

## Session 3:

## Unleash Productivity: Mastering Gen AI/ChatGPT for Accounting Professionals #TwinzTalk

#### **Don Tomoff**

**Business Learning Institute Provider** 

PRESENTED TO North Carolina Association of CPAs In-person (Asheville, NC) September 9, 2024

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#### Donald Tomoff, CPA, MBA

Don is the founder of Invenio Advisors LLC, a consulting firm specializing in information management, process improvement, reporting and data analysis, as well as education and training. Don's experience includes "Big 4" public accounting, senior-level industry finance positions, and consulting. Don's industry experience includes serving eight years with Jo-Ann Stores as VP, Finance and Treasurer.

Since 2010, Don has focused his efforts with executives and companies on many digital process improvement, data analytics and training initiatives, including developing and implementing mobile information strategies. His efforts are focused on the identification of process improvement opportunities, and leveraging readily available technology tools to drive that change. In addition to consulting, Don speaks at various conferences, including the IMA National Conference in Indianapolis, IN.

#### Other Courses by Donald Tomoff



#### ADDITIONAL MATERIALS FOR YOUR STAFF

Pam Devine, Customized Learning Manager 800-782-2036, ext. 321 | pam@aicpa-cima.org

Automation In Excel: Using Macros Without Understanding Code (VBA)

CPA Firm Business Development: Don't Miss The Data Analytics Opportunity

Custom Excel Training: Basic to Beginner Advanced

Excel - Young Professionals: Skills to Jump Start Your Career

Excel Data Management: Tables and Pivot Tables Challenge

Excel Essentials & Intro to Data Analysis For Accounting and Finance: Part 1 – Excel Basics and Best Practices

Excel Essentials & Intro to Data Analysis For Accounting and Finance: Part 2 – Formulas and Functions: Best Practices and Top Functions To Understand

Excel Essentials & Intro to Data Analysis For Accounting and Finance: Part 3 – Data Management & Introduction to Power Query

Excel Essentials & Intro to Data Analysis For Accounting and Finance: Part 4 – Data Analysis, Pivot Tables and Power Pivot

Excel Productivity: 5 Excel Tips and Techniques to Massively Boost Team Productivity

Excel, Power BI and Data Analysis - Eliminating the Paralysis of the Analysis

Excel, Power BI and Data Analysis - Eliminating the Paralysis of the Analysis

Excel, Power Tools, and PowerBI: Upping Your Data Analytics Game

Excel: 5 Reports Your CFO Wants (But Probably Doesn't Have) - Developing an Anticipatory Mindset

Excel: 5 Tips for Understanding a Complicated Spreadsheet

Introduction to Data Analytics with Power Pivot

Introduction to Microsoft OneNote

Introduction to Data Analytics with Power Query (Get and Transform in Excel 2016)

Stand Out with Your Excel Skills: Key Capabilities to Set You Apart

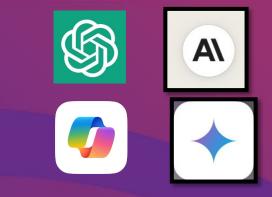
Tech Trends for Accountants: What To Know and What You Can Do About It

The Big 5: Excel and PowerBI Data Topics

The Essentials of Data Analytics: Excel & PowerBI

Welcome To The Future: Forget "Excel" – Understand Today's Excel





## Unleash Productivity: Mastering GenAI/ChatGPT for Accounting Pros

Presentation For NCACPAs Donald Tomoff, MBA, CPA Bill Tomoff, MBA, CPA, CMA September 9, 2024

#### About The Twinz (#Twinztalk)



"Helping one person might not change the whole world, but it could change the world for that one person." -Anonymous

#### Results of this Poll at AICPA-ENGAGE Conf – June 5, 2024



**68%** answered "<u>Haven't Tried it</u> <u>Yet</u>" or "<u>Less than</u> <u>20 minutes</u>" per week. How much time do you spend using AI tools like ChatGPT in a typical week?

- 1. Haven't tried it yet
- 2. Less than 20 minutes
- 3. 20 minutes to two hours
- 4. More than two hours





## Introduction

## **Foundational Mindset**

## Learning Together & Prompting

### Advanced Tips & Techniques

## Wrap Up

"When you're finished changing, you're finished."

– Benjamin Franklin

#### Learning Objectives

- Recognize and distinguish the key components of a foundational mindset for effectively utilizing generative AI and ChatGPT.
- 2. Recall and use prompts for AI tools, including the creation and use of a prompt library to enhance productivity in daily tasks.
- 3. Apply Custom GPTs, to address specific professional use cases while maintaining ethical standards and data confidentiality.
- 4. Apply a strategic approach for integrating AI tools into daily workflows, including the creation of a use case tracker to identify opportunities for process improvement.

