Business Learning Institute
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Change Leadership & The AICPA FAME Framework

David Defrietas
Business Learning Institute Provider

PRESENTED TO
North Carolina Association of CPAs
In-person
September 16, 2026

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David DeFreitas

David (Dave) DeFreitas is a retired Group Chief Financial Officer at Caterpillar Inc. and a retired Chief Revenue Office at TADA Cognitive Solutions. He is a high-impact leader with a unique combination of expertise in business leadership and financial management, directing senior business leaders, and strategizing paths forward. Experienced in dynamic markets and diverse environments, he has been integral to several multi-million dollar gains and is skilled at turning analytical findings into transformative action plans.

After beginning his career as an auditor with McGladrey & Pullen (today known as RSM), Dave joined Caterpillar Inc, where he advanced through 18 roles over the course of 32 years before retiring in 2021. His title history includes Group CFO for Corporate Services, Divisional CFO for Aftermarket Parts, Controller (Americas) for Caterpillar Financial Services, Investment Director for Energy & Transportation, CEO/Managing Director for Telehandlers, Corporate Director of Activity Based Costing, and Corporate Business Analysis Project Manager. He gained valuable global experience, including working in the UK for several years. After retiring from Caterpillar, Dave spent 18 months as Chief Revenue Office for TADA Cognitive Solutions, which is a B2B supply chain software solutions company.

At all stops, Dave has excelled at collaborative leadership and mentoring future leaders. From working closely with Cat Financial Services Corp. to shape and execute their business strategy to overseeing materials for the Caterpillar Inc. Board of Directors and serving as Chief of Staff for Caterpillar's CFO, his focus on adding value and positioning companies, employees, and customers for success has been proven time and again.

Dave co-chairs the Business & Engineering Advisory Council at Bradley University, and is a past Chair and current Emeritus Member of the Department of Accounting Advisory Council at Bradley. He is also a member of the Bradley University Braves Club Board and a member of the Indiana University Accounting Advisory Group. Dave is the Treasurer of the Illinois Epsilon housing corporation (Bradley University's chapter of Sigma Alpha Epsilon) and served as Vice Chair of the Illinois High School Association (IHSA) Boys State Basketball Championship Executive Steering Committee for seven years.

In 2017, Dave and his wife were recognized by the IHSA and Peoria Convention & Visitors Bureau as Volunteers of the Year. In 2019, Dave was appointed to the Board of Trustees of the Central Illinois Easterseals Foundation and has co-chaired successful fundraising campaigns. He is also a Future of Finance Advisory Board member for the American Institute of Certified Public Accountants. Dave has also co-authored two articles published in professional finance and accounting magazines.

Other Courses by David DeFreitas

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ADDITIONAL MATERIALS FOR YOUR STAFF

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Change Leadership in the 21st Century

Developing the Next Generation of Leaders

Change Leadership

And the AICPA “FAME” Framework

David G. DeFreitas
September 16, 2026

LEARNING OBJECTIVES

1. Contrast “Change Management” vs. “Change Leadership”
2. Formulate Improvement Goals that Resonate
3. Assess the Role Communication Plays in Change
4. Evaluate How Situational Leadership Can Inspire Employees
5. Assess How “FAME” Can be Used to Formulate a Path to Optimize Change Effectiveness

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Agenda

- *Change Management – The Traditional Approach*
- *Change Leadership Defined*
- ***Leading an Improvement*** *vs. Managing a Change*
- *AICPA's "FAME" Framework*

CATERPILLAR

32 Year Career - 18 Different Jobs

World's Leading Manufacturer of
- Construction & Mining Equipment
- Diesel & Natural Gas Engines
- Remanufacturing & Financial Services
- Industrial Gas Turbines & Diesel Electric Locomotives

