NeuGroup

Future Finance Leaders: Career Growth, Leadership and the Path Ahead

Findings from NeuGroup's 2026 Future Finance Leaders Career Development Survey and Discussions with Treasury Leaders

October 2026

NeuGroup Peer Research

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Contents

Executive Summary and About the Survey
Key themes and who took the survey

Participant Profile
Time in role and timing of the next move

Development and Career Direction
Priorities, cross-training, long-term goals, future skills and the AI debate

Skills, Support and Leadership
Organizational support, what works, how leaders can help and where they disconnect

Career Progression
How clear the path is and what would make it clearer

Motivation and Retention
What engages talent and what drives it away

AI and Emerging Skills
AI expectations, team capacity and digital cash readiness

Advice and Playbooks
Respondent advice and practices for future and current leaders

55
completed survey responses

34
companies represented

3
discussions with future and current leaders

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Executive Summary

Support is the floor. Visibility is the unlock.

Future leaders say they feel supported by their managers, and in the same breath ask for more exposure, context and time with the people making decisions.

36%

Supported, but want a seat at the table

say their organization supports development very well; 53% say only somewhat well, and just 11% report little or no disconnect with senior leaders. Top asks: decision exposure (38%), feedback (33%), clearer paths (33%).

49%

Meaningful work beats pay

chose challenging projects; the same share chose meaningful work. Compensation ranks sixth (24%). One member called pay “table stakes.”

60%

Culture and leadership are the biggest risk

name negative culture or poor leadership as the top reason they would disengage or leave, ahead of limited progression (45%). Lean teams mean many wait for a retirement; fresh challenges and ownership keep high performers engaged.

What Treasurers Added

01 **Depth before breadth**

Earn the strategic seat by knowing your area well enough to field the follow-up question.

02 **AI is a tool, not the destination**

Treasurers rank strategic thinking and executive communication above AI fluency for the top job.

03 **Progress runs sideways too**

Lateral moves and rotations build the range senior roles require.

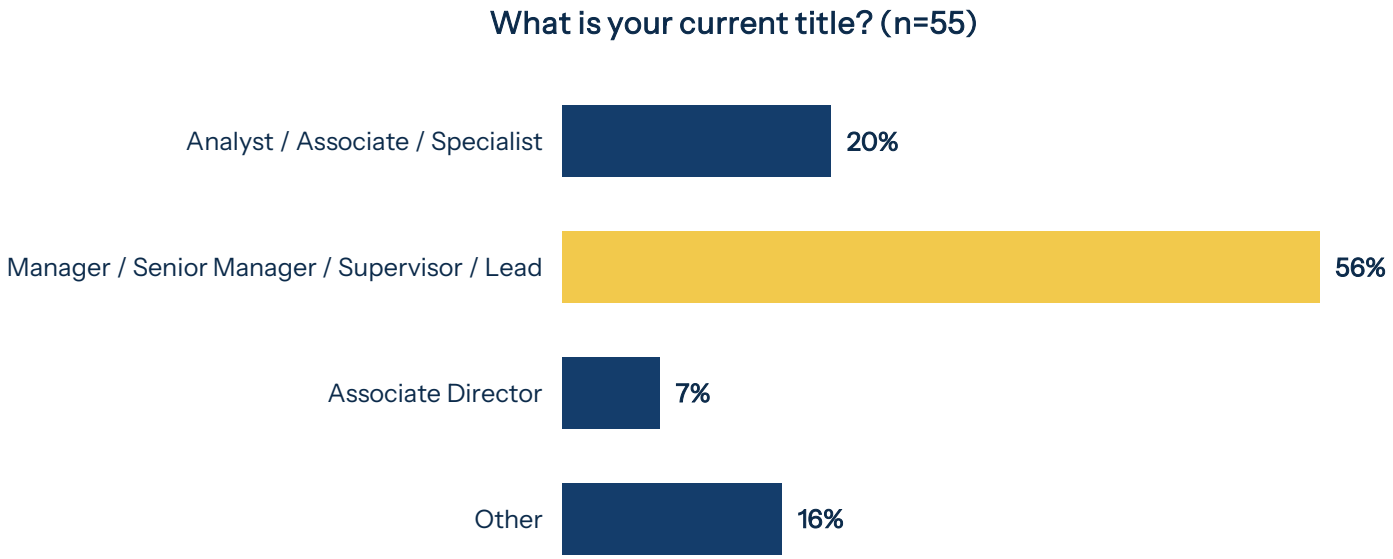
04 **Explain the why**

Context helps talent exceed expectations and use AI well.

Inside: survey results, commentary from future leaders and Treasury leaders, and two playbooks.

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Who Took the Survey



NEUGROUP VIEW

Built at Treasurers' request

The survey began in 2024 when a MegaCap treasurer asked NeuGroup to hear directly from a team too large to reach personally. Treasurers helped shape the 2026 questions and asked that it continue.

NEUGROUP VIEW

Developing, not entry-level, talent

Respondents typically manage a few people and report to directors, assistant treasurers or treasurers. Many are at the point where the next step depends on a role opening above them.

Key Findings

55

completed survey responses from 34 companies.

56% are managers, senior managers or leads

Another 20% are analysts or associates; 7% are associate directors.

HOW THIS REPORT WAS BUILT

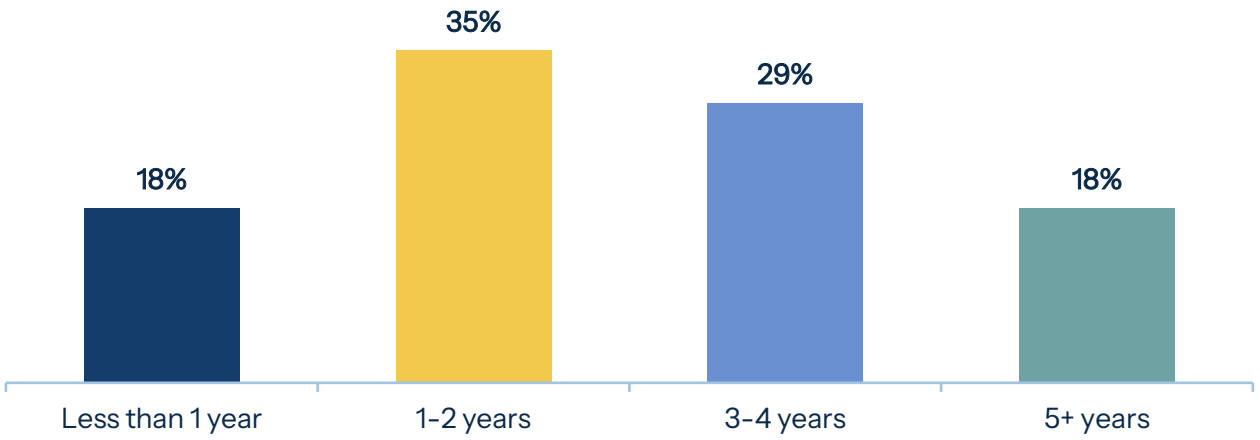
Survey first, then both sides of the table. In August 2026, 55 developing leaders at 34 companies answered the survey. In September, FFL members interpreted their own results; in October, MegaCap Treasurers and Assistant Treasurers challenged them. Where leaders challenged a finding, we show both views.

Titles vary by employer. Session comments are paraphrased and anonymized.

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Time in Current Role

How long have you been in your current role? (n=55)



FROM FUTURE LEADERS

Ready is not the same as room

"You can't have six senior managers and one analyst." Members said being ready for a promotion doesn't mean the team has capacity for it, which is why a manager's wider view of the organization matters.

FROM TREASURY LEADERS

Fit shows early

One treasurer watches how new hires onboard and how they question in the first three months: "At nine months you pretty much know if they're going to be a good fit, and they know that too."

Key Findings

53%

29 of 55 respondents have been in their current role for two years or less.

47% have 3+ years in role

The sample mixes newer appointments with longer-tenured perspectives.

