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Gretchen Lehman (00:02.113)

Have you ever met someone that's always just ahead of the curve, someone who can recognize the next big thing and adapt to it with lightning speed? Today's guest, Jody Padar, is one of those people. She's one of the most disruptive and impactful pioneers in the accounting industry. An early adopter of technology and social media, Jody's been shaking things up for decades now, shepherding our industry forward through her conception of the "New Firm." There's a reason she's known as The Radical CPA.

I'm Gretchen Lehman, and today we'll learn the importance of delighting our clients, why the billable hour is obsolete, and how being radical may be the key to our industry's staffing issues. Welcome to Beyond the Spreadsheet.

But before we officially welcome our guests, there's another important person in the studio with me. It's our own Terri Johnson. Welcome, Terri.

Terri S Johnson (00:49.378)

Thank you Gretchen, great to be here today. And I am very excited to be here with Jody Padar. She's a visionary, a thought leader. She's on Accounting Today's Top 100 Most Influential List every year. She writes, she speaks, she guides, and she cares. And I think she also spends a lot of time outdoors when she can.

What is so special about Jody is her genuine love, not just for accounting, but for *accountants*. We're honored to have you here today, Jody, and really looking forward to this podcast.

Jody Padar (01:26.794)

Thanks for having me. It's exciting to be here today.

Terri S Johnson (01:30.7)

Well, Jody, we're going to jump right in. You are famously known as The Radical CPA. So I am curious, what is the origin story behind that? Tell us a little bit about your journey as we kind of set the table today.

Jody Padar (01:47.382)

So the funny story about The Radical CPA is, when I wrote my first book talking about all the things that I was changing and disrupting, I wanted to call it "The Four Pillars of Practice Management" or something like that. And my publisher said, *nobody's going to buy that book*. And he said, *we're going to call it The Radical CPA*. And he named me and the name stuck. So I have to thank Rick Tellberg for that name.

And it was funny because when he first called me that, I was kind of of like, *I'm not sure that I associate with it*, but as I've really connected to it and as my journey has gone on, it really represents what I stand for because it's always about what's next as well. It's not just about what I did in the past. As we talk about the future and pricing and AI and everything, Radical still really connects to me. And so I think the brand really fits and I'm proud to be The Radical CPA.

Terri S Johnson (02:44.426)

That's an amazing story and it's interesting how someone else can see something like that and it just, it sticks. And I'm sure when people hear The Radical CPA, they might not remember your name, but they remember you from that, which is really cool. So let's jump in. I want to talk about, in your first book, *The Radical CPA: New Rules for the Future Ready Firm*, you lay out four characteristics of a radical CPA working in the new firm. Can you kind of go over what those four qualities are that make up what is a Radical CPA?

Jody Padar (03:20.95)

Sure, so it's you know the things that make up the "New Firm," is **cloud technology**. Now it's more than cloud technology today, cause I wrote my first book quite a few years ago.

Social media and I call it social business. It wasn't media. It was about changing the world of the way you network, the way you collect clients, the way you do things, right? So call it social business, not just media, because if you remember back in the day, it was it's more than marketing, right? Like it's really a communication tool, so it's social business.

Value of how do we represent ourselves to our clients and **the value we provide** them, right? So forget time and billing and what does that value mean to them? What is the outcome that they're getting and how do we help our clients see the value we're providing, explain it to them and communicate it to them, right? So it's not that we're selling an hour of time.

And then the **process experience**. So when you think about the web, right, it's all about experience and how you interact with things. And when you think about when that first came out, like digital shopping wasn't, it was just starting to be a thing. now like everyone expects you to have this Amazon experience. Well, they expect that from their CPA firm as well. So, but yet CPAs haven't caught up to that level of experience. And so it's about really putting your client first.

And your customer first and making sure the experience works for them. Again, 20, 30 years ago, walking into a physical office was probably the right experience for many customers, but today it's not there. The market has changed, the market has moved, and unfortunately, CPAs kind of haven't adopted their processes to meet where the world sits today, right? Like they're still doing things old school, and the pandemic moved it, but not nearly fast enough or far enough along.

