

CFO Snapshot

**5 Actions for
CFOs to Enhance
Enterprise
Data Literacy**



CFOs must lead the charge on data literacy

CFOs sit at the intersection of digital transformation and enterprise strategy. As AI investments surge, finance leaders must build a workforce fluent in data to unlock the full value of analytics. Yet, most organizations face uneven data skills, low confidence and resistance to change. Without a clear plan, data literacy efforts stall — undermining AI adoption and strategic decision making. CFOs must sponsor and orchestrate initiatives that embed data fluency across the business.



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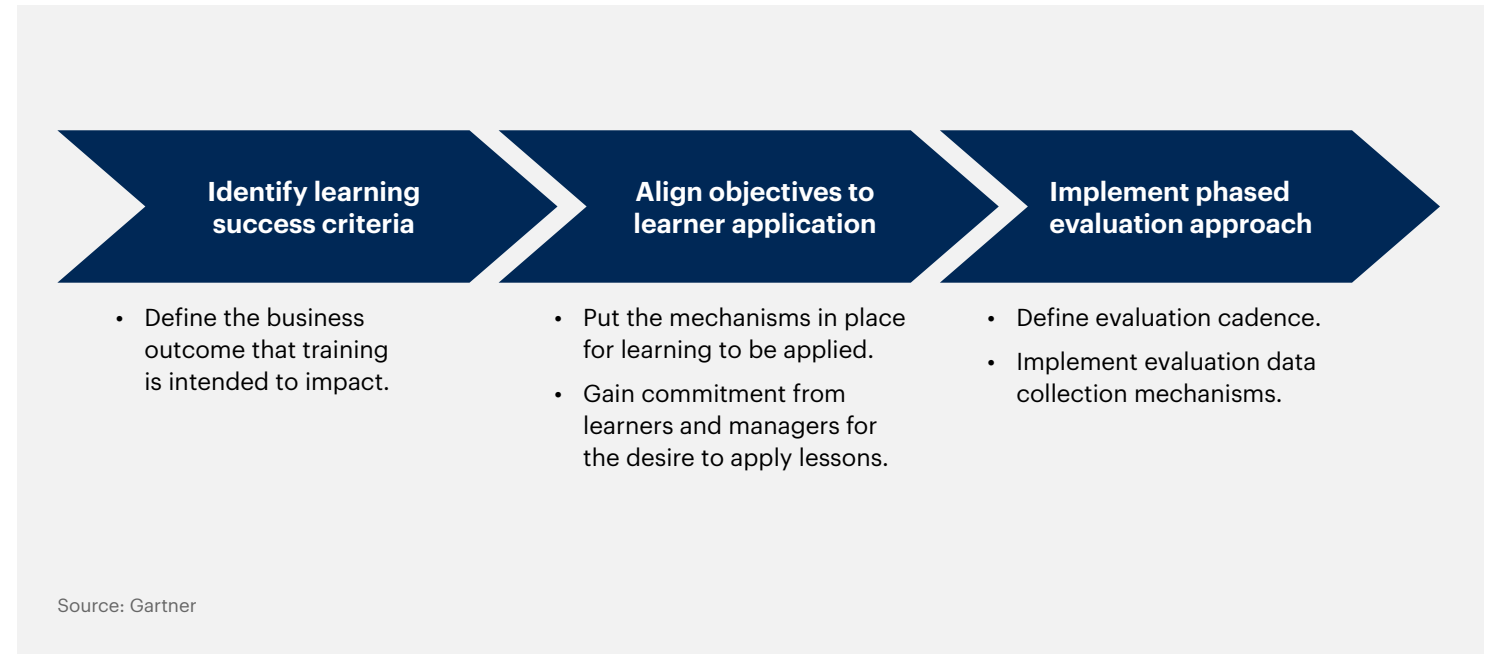
Ensure data literacy progress assessments reflect training success and employee and business impact

Set the expectation that data literacy programs must deliver measurable business value. Direct your FP&A leader to track success across three dimensions:

- **Training success.** Monitor engagement and satisfaction to gauge program reception.
- **Employee impact.** Assess skill growth before and after training to validate learning.
- **Business impact.** Link improved data fluency to operational outcomes — like reduced prep time, increased use of AI tools and sharper insights.

These metrics help overcome skepticism and guide continuous improvement.

