

The background features a dark blue gradient with abstract, glowing lines in shades of blue, orange, and yellow. A bar chart with several bars of varying heights is visible in the lower half, overlaid with a grid of fine lines. Two vertical orange bars are positioned on the left and right sides of the page, framing the main text.

Gartner for Finance Leaders

# **Boost Finance Transformation Success With Always-On Change Management**

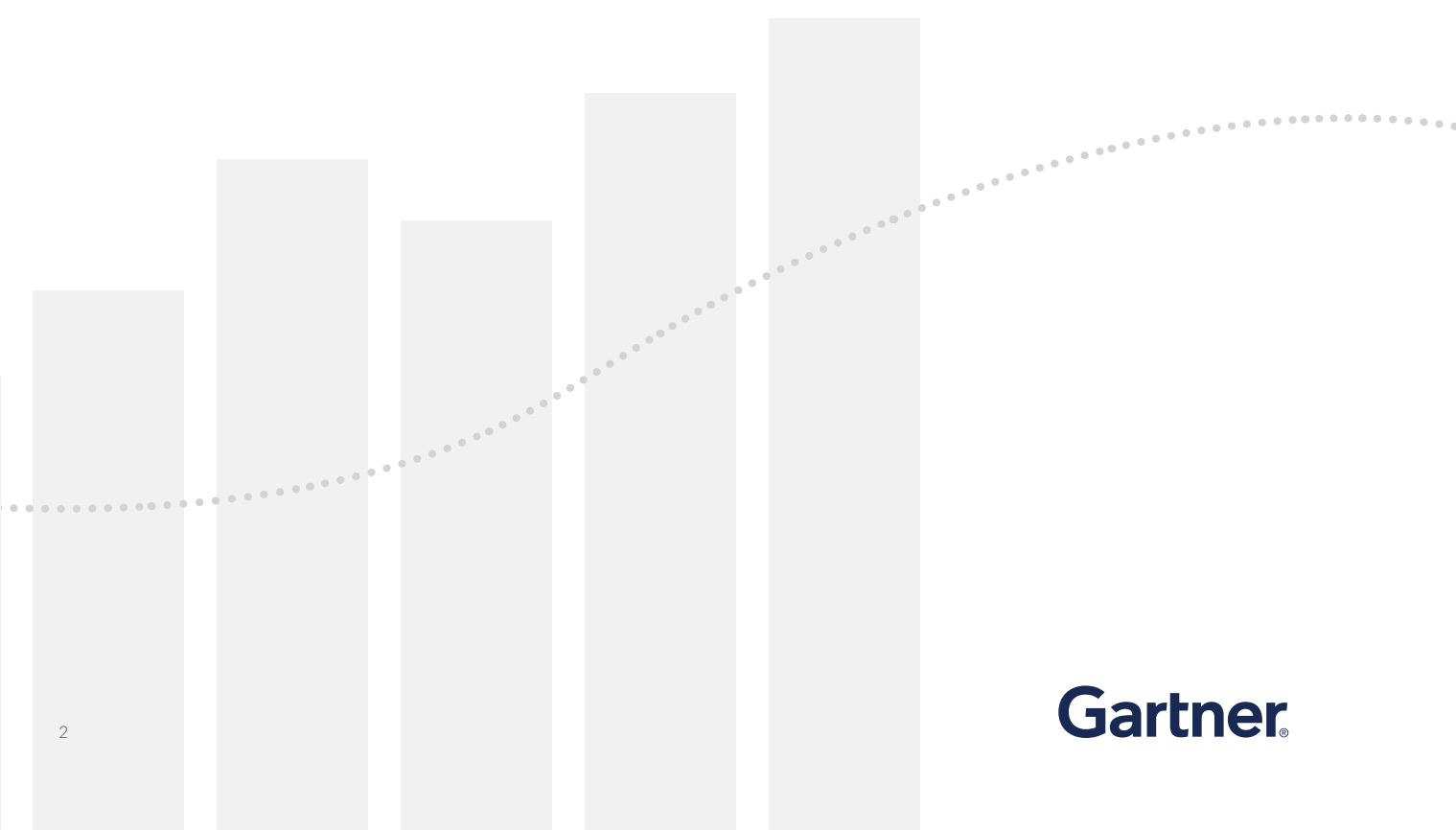
**Gartner**<sup>®</sup>

Digital acceleration has increased the volume and complexity of finance transformation. Finance transformation leaders should use this always-on change framework to improve transformation success.

# Overview

## Key Findings

- The pace of finance transformation is accelerating — 83% of CFOs reported they would personally lead or be heavily involved in prioritizing and sequencing finance transformation activities throughout 2023.
- Finance transformation is not producing the expected results — 69% of finance leaders said their transformations are moving slower than expected, and 31% said their transformations are less impactful than anticipated.
- Change resistance is becoming a barrier to successful transformation — 45% of employees reported that change resistance was a barrier to transformation success and was impeding their organizations from achieving their goals.
- Traditional point-in-time change management practices built on linear, step-by-step, top-down approaches cause resistance to change which undermines the success of transformation initiatives. Resistance happens because these strategies fail to account for today's constantly evolving, complex nature of change.



