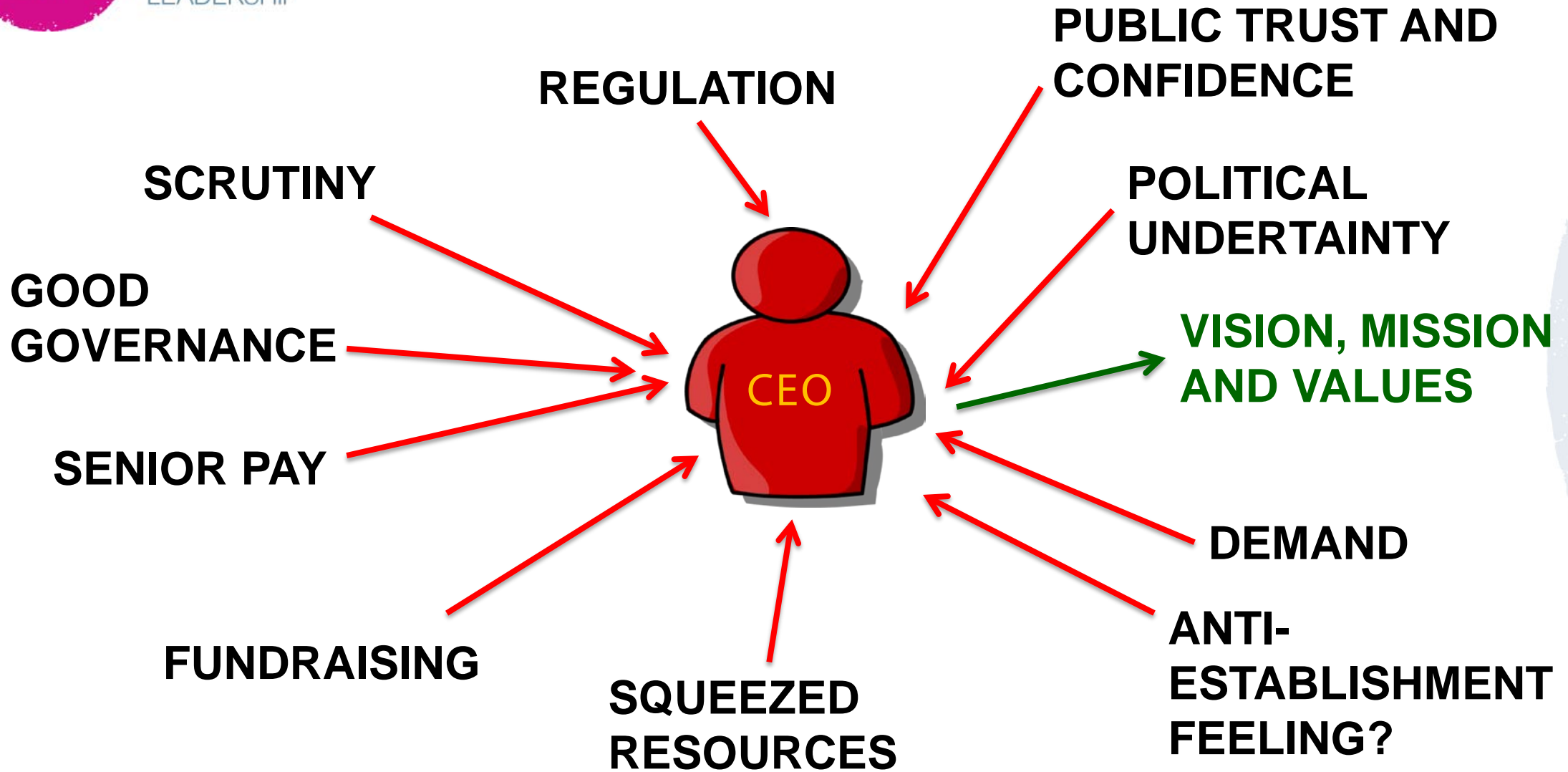
STUFF I DIDN'T KNOW

Service Delivery
Programmes
Brand
HR
Digital
CRM
Fundraising
Legacies
Communications
Volunteering
Dealing with trustees



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Our environment



Attributes of a modern charity leader?

