ICAI GCC INSIGHTS
4TH EDITION
FROM LEDGERS TO GLOBAL LEADERSHIP

from Ledgers *to* Global Leadership

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Traditional Finance *Vs* GCC Finance

Mindset & Work Model

Traditional Finance	Modern GCC Finance
Period-driven work (month-end, quarter-end)	Continuous close, **always-on** reporting
Manual **reconciliations** & **heavy Excel** usage	Automation + **AI-driven** exceptions
Focus on accuracy & **compliance**	Focus on **insights**, speed & predictability
Local book ownership	**Global** process ownership (R2R, P2P, O2C, FP&A)
Output is **data**	Output is **decision-support**
Limited stakeholder **interaction**	Global cross-functional **collaboration**

Skills & Role Expectations

Mindset & Work Model

Earlier	Today
Excel-heavy reporting	**Power BI** dashboards auto-refreshing daily
Tally / QuickBooks / Local ERP-centric work	SAP / Oracle **Cloud + data lakes**
Manual trackers	**Digital** workflows with audit trails
Heavy **audit effort**	**Embedded** controls, real-time alerts
Narrow career paths	**Global mobility**, COEs (Tax, FP&A, ESG)

The new skill framework for Finance Professionals

Business Acumen

Ownership, problem Solving, critical Thinking

Digital awareness

Automation, AI copilots, Power BI, data fluency

Process orientation

R2R, P2P, O2C, FP&A end-to-end

Business **Partnering**

Explain impact, not just report numbers

People skills

Influence & lead virtual teams

Leader’s Factory

Develop

Develop leaders early: rotations, mentoring, cross-border exposure

Build

Build capability academies: digital, leadership, process governance

Strengthen

Strengthen controls with embedded governance

Shift

Shift from service delivery → decision support

Create

Create global finance talent pipelines (future CFO-ready)

Thank You.

GCCPROS™

A GCC research initiative

Global mandatory, local only where needed

Global Strategy, IPO readiness, M&A Integration