"The more that you read, the more things you will know. The more that you learn, the more places you'll go."

- Dr. Seuss



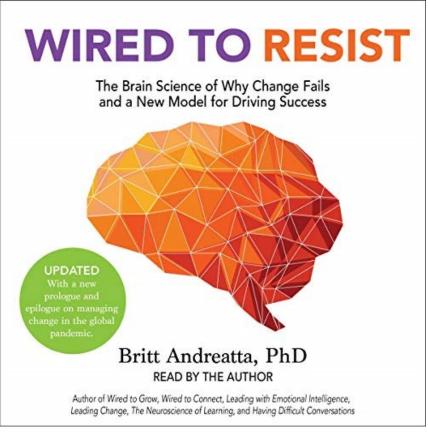
## Introduction



# Mindset shift is

## IMPERATIVE!



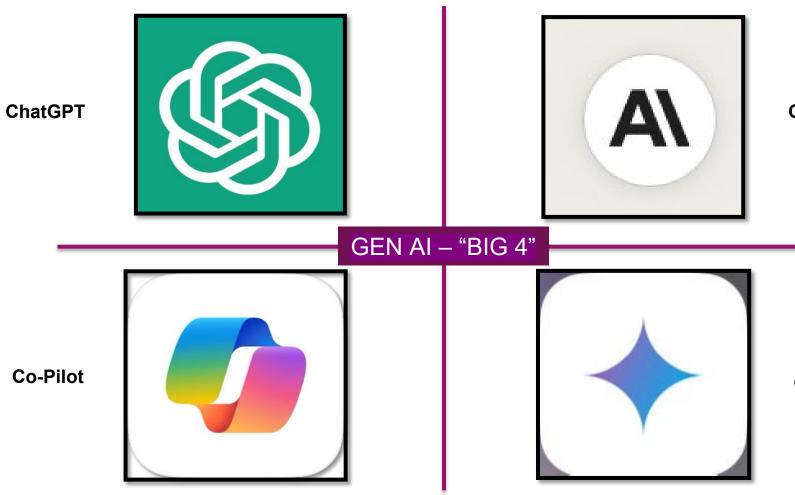


#### Amazon Link

ChatGPT Prompt...

"Please tell me about the book at this link https://www.amazon.com/Wired-Resist-Science-Driving-Success/dp/B089XWV1GL"

**ChatGPT Thread** 



#### ClaudeAl

Gemini

## Using AI with Microsoft Office – Co-Pilot!

#### Step into the future of work



#### Report

#### 2024 Work Trend Index: Learn how AI is reshaping work

75% of knowledge workers around the world use generative AI at work. Are business leaders ready?

Read the report



Report First look: Insights from early Copilot users

Read the report



The New Performance Equation in the Age of Al

Read the report



How business leaders are using Copilot

Read the article

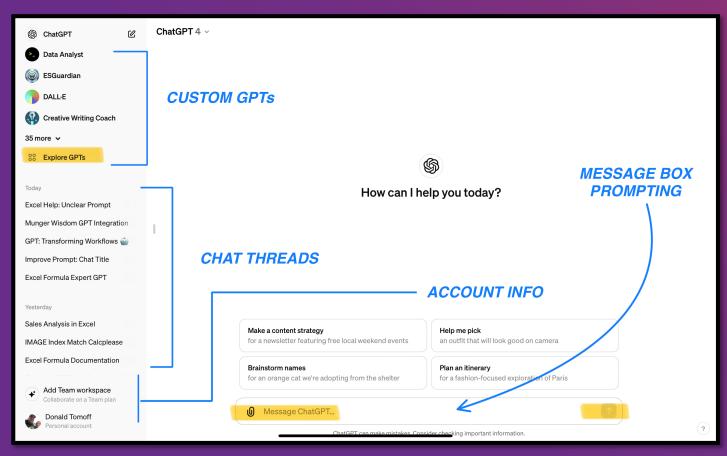
"Copilot uses next-generation AI to automate and simplify tasks.

"By grounding in your business content and context, Copilot delivers results that are relevant and actionable,"

#### Jared Spataro, Microsoft corporate vice president for modern work and business applications

https://www.microsoft.com/en-us/microsoft-copilot/meet-copilot

#### ChatGPT – web based interface from openai.com





# **Foundational Mindset**

### Foundational Mindset for Mastering Gen Al

- Why a Foundational Mindset is critical
- 1. Sets the stage for ethical, responsible, and effective use of AI.
- 2. Essential in aligning AI usage with personal and organizational goals.



