

FIRM

inMOTION

A PCPS e-Toolkit: Transition Continuum and Checklist

Transitioning to a high-performing firm of the future doesn't have to be an overwhelming ordeal. In fact, chances are good that your practice already is moving forward without realizing the progress you are making. That's why it is important to understand where you are in the process. One of the best ways to get started is to look closely at three primary areas of your firm and where each falls on the *Transition Continuum and Checklist* below.

Culture

- Firm governance
- Pride in the firm
- Rewards delivery of high-quality results
- Commitment to flexibility, family and fun

Talent

- Developed and engaged staff
- Individualized career paths
- Alternative leadership routes
- Diverse workforce

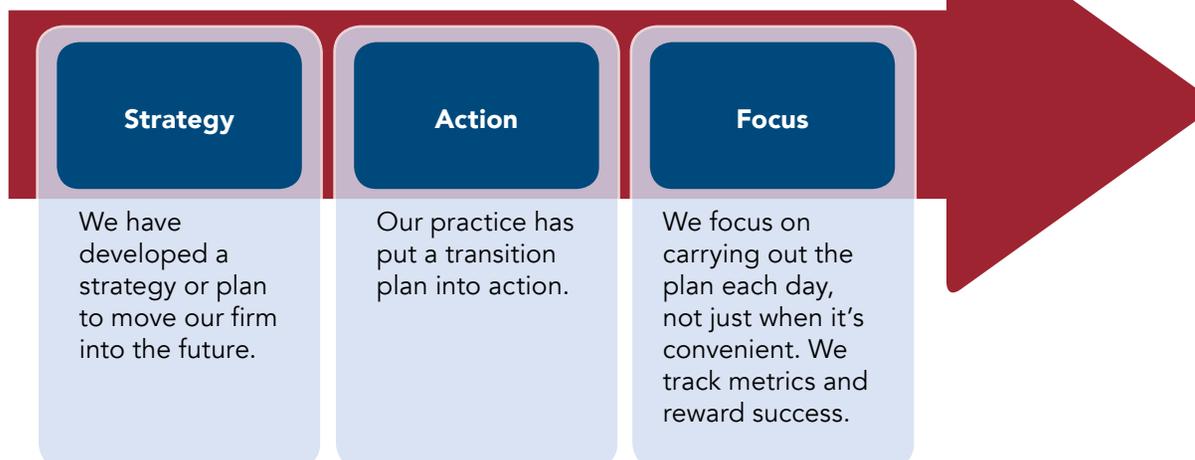
Clients

- Specialized service offerings
- Commitment to relationships
- Emphasis on differentiation
- Focus on value



Transition Continuum

For starters, how does your practice stack up along the continuum in the areas of culture, talent and clients? Use the following descriptions to gauge your progress.





Transition Checklist

Use the *Transition Checklist* to determine the necessary steps in the process and why they are needed. Then assess where your firm is on the *Transition Continuum*. **The goal is that each transitional step progresses to the point of Focus on the continuum.** Take a look at tools that are available to help you with each step along the way and keep your firm in motion!

FIRM SIZE USEFULNESS:

- SOLO
- SMALL
- MEDIUM
- LARGE

CULTURE				
	Transitional Step	Why	Transition Continuum: Strategy, Action or Focus	PCPS Tool
	<p>Challenge Your Firm Model Consider a more corporate approach to leadership and governance structure.</p>	<p>Your firm is a business, so it's important to run it like one. A corporate approach supports having one designated leader in charge and a board. It's about moving toward one firm model and away from individual partners that simply share expenses while each maintains their own book of business.</p>		<p>Firm Competency Model</p> <p>Sample Organization Charts</p>
	<p>Be Flexible Adopt a flexible approach that all team members believe in and support. Embrace new virtual work options and arrangements.</p>	<p>Flexible and virtual work arrangements that meet the changing needs of the workforce will help strengthen employee engagement and retention of your top talent.</p>		<p>Firm inMotion Virtual Work Arrangements PowerPoint</p> <p>Flexibility Toolkit</p>
	<p>Commit to a Dynamic Workplace Culture Create an environment that inspires passion and gives people a purpose. This includes a focus on transparency and accommodation.</p>	<p>An optimal workplace culture:</p> <ul style="list-style-type: none"> • Empowers team members to make decisions • Requires that each person exercises discipline • Rewards the execution and delivery of high-quality results <p>Transparency of the firm's vision and economics showcase the entrepreneurial aspects of running a firm. This gives team members the opportunity to:</p> <ul style="list-style-type: none"> • Be engaged • See the direction the firm is heading • Contribute to what the future holds • Helps ensure effective succession 		<p>Firm inMotion Moving Toward Greater Transparency PowerPoint</p>