# Introduction

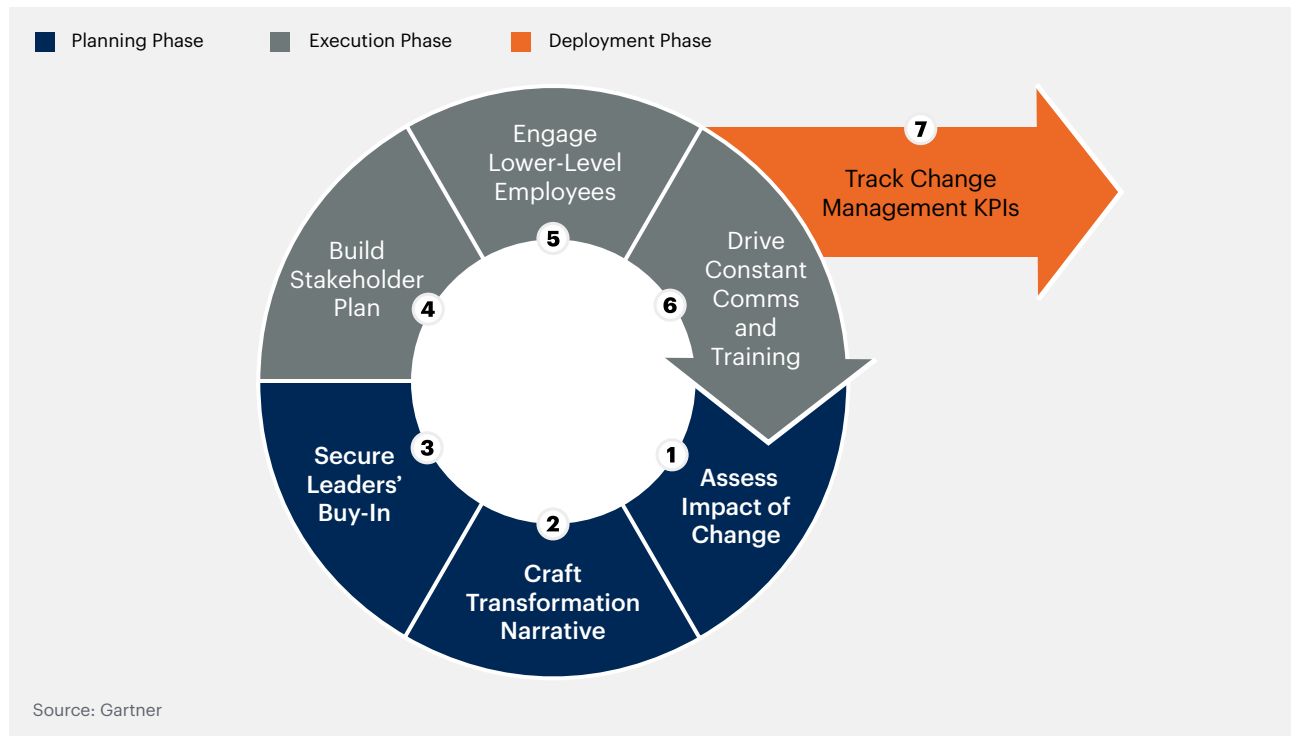
Within finance transformation, change management is often viewed as a point-in-time exercise involving tactical tasks linked to a specific change initiative that unfolds in a linear fashion rather than an always-on process that spans a time frame before and after a change occurs. Once all tasks in the predefined change management plan have been fulfilled, finance transformation leaders expect the change to be successfully absorbed throughout the organization.

This approach worked previously when large-scale changes were more infrequent, but is less well-suited to today's high-complexity transformation environment. Over two-thirds of transformation leaders today report an acceleration in finance transformation, with many transformation initiatives happening simultaneously and affecting the same employee groups. These overlapping initiatives frequently trigger a rise in change fatigue, as over 45% of employees report that resistance to change impedes their organizations from achieving their transformation goals. Finally, as many finance transformation leaders still rely on one-off, standardized approaches for their change communication, they do not consider that employees experience change differently and that their disposition to change may evolve over time due to the amount of change they are going through. Point-in-time change management therefore falls short in change-intensive environments because it fails to account for the evolving and more complex nature of change.

Organizations now require a more dynamic and iterative approach where the needs and concerns of affected groups are at the center of all of the change activities. Leaders can be more strategic by applying a highly tailored, always-on change management approach throughout a change initiative's life cycle. From drafting tailored transformation narratives during early-stage communication to monitoring change initiatives' impact on employees during deployment, an iterative approach is more flexible and more comprehensive.

Finance transformation leaders can drive more enduring change engagement among the team, and increase their chances of transformation success, by using the seven steps guide featured in Figure 1.

**Figure 1: Finance Transformation Change Management Journey**



# Analysis

Different approaches are required across different phases of transformation. The most common phases are the planning, execution and deployment. As you go through these phases, you will go back and forth between the different steps in the planning and execution phase. This iterative process is essential to ensure continuous alignment between the change management efforts and the evolving nature of change, fostering adaptability and refinement throughout the journey.

## Finance Transformation Planning Phase

### 1. Evaluate Cumulative Change Implications on Key Stakeholders

Finance transformation leaders often fail to consider the cumulative effect of change on key employee groups, assessing the impact of each initiative in isolation instead of collectively assessing all transformation initiatives impacting employees. An effective impact assessment must provide a holistic picture of how the transformation program will impact employees and their cumulative workloads, accounting for employees' business-as-usual tasks alongside the full portfolio of ongoing change initiatives.

You can leverage a specific framework to develop this holistic view. Table 1 offers a template you can use to identify the leaders, stakeholders and employee segments who will be affected by the finance transformation before you assess the nature and scale of impact for each group, their current level of change fatigue and the mitigating actions that will help smooth the cumulative impact of this initiative. A framework for observing change improves leaders' awareness of change fatigue and can help them reduce employees' levels of resistance.

**Table 1: Change Impact Assessment Template**

Impacted Business Process	Impacted Stakeholder/ Team	Level of Impact	Nature of Impact	Current Level of Change Fatigue	Mitigating Actions Recommended Action Step
Creating monthly close report	John (accounting manager), and the financial closing team	High	Monthly close reports	High — John and the team are also going through an org restructure	Finance staff will be trained to operate, handle and debug robotic process automation bots, whenever required. Change support groups will be deployed to reduce fatigue.
(Insert Business Process/Part of Workflow)	(Insert Team Impacted)	(Describe the Level of Impact)	(Describe the Impact)	(Describe the Current Level of Change Fatigue)	(Describe the Actions to Mitigate the Impact)
(Insert Business Process/Part of Workflow)	(Insert Team Impacted)	(Describe the Level of Impact)	(Describe the Impact)	(Describe the Current Level of Change Fatigue)	(Describe the Actions to Mitigate the Impact)

Source: Gartner

To start this exercise, you can leverage the change impact inventory in Table 2 for an illustrative list of impacts that may affect stakeholder groups during a finance transformation.

**Table 2: Change Impact Inventory**

Change Impact Category	Change Impact Subcategory: There is a change required in ...
Impact to Daily Work	<ul style="list-style-type: none"> <li>• Products and services provided to internal customers</li> <li>• Products and services processed by shared services staff</li> <li>• Technology used in day-to-day work</li> <li>• People required to do the work</li> <li>• Skills and capabilities required for successful delivery</li> <li>• Knowledge needed to complete the various job functions</li> </ul>
Impact to Interaction With Peers, Managers, Direct Reports, Suppliers or Customers	<ul style="list-style-type: none"> <li>• Processes, policies and procedures on how the work is being performed</li> <li>• Relationships between groups and individuals in day-to-day work</li> <li>• Organization structure, roles and responsibilities defining formal reporting structures</li> </ul>
Impact to Belief in the Role in Organization	<ul style="list-style-type: none"> <li>• Behaviors, mindset and attitude based on values and beliefs</li> <li>• Culture inherent in the values, beliefs and guiding principles that define the working environment</li> <li>• Decision-making governance structuring what decisions will be made and by whom</li> </ul>

Source: Gartner

## 2. Craft the Transformation Narrative to Address Key Concerns

Finance transformation leaders should leverage completed change impact assessments to craft a compelling transformation narrative they can use to communicate changes to the affected leaders, stakeholders and employee groups previously identified. A transformation narrative often fails to produce the expected benefits, either because the narrative is fragmented or unclear, or because it doesn't account for changing circumstances. When lacking clarity, the transformation narrative creates confusion and anxiety among the affected teams because it fails to emotionally connect with employees on the implications of the changes taking place. This creates apathy and disillusionment with the transformation program.