- **High emotional intelligence**
- **Understands impact**
- **Strategic dexterity and ability to think fast**
- **Authenticity**
- **Humility and confidence at the same time (!)**
- **Intellectual curiosity and appetite for evidence**
- **Digitally savvy**
- **Superhuman levels of personal productivity**

But...no one group or cadre has a monopoly on these



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“FD-turned-CEO” – the new norm

Seven reasons why it makes sense to move from FD to CEO

THE NEEDS OF GOOD
GOVERNANCE

SUSTAINABILITY

DECISION MAKING

‘EVOLUTION OF THE
SPECIES’

UNDERSTANDING THE
LONELY CEO

EFFECTIVENESS AND
EFFICIENCY

A CONFIDENT, OUTWARD
LOOKING PROFESSION



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Number 1

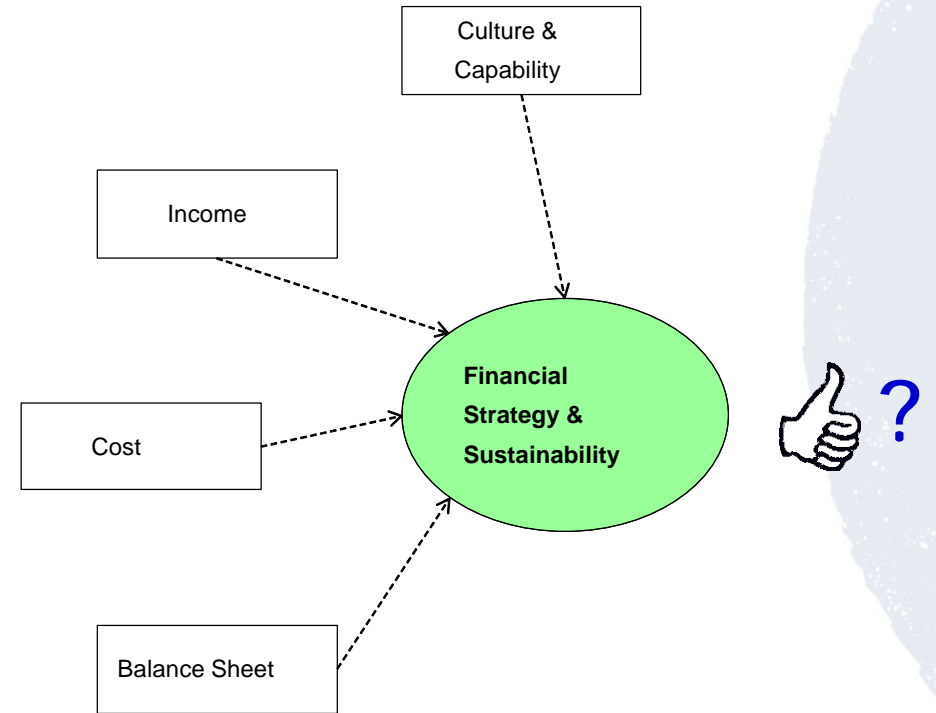
Good governance

- **Public trust and scrutiny**
- **The Four Horsemen:**
 - **Compliance**
 - **Financial Sustainability**
 - **Reputational Risk**
 - **Impact**
- **Getting the Best out of Trustees**

Number 2

Sustainability

- **Sustainability = compassion**
- **Sustainability = a promise to beneficiaries**
- **Sustainability as catalyst for transformational change**
- **The need for strategic finance skills:**
 - **Multi-dimensional and non-formulaic**
 - **Forward looking**
 - **“What if?” and ambiguity**





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Number 3

Decisions, decisions...