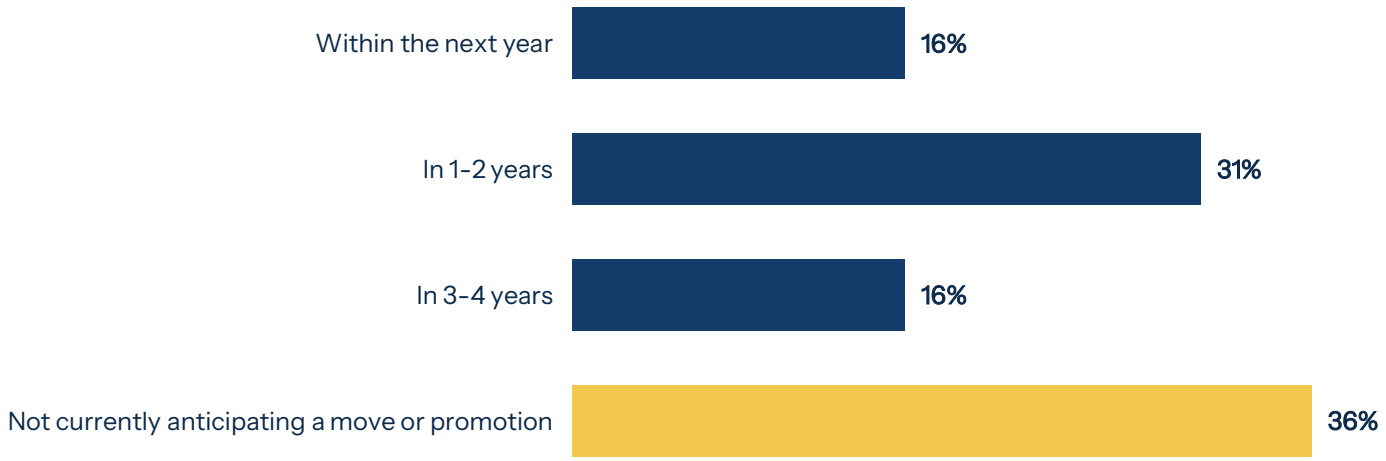
READING THE PROFILE

Time in role is not total career experience or an indication of age.

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Timing of the Next Career Move

When do you anticipate your next promotion or move into a new role? (n=55)



FROM FUTURE LEADERS

Perform at the next level first

"The official stance is you should be performing at the level of the next role before you get the title." Another member meets weekly with a manager who acts as advocate: "They can't act on your behalf unless you express your interests."

FROM TREASURY LEADERS

Earn the seat with depth

An assistant treasurer: to sit at the table "you have to add value." Know your area in and out and answer the follow-up question on the spot. Many in the 5 to 10-year range reach for strategy before mastering the detail.

Key Findings

47%

26 of 55 respondents expect a promotion or new role within two years.

36% are not anticipating a move

Another 16% expect a move on a three-to-four-year horizon.

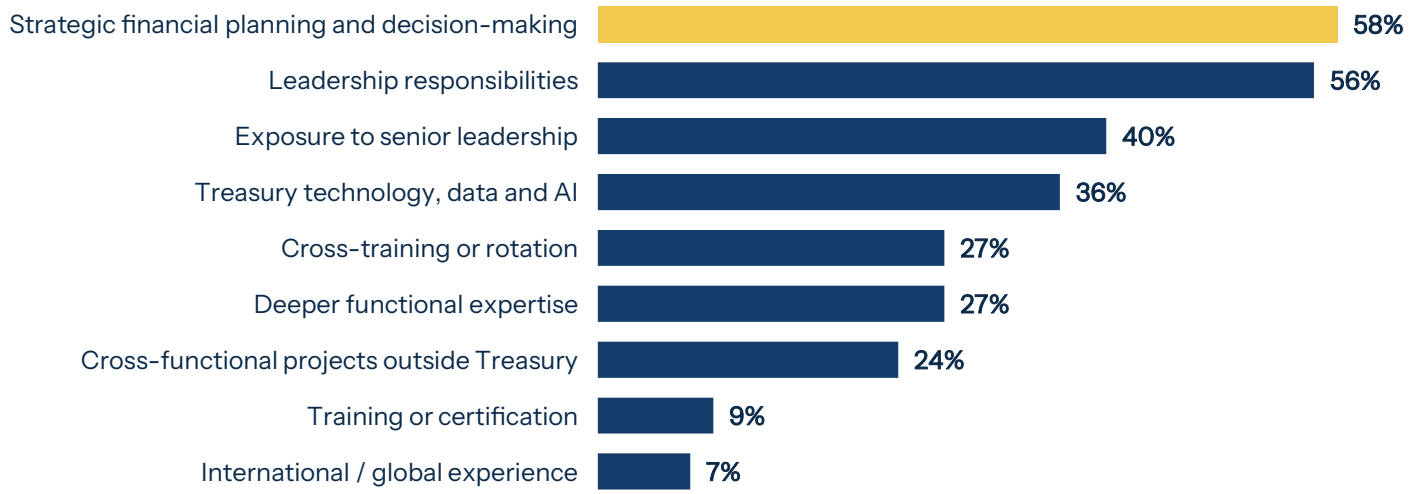
HOW READINESS SHOWS UP

FFL members said readiness appears when conversations turn strategic and their input is requested in higher-level meetings.

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Development Priorities for the Next 2-3 Years

Over the next 2-3 years, what experiences would most advance your development? Select up to 3. (n=55)



FROM FUTURE LEADERS

Initiative opens the door

A manager called lack of initiative the biggest roadblock to promotion on her team. Another member proposes decisions she lacks authority to make and explains why: it shows she can be trusted with the next one.

FROM TREASURY LEADERS

From today's cash to next quarter

An assistant treasurer asked a manager who runs daily liquidity to project month- and quarter-end needs and brief the treasurer monthly. A treasurer: on executive or rating-agency presentations, "they did all the work, so they should have a speaking part."

Key Findings

58%

want more strategic involvement; 56% want leadership responsibility.

A seat at the table

The top asks are context and decision exposure, not more formal training (9%).

2024 CONTEXT

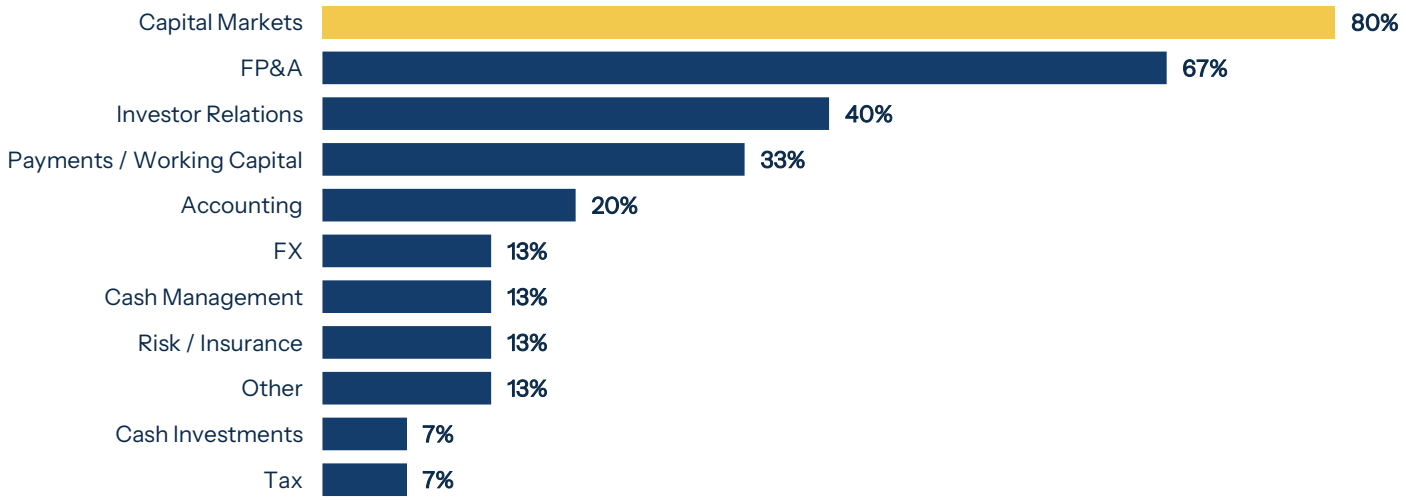
Strategic involvement (78%) and leadership responsibility (67%) also led in 2024.

Different options and respondent mix; not a measured decline.

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Cross-Training Areas of Interest

If you selected cross-training/rotation, which areas interest you most? (n=15, asked of those who chose cross-training or rotation)



FROM FUTURE LEADERS

Where the visibility is

Members see Capital Markets and FP&A as the roles with the most exposure. An FX specialist sees Capital Markets as a natural add-on, since both run on rates. A former capital markets lead called the experience “very, very necessary.”

FROM THE TREASURER SESSION

More than a bond deal

Capital markets also covers share repurchases, swaps and liability management. It is externally facing, works closely with rating agencies and investor relations, and is “the one group that gets the most time with senior leaders.”

Key Findings

80%

of this follow-up group selected Capital Markets.

67% selected FP&A

Investor Relations (40%) and Payments / Working Capital (33%) follow.