Finance transformation leaders can take two actions to preempt these twin risks.

Firstly, finance transformation leaders should ensure the transformation narrative addresses five critical, everyday employee questions:

**“Why are we making the change?”**

A compelling rationale for change helps employees understand why changes are happening and why they should buy in.

**“What is changing and what is not?”**

Being transparent on the specific breadth of change allows finance transformation leaders to gain their employees' trust while setting expectations around the scope of the change initiatives planned.

**“Who will be affected by the change?”**

Finance transformation leaders should highlight the change-impacted stakeholders to enable their employees to prepare mentally for upcoming changes.

**“What is the timing and duration of the change?”**

Clearly outlining when employees will be impacted by the transformation and providing them with constant updates on the timeline will allow you to better manage their expectations and drive more timely execution.

**“What type of support do we need from employees?”**

This information will ensure employees are clear on their contributions toward the transformation program's success.

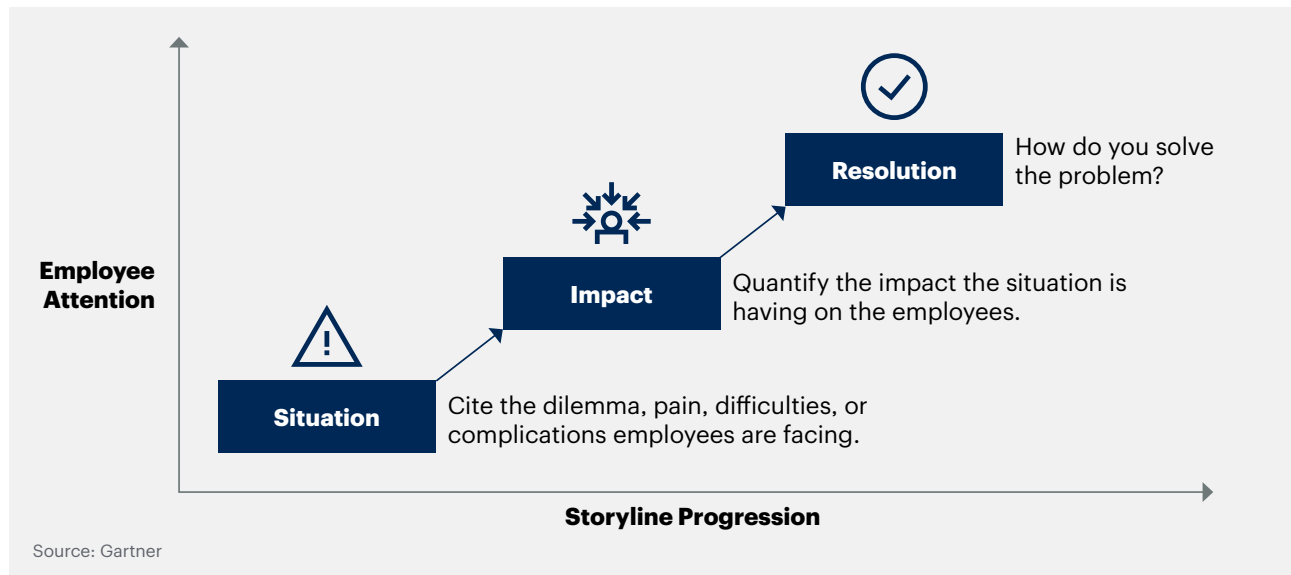
Source: Gartner

To address risks regarding a lack of emotional connection between transformation programs and affected employees, finance transformation leaders should use situation-impact-resolution (SIR) storytelling techniques to develop empathetic connections with employees (see Figure 2 for more details). To establish this connection, a transformation narrative should contain these three elements:

- **The Situation** — Describing the pain points that underpin the transformation is key to connecting with employees as it captures their attention and creates an environment where they can transparently offer perspectives on planned change initiatives.
- **The Impact** — The impact articulates the cost or risk the current situation is causing. It creates a direct connection between the transformation and how it will contribute to solving employees' current pain points. It should help to generate urgency, establishing why change is important.
- **The Resolution** — The resolution describes how your transformation uniquely resolves employees' pain points while fostering a desire among employees to learn more.

Finance transformation leaders should evolve these narratives over time to account for emerging change implications resulting from the finance transformation program.

