

S6E16-Bill Sheridan

SPEAKERS

Bill Sheridan, Peter Margaritis

Peter Margaritis

Hey, welcome back, everybody. Now, before we get started with this interview, I'm here with a good friend. His name is Bill Sheridan. You guys know, Bill Sheridan, and he's been on the podcast before. And the Chief Information Officer at the Maryland Association of CPAs. But to something bigger than that. There's something a lot bigger than that. Bill and I are avid Reds fans, and we have suffered for years. Until recently.

Bill Sheridan

It's been a long, dry decade.

Peter Margaritis

It has been alone for a decade. And this these young, these young studs that they brought up. It's fun to watch the Reds.

Bill Sheridan

Yeah, I don't know how many people are listening are baseball fans. But this is this has been a really fun season, mostly for me, because it's completely, to borrow a pun, I guess, out of left field. I mean, no, I don't think anybody was expecting this team to do a whole lot this year. They lost 100 games last year. And but they're winning. They're contending and they're, like you said, they're just really fun to watch. A bunch of rookies, who are just, you see the joy in them playing and it's kind of contagious. And yeah, so it's been, it's been great. I hope they can keep it up for a little while longer anyway.

Peter Margaritis

Yeah, so do I. But that's not what we're here to talking about. We had to get, but I had to get a little bit of plug in there for the Reds, because I hope hopefully now they don't fall apart that we've mentioned them on the podcast. Because everybody listens to this. Yeah. Because every Reds listen to my podcast.

Bill Sheridan

Well, I hope so too. But yeah, it's been great. It's been joyful season. So.

Peter Margaritis

So, in your role as Chief Information Officer at the Maryland Association of CPAs, you have your ear to the ground about what's going on with the future with accounting and the profession, and what it might look like in the future. So, I just want to kind of pick your brain and your viewpoint of where this profession is heading.

Bill Sheridan

Yeah, I mean, there's, we could talk forever on that. There's a lot going on. It's exciting times. It's scary in a few ways. But it's gotten, it's gotten everybody's attention. Which is great, because we've been, you know, at the MACPA we've been kind of harping on this, this future readiness concept for a long time. And for a long time, it was difficult to get people to pay attention. And I don't know if it was the pandemic that kind of spurred people on and said, Whoa, things are changing, and really fast and now I've really got to buckle down and pay attention. But I think more and more people are now, which is a good thing. So, you know, from our standpoint, the more people who are paying attention to this stuff, the better off we're going to be going forward. So.

Peter Margaritis

Right. And I think the biggest one, you know, being now back to the university setting and in school of Accounting at Oklahoma State University, one of the things we're seeing is the drop off of students enrolling in accounting programs. Which means, you know, we've been talking about the pipeline for years. And we're trying to take we're trying to address it on our side of the fence. However, on the other side of the fence, there's got to be some, it appears to be there some panic a little bit.

Bill Sheridan

Yeah, there's, I think there is in certain, I mean, everybody's worried about it, right? If there's fewer students who have decided to study accounting, which means there's fewer graduates who are planning to take the CPA exam, which means there's fewer CPAs. There's less talent for firms to hire. I mean, the it's, it's just one domino after another. And so, yeah, a lot of people are worried about it. Panicking. I haven't noticed a lot of panic. But there's a lot of hey, we need to do something now, type of conversations going on. And we haven't been immune to that. There's a lot of folks in the State Society world talking about, you know, do we have to take a stand on, you know, whatever those barriers are to, to getting more students into the profession. I don't know a lot of people are focusing on the 150 hours. That requirements. Focusing on a few other things. At the MACPA, we're not, we haven't really taken a position on that type of stuff yet. There's some really interesting conversations going on about all that, which I think is good. It might be time to reconsider some of that stuff. We've taken kind of a different tact. And we're asking our members to rediscover their passion for the profession. You know, why did they get into accounting in the first place, right? There had to have been something there that drew them into this profession. Rhat made them say, "Hey, this is where I want to, to spend my career," right? And so, we were trying to get them to reconnect to that, and to share that passion with potential future students so that they they can find their own passion. I'll give you an example. Our CEO, Rebecca Brown, she went to she went to speak at a local firm not too long ago. And she was asking that very question, why accounting for you, right? And there was, there was an intern there who raised his hand and gave his story. He said that he, and this is almost word for word. He said he loves solving complex problems for his clients, so that his clients, in turn, can solve complex problems for for their clients and the community. He, for instance, if one of his clients happens to be a not-for-profit, doing really important work in the community, well, he sees the work that he does for that client, as something that can help that client go out and fulfill its mission within the community and help better other people's lives. And that's a really, that's a really great, why, right? That's, it's not about taxes. It's not about accounting or auditing. It's about, it's about what I do ultimately helping other