#### What Is A Foundational Mindset?

"A foundational mindset refers to the core attitudes, beliefs, and approaches that shape how you learn and apply new technologies, like Generative AI. It's about having an open, curious, and adaptable perspective, recognizing that mastering Gen AI requires continuous learning, critical thinking, and a willingness to experiment..." (more - chatgpt)



## 1 - Absolutely NO Confidential Data

- 1. Importance of protecting sensitive information.
- 2. Understanding data privacy laws and regulations.
- 3. Ethical vs unethical AI use



#### Article Link

- 1. Exercise sound judgement
- 2. Promote responsible innovation
- 3. Valid business case for Al
- 4. See AI as a force for good

### Ethical vs Unethical AI Use?

#### Ethical

"Ethical use of AI in accounting involves implementing AI systems <u>transparently and responsibly</u>, ensuring data privacy, accuracy, and fairness, while enhancing decision-making and efficiency without bias."

#### Unethical

*"Unethical use of AI in accounting includes <u>manipulating AI</u> <u>systems</u> to falsify data, conceal financial misstatements, or unfairly target specific groups, resulting in biased or inaccurate outcomes that undermine trust and integrity."* 

## 2 - Assess Current Mindset / Skills Level

- 1. Self-assessment tools and techniques.
- 2. Identifying strengths and areas for improvement.
- 3. Setting realistic goals for skill development.



## Gen AI Professional Use Assessment

#### BIU⇔⊼

Please complete this form to help gain an understanding of where you are on Gen Al use in your professional workflow.

This survey provides a brief review of 1 - Mindset & Approach, 2 - Knowledge & Skills, 3 - Ethical & Social Awareness, and 4 - Professional & Industry Context.

This assessment tool was created by <u>Invenio Advisors, LLC</u> (Bill & Don Tomoff - the twinz of <u>#twinztalk</u>) and ChatGPT ( ). The assessment was inspired by an <u>Allie K Miller LinkedIn post</u>.

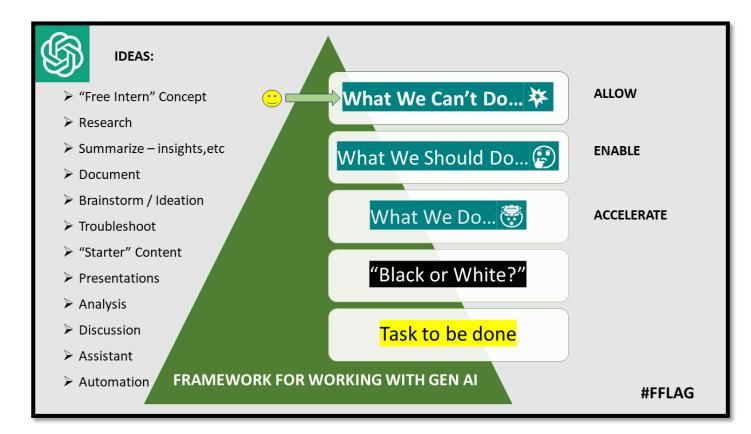
#### AI Augmented Workflow - The Future of Knowledge Work

## 3 - Focus Effort - #narrowthepath

- 1. Start where you are.
- 2. Identify what you dislike that is repetitive/time consuming.
- 3. Build up to larger challenges as your skills develop!

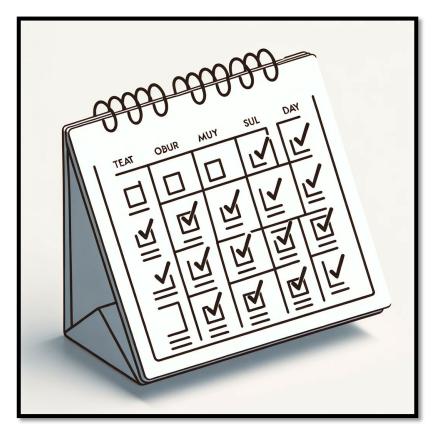


#### One Way To Approach Getting Started!



### 4 - Consistent, Everyday Effort ("AI First" mindset - Allie K Miller)

- 1. Incorporating AI learning into daily routines.
- 2. Benefits of a persistent learning approach.
- 3. Real-life examples of "AI First" adoption.



