- *It seems like increased technology will push us to specialize on tools and become an expert/resource; how can I prevent myself from getting typecast as a single skill player?*
  - **Chris O:** Learn, read and have the ability to work with this host of tools. Technology is already the right-hand person to any successful organization & FP&A team.
  - **Dawn S:** Technologies change so focus on analytical, critical thinking, and asking questions. If you learn the fundamentals of how to build a dashboard for example, the technology may change using Tableau or Qlik, but many of the best practices are the same.

- *I don't see many projects in my group that will help me to up-skill, so I would like to create my own. Can you offer a few suggestions of manageable, low investment projects to get me started?*
  - **Chris O:** Learning PowerPivot this is next level of Excel then moving to Power BI which is the highest level. Learning these tools given more organizations are still using excel a primary tool which far position you as a valuable play and instant value projects!
  - **Dawn S:** Look at how the work is performed today, how long does it take, are there other ways to do the work differently to reduce time or improve quality? Is there work that is heavily manual that could be handled through RPA for example?
  - **Bryan:** Start with a problem. What is frustrating? What takes to long, is boring, is repetitive, and do you wish you could hand off to an assistant? Those are great places to apply technology.

- *I have only been using Excel for 5+ years in my workplace (treasury/accounting), and I fear this will not be impressive at all for potential employers and my career development. What can I do to improve this?*
  - **Chris O:** Learn advance tools in Excel such as PowerPivot and learn about the other tools in planning, data analysis and business intelligence. Gartner reports are a great place to start.
  - **Bryan:** Hopefully your future employers will hire you for your finance skills, not Excel! You can learn Excel independent from your job; there are tons of free resources online. And there are many new tools to learn, so Excel is just one area of growth for you.

- *What is the most common real-world example of digital transformation that you have seen in finance/accounting?*
  - **Chris O:** Moving from Excel to a formal tool for data analysis and planning, and moving away from one year budget process to rolling forecast.
  - **Dawn S:** Applying a 'BOT' to handle the journal entries.

- *There is a lot of resources for Data Science online (Datacamp, MOOC's, etc) do you recommend any online course more aligned to Financial Data Science?*
  - **Chris O:** LinkedIn, Courseca and R and Python are great tools for data science where this plenty of information.
  - **Dawn S:** edX.org, pluralsight, LinkedInLearning
  - **Bryan: I** would throw out that AFP has created a Digital Finance Academy that is focused on the finance profession.