people live better lives. And I think that, you know, the more we can start telling those types of stories, hopefully, the more we can inspire other, you know, young students, we're trying to figure out what they want to do, stop and say, hey, you know, I've got a certain skill set. And this, why, this passion sounds pretty good to me. So, let's go in that direction. I think there's, I think there's a lot of opportunity for and, and quite frankly, it's time to change the narrative around the profession, right? We spend most of our time talking about what we do.

Peter Margaritis

Right.

Bill Sheridan

Taxes, auditing, working hard, 80 hour weeks during tax season. I mean, that stuff's not inspiring, you know? But what what are those stories, we've all got a story about why we got into the profession, that might be inspiring. And let's find that and tell those stories. So, I'm, you know, if you want to take a hopeful path on this conversation about pipeline, that's, that's kind of where we're leaning at this point. The other stuff will shake out. Smarter people than us working on all that. And there are some, some pilot programs in place that, you know, it'd be interesting to see what happens in terms of, you know, Earn and Learn type of things in terms of addressing the 150 hours, but we're kind of we're focusing more on that passion, and trying to get people, you know, really excited about joining this profession.

Peter Margaritis

Well, emotion drives decision making. And that's, I think that's the right approach to go. I mean, part of the issue, coming up in 2025 is a call it the academic cliff. When there's not enough college, not have high school students to fill most of the colleges. And it's this big, epic tsunami, that's going to happen. But in the meantime, how do, you know, and this is, I put a lot of ownership on faculty, how does it inspire these kids? We can't teach accounting the way we taught it 20 years ago, to your point. And when we talk about it, we can't say I worked 120 hours last week. That's a badge of honor. They're going.. yeah, take your badge and...

Bill Sheridan

Right, exactly.

Peter Margaritis

Exactly. It's not, and the bigger firms, some are still doing that, you know, grind and move on. And, you know, let's see how much blood, sweat and tears I can get out of them before they quit. That old school mentality, but I think the culture of the organization. And you know, this gentleman named Joey Havens, who runs a book. Leading with Significance, and now he changed the culture of Home. That's what we need out there. That's what we need to be doing. We need to be, you know, put people first. Take the Richard Branson approach. I don't worry about my customers. I worry about the people I hire. I'll put them in the right spot and treat a well. They'll take care of my customers.

Bill Sheridan

They'll care of the customers. Exactly. Yeah. It's really, I've been saying was for years now, but it's really interesting, given where we are with technology, and how quickly technology is advancing, and all

the conversations happening around all these new tools. The skills that I think are going to be really important going forward, aren't, have they've got nothing to do it. Well, I mean, to a certain extent they do. We've got to know and understand these tools and learn how to use them. But the really important skills that we're going to need to remain relevant going forward are people skills. Are, you know, building better relationships, communication, anticipation. They're, they're more on the human side. And I think it's really kind of an interesting paradox, for where we're at. That, you know, as technology advances as quickly as it is, and we've got to learn how to use that. It's even more important that we learn these kind of new people-oriented skills. And those are going to be the ones that really drive us forward.

Peter Margaritis

Well, that's, that's what they're doing at Oklahoma State and that's why I went there. Now, they've they ducked Audrey Grambling, the former program chair for the School of Accounting. Had this idea, let's find a way to build communication courses, communication offerings within the School of Accounting. So, they walk out with, you get your baseline curriculum of the B-com and the Business Administration stuff. But how can we, how can we meet what the market is asking for, and having a student come out that can write better, who can do a presentation, but also go deeper. And we built this, building this communication center that we're offering professional development through the master's program that's mandatory for them. They're not getting credit hours for it, but they're getting badges to prove that they, the art of listening, better business writing, better presentations, emotional intelligence. And we've got about 15 of them are in the remainder of just kind of drawing a blank on me right now. But going deep so when they come out, whether they've already got a job or not, if the other university didn't have this in their curriculum, and they can show proof of success, and that those students can excel.

Bill Sheridan

Exactly.

Peter Margaritis

That's a differentiator in this process.