**Figure 2: SIR Storytelling Format**

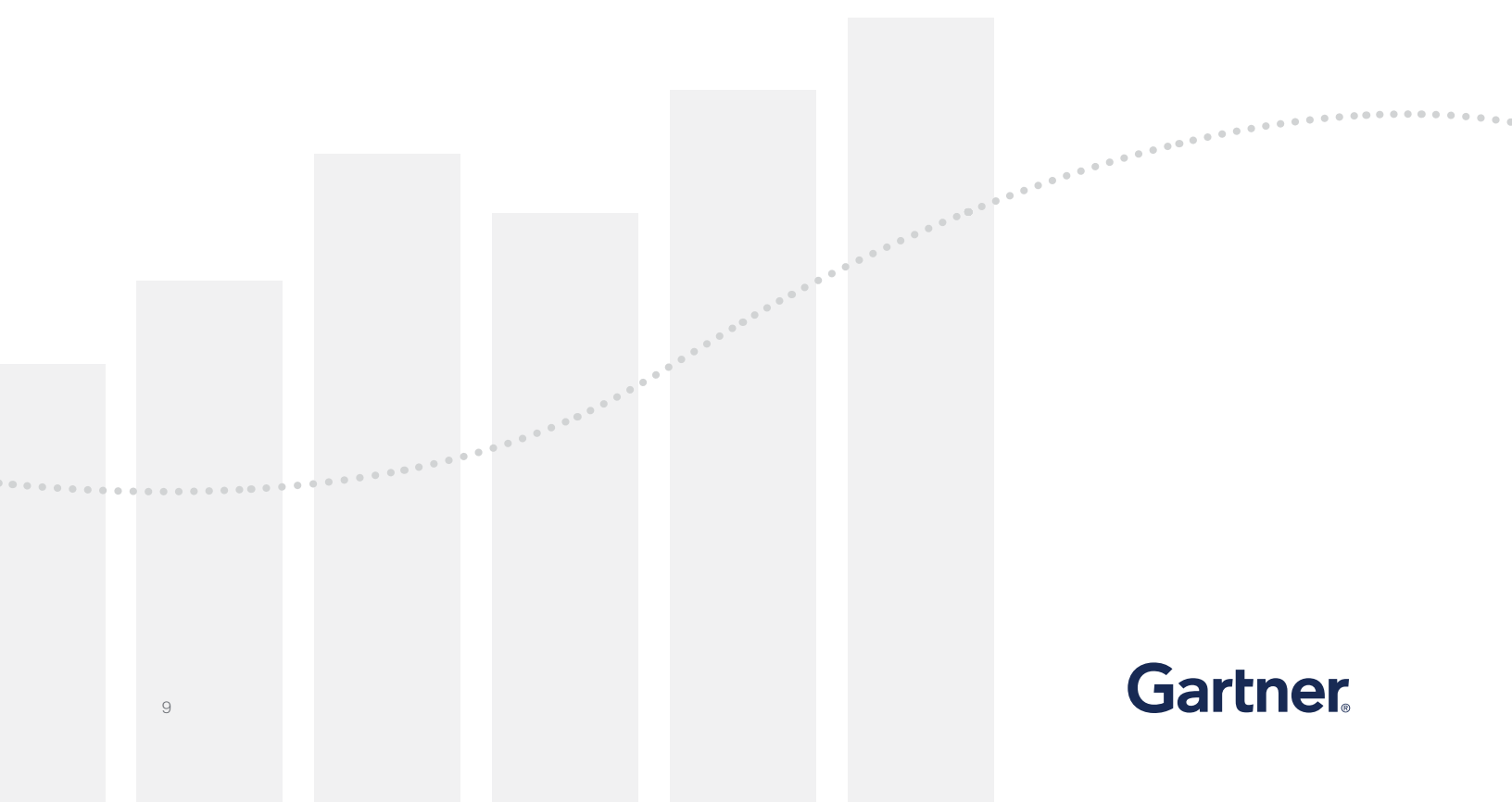


### 3. Engage Key Business and Finance Leaders to Secure Upfront Change Buy-In and Commitment

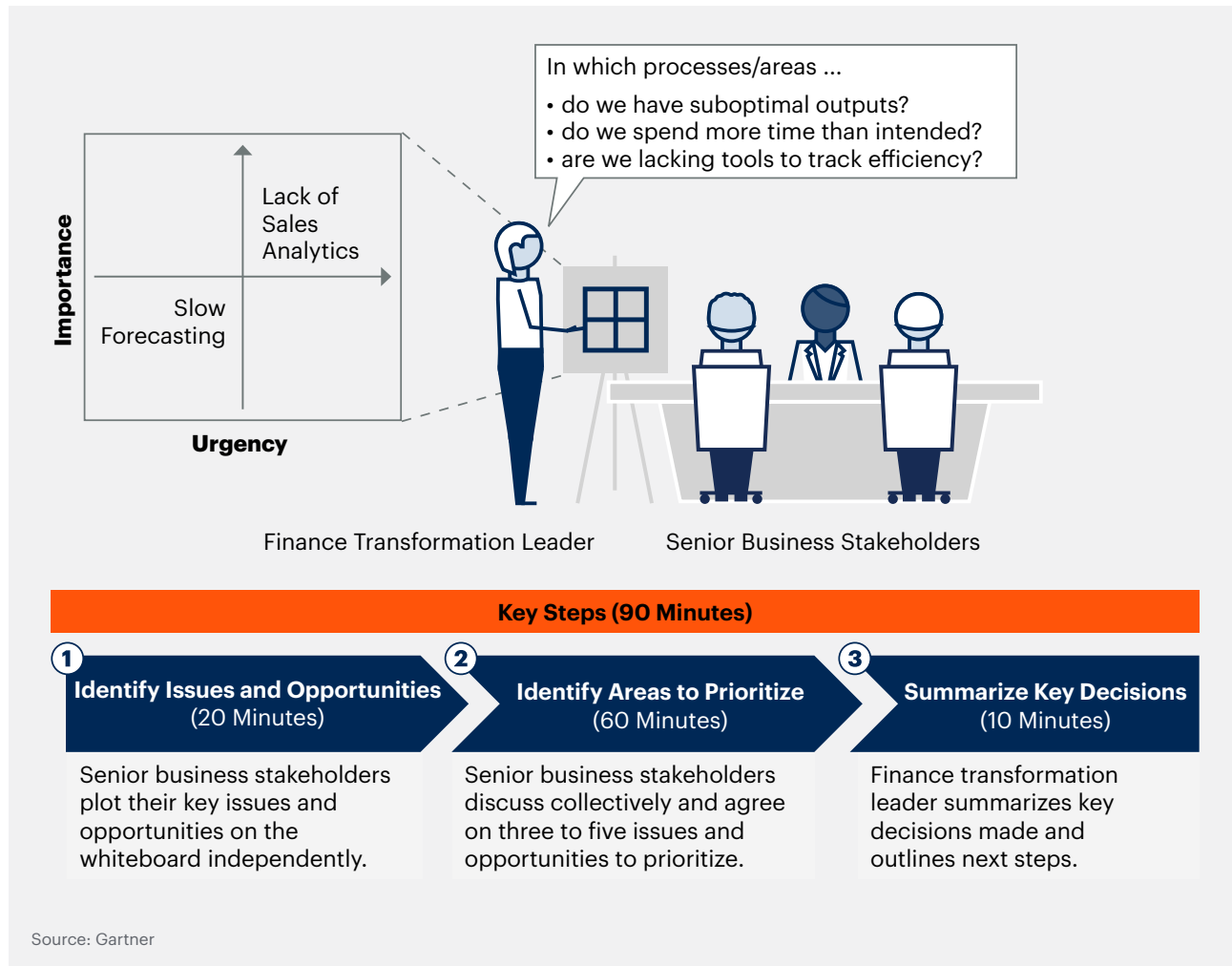
Finance transformation leaders often rely on one-size-fits-all communications that fail to demonstrate how the transformation will directly benefit specific leaders and their teams, triggering pockets of resistance that derail transformation execution. Tailoring the transformation narrative to the goals of specific business leaders and functions helps finance transformation leaders secure their endorsement of the transformation and ongoing execution support. Therefore, once a finance transformation narrative is defined, it should be tailored and shared with the organizational leaders who will have the greatest impact on transformation success.