THE CFO PATH

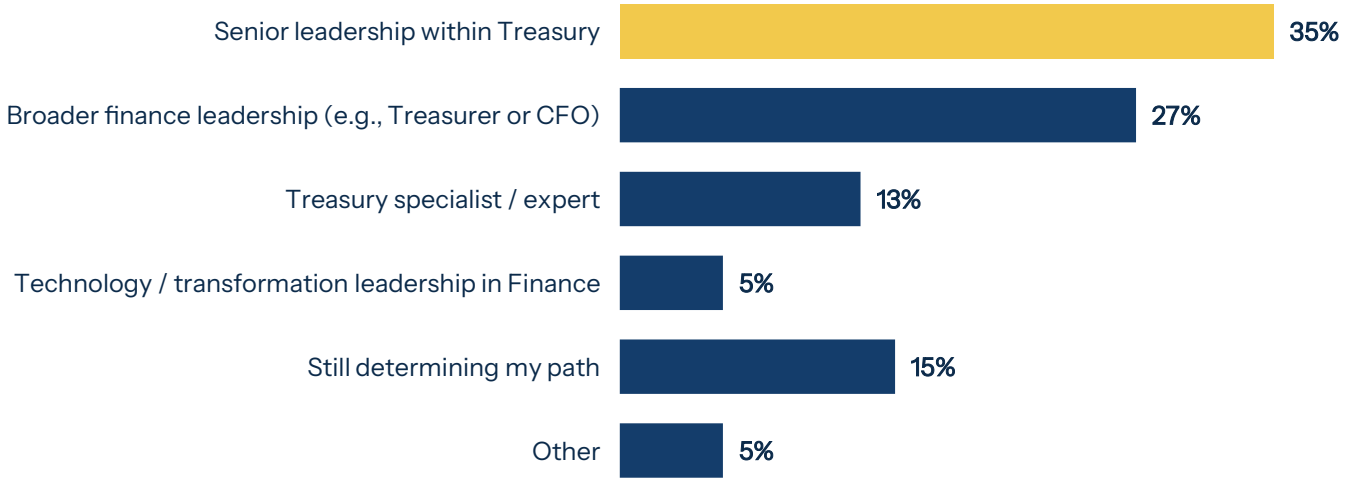
In a separate FFL flash poll, more than 80% said a path to CFO would require rotating outside Treasury at some point.

Small follow-up base; read as direction, not precision.

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Long-Term Career Direction

How do you currently view Treasury in your long-term career? Select the answer that best reflects your view. (n=55)



FROM FUTURE LEADERS

Growth without managing people

At larger companies, members said individual contributors can still have outsized impact. Another route: become the go-to expert on a tool (AI included) or a cross-company project and leverage that value.

FROM TREASURY LEADERS

Match the path to the aspiration

An assistant treasurer: “Until you know where people are at, career-wise, you don’t actually know how to guide them.” An aspiring CFO should rotate through capital markets, the business and IR, not go deep in Treasury ops; others need to be true subject-matter experts.

Key Findings

62%

aim for senior Treasury leadership or a broader finance-leadership path.

Multiple paths remain

15% are still determining their path; 13% favor becoming a specialist or expert.

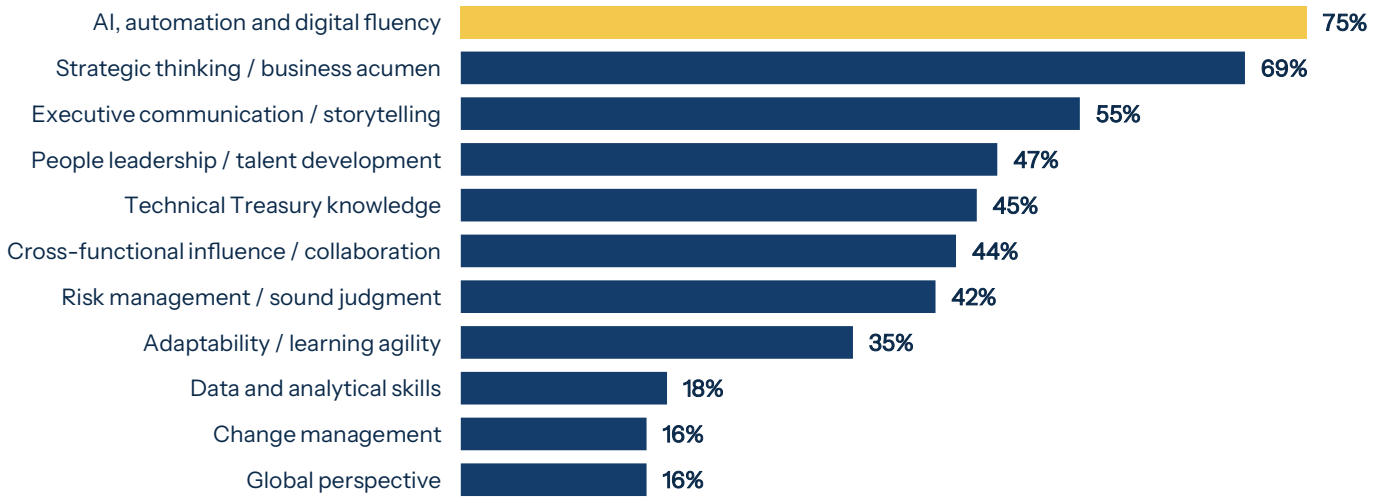
FOR CURRENT LEADERS

Many respondents want your role one day. Treasurers were asked how often they explain the decisions they make and how they got there.

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Skills for the Next Generation of Leaders

What skills will be most important for successful Treasury leaders over the next 5-10 years? Select up to 5. (n=55)



FROM FUTURE LEADERS

AI at work today

Expectations today center on productivity: summaries, drafting, agents for repetitive tasks. One team's daily cash email is now generated with an AI tool, with a human reviewing it. Others are moving reports to dashboards while guarding what data goes in.

FROM FUTURE LEADERS

From TMS to AI

"Where we would have spent time trying to understand how to use a TMS to get some of these insights is now being pushed toward AI." The same member: strategic thinking and executive communication remain "table stakes" for everyone.

Key Findings

75%

name AI, automation and digital fluency as a key future leadership skill.

The constants

Strategic thinking (69%) and executive communication (55%) held their top-three places from 2024.

2024 CONTEXT

In 2024, TMS / fintech fluency sat where AI does now (37% chose it as a skill to develop).

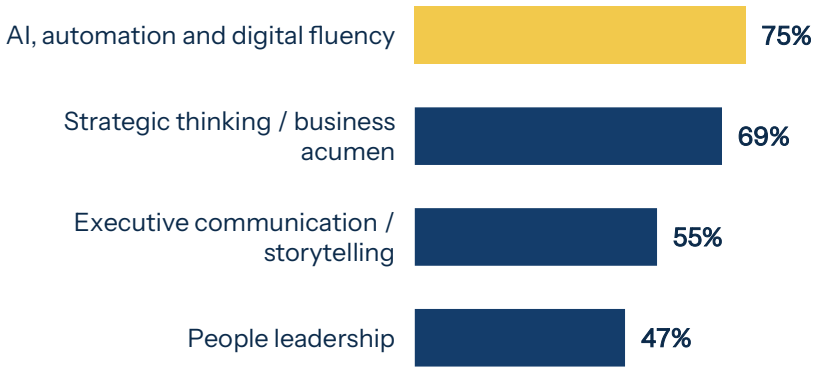
Different constructs; this does not measure AI adoption growth.

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AI Fluency Ranked First. Treasurers Pushed Back.

Future leaders put AI, automation and digital fluency at the top of the skills list. In both leader sessions, that ranking drew the most debate.

Top four future-leadership skills (n=55)



NeuGroup read: respondents may over-index on AI because they believe it drives progression. Treasurers concluded technical and AI skills help early, but strategic thinking and communication determine who reaches the top.

MEGACAP TREASURERS

A tool to deliver the other skills

All of those skills matter, but treasurers saw AI as the tool for strategic thinking, executive communication and influence, not a substitute for them. One company defined 10 attributes of a senior finance leader (strategic thinking, executive communication, people leadership, global perspective, change management, with technical knowledge assumed) "because the people coming up didn't actually know what we care about."

ASSISTANT TREASURERS

Core knowledge first

One said storytelling belongs higher. Another: "Get your CTP, know the base of knowledge. AI is a tool that sits on top of that." If AI produces a schedule, you need the expertise to know whether it is right. A third urged future leaders to be "students of the market" who dig deep into how and why things happen, rather than racing to the answer. One asked whether the ranking reflects a point-in-time AI rush that will normalize.

FOR FUTURE LEADERS

Build Treasury fundamentals, judgment and storytelling, then use AI to amplify them. Know enough to check its work.