Terri S Johnson (05:14.572)

You know, it's interesting though, because you think back in the day, we would jump in our car, go meet with a client, and you might have several clients, you'd be out of the office all day. And so much of it now is done through technology. You have to be able to touch that client and have those experiences. It's just you do it in a little different way, but it saves a ton of time and frees up time as well. So I'm sure you're going to be talking about that more.

Jody Padar (05:41.736)

Right, and I think there's a misconception that if you're using technology, you're not having a relationship with your client. Now, I will never say that face-to-face isn't great because I think there's a place and a time for breaking bread with people, for meeting clients in person.

But if you can connect with them on social media, maybe once a month *and* have a call with them, you're probably actually connecting with them more than you did in the past, right? So it's how do you use the tools to communicate, and don't get so caught in that they're a tool, they're just a way to communicate and it's a different way of communicating.

And we know today that the next gen would much rather text like pick up the phone anyways, right? Like how many people think it's rude if you call them as opposed to texting first and say, *hey, can you talk*, right? Like just think of the way the world has changed and yet CPA still want to do business the old way, but today's customers want to do business in a new way. And unfortunately they haven't adapted as fast as the world.

Terri S Johnson (06:44.748)

So some of the things I've read about you, you talk about delighting the customer. So I think that's really what you're talking about is you're connecting in a new way and keep that relationship very strong. I can, Jody, I can so identify with that. And I know here at Capstan, our culture is very relationship oriented. And that kind of comes first. And you can use all the technology in the world, but if you don't keep in touch with the client have that relationship, it doesn't work so well.

So one of the quotes from your book that really spoke to me was, *the more technology comes in, the more human you have to be*. So can you elaborate on that a little and how firms can stay personal, what we're talking about, when incorporating technology?

Jody Padar (07:34.452)

Yeah, so I think where we connect with our clients best is being kind of the explainer or the person who gives context to the content, right? So if you think about even a financial statement, how do we give context to that to help our client understand that, right? And that's where we do our best work. I think as CPAs, *yes, you have to get the numbers right. Yes, you have to do all the data stuff*. But ultimately, it's the ability to make sense of it to your customer, your client, right? To help them make sense of it. Automation is not going to take that piece away. And the more automation comes, you have to really make sure that you're having those touch points.

Now, like it's so funny because some people, some CPAs, you know, in the old days, they would give a report to a client and they would never talk about the report. And they're like, the financial statement would sit in that customer's drawer for years or whatever. And it was so funny. And like the CPA is like, *well, I gave them the report*. Right.

And then today you have, you know, I'll say the next gen who's taken essentially that same report and put it on a dashboard and delivered that dashboard. Well, that dashboard without context of how it makes sense in the client's broader business doesn't make any sense to them. So, you have to remember that it's the communication around it. Now, some people will put a video message around it. And that's great if your customer wants a video message because they want to look at it in the middle of the night. But there are a lot of customers who will like that dashboard and still want the touch point of you picking up the phone and calling them or talking through it with them or even asking you a text and you text back, right?

So the whole idea is to meet your customer where they are and ask them how they want to communicate and then just love on them with that mode of communication, right? It's all about communication and it always has been. It's just, I think we get so caught in the busy and the numbers that we forget that our clients come to us, not just for the deliverable, but to make sense of that deliverable for them and to help them understand how it impacts their greater business. Because that's where we add the most value. Otherwise, machines can do the majority of the work anyways, right? It's like, do you help them understand...

Terri S Johnson (09:45.974)

Right. And really taking that time that you have, which furthers the relationship because you're explaining things and going over things that maybe the technology has developed.