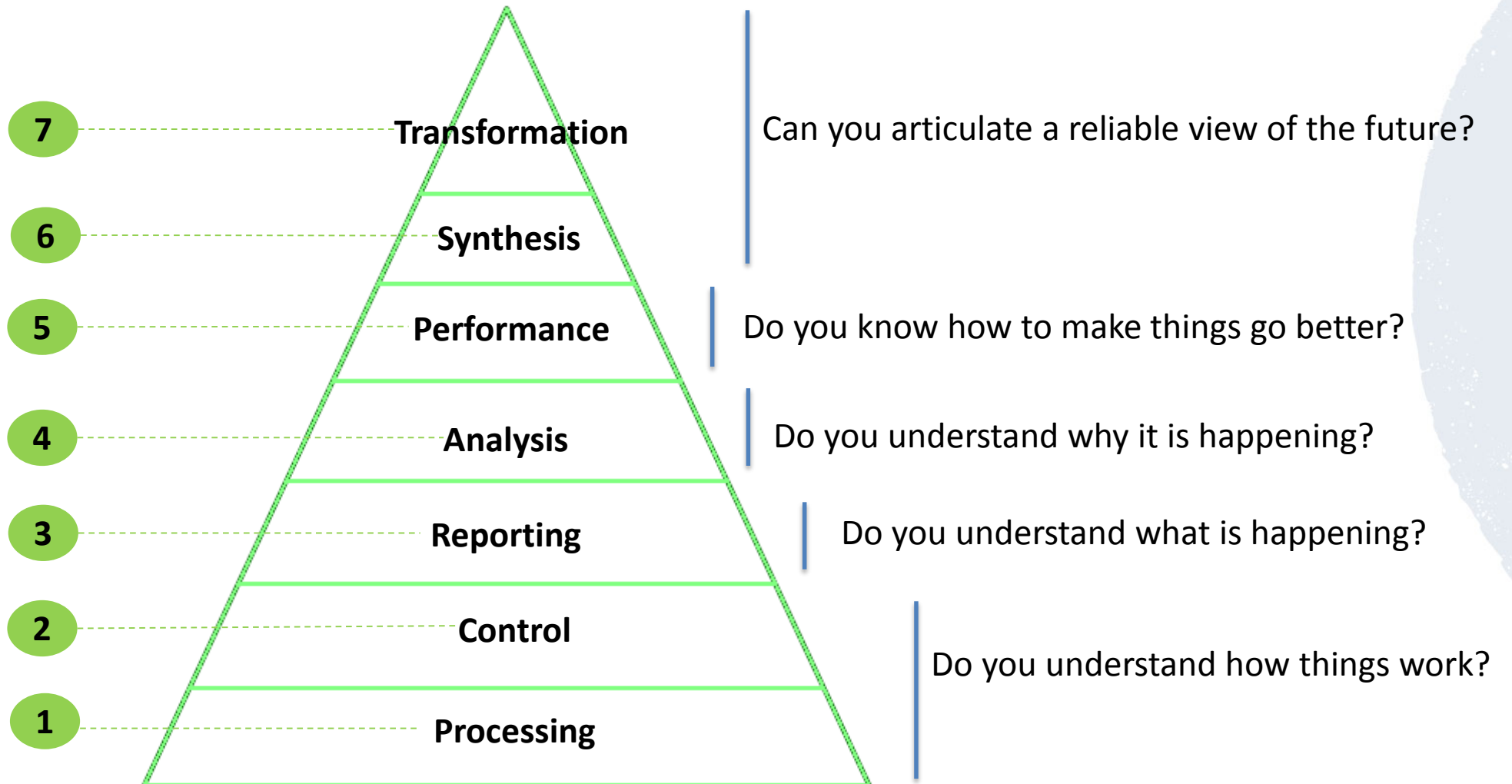
- **The need for objectivity**
- **The need for probing questions**
- **Prioritisation without a common currency**
- **Business planning as a cornerstone**
- **Planning = budgeting**



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Number 4

Evolution of the species



Number 5

Understanding the lonely CEO

- **Responsible for all camps, belonging to none**
- **The need to “look across”**
- **Prioritisation (again!)**
- **Where does your thinking start? Your department or your charity?**
- **The natural affinity with 100-0-0 leadership**



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Number 6

We “get” efficiency and effectiveness

- **This one is a bit more left field....**
- **Understanding how things can work better**
- **“Good” vs. “bad” overheads**
- **Dial M for merger**
- **Collaboration and coalition**

Number 7

Charity finance has found its spark

- **Compare the narrative 2010-17:**
 - **“Safe pair of hands”**
 - **“Strategic business partner”**
 - **Confronting the stereotype**
- **IFL – 5 cohorts to date; fully subscribed**
- **Changing expectations of charity CEOs – ready to step up!**

In conclusion

- **You may be more ready than you think**
- **Use the development programmes that are there – IFL, mentoring etc.**
- **Use the alumni network**

GO FOR IT!



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Any questions?

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FIGHTING UK POVERTY