Beyond the Numbers...

Cain Ellsworth & Company, LLP
The Change Advantage: Don’t Be a Passenger

Matt Heemstra, AMSF+, CPA
Just a Little About Us…

• Cain Ellsworth & Company, LLP
• Beyond the Numbers…
• Growth & Profit Solutions
  – Future driven
  – Vision: “To be the single biggest factor in our clients’ ability to make change”
Change is the New Normal

- Volatility, Uncertainty, Complexity, Ambiguity
- Technology
- Accelerating globalization
- Shifting demographics
- What’s next?

“We live in a world where you can be great at what you do today, and be out of business tomorrow.” – Ken Blanchard
Change is the New Normal (cont.)

- Milk production has doubled in 40 years
- Milk per cow = increased 4x since 1950
- 40 years ago, half of cows were on farms of 80 or fewer cows...now 900 or larger
- Dietary, consumer, health perceptions & realities
That’s Why We’re Here

Change doesn’t have to be scary or mysterious

• Defining change
• Preparing for change
• Acting on change
Most Businesses’ Experience with Change =

CHANGE IS HARD.
What Do We Mean By **Successful** Change?

A *significant* difference in:

- the way you do things

AND

- the results you’re getting
First Things First...
Don’t Just Do Something…

We get rewarded for *doing* things, so…

- We want to check things off the list
- We want to be able to list our accomplishments
- How do you know that what you accomplished actually mattered?

Take a deep breath and think…
Don’t Just Do Something… (cont.)

…make sure you’re doing the right things
What’s Your NOW?

How would you describe your business right NOW? Think about both good things and bad things. Be specific – think Profit, Products, Production, Customers, Marketing, People. If you wanted a complete stranger to understand the situation you’re in, what would you say?
What’s Your WHERE?

How would you *like* to describe WHERE your business is to someone 5 years from now? Think about both good things and bad things. Be specific – think Profit, Products, Production, Customers, Marketing, People.

Where are the gaps?
What’s Your WHERE? (cont.)

Keep in mind…

• There has to be a reference point to start from
• Can’t see it = can’t do it
• You have to know if you’ve succeeded or failed
• Your WHERE has to be agile
• What really matters?
This is Not the End

Preparing for change

Acting on change
The Hardest Part

It’s not enough to just know WHERE you want to go…

“Whether you think you can, or think you can’t – you’re right.” – Henry Ford
Belief

• Actual, practical thing
• Really about control – in the good way
• Belief = Behavior
Belief (cont.)

• No magic bullet
• What do you believe?
• Awareness is half the battle
Still Not the End

• All you’ve done now is get started
• There are still a bunch of things you have to get right
• At least you’ve earned the right to try
Finally, some science around change success!

What have we seen that’s had the most impact?
Instant Impact

Leadership Support
• How committed are you?
• Not a one time action/communication
• Has to be public
Instant Impact (cont.)

Discrepancy (Need for change)
• Does everyone understand exactly what the change will look like? Does everyone understand exactly why it’s a big deal?
• Do they agree?
• Communicate!
Instant Impact (cont.)

**WIIFM (What’s In It For Me?)**
- Not “What’s In It For Management”
- Does everyone involved see the benefit for themselves personally?
- Not the same for everybody
Readiness insights – Great Leaders

1. Transparency relating to any change is critical
2. Leaders need to walk the talk and show passion
3. Don’t have pre-conceived ideas - be open to ideas
4. Have clear vision and plans
5. Reward success
6. Don’t stick to business model which is failing
7. Right people in the right positions is critical to success
8. Accountability of all to the core values
9. Common methodology used for change
10. Need a clear focus
11. Weekly 1hr communication meetings to remove the rocks (blockages to success)

“If you had three votes what would be your top 3 insights?”
Accountability
Everybody wants it until it happens to them…
Key Ideas

1. Change is hard, but it doesn’t have to be mysterious
2. If you don’t clearly understand where you want to go, there’s no way you’ll get there
3. Too many change initiatives never really get going because people don’t believe it will work
4. The companies who are the best change-makers make sure the foundation for change is in place before they start
5. Change = Hard work
Now What?

You’ve been here for a day and a half – will it be worth it?

Part 1 - What are the top 2 or 3 specific things you’re going to do when you get home?

Part 2 - Discuss those things at your table.

Part 3 - Report back.
Matt Heemstra, AMSF+, CPA
P: (605) 610-4611
mheemstra@cainellsworth.com
www.cainellsworth.com/blog.asp

THANKS!