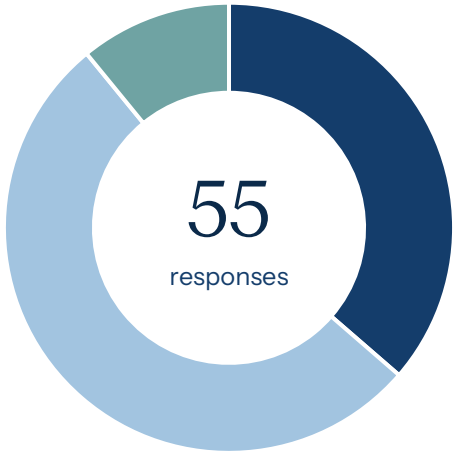
FOR TREASURY LEADERS

Tell your teams what you value at the top. One company's senior-leader list includes global perspective and change management; respondents ranked both last (16% each).

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How Well Organizations Support Development

How well is your current organization providing you opportunities to develop the skills you believe will be most important? (n=55)



Very well	20 responses	36%
Somewhat well	29 responses	53%
Not very well	6 responses	11%

FROM FUTURE LEADERS

Make it top-down

One member's company is introducing a monthly learning and development day to focus on AI, executive communication or storytelling. "It has to be a conscious effort from the top down."

FROM TREASURY LEADERS

Schedule it

Practices shared: quarterly skip levels; a monthly coffee chat with three people from different teams; one-hour "diagonal slices" with 10 people across levels on every visit to the main office, a practice the CFO follows too.

Key Findings

89%

say their organization supports these skills very well (36%) or somewhat well (53%).

Time is the barrier

Asked to remove one barrier, an FFL member said "unlimited time." The deeper ask is intentional time.

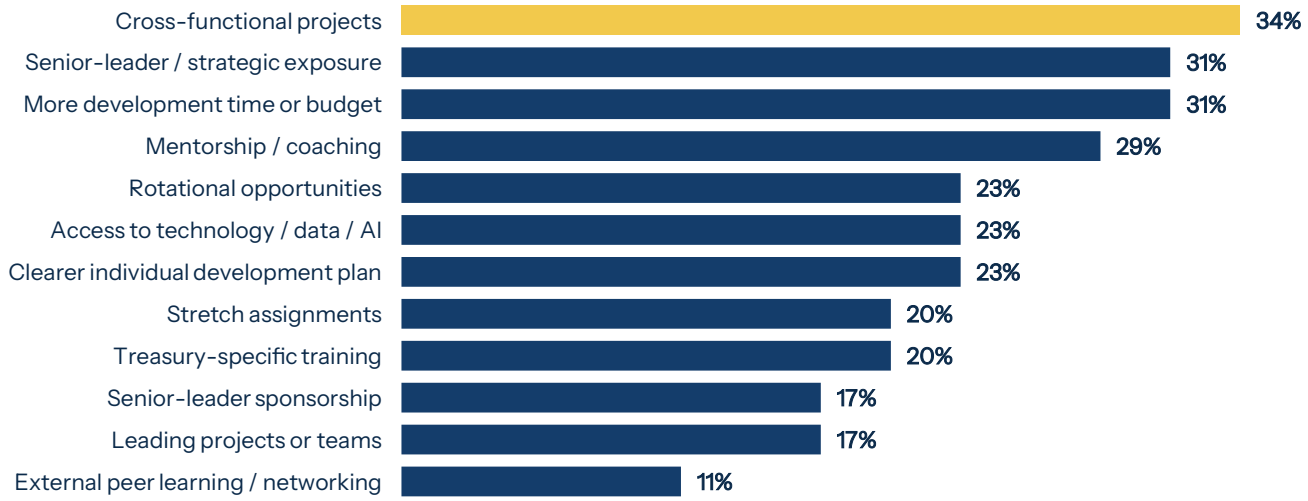
WHY SCHEDULE IT

An open door reaches people who already raise their hand. Scheduled time surfaces quieter talent who are heads-down in the day-to-day.

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What Would Make Development More Effective?

What would help you build these skills more effectively, considering support that is currently lacking? Select up to 3. (n=35, asked of those who did not say "very well")



FROM FUTURE LEADERS

The skeptic turned advocate

A finance mentoring program pairs people outside their own function, rebuilding relationships lost to remote work. One manager went in thinking "I don't need a mentor" and came out "the biggest advocate of mentors."

FROM TREASURY LEADERS

Fund it, then celebrate it

One treasurer pays exam fees and training for CTP and similar credentials, offers an internal process-improvement certification, "makes a big deal" when people pass and ties a salary increase to it. Self-investment also signals drive.

Key Findings

34%

of this follow-up group want more cross-functional projects.

Time and exposure both matter

Senior-leader exposure and more development time or budget each draw 31%; mentorship 29%.

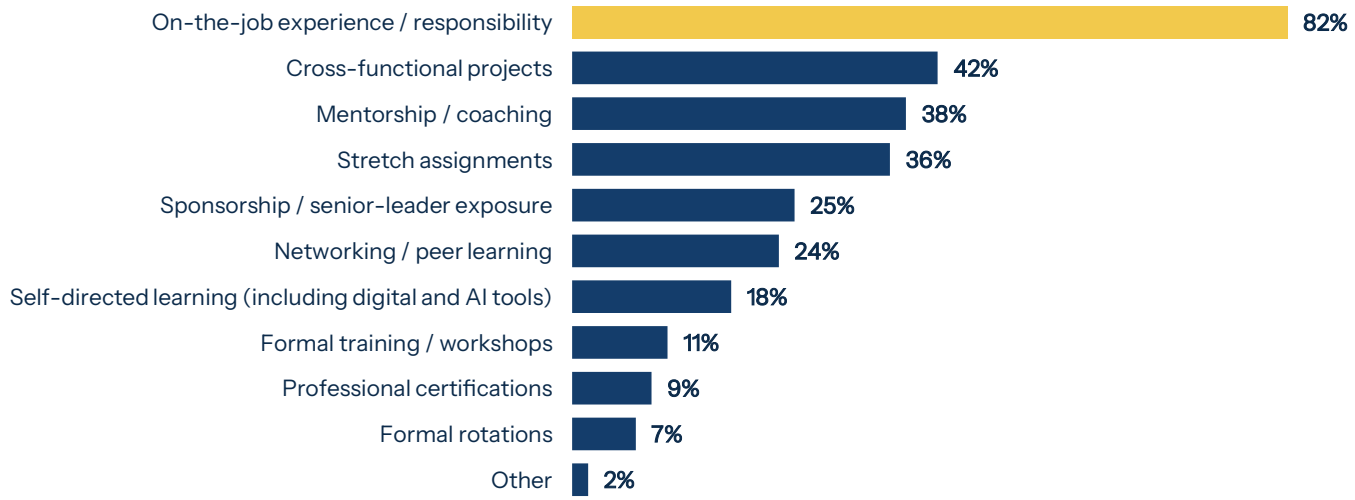
NEUGROUP VIEW: PEER LEARNING

External peer learning ranks last here (11%), yet 24% of all respondents name networking and peer learning among their most valuable experiences. Its value tends to show up in hindsight.

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The Experiences That Have Mattered Most

Looking back, which development experiences have been most valuable in building your skills? Select up to 3. (n=55)



FROM FUTURE LEADERS

Solve the unfamiliar problem

When a Brazil process confused the US team, one member stepped outside their routine to educate colleagues and work it through with banks. Another credits saying yes to guest audit, revenue and mentorship programs.

FROM TREASURY LEADERS

Stretch with a safety net

A treasurer puts developing talent at the front of operational issues, “with a safety net.” A shared example: a member who flagged odd bank details was rewarded with leading the fix, gaining visibility by owning it.

Key Findings

82%

cite on-the-job experience and increased responsibility.

Formal programs trail

Formal training (11%), certifications (9%) and formal rotations (7%) rank lowest.

