



# DELIVER

*Deliver your genius*





# Introduction

*Welcome to the Deliver Stage! This stage is all about delivering your genius - delivering advice that flows from empathy, understanding and world-class planning, and leads to appropriate product selection. It's all about keeping that promise you made to the prospect when they agreed to engage with you.*

This stage covers Decisions 3 and 4 of the 4 Decision System™. Decision 3 is Commit to Goals, so you're moving to a planning conversation with the client, and we'll show you our unique turn-key process for true client discovery.

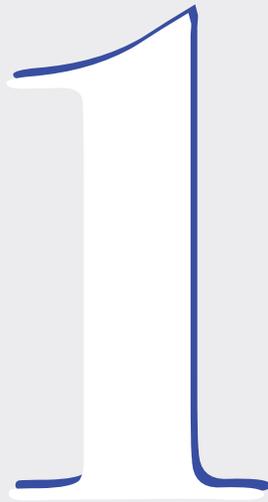
Decision 4 is Commit to Implement. The purpose is to help your client commit to their Goals and to implement their solution – which are your recommendations. Ultimately, your clients have to take action to get the results they're after, to make sure they're on track for what they want to accomplish as they think about their ideal future.

As you go through the Deliver Stage, reach out to our Advisor Success Team if you have any questions or need any clarification.

Now, let's get into the Deliver Stage!

# Module 1:

## Overview of the Deliver Stage



*Strive not to be a success, but  
rather to be of value.*

**- Albert Einstein**

# Lesson 1: Milestones

## Key Takeaways

Here are the milestones you'll reach in this stage:

1. You'll have a process designed to get at what matters to your clients and why
2. You'll have a process to affirm your clients' prioritized Goals
3. You'll have a process to help your clients achieve their Goals
4. You'll have a qualitative planning application to produce deliverables and implementation timetables
5. You'll have a client review strategy

The end result is that you'll be able to confidently deliver on the promise you made in your sales approach: To put their Vision for the future above all else, and design and execute a plan to help them get that Vision.

It'll also help you create a business that isn't as affected by market swings. It will generate deeper client relationships so that you have clients for life, and you'll see more referrals from your existing clients.



**TIP:**

*Make sure you've handled everything in the Promise Stage before you move on. At this point, you should have a clearly differentiated sales process, a process to end your meetings with a clear decision, and a process to engage on the spot.*

# Lesson 2: Discovery vs. Fact Finding

Let's start with an important distinction, and that's the difference between Fact Finding and Discovery.

Fact Finding is for you. Fact Finding is getting just enough information, enough financial data to be able to offer a financial recommendation.

Discovery is for your clients. Discovery is the process of uncovering what matters most to your clients and why it's important. It's called Discovery because THEY are discovering or clarifying, or articulating-for-the-first-time-ever what they want and why it matters. You Fact Find for you, and do Discovery for them.

When you connect with clients on what matters most to them and why, and then you serve that, you're going to get the opportunity to bring all your services and competencies to the table to help them get what it is they want.

Keep that in mind as you go through this stage - that this is about helping your clients make a Discovery, and uncover what matters to them and why it's important.

There are 3 components we'll handle:

- ✓ Values - their rules for decision making
- ✓ Vision - how they want things to be one day
- ✓ Goals - the steps to get there

# Module 2:

## Values



*Tell me what you pay attention to  
and I will tell you who you are.*

**- José Ortega y Gasset**

# Lesson 1: An Introduction to Values

Values are rules. All of us are run by our Values, these unspoken rules about what's important, what has to be respected, what matters, and what doesn't. They're loaded with emotion and they're extremely powerful from a planning perspective.

If you know the rules that your clients use to make decisions about the most important things in their lives, it will help you understand them better, build a better plan, develop a better solution, and make it easier for them to decide to act on your recommendations to get them to the future they want.

By understanding their Values, a few things happen:

- ✓ You get to respect and honor those Values
- ✓ You get to make sure you apply those Values to the planning process
- ✓ It helps you understand how to present information and how to make sure you bring solutions to them in a way they can easily receive

What's the point of going through a Values process with clients? The point is to improve the result. When there's a cleaner flow of communication between you and your clients because you understand and honor their Values, and when the plan that you present is clearer and tighter to their needs, the probability of you getting the engagement goes up, as well as the implementation of your recommendations.