## 5 - Continuous Learning / Resources

- 1. Connor Grennan
- 2. <u>Allie K. Miller</u>
- 3. Ethan Mollick
- 4. Paul Roetzer
- 5. Glenn Hopper
- 6. Jason Staats



Gen Al Training - Resources Handout

Recommended Experts to Follow

#### Influencers

Conor Grennan

- 1. Website https://www.ai-mindset.ai/
- 2. The AI Mindset Newsletter https://www.ai-mindset.ai/newsletter
- 3. The Truth About Prompting https://www.ai-mindset.ai/ai-mindset-newsletter/truthabout-prompting
- 4. LinkedIn https://www.linkedin.com/in/conorgrennan/
- 5. YouTube https://www.youtube.com/@ConorGrennan

Allie K. Miller

- 1. Website AI with Allie https://www.alliekmiller.com/
- 2. The AI with Allie Newsletter -<u>https://aiwithallie.beehiiv.com/</u> (subscribe and receive 50-page FREE ChatGPT Guide)

Page 1

3. Al with Allie - Becoming an Al-Enhanced Human (FREE 5-day educational email course) -

#### INVENIO ADVISORS, LLC



#### 6 - Mobile Setup - Accessibility is Key!

- 1. Utilizing mobile devices for on-the-go use.
- 2. Essential apps and tools for mobile productivity.
- 3. Making the most of microlearning opportunities.



### 7 - Critical Thinking and Evaluation

- Importance of questioning AI outputs ("Hallucinations" WILL occur)
- 2. Techniques for evaluating AI models and tools.
- 3. Skepticism and thorough analysis.





# Learning Together & Prompting



#### 8 – "It Takes a Village" – Accelerate the Climb

- Community social media, company/friend groups, etc.
- 2. Collaborative learning workshops, group challenges
- 3. Feedback seek/offer feedback for skill development



#### 9 – Get Personal - Start Learning with Personal Tasks

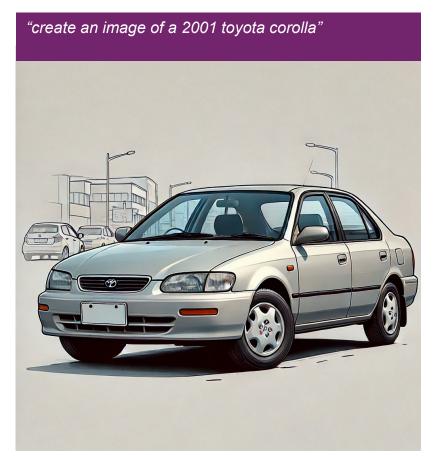
- Start small drafting emails, organize schedule, hobby assistance...
- 2. Get hands on essential in order to learn!
- 3. Gain confidence experiment in LOW risk environment.
- 4. Have FUN!



#### Images to Assist Us!

*"Create an image of a young man looking down upon omaha beach contemplating the d-day invasion"* 



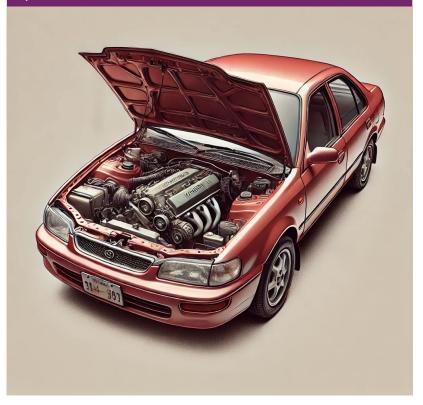


#### Images to Assist Us!

*"make that a subtle red corolla that is showing some wear and tear from the years of use"* 