2025 Sales	Assets
$68 Billion	**$99 Billion**

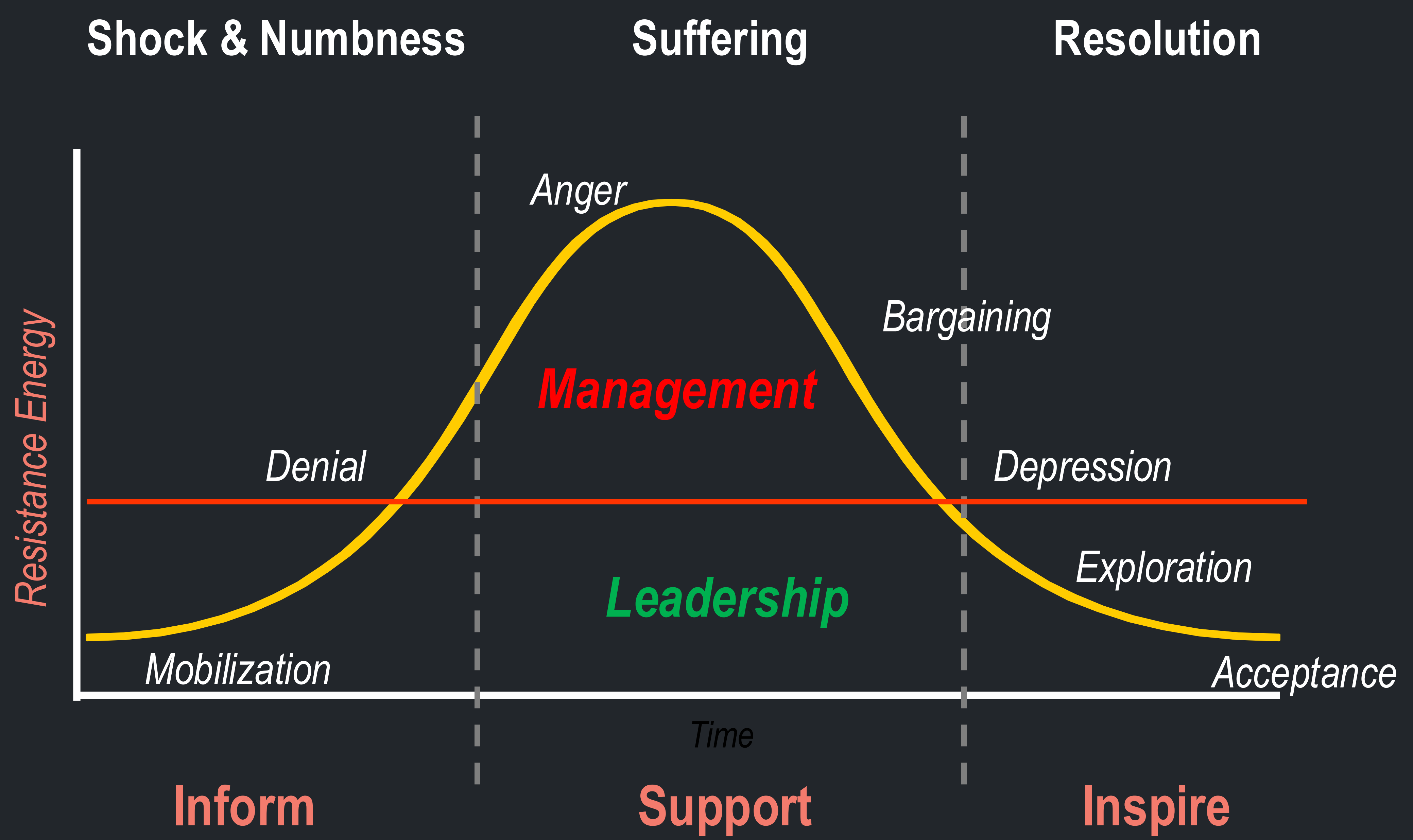
60 Product Groups & Over 400 Models

Over 500 Locations Worldwide
- Manufacturing
- Parts Distribution & Marketing

Full-Time Employment: 113,000

~ 170 Dealers

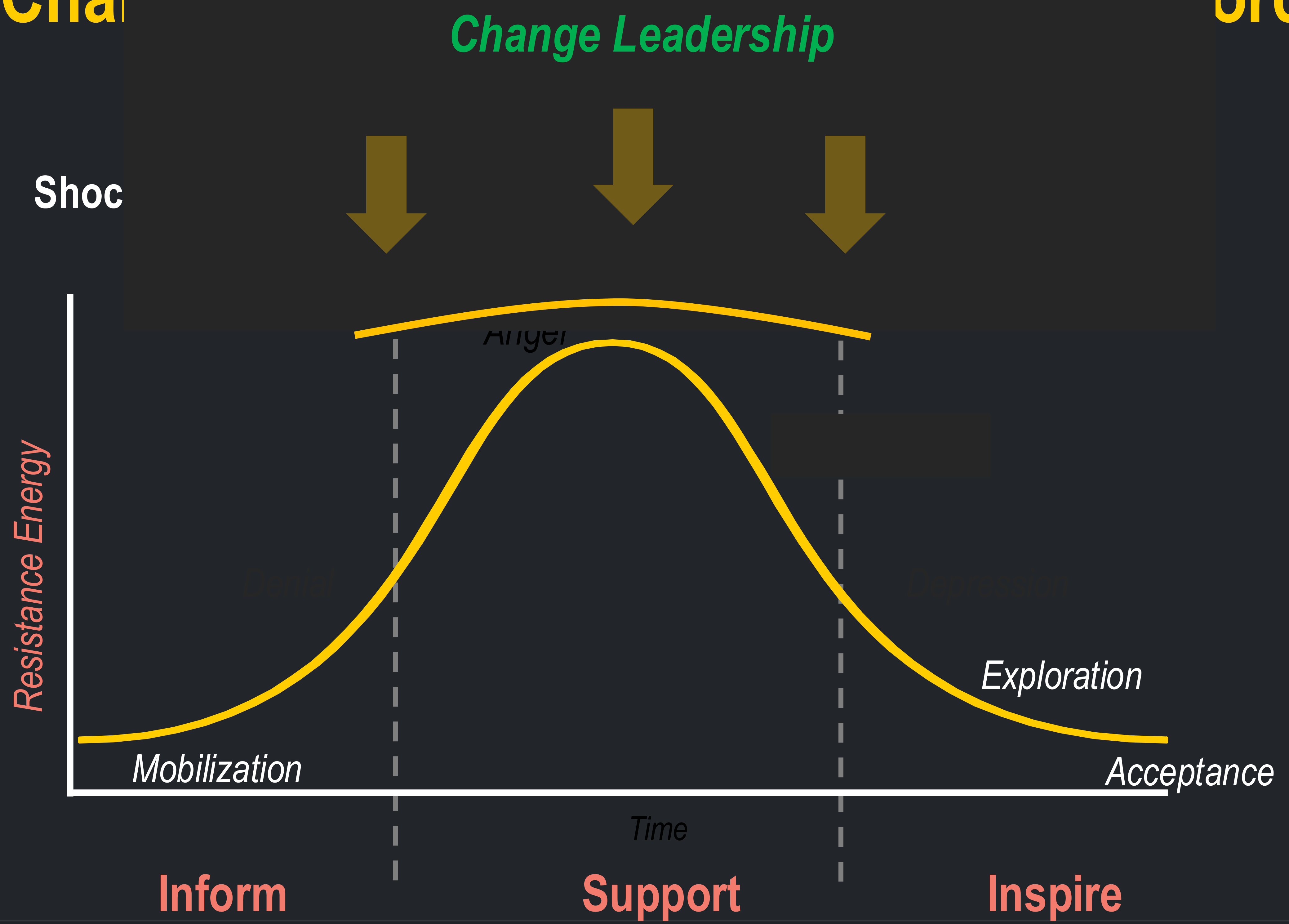
Change Management – The Traditional Approach



Change Leadership Can Reduce the "Resistance Energy"

Attributed to Dr. Elisabeth Kubler-Ross

Cha… orce



Change Leadership Pushes the Curve Down Without Elongating It

Greatly Reduces……

- *Denial*
- *Anger*
- *Bargaining*
- *Depression*

Change Leadership:

Intentionally developing a strategy that accelerates people through a change using the two most important motivators – Logic and Emotion.

Change Leadership

Replace with "Improvement"

Improvement

Lead the ~~change~~ necessary to grow your business

Roll out a comprehensive ~~change~~ leadership approach to…

Align Your Improvement to the Company Strategy	Make Sure Everyone Knows What "Done" Looks Like	Lead the Improvement….Don't Manage Change
Leverage a Simple Process all can Follow	Communicate Regularly	Reinforce – Recognize & Reward

Situation Leadership – Working With Your Team

To Effectively Lead Change, You Must Know Your Team

- ✓ Know Your Team - When to Inspire, When to Coach, & When to Do
- ✓ Clearly Define & Communicate the Importance of the Improvement
- ✓ Leverage the Talents of Those on Your Team
- ✓ Demonstrate Commitment to the Cause – Be Willing to Roll-up Your Sleeves & Work With Your Team
- ✓ Listen to Your Team – They Are Closer to the Details
- ✓ Be a Flexible and Patient Teacher

