

Business Coaching for Bookkeepers | Learning Objectives and Assessment tasks

Module	Core Topic	Focus Area	Learning objectives	Assessment tasks
1	The journey from bookkeeper to analyst and advisor	<ol style="list-style-type: none"> Where are you now and where do you want to go? Core principles of proactive bookkeeping to business clients 	<ol style="list-style-type: none"> Understand the role of bookkeeper vs business analyst and coach. Consider the opportunities you have to think 'beyond the numbers' Understand what small business owners are interested in and why 	<ol style="list-style-type: none"> Identify one business client that you are involved with. Using the questions in the slide 'Get to know the client's business,' create a brief overview of the client's business. Identify at least 3 aspects of the client's business that you were previously unaware of. Using the business life-cycle approach outlined in this module, identify at least 1 business client in each of the 4 stages of the life-cycle (1) Start-up, (2) Growth, (3) Maturity and (4) Decline. How does this affect the way the firm manages the client? Review the analytical tools outlined on Slide 38. Which of these do you have some involvement with? How are these tools used with the client? Develop at least 3 personal, team or firm SMART actions for this module. Incorporate in your consolidated SMART action spreadsheet.
2		<ol style="list-style-type: none"> The difference between descriptive and predictive analytics What the business advisory relationship is all about 	<ol style="list-style-type: none"> Understand the difference between descriptive and prescriptive analytics Explore the potential of financial reports and statements Understand the psychology of business coaching 	<ol style="list-style-type: none"> What level of advisory or coaching support do you feel comfortable providing to your business clients? What needs to change to make this happen? Identify one bookkeeping client that you would like to transform to a coaching relationship. What will be your first step to engage with the client in a forward-thinking discussion?

				<ol style="list-style-type: none"> 3. Consider how you could use the 'Power of 1' to engage clients in a deeper conversation about the opportunities for business growth. How can you use existing financial reports to support your case? 4. Develop at least 3 personal, team or firm SMART actions for this module. Incorporate in your consolidated SMART action spreadsheet.
3	Key areas of focus when looking at the numbers	<ol style="list-style-type: none"> 1. Key financial ratios and other metrics 2. Understanding patterns and trends in the numbers 	<ol style="list-style-type: none"> 1. Understand the importance of a focus on the right financial levers 2. Review key financial ratios and consider their value in conversations with clients 3. Understand the keys to identifying financial patterns and trends 	<ol style="list-style-type: none"> 1. Consider which forms of financial analysis you currently provide to business clients? How effective are these reports in assisting your business clients to make the right decisions? 2. Select a business client and identify up to 6 KPIs that you could use to assess business health with this client. Ensure that at least 50% of these KPIs do not focus on traditional financial KPIs. 3. Develop a process that would provide a simple financial analysis for all business clients. 4. Document up to 3 SMART actions to implement from this session. Incorporate these actions in your consolidated spreadsheet. Review and update.
4		<ol style="list-style-type: none"> 1. How to check business health and identify underlying causes 	<ol style="list-style-type: none"> 1. Understand how to check business health and identify underlying causes. 2. Review the use of predictive analytics to identify potential course of action 	<ol style="list-style-type: none"> 1. Are you and your team able think 'beyond the numbers' when looking at your business clients? What skills do you and your team need to develop? 2. Develop a project plan that incorporates a health check or discovery meeting with every

		<ol style="list-style-type: none"> Predictive analytics and cashflow forecasting tools 	<ol style="list-style-type: none"> Consider cashflow forecasting techniques 	<p>business client in your firm at least once a year. Consider the platform, timing and leverage of this activity.</p> <ol style="list-style-type: none"> Put together a simple checklist for collecting the information you require from clients in order to complete a cashflow forecast. What challenges can you see in collecting this information? Document up to 3 SMART actions to implement from this session. Incorporate these actions in your consolidated spreadsheet. Review and update.
5	Principles of financial reporting and client meetings	<ol style="list-style-type: none"> Overview of reporting tools and templates Preparing monthly and quarterly financial reports 	<ol style="list-style-type: none"> Explore tools for business analysis and reporting Understand how to add value to business reporting Identify key steps in preparing and delivering consistent management reports 	<ol style="list-style-type: none"> Identify no more than 3 key software programs that you currently use or intend to use for the delivery of advisory services. Who, in your firm, is the expert with these programs? What can you do in the next 12 months to improve internal capabilities with these programs? Identify 1 business client who receives regular financial and/or management reports from the firm. Investigate how these reports are compiled, presented and used to drive business performance. What could be improved? Develop a 12 month project plan for a new business advisory client. Consider data collection and analysis, 3 way forecasting, monthly data processing, reporting, meetings and ongoing communication. Who will be

				<p>responsible for what aspects of service delivery?</p> <p>4. Document up to 3 SMART actions to implement from this session. Incorporate these actions in your consolidated spreadsheet. Review and update.</p>
6		<ol style="list-style-type: none"> 1. Development and implementation of SMART action plans 2. How to run an efficient and productive client meeting 	<ol style="list-style-type: none"> 1. How to get things done using SMART action plans 2. How to run an efficient and productive client meeting 	<ol style="list-style-type: none"> 1. Review your SMART action plan from this course. What has worked well for you? What could be improved? How can you use your experience to improve accountability with clients for agreed actions? 2. Develop a SMART action plan template for your clients. Consider how you can use this to keep track of agreed actions between client meetings. 3. Put in place an internal procedure or checklist incorporating all the essential aspects of running a successful client meeting, including the meeting checklist. Identify internal roles and responsibilities in implementation. 4. Document up to 3 SMART actions to implement from this session. Incorporate these actions in your consolidated spreadsheet. Review and update.
7	Key relationship management	<ol style="list-style-type: none"> 1. How to understand what's important to business clients 2. Effective client engagement and 	<ol style="list-style-type: none"> 1. How to understand what's important to clients 2. Effective client engagement and communication strategies 	<ol style="list-style-type: none"> 1. What key challenges have you identified in relation to your communication with clients? Outline some actions you can take to address these issues? Consider external training or changes in systems or processes.

		communication strategies		<ol style="list-style-type: none"> 2. Document communication standards and procedures associated with response to client queries. Consider leverage, timeliness, quality. Establish as your personal service standard in engaging with clients. 3. Develop a simple staged process for the first 12 months of an ongoing advisory project using the steps outlined in this module. Identify stages that require a review of scope of work and fee for service. Use as a checklist for new client projects. 4. Identify up to 3 individual or firm SMART actions from this module. Incorporate in your consolidated SMART action list.
8		<ol style="list-style-type: none"> 1. Key client relationship challenges and how to overcome them. 2. Working effectively with internal and external stakeholders 	<ol style="list-style-type: none"> 1. Explore key client relationship challenges and how to overcome them 2. Identify how to work effectively with internal and external stakeholders 	<ol style="list-style-type: none"> 1. Ensure that your consolidated SMART action list is up to date. Check priorities, responsibilities and deadlines. Share with someone else (your manager or mentor) 2. Identify which SMART actions will require firm support or approval to proceed e.g. changes to systems or processes. Confirm next steps with these actions. 3. Identify the top 3 potential roadblocks to implementation of your actions. Outline what you will do to address these roadblocks in a proactive manner. 4. Establish your 90 day action plan. Confirm the initial 5 SMART actions, outline what needs to happen and keep track of progress through your personal task management system

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