## *"Please show me the engine of this car with the hood open"*

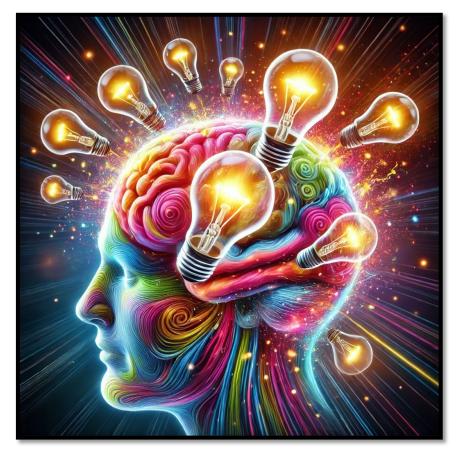


#### Bill Almost Lost His 2001 Corolla... 😥

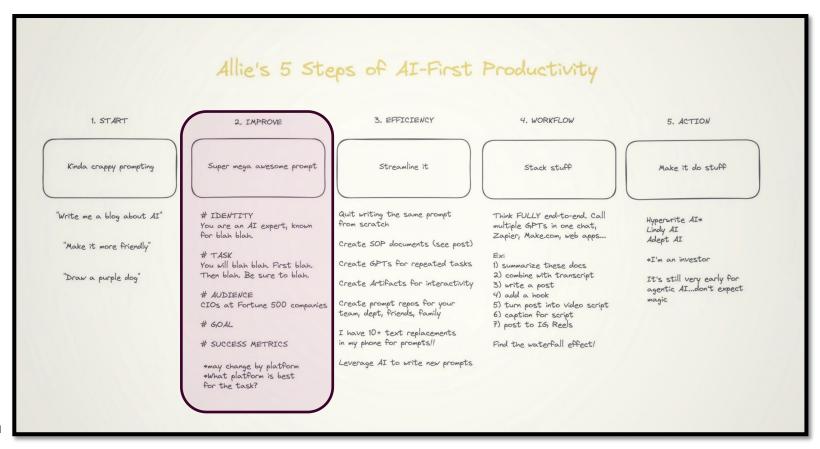


### 10 – Prompting Skills Development

- Understand prompting 5 prompting tips, Frameworks to consider
- 2. Use AI to refine and challenge your prompts
- Understand prompt iteration & incremental (or progressive) prompting



#### Allie K. Miller – Al-First Productivity Graphic – Prompting (Link)



## 11 – Develop (and Share) A Prompt Library

1. Collect & categorize

2. Share & expand

3. Adapt & reuse

А	В	С	D	E	F	
PROMPT LIBRARY - RESOURCE & DASHBOARD				INVENI	O ADVISORS, LLC	
2	ł.					
TOTAL PROMPTS IN LIBRARY - 45						
4 TOTAL FILTERED PROMPTS - 5		1 - SELECT PRO	OMPT FROM TABLE &		ERE TO COPY PROMPT -	
ś			CLICK HERE - UPDATES BELOW		PASTE INTO GEN AI TOOL	
5			_	人		
7 Category 8 Excel		Vou are to get as a Boy	ver Query expert and provid	do o roviou of tho t	ransformation steps for the	
					DIATE and ADVANCED items.	
0 SubCatego y			n action in bold, skip a line			
1 Power Query	REFRESH FILTERED LIST 🔽	transformation does.	I want you to take a deep l	preath and take yo	ur time on this. It is VERY	
2		IMPORTANT that it is c	complete and thorough. C	onfirm that you un	derstand these instructions	
3 Search list 🔽		and prompt me for the	e power query M code.			
4						
5 6 Prompt Purpose	Prompt	<ul> <li>Text Replacement</li> </ul>	Category	<ul> <li>SubCategory</li> </ul>	▼ Output? ▼	
7 Analyze benefits of P Query	You are an excel PowerQuery m-code expert.		Excel	Power Query	Documentation	
8 Comment PQ guery n code	Act as a Power Query expert and help me clea		Excel	Power Query	Documentation	
9 Summarize PQ query process & steps	You are to act as a Power Query expert and p		Excel	Power Query	Documentation	
0 Explain PQ query transformation steps, Basic - Advanced	You are pact as a Power Query expert and p	ro\pqc3	Excel	Power Query	Documentation	
1 Create text doc for PQ que y m-code	Please creation text file for the m-code I will p	propqtxt	Excel	Power Query	Text Document	
2						
3 6						
7 Category						
8 Excel	T Sub	Potogony				
9 Content Analysis		Category				
10 Custom GPT		er Query			· · · ·	
11 Excel	Autor	nation				
12 Google Sheets/Docs	Funct	ions & Formulas				
13 Prompt Management	Power	r Query				
SAMPLE PROMPTS	Topics	5				
45						

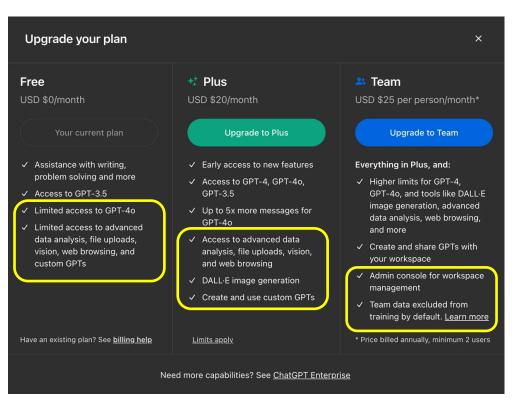


# **Advanced Tips & Techniques**

## 12 – Go PLUS: Exploring Advanced AI Features and Tools

1. #justdoit

### Click here for CNET Article Link



## 13 – Start Basic – ChatGPT Lite (created by Bill & Don)

- 1. Perfect starting point for newcomers.
- 2. Build a solid foundation with just the basics
- 3. Learn the essentials before diving into more difficult scenarios

FEBRUARY 14, 2024 BY BILL TOMOFF ChatGPT Lite Part 1 of 6 – How to Get Started: Introduction

### Introducing ChatGPT Lite

Since the introduction of ChatGPT in December 2023, #TwinzTalk Don Tomoff and I have prioritized learning and working with OpenAI's ChatGPT and other LLMs, such as <u>Anthropic's Claude AI</u>.