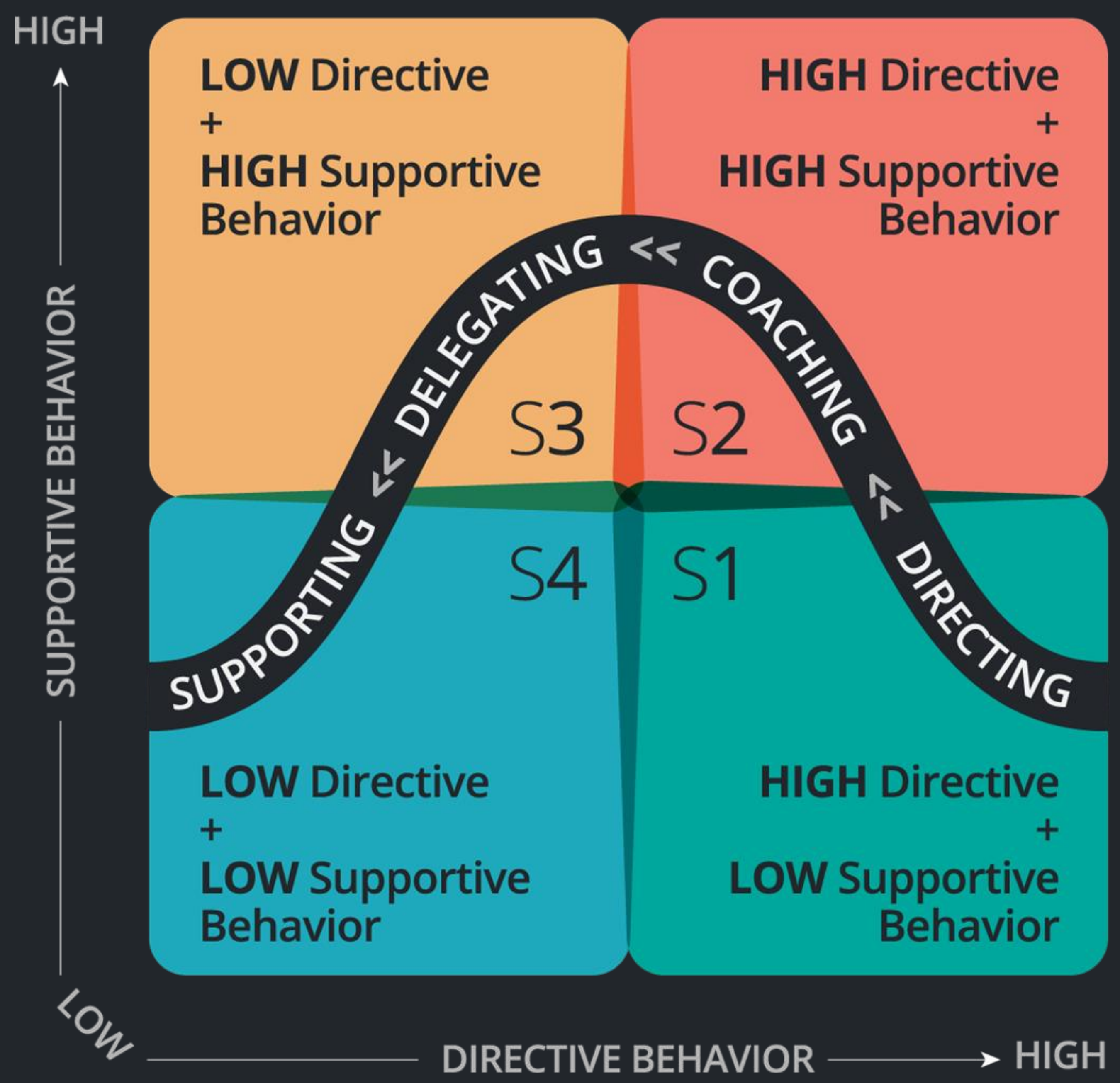
Lead the Improvement….Don't Manage Change

Situation Leadership

- ✓ Earns the **Trust** of Your People
- ✓ Creates **Loyalty**
- ✓ Increases Individual **Engagement**
- ✓ Increases Team **Productivity**

As a leader, your actions will be watched closely by others

Lead the Improvement….Don't Manage Change



Embedding These Concepts

- ✓ Reflect – 30 Minutes at the End of Each Week
- ✓ Decide What Improvements You Want to Make In the Coming Week
- ✓ Hold Yourself Accountable to Maintain Past Improvements & Make Future Gains

It Takes at Least 30 Days to Make a Habit

Lead the Improvement….Don't Manage Change

Change Leadership:

Leverage a Simple Process all can Follow

Leading an improvement project can be done using a simple 6 Sigma DMAIC framework

DEFINE –
Where Improvement is Needed

MEASURE –
What is the Benefit

ANALYZE –
Plan for impact to people & the business

IMPROVE –
Execute the plan

CONTROL –
Embrace the new way to work

DEFINE –
Where is Improvement Needed

- *What process are we trying to improve?*
- *Who is the owner of this process?*
- *What is the business need?*
- *What part of the process (& who within it) will be most affected?*
- *When are we making the improvement?*

