



# HISTORICAL-FOCUSED vs. FUTURE-FOCUSED CONVERSATIONS



The shift from looking backward to looking forward creates *more value* for clients.

 HISTORICAL-FOCUSED (Traditional)		FUTURE-FOCUSED (Strategic)
 What happened?		 What could happen?
 Backward looking		 Forward looking
 Reports and results		 Strategy and outcomes
 Focus on problems		 Focus on opportunities
 Isolated data		 Big picture and context
 Reactive		 Proactive
 Short-term thinking		 Long-term value creation
 Explains the past		 Shapes the future



Value is created in **forward-looking, strategic** conversations.

