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SUCCESSFULLY NAVIGATING CHANGE

NCACPA Business & Industry Fall Conference

"
The only constant in life is change

"

Heraclitus

2

Aprille Bell, CPA, CCIFP
Managing Partner / Central and Eastern North Carolina

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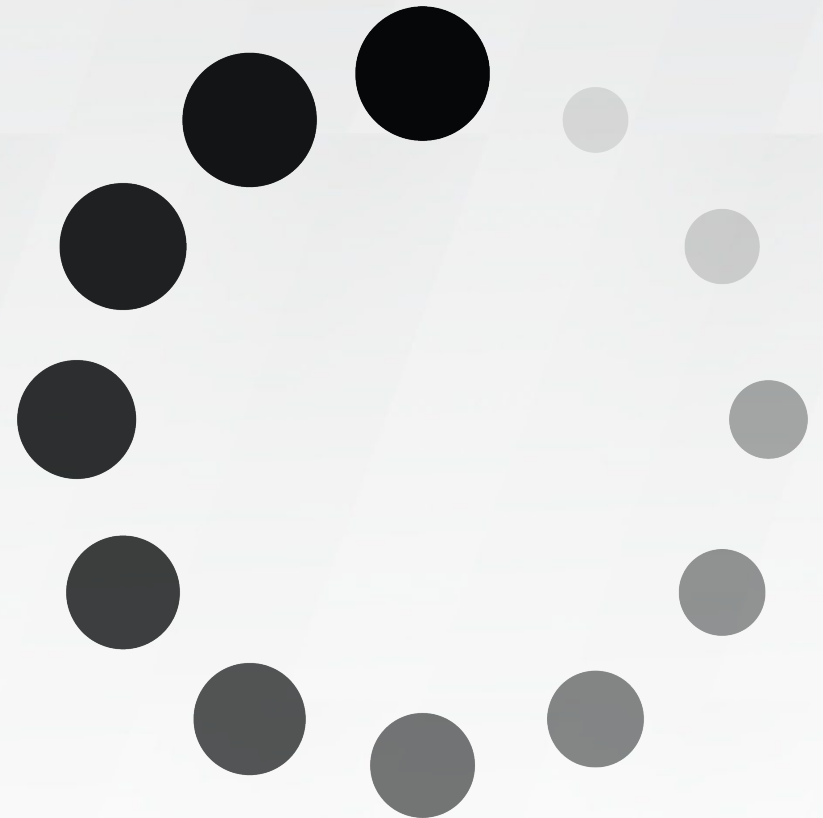
Learning Objectives

Change
Discussion

Change
Success Factors

Recent Changes

- Economic considerations
  - Supply chain, inflation, interest rates
- Workforce
  - Remote vs on-site, labor shortage, health & safety
- Accounting standards
  - ASC 606, ASC 842
- Tax legislation
  - Incentives, SALT, rates
- M&A activity

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Change Success Factors

Project Management

Business Acumen and Technical Expertise

People
(A Sixth Sense of Project Management®1)

1 https://www.pmi.org/learning/library/sixth-sense-project-management-6664

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6

Project Management

Project Management Protocols

- Communication

- Issue Resolution

- Documentation & Note Taking

- Managing Expectations

The components above are critical to project management execution

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Project Management Protocols - Communication

A Communication Plan identifies how important information will be communicated to stakeholders throughout the project.

Schedule Regular Touchpoints	**Document Everything**
Establish Planned Review Points	**Be Present**
Utilize Collaboration Applications	**Keep Stakeholders Involved**

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Project Management Protocols - Issue Resolution

The process of Issue Resolution is critical in moving past impediments that could negatively impact your project.

Issue Awareness

Ask questions to avoid additional issues from occurring, overcome the challenges that arise, and continue to press through the obstacles.

Pivot & Adapt

Be aware of what the issue is and understand how to make the necessary changes to fix it.

Be Persistent & Diplomatic

Find common ground between all key stakeholders to avoid conflict and influence others.

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Project Management Protocols – Documentation & Note Taking

Templates

Templates standardize document production.

Collaboration

Promote collaboration and cohesion through an agreed upon process of reviewing deliverables and obtaining approvals.

KEYS TO SUCCESSFUL DOCUMENTATION

Accessibility

Utilizing technology tools drives accessibility.

Timeliness

Ensure all documents are current and delivered in a timely manner.

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11

Project Management Protocols – Managing Expectations

Ask

Establish preferred communication cadence and other expectations with stakeholders at the beginning of the engagement

Responsiveness

Always respond in less than 24 hours to emails and requests from stakeholders. Be proactive in anticipating what they might need next

Approach

Once expectations are understood, follow through with a clear plan on how to deliver

Capture

As discussed on prior slide, team members take notes that they can refer to when clarification is required

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12

Business Acumen and Technical Expertise

Leverage experiences

Consult early and often

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People

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People

Self Awareness

Optimism

Clear Communications

Adaptability

Diplomacy

Persistence

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Conclusion

"The only constant in life is change."

Project management

Business acumen and technical expertise

People

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Thank You

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Assurance / Tax / Advisory