Bill Sheridan

And maybe. And maybe that is part of the answer to this, this conversation about the 150 hours is, you know, I mean, I don't know if I'm, I think I'm right in saying that, in many cases, they don't, they don't really put, there aren't any barriers on what you can take for that 150 hours. So, what they really, no requirements that I know of, or really strict ones on what those extra 30 hours look like. So, would if there's a way to tie those extra 30 hours into these types of future ready skills that we know are going to be important going forward.

Peter Margaritis

Right. Right.

Bill Sheridan

I don't know what the answer is there. But I think that there's some opportunity anyway, to kind of have a conversation around that.

Peter Margaritis

Yeah, it would be, I mean, these skills and telling the students now this is just the start in a long journey of building your people skills, we're calling them power skills, whatever we call them. We used to them soft skills, but I always said they were really hard to master, right? Yes. At least this is a start, but you can't walk in and go, well, I don't have to do anything else. I've got, you know, these 15 badges. No, no, you still have a lot more to do.

Bill Sheridan

Yeah, yeah.

Peter Margaritis

And you continue to grow and continue to make mistakes. But hopefully you've made a lot of them in the safety of a classroom.

Bill Sheridan

Yep.

Peter Margaritis

And those others out there will come but maybe not to the detriment that maybe others have over the years. I, myself, myself included in that.

Bill Sheridan

Well look, and the, you know, getting back to this, this whole conversation about technology. I mean, so the foundational skills in this profession are never going away. We're always going to have to have that baseline understanding and competence about what makes an accountant an accountant. But I mean, more and more going forward, technology is going to be doing a whole lot more of that kind of number crunching for us. And the number of things that it's going to be able to do well is going to increase going forward. It's just, it I'm, you know, given the exponential pace of advancing technology, you almost have to accept as table stakes that almost anything is going to be possible in the future. So, given that, you know, the skills that were, as we, as we kind of look at where the profession is heading right now anyway, at this moment in time, of course, client accounting services huge in the profession, right? And it's that next evolution of what a CPA does. Allowing technology to crunch those numbers and adding greater value through these other services, it does require a new set of skills. And so, I think that's where we're at. We're gonna, yeah, we're gonna come out of school with some baseline skills that are going to get a start in this profession, but our job, our job is to be professional students going forward and, and just continually learn the skills that are going to keep us relevant. So.

Peter Margaritis

And part of this, get the 40 hours that we need to get on an annual basis in most states, I believe. And it goes back to it goes back to Tom Hood, when he was talking, we was talking about the balance. You know, coming in as a first-year staff, and for that first five years of getting all technical accounting knowledge into their system, into the DNA. They make manager now they're required to supervise individuals. And a lot of people, one, shouldn't be doing that, because they're highly technical, but they

don't possess the ability of empathy or that to help grow people. But then they haven't, don't have any skill set or not raised around it. And then they leave for the most part, or they fight their way through and move their way up. Whereas why don't we take 90% of them and give them 10% of these communication types of skills? How do you build a professional network?

Bill Sheridan

Yeah, exactly.

Peter Margaritis

Yeah.

Bill Sheridan

I mean, these are the skills that are going to, that are going to be hugely valuable and important going forward. And I mean, you alluded to it earlier, I think that there's, I think, educators and education, like when I say education, I'm talking about the educational system in this country. I think there's going to have to be some really deep conversations about are we, are we continuing to do what we've always done? Or how do we need to evolve in order to educate the next generation of accountants in a way that's going to put them on a path for success going forward? Right, helping making sure that once they leave, they've got at least the baseline skills that they're going to need to be successful? And so yeah, you know, it's, it's, it's not just, it's not any one set of people who are dealing with these types of issues and conversations, I think it's everyone from left to right, top to bottom. This is impacting all of us. So.

