The Big Shift has finally arrived.

Is your firm ready for the unprecedented changes sweeping our profession with the Baby Boomer transition?

Firms who plan, adapt and implement will thrive rather than just survive.

Join us in Park City on July 9-10. We’ll help you get ready for the Big Shift!

HeadWaters 2015

The Big Shift: Partners and Firms in Transition

July 9-10, 2015 • Park City, Utah
The Conference

The change we’ve been anticipating for the past decade has arrived and is washing over us like a huge wave.

Hundreds of partners will leave the profession as the Baby Boomer generation heads into retirement. Incoming top talent seemingly wants different things from their careers than generations past and will find more choices than ever before – both in the profession and outside. Our clients will also continue to have evolving challenges, experience similar changes in ownership and require different and more diverse services.

Our firms need to adapt to stay current.

Join us for HeadWaters 2015 as we discuss the Big Shift. We’ll discuss ways to stay relevant, competitive and profitable as these changes occur and our outstanding speakers will provide real-life answers. Here’s a sampling of the topics we’ll cover:

- How do you select and guide new partners to become your best partners?
- How do you encourage partners to have a passion for the success of the firm versus a compulsion to focus on their book of business?
- What needs to change in our firms to remain relevant to our people and our clients?
- What are the best processes to seamlessly transition clients?
- How do you get talented young staff excited about firm ownership?
- What partner compensation policies work best in a transition period?
- How can you successfully move high performing women into leadership?
- What policies need to be in place to ensure partners truly retire rather than just cashing in equity?
- What needs to happen at the firm level to reduce the stress of retirement in the lives of departing partners?
- How can you create a process and culture that promotes successful transitions of your top leadership?

Conference Speakers

Comprised of some of the nation’s top thinkers in the profession, our roster of conference presenters will confidently and knowledgeably address many of the most challenging issues facing firms today.

Sam Allred
Director at Upstream Academy

Tim Bartz
Director at Upstream Academy

Jonyce Bullock
Advisory Practice Leader at Squire & Company, PC

Dan Griffiths
Director of Strategic Planning at Tanner LLC

Joey Havens
Executive Partner at Horne, LLP

Gordon Krater
Managing Partner at Plante & Moran, LLP

K. Tim Larsen
Managing Partner at Squire & Company, PC

Kris McMasters
CEO at McMasters Consulting

Dr. David Posen
Author of Is Work Killing You?

John Sensiba
Managing Partner at Sensiba San Filippo, LLP

Mike Tobiason
Partner at REDW

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Website: www.upstreamacademy.com

To register visit www.upstreamacademy.com
Thursday, July 9, 2015

7:00 – 8:00 am  Breakfast

8:15 – 9:30 am  **Identifying, Developing and Installing Your Next Great Partner**  
**Sam Allred, Director at Upstream Academy**

Partners are the horsepower of the firm, driving vital initiatives, representing the firm to both internal and external contacts, and shaping the firm’s future. If done right, new partner selection, initiation and development can bring a wealth of benefits to the firm and to the individual partner. Getting it wrong, however, can lead to ineffective, high-maintenance or even power-hungry partners. So how do you make sure you’re nurturing great leaders rather than marginal partners? How do you effectively deliver all those vital messages new partners need to learn? What should you do to ensure your new partners quickly become confident, effective and high-yield?

9:30 – 9:45 am  Break

9:45 – 11:00 am  **Are Your Partners Growing a Tree or Cultivating an Orchard?**  
**Gordon Krater, Managing Partner at Plante & Moran, LLP**

Many partners find great personal satisfaction in landing and retaining clients to create a strong personal practice. This quest for a large personal book of business has long been the norm for our profession and even the best of firms sometimes see this silo mentality creep in. This mindset can produce short-term results, while creating long-term challenges. Healthy firms are built when great partners help grow great partners – enabling the firm to effectively handle transitions and attract quality new clients. So how do you make the switch? How do you help your partners focus less on growing their own tree and more on cultivating the firm’s orchard? Join us for this session as Gordon explains a new approach to partner priorities and firm stability.