As a precursor to developing a tailored transformation narrative, finance transformation leaders should start by gathering feedback on the current and future support needs required by specific business and finance leaders who are affected the most by your transformation plans. One of the most effective ways to gather meaningful feedback is to conduct a limited series of cross-functional focus groups (see Figure 3 for more details on how to run these workshops). Focus groups can help finance transformation leaders uncover the issues that could prevent leaders from achieving their objectives. Then, the organization can use this information to develop a transformation governance model that accounts for the risks identified.

Once finance transformation leaders have gathered feedback, they should personalize the transformation narrative to the needs identified in the previous step by leveraging relationships with key project sponsors to convey the narrative effectively to the impacted leaders. The best project sponsors are those who have a strong influence over the key leaders you are trying to secure buy-in from for your transformation plans. Once senior leaders' buy-in is secured, finance transformation leaders should be ready to create a stakeholder engagement plan for the transformation program's execution phase.



**Figure 3: How to Capture Senior Business Stakeholder Needs**



## Finance Transformation Execution Phase

### 4. Create a Plan for Managing Key Stakeholders and Maintaining Momentum

Leaders, sponsors and key stakeholders will typically process myriad emotions while navigating large-scale change. However, these emotions can vary drastically at different points of the change initiative. Thus, finance transformation leaders need to view change buy-in and commitment as an ongoing exercise, which should continuously be monitored and maintained throughout the transformation cycle. Transformation leaders entering a transformation execution stage require a structured approach to keep both business leaders (some of whom were targeted in the planning phase) as well as their key mid- and senior-level employees engaged.

Use the following steps to influence key stakeholders and to ensure engagement levels remain high.

Start by identifying the stakeholders and the teams who can affect the success of your project, positively or negatively. Add them to the list of people whom you have identified and engaged as part of the previous task to secure upfront change buy-in and commitment. As you interact with your finance transformation team and CFO, ask:

- Who may be affected by or interested in the potential changes?
- What are the implications of our transformation on other corporate functions and teams?

Next, analyze your stakeholder list and segment it based on stakeholders' level of influence and stance on the transformation. This tactic helps to prioritize critical stakeholders and to define the engagement activities needed to manage them effectively.

When determining stakeholders' influence, ask:

- How much power or authority do they have within the organization and among your transformation's stakeholders?
- To what extent does transformation success depend on their support?

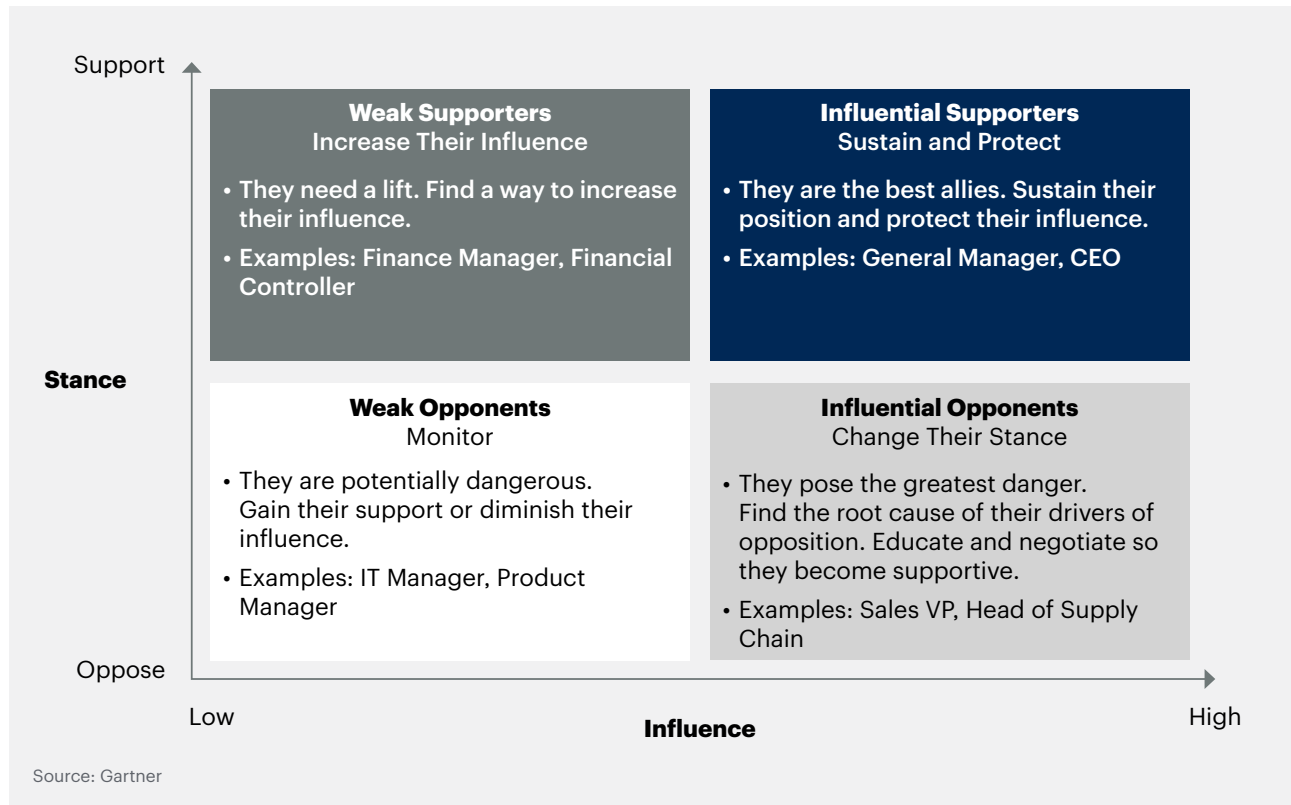
When determining stakeholder stance, ask:

- What positive or negative behaviors did you observe in your previous interactions with each stakeholder?
- What might this stakeholder think, feel and want related to the transformation activities?

After completing this exercise, you will have essentially segmented your stakeholders into four categories (see Figure 4). Refresh this chart throughout the transformation, as the stakeholders' influence and stance will evolve over time.