Peter Margaritis

Right. And just one last word on this. My publisher, Kate Colbert, and a colleague of hers, who's in Higher Ed wrote a book called Commencement: The New Era in Higher Education. Basically, and they started this through their podcast, The Ed Up podcast, and all these interviews with with university presidents and stuff. They compiled all this information. And the one thing that basically came out of it is if you're running your institution, the same way you did in the past, you're not going to survive. We have to become more interactive in the classroom. We have to, you know, this micro- credentialing aspect of it and certificate programs. Those have taken off at a rocket pace over the last number of years. I went, digital badges. I went, I don't need no stinking badge. But the more that I've gotten into the back in the higher ed and understood the argument, okay, then these things are important, and we need to embrace them to move forward, to move our institutions forward. If not, there's this thing called Cash Flow. Still comes down to the accountants in the cash flow, that will that university, will that college survive, or will they be, will there be M&A type of activity out there? In higher ed. So, along, we talked about technology. So, you know, at the beginning of this year, I did a podcast interview with a guy named Nicholas Arno, and I said, Hey, I need your I need your bio. Could you send it to me? And he did. He also said, "Hey, I got an interesting intro for you." And it was kind of a funny intro for him. And I said, "Who wrote this?" He goes, "AI." I'll go, "Allen Iverson?" Just being a smart Alec. He goes, "No, AI." I said, "What program did you use?" There is this thing called ChatGPT. I went out to look at it, and I opened it up. I went, "Okay, this, this is way over my paygrade." So, I just set it aside. Next thing you know, I get Bill Tomoff calling me. I get Karl Alrich calling me. Hey, have you heard this thing called ChatGPT? Like, well, I better look into this. And then I mean, what it had like, a million subscribers within like a day or two or something crazy.

Bill Sheridan

Crazy. Just I mean, it's insane the growth. You're absolutely right. I mean, I started hearing rumblings I think late last year 2022.

Peter Margaritis

Yeah.

Bill Sheridan

But it's just exploded. It's like explosions upon explosions. Right? And, again, it's just, it's, it's insane how quickly it's moving. And how, how quickly it's getting good. Right. Early on, I think a lot of the conversations were, well, it's good at this, but it's still really stupid at accounting, or, you know. Well, not for long. I mean, it's, it learns as it goes, and it's, it's going to get smarter really, really fast. So, yeah. We got, we've got to be paying attention. So.

Peter Margaritis

And, you know what, I've interviewed Bill and Don Tomoff, and, because they got, they really jumped in with both feet. And we came to the conclusion that if we can just remember, it's a start.

Bill Sheridan

Right.

Peter Margaritis

It's not the completion. It's a start. And we were talking before I find this great for writer's block. I'll throw some stuff in there. Also find a great way to come up with some interesting recipes at the same way. And, and it's, it's a useful tool is that it's, I still remember when the internet came out. Oh, it just fad. It's gonna go away. Kinda the same thing I'm hearing here, but it's not going to go away. And it's only going to get better. It's only going to just, you know, keep expanding on what it already does.

Bill Sheridan

It's really interesting. I was at a conference in May, Media Financial Management Association. So, like accounting and finance folks who serve the Media and Broadcast world. And there was a guy there, CEO of a group called Futuring. His name was Daniel Anstandig, I believe that's how you pronounce it. But he had some really interesting things to say about all of that, and I'm looking through my notes here. What was the one? Well, he took out kind of an alarmist view for folks who are not paying attention to this stuff. He said, companies that have not meaningfully incorporated AI into their operating strategies by 2030, which is less than seven years away, we'll be extinct. It's a direct quote from him. And it's, I don't know if we want to go there. But it's this notion that it, here's another thing he said, which I kind of believe, he says that there are some people out there who think we keep talking about this idea of us being in the fourth industrial revolution, right now. Which is ruled by, you know, the internet and technological advancements. And he kind of alluded to this idea that actually, we might have moved out of the fourth industrial revolution now and into a fifth revolution, all based on AI. And so, I mean, that's how quickly it's moving. You know, we, we've talked a lot about in the past about this, this concept called the Gartner Hype cycle. And you've probably seen examples of it, but it's it's the

path that new technologies take on the road to productivity and relevance. And initially, there's a huge upswing in hype. New technologies come in. They're getting talked up. Everyone's hyped about it. And then when people realize, hey, it doesn't do everything that we thought it was going to do, it drops, the hype drops, and everyone thinks, okay, this, this isn't all that. And then it kind of plateaus again, as people find out what it's actually really good for. And this cycle generally takes a few years for new technologies to kind of run through all those peaks and valleys. But these new technologies are moving so fast now that I think that cycle is compressing, right? And running through that cycle, instead of taking two or three years is taking maybe 18 months now. And so, that that it's dependent on us to really pay attention and figure out how we can use things faster than ever before, because it won't be it won't be long before the next thing comes along. So, it's, what was more, what was the timeframe on Moore's law, it was like a doubling of computing power every two years or so?

Peter Margaritis

18 to 24 months.