Be Sure to:

Identify & Address the Your Team's "Pain Points" as Part of Your Improvement

DEFINE –
Where Improvement is Needed

MEASURE –
What is the benefit

ANALYZE –
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CONTROL –
Embrace the new way to work

MEASURE –
What is the Benefit

- *Use Value Stream mapping to identify the baseline*
- *Use "Activity Based Management" (Activity Based Costing applied to office processes)*
- *What are the gaps between the current state and desired state?*
- *What is the impact of making the improvement? (Financial impact, Strategy, Process, Structure, Metrics, Behaviors and Skill Sets)*

DEFINE –
Where Improvement is Needed

MEASURE –
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ANALYZE –
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ANALYZE –

Plan for impact to people & the business

- *Use a "flexible process map" to model the "migrating critical paths" as improvements are made*
- *Create the plan to address the gaps you want to fix*
- *What else is happening that could impact this change – any risks?*

DEFINE –
Where Improvement is Needed

MEASURE –
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Flexible Process Mapping Example

Target Reduction = 65 hours

Process to be Improved

Task 1 | 2 | 3 | 4 | 5 | 6

200 Hrs.

+ / - 5 Hrs.

Inefficiency

Eliminate Inefficiency (Line Balancing)

2. 1 | 2 | 3 | 4 | 5

150 Hrs.
+ / - 5
Hrs.

Eliminate Waste

1. 1 | 2 | 3 | 4 | 5

175 Hrs.

+ / - 5 Hrs.

Standard Work

3. 1 | 2 | 3 | 4 | 5

135 Hrs.
+ / - 2 Hrs.

IMPROVE –
Execute the Plan

- *Assign ownership for each area of improvement*
- *Hold regular update meetings – Monitor progress, help remove obstacles, keep end goals in front of everyone*
- *What actions do you take if the momentum slows?*
- *Rebalance the “office assembly line” when the improvements are done*

REMEMBER:
Consider the logic & emotions in your improvement plan

DEFINE –
Where Improvement is Needed

MEASURE –
What What is the Benefit

ANALYZE –
Plan for impact to people & the business

IMPROVE –
Execute the plan

CONTROL –
Embrace the new way to work

CONTROL –

Embrace the new way to work

- *Who is the ongoing process owner?*
- *What metrics are in place to measure success?*
- *How often and for how long will you be measuring these metrics?*
- *Monitor progress through regular Communication, Learning and Reinforcement*

DEFINE –
Where Improvement is Needed

MEASURE –
What What is the Benefit

ANALYZE –
Plan for impact to people & the business

IMPROVE –
Execute the plan

CONTROL –
Embrace the new way to work

Purpose of AICPA Finance Assessment Model for Effectiveness (FAME)

AICPA "FAME" Framework……

AICPA
Wharton Business Consulting

To help organizations assess their current finance maturity level and build a roadmap for transformation

In addition, the model will:

- Provide the clarity and catalyst to help finance leaders build successful, innovative & mature business ecosystems
- Provide an objective assessment to enable Finance leaders to evaluate functional maturity, to inform investment priorities
- Align to what future of finance leaders experience in real life as the challenges & opportunities to build a future ready finance function
- Leverage the CGMA Competency Framework and significant investment by the Association in finance research
- Provide a framework for individuals to assess their competency level within their area of expertise to inform development priorities

How to use the FAME

1. **Maturity** of each dimension assessed against **5 levels** aligned to Blooms taxonomy

2. Model breaks down a Finance function into **5 Dimensions**

Let's Take a Closer Look

3. **Sub-dimensions with assessment statements** have been developed to support level selection