In the work that Don and I do, we continually challenge ourselves to "narrow the path" and present actionable information that encourages others to invest in their learning and identify ways to leverage technology to benefit their lives personally and professionally. In this regard, Generative AI and specifically the ChatGPT Plus LLM have become the most urgent focus for everyone. The advancements in these technologies are going to continue and accelerate. This document is focused on an introduction to getting started with ChatGPT adoption. We are referring to this as "**ChatGPT Lite**." Search ...

#### RECENT POSTS

Tiny Drips Creating Huge Im Potential Through Daily Hab

Incremental Excellence: Cor Growth through a Daily Drip

Choose Possibility: How Sma Can Create Big Changes

From Tasks to Transformation Leadership in the Modern W

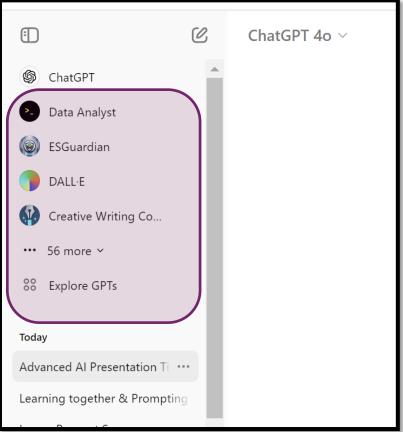
Beyond Publication: Embrac Writing for Personal Growth

RECENT COMMENTS



# 14 - Custom GPTs! - EASIEST Way to Accelerate Adoption/Use!

- 1. "Plug and go"
- 2. Need for prompting knowledge is essentially eliminated.
- 3. Simple, targeted use cases make them very attractive!



### Custom GPTs...

### What?

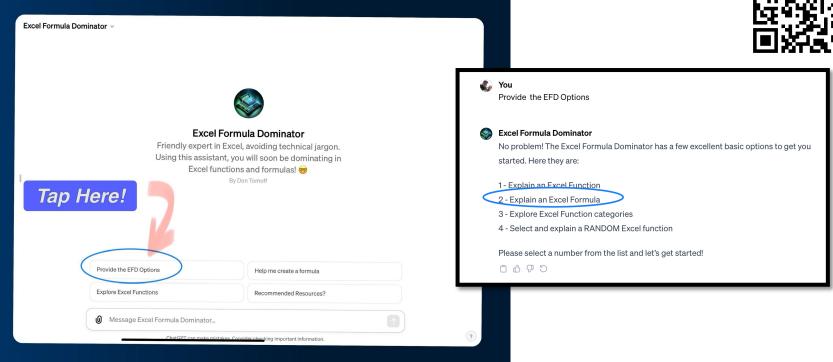
Sometimes when people encounter ChatGPT, <u>they don't know where to</u> <u>start</u>. OpenAI calls it the "empty box problem." Discovering that led the company to find a way to narrow down the choices, Turley said.

"People really benefit from the <u>packaging of a use case -- here's a very</u> <u>specific thing that I can do with ChatGPT</u>," like travel planning, cooking help or an interactive, step-by-step tool to build a website, Turley said.

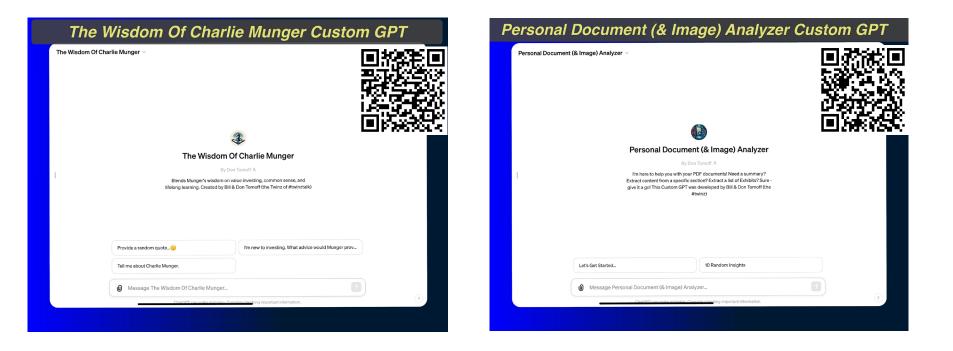
# Custom GPTs Can Eliminate Prompting Specificity!







