

Table of Contents

Dedication	vii
Acknowledgments	ix
Introduction	1
Part I: The Tactical Technician	13
Chapter 1: Understanding the Four Major Impediments to Wealth	21
1. Lack of Financial Knowledge	27
2. Taxation	32
3. Inflation	42
4. Life Challenges	47
i) Debt	48
ii) Divorce	53
iii) Disability	56
iv) Unemployment or Business Failure	58
v) Dereliction or Folly	62
vi) Death	66
vii) Delay or Procrastination	69
Chapter 2: Solutions to the Four Major Impediments to Wealth	81
1. Structure	83
i) Lawyers	86
ii) Accountants	87
iii) Money Managers	88
iv) Insurance Agents	89
v) Lenders	90

The Financial Advisor's Guide to Excellence

vi)	The "Family Office" Model	92
2.	Process	93
i)	Establish the Engagement	94
ii)	Gather Client Data and Determine Client Goals	98
a)	Determining Goals	98
b)	Gathering Data	104
iii)	Analyze the Client's Financial Information	107
a)	Strengths (Internal)	108
b)	Weaknesses (Internal)	109
c)	Opportunities (External)	110
d)	Threats (External)	112
iv)	Develop and Present the Financial Plan	113
v)	Implement the Financial Plan	118
vi)	Monitor the Financial Plan	119
Chapter 3: Goal-Setting Theory and the Goal-Setting Process		
	Goal-Setting Process	129
1.	Goal-Setting Theory	130
2.	The Motivation Sequence	132
3.	The Goal-Setting Process	138
i)	Qualify the Goal	139
ii)	Document the Goal	140
iii)	Quantify the Goal	143
iv)	Identify Problems and Opportunities	148
v)	Develop an Action Plan	151
vi)	Monitor Actions and Achievements	152
Chapter 4: The Technician and Financial Planning Processes		
	Processes	157
1.	The Tax Minimization Process	159
i)	Review the Family Balance Sheet	160
ii)	Review Past Three Years' Tax Returns	160
iii)	Implement the "Tax-Based Litmus Test"	160
iv)	Match Tax-Efficient Strategies to Goals	171
2.	The Investment Planning Process	173

Table of Contents

i)	Quantify the Goal	175
ii)	Determine Required Rate of Return	175
3.	Set Investment Strategy/Philosophy	176
iv)	Set Asset Allocation	177
v)	Implement Tax-Efficient Allocation	178
4.	The Personal Risk Management Process	179
i)	Determine Future Value of Human Capital	180
ii)	Complete an Insurance Needs Analysis	181
iii)	Determine and Implement Appropriate Strategies	182
iv)	Monitor and Evaluate	182
5.	The Retirement Planning Process	183
i)	Determine Retirement Lifestyle and Expenses	184
ii)	Establish Acceptable Longevity Assumptions	185
iii)	Determine Retirement Income Streams	186
iv)	Determine Asset and Product Allocation	187
v)	Monitor and Evaluate	189
6.	The Estate Planning Process	190
i)	Establish and Secure Retirement Lifestyle Goals	191
ii)	Determine and Minimize Estate Taxation	192
iii)	Determine Estate Beneficiaries	193
iv)	Formulate Distribution Strategies	193
v)	Protect Estate Value	194
vi)	Formalize Estate Documentation	195
	Chapter 5: Engagement	201
1.	Engaging Prospective Clients — The Development of Trust	201
2.	Influencing the Decision Makers	210
3.	Becoming Their Trusted Advisor	214
4.	Discovery (Gathering Data Redux)	218
5.	Presenting a Letter of Engagement	220

The Financial Advisor's Guide to Excellence

Part II: The Strategic Manager	231
Chapter 6: Business Strategy	237
1. Business Vision	244
i) Core Ideology	245
ii) Core Values	245
iii) Core Purpose	247
iv) Envisioned Future	249
v) Visionary Goals	249
vi) Vivid Description	251
2. Backcasting	253
3. Environmental Scanning	256
i) Macro-Environmental Analysis	257
ii) Micro-Environmental Analysis	259
iii) Internal Analysis	268
4. Strategy Formulation	273
i) SWOT Analysis	273
ii) Porter's Generic Strategies	277
5. Strategy Implementation	280
6. Monitor and Evaluate	282
Summary	283
Chapter 7: Marketing Strategy	287
1. Establish Your Marketing Vision	289
i) Establish Your Marketing Vision	293
ii) Determine Your Market: Your Ideal Client Profile	296
iii) Develop Your Unique Value Proposition	306
iv) Determine Your Media	310
v) Monitor and Evaluate	314
2. Targeting Multiple Markets	316
3. Marketing to Business Acquisitions	318
Chapter 8: Prospecting	325
1. Prospecting: The Active Component of Marketing	327
2. Call Reluctance – Prospecting Failure	330

Table of Contents

3.	Prospecting Strategies	340
i)	Telemarketing/Cold Calling	342
ii)	Mail-outs With Follow-up Calls	343
iii)	Email Letters With Follow-up Calls	344
iv)	Booth at a Trade Show	346
v)	Social Media	347
vi)	Producing Newsletters, Articles and Books	348
vii)	Seminars	349
viii)	Client and Guest Events	350
ix)	Networking Groups	351
x)	Referrals and Introductions	352
4.	Keep it Novel	355
5.	Ratios: The Ultimate Success Indicator	360
6.	Build Your Prospecting Plan	363
Chapter 9: Referrals and Introductions — The Ultimate Business Builders 367		
1.	The Referability Process	370
i)	Create Likeability	371
ii)	Highlight Your Unique Value Proposition	374
iii)	Build Trust	377
iv)	Inspire	379
v)	Make Them Look Good	383
vi)	Advertise Your Ideal Client	387
2.	The Targeted Introduction Process	391
i)	Select Your Target Market	398
ii)	Select Your Nominators	401
iii)	Select Introduction Method and Tools	403
iv)	Set Your Goals and Keep Ratios	407
v)	Monitor and Evaluate	409
Chapter 10: The Advocate Development Process 415		
1.	Develop Your Servicing Plan	419
i)	The Basic Service Plan	421
2.	Develop Your Segmentation Plan	425
3.	Develop Your Communication Strategy	434
4.	Develop Your Feedback Loop	438

The Financial Advisor's Guide to Excellence

5. Build Your Client Advisory Council	449
Part III: The Enduring Visionary	459
Chapter 11: Evolution	463
1. Solidify the Core; Illuminate the Vision.	463
2. The Playbook	468
i) Processes for the Tactical Technician	469
ii) Processes for the Strategic Manager	471
iii) Processes for the Enduring Visionary	473
3. The Evolution Process	474
i) Ensure Alignment with Your Core Ideology.	475
ii) Create Your Playbook	477
iii) Define Your Role	478
iv) Duplicate and Replace Yourself	479
v) Enjoy Your Freedom	484
Chapter 12: Succession — The Development of a Legacy	489
1. The Canadian Entrepreneurial Landscape	489
2. The Succession Planning Process	502
i) Establish Your Legacy Goals	504
ii) Value Your Practice	508
iii) Profile and Identify Your Ideal Buyer	514
iv) Prepare Your Practice	520
a) Value Drivers	522
v) Profile Your Unique Practice: Staging	527
vi) Close the Deal	530
a) The Single Payment Buyout Structure	531
b) The Staged Buyout with Immediate Departure Structure	532
c) The Earn-Out Structure	533
d) The Buy-Out and Stay Structure	535
3. Dot Your I's	536
References	543
Index	555