



# *from* Ledgers *to* Global Leadership

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# Traditional Finance

Vs

# GCC Finance

# VS

*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 <b>Cloud + data lakes</b>
Manual trackers	<b>Digital</b> workflows with audit trails
Heavy <b>audit effort</b>	<b>Embedded</b> controls, real-time alerts
Narrow career paths	<b>Global mobility</b> , 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**