## Custom GPTs – Handouts/Resource (*Plus Required*)



## 15 - Create Use Case Tracker! Let the Ideas Flow

- 1. Document AI use cases for continuous improvement
- 2. Track outcomes and refine applications
- Foster innovation by sharing use cases across teams

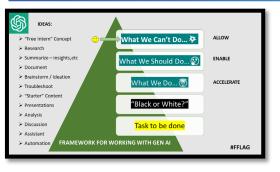
### Accelerate >> Wouldn't >> Couldn't (LINK)

	A	в	C	D	E	F	G
1			$\checkmark$		$\checkmark$		
2							
3							
4			ACCELERATE 🍐		WOULDN'T 😩		COULDN'T 🤯
5	SAMPLE TASKS		Summarize a document		Summarize a LENGTHY document		Generate Folder / Files list from directory(s)
6			Research a topic (audit, tax, anything)		Document our Excel workbooks		Automate tasks with code (via NLP)
7			Prepare a discussion outline		Create Index sheet for Excel workbooks		Develop Add-Ins using code
8			Ideation / Brainstorming		Explain complex code		Document code - VBA, Power Query, Google Scripts
9			Create spreadsheet formulas		Document formulas in spreadsheets		Create Excel LAMBDA functions
10			Simplify topics for explanation		Understand & simplify Excel formulas		Create Custom Apps (GPTs) - task simplification
11			Create a "starter" document		Create fantastic reference Resources		Write Power Query M-Code for query development
12			Develop learning resources		- Allie Miller Al Assessment Tool		Write complex DAX functions for Power Pivot data models
13			Data analysis				Understand & simplify automation code
14			Process documentation		Create dynamic Index for Excel workbooks		Clean data without requiring data tools knowledge
15			Create PowerPoint starter documents		Meeting summaries (Zoom, Teams)		Research / Review financial statements via weblink URL
16			Create outline / document framework for AI Use Policy		Sarbanes Oxley regulations Entity Controls review analysis and testing framework (		Analyze images - for search, explain, document (Vision)
17			List creation from unstructured/semi-structured data		Document Audit Process steps and identify where Gen AI can assist		Develop Unique Random Number Generator LAMBDA function
18			Troubleshoot content - formulas, code, etc.				Create Excel Formula Dominator GPT - Excel Formula Assistant
19			Review / Reshape content				Create Document (& Image) Analyzer GPT - Document summaries and analysis
20			Draft emails, letters,				
21			Draft knowledge leadership content				



**TIP #5** 





- Workflow ACCELERATION
- ENABLEs what we should do
- ALLOWs what we <u>can't</u> do
- ENHANCED Client services

### **BEST PRACTICE – SOLVE PROBLEMS!**

PROFESSIONALS - TIME CONSUMING TASKS									
Number	Task	Audit	Тах	HR	Everyone	GEN AI?			
1	Email Management 🦂	$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$				
2	Data Analysis and Reporting 🔥	$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$				
3	Meeting Management	$\checkmark$	$\checkmark$	V 🤚	$\checkmark$				
4	Task Prioritization and Management	$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$				
5	Document Creation and Management 🔥	$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$				
6	Expense Tracking and Reporting	$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$				
7	Customer Relationship Management (CRM)	$\checkmark$	$\checkmark$						
8	Recruitment and Talent Management	$\checkmark$	$\checkmark$	V 🤚					
9	Compliance and Regulatory Reporting	$\checkmark$	$\checkmark$	$\checkmark$					
10	Managing Paperwork	$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$				
11	Password Management	$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$				
12	File Management 🔥	$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$				
13	Using Office Software/Spreadsheet Tasks 🔥 🔥	$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$				
14	Research	V 🤚	V 🔥	$\checkmark$	$\checkmark$				
15	Personal Knowledge Management (PKM) 🔥	$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$				
16	Preparing Information 🦂	$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$				
17	Communicating Information	$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$				
18	Collaborating with Colleagues and Clients	$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$				

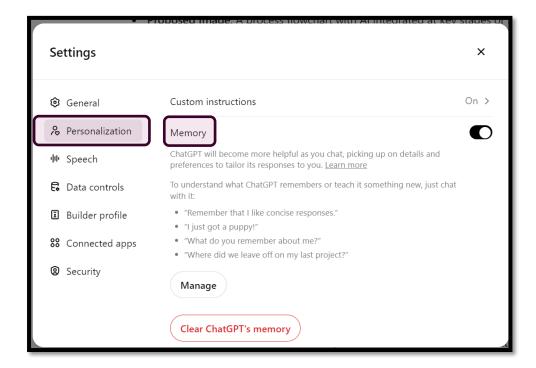
## 16 – Advanced Data Analysis ("ADA")

- 1. Leverage AI for complex datadriven decisionmaking
- 2. Perform preliminary analysis without all the "upfront" work!