# Lesson 2: Values Exercise

This lesson covers a method to help your clients discover their Values.

The first thing to understand is that Social Values are often different from Lived Values. Social Values are common, North American Values that we're raised with. They tend to be the Values that are respected in society (honesty, integrity, community, hard work, and family).

Lived Values are Values that drive day to day decisions. You want to get at those Values.

To get at those Lived Values, you'll use The Legacy Values Cards System, which is a deck of cards that has a series of Values with simple explanations, including a few blank cards as well.

You'll provide the cards to your clients and allow them to sift through them.

You'll then ask them to pick out 15. And what you're looking for are the Lived Values.

Once they have those 15, put the other cards to the side. Have them narrow it down. Which are the 10 they deal with more often, and carry a little more weight than the others?

Once they have it down to 10, push them a little further. Of those 10, which are the 5 that if they didn't have in their life, it's not them anymore? Which are the ones that absolutely have to be in their life?

Once you have it narrowed down to 5, you want to validate those and make sure those are the real answers, not just the right ones.

To pressure test it, ask for an example about how each Value shows up in their life. The questions you want to ask are:

- ✓ How does this value serve you? How does it work for you? How does it help you?
- ✓ How could this value impair you? How could it get in the way?
- ✓ How do you respond when other people violate that value?
- ✓ How could this value create a blind spot for you?

Once you have these 5 Values, you'll enter the Values and the lived examples in the Qualitate™ Application so it's captured and is part of their qualitative planning.

Next, you'll use the Values as a filter as you craft their financial plan, making sure that nothing you're recommending violates those Values, and ideally, that it's serving them.

Finally, when you present the plan, you'll start with a recap of their Values and then explain how you ensured they were considered and integrated into the plan.



**Action task:** Go through the Values cards exercise on yourself, or with your spouse or partner, until you've narrowed it down to your top 5 Values. Once you have your top 5, document them on the Values sheet on the next page.

This page has been abstracted from *The Discovery Insight Workbook™*.

values

## VALUES

Once they have identified their top 5 values, have them provide a time in their life when each of these values was present.

Value:

Shared Example:

1.

2.

3.

4.

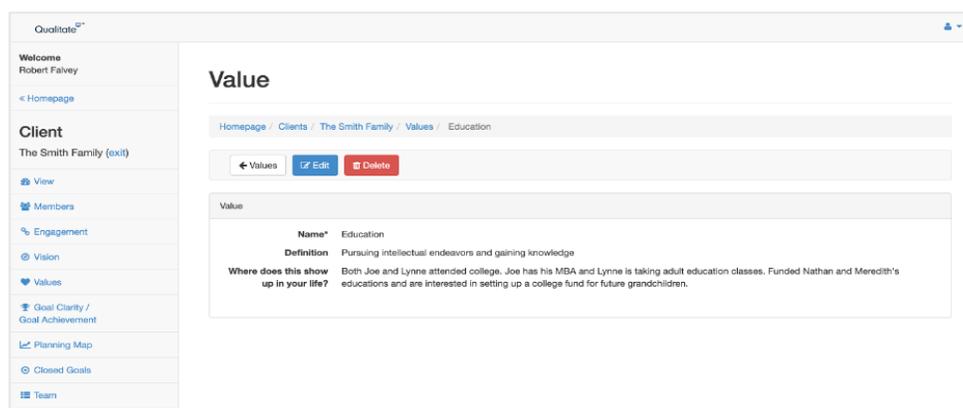
5.

# Lesson 3: Getting Started with the Qualitate™ Application

Now that you've gone through the Values exercise, this lesson will cover how to enter those Values into the Qualitate™ Application.

Talking about Values is good. Going through a process to make it really clear is excellent. But capturing those Values, showing them in black and white, and integrating them into your plan, that's outstanding.

You'll send a confirmation email that recaps what their Values are and how you'll honor those Values as you do your planning. It creates a tangible confirmation for them that's a product of the process they went through. It's evidence of the difference that's there – that no one else is doing this with them.



**Action task:** Add your top 5 Values into the Qualitate™ Application and print the report listing them. Upload the report into the lesson so we know you have it working perfectly.

# Lesson 4: Values Summary

There are five key things to keep in mind when it comes to Values.

