

## The Changing Role of the Bank CFO

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*By: American Banker*

With the role of the chief financial officer being redefined since the financial crisis, we asked CFOs at banks across the country, from Stock Yards' Nancy Davis to Comerica's Karen Parkhill, about what parts of the job they most enjoy, which tasks are taking up more time now than in the past, where they wish they could spend more time and, finally, what they would tell themselves at the beginning of their careers. Here are some of their responses.

Dale Gibbons

Western Alliance Bancorp., Phoenix

\$10.6 billion in assets



**Where more time goes now:**

"Since the recession, Western Alliance has developed a much more robust risk-management process. The vetting process for us to embark on a new business line or venture today is substantially more comprehensive than in 2006. We include a broader spectrum of experts and professionals to weigh in on a subject, challenge the pro forma model directly and hypothesize adverse scenarios."