Transition Checklist

CULTURE				
	Transitional Step	Why	Transition Continuum: Strategy, Action or Focus	PCPS Tool
	<p>Focus on Value Move toward value and productivity while heading away from billable hours.</p> 	<p>Today's clients are more focused on results and less concerned with the amount of time spent on tasks. As traditional services are continually challenged for revenue due to efficiencies in technology, the revenue model needs to shift. By doing this, your firm will become a magnet for talent when you don't require team members to manage time sheets.</p>		<p>Trusted Client Adviser Pricing Tool</p> <p>Trusted Client Adviser Overcoming Pricing Objections Tool</p> <p>YOU Are the Value online workshop</p>
	<p>Embrace Innovation and Change Create an environment that regularly entertains new ideas and approaches. Work to implement innovative solutions.</p> 	<p>Everyone wants to know that they contribute to the firm's success. Younger professionals will feel more engaged when they can contribute new ideas and help set the direction of the firm. This can strengthen their retention, too.</p>		<p>Firm inMotion Innovative Practices Checklist</p>





Transition Checklist

TALENT				
	Transitional Step	Why	Transition Continuum: Strategy, Action or Focus	PCPS Tool
	<p>Rethink Your Firm's Career Track Include alternative career paths that focus on the strengths and interests of each individual. Rework the traditional route to leadership.</p> 	<p>When you create new, innovative roles that recognize the unique skills and interests of talented professionals — both the individual and the firm advance. That means greater staff engagement and stronger retention. It's important to say goodbye to duties individuals find mediocre and say hello to areas where they can thrive.</p>		<p>Traditional and Innovative Job Descriptions</p> <p>Firm inMotion Staff Assessment and Career Development Plan</p>
	<p>Develop an Inclusive Culture Recognize that diversity is both a cultural attribute and a competitive advantage. Understand individual needs and what it takes to instill a sense of belonging.</p> 	<p>As the cultural diversity of the workplace changes, the firm will be more attractive to entrepreneurs of all backgrounds. Not only will your firm attract top talent, you will be more relevant to future hiring classes.</p>		<p>AICPA Accounting Inclusion Maturity Model</p> <p>AICPA Recruitment and Retention Toolkit</p>
	<p>Embrace Generational Differences Know the various perceptions and realities of each generation. Identify ways to bridge gaps and capitalize on the best that each can offer.</p> 	<p>Improving the firms' generational competence can:</p> <ul style="list-style-type: none"> • Enhance firm culture • Strengthen client service • Impact the bottom line 		<p>Firm inMotion Generational Assessment & Approach Tool</p> <p>Firm inMotion Employee Engagement Survey</p> <p>Firm inMotion Multi-Generational Workforce PowerPoint</p>





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	<p>Recruit With Intention Be purposeful in your recruiting. Explore new strategies while getting others involved.</p> 	<p>Your firm can strengthen employee engagement and retention by hiring based on your specific needs. When you match the talent with those needs, you will benefit from reduced overall staffing costs and greater profitability.</p>		<p>Internship Quick Start Guide Recruit with Intention Checklist Firm Needs Assessment Behavior Based Interview Questions</p>
	<p>Embrace Training and Coaching Equip leaders and rising stars with leadership training and coaching.</p> 	<p>Accelerated leadership training allows staff to fulfill expectations. It also enables them to be more effective in management roles. As a result, you will produce stronger successor candidates.</p>		<p>Firm inMotion Coaching Guide Firm inMotion Train the Trainer PowerPoint Firm inMotion Next Generation Firm Leader Self-Assessment AICPA Emerging Partner Training Forum Organizational Team Learning Matrix Individual Learning Roadmap Learning Tracking by Course</p>