- 1 Everything we think, say, and do is filtered by our Values. You want to make sure you understand what's driving your client in terms of how they want things to happen.
- 2 When our actions are in alignment with our Values, we gain a sense of success and trust. When someone feels like you really understand and are respecting their Values, the opportunity for trust goes up.
- 3 Goals are more likely to be achieved when Values are honored.
- 4 Knowing and acknowledging Values keep people on their best path.
- 5 The purpose of discovering Values is to improve the results that your clients get. The side effect is it'll improve your results, but the purpose is to improve the results that they get in the areas of life that are truly important to them.

By going through the Values exercise with your clients, the quality of the results that you're getting improves. The speed of implementation that happens once clients receive your plan and they move toward execution, that speed goes up and up as well.

# Module 3:

## Vision



*If you set your goals  
ridiculously high and it's a  
failure, you will fail above  
everyone else's success.*

**-James Cameron**

# Lesson 1: Introduction to Vision

This lesson is going to introduce Vision into your planning process. You'll know why it's important, what the impact is, and how to actually do it.

So, what is a Vision? Vision is a desired future state.

And really what it boils down to is:

- ✓ How do you want it to be one day?
- ✓ How do you want it to look, sound, feel?
- ✓ What do you want to be experiencing?
- ✓ What's your schedule like?
- ✓ What are things like for you in the future?

Why take the time with this? Vision gives you an edge that others don't have. It also gives you accuracy and a reason.

There's been so much messaging around what retirement should look like that people think that's what they want. The truth is that a lot of people are not clear on how they want retirement to look.

Most people can't articulate their Vision, and most people haven't even had this conversation with some of the most important people in their life. If you help them navigate that conversation it's going to create an emotional connection with the client that others aren't going to have. It will also create an understanding that, once you have this, you're able to truly serve them.

Once you understand their Vision, you can help them identify Goals that will take them there, but, if you don't have that Vision, Goals are just things to do.

You're going to be sure that you're actually clear on the real target - their Vision. You're going to create an emotional connection with the client that other people just don't have.

When it comes to them making decisions, those decisions are going to move faster.

In the next lesson, we'll give you the tools for exactly how to get at someone's Vision.

# Lesson 2: How to get at Vision

There are 5 steps to help someone articulate their Vision:

- 1 Reassure them that most people don't have this solved
- 2 Remind them why it's important
- 3 Create a little safety
- 4 Set the context for the questions
- 5 Ask some questions

Let's break down each of these.

## **Reassure them that most people don't have this solved:**

The first step is to remind your clients that most people don't have a perfectly-thought-out answer to, "What's your Vision?" It's very rare that someone has this solved, so let them know that you'll figure it out together, and they're not expected to have all the answers right away.

## **Remind them why it's important:**

The next step is to remind them why it's important to get clear on their Vision. Here's some sample language that you can use:

*"We spoke about Vision when we first met, and there are 2 reasons for getting clear on it: First, it's to make sure we only address issues that are important to you, and the second is to make sure that what we suggest is going to matter in the long run, not just in the short term."*

Not many clients are going to argue with the value in that. Also, keep in mind that Goals are contextual. Goals are stepping stones that take you to a desired future state. If you don't know what that Vision is you can't ensure you're working on goals that matter. So, Vision first, then Goals.

### **Create a little safety:**

The next thing you want to do is to create some safety. Here's some sample language that you can use:

*"I just have a few questions to help me get a sense for how you want things to be in the future."*

It's very disarming language. You're not putting a squeeze on them, it's just to get a sense of how they want things to be one day.

### **Set the context for the Questions:**

Push them out as far on the time horizon as is reasonably possible, and at least aim for about a 10-year time window because 10 years takes away the boundaries of time, knowledge, and money.

Encourage them to be bold about their Vision, but still grounded.

### **Ask some Questions:**

Here are six questions to ask them about their future:

- 1 *"Do you have a sense of what you want the future to look like for your [and then whatever the topic of conversation has been]." So, if it's been about a business transition or finances or retirement or their family, etc. You would say, "Do you have a sense of what you want the future to look like for your business transition/retirement/finances/family?"*

If they say they have a bit of a sense, to get them into a conversation you can say, *"Can you tell me about it?"* And just let them talk.