Process to measure the effectiveness of data literacy programs



Direct your FP&A leader to tailor the training approach by employees' business line, skill and will

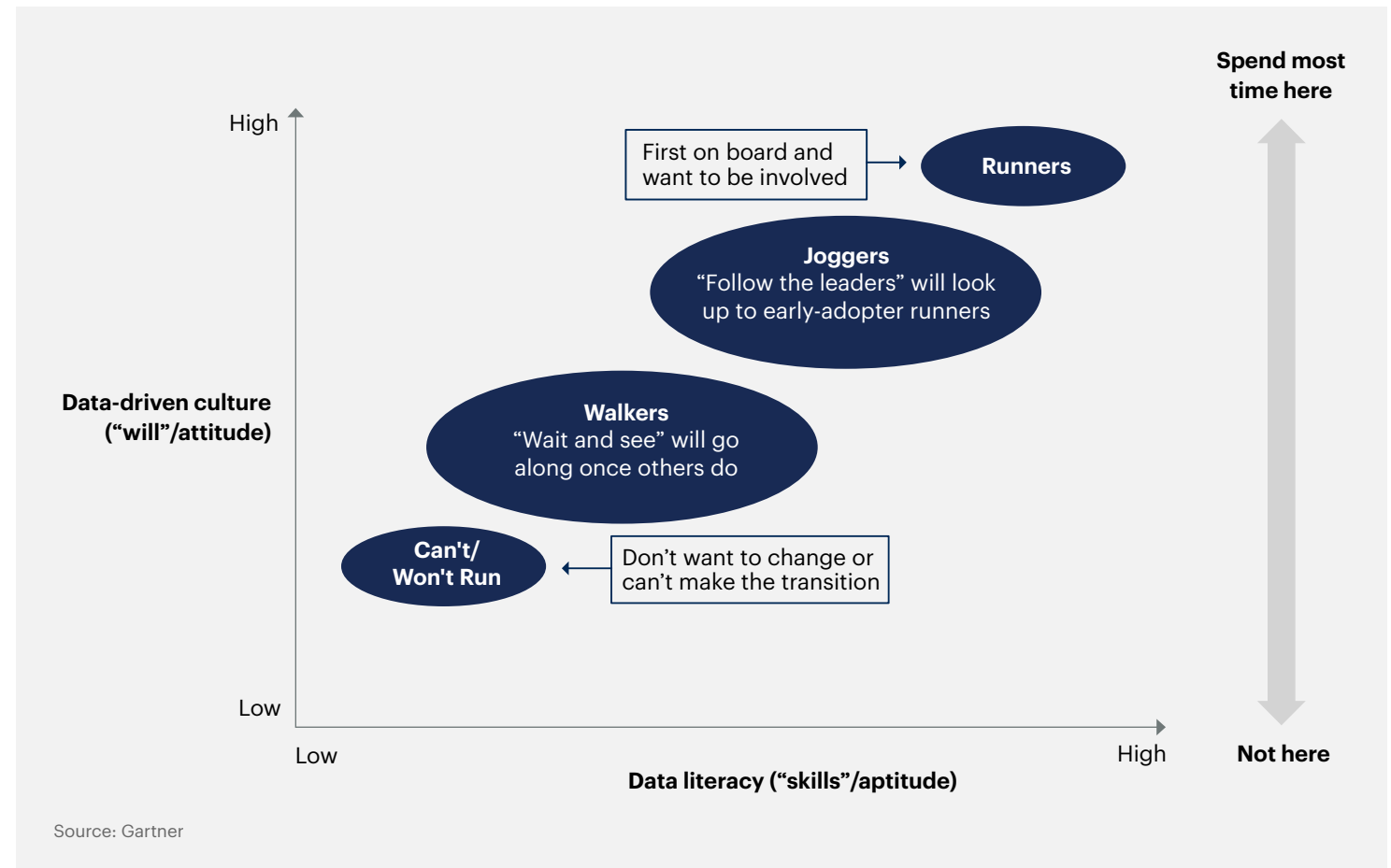
Avoid one-size-fits-all training. Instead, instruct your FP&A leader to segment employees by:

- **Business line.** Align training with operational context.
- **Skill.** Match content to current data proficiency.
- **Will.** Consider motivation and openness to change.

Use personas like Runners, Joggers, Walkers and Can't/Won't Run to guide delivery. This approach ensures relevance, boosts engagement and drives adoption.