2024 CONTEXT

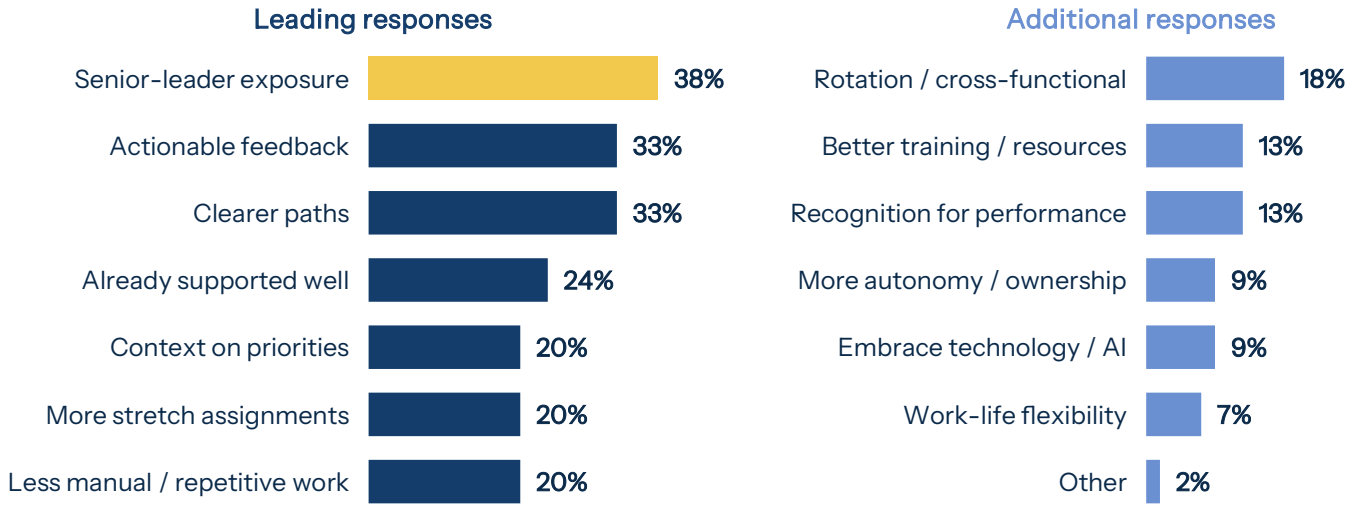
On-the-job learning also led in 2024 (63%).

Different respondents and options.

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How Leaders Can Help

What can your Treasury leadership team do better to help you perform your best work? Select up to 3. (n=55)



FROM FUTURE LEADERS

Pulled into adjacent work

One member has been brought into card optimization and the future of payments: "It's been hugely valuable for exposure and learning. You can't really do your job in a silo."

FROM TREASURY LEADERS

Bright spots

One Treasury team now has analysts present projects they own at the monthly staff meeting, in front of the treasurer and directors. It started two months ago in response to an employee engagement survey.

Key Findings

38%

want more senior-leader and decision exposure.

Feedback and clarity next

Actionable feedback and clearer expectations / career paths each draw 33%.

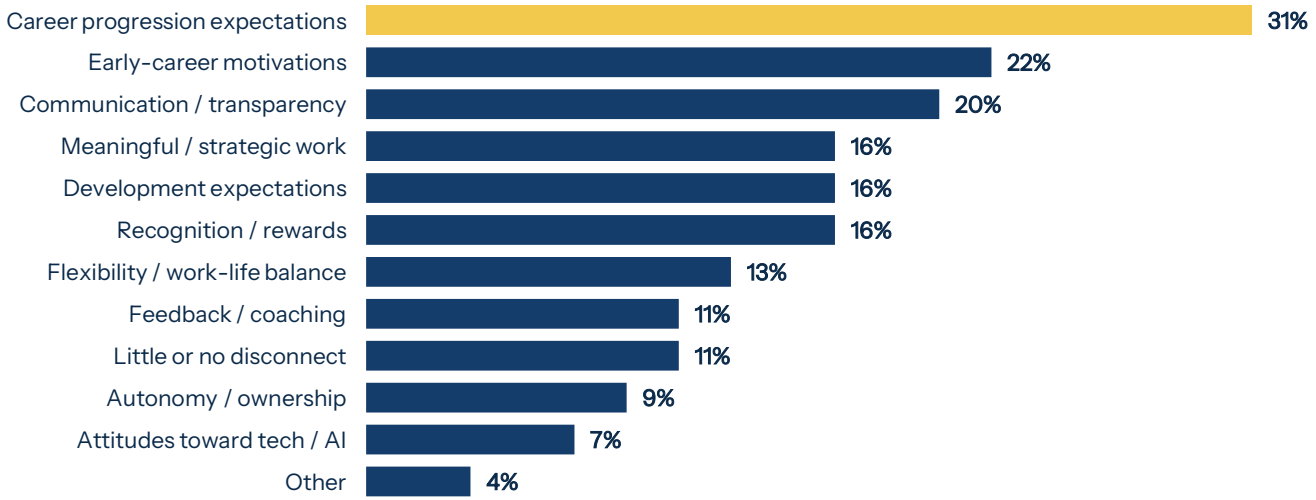
WRITE-IN

"Help senior leaders understand the detailed work behind Treasury outcomes."

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Where Leadership and Talent See a Disconnect

Where, if anywhere, is the biggest disconnect between senior leadership and early-career Treasury talent? Select up to 2. (n=55)



FROM FUTURE LEADERS

Ready before the seat opens

"I've always felt ready for the next step before there was a spot available. Waiting for people to retire has been the hardest part." Another member's answer: test a solution and present it with the problem. "That could be the project that becomes a role."

FROM TREASURY LEADERS

Up, sideways and honest

A treasurer tells teams "you own your career" and progression is also sideways: that is how their leaders grew. An assistant treasurer noted nearly everyone rates themselves top marks in every category at year-end, which leaves little to coach to.

Key Findings

31%

identify career-progression expectations as a source of disconnect.

Motivation and communication follow

Understanding motivation draws 22%; communication and transparency 20%.

THE FIX MEMBERS NAMED

A strong, trusting relationship with one's manager. Several said that relationship already works well for them.

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What Respondents Wish Leaders Understood

What is one thing you wish senior Treasury leaders better understood about you or your peers?

STRATEGIC CONTEXT

"Understanding the 'Why' is a huge motivator and helps me stay energized in a project."

ACTIONABLE FEEDBACK

"I want to understand better what my shortcomings are and where they are most apparent."

TRANSPARENCY

"Transparency around decisions made and impacts they have on job security"

CAREER MOMENTUM

"I'm seeing my peers advance way quicker in their careers."

Survey write-ins, verbatim. FFL members said actionable feedback resonated most and career momentum least: "I always try to compare myself to just myself."

Feedback tip from future leaders: frame the request so it can't be answered yes or no, and ask about examples and thought process. One member got the most useful feedback from a 360 assessment built on questions they chose.

How the Rooms Reacted

THE WHY, FROM THE TOP

"When they understand how it leads to the bigger picture, they do a better job. They're not just doing it as rote, and that's how mistakes happen."

A MegaCap treasurer

AN HONEST ADMISSION

Assistant treasurers said they explain the why well on strategic projects, less so on routine work.

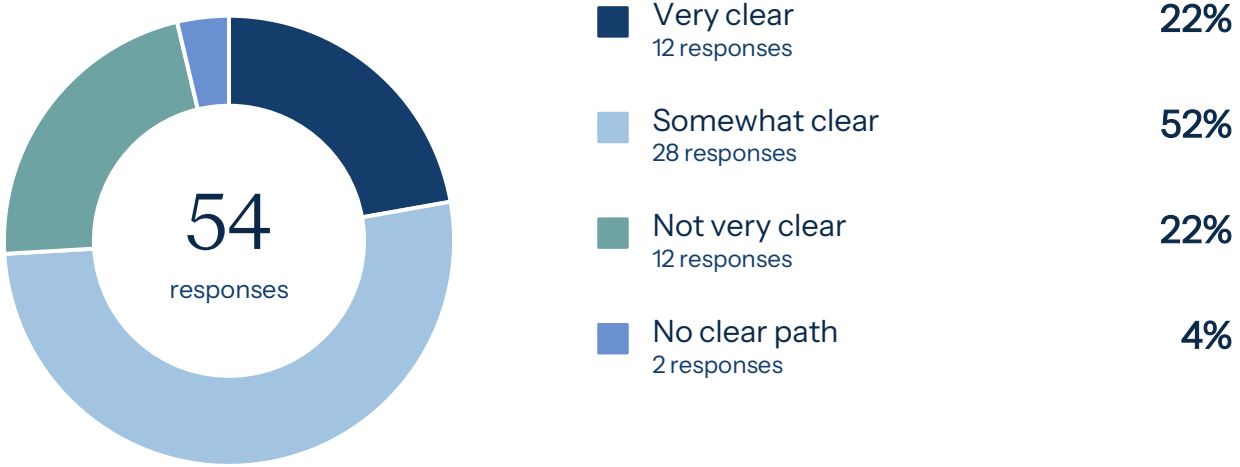
THE TAKEAWAY

Repeat the why more than feels necessary. Context lets people anticipate what "above and beyond" means, and use tools like AI better.

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How Clear Is the Path Forward?