Bill Sheridan

18 to 24 months. I saw an estimate that said, in terms of AI, when you apply the exponential, the doubling of AI's power happens every three and a half months. So, that's where we're at with this stuff. And, and, and it's only going, you know, I, you and I were talking earlier about the things that we've used ChatGPT for, and I've used it for certain things, certain types of writing that I do communications that we send out to members, and it's great for some things. And it's not so good yet at adding, like, my type of writing and flavor and creativity to it. But then that keyword with all this comes into play that keyword is yet. It's not good at it yet, but it will be very shortly. I mean, it's learning. It's growing. It's getting more powerful. And, and yeah, I, I am a big believer in this idea that any new technologies are going to allow us to do almost anything that we can put we're, we're constrained only by our own imaginations at this point. We're constrained by the fact that we can't imagine what it can do. Going forward. Until it actually does it. So, it's exciting. It's scary. And, but is it going to change the profession? Yeah, in really profound ways. But again, it's on us to pay attention to how it's changing us and figuring out how do we stay relevant, while using these tools. I mean, what it's almost become cliché. Now the people saying, you know, AI is not going to take a CPA's job. It's not going to replace your job as a CPA. But a CPA who uses AI will, you know. So, that's, that's kind of the kick in the pants, I think that our profession needs to pay attention to this stuff, and figuring out how we can use it. And what else we need to learn to add more relevancy going forward.

Peter Margaritis

Right. I attended a conference Eli put on for Academic Research Colloquium. And they did a really good job. And that is one professor from I think Brigham Young University whose name is escaping me, but he got about three other faculty members around the country. And they put together this research project on ChatGPT. And they had it published in I think, the Journal of Accountancy. If not, it was at least Accounting Today. And at that point in time, when they when they published it, it couldn't pass an accounting test, to your three and a half months. And because I heard him speaking as well, right now, it can pass. And now they're looking at okay to pass the CPA exam. I mean, it's already figured out the bar exam, and it's just this, the momentum it has. And then he went in and showed us through the use of Edge and Bing that you can basically have almost any picture created within a matter of moments.

We put the right prompts. You put the right prompts in, and while, voila. And that's like, okay, that's scary as well.

Bill Sheridan

It's scary. And, again, I'm, I go both ways on it. It's really exciting from a creative point of view, about like, what this stuff will be capable. It's really scary from a misinformation point of view when you think about like people using deep fake technology to alter photographs and videos. And so, you were in no man's land. I think, again, it's moving it's moving faster than our ability to regulate it at this point. And as technology does. It's gonna be crazy. By the way Barry Milanson will tell you flat out ChatGPT is not or has not passed the CPA exam yet. He says it's passed, you know, review courses and example questions and things like that, but has it sat down to take an actual exam and see what it is? No, it has not done that yet. So, he's very clear about that. When I was at Engage over the summer, he was, he wasn't like bashing ChatGPT or anything but he was like, listen, all this talk about AI passing the exam, hasn't done that yet. So.

Peter Margaritis

Yet, that's the key word.

Bill Sheridan

Yeah, exactly. Right.

Peter Margaritis

That's it. He may have told his voice like it's going to be never. But.

Bill Sheridan

That's right.

Peter Margaritis

That's right. Yeah. You still have to study for the exam?

Bill Sheridan

Yeah, exactly.

Peter Margaritis

And have that knowledge based. So, what else you seeing out there? We got a few more minutes left.

Bill Sheridan

Oh my gosh. Gosh, I mean, we've been, we've been so laser focused on pipeline issues. And on AI, that it's hard to, it's going to be interesting to see what happens IRS wise. Now, I'm not a tax person. But I do follow what's been going on with the new funding that the IRS has been getting, and, you know, so called improvements that they're making in terms of their ability to respond to questions from tax professionals and taxpayers out there. And whether that's going to lead to better service. That's really interesting. I'm kind of eager to see what happens this coming tax season, I'm really interested in following the debate on should tax returns be done automatically without tax preparers stepping in to do