- 2 *"How would you know if you created a successful [whatever it is you were talking about]." So, if it was a retirement, "How would you know if you created a successful retirement?" Or, "How would you know if you created a successful life/succession/intergenerational wealth transfer?" And what that starts to draw out is some specifics, and then ask, "Give me some examples."*

- 3 *“If you were guaranteed to succeed at [whatever it is you were talking about], what would you do?” So, “If you were guaranteed to succeed at retirement, what would you do? If it was going to be exactly how you wanted it, what would you do?”*
- 4 *“What are five things that you want to be proud of in the future?”*
- 5 *“What is the thing you want to have, do, or be?”*
- 6 *“What will be happening in your life in 10 years? What won't be happening?”*

And what happens is by asking those questions, you'll start to help them bring some clarity around how they want the future to look.

Having conversations with your clients about their Vision will absolutely change the relationship you have with them and absolutely set you apart from other advisors.



**TIP:**

*Every now and then you'll find someone who loves this stuff and loves to go deep. There's two things to keep in mind:*

*One is, watch the clock. Set some time constraints at the beginning of your meeting.*

*The other is don't do a deep dive into a shallow pool. If you have someone who is not engaging deeply in the process, don't push them. Just ask the questions. It may be very surface stuff, or you may have somebody who really goes deep. Respect where they are.*



**Action task:** Think about your Vision for the future. Go through the questions we covered in the lesson and document your Vision on the next page.



# Lesson 3: Entering Vision into the Qualitate™ Application

In this lesson, we cover how to enter a client's Vision into the Qualitate™ Application.

The screenshot displays the Qualitate application interface. On the left is a navigation sidebar with sections: 'Welcome Robert Falvey', '< Homepage', 'Client The Smith Family (exit)', and a list of menu items including 'View', 'Members', 'Engagement', 'Vision', 'Values', 'Goal Clarity / Goal Achievement', 'Planning Map', 'Closed Goals', and 'Team'. The main content area is titled 'The Smith Family' and shows a breadcrumb trail: 'Homepage / Clients / The Smith Family / Vision / Update Vision'. Below this is a 'Vision' text editor with a toolbar containing 'B', 'I', 'U', and list icons. The text area contains the following text: 'Joe and Lynne plan to have a second home in Naples Florida and have the excess wealth to pay for Meredith's and Nathan's families to visit them twice a year. They will be traveling to the Caribbean and Europe once a year. They will continue to stay close to St. Anthony's church, even though they will spend most of their time in Naples. They want to be able to talk and interact with their grandchildren and children to help develop their own goals and vision for the future. They plan to help in all education expenses because they value education no matter what the field. Anytime they have spare time you will find them golfing or at the beach.' At the bottom of the text area are 'Save' and 'Cancel' buttons.



**Action task:** Enter your Vision into the Qualitate™ Application. Print off the report and upload it to the lesson.

# Module 4:

## Goal Clarity



*Never quit. It is the easiest cop-out in the world. Set a goal and don't quit until you attain it. When you do attain it, set another goal, and don't quit until you reach it. Never quit.*

**- Bear Bryant**

# Lesson 1: Goals Overview

Goals are breakthroughs. Getting clear on your clients' Goals will help you make sure they break through to the Vision you helped them articulate.

One of the key reasons that clients don't implement, is that they don't connect your solutions to their Vision for the future.

When you understand their Vision, and then can identify Goals that are key stepping stones to that future, your solutions suddenly make sense as the clear path to the life they want.

You'll understand what motivates them, and you'll be able to help them clarify their top Goals, identify resources that will help, obstacles that could hinder, and motivate them to make confident decisions.

When your clients realize that your strategy is perfectly aligned with their personal Goals and leads to their Vision, it becomes easier to take action and trust that your recommendations will get the job done.

# Lesson 2: Goal Inventory

After you've talked to your client about their Values and Vision for the future, the next thing you'll do is take an inventory of their Goals. There are questions listed on top of the Goal Inventory Worksheet that you can use to get the conversation going, but keep in mind, you'll want to look at Goals that are going to move them toward the Vision they identified.

You'll write down all their responses on the Goal Inventory Worksheet.

Then you'll help them identify and prioritize their top three Goals. You'll look through the Goals together and identify those that are either urgent, or that will create the biggest movement forward toward their Vision.

Most clients only have the capacity to work on about three Goals in a twelve-month period. In a business, the owners can often only work on one or two. These vary, but it's something to keep in mind when a client has a long list of Goals - putting some priority to them is critical.