	Scorekeeper (Foundation level)	Advisor (Developing level)	Partner (Collaborating level)	Value Creator (Best-in-class level)	Futurist (Aspirational level)
Technical	Operational and governance objectives aligned to Finance strategy which maximizes the organization's value, recognizing competing priorities, including shareholder priorities (e.g. ESG). Common approach to risk assessment and regulatory compliance?	Financial and Operational interfaces optimized to aid global ways of working. Performance tracked and reported to inform risk management; tax and regulatory compliance. Appreciation and understanding of different organizational needs and associated regulatory, tax and governance requirements.	Delivery of organization objectives underpinned by globally aligned financial, operational and governance processes. Promptly responds to changing organization priorities-eg. tax impact of working across geographies; financial resilience; regulatory impact - supporting the organization in achieving objectives.	Optimized prioritization, planning and management of financial, governance … **Value Creator** changing internal needs and market trends. Automating rote tasks.	Inspirational growth strategy, targets and actions aligned to the organization's strategic vision and incorporating the organization's socio-economic interests, underpinned by optimized tax status; global governance and operations, leveraging influence and opportunity to invest in new strategic partnerships.
Business	Plan in place to standardize operating procedures across the finance function to provide the platform for global consistency and quality of operations. Stakeholders engaged to inform prioritized actions. Investor Relations and Environmental, Social & Governance strategies and engagement plans in place. Awareness of the environmental impact of digital technologies.	Automation and digitization priorities confirmed. Finance and internal stakeholders able to access, and utilise, processes, systems and data models to inform operational efficiency and performance. Environmental impact assessment of decisions in place, wi… tracking, reporting and action plans … address emerging issues	Organization processes optimized, digitized and aligned and shared through Finance/organization eco system. Stakeholders engaged in … **Partner** strategies across the organization enables a globally consistent view of performance across stakeholder and shareholder priorities.	Benchmarking, insights and best practice applied to exploit advances in operational effectiveness, delivering year on year efficiencies. Digitized processes with internal and external stakeholders Process and systems in place to monitor, track and report performance against benchmarks. Resource and investment in place to address priorities. High regulatory compliance. ESG targets set, owned and monitored.	Finance transformation underpins growth and new product opportunities through automation and digitization, delivering significant ROI and simpler integration or creation of new organizations. Recognized externally for successful transformative ESG performance. Sets the benchmark for shareholder engagement and approval in addressing key ESG priorities.
Digital	Digital ambition with prioritized implementation plan in place, developed in line with business needs and ambitions. Digital systems (e.g. databases) exist to improve and integrate data collation, cleansing and analysis. Basic standardized systems and data models in place for the finance function, with a high degree of manual processing.	Established application and system connections between financial governance and operational data, … **Advisor** protect organization and personal data.	Standardized and optimized Finance tools and applications enable view of total financial performance and increases interfaces across the organization improving MI; BI, data quality and self service. optimized, embedded digital technologies determine standards for data collation, consistency, analysis and reporting.	AI, machine learning & predictive analytics at scale. Automated services utilising digital applications - eg. voice and chatbots - underpins data harvesting; transforms collation, analysis; reporting and insights resulting in high stakeholder confidence in, and access to, financial data. Strategy for fully digitized financial processes.	Fully enabled digital environment which enables better financial planning and analysis to underpin confident and informed organization model pivoting and improved strategy innovation and strategic planning. All activities underpinned by technology and team is streamlined around higher-level activities and interpretation
Leadership	Finance ambitions to be achieved through its strategy and a point-in-time roadmap is in place and understood. Step change from current state in roadmap agreed and cascaded throughout the function.	Workforce and Operational Plans in place, connecting roles, skills. competencies across the Function to underpin career and development planning. Stakeholder engagement and communication informs development priorities.	Functional competencies assessment provides performance and development insights to enable agile workforce both within Finance and across the organization. Insights … **Partner** investment opportunities. The "core" is the engine of the business and produces all / almost all of the revenue; "edge" is where growth and future planning happens.	Agile workforce management, aligning Finance skills and capability with organization stakeholders. Finance leaders demonstrate more systematic planning and execution with dual accountabilities of running the Finance function and supporting 'Edge" innovation projects. Internal and external recognition for agile, motivated and creative workforce, driving leadership culture across the organization.	Externally-recognized culture of innovation and creativity, embedded in business model and operating model with employees actively empowered to drive change and explore new and different ways of working - eg/ around ongoing strategy and scenario planning and forecasts
People	Employee Proposition in place, governing consistent recruitment, deployment, development and retention policies and processes and articulating Finance ambition to recruit, deploy and develop talented resources.	People initiatives integrated across the business to create a consistent view of workforce performance, skills, … **Advisor** practice across Finance and other organization areas.	Agile and project-based working focused on Finance and organization priorities; encompassing skills and competency development for Finance employees across the organization. Flexible / hybrid working to reflect next gen employee proposition With seamless processes in place to allow for remote collaboration	AI and machine learning optimized within People processes to provide MI, BI and CI data to inform priorities for Employee Proposition; investment in skills and development; and to provide a compelling Talent Acquisition and Retention strategy.	Fully-enabled digital environment focused on innovative, insight-driven, Employee Proposition. External recognized as providing a creative, innovative and fulfilling employee experience, exploiting leading edge workforce tools across the organization.

The FAME 5 Maturity Levels

1.