11:00 – 11:15 am  Break

11:15 – 12:30 pm  **Changing How We Work: A New Approach for a New Reality**  
**Joey Havens, Executive Partner at Horne, LLP**

Changes are coming – to staff availability, client expectations and accounting norms. We can’t deal with these changes in our profession by doing the same things we’ve always done. We need to re-think our approach to staff and client relationships. Many firms have started down the path but find themselves stalled on important initiatives. During this session, Joey will talk not only about why firms need to evolve, but how to ensure changes are made successfully. He’ll challenge us to make five key changes: provide true flexibility; get beyond conflict avoidance to open collaboration; develop a culture that nourishes young leaders; utilize technology to enhance the client experience; and, move from time and cost based billing to outcome-driven engagements. Don’t miss his innovative solutions to our industries’ top issues.

12:30 – 1:30 pm  Lunch Break

Thursday, July 9, 2015 (continued)

1:30 – 2:45 pm  Concurrent Sessions  (choose one of four)

**Run the Numbers but Don’t Run from Them: Compensation in Transition**  
**Tim Bartz, Director at Upstream Academy**

Change is on the horizon for many partner groups, as senior partners retire and a new generation takes up the reins. During this time of flux, partner compensation has the potential to either hold the firm back or drive it to greater performance. What can firms do to ensure partner compensation is a tool to encourage and reward partners for doing what’s in the best interest of the firm long-term? What should partner compensation agreements contain next year and five years from now? How can you structure fair, equitable agreements that remove the mysteries and protect both the partner and the firm? Join Tim and he’ll tackle this tough issue head-on.

**Igniting the Power of X: Engaging High Performance Women in Firm Leadership**  
**Jonyce Bullock, Advisory Practice Leader at Squire & Company, PC**

Even though more women than men enter the accounting profession, less than 20% of current partners are women and even fewer women achieve equity status. Even more noticeable is the lack of women professionals in the firm’s top leadership positions. How is your firm doing in its efforts to maximize its resources? Do you know how to attract and motivate this underutilized segment of the population? Join Jonyce for this session and she’ll discuss practical ways to handle differing expectations, work styles, schedules, advancement choices, and communication norms to propel high performing women into firm leadership positions, making a huge impact on your firm’s ability to stay relevant and attract quality employees.

**Building Ownership Excitement for a New Generation**  
**Dan Griffiths, Director of Strategic Planning at Tanner LLC**

Emerging leaders in accounting firms are talented, ambitious and driven, but many seem unwilling to follow in the footsteps of their predecessors. They have different priorities, different ambitions and different requirements that must be met before they make a commitment to or an investment in the firm. Current firm leaders may lament the generational differences, but they won’t secure the next generation by trying to force them into the Baby Boomer mold. Join Dan for this session and he’ll provide practical strategies for growing, developing and advancing the next group of partners, by providing the right challenges, rewards, and culture.

**Building the Bridge: An Effective Process for Client Transitions**  
**Mike Tobiason, Partner at REDW**

When we plan client transitions, we often focus solely on ensuring the retiring partner hands off the work, forgetting that’s only half the battle. To successfully transition clients, both the individual receiving the client and the firm’s culture need to support the endeavor. Done properly, client transitions can actually strengthen the client’s relationship with the firm, help develop skill in younger staff and leave retiring partners secure in the knowledge that their legacy will be preserved. Join us for this session and Mike will discuss ways to ensure your firm culture rewards individuals for exceptional transitions rather than penalizing them for taking the time needed to ensure client satisfaction (and loyalty).
Thursday, July 9, 2015 (continued)

2:45 – 3:00 pm  Break

3:00 – 5:00 pm  Discussion Forums: Shared Challenges, Shared Solutions
Sam Allred, Tim Bartz, Gordon Krater, Tim Larsen, Mike Tobiason, Joey Havens & John Sensiba

Always one of the most popular features of Upstream conferences, our afternoon discussion forums provide an unmatched opportunity to share your firm’s greatest challenges and learn how other firm leaders have successfully dealt with the same difficulties. Bring your most vexing issues and a notepad, and be ready to return to the office with great new ideas for solving your firm’s challenges!

