



# Business Learning Institute

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Business Learning Institute Provider

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**PRESENTED TO**

# Building a Culture of Innovation in the Age of Acceleration

Tom Hood, CPA,CGMA, CITP - EVP Business Engagement & Growth  
December 5, 2022



**AICPA & CIMA**

Together as the Association of International  
Certified Professional Accountants®

The pandemic accelerated all the major trends facing every business and challenged us to think differently about our business models. This is a time of great opportunity for finance and accounting professionals to support the business inside and outside as trusted advisers.

This program will introduce the mindset, toolsets and skillsets that will enable contributions to any organizations' innovation agenda, You will learn how and why leading, measuring, and executing innovation takes a fresh mindset, new tools, and skills different from those used to operate an established business.

This session will cover the following learning objectives:

- Learn about the 4th Industrial Revolution and the latest trends impacting the Profession
- Understand the core elements and types of innovation
- Analyze the latest trends and innovations in the Accounting and Finance Profession
- Apply the BLI innovation framework to your organization to find new opportunities

**We represent 700,000 CPAs, CGMAs, Finance & Accounting Professionals worldwide in 192 countries.**

**Always evolving.**

Transforming the Global Accounting Profession by Powering Trust, Opportunity, and Prosperity Worldwide

You can't stop the waves, but you can learn how to surf!  
- Jon Kabat-Zinn





- 
- A surfer is riding a large, curling blue wave. The surfer is positioned in the lower center of the frame, riding the face of the wave. The wave is a deep blue color and is curling over, creating a tunnel-like structure. The sky is a light blue color. The overall scene is dynamic and energetic.
1. Surf Report
  2. Vision – A New Mandate
  3. Exponential Toolsets
  4. Fresh Mindsets
  5. New Skillsets

**MAKE SURE YOUR WORST ENEMY  
DOESN'T LIVE BETWEEN YOUR OWN TWO EARS.**

**- LAIRD HAMILTON**

# BLI.CNF.IO



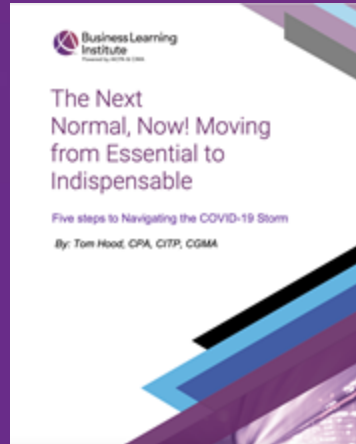
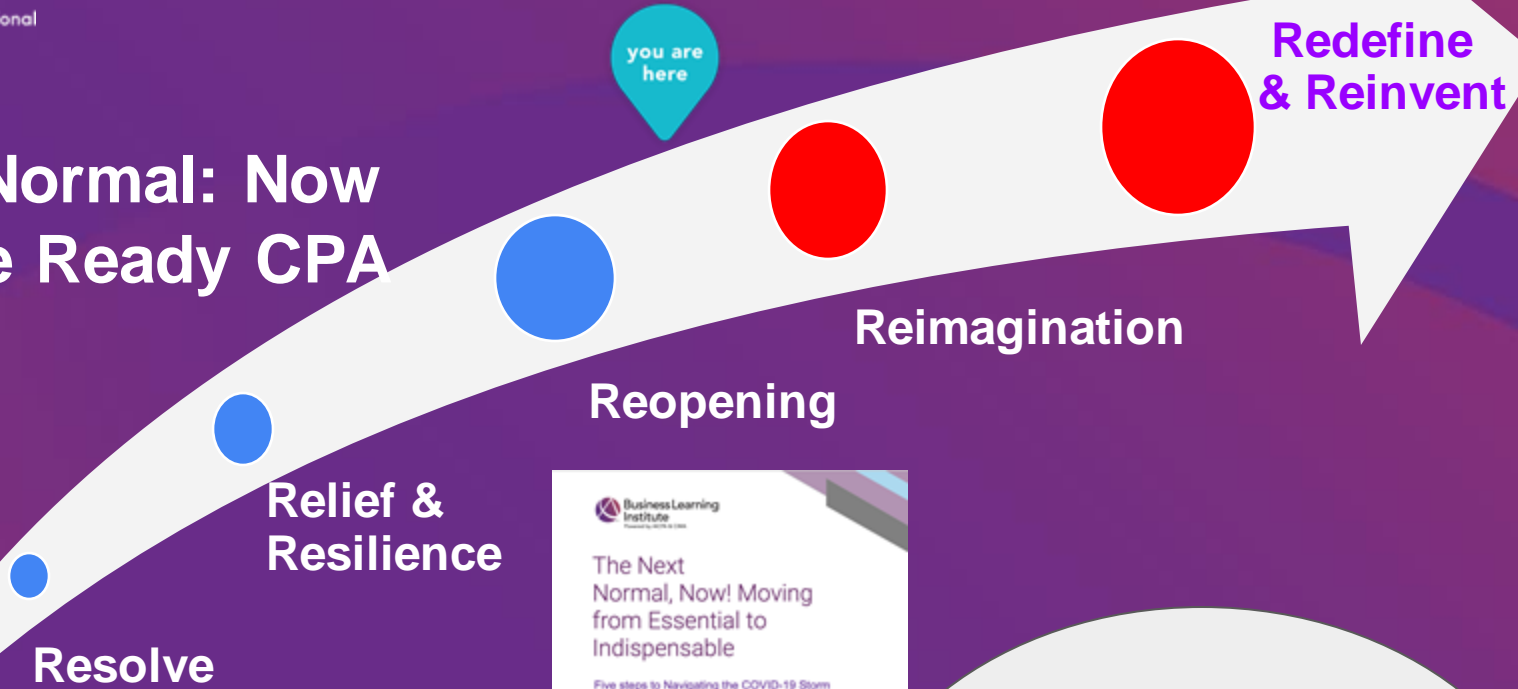
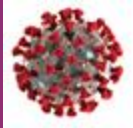


Association  
of International  
Certified Professional  
Accountants\*

The unified voice of AICPA and CIMA

# The Next Normal: Now The Future Ready CPA

March 13, 2020  
Federal &  
States shut down  
in following week



**Anticipation, Agility,  
and Adaptation**

New skills and competencies are key.





