



Strategic Leadership in Credit & Finance: Three Pillars of Influence for Finance Professionals 10/28/25

leadership



influence



Subject Matter Experts

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Question #1

Risk & Growth Balance

**How do you define the “acceptable risk” threshold in your organization, and who has the final say—finance, sales, or credit?
(Strategy on power dynamics.)**



Johnson&Johnson



Toni Marie



Question #2

Risk & Growth Balance

What metrics best capture the success of a credit risk mitigation strategy beyond simple bad debt reduction?

(Focus on working capital, DSO, and customer behavior metrics.)



Johnson & Johnson



Phillip



Question #3

Risk & Growth Balance

Can you share an example where saying *yes* to a risky customer paid off, or where saying *no* protected the business?



Johnson & Johnson



Craig



Question #4

Executive Influence & Leadership

What did it take for credit and AR to earn credibility in strategic discussions with the CFO or CEO?

(The difference between operators from influencers.)



Johnson & Johnson



Craig



Question #5

Executive Influence & Leadership

How do you quantify and communicate the value of credit leadership in terms executives actually respect, like ROI or EBITDA impact?

(Financial fluency, not just process talk.)



Johnson&Johnson



Toni Marie



Question #6

Executive Influence & Leadership

**Where do you see the credit leader's voice fitting into enterprise-wide conversations about liquidity, capital structure, or investment risk?
(Forward-looking strategic territory.)**



Johnson & Johnson



Phillip



Question #7

Technology & Analytics

How are you leveraging data and automation to move credit from a reactive function to a predictive one?

(Explain real-world tools or dashboards that changed outcomes.)



Johnson & Johnson



Craig



Question #8

Technology & Analytics

What's been your biggest challenge integrating credit analytics with ERP or CRM systems—and how did you overcome it?

(Share thoughts on the tech-to-reality gap and how you strategically managed the gap.)



Johnson & Johnson



Toni Marie



Question #9

Technology & Analytics

When adopting AI or automation, how do you ensure your team keeps its judgment skills sharp instead of deferring blindly to the algorithm?



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All



Any questions?



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