5:15 – 6:15 pm  Reception

Friday, July 10, 2015

7:00 – 8:00 am  Breakfast

8:00 – 9:15 am  Equity Reduction vs. Retirement: Setting the Standard for Your Firm’s Transitions
Kris McMasters, CEO at McMasters Consulting

We’ve all seen them: the semi-retirements. Rather than a smooth, well-planned transition to a well-planned post-retirement life, a partner gives up some or all equity and continues on as if nothing has changed — working the same hours and serving the same clients in the same office with the same comp — leaving everyone wondering. When will they actually retire? How do you ensure your partners make a healthy transition that not only allows them to enjoy retirement, but makes way for the next generation of leaders and the continuity of the firm? Join Kris McMasters as she discusses how to avoid running afoul of age discrimination laws while setting best practices, policies and timelines for successful partner transitions.

9:15 – 9:30 am  Break

9:30 – 10:45 am  More than Golf Lessons: Helping Prepare Partners for Retirement
Dr. David Posen, Author of Is Work Killing You?

Rather than excitement, anticipation and a well-deserved feeling of accomplishment, many partners find only a pit in their stomachs as they approach retirement. Having worked so long and diligently to build expertise, reputation, client base and career, retiring partners can find it difficult to imagine life after the firm. When they are no longer defined as “partner,” who will they be? Will they spring out of bed excited for the day if no one is counting on them to solve a tax issue or meet a deadline? Can they find purpose and joy in a new phase of life or are they trapped in the routine of the past decades of work? Join Dr. Posen for this session and he’ll talk about ways that your firm can help reduce the stress of retirement, so partners can retire successfully and enjoy this new stage of life.

10:45 – 11:00 am  Break

11:00 – 12:15 pm  Creating a Transition Culture: A Blueprint for Seamless Successions
Gordon Krater, Managing Partner at Plante & Moran, LLP
Sam Allred, Director at Upstream Academy

I’m sure by now we all know that succession planning is more than choosing a likely candidate. But some firms are still treating the retirement of their top leaders as individual events. There’s a better way. Join us for this dynamic session as Sam helps us pick the brain of Gordon Krater — the man who wrote the book on succession planning (literally). Gordon will talk about creating a repeatable process for transitions and a “succession culture” which encourages everyone from secretary to managing partner to have a succession plan. Don’t miss succession planning insights from one of the top thinkers in this area who walks the talk!
Park City

We return this year to beautiful Park City, Utah, nestled under Rocky Mountain peaks and an easy 40-minute drive from Salt Lake City Airport. The Park City area offers something for everyone including over 100 restaurants, factory outlet stores, quaint shops, fly fishing, mountain biking, hiking, horseback riding, water sports and more.

Hotel Information

This year’s conference will be held at the St. Regis Deer Valley Resort, located at 2300 Deer Valley Drive East in Park City. Reservations can be made online or by calling 800-228-3000. You will need to specify Upstream Academy to receive the special conference rate of $259.00. We recommend making your reservation by June 15, 2015.

Air Travel Information

The hotel is located approximately 40 minutes from the Salt Lake City airport.

Conference Meal Information

Breakfast and lunch will be provided on Thursday and breakfast will be provided Friday. All meals will be served buffet style. If you have special meal requests, please contact Kelsey Mundt at (406) 495-1850 or email at kelseym@upstreamacademy.com.

To Register

Go to www.upstreamacademy.com/headwaters.asp or call 406-495-1850.

Cancellation Policy

Registrants will be refunded their registration less a $100 cancellation charge if they notify Upstream after June 15, 2015.

Upstream Academy will recommend 13 hours of CPE credit for participation in this course. Prerequisite: None Skill Level: Overview Learning Objectives: After attending the HeadWaters Conference you will be able to identify and implement improvements to your leadership skills, as well as your firm’s leadership development processes.

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