On the right side of the Goal Inventory Worksheet you'll see a place to prioritize, and that will complete the first part of goal setting.



**Action task:** Review the sample questions on the Goal Inventory Worksheet on the next page. Think about the questions you want to add or remove when you're discussing Goals with a client.

Next, write down a list of your own Goals on the worksheet and then prioritize the top 3.



# Lesson 3: Goal Detail Process – The GISOR Model

After you've taken an inventory of the client's Goals and prioritized the top three, it's time to pressure test those top three to make sure you're truly finding the motivators, so you're only acting on what they want.

Sometimes people have Goals, but they are aspirational, or things they've been thinking about, rather than Goals they **MUST** have.

To pressure test the Goals, we use an acronym called GISOR.

## The Legacy GISOR Model™



**G is for GOAL.** This is the name of the Goal that you're exploring together.

**I is for IMPORTANCE.** You want to ensure the Goal is important to them and why that Goal is important to them. You're not asking, "*Is this important?*" You're asking, "*Why does this Goal matter? Why is it important to you? What's the impact of achieving it? What's the price tag if you don't?*"

**S is for SUPPORTING RESOURCES.** Here you'll want to identify the resources that are available to achieve the Goal. It creates reassurance and confidence that they can do it and helps you deliver the most effective and well-informed solutions.

**O is for OBSTACLES.** Here you'll identify any obstacles that might impede progress, or prevent them from accomplishing this Goal.

**R is for READINESS.** Readiness operates on a scale from 1 to 5, with 1 being ready to act right now, and 5 is not ready to act at all. If the client doesn't rate the goal a 1 or 2, you may want to consider pursuing one of their other Goals on the Goal Inventory Worksheet.

You'll use a tool called the Goal Detail Worksheet to go through the GISOR process and to document the responses.

Those are the big three areas in the Discovery process: Values, Vision and Goals.

**Time:**

Now you may be thinking, how long does all this take?! Although it varies based on the client and their situation, the Discovery process should take about 1-2 hours. Here's what's important to keep in mind:

- ✓ You'll know how they evaluate decisions and options, because of their Values.
- ✓ You'll know what it is they're really after and why it matters - their Vision.
- ✓ You'll know the specific Goals that will take them to that Vision, and you'll have pressure tested those Goals to ensure they're things they'll act on.

The result is, they're clear, they're invested, they'll make decisions more easily when you present their plan, and you get the added bonus of an incredibly compliant process.



**Action task:** Take yourself through the GISOR process to get at the Importance, Supporting Resources, Obstacles and Readiness of the top 3 Goals you listed.

Document them in the space provided on the next 3 pages.

These pages were abstracted from *The Discovery Insight Workbook™*

## GOAL DETAIL WORKSHEET (GISOR)

goal clarity™

Affirm the prioritized goal to ensure you have documented it correctly and then ask the below questions to have a deeper discussion on goal.

Goal:

Include in Planning Map™

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---

Why is this goal **important** to accomplish?

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---

---

What **supporting resources** will assist in accomplishing this goal?

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What **obstacles** may prevent this goal from being accomplished?

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---

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**Readiness:** Where are you on a scale of 1 to 5 to be able to take action today?

(1 being **ready** to take action and 5 not being ready to take action?)

1 2 3 4 5

Categorize the goal. (Completed Post-Discovery Meeting)

Goal Name:

A list of possible planning categories to name the goal – Survivor Income, Disability Income, Education Planning, Major Purchase, Retirement Income, Retirement Allocation, Long Term Care, Asset Allocation, Estate Planning, Business Planning, Business Succession, Charitable Planning

These pages were abstracted from *The Discovery Insight Workbook™*

## GOAL DETAIL WORKSHEET (GISOR)

goal clarity™

Affirm the prioritized goal to ensure you have documented it correctly and then ask the below questions to have a deeper discussion on goal.

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## GOAL DETAIL WORKSHEET (GISOR)

goal clarity™

Affirm the prioritized goal to ensure you have documented it correctly and then ask the below questions to have a deeper discussion on goal.

Goal:

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---

---

---

Why is this goal **important** to accomplish?

---

---

---

What **supporting resources** will assist in accomplishing this goal?