Transition Checklist

CLIENTS				
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	<p>Revisit Service Offerings Consider the future needs of the marketplace. Be aware how your firm’s offerings can play an instrumental role in attracting and retaining clients.</p> 	<ul style="list-style-type: none"> • For CPAs to enhance their value proposition, it’s necessary to evolve as your clients’ strategic adviser. That means tuning in to their changing priorities. • Complexity of the business landscape will require small firms to specialize. That means offering a particular service or a few smaller services to a specific niche. In making this shift, it will be beneficial to partner with other small firms to fulfill client desires. • Large firms will also need to specialize. Offering a variety of specialties under one brand will create a one-stop shop for client needs. 		Trusted Client Adviser Workshop
	<p>Reignite Relationships Invigorate the focus on relationships — clients, potential clients and peers. Arm rising stars with the know-how and forum to effectively network and collaborate.</p> 	<p>While the profession continues to change, the importance of client relationships and collaboration with peers is a constant. Understanding the value of networking and knowing how to use it better equips emerging talent with the spirit and presence to lead the firm in the future.</p>		<p>Firm inMotion Networking Policy and Procedures Template</p> <p>Firm inMotion Networking Preparation and Tips</p> <p>Firm inMotion Relationship Building Tracker and Report Out</p> <p>Firm inMotion Value of Networking PowerPoint</p> <p>PCPS Member Meet and Greets</p>





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	<p>Manage Client Expectations by Mastering Communication Strengthen your team’s ability to understand client preferences. Make their voices heard with your deliverables.</p> 	<p>Client trust and retention will increase as your professionals are able to meet their needs. This requires regular, ongoing and deliberate communication.</p>		<p>Firm inMotion Communication Style Assessment</p> <p>Firm inMotion Client Communication Preferences</p> <p>Firm inMotion Client Communication Strategies PowerPoint</p>
	<p>Form Alliances Build working relationships with other firms and experts to strengthen deliverables.</p> 	<p>Your firm’s ability to find answers for the client, even if you don’t provide the service, will keep them calling you for help. This allows you to choose what you work on and what is outsourced.</p>		<p>Trusted Client Adviser Workshop</p> <p>Invigorate the Focus on Quality Toolkit’s Forming Alliances with Other Firms</p>
	<p>Maximize the Benefits of Social Media Engage this platform to listen more closely to your clients along with their industry. Put it to work in promoting your expertise.</p> 	<p>By following your clients and their industry on social media you will:</p> <ul style="list-style-type: none"> • Learn what they are doing • Understand what matters to them • Identify new service offerings <p>Showcasing your expertise will enable you to:</p> <ul style="list-style-type: none"> • Capture clients’ and prospects’ attention • Make them aware of services and expertise beyond compliance type offerings that you can provide 		<p>Social Media Toolkit</p>





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	<p>Be Deliberate With Technology Solutions Know that technology can be a strategic enabler and key differentiator.</p> 	<p>New technology can increase staff efficiencies along with client collaboration and retention. Effective deployment and use of new technology will maximize your return on investment.</p>		<ul style="list-style-type: none"> Firm inMotion IT Strategy Template Firm inMotion IT Governance Checklist Firm inMotion IT Budget Calculator Firm inMotion Technology Selection Analysis Questionnaire Firm inMotion Sample Implementation Roadmap Firm inMotion Best Practices Checklist Firm inMotion Innovative Practices Checklist Tech Success Tracker Quantum of Paperless IT Corner with Roman CPA.com Client Advisory Services Workshop
	<p>Capitalize on Your Differences Your firm's differences are the key to gaining and keeping clients.</p> 	<p>It is normal to shy away from how your firm differs from others. Going forward it will be essential to realize that these differences can gain traction with clients and prospects alike.</p>		





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	<p>Think Globally Even in Your Own Backyard As the world gets smaller, consider how your practice can benefit from a more global approach.</p> 	<p>Advances in technology, social media and the ease of travel have made the world a more global arena. That's why it's critical for your firm to think more globally — even when you are serving clients down the street.</p>		<p>International Services Center</p>
	<p>Be Purposeful in Client Selection and Evaluation Realize that you can't be all things to all people. Carefully choose who you serve.</p> 	<p>As you move forward into an increasingly demanding environment, it is vital to be selective, both in the clients that you serve and the offerings that you provide to them. Your focus will help your firm and your clients succeed.</p>		<p>Trusted Client Adviser Client Evaluation Tool Trusted Client Adviser Good Fit Client Tool</p>