Jody Padar (09:57.46)

Right. And intimate things, right? That's the other piece of it that I think accountants forget is you're very intimately involved with your client because you're in their financial underwear drawer. Like most CPAs, like especially when we're talking small business owners, right? Like, I mean, when you get to CFO level, it's still, it's a little bit different, but when you're talking with most small business owners, they don't talk about these things.with anyone on their team, they don't have that relationship, especially if you're acting kind of as an outsourced CFO or an outsourced controller, right? So who can they talk about these things with? And these things are very important, but a lot of them, they're very discreet, right? And so that's the relationship that you're building. That's the confidence, the place you hold in that business owner's life. And we should respect it. We should honor it. And we should engage with it and make sure that it's strong because what too many CPAs do is they just throw the report at them and I say throw but like they give them the information but they don't follow up with the relationship and ultimately that's like the most trusted advisor, that's really where I would say the majority of what we're selling or the value of what we're selling actually helps the business owner.

Terri S Johnson (11:16.002)

You know, it's interesting because as you were talking, what came to in my mind was sort of the "safe space," you know, where in that relationship they can ask questions and not feel worried that people aren't going to think they know their job. And it's like, *okay, can you explain this to me*? Because a lot of times they're going back to the owner and explaining something too. So there's that piece of it as well.

All right, so now I'm going to shift gears on you and I want to talk about your new book.The title really says it all, *Radical Pricing: How to Optimize Profits, Delight Customers and Build a Top Value Firm*. So we were just talking a lot about delighting customers. Let's talk about the value-based pricing. I know you're really passionate about this. Can you just kind of go over that with us and the thoughts behind it?

Jody Padar (12:08.178)

Yeah. So as I evolved my firm, it was a relatively new firm and I was pricing upfront from the beginning of it. I didn't realize how much of an impact that pricing really had on the business model and how it affected every area of the firm. So in my first two books, I kind of allude to it, but I don't really come out and say, *Hey, look, until you change your pricing, nothing else in your firm is going to matter*.

And so when I wrote my third book, it was really about looking back and saying, *What's the true disruption to the firm?* And it's the billable hour that's holding firms back from adopting all of these other things that I've been talking about for years and it's hard for them. So if you look at the new firms that are like, you know, a professional leaves an old school firm and starts a new firm and they start with pricing upfront, they do a lot better job adapting and evolving than it is to kind of change this legacy firm. Right.

And the reason is, is because everything that happens in a firm is so tied to that billable hour mindset that the firm, the legacy firm owners have a hard time transitioning. Now that's not to say it can't be done, because absolutely it can be done and there are firms who have done it. So don't think that you like, *I'm done, like I can't do this*. But you have to basically realize that until you change your hourly billing mindset to a value perspective, that it's holding you back and it's not gonna allow you to adapt to the world and the market around us. And the outside forces that are pushing things to happen in the world beyond just CPA firms, your firm isn't the only one, firms around the country aren't your only competition. Now you're competing with technology companies. There's all this PE coming into this space. You got Intuit. There's all these other outside forces that if firms -- and I don't want it to be scary to them -- but if firms don't change and they don't figure out how to change, they're not going to be relevant in a few years. They're really not because of all the things that are changing in the world around them.

Terri S Johnson (14:16.002)

So I'm going to ask you, it's like the elephant in the room. So how do you get the partners on board, Jody? Because it really starts with the top down.

Jody Padar (14:26.428)

Show me the money. Show me the money, right? So what if you could bill, what if you could bill a million dollars per full-time equivalent? And that's what I think we could do. That's the way, if you adopt technology, if you price on value, if you organize the back-end of your firm so that it's coordinated and productized service offering, I believe you can get to a million dollars per full-time professional.

That's what's gonna make firm owners change.

Terri S Johnson (14:58.88)

Wow, so you're sitting with a group of, you're in a CPA firm, you're talking to the partner group, that's your message, that you're really talking about the money, like what it means to them. And then how do you do this paradigm shift?

Jody Padar (15:16.854)

So you just start, right? It's like anything else. Once you start, you start bucketing your clients, you start having value conversations, you start changing your pricing model. Once you do that, all of a sudden, it kind of spurs you to change your technology. You work on productizing your service offering. Then your employees get on board and they start to see it. And then they're like*, okay, so how's that gonna affect me? What are my KPIs? I'm not gonna be measured on billable hours anymore. What am I gonna get measured on?* And all of it just kind of hurricanes into a complete shift.

