

DIVING INTO DEMUTUALIZATION

Earlier this year, MetLife completed a demutualization, joining a number of other major insurance companies converting to public ownership. In an interview, MetLife's CFO, Stewart Nagler, talks about the process and its implications.

22 PLANNING

NEW SOFTWARE TAKES PLANNING TO THE WEB

By Laurie Kaplan Singh

A new generation of software is harnessing the Internet and integrating planning, budgeting, forecasting, reporting and analysis. This improves the accuracy of earnings forecasts and helps financial executives' efforts to satisfy today's demanding investment community.



29 BUDGETING

OBLITERATE TRADITIONAL BUDGETING

By George Marcino

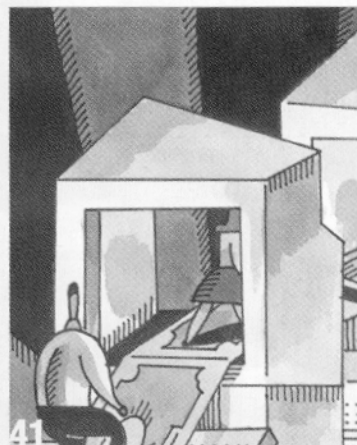
Most budgeting doesn't address fundamental issues. Consultant Marcino says organizations should consider Activity-Based Planning to understand their work processes, value them and then fund them.

34 COVER STORY

NO LONGER RARE

By Karen Kahler Holliday

More and more women have been ascending to the top ranks of financial departments, many as CFOs. A look at some of the reasons why that's happening, and at some of the people who are making it happen.



41 CORPORATE REPORTING

MAKING STRATEGIC PLANNING INCLUSIVE

By Michael Sternad

Top-performing companies are using technology to link top-down and bottom-up views, building plans that clearly communicate specific and realistic goals.

45

FERF

LEVERAGE COMPETENCIES: WHAT YOU NEED TO LEAD

By Rhona Ferling

A new study by the Financial Executives Research Foundation finds that some companies are eager to incorporate training on core leadership areas like strategic thinking, innovation and risk management for their finance departments.

51

BENEFITS

PROMOTING PRODUCTIVITY AND WORKFORCE EFFECTIVENESS

By Dr. Thomas Parry and Phil Lacy

Integrated benefits programs hold the promise of significant cost savings and better employee retention. They may be particularly attractive to large companies with multiple benefits lines.

63

COMPENSATION

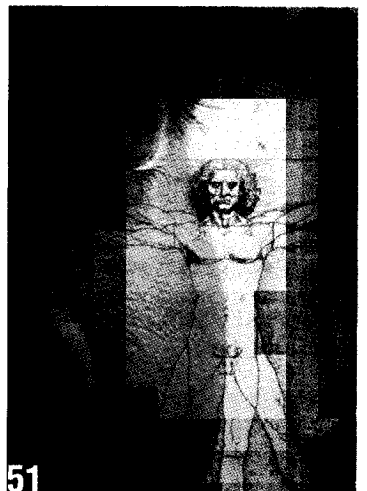
THE CONGRESSIONAL BAND-AID APPROACH

By Randy Hardock and John O'Neill

Congress stepped in and took care of a problem created by a new interpretation of compensation provisions in the Fair Labor Standards Act. But applying Band-aids when surgery is needed just isn't the answer.

DEPARTMENTS

From the President	6
From the Editor	8
Business Briefs	10
Technology Tools	15
Bookshelf	17
Financial Reporting	54
Benchmarking	56
Your Career	60
Washington Insights	65
FEI News	68
Names In The News	71
Advertisers Index	71
Balance Sheet	72



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