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Innovation is the creation of new forms of value in  
anticipation of future demand.

- Andrew Zolli, futurist

Our approach has always been to **discover today  
what will matter tomorrow** and then to **transform**  
our company into a future that is unfolding before  
us.

– Ron Shaich, former CEO of Panera Bread



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# Context – Day One

## Trends & Issues Facing Corporate Finance

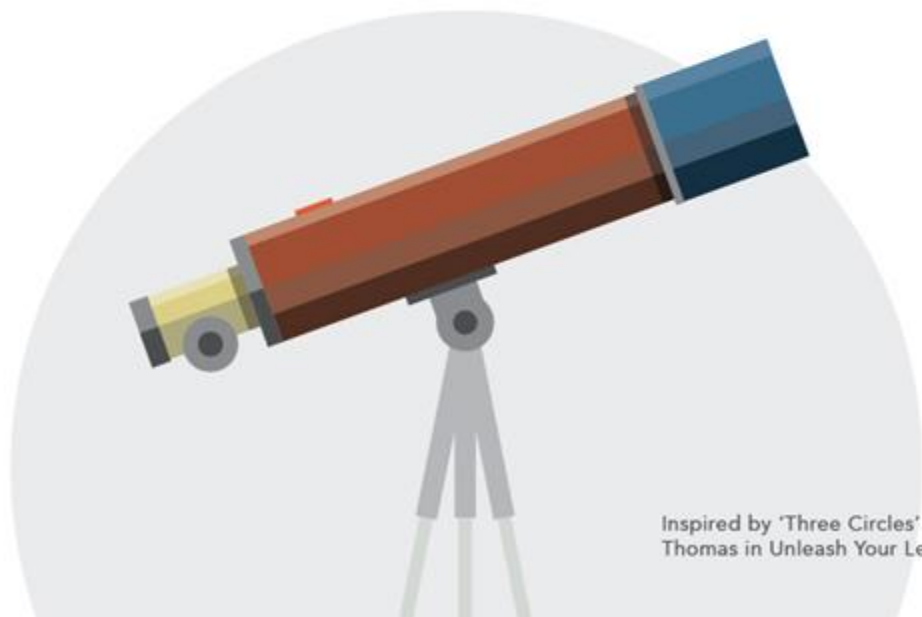
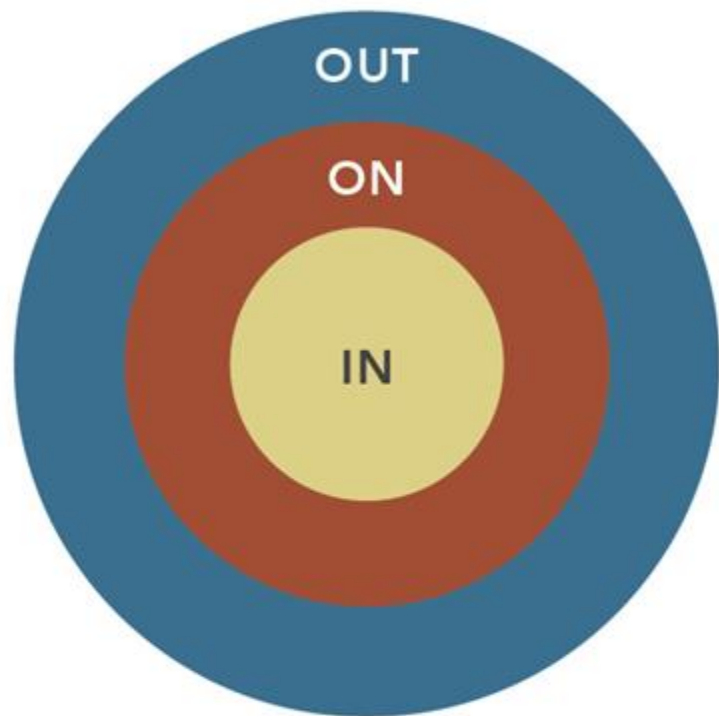
### Changing Role & Mandate

“It is always Day One at Amazon.”

The outside world can push you into Day Two if you won't or can't embrace powerful trends quickly. If you fight them, you're probably fighting the future. Embrace them and you have a tailwind". - Jeff Bezos -Amazon

# THREE CIRCLES

## Opportunity Scout



Inspired by 'Three Circles' by Emmanuel Gobillot and Katherine Thomas in *Unleash Your Leader - How to Win In Business*