But until you change that pricing and that mindset, like nothing changes because what's the incentive for you to change your firm if you bill by the hour, you won't adopt AI. Why would you adopt AI? AI is going to take you sec. I always used to say, how do you bill two minutes? Well, how do you bill two seconds? Are you going to bill for AI by the hour? Like it doesn't make sense, right? It's impossible. So you have to fundamentally shift your mindset and then all the other pieces will come together. And I think the thing about it too is that firms have been really profitable and really busy. That's why they haven't changed, right? They're like, why should I change? Like I'm making money, right? But one day they're going to wake up and you're going to have a Blockbuster experience, right? Like Blockbuster is gone and Netflix is here. And some people will miss it.

Terri S Johnson (16:47.847)

We have lots of examples like IBM, you know, and Dell, you know.

Jody Padar (16:50.674)

Right. Right. So the time is now and you can still do it. You can get on it. You can change it, but you have to start thinking about it. And that's why P.E. is coming in this space. Everyone's talking about P.E. P.E. is coming into the space because they see the opportunity to advance these firms technologically and to run them in a different way and to make money and then exit. Because guess what? P.E. wouldn't be coming if they didn't think there was money here.

They're here because they want to change it, right? And so I think, again, as firm owners, we have that opportunity to say, *Where do I want to be? What do I want to do? And what change do I want to make to be relevant in 2030*?

Terri S Johnson (17:36.268)

So I'm just curious, how do the, do you think the clients see this? Like once you implement this, do the clients see what has happened and that the billing structure has changed and how that's affected them? Are they open to it?

Jody Padar (17:53.168)

Yes, clients want better service. Every practitioner says they focus on client service. If you talk to their clients, some of them say, *I don't get an email response for seven days*, or *I don't get a call back for three days*. How many times have you heard that from customers in the marketplace, right?

So the idea being is, if you can change your model, and you can have those value conversations with your client, your client now can choose how they want to be serviced. Expectations can be set. Also, expectations for the client to do what they're supposed to do could be set. One of the biggest things is the CPA say, *well, I can't do it because my client doesn't send me what I need*. Okay, did you ever tell your client that you needed it by this X date or you couldn't do your work? And if that they don't deliver it by this date, that you're either going to charge more, you're going to do something to reprimand the client for not behaving, and I'll say for clients behaving poorly because there are, or not get their return done, right? But they don't. And so if you don't set those expectations upfront with your client, how do you expect your client to respond? And then too, clients can figure out, do they fit with your firm or do they not fit with your firm? A lot of it is just basic communication around service level agreements and stuff like that that tech companies have been doing for years.

And we just need to adopt some of those best practices in firms and then keep everybody accountable to them. Right. And it's hard because as a professional service firm, many of these people have been your clients for years. But guess what? Do you think that if there was a better offering, they would leave? And a lot of say, *they would never leave me*. Guess what? They're leaving and they're going to technology companies. They're not going to CPA firms. They're going to other technology companies that are serving them in a way that they want to be served, which is different. Your competition is not the firm down the block, the firm across the country. It's a different business model that is selling accounting and tax services.

Terri S Johnson (20:00.194)

I couldn't agree with you more and I've got to tell you, I just love your passion. You have found your space and it's interesting if you Google "Jody Padar" and you come back with some pretty interesting descriptors. It was like, let's see, "The Evangelist," "The Kim Kardashian of Accounting." I had to laugh about that one. But I mean, I think a lot of it really speaks to your influence in the industry. So I'm curious, what drives you? What is your why?

Jody Padar (20:32.246)

So my "why" is that, years ago now, like, God, it's almost 20 years ago, I came off a really bad tax season at a mid-size firm and I felt that I wasn't being treated fairly as a woman. I was working part-time and being treated like a part-time employee, not like a career professional, which is very common to many women. And unfortunately, it's still very common today that in old school firms women are treated like that, right?

