## **CPA** Practice **Advisor**

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In a world defined by accelerating change and complexity, the ability to anticipate disruptions, problems, and game-changing opportunities will be the most important skill any business person can possess.

Agility—reacting quickly after a problem or disruption occurs—is no longer good enough in a world driven by technology that is changing at exponential speeds. It is now imperative to learn how to anticipate your firm's and your client's predictable problems before they happen and pre-solve them, as well as how to identify new revenue streams.

"The Anticipatory Organization<sup>®:</sup> Accounting and Finance Edition" shows CPAs and finance executives how to become future-ready at a time when anticipatory skills are in greater demand than ever before. In a recent national survey, 76 percent of small business owners say their CPAs are not proactive, and 75 percent have changed firms because their CPAs are providing reactive services rather than proactive advice. Another recent survey found that only 6 percent of CFOs, controllers, and management accountants say they are future-ready.

In fact, futurist and *New York Times* best-selling author Daniel Burrus, who developed The Anticipatory Organization<sup>®</sup> Model and Learning System, says the

ability to accurately predict future trends and game-changing opportunities is the

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with a solution at just the right time."

"Are you changing as fast as your clients are changing? Are you learning as fast as your clients are learning? If not, you will become less relevant every year," says Burrus. The status quo of reporting as historians or simply reacting to change will only lead to the commoditization of a firm's services, skills, and knowledge.

"The financial services business is undergoing fundamental change", said Christopher Allegretti, CPA, Managing Principal and CEO of HBK. "We are being digitally disrupted. In order to remain competitive, to stay relevant, even to survive in this age of exponential change, HBK must adopt an anticipatory mindset, a 'future view' based on the hard trends we see shaping our future and use those insights to help our clients capitalize on the opportunities that accompany digital disruption. Learning to anticipate and adjust to this new age in financial services is significantly changing the way our team members think, allowing us to be future-ready, ensuring we will be even more relevant as trusted advisors to our clients."

## Here's how it works

The Anticipatory Organization Learning System teaches accounting and finance professionals to actively anticipate disruptions, problems, and their related opportunities, and take action to shape the future by becoming an "Anticipatory CPA." By learning how to identify and take action on fully predictable "hard trends" (trends that will happen) and more easily manipulated "soft trends" (trends that might happen), we can elevate our relevancy in a world of transformational change.

The 28 lessons in the learning series include the following competencies:

Strategic thinking

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- Prioritization
- Business acumen
- Decisiveness
- Influencing/persuading
- Emotional intelligence
- Consensus building
- Collaboration
- Inspiration
- Risk management

Burrus has been helping stakeholders see and shape the future for more than 30 years. The Anticipatory Organization<sup>®:</sup> Accounting and Finance Edition synthesizes this approach into an "accelerated learning system" that includes a series of short, single-concept videos featuring Burrus that present the model's core principles. Each video is followed by rapid-application activities that teach the learner to apply the concept to everyday activities.

This exciting new approach to learning has been customized by Burrus with input from a customer co-creation group gathered by the Maryland Association of CPAs and the Business Learning Institute. The group—representing CPAs in small to large firms, CFOs, controllers, young professionals, and other segments across the profession—has worked with the Burrus team to gather accounting- and financespecific examples that have been built into the learning platform. This transformative learning approach will help CPAs be proactive and anticipatory in

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