# Industrial Revolutions – From 4IR to 1PR<sup>2</sup>

## Industrial Era Revolutions



*Exponential*

**Productivity Era Revolution**

**PRODUCTIVITY 1.0**

Cyber-Physical  
 Self-Managing  
 Distributed  
 Regenerative  
 Systems

AI 5G IoT  
 RPA 3D Big Data



**Today**

**INDUSTRY 3.0**

Automation  
 Computers &  
 Electronics



**1969**

**INDUSTRY 2.0**

Mass Production  
 Assembly Line  
 Electrical Energy



**1870**

**INDUSTRY 1.0**

Mechanization  
 Steam Power  
 Weave Loom

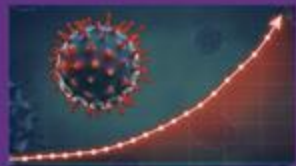


**1784**

**The Liminal Gap**

**COVID Accelerator**

# The Great Acceleration



**2020 = 2025**

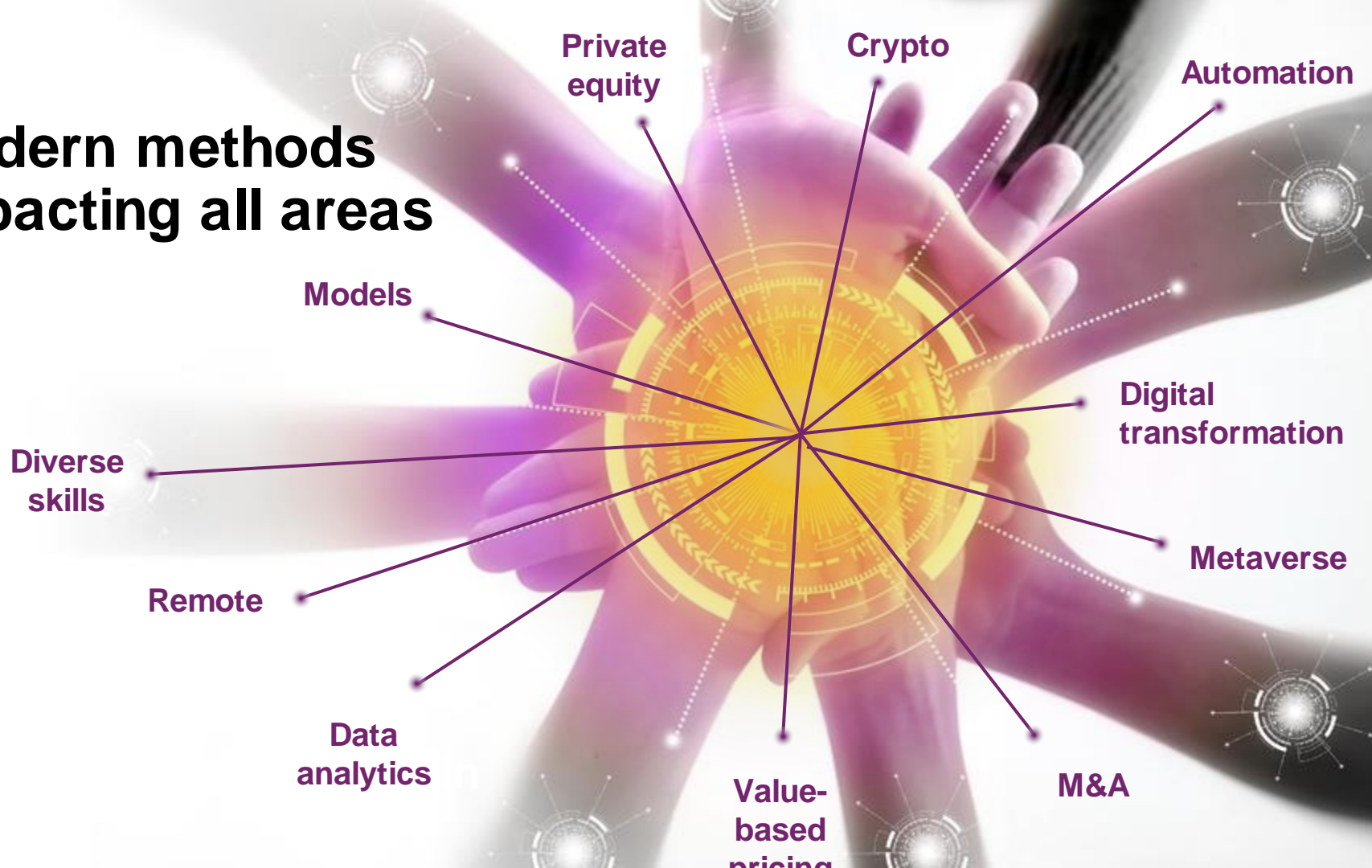
E-Commerce	10 yrs in 1 year
AI/ML	5 yrs in 1 year
Data Analytics	5 yrs in 1 year
Cloud computing	4 yrs in 1 year
RPA / BPA	4 yrs in 1 year
Adaptive & Predictive Cyber	5 yrs in 1 year
Visual Communication	5 yrs in 1 year
Blockchain	2 yrs in 1 year