Data literacy program employee segments

Segments stakeholders by both "skill" and "will"



Champion training that enables interpreting data “in-context” using business economic models

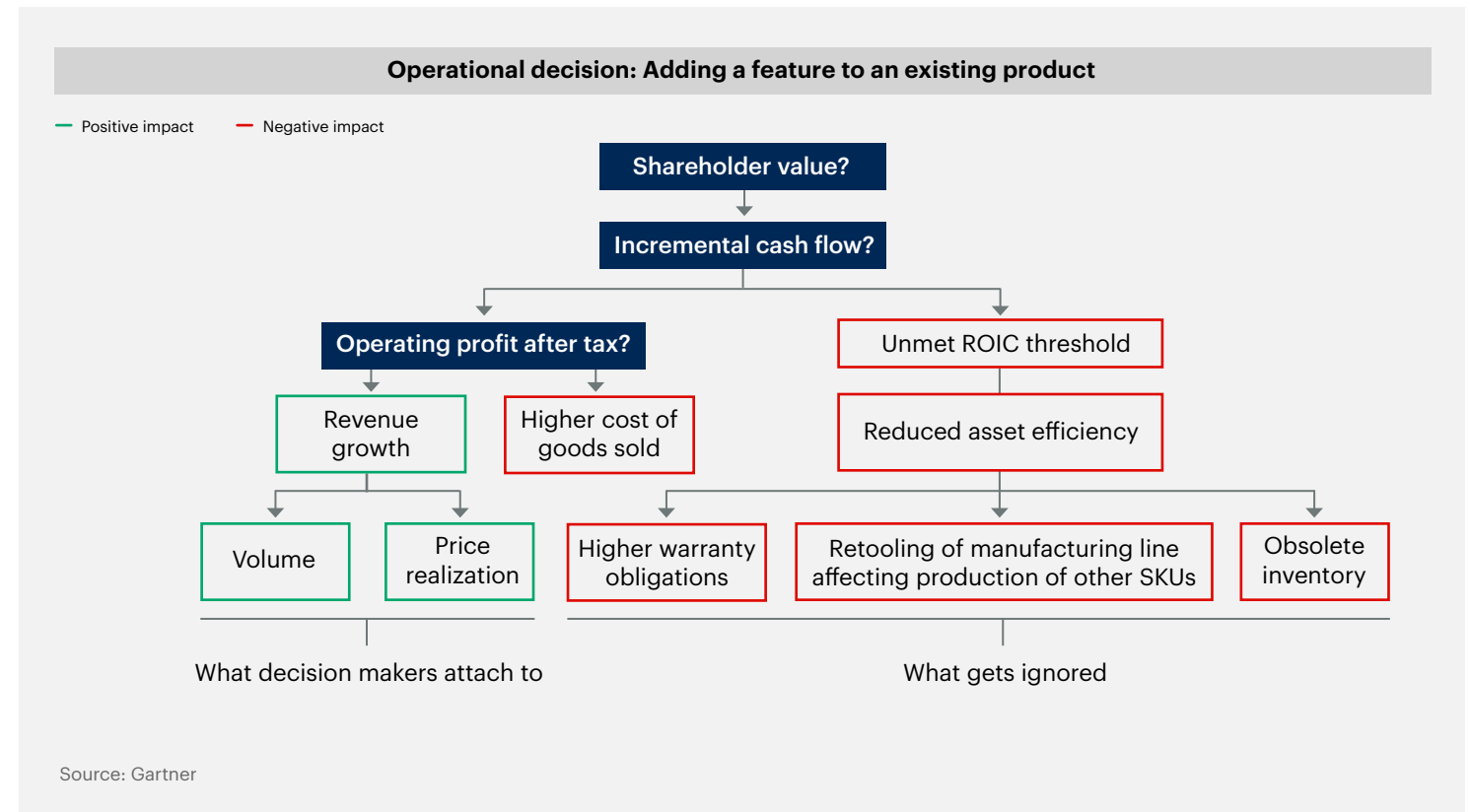
Push beyond technical skills. Champion training that teaches employees to interpret data through the lens of business economics. Equip them to:

- Understand how decisions impact financial outcomes
- Use shareholder value maps to trace operational choices to cash flow (see example at right)
- Pressure-test assumptions with real-world models

This approach sharpens judgment and aligns data use with strategic priorities.

Tracing an operational decision’s effects on incremental cash flow

Illustrative



Drive a culture of sound, data-driven decision making by embedding data literacy concepts into stakeholder workflows

