Finance 2030: The Future of Talent in Finance

Four talent shifts that will reshape finance by 2030

By 2030, almost all transactional work and much of today's judgment- and oversight-based work will be automated or AI-augmented. Most tasks that are routine and pattern-based, such as processing transactions, logging journal entries or running reports, will be automated.

As finance creates more capacity through AI, it can provide business leaders with greater insight into enterprise operations at the rapid pace and vast scale required.

To enable these technology-automated and -augmented activities, Gartner predicts that, by 2030, the finance workforce will look and operate significantly differently than it does today. This new vision of the finance workforce comes down to four key talent shifts:

1. From business partners to decision tool builders
2. From manual work performed by people to machine-driven work
3. From linear projects to iterative ways of working
4. From guardians of financial health to catalysts of enterprise growth

Source: Gartner

Shift

1 From business partners to decision tool builders

By 2030, business partnering will be done largely via a comprehensive suite of digital tools, including dashboards, AI chatbots and digital models of the enterprise. These tools will allow business leaders and their teams to answer most questions themselves without needing to interact directly with finance. To enable this change, finance employees will need data, technology and business architecture skills.

To build a finance workforce of decision tool builders, CFOs should focus on four talent goals:

- **Hire** talent with data science, data engineering and data management skills to help architect and govern enterprise data.
- **Build** complex analytical models of the enterprise for strategic and operational decision making.
- **Scale** through tools, not business partners.
- **Take ownership** of business architecture activities to help connect strategy and execution.

Core finance talent			Digital finance talent	
Basic technology users	Digitally literate	Advanced technology users	Citizen digital talent	Dedicated digital talent
Employees who perform basic processes and activities using the technology provided to them	Employees who are comfortable leveraging a wide range of provided tools and technologies	Employees who regularly use the advanced capabilities of a wide range of technologies	Digitally literate or advanced tech users who modify or produce digital capabilities	Dedicated technologists who modify or produce digital capabilities

Source: Gartner

Shift

2 From manual work performed by people to machine-driven work

By 2030, almost all tasks that can be automated will be automated. Transactional and back-office activities will be fully automated and largely hands-off. Every routine, repeating task will be performed by a machine. A wide range of analytical and oversight activities will also become automated or AI-augmented.

As a result, the finance workforce will increasingly focus on AI and automation, maintaining AI-driven environments, performing root cause analyses and adapting processes in response to changing business requirements and regulations.

To build a finance workforce that operates under machine-driven finance processes, CFOs should focus on four talent goals:

- All finance staff, including leadership, use AI, developing skills such as AI monitoring, AI model building and agentic AI management.
- Fewer entry-level roles exist as routine activities become automated.
- Junior roles focus on learning from and testing machines.
- Most judgment-based and oversight work is automated or AI-augmented.

5 skills finance must build for GenAI

Apply GenAI to finance activities

Skills to **use** GenAI

1. Prompt engineering to guide the model to the best outputs

2. GenAI storytelling to engage stakeholders

Skills to **enhance** GenAI

3. Testing to validate GenAI's results

4. Experimentation to find new use cases

5. RAG and fine-tuning to customize the model

Source: Gartner

Shift 3 From linear projects to iterative ways of working

By 2030, finance will deliver services iteratively and continuously rather than through fixed project cycles. Finance will increasingly adopt agile methods, design thinking and product management principles to improve responsiveness and accelerate value delivery.

To help finance employees adopt iterative ways of working, CFOs should focus on four talent goals:

- **Adopt** agile ways of working.
- **Default** to probabilistic thinking.
- **Build** mixed and flexible teams that combine technology, statistics, data and finance talent.
- **Adopt** product management techniques to improve products, increase adoption and drive outcomes.

6 core principles of agile methodologies

Iteration	Collaboration	Empowered ownership
Prioritize and deliver value incrementally	Effectively work within and across teams	Establish trust and delegate decision making

Shared accountability	Ideation	Continuous improvement
Responsibility for value delivery shared across the team	Generate solutions and ideas for improvement	Advance team and organizational capabilities

Source: Gartner

Shift

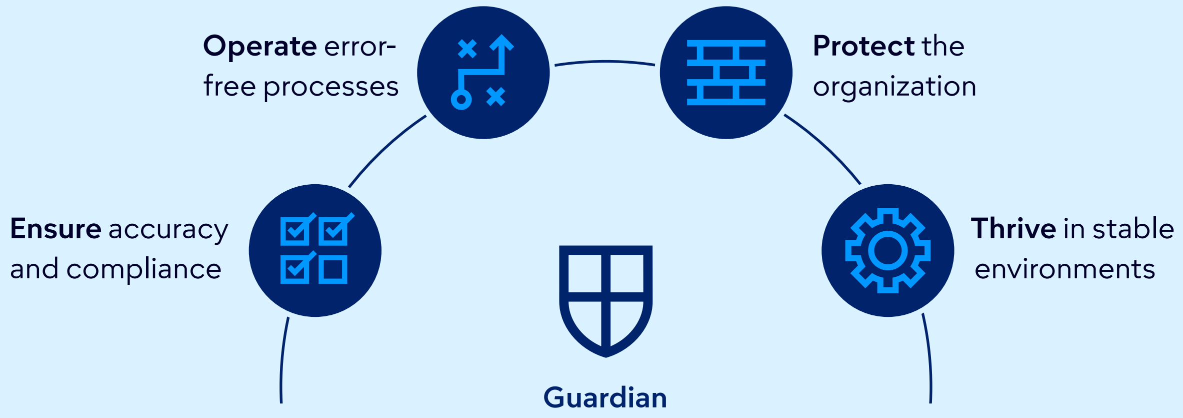
4 From guardians of financial health to catalysts of enterprise growth

Finance's professional identity will evolve from guardian to catalyst. Guardians focus on protecting the organization by reducing costs, mitigating risk and preserving the status quo. Catalysts focus on driving competitive advantage and growth, managing upside risks and accelerating change.

To build a finance function that acts as a catalyst for enterprise growth, CFOs should focus on three talent goals:

- **Prioritize** discovering opportunities and upside risk.
- **Shift** the professional identity from guardian to catalyst.
- **Ensure** at least half of finance consists of digital talent.

Finance's guardian professional identity



Source: Gartner

From talent shifts to talent strategy

The four talent shifts provide a starting point for finance workforce transformation. CFOs and finance leaders should select, alter or add to these goals as they work with the rest of the finance leadership team to plan their talent transformation.

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Tool

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Webinar

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Report

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