How clear is your career progression path within Treasury today? (n=54)



Very clear 12 responses	22%
Somewhat clear 28 responses	52%
Not very clear 12 responses	22%
No clear path 2 responses	4%

FROM FUTURE LEADERS

Progress without a title change

"Keep taking on challenges even if your title or pay doesn't change." For one member, that means finding problems, like an odd bank account issue, and seeing them through. Members also voiced empathy: a clear path is hard to promise in corporate Treasury.

FROM TREASURY LEADERS

A risk equation

A treasurer: high performers in the business can rise faster; Treasury offers long careers. One member passed on outside promotions to wait for a Treasury role. Honest conversations keep anyone from sitting four or five years after passing on the right move.

Key Findings

26%

say their path is not very clear or that they see no clear path.

52% say somewhat clear

22% say very clear. Small teams and unpredictable openings keep most in the middle.

WHAT MEMBERS ASKED FOR

Be kept in the loop when opportunities arise, and stay engaged enough to prove readiness.

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What Would Make Career Paths Clearer?

What would make that path clearer? Select up to 2. (n=42, asked of those who did not say "very clear")



FROM FUTURE LEADERS

Limited seats, not limited visibility

Members said the issue is rarely visibility; it is how few roles exist. With only so many AT seats, the next opening may be years away. The 2024 treasurers agreed leaders want people to grow, even if that means leaving for a better opportunity.

FROM TREASURY LEADERS

How rotations work now

One treasurer rotates people to FP&A, IR and divisional finance for two years: "They don't always come back, but a lot do." Another opened specialist roles like pension and insurance to rotation, leaning on outside advisors as teachers. One warned rotations can be overemphasized.

Key Findings

45%

of this follow-up group want more visibility into available roles.

Expectations and conversations

Defined next-level skills and regular career conversations each draw 33%.

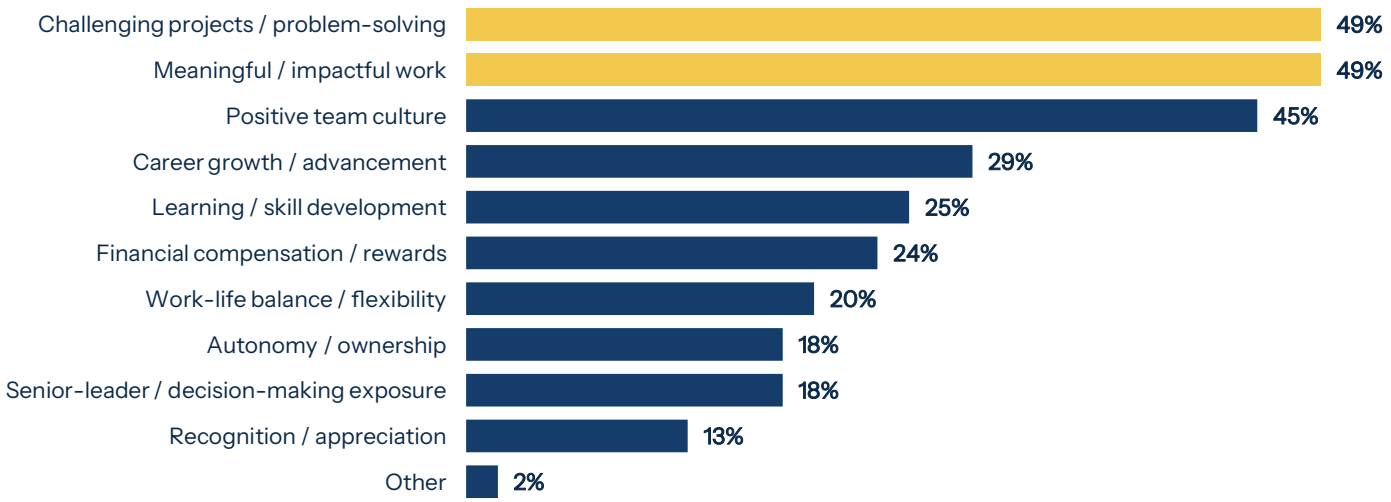
2024 TREASURER ADVICE

Rotate, including outside Treasury with intent to return. Many MegaCap treasurers were not always in Treasury. Certifications matter more for outside roles than internal ones.

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What Motivates Treasury and Finance Talent?

What motivates you most in your work? Select up to 3. (n=55)



FROM FUTURE LEADERS

"Pay is table stakes"

Compensation is a threshold: a problem if it falls short, secondary once met. Think of a job posting: check the salary first, then spend 20 minutes deciding if the work motivates you. A manager was surprised ownership ranked low; owned projects drive her team.

FROM TREASURY LEADERS

Not volunteers

In 2024, MegaCap treasurers reminded the group "we're not volunteers" and pay still matters. In 2026, a treasurer added that comfort around job security also keeps talent engaged.

Key Findings

49%

chose challenging projects; the same share chose meaningful work.

Pay ranks sixth

Compensation draws 24%, behind culture (45%), career growth (29%) and learning (25%).

2024 CONTEXT

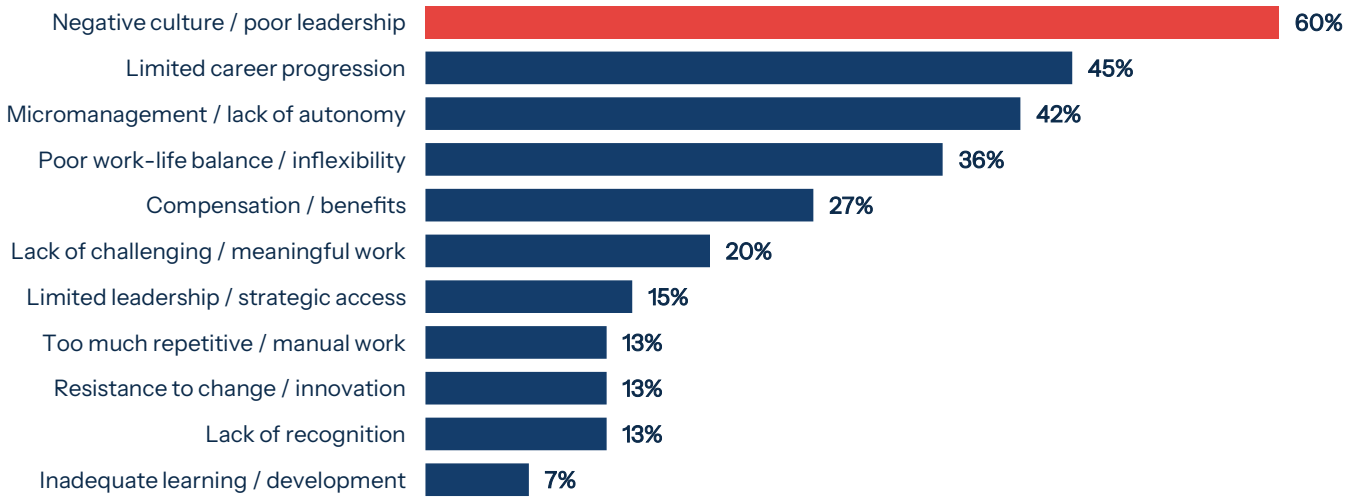
Challenging projects (63%), meaningful work (44%) and positive culture (41%) also led in 2024.

Different respondents and options.

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What Could Drive Disengagement or a Move?

What factors are most likely to cause you to become disengaged or consider another opportunity? Select up to 3. (n=55)



FROM TREASURY LEADERS

Calibrate the oversight

An assistant treasurer lets people fail when the dollars are small and the work stays inside Treasury. For high-stakes work, a timetable with built-in iteration lets the team draft, take feedback and rework it without hovering.

FROM TREASURY LEADERS

Find the bottleneck

One leader ran an AI agent across meetings to see where they were the bottleneck. The verdict: remove yourself to empower the team. The test: on a call, does your team answer, or default to you?

Key Findings

60%

selected negative team culture or poor leadership.

Progression and autonomy next

Limited progression draws 45% and micromanagement 42%.