And so when I started my firm and I utilized these tools, it was like the internet in real time, but whatever, now they call it the cloud, it wasn't called the cloud back then. And social media, that was just starting to change. And I realized that I could do these new innovative practice management things and I could get time back, I could be more profitable, and I could have a life too. I realized that I had to share it with the world, to tell the world like there's a better way to be a CPA. You don't have to live in that old school, you know, that old school grind. And you can be a CPA, you can be a professional and you can be really profitable and you don't have to work 80 hours a week. And so that's my "why" to help other CPAs see the light and come over and realize that there's a better way to do it.

And then what would happen is, is I wanted better tools so I could serve my clients better. And so would go to the technology companies and I would say, I want better tools. And they would say, well, we want more CPAs. Well, I want better tools. We want more. So I kind of took it upon myself as a blogger and a social media enthusiast to kind of get CPAs on board to kind of start using these new technologies so that I could have better technology for my firm. Because, you know, it's the chicken and the egg, right? The technology companies need CPAs and CPAs need technology.

So if we're all in it together, we can make the best tools so that we can all serve our end user, that small business, a lot better, which to me is really what CPAs want to do. If you ever talk to them about what drives them, they always say, *I love helping customers*. Most of them don't say, you know, I'm in it because of the money, whatever. They say, *I love helping customers*.

Terri S Johnson (22:42.434)

I love the 80 hour weeks. You're not going to hear that [laughs].

Jody Padar (22:46.854)

They're in it because they love making a difference in their small business customers' lives. And how can we do it better? We can do it by adopting these new methodologies of practice management, new ways of billing, new technologies.

Terri S Johnson (22:59.18)

And think, Jody, I mean, what I'm really hearing you say, it's a lot about lifestyle and getting, having a better work-life balance, improving quality of life. And I hear a lot from clients who are dealing with issues around staffing crisis and that kind of thing. So, I mean, what is your message there where if you start adopting technology in a more proactive way, how does that ultimately affect your staff?

How does that affect the staffing crisis that everyone is dealing with?

Jody Padar (23:32.384)

So I think it kind of takes it away, that it won't *be* such a crisis. First of all, technology is going to come in and do a lot of the work that our staff accountants were doing anyways. The reason I was able to do a lot of the shifts was because I was a small firm. The reason - as a small firm, you can never find people. I don't care. Like all these big firms who are having talent problems, I've had them since the day my firm started because everyone goes to work for a big firm. They don't want to go work for a small firm, right?

When you're a small firm, you have to be innovative. You have to do things differently. And so, I believe that we're not going to have a problem with talent because I think that bots and AI are going to take over that lower level work. And the next gen, even though there's a lot fewer of them, we're just going to have to kind of get that knowledge transfer and upskill them a lot faster so that they can become advisors faster. Like in the way I grew up in a firm, like you didn't even, like this sounds so crazy, but I wasn't even allowed to talk to a client on the phone at the first firm that I worked at when I graduated from school. Like to me, that's crazy.

But like, we're going to have to upskill that next gen a lot faster to become advisors and kind of help them develop those skills. And you know what, they're more than capable of it. They'll just have to learn it. The hard part is the old school boomers have to figure out how to teach the next gen what they need to know and how to get all that information out of their heads to help them. Now, the good thing is, is AI is going to help facilitate some of it, but a lot of it is just hard-earned experience.

And how do you help that next gen do it without having to go through all the hard knocks you had to go through, right? The idea is how do you upskill them faster?

Terri S Johnson (25:26.594)

Right, so you're getting them, you're leveling them up on a much faster pace, so where they're this trusted advisor instead of just kind of being in the trenches doing that work that now they no longer need to be doing. That knowledge gap is going to be a real challenge, but I feel like, it's very doable, but you've got to have the buy-in from those more senior people in the company to really commit to helping make that happen.