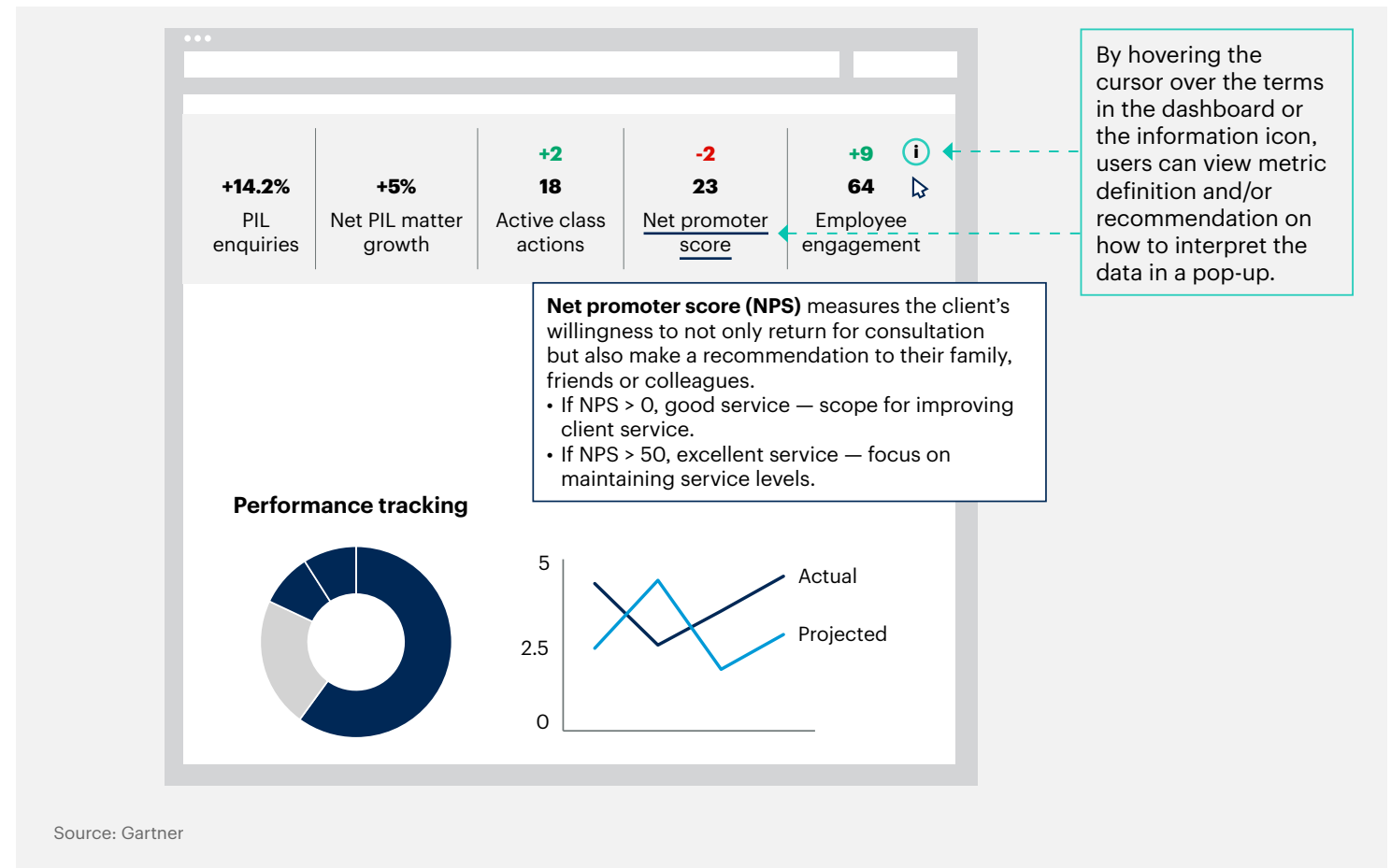
Training alone isn't enough. Embed data literacy into daily workflows to reinforce habits and drive behavior change. Ask your FP&A leader to:

- Add data quality indicators to dashboards
- Integrate business context into visuals (see example at right)
- Identify high-impact workflows outside finance

This integration ensures employees apply their skills where it matters most.





Data context pop-ups

Illustrative



Actionable, objective insights

Position your finance function for success. Explore these additional complimentary resources and tools for finance leaders:

 <p>Webinar Impactful Storytelling: Build CFO Influence With Data & Metrics</p> <p>Tell data-driven stories to increase finance's influence on business decision making.</p> <p>Watch Now</p>	 <p>Insights CFO Guide to Effective Finance Analytics Governance</p> <p>Equip your organization with essential strategies to enhance data quality and drive impactful finance decisions.</p> <p>Download Now</p>	 <p>Conference CFO & Finance Executive Conference</p> <p>Get strategic guidance on the trends shaping the finance function, company performance and financial leadership.</p> <p>Register Now</p>	 <p>How We Help Gartner for Finance</p> <p>Insights, guidance and tools to enable faster, smarter decisions and stronger performance on your mission-critical finance priorities.</p> <p>Explore Now</p>
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