Source: Daniel Burrus @ Burrus Research

## Accelerated shifts



# Modern methods impacting all areas

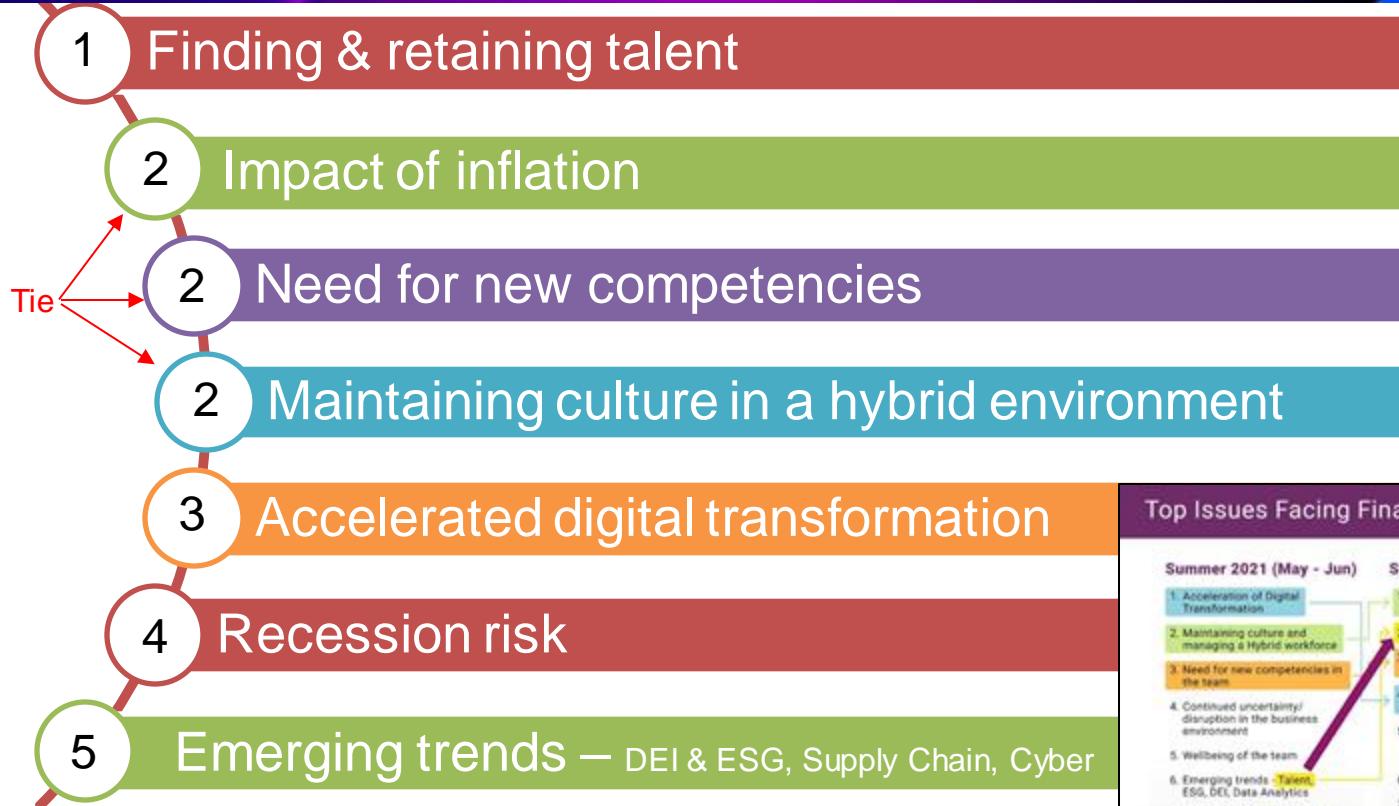




# Global finance leaders convene, co-creating the future of finance



# Top 5 trends facing Businesses – Fall 2022



Our CFO Leadership Advisory Group said, *“It is not like any one of these trends and issues is so big, it is that they are all happening at the same time.”*

**Top Issues Facing Finance Teams Post-Pandemic Over Time**

Summer 2021 (May - Jun)	Summer 2021 (July - August)	Fall 2021 (September)
1. Acceleration of Digital Transformation	1. Maintaining culture and managing a Hybrid workforce	1. Maintaining culture and managing a Hybrid workforce
2. Maintaining culture and managing a Hybrid workforce	2. Finding & Retaining Talent	2. Finding & Retaining Talent (tie)
3. Need for new competencies in the team	3. Need for new competencies in the team	3. Need for new competencies in the team
4. Continued uncertainty/ disruption in the business environment	4. Acceleration of Digital Transformation	4. Acceleration of Digital Transformation
5. Wellbeing of the team	5. Continued uncertainty/ disruption in the business environment	5. Continued uncertainty/ disruption in the business environment
6. Emerging trends - Talent, ESG, DEI, Data Analytics	6. Wellbeing of the team	6. Wellbeing of the team
7. Role Stretch - conflict between stewardship and strategist	7. Emerging trends - ESG, DEI, etc	7. Emerging trends - ESG, DEI, etc
	8. Managing office reopening risks	8. Managing office reopening risks
	9. Role Stretch - conflict between stewardship and strategist	9. Role Stretch - conflict between stewardship and strategist

Source: Poll results - Future of Finance, ENGAGE Finance Track, CFO Conferences



# 69%

Of boards have spotlighted digital acceleration as their No. 1 objective.

# Only 10%

Of CFOs said their Finance teams have the skills needed to support the organization's digital ambitions.

Sources: Sage, *The CFO Redefined*, 2022  
Oracle and AICPA & CIMA, *Agile Finance Unleashed*, 2019;

# FUTURE FACTS – Hard Trends

1. Exponential pace of technology innovation (A.I., Cloud, Big Data)
2. Increased automation of technical knowledge
3. Increasing shortage of talent
4. Clients demanding insights because of disruption
5. Proactive, anticipatory skills in demand
6. Increasing outside competition
7. Strong culture required to innovate fast enough
8. Trust, relationships and uniquely human skills in demand



# Top niche services

Percentage of firms increasing their business with these service areas



CAS/BPO services moved up to No. 1 position, with **84% of top 100 firms** experiencing increased demand.

# Evolving tax landscape



## Challenges

- More complex
- Antiquated systems
- Politicized

## Opportunities

- Ongoing digitization
- Flexibility
- Advisory services
- Purpose — most trusted adviser



# What is the Future of Finance?

Shifting risks,  
accelerating  
trends, new  
opportunities

New mandate.  
Expanded role  
of the “CFO”

New Skills  
Upskilling &  
Reskilling

# Future of Finance Summit insights

## Top five themes and actions examined

1. “Terrified dinosaurs” better evolve or be replaced.
2. It’s all about value creation.
3. Upskilling and reskilling are immediate priorities.
4. Core vs. edge
  - a. Protect the core and account for *new* innovation.
5. Finance leads in ESG.

# The *new* human capital equation:

Value vs. cost

Human capital will be worth  
**\$182 TRILLION**

More than physical capital over  
the next five years.