Once you have identified and segmented key stakeholders, you should create a plan for managing relationships with them throughout the transformation. The endgame is to convert as many stakeholders as possible into influential supporters of your transformation so as to maintain transformation momentum. Use a combination of the four relationship management categories to develop a tailored stakeholder engagement plan that aligns to the change appetite of key groups

**Figure 4: Stakeholder Positioning Map**



**5. Engage Lower-Level Employees to Reduce Resistance to Change**

Once you have built an engagement plan for key leaders and mid- or senior-level employees, the next step should be to engage with affected employees at lower levels of the organization. Although frontline employees are directly impacted by large-scale change initiatives, only 36% feel included in the change strategy creation process. However, there are two principal reasons why this is a crucial step for successfully executing transformation initiatives: lower-level employees often have a deep understanding of the processes impacted by the transformation. By engaging with them you gain insights on pain points the transformation must target. Engaging with lower level employees makes them feel involved and valued, fostering a sense of ownership and commitment. Generating a strong sense of inclusion allows you to gain their buy-in and support.

Deploying a network of change agents can be a powerful mechanism for involving lower-level employees in the change strategy creation process.

Change agents are junior- to midlevel managers within the business functions most impacted by the transformation. These employees are generally part-time roles that dedicate between three to six hours a week to supporting finance transformation projects.

When identifying change agent role candidates, finance transformation leaders should seek out individuals who exhibit the following key traits:

- natural social intelligence
- existing credibility with peers
- the ability to build empathy with others
- advanced written and verbal communication skills
- the will to provide honest feedback

Change agents should perform three critical functions in supporting transformation change management. Firstly, they should convey the case for change to their teams, thereby reducing the risk of bottom-up change resistance. Change agents can tailor the transformation narrative to make sure it speaks to the groups impacted by it, and by using formal and informal channels to convey that narrative.

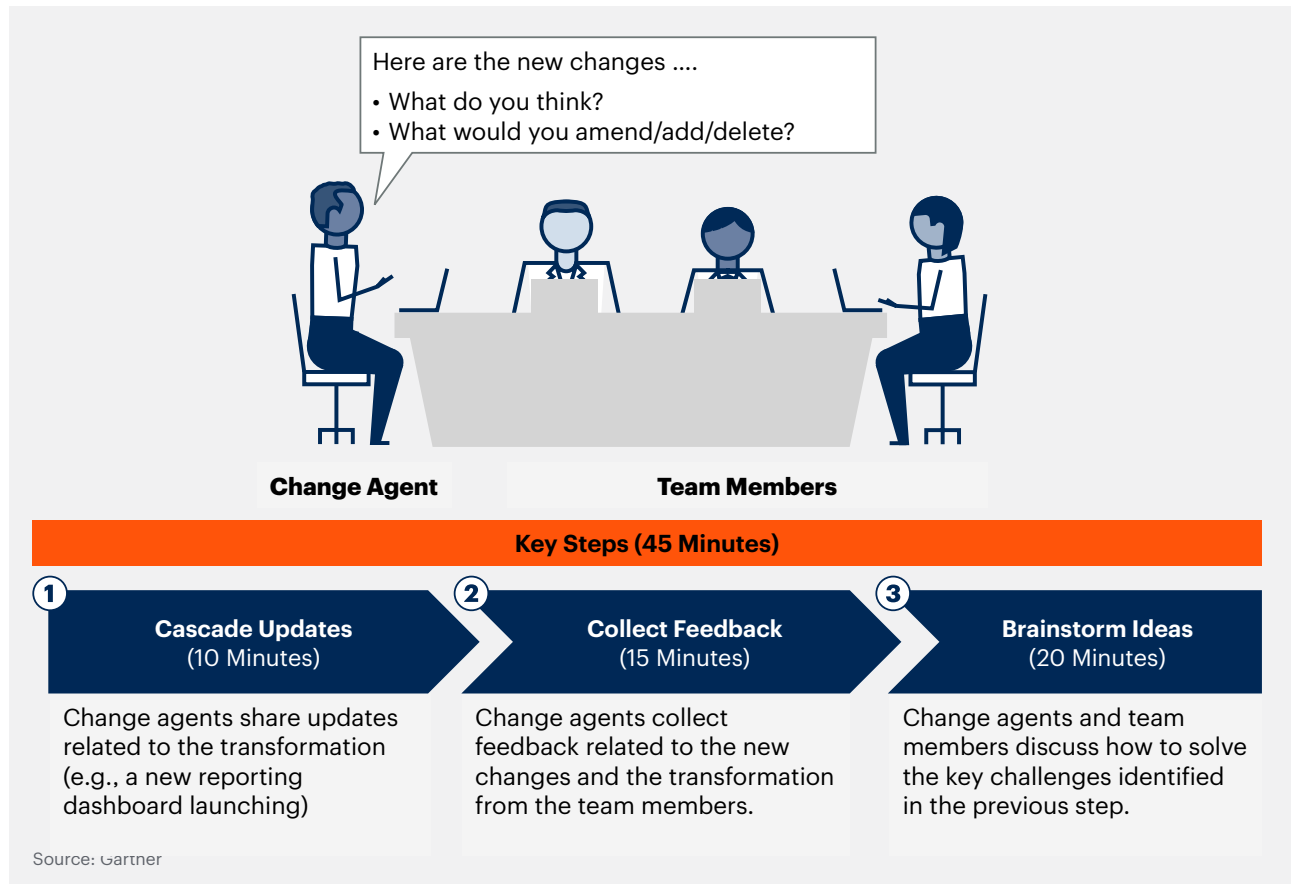
Secondly, they help employees find ways to absorb change successfully. Change agents can lead workshops in which they prompt employees to openly discuss their fears about these changes, working together to find ways to overcome them. These sessions, as illustrated in Figure 5, are best organized over three stages:

- For the first 15 minutes, change agents cascade updates related to the transformation.
- In the next 15 minutes, employees provide feedback on the changes.
- In the last 20 minutes, employees brainstorm ideas on how to solve the challenges identified in the previous step.

Thirdly, change agents should help prepare their peers for forthcoming changes. The following section goes into further detail about communication and coordination among peers.

Change agents allow you to have a continuous exchange of information with the affected teams that accelerates your transformation.

**Figure 5: How Change Agents Engage Their Teams and Capture Feedback**



**6. Manage Employees Transition to the New Status Quo by Driving Constant, Targeted Communication and Training**

Leaders can use initial stakeholder analysis and targeted communications to convey change rationales to affected employees and to set expectations around the support employees will receive across the change life cycle. But these tactics only address a particular period in time. Finance transformation initiatives typically encompass several key milestones that require employees to transition to a new way of approaching their job. Each milestone can require unique communication, training and support targeted to specific employee segments. Finance transformation leaders should identify these key transition points in initiatives and tailor communications and resources around them to support the larger change.