THE EARLY WARNING SIGN

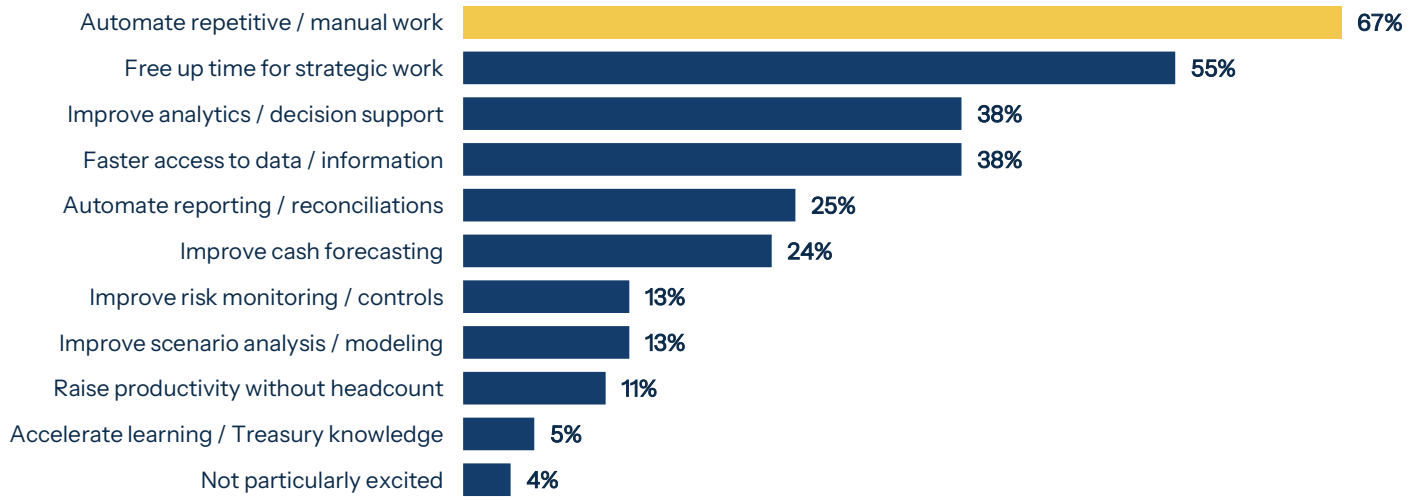
Asked what managers miss, an FFL member answered: “When they’re no longer asking questions.”

2024 cited limited progression (63%) and micromanagement (30%); 2026 combines culture and leadership, so results are not directly comparable.

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Where AI Creates the Most Excitement

What is most exciting to you about the potential for AI in Treasury? Select up to 3. (n=55)



FROM FUTURE LEADERS

Compound interest on time

"My time savings are being reinvested into additional AI learning and opportunities," not yet into strategic work. Another member uses freed time to hunt for the next problem rather than checking bank files line by line.

FROM TREASURY LEADERS

From efficiency to value

Assistant treasurers said the AI narrative is shifting from cost reduction to adding value: "How do you actually truly drive value for the organization?"

Key Findings

67%

are excited about automating repetitive and manual work.

55% want time for strategic work

Better analytics and faster access to data each draw 38%.

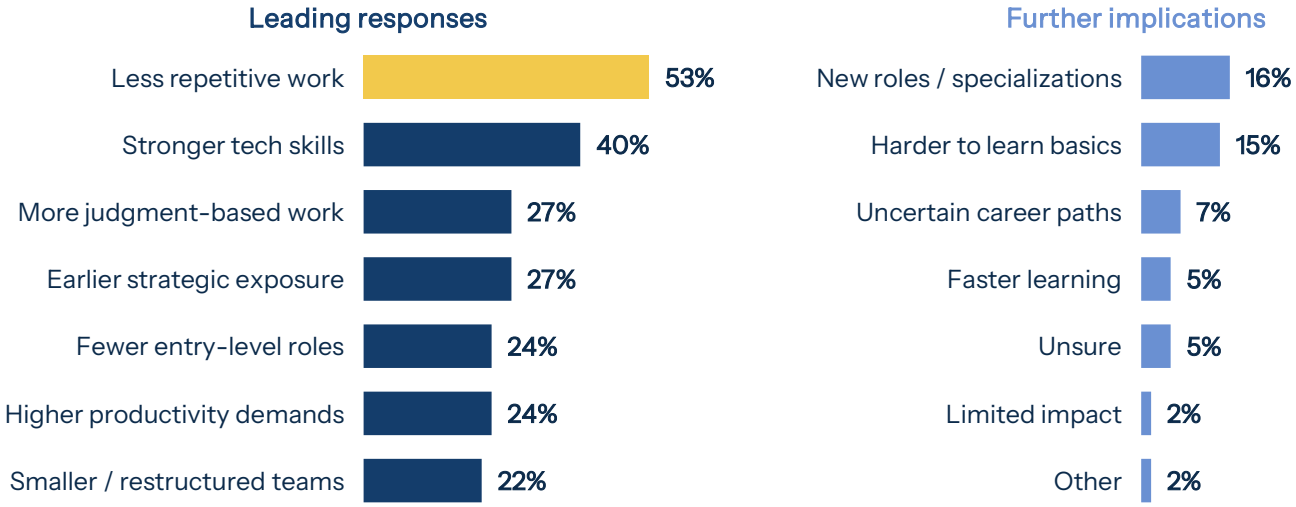
THE MAIN PROMISE

Time: automating manual work and creating room for higher-value analysis.

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How AI Could Reshape Treasury Roles

How do you expect AI and automation to change early-career Treasury roles over the next 3-5 years? Select up to 3. (n=55)



FROM FUTURE LEADERS

The problem statement changed

"It's no longer about being the best Treasury expert; it's how can I optimize." The member has seen long-tenured staff surpassed by people with less experience who are willing to solve problems differently.

FROM TREASURY LEADERS

Keep the training ground

One leader found automation could eliminate a role, then kept it: cutting it would remove one of the best ways to develop rising talent. Assistant treasurers worry that racing to answers, sometimes via AI, skips learning why things happen.

Key Findings

53%

expect less repetitive, transactional work.

40% expect stronger tech skills

24% expect fewer traditional entry-level roles; 15% say foundational processes will be harder to learn.

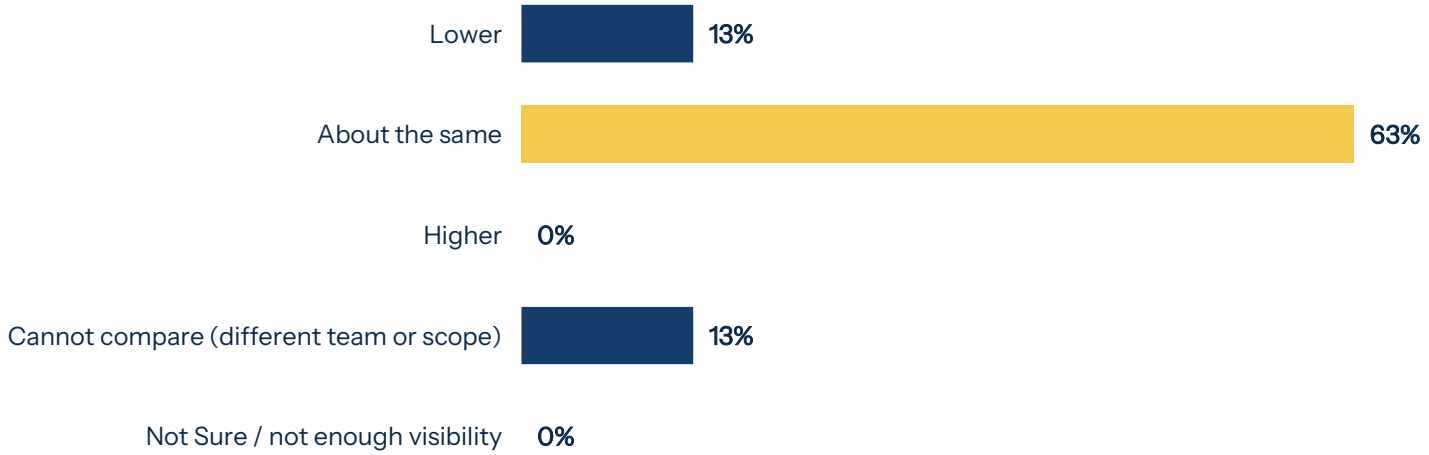
NOTE

Expectations, not observed staffing changes.

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Capacity and Workload: What Has Changed?

FFL live poll, small base (September 2026): Compared with September 2024, how has headcount changed in the same Treasury team?



FROM FUTURE LEADERS

Same team, more work

One member's team has flat headcount but volume up 20% to 30%. "We're not yet at a point where AI is reducing headcount, but that time is coming." The likely friction point: work and headcount moving in different directions.

FROM TREASURY LEADERS

Harder to add people

An assistant treasurer: the case for new headcount now has to explain why AI couldn't do the work. "We meet new talent that has vision for AI, but we can't hire them because we can't get the headcount."

Key Findings

24%

of survey respondents expect fewer traditional entry-level roles; 22% expect smaller or restructured teams.

Headcount mostly flat so far

In the live poll, most participants said headcount is about the same as in 2024. Few feel their own roles are threatened today.