And a lot of it is, you know, they're smart and they're hardworking. They just, they really need experience and somebody build that confidence and also provide that bandwidth of knowledge of, in certain situations, what do you do? And you learn that a lot of times by exposure and experience, right?

Jody Padar (26:14.496)

Part of it, you just have to learn on the job. The other thing about that is too, is we have all these boomers who like, feel like, *well, that's not the way I learned how to do it, right*? Like they have to get rid of that and be like, *okay, the world is different*. We live in a completely different world than the world you started in. And now what are we going to do to adapt today's employee to learn what they need to learn and get over the fact, *well, I had to do data entry for three years*, *and they're not going to learn how to do it unless they do data entry for three years*, because that's not happening anymore. So like the boomers who are going to teach need to get that out of their head, because we got to do it a different way. The way I learned it is not the way I have to teach it.

Terri S Johnson (26:59.17)

This is fascinating because I've learned something today of just thinking, because I meet a lot of these younger folks and I think they do, enjoy the, this is a great field to be in, you know, and it's kind of like a challenge, I think, to figure out how to do this.

Jody Padar (27:16.598)

So what's interesting is the last six years I've worked for tech companies and the last six years both of my CEOs have been 30 years old. Do you know how much I've learned from them? Now granted, there's things that they did right and things that they did wrong. But being able to learn from a 30-year-old CEO is very different than learning from a boomer CEO, right? And it's so funny because like they're taking leadership to a new level in tech, they do it all the time.

So why CPAs can't think that the next gen can be leaders at such a young age is beyond me. Because it's happening in other industries.

Terri S Johnson (27:53.218)

Absolutely. And so it's almost like, you know, we're holding ourselves back and there's the answers right there in front of you. I love it. So I want to ask you, you know, throughout your journey, you've been obviously what we've been talking about as an earlier, a very early adopter of technology and forecasting. I mean, you saw this, you not only saw it, but you've like got online and built really a community of like-minded people to take this thing forward, which is really an incredible feat. So you came up with this idea of sort of "The New Firm" concept many years ago.

And in the spirit of you kind of seeing what's coming at us, what we can expect in the future, do you have some idea of what that "New *New* Firm" might look like and where this is all going? I'm just curious.

Jody Padar (28:49.658)

So I like to say that I knew it coming out. Like that would be great to say that - I really saw the future. No, as I was building and I was iterating through it. And I think that's what we need to think through is *how do you iterate through the world as it changes on a daily, on a monthly basis*? And that's where I think CPAs get left behind because they wait. They live in seasons and half the time they miss a season and then they're like behind a whole year because for whatever reason they missed the season. So they didn't change anything. And you really have to iterate because the world's changing so fast. You really have to iterate a lot faster, right?

But I think what it is, it's about saying, *we don't know what we don't know yet*. We have to be open to the possibilities of what's changing. And then we have to embrace them and we have to iterate through them and we have to build innovation into our firm DNAs -- innovation is not an age thing, first of all, because there are young people who are like old curmudgeons too, right -- we need to put innovation into our DNA and make time for the opportunity to experiment, make time for the opportunity to explore new technologies and see how they can work within our firms. And we need to make time for it. And unfortunately, CPAs -- because of the billable hour, remember -- if you don't have billable time, you don't have time for innovation. *Why have CPA firms been held back? That goes back to the time sheet, right?* Like, guess what? *If you're not billable, you get docked for it. So how does innovation ever come into a firm if you live in a billable hour mindset? It doesn't, right? But we need to put that innovation into our firm*. And if we start pricing upfront and we do all these other things, it comes back, right? Like then we can build innovation and then we can actually continue to evolve and get to that million dollars per full -time equivalent.

Terri S Johnson (30:46.37)

Okay, so let's say we do that, and then what's your prediction of what our industry is going to look like maybe five, ten years down the road?