it, in certain cases, really, like, typically easy returns. I think Congress has been talking about that there's been some proposals floated about putting a system in place that would do that, and the benefits that would have for, you know, especially low income taxpayers, and what that means for our profession as well, which there's huge implications for our profession and the vendors that serve it. So, I mean, there's a ton of things going on there that are really exciting and interesting to follow. Again, it comes to, you know, we did the MACPA, we did a lot of work with a futurist over the last five years or so Daniel Burris. And he has this concept they talk about. He talks about hard trends. These are, or future facts. These are things that are going to happen, whether we like it or not, they are just going to happen. And he identified three of them that impact our profession directly. And it's amazing how almost all of our conversations about the future of this profession fall into one of those three buckets. They just do. Technology is one. Legislation and regulation is the second. It's coming at us faster than ever before more impactful than ever before. And, and demographics. Talent. And demographic spans a number of different areas. It could be, you know, the generational debates about Millennials versus Gen Z versus whatever generation is coming up after Gen Z and all that. But it also there's a element of diversity and inclusion included in that. There's, there's an element of this whole talent pipeline conversation that we've had. So, it was really kind of insightful on Dan Burris' part when he came up with that list. I mean, it's it really is crazy when you think about everything, all the different issues that we were dealing with kind of fall into one of those three buckets. And it's, so our, our challenge going forward is not to moan and groan and complain about these things, but find out what are the opportunities that each of these things presents to us. And how can we wrap our arms around it, learn more about it, and take it with us going forward so that we're better prepared for what does come next. So, yeah.

Peter Margaritis

We're going to quote you on that. We're gonna make it, when we do our social media stuff. We're gonna take that quote that you just did because it's very powerful quote, and don't be afraid of it. But let's understand it better and how it can help us. And let's move forward that way.

Bill Sheridan

Yeah. And the debates about you know, the, the other stuff, the end of the world type of stuff that people keep going back to when they talk about AI and, and all of that I got no control over that. And so, it's, when it comes to it, and I'm guilty of it as well. But people tend to worry a whole lot about things that are just beyond their ability to control. So, worry about the things that you can control, which usually falls on your desk, right? What is it that I need to do in order to prepare for what's to come and that usually involves some education of some sort. And so, that's kind of when I talk myself down out of the ledge, it's usually one, it's usually a conversation around that. Okay, well, what are the things that you have control over? Let's worry about that stuff. So.

Peter Margaritis

You are such a good improviser because that's one of the rules of improvisation is focus on the things you have control over, not things that you don't have control over.

Bill Sheridan

Right. Yeah.

Peter Margaritis

And that just kind of makes it. It's calmed me down over the years, quite frankly.

Bill Sheridan

Oh, I love hearing you talk about improv, improvisation. Because there's so many different business-related lessons embedded in that type of stuff. It's really kind of cool.

Peter Margaritis

It is cool. It's fun to do. Well, Bill, it's good catching up with you. Our paths got crossed sometime soon in person.

Bill Sheridan

Someday. Yeah. Yeah.

Peter Margaritis

Yeah, I was up in Maryland. I was thinking, well, Bill's got to be here, but I keep forgetting something. He lives in St. Louis.

Bill Sheridan

It's, that's the world we're living in. Right? I'm with the Maryland Association but full-time remote from what we were calling it the Midwest branch of the MACPA, which is based just outside of St. Louis, Missouri. So, yeah, yeah. Well first of all, thank you for having me. It's always fun to talk to you, Peter. And yeah, I do look forward to crossing paths with you maybe catching another Reds game sometime and...

Peter Margaritis

Let's do it. Let's do it this year because the Cardinals are at the bottom.

Bill Sheridan

Yeah.

Peter Margaritis

The world is turned upside down. You talk to you. Now this.

Bill Sheridan

Talk about crazy, crazy world we're living in. A world where the Reds are on the top of the division and the Cardinals are at the bottom is I don't know that we've ever seen that before. But I'm liking it. So. Yeah, but yeah, thank you for having me. It's been it's been fun.

Peter Margaritis

Absolutely great catching up with you. And I look forward to sitting at some adult beverage drinking place with you and have a sip or two maybe some bourbon.

Bill Sheridan

You bet you bet. That'd be fun.

Peter Margaritis

Alright buddy. Again, I would like to thank Bill for looking into his crystal ball and discussing how you can future proof your career. And the other thing, we are both lifelong Cincinnati Reds fans, if you couldn't tell. If you enjoyed today's episode, please leave a review on Apple Podcast, Spotify, Google Play, Audible, iHeart Radio or your favorite podcast platform. And also, please subscribe to and share this episode with a friend. Please visit my YouTube channel, Peter A. Margaritis CSP, CPA, Biz Improv Virtuoso where you can see previous podcast video episodes along with this one. While you're there just hit the subscribe button so you won't miss any updates. And always remember, there are people who prefer to say yes and there are people who prefer to say no. Those who say yes are rewarded by the adventures that they have. Those who say no are rewarded by the safety they attain. Be a Yes person. And thank you for listening.