## Six Capitals of Value Reporting

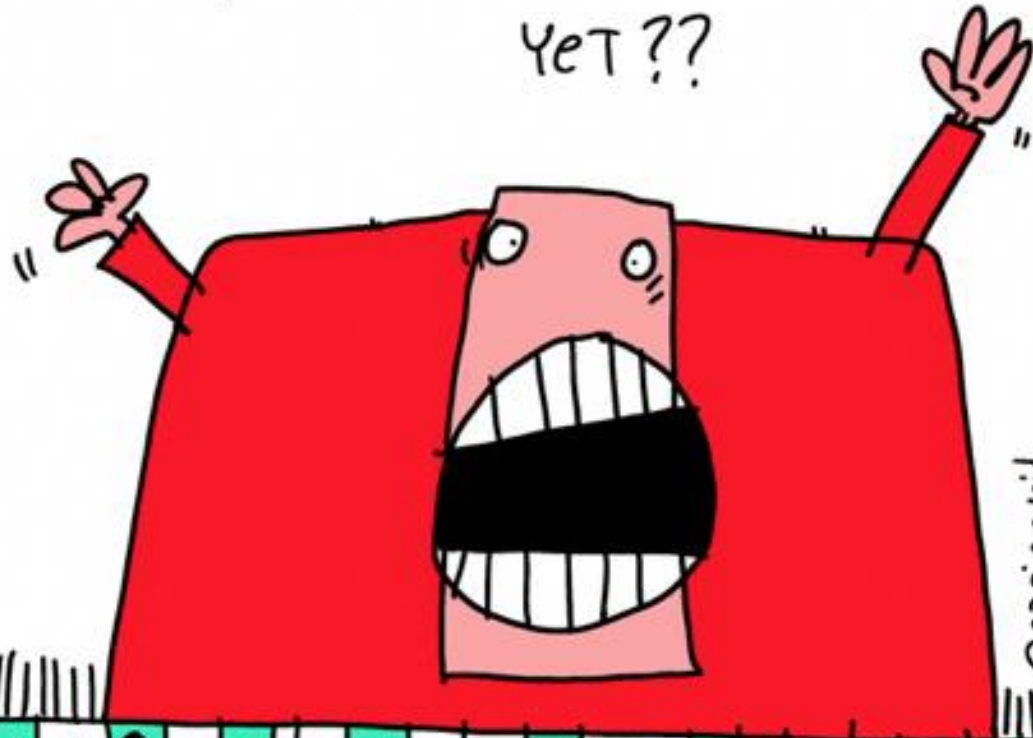




# What does the world of business look like in 2030?



ARE WE TRANSFORMING  
YET??



@gapingvoid

# Reimagine & Reinvent

*Transformation*

~~Change: doing things differently~~





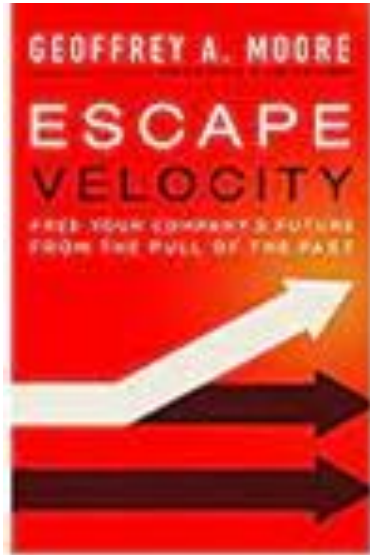
# Digital Maturity

Moving from 'doing digital' to 'being digital'



