A large, semi-transparent globe is positioned in the background, showing a network of glowing blue and orange lines that represent global connections and data flow. The globe is composed of numerous small dots, giving it a pixelated appearance.

from Ledgers *to* Global Leadership

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Research Partner



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Traditional Finance Vs GCC Finance

*Mindset &
Work Model*



Traditional Finance

Period-driven work
(month-end, quarter-end)

Manual reconciliations
& **heavy Excel** usage

Focus on **accuracy**
& **compliance**

Local book
ownership

Output is **data**

Limited stakeholder
interaction

Modern GCC Finance

Continuous close,
always-on reporting

Automation + **AI-driven** exceptions

Focus on **insights**,
speed & predictability

Global process ownership
(R2R, P2P, O2C, FP&A)

Output is **decision-support**

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

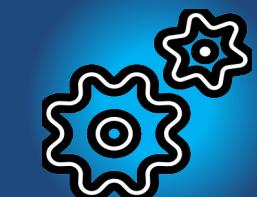
Leader's Factory

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.



A GCC research initiative

Global mandatory, local only where needed

Global Strategy, IPO readiness, M&A Integration