WHAT THE SURVEYS SAY

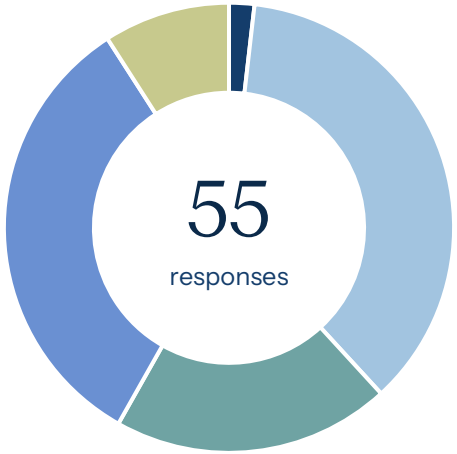
2024 comments describe small, specialized teams. Neither survey measures an actual staffing change.

Poll shares are shown as reported from a small base and do not sum to 100%.

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Readiness for Digital Cash and Tokenized Assets

How prepared do you feel to work with digital cash and tokenized assets, such as stablecoins, tokenized deposits and tokenized money market funds? (n=55)



Very prepared	1 response	2%
Somewhat prepared	20 responses	36%
Not very prepared	11 responses	20%
Not at all prepared	18 responses	33%
Not sure	5 responses	9%

NEUGROUP VIEW

Waiting on use cases

Members either understand the basics or have not prioritized it yet. The biggest hang-up is a lack of clear use cases, which also explains why adoption has been slow.

NEUGROUP VIEW

A two-year view

If adoption accelerates, expect digital cash to sit alongside AI as a top development area the next time the survey runs.

Key Findings

53%

feel not very or not at all prepared to work with these instruments.

Only 2% feel very prepared

36% report basic understanding but limited practical experience.

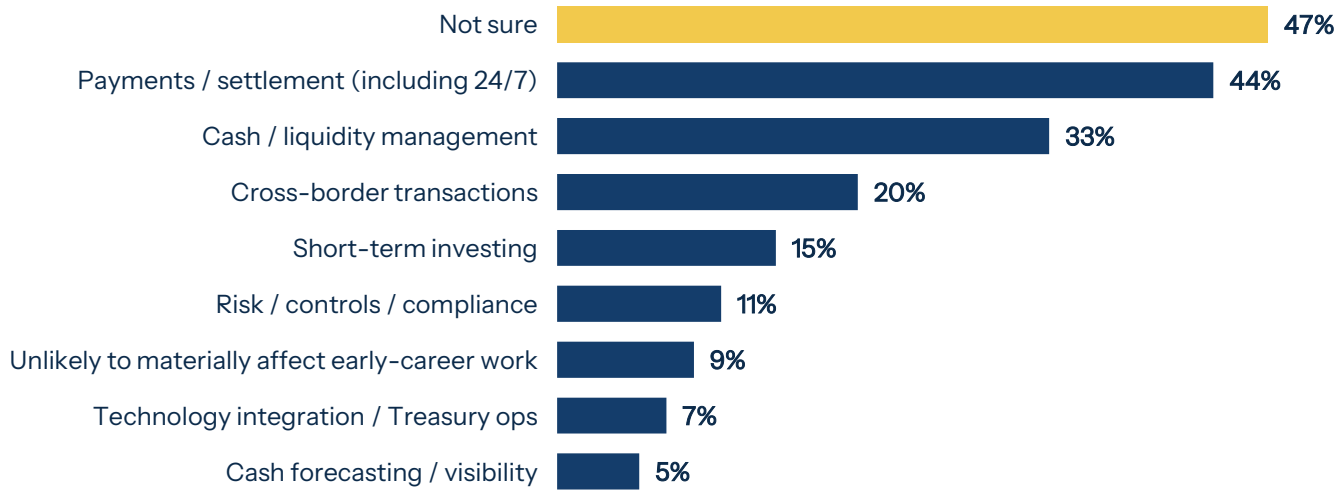
IN CONTEXT

NeuGroup cash groups show a similar picture: no one is far ahead of the curve.

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Where Digital Cash May Affect Treasury Work

Where will digital cash and tokenized assets most likely affect early-career Treasury work over the next 3-5 years? Select up to 3. (n=55)



NEUGROUP VIEW

A ready-made stretch project

For teams exploring digital cash, it is a strong opportunity to put developing talent on the work: a gray area leaders need answers on, and a visible project for people who want a seat at the table.

NEUGROUP VIEW

Payments first

Payments and settlement, cash and liquidity, and cross-border transactions are where members see early relevance, matching what NeuGroup hears in its cash peer groups.

Key Findings

47%

select “not sure,” the most common response.

Payments lead the use cases

44% cite payments and settlement; 33% cash and liquidity management.

QUICK READOUT

The uncertainty is the finding: most developing talent has not yet seen where these tools will touch day-to-day work.

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Advice to Treasury Leaders, in Respondents' Words

What is one piece of advice about attracting, developing, motivating or retaining the next generation of Treasury talent?

MAKE PURPOSE CLEAR

"Be clear about what 'done' looks like and audience, and the 'why' behind work."

MAKE GROWTH TANGIBLE

"Giving tangible advice/tasks in order to advance career."

INVEST IN COACHING

"Invest time transferring knowledge gained over your career through impactful coaching and training."

COMMUNICATE OPENLY

"Honest transparent communication. Reduce politics and eliminate uncertainty."

BUILD BELONGING

"Make them feel valued and part of the team, like they are just as important as you are."

CREATE A LEARNING CULTURE

"Create a culture of learning and teaching where everyone on the team feels like they are progressing."

ACROSS ALL THREE SESSIONS

Future leaders, assistant treasurers and treasurers kept returning to the same themes: explain the why, make growth tangible, invest coaching time and communicate openly.

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What Treasury Leaders Want Future Leaders to Know

Drawn from the MegaCap Treasurers and Assistant Treasurers sessions, plus what worked for FFL members.

Go deep before you go broad

Know your area well enough to answer the follow-up question on the spot. Leaders see many reach for strategy before mastering the detail.

Perform at the next level first

Readiness shows when your input is sought in higher-level conversations. Tell your manager what you want; they can't advocate otherwise.

Bring the solution with the problem

Test a fix before you raise the issue, and propose the decision even if it isn't yours to make. Members have seen new roles created this way.

Ask for feedback that isn't yes or no

Ask for examples and thought process, and rate yourself honestly. Perfect self-scores leave leaders little to coach.

Treat lateral moves as progress

Rotations into FP&A, IR or the business build the range senior roles demand. Many MegaCap treasurers did not spend their whole careers in Treasury.

Build the core, then add AI

Fundamentals (a CTP, for example), judgment and storytelling come first. AI amplifies them, and you need the expertise to check its work.

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Practices Treasury Leaders Are Using

Practical ideas shared by treasurers, assistant treasurers and FFL members across the three sessions.

Put development on the calendar

Quarterly skip levels, monthly coffee chats with three people from different teams, one-hour "diagonal slices" across levels. One treasurer asks people to teach him a topic.

Let the person who did the work present

Speaking roles in executive and rating-agency meetings. "Bright spots" where analysts present projects they own at the monthly staff meeting.

Turn routine work forward-looking

Ask the analyst running daily liquidity where you will be at month- and quarter-end, then have them brief the treasurer.

Explain the why, again

Especially on routine tasks. Context lets people exceed expectations, use AI well and avoid mistakes.

Match oversight to the stakes

Let people fail on small, internal work; build iteration into high-stakes timelines. Check whether your team defaults to you on calls.

Make lateral moves part of the conversation

"You own your career," and it moves sideways too. Rotations out (and back) make people better at their jobs.

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Authors and Contributors

Kyle Bockus
Director, Peer Groups
kbockus@neugroup.com

Scott Flieger
Sr. Director, Peer Groups
sflieger@neugroup.com

Joseph Bertran
Sr. Director, Head of Research
jbertran@neugroup.com

Want to run this survey with your own Treasury team, or nominate developing talent for Future Finance Leaders? Contact Kyle.

About NeuGroup Peer Research

NeuGroup Peer Research enables treasury and finance professionals to exchange best practices within their peer group or across our extensive network of strategic finance professionals. Our research leverages the premier knowledge exchange of over 1,000 peer group members from more than 250 global corporations. We also partner with service providers to develop surveys that support their ability to deliver better solutions.

NeuGroup Peer Research collects, analyzes and interprets data within a member-validated narrative. This type of knowledge exchange is a hallmark of NeuGroup's process and serves as a valuable tool for the membership, solution providers, or those who are looking for answers from leading treasury practitioners.

About Future Finance Leaders

Future Finance Leaders is NeuGroup's community for developing future finance talent across the Office of the CFO. Members meet virtually to share experiences and benchmark how they are building their careers.

Thank you to the NeuGroup members that participated in the survey and shared their meaningful experiences during our discussions. The insights would not be possible without their ongoing contribution!

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