Where Most Finance Organizations are over the 5 Dimensions

Scorekeeper
(Foundation level)

Basic understanding of organizational structure, & operations. Responsible for implementing & achieving results. Works in annual cycles vs. systemic process.

Advisor
(Developing level)

Building a moderate understanding of the organization and overall operations. Responsible for monitoring implementation of corporate strategy

Partner
(Collaborating level)

Strong understanding of organization's environment, strategic position & direction; strong analytical skills & ability to advise on strategic options for entire organization.

Value Creator
(Best-in-class level)

Expert knowledge able to develop strategic vision & provide proactive, unique insight to the overall direction & success of an organization. Formally responsible for actions & decisions that have high-level strategic impact.

Futurist
(Aspirational level)

Demonstrating thought leadership both internally & externally, resulting in targets and actions to drive innovation & change across the organization, regularly identifying & exploiting opportunities for profitable growth

Future of Finance

Start Your Journey Toward a Truly Revolutionary Future

Scorekeeper (Foundation level)

Building a basic understanding of the organization structure, operations and financial performance. Includes responsibility for implementing and achieving results. Work is done in an episodic / annual cycle versus systematic process and ongoing.

Advisor (Developing level)

Consolidating basic knowledge; building moderate understanding of overall organization operations and measurement, including responsibility for monitoring the implementation of corporate strategy.

Partner (Collaborating level)

Strong understanding of the organization's environment, current strategic position and direction; strong analytical skills and the ability to advise on strategic options for the organization.

Value Creator (Best-in-class level)

Evidencing expert knowledge to develop strategic vision and provide proactive, unique insight to the overall direction and success of the organization. This has formal responsibility for organization areas, with actions and decisions having a high-level strategic impact.

Futurist (Aspirational level)

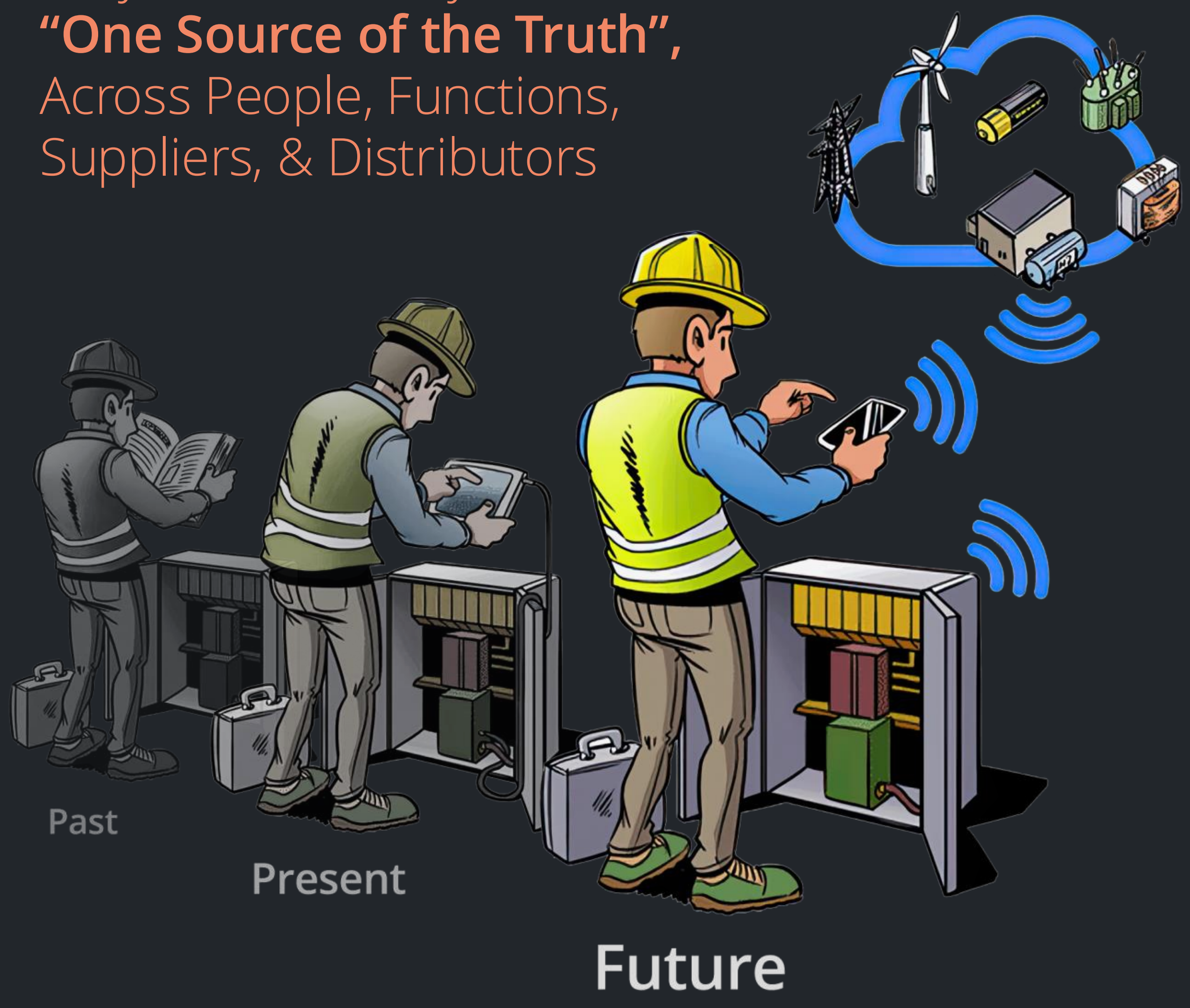
<u>Demonstrating thought leadership</u> both internally and externally, resulting in targets and actions to <u>drive innovation and change</u> across the organization regularly, <u>identifying and exploiting opportunities</u> for growth and realizing value generated.