Finance transformation leaders should maintain frequent communication throughout the transformation execution cycle by leveraging tailored narratives and by using the criteria shown in Table 3 to identify the best-fit communication channel for their target audience. This strategy will help leaders to build trust, manage expectations and encourage a more positive and receptive attitude toward the change.

**Table 3: Change Communication Channel**

Channel Type	Example	Good For	Pros	Cons
Central Communications (one to many)	<ul style="list-style-type: none"> <li>• Press release</li> <li>• Email/newsletter</li> <li>• Intranet post</li> </ul>	<ul style="list-style-type: none"> <li>• Update/inform a large group about issues of “big” concern/initiative</li> </ul>	<ul style="list-style-type: none"> <li>• Scalable</li> <li>• Reaches multiple stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Difficult to gauge impact</li> <li>• Limited opportunity to clarify</li> </ul>
Leader Presentation (one to many)	<ul style="list-style-type: none"> <li>• Town halls</li> <li>• Video streaming</li> </ul>	<ul style="list-style-type: none"> <li>• Motivating and energizing audience</li> <li>• Important announcements</li> </ul>	<ul style="list-style-type: none"> <li>• Good way to address issues</li> <li>• Highly credible source</li> </ul>	<ul style="list-style-type: none"> <li>• One-way communication</li> <li>• Audience often intimidated to ask questions</li> </ul>
Manager Cascade (one to few)	<ul style="list-style-type: none"> <li>• Communication in team meetings</li> <li>• Emails</li> </ul>	<ul style="list-style-type: none"> <li>• Inform/update on team-specific and/or sensitive matters</li> </ul>	<ul style="list-style-type: none"> <li>• Trusted source</li> <li>• Personal</li> </ul>	<ul style="list-style-type: none"> <li>• Messages often fail to get through</li> <li>• Manager not familiar/bought-in</li> </ul>
Manager Dialogue (interactive)	<ul style="list-style-type: none"> <li>• Group discussion</li> <li>• Manager one-on-one</li> </ul>	<ul style="list-style-type: none"> <li>• Problem solving/gain feedback</li> <li>• Translating strategy into action</li> </ul>	<ul style="list-style-type: none"> <li>• Helps resolve issues</li> <li>• Drives behavioral changes</li> </ul>	<ul style="list-style-type: none"> <li>• Time-intensive</li> <li>• High variability in communication skill</li> </ul>
Peer Dialogue (interactive)	<ul style="list-style-type: none"> <li>• Group discussion</li> <li>• One-on-one with change agents</li> </ul>	<ul style="list-style-type: none"> <li>• Conveying case for change</li> <li>• Motivating and energizing</li> <li>• Problem solving/gain feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Trusted source</li> <li>• Personal</li> <li>• Drives endorsement and support</li> <li>• Helps resolve issues</li> </ul>	<ul style="list-style-type: none"> <li>• Time-intensive</li> <li>• Can be difficult to capture attention</li> </ul>

Source: Gartner

Finance transformation leaders should leverage change agents to customize and deliver training to their teams at the final stage of the execution phase. Change agents must do two things: Firstly, customize the training material for their teams, incorporating practical examples of how their ways of working will evolve for the better. Secondly, deliver the training to their teams using formal (e.g., one-off training sessions) and informal forums (e.g., weekly drop-in sessions for four weeks). See Figure 6 for an example of a training plan for impacted employees.

**Figure 6: Training Plan for End Users**

	<b>Workshop Session 1</b>	<b>Workshop Session 2</b>	<b>Workshop Session 3</b>
	<b>Build a Foundation for New Technology</b>	<b>Identify Initial Adoption Barriers</b>	<b>Address Root Cause of Adoption Issues</b>
<b>Session Focus</b>	<ul style="list-style-type: none"> <li>• The business case for new technology</li> <li>• Uncovering resistance</li> <li>• Resources available for the new technology</li> </ul>	<ul style="list-style-type: none"> <li>• High-level troubleshooting</li> <li>• Individual training and support plan for using the new technology</li> </ul>	<ul style="list-style-type: none"> <li>• Benefits realization</li> <li>• Continuous improvement</li> <li>• Root cause troubleshooting</li> </ul>
<b>Discussion Questions</b>	<ul style="list-style-type: none"> <li>• What is hard about using the new technology?</li> <li>• Why are we rolling out this new technology?</li> <li>• What are the benefits to end users?</li> <li>• How does the new technology help finance, the business and the overall organization?</li> <li>• What are your concerns about the new technology?</li> </ul>	<ul style="list-style-type: none"> <li>• How does the new technology change your existing workflow?</li> <li>• What are your new workflows and inputs?</li> <li>• What areas of the new technology cause uncertainty?</li> <li>• Where do you find yourself reverting to previous workflows/ input styles?</li> <li>• What are your concerns about the new technology?</li> </ul>	<ul style="list-style-type: none"> <li>• What solutions have you tried since the last meeting that have failed?</li> <li>• What part of the new workflow causes most confusion?</li> <li>• Are you using the system more easily than before our first training session?</li> <li>• How are you applying the lessons from your training?</li> <li>• Are there any tips or tricks you have discovered that may be useful to others?</li> </ul>

Source: Gartner

## Deployment Phase

Once the communication and the training plan have been executed, finance transformation leaders should be ready to move to the deployment phase.