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What **obstacles** may prevent this goal from being accomplished?

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**Readiness:** Where are you on a scale of 1 to 5 to be able to take action today?  
(1 being ready to take action and 5 not being ready to take action) 1 2 3 4 5

Categorize the goal. (Completed Post-Discovery Meeting)

Goal Name:

A list of possible planning categories to name the goal – Survivor Income, Disability Income, Education Planning, Major Purchase, Retirement Income, Retirement Allocation, Long Term Care, Asset Allocation, Estate Planning, Business Planning, Business Succession, Charitable Planning

# Lesson 4: Entering GISOR into the Qualitate™ Application

This lesson shows you how to enter the GISOR responses into the Qualitate™ Application.

The screenshot displays the Qualitate™ Application interface. On the left is a sidebar with a navigation menu. The main area is titled "Goal Clarity" and contains several sections for entering data:

- Goal Name:** Financial Independence
- Goal Description:** To ensure a good financial plan that is regularly reviewed and updated
- Importance:** To help an individual see an on track for retirement, To help an individual see financial questions on an annual basis and its relevance
- Supporting Resources:** Bank 401k/IRA/529 Plan, 401k/IRA/529 Plan/529 Plan, Savings plan for the 401k IRA plan, Life insurance policy, Grants/Inheritance for the parent's home, Long term insurance
- Obstacles:** Not having an appropriate investment and retirement strategy that is regularly reviewed, Changing, Unreliable income, Goals/Inheritance for the individual and family questioning power of retirement, Grant/Inheritance to handle the financial if anything happens to the individual
- Readiness:**



**Action task:** Enter in Goals, Importance, Supporting Resources, Obstacles, and Readiness into the Qualitate™ Application.

# Lesson 5: Affirmation Report

After you've had the Discovery meeting with your client, the next step is to generate an Affirmation Report from the Qualitate™ Application to send to your client for review.

This Affirmation Report highlights the Goals your client would like to accomplish and allows them to review and approve the information you have documented.

The purpose of the Affirmation Report is to ensure the client is committed to the Goals. To do that, they will affirm that you've outlined exactly what they want to accomplish by their signed approval before you go any further.

We'll show you how to print the Affirmation Report in the next lesson, but once you have that, you'll send the Affirmation Report to your client ideally within 48 hours of that discovery meeting, to be returned prior to your Recommendations meeting.

# Lesson 6: Creating an Affirmation Report in the Qualitate™ Application

This lesson covers how to create and print an Affirmation Report in the Qualitate™ Application.

## Goal Detail Affirmation

Thursday, March 1, 2018

Prepared by Robert Falvey  
Legacy Wealth Management

### Goal: Financial Independence

A/D

To develop a good financial plan that is regularly monitored and updated

#### Importance:

- To help us determine if we are on track for retirement
- To help us make wise financial decisions as we move towards and into retirement

#### Supporting Resources:

- Joe's 401(k) Profit Sharing Plan
- 457(f) Deferred Compensation Plan
- Earning power for the next 3-5 years
- Joe and Lynne's IRAs
- Lynne's inheritance from her parent's home
- Long-term insurance

#### Obstacles:

- Not having an appropriate investment and retirement strategy that is regularly monitored
- Overspending
- Unforeseen illness
- Greatly increased tax rates, high inflation, and losing purchasing power in retirement
- Lynne's preparation to handle the finances if something happens to Joe

#### Readiness:

1 2 3 4 5

(1 = Ready, 5 = Not Ready)

# Module 5: Goal Achievement™



*The trouble with not having  
a goal is that you can spend  
your life running up and down  
the field and never score.*

**- Bill Copeland**

# Lesson 1: Goal, Gap & Recommendations

Once you and your client are both clear on their Goals, the next step is to put a process in place to achieve those Goals. That process is called Goal Achievement™.

There are three main components of the Goal Achievement™ process: Goal, Planning Gap, and Recommendations.

We talked about Goals already, so now let's talk about the Planning Gap. The Planning Gap is the difference between your client's current situation - where they are today - and the Goals they want to accomplish - where they want to be. Your objective is to identify and close those Gaps.

In some cases, Planning Gaps are obvious, but you want to separate that out from your Recommendation, so that the Planning Gap is always explicit.