Jody Padar (30:55.734)

Okay, so you heard it here first. I do not believe firms will exist in 2030. And I say that meaning accounting companies will exist. Audit will be always off to its side, but I do not believe the CPA firm as today we know a firm will exist. I believe there will be something called an accounting company and that accounting company will be serving accounting and tax clients because you don't need, because the CPA licensing is, it's too restrictive for the way the world is today. And I don't see the regulations changing fast enough. So I think what's gonna happen is there's gonna be something called an accounting company. Now I think there are CPAs will be working inside these accounting companies, but they're not gonna be firms like, you know, with CPA or they're not gonna have someone's name attached to them. So I think that's one thing.

And then I think we don't know what we don't know yet. I think...If you want to go crazy with me, like I think financial statements like will not be what we call a financial statement. Like it will be more of a flat database and we'll be able to pull kind of numbers from it. Now that might not be 2030, that might be 2040, but I think that the whole way we look at numbers is going to change. And I think last but not least is, we're still really smart people as CPAs. We still have critical thinking skills. We still have ethics. We still have all these other things. All we're going to do is apply them in a new way to data and then that will be the jobs we do. But what we do today will not be as relevant. It'll be something different, but it'll be good. It'll be like good stuff.

Terri S Johnson (32:35.17)

Right. And I mean, this is a big wow for me to hear this. think these are very bold predictions. And it's interesting because what you predicted probably 10, 13 years ago has actually happened. So guys, you heard it here first. What if, you know, we have a lot of clients that are CPA firms that listen to this podcast. What is your message to them? What can they do now today to get ready for what's coming? Even if it was just partially what you just described, how do they prepare?

Jody Padar (33:09.974)

So I think it starts with, well, get the book *Radical Pricing*, but it starts with changing your business model. Ultimately, it starts with changing your business model, getting innovation into your firm, changing to a product-type service offering, using technology to the fullest. It's all those things that are in the New Firm. And look, you don't have to be 100% there, but you need to move, right? Like I get it. Like it's not easy to make change. I get all of that, but you really need to start.

And if you think you can't do it, think of how fast you went remote when the pandemic happened and how fast we adjusted to all the PPP stuff, right? Like when people say, *oh, CPAs aren't adaptable*, really? 2020 showed us we were really, really adaptable. So you can't say, oh, I'm not adaptable or oh, my partner's not adaptable. Like it's really what outside force is forcing you to be adaptable. Right.

Terri S Johnson (34:01.486)

So true. I mean, CPAs didn't really skip a beat, right? I mean, when you look at it, the changes have taken hold, so to speak.

Jody Padar (34:12.874)

Right. So, so embrace it. Embrace the idea that change is happening in the outside world and now adapt yourself to it. Even though, you know, thank God we're not going to have a shutdown, like, do you know, like just say, look, the world around us has changed and how are we going to adapt and let's move towards that.

Terri S Johnson (34:31.01)

This is great. Thank you so much. For me personally, it's been a lot of food for thought and I'm sure for our listeners as well and some great actionable takeaways I think too. I am in the midst of reading your book, your new book, which I'm enjoying so much. If somebody wants to read *Radical Pricing*, how do they get a copy?

Jody Padar (34:54.496)

So they can go to CPAtrendlines.com and order it there. That's where it's sold. And feel free to connect to me on LinkedIn as well. I love chatting with people. I love talking to CPAs, accountants, everything. So connect to me on LinkedIn.

Terri S Johnson (35:10.146)

Perfect, that's great. And then, you know, we're big fans of yours, Jody, here at Capstan, and we follow you on LinkedIn, can you let everyone know how they can connect with you and other ways that the listeners can follow you and reach out to you.

Jody Padar (35:27.934)

Yeah, so like, just find me on LinkedIn. I'm on Facebook, I'm on Instagram, even on TikTok. So social is the way to go. And yeah, my website's theradicalcpa.com.

Gretchen Lehman (35:42.618)

Well, that does it for another episode of Beyond the Spreadsheet. Thanks so much to Jody Padar for joining us. Visit CPAtrendlines .com to order and read excerpts from *Radical Pricing* and Jody's other books. You can also reach out to Jody directly at Jody@TheRadicalCPA.com. If you liked what you heard, why not subscribe?

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