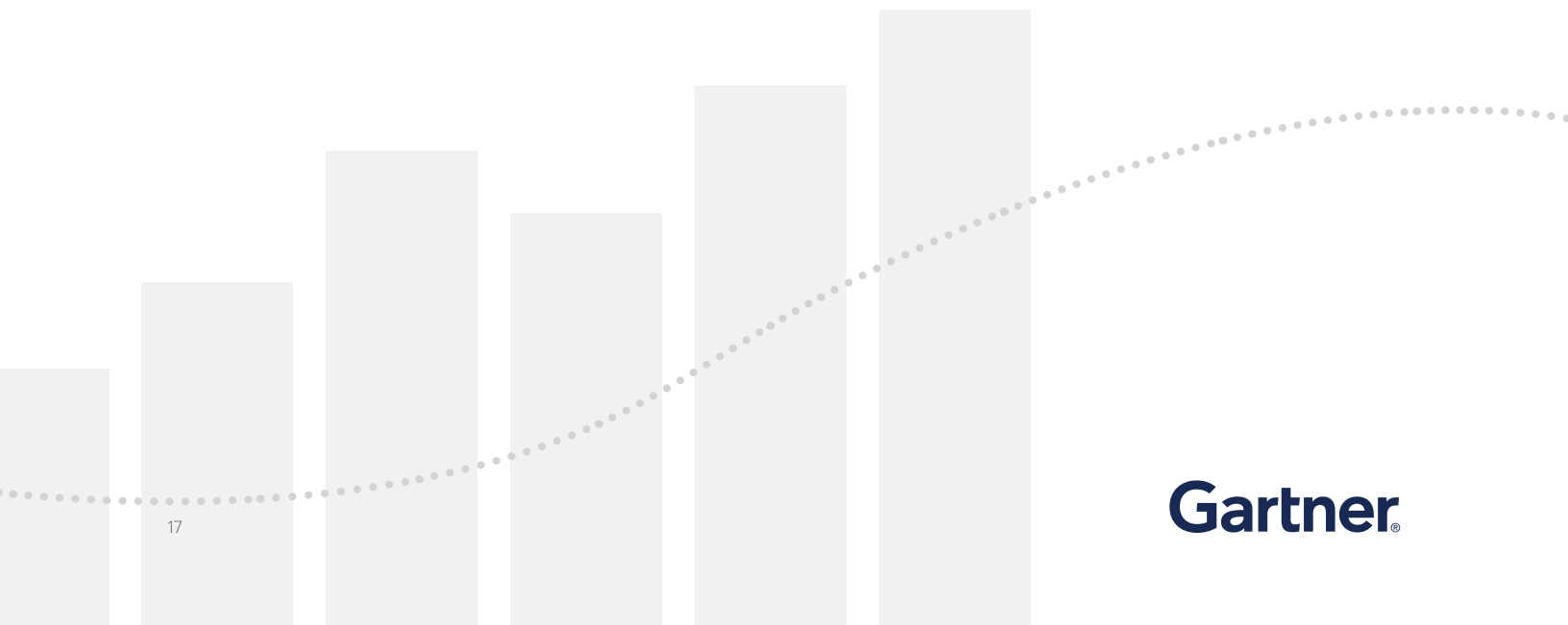
### **7. Track Key Change Management Key Performance Indicators (KPIs) to Ensure Full Benefit Realization**

Gartner research shows that only 30% of organizations consider change adoption as the most important indicator for measuring change success. When it comes to introducing a new process or technology, some organizations believe implementation is the goal, and from that point onward, progress toward benefit realization will be smooth. This mistaken belief can result in programs, which are otherwise well-executed, falling apart at the final milestone.

To avoid mistakes like this, transformation leaders should build a scorecard that can continuously track and measure the success of change management efforts during deployment and put corrective actions in place to preempt emerging transformation risks (see Table 4).

Embedding project-specific change management KPIs is critical for aligning stakeholders on forecast transformation benefits while enabling transformation leaders to share project benefits on a continuous basis. Additionally, change KPIs are imperative to quickly identify issue remediation opportunities across the transformation project portfolio. For example, an organization implementing a self-service business intelligence dashboard should monitor project performance metrics that track end-user engagement with, and value extracted from, the new tool to stay ahead of, and respond quickly to, solution adoption issues.

Table 5 exhibits some of the most commonly used change management KPIs. You should evaluate these criteria against your internal monitoring needs by ranking each measure against predefined KPI value drivers (e.g., ease of measurability, KPI actionability and KPI materiality). Additionally, finance transformation leaders should seek buy-in on proposed initiative KPIs with their CFO and business leadership to align on the appropriate breadth and focus of change KPIs selected for tracking. Once leaders agree upon in-scope metrics, they should also define how they will measure these metrics.



**Table 4: Change Management KPIs Scorecard**

Category	Metric	Target	Outcome	Date	Next Action
Team Performance	Percentage of employees who adopted the changes	<b>85%</b>	<b>90%</b>	31 March 202X	No action required
Organizational Performance	Percentage of key stakeholders satisfied with the changes	<b>80%</b>	<b>60%</b>	28 February 202X	Engage with respondents to identify key issues communication
Training	Percentage of staff trained on new skills	<b>65%</b>	<b>75%</b>	15 March 202X	No action required
Communication	Percentage of employees engaged with targeted communication	<b>85%</b>	<b>80%</b>	31 March 202X	Monitor and action accordingly in the next review
Change Fatigue	Percentage of employees satisfied with their jobs	<b>90%</b>	<b>90%</b>	28 February 202X	No action required

Source: Gartner

**Table 5: KPI Actionability**

Category	Change Management KPI
Team Performance	<ul style="list-style-type: none"><li>• Percentage of employees who adopted the changes</li><li>• Feedback and complaints received from employees</li><li>• Percentage of employees satisfied with the changes</li></ul>
Organizational Performance	<ul style="list-style-type: none"><li>• Number of transformation goals achieved</li><li>• Time to implement changes</li><li>• Percentage of key stakeholders satisfied with the changes</li></ul>
Training	<ul style="list-style-type: none"><li>• Percentage of staff trained on new skills</li><li>• Percentage of employees who participated in trainings</li><li>• Number of training sessions organized</li></ul>
Communication	<ul style="list-style-type: none"><li>• Percentage of employees engaged with targeted communication</li><li>• Percentage of employees engaged with central communication</li><li>• Percentage of employees clear on the case for change</li></ul>
Change Fatigue	<ul style="list-style-type: none"><li>• Percentage of employees satisfied with their job</li><li>• Percentage of employees taking time off work</li><li>• Percentage of employees experiencing stress and/or burnout</li></ul>

Source: Gartner

Packaged together, this iterative process helps finance transformation leaders embed an always-on change management culture that accounts for the continuously evolving nature of change.

# Recommendations

- Fast-track buy-in during the finance transformation planning stage by assessing how your transformation program will affect key leaders and employee groups before crafting a transformation narrative that addresses their main concerns.
- Develop an “always-on” change management strategy during the execution phases by deploying targeted communications and inclusive workshops to maintain high stakeholder engagement throughout the transformation.
- Maintain change momentum in the deployment phase by building a change scorecard that continuously measures the success of your transformation efforts, allowing for quicker responses to emerging transformation project issues.

## Next Steps

1. Leverage the sequential steps documented in this research to define your change management strategy throughout the finance transformation program’s planning, execution and deployment phases.
2. Use forthcoming CFO and finance leadership team meetings to evaluate your current change management approach to align on opportunities to develop a more stakeholder-centric change management strategy

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