# All innovation is differentiation! - Geoffrey Moore

## ACHIEVING ESCAPE VELOCITY FOCUS ON COMPETITIVE SEPARATION

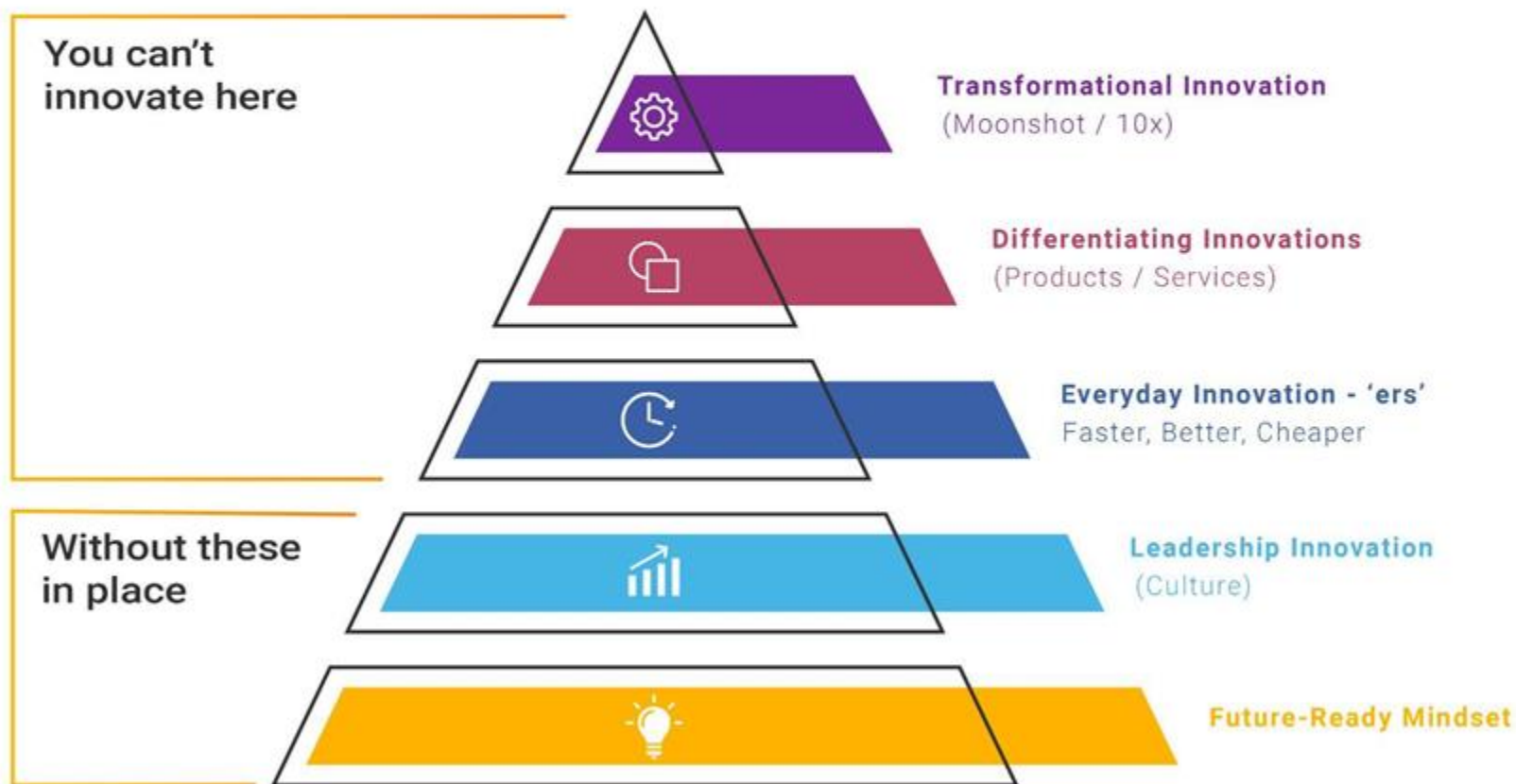


\* An  
Unmatchable  
Offer

Gain bargaining power by  
getting separation from your  
competitive set

Failure to separate means  
lower revenues or profit  
margins or both

# BLI Innovation Framework



# 80% of transformation success is about *people*





# Chief Future Officer

## Accounting & Finance



[www.cgma.com](http://www.cgma.com)

### From:

Rearview mirror

Hindsight

Cost mindset

Core

CF 'No'

Scorekeeper

Tangibles

Descriptive Analytics

### To:

Windshield View

Strategic Foresight

Value Focus

Core AND Edge

CFO 'Know'