When you add AI "the right way" you can add more value, faster to your organization

The Future of Finance

- Are you only focused on “table stakes”?
- Are you looking in the rear view mirror, or are you driving your company to a profitable future?
- Will you keep your “place at the table” as a trusted advisor or let others take the lead?
- Will you inspire by “Leading Improvement” or Continuing to incrementalize by “Managing Change”?
- It’s up to you….It all starts with your leadership

Fully Connected by Data.
“One Source of the Truth”,
Across People, Functions,
Suppliers, & Distributors



Summary - *Change Leadership: it all boils down to…*

- *Align Your Improvement to the Strategy*
- *Make Sure Everyone Knows What "Done" Looks Like*
- *Lead an Improvement……Don't Manage a Change*
- *Leverage a Simple Process All Can Follow*
- *Communicate Regularly*
- *Reinforce – Recognize & Reward*
- *Leverage the ACIPA's "FAME" Framework to Maximize Effectiveness*

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Thank You!

For more information, visit the BLI website
www.blionline.org

David G. DeFreitas
September 16, 2026

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What is the Business Learning Institute?

BLI is a training affiliate of the AICPA-CIMA. BLI's mission is to deliver competency-based courses, content and community that enhance learning and foster organizational and executive leadership.

BLI has grown into the largest provider of on-site training in the country. Pam and the Customized Learning Solutions team have grown the business in three core segments – Corporate, Firm and Government.

The BLI Curricula

Today's business environment demands the need to gain competencies and share strategic knowledge. BLI delivers competency-based curriculum, courses, content, and community to enhance learning and grow intellectual capital for organizational and executive leadership.

These soft skills are essentially people skills – the non-technical, intangible, performance skills that determine your strengths as a leader, manager, and team member.

STRATEGIC MANAGEMENT

Strategic conversation reflects the dynamics between the organization and its environment. The closer the language reflects current and potential customer dynamics, the higher the company's profit potential.

LEADERSHIP DEVELOPMENT

Great leadership is one of the most valued of all human activities. Modern myth holds that "leaders are born not made," but leadership is a set of observable and learnable practices - it is the process people use when they bring out the best in others and themselves.

BUSINESS MANAGEMENT

As the business world moves at an incredible pace, keeping up is a key to success. Today's financial managers must be able to translate strategy to operational and corporate growth.

TECHNOLOGY AND COMPUTER SKILLS

Harness the technology you use every day to make your business life easier and allow you to work smarter.

PERFORMANCE MEASUREMENT MANAGEMENT

Executives and managers must effectively transform their firms or companies into high performance organizations and progressively identify and develop the appropriate core competencies and link them to their business strategies.

COMMUNICATION SKILLS

Many people in the business field cannot communicate effectively and, even more damaging, don't realize it. Success is not defined solely by a product line or service - it relies on relationships formed and maintained through skillful communications. Your competitors know this. Do you?

TECHNICAL EXPERTISE

Keeping up with technical competencies is a core business requirement for financial professionals. Staying attuned to the latest changes, updates, and regulations are necessary components to staying competitive in an ever-changing business environment.

Please note that many programs in this catalog are available in webcast format. Contact a BLI Customized Learning consultant if you are interested in a webcast.

TO GET STARTED WITH MEETING YOUR TRAINING NEEDS

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