



Greater Washington CFO Network  
Connect | Communicate | Collaborate



## CFO Spotlight: Ron Kaiser, Hoffman CFO Consulting

December, 2016



- 1. What advice do you have for other technology-minded CFO's?**  
Look at three levels of communication. One, what you and others say you will do. Two, one level below that, what you need to know to “trust – but verify” level one info. Three, every once in a while, dig down to the weeds on a particular topic – so you can assess whether your level one and level two assumptions and observations are complete, precise and accurate.
- 2. What's the best business book you've read lately?**  
The Bible – Seriously, it contains more advice on interpersonal communications, balance in life, and operational management than any other book I have studied, and it gives a blow-by-blow detail of an individual who has had more influence on society- without violence - than any other over the past 8000 to 10,000 years.
- 3. What are the 3 most important characteristics of a company culture?**  
True common vision, servant leadership by example, and saturation of culture through people, structure and process.
- 4. What are the 1-3 things that anyone who aspires to be a CFO should know about the role that they may not have considered?**  
You have no direct power in the organization. You don't do sales, research, marketing, or production. You are the Choreographer and the Glue of the Company, so what you do have is the ability to contribute to it all working together in a focused productive way. Use this ability to “choose wisely”.
- 5. Do you have a personal mantra, words of wisdom or favorite inspirational quote?**  
My Mantra is “OFNTF” – One , Five, Nine, Three, Five. Always plan ahead one, five and nine operating cycles, and then have three and five year targeted goals.
- 6. Name an inflection point experience that prepared you for your current position as Chief Financial Officer.**  
When Robert Pry, former chair of GE medical, told me in 1985 to never fire a person, unless absolutely necessary, without completely knowing why, communicating that to them , and then giving them a chance to fix it.