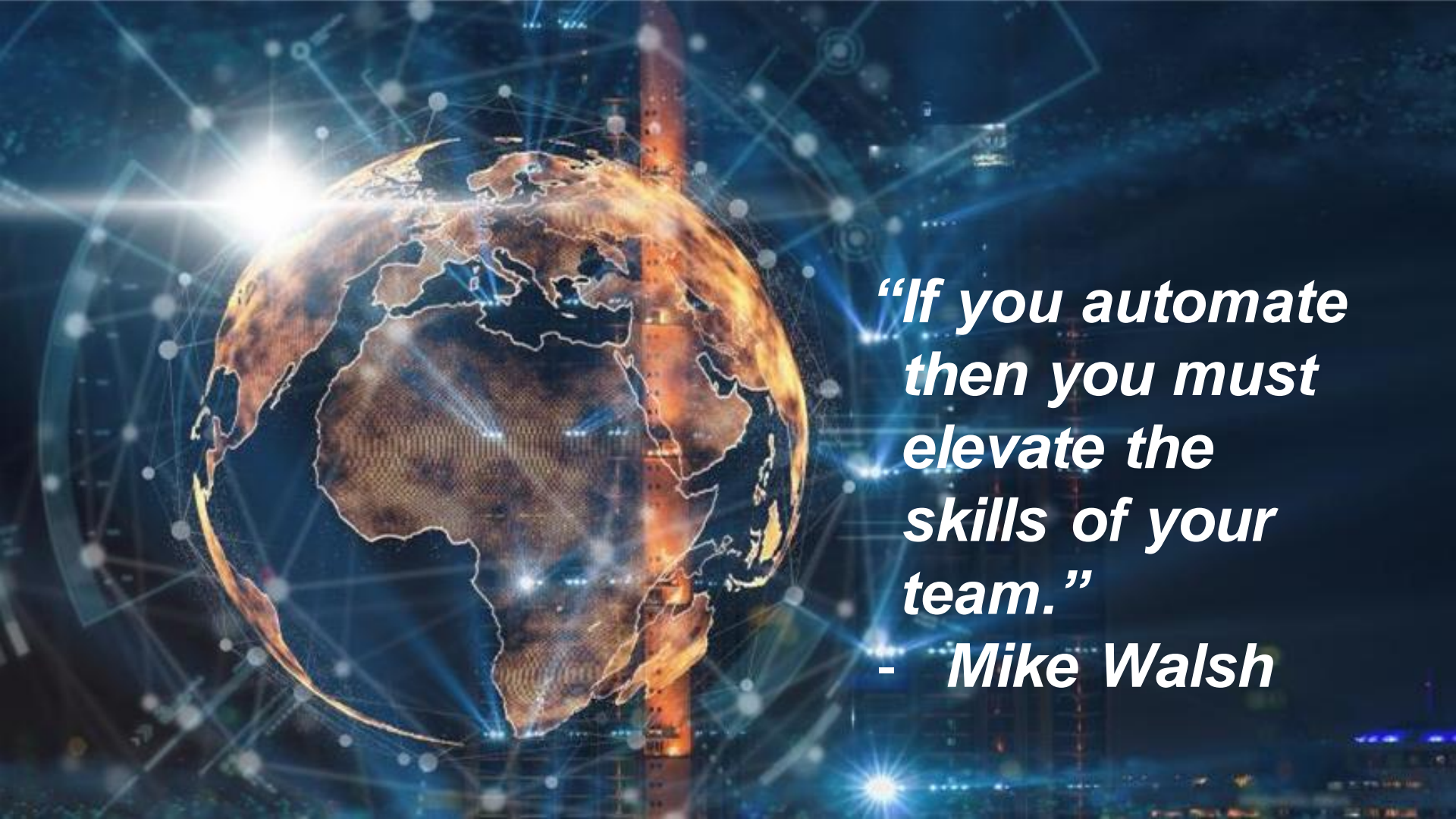
Intelligent Advisor / Value Partner

Tangibles + Intangibles

Prescriptive Analytics

**Ethics, Integrity & Professionalism**



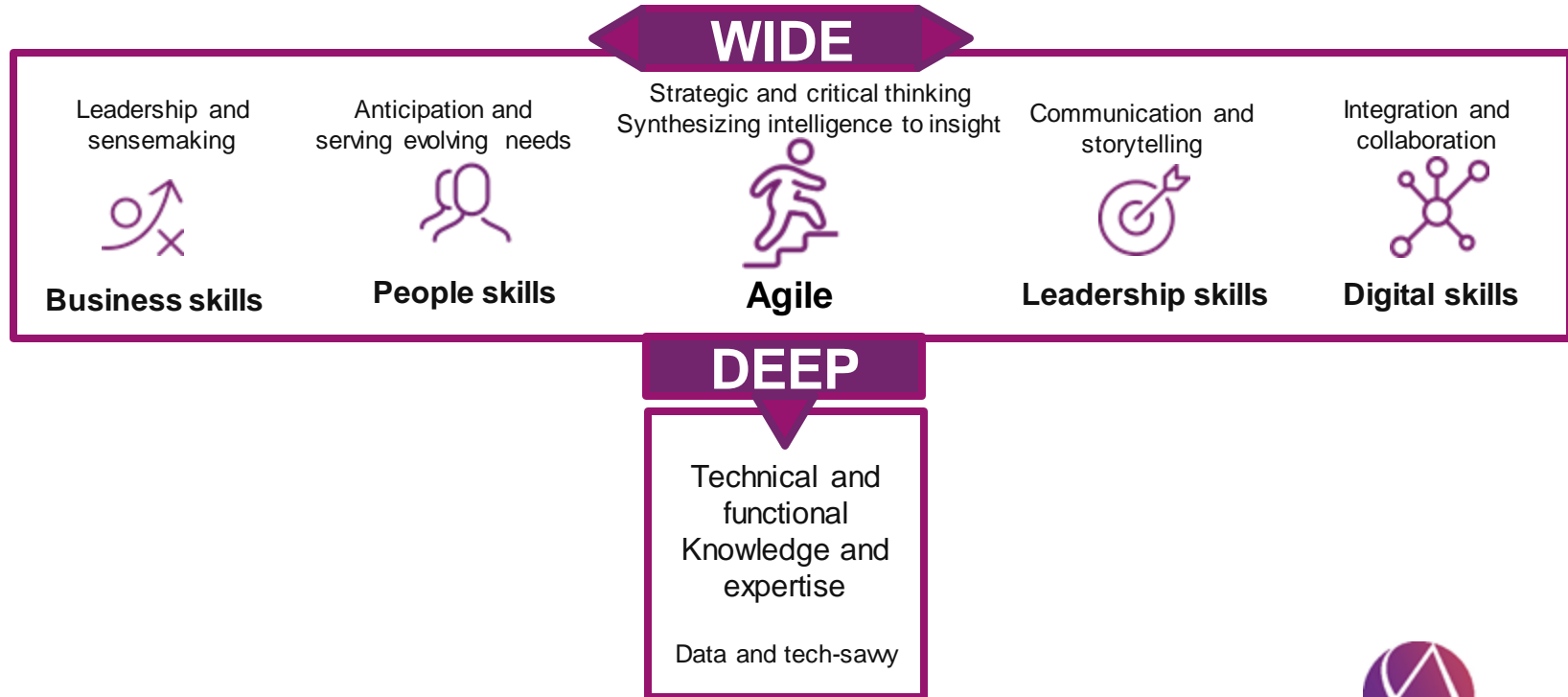
A stylized globe of Earth is the central focus, rendered in a golden-brown hue with a digital grid overlay. The globe is set against a dark blue background filled with glowing blue lines and nodes, suggesting a global network or data flow. A bright light flare is visible on the left side of the globe. At the bottom of the image, a faint city skyline is visible, adding a sense of modern technology and urban connectivity.