ChatGPT 4o ~			± 🐇	Microsoft P7223 Waterfall Chart Fran Total Revenue To Net Income	2011	
	PROMPT #1	You are to act as a financial document summarize the key insights from the foll should include a bold brief header (do n the header), then skip a row and share t introduction (bold fort) at the beginning filing Date, and title. I want you to take, time on this. It is VERY MWORTANT that Confirm that you understand these instit the article link.	owing filing - each insight ot include the word insight in he insight: include an i, including Company, Period a deep breath and take your i is complete and thorough.	It Even Created This Waterfall Chart!		
Ø		nd your instructions and will ensure the summary is complete and thorough, with <b>bold</b> nd a detailed introduction. Please provide the link to the financial document you would review.		9 73 - • Net Income : 16 De la come : 16 De la come : 16 De la come : 17 De d'art ensure : 18 De la come : 19 De la com	Provision for Income Taxes: -518.0 billion     Hot Income: \$72.4 billion     The chart ensures that each component's impact on the net income is clearly visible, starting from the axis line. [-]	
	PASTE LINK	https://www.sec.gov/or? doc=/Archives/edgar/data/789019/0000 20230630.htm	)95017023035122/msft-	La Description excit	Very good. Thank you. Can wr remove the y-axis and d include data labels above par. Each data label should e 88 to indicate billions.	
•	Got it. I will now revie summary with key in	ChatGPT 40 ~	Neese proper a floorog/leasingt of the transponser's discussion interacting and the second second second second second second second of data amounts and percentage increases and discusses in your employs. Take a depresent and test to disc. This sandysis should include the Include an introduction flood ford) at the beginning. Including Company, Herold fire (Date (Stat) and with the section		natal ) un lans las facement de la conse	
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Ś		Section: Management's		Overview of MSFT FY 2 Form 10-K from the SEC Weblink	om the	
		Message ChatGPT	Produtit nor make accessing fight in portion into.			

## 17 – ChatGPT Memory Functionality

- 1. Streamline processes by recalling past interactions.
- 2. Enhance personalization with memory capabilities.
- Use case examples "edt", "fms", "two experts".





# Wrap Up

## Learning Objectives (Wrap-Up)

- Recognize and distinguish the key components of a foundational mindset for effectively utilizing generative AI and ChatGPT.
- Recall and use prompts for AI tools, including the creation and use of a prompt library to enhance productivity in daily tasks.
- Apply Custom GPTs, to address specific professional use cases while maintaining ethical standards and data confidentiality.
- 4. Apply a strategic approach for integrating AI tools into daily workflows, including the creation of a use case tracker to identify opportunities for process improvement.

"The more that you read, the more things you will know. The more that you learn, the more places you'll go."

- Dr. Seuss

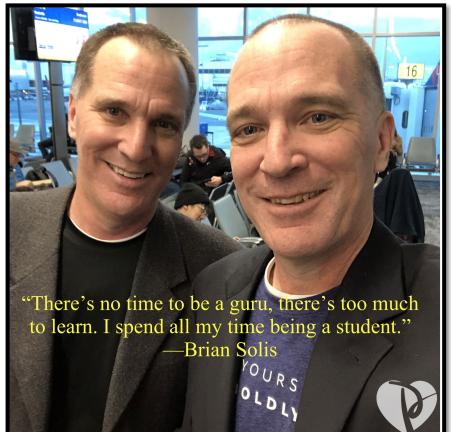
## **THANK YOU!**

### Let's Connect:

**Bill LinkedIn** 

Don LinkedIn

Follow #twinztalk



"There's no time to be a guru, there's too much to learn. I spend all my time being a student."

- Brian Solis

# Questions?





# 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.

### 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.

### 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.

### **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.

### TECHNOLOGY AND COMPUTER SKILLS

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

### 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.

### 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?

### 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.

TO GET STARTED WITH MEETING YOUR TRAINING NEEDS EMAIL LEARN@BLIONLINE.ORG