

Leading technology-enabled change in your firm



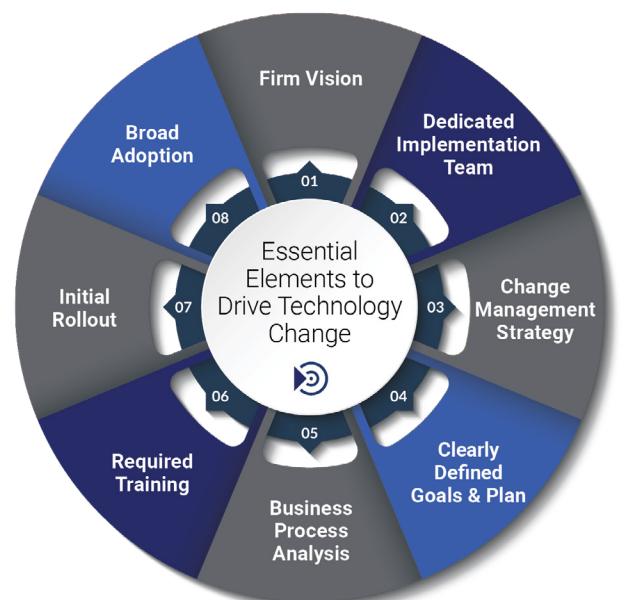
CPA.com | Professional Services: Change Management

Leading successful, significant change requires a strategy – one that integrates people, processes, and technology.

In the accounting profession, disruptive technological change is not on the way – it's already here, with even more to come. Major advances in tools, artificial intelligence, robotic process automation, and data analytics are driving transformation and giving firms the opportunity to deliver even more value to their clients.

As these capabilities advance further and the marketplace evolves, leveraging technology to effectively drive competitive advantage requires a combination of planning, clearly defined business objectives, and strong change management capabilities.

We have identified eight essential elements that contribute to successful change initiatives. These essential elements provide a roadmap for firms looking to navigate and drive change to achieve their strategic goals. At CPA.com, we help firms successfully navigate change in three phases to uncover their future vision, activate critical thinking in these key areas, and establish a new normal.



Essential Elements to Drive Technology Change

Firm vision

Leaders must have a clear view of the desired future state, a business case that helps secure buy-in, and a compelling vision for engaging their teams at both a logical and emotional level.

Dedicated strategy and implementation team

Successful implementations, is the result of having the right people working together as part of a dedicated team, with clear responsibilities for creating an environment for change, building relationships, and developing the future state vision. This team should be comprised of firm professionals from a representative range of levels, departments, and locations.

Change management strategy

A robust change management strategy is the key to a smooth transition and will explain how all of the change activities will be coordinated and managed within the firm. This includes communication plans, progress tracking, quality control, how issues are escalated, and how to balance the change with 'business as usual'.

Clearly defined goals and plans

Project goals should be tightly aligned with the overarching firm vision. A roadmap can help the firm rally around a standard approach and gain support from key stakeholders. The roadmap should identify the overall timeline for the project, key milestones, project phases, and the outcomes associated with each phase.

Business process analysis

The business process analysis phase of the project can lead to greater clarity regarding how new tools will be used, and helps leaders more effectively communicate firm-wide updates on processes, standards, and quality control procedures. During this phase, the firm will assess its current state, determine future state goals, and document a plan to bridge the gap.

Training

The firm is ready for training after the analysis of the firm's current state, decisions are made about future state goals, and project tasks are completed. The type of training needed for a change initiative may vary and include process, technical, or technology training.

Initial rollout

The initial rollout of the project is designed to help the firm test the change in a more controlled, limited fashion prior to a broader firm rollout. Additionally, the firm may have one or more rollout phases defined in the roadmap.

Broad adoption and continuous improvement

After the initial rollout is complete, the firm moves through subsequent rollout phases. At the beginning of each of these phases, the firm should review key learning from the previous phase and find ways to apply their insights to the next phase.

Contact us to see how your firm can benefit from our consulting services at inquire@hq.cpa.com or by calling **1.855.855.5CPA**