***“If you automate  
then you must  
elevate the  
skills of your  
team.”***

***- Mike Walsh***

# The T-shaped finance/accounting professional

## Boundary-crossing competencies



Ethics, integrity and professionalism

# Finance & Accounting Infrastructure



## INITIATE

Build / New



## AMPLIFY

Accelerate / Enhance

## AUTOMATE



## ELIMINATE

Stop / Dismantle



# Embrace the Genius of AND

**Perform**

**AND**

**Transform**

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**Deliver results  
today**



**Achieve our vision**  
The power that  
drives us forward

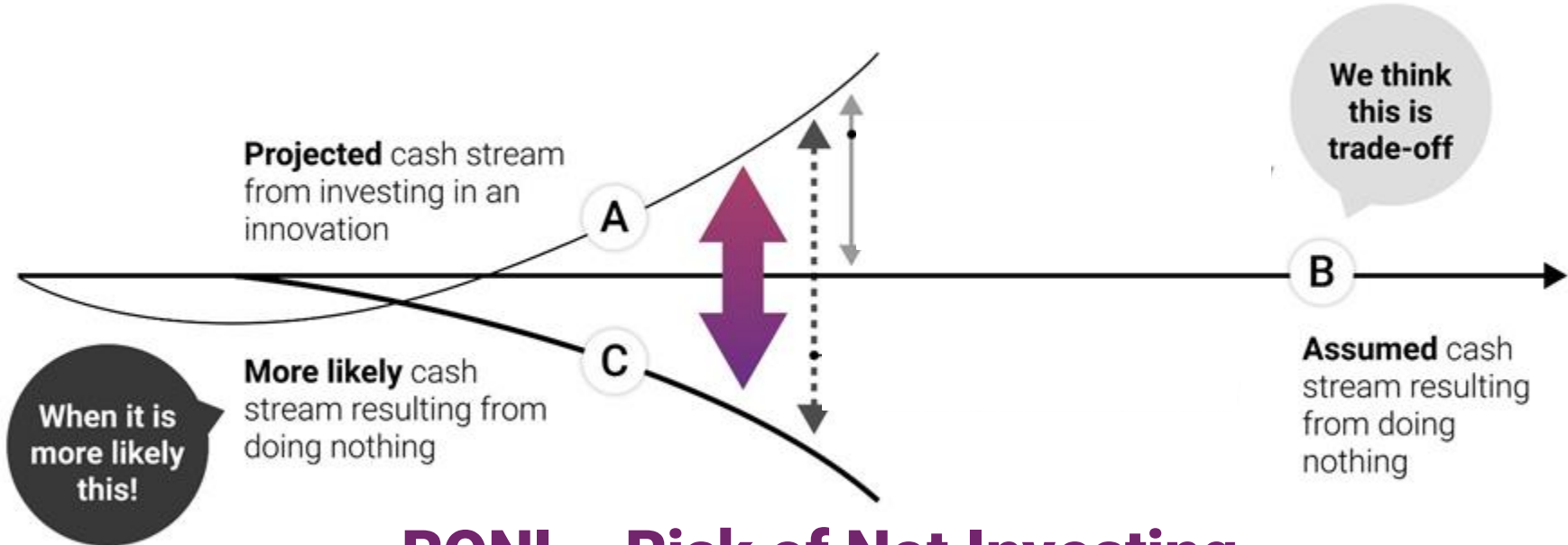
**Note: The concept is paradox (not balance) the  
ability to embrace both at the same time...**

*"The test of a first-rate intelligence is the ability to hold two opposed ideas in  
the mind at the same time, and still retain the ability to function."*

*– F.Scott Fitzgerald*

# From ROI to **RONI**

The gap is widening, faster!



**RONI = Risk of Not Investing**



# Anticipation, Agility, Adaptation





# Tom Hood, CPA, CGMA, CITP

*“If there is a conversation about the future of the profession, you're bound to hear Hood's name mentioned as one of the people leading the way.”*  
– Accounting Today



EVP of Business Engagement  
& Growth  
AICPA-CIMA  
Business Learning Institute

Email: [tom.hood@aicpa-cima.com](mailto:tom.hood@aicpa-cima.com)

- Named the Second Most Influential in Accounting by Accounting Today Magazine 2011-present
- Top 100 Influencer by LinkedIn (700,000+ followers)
- Member of the Forbes Finance Council
- CPA Practice Adviser Accounting Hall of Fame
- Top 25 Public Accounting Thought Leaders by CPA Practice Adviser
- Former CEO of Maryland Association of CPAs
- Former CFO of Highway Construction Company
- Graduate of Johns Hopkins University (MS) and Loyola University of MD (BA)

@tomhood

# What is the Business Learning Institute?

BLI is a training affiliate of the AICPA-CIMA. BLI's mission is to deliver competency-based courses, content and community that enhance learning and foster organizational and executive leadership.

BLI has grown into the largest provider of on-site training in the country. Pam and the Customized Learning Solutions team have grown the business in three core segments – Corporate, Firm and Government.

## The BLI Curricula

Today's business environment demands the need to gain competencies and share strategic knowledge. BLI delivers competency-based curriculum, courses, content, and community to enhance learning and grow intellectual capital for organizational and executive leadership.

These soft skills are essentially people skills – the non-technical, intangible, performance skills that determine your strengths as a leader, manager, and team member.

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### STRATEGIC MANAGEMENT

Strategic conversation reflects the dynamics between the organization and its environment. The closer the language reflects current and potential customer dynamics, the higher the company's profit potential.

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### LEADERSHIP DEVELOPMENT

Great leadership is one of the most valued of all human activities. Modern myth holds that "leaders are born not made," but leadership is a set of observable and learnable practices - it is the process people use when they bring out the best in others and themselves.

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### BUSINESS MANAGEMENT

As the business world moves at an incredible pace, keeping up is a key to success. Today's financial managers must be able to translate strategy to operational and corporate growth.

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### TECHNOLOGY AND COMPUTER SKILLS

Harness the technology you use every day to make your business life easier and allow you to work smarter.

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### PERFORMANCE MEASUREMENT MANAGEMENT

Executives and managers must effectively transform their firms or companies into high performance organizations and progressively identify and develop the appropriate core competencies and link them to their business strategies.

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### COMMUNICATION SKILLS

Many people in the business field cannot communicate effectively and, even more damaging, don't realize it. Success is not defined solely by a product line or service - it relies on relationships formed and maintained through skillful communications. Your competitors know this. Do you?

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### TECHNICAL EXPERTISE

Keeping up with technical competencies is a core business requirement for financial professionals. Staying attuned to the latest changes, updates, and regulations are necessary components to staying competitive in an ever-changing business environment.

*Please note that many programs in this catalog are available in webcast format. Contact a BLI Customized Learning consultant if you are interested in a webcast.*