**Example:** If the client doesn't have a will, or hasn't updated it, the simple Planning Gap is, *"You haven't updated your will in 20 years, so there's no will that reflects your Values, attitudes and preferences around your estate."*

A Planning Gap could be that the client has saved for retirement, but they have a gap of a certain dollar amount. *"You currently have [dollar amount]. Based on your Goals you need [this amount]. The Gap is [you'll say the amount]."*

The next step is to present your Recommendations. This is where you identify products and services that are necessary to begin closing the Planning Gap. You can be very detailed and precise about your Below the Horizon Recommendation.

A simple example:

**Goal:** Joe and Lynne would like to retire at age 65 which is in 10 years.

**Planning Gap:** You have \$2.5 million dollars saved for retirement. Based on your Goals and Vision, you require \$4 million dollars to retire. The Planning Gap is that you need to save \$1.5 million dollars in the next 10 years.

**Recommendation:** A retirement analysis has been completed. To have an additional \$1.5 million dollars in the next 10 years, your current monthly savings need to increase by X amount, and your current retirement account allocation needs to change.



**Action task:** Take your top 3 Goals and document the Planning Gap and Recommendation for each on the next 3 pages.







# Lesson 2: Entering the Planning Gap and Recommendations into the Qualitate™ Application

This lesson shows you how to enter the Planning Gap and Recommendations into the Qualitate™ Application.

## Goal Achievement

### Planning Gap

B I [ ] [ ] ABC -

Currently there is no plan in place that gives Joe and Lynne confidence that they are on track for retirement, that their current investments are being monitored and that they have an appropriate budget for spending.

### Place of Most Potential

B I [ ] [ ] ABC -

Develop a Retirement Income Strategy that is specifically designed for Joe and Lynne. Having a specific asset distribution plan that is regularly monitored can eliminate any fears of running out of money during retirement. Focus on objectives since they are 3-5 years from targeted retirement age.

### Strategies

Select strategy

### Status

active



**Action task:** Enter the Planning Gap and Recommendations into the Qualitate™ Application. Print and upload the Goal Achievement™ Detail output into the lesson.

# Lesson 3: Delivering the Plan

The starting point when delivering the plan is to restate the client's Values, Vision and Goals.

The core tool to use is the Goal Achievement™ Report from the Qualitate™ Application. It details the client's Goals, the Planning Gaps that they're closing, and the Recommendations for each of the Goals.

The process of delivering the plan is to review each Goal and make sure the client is committed to addressing the Planning Gap. When they have committed to closing that Planning Gap, the Recommendations you have documented and the action steps will resonate clearly for them.

Get their commitment to each Goal, Gap and Recommendation, and then, you can switch to the quantitative tools and illustrations that will show them how to do it.



**TIP:**

*If you are in a fiduciary relationship with your client, don't talk about specific products. You need to make sure the action steps are clear, but don't make specific product recommendations until you've completed the fiduciary engagement and the client has acknowledged receipt of the plan.*

*Once that is complete, ask the client if they'd like you to recommend and provide specific products/solutions to execute. The client can then hire you to go Below the Horizon and implement the plan.*

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## Goal Achievement™ Detail

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Thursday, March 1, 2018

Prepared by Robert Falvey  
Legacy Wealth Management

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### Goal: Financial Independence

To develop a good financial plan that is regularly monitored and updated

**Importance:**

- To help us determine if we are on track for retirement
- To help us make wise financial decisions as we move towards and into retirement

**Supporting Resources:**

- Joe's 401(k) Profit Sharing Plan
- 457(f) Deferred Compensation Plan
- Earning power for the next 3-5 years
- Joe and Lynne's IRAs
- Lynne's inheritance from her parent's home
- Long-term insurance

**Obstacles:**

- Not having an appropriate investment and retirement strategy that is regularly monitored
- Overspending
- Unforeseen illness
- Greatly increased tax rates, high inflation, and losing purchasing power in retirement
- Lynne's preparation to handle the finances if something happens to Joe

**Readiness:** 1 (1 = Ready, 5 = Not Ready)

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**Planning Gap:**

Currently there is no plan in place that gives Joe and Lynne confidence that they are on track for retirement, that their current investments are being monitored and that they have an appropriate budget for spending.

**Place Of Most Potential:**

Develop a Retirement Income Strategy that is specifically designed for Joe and Lynne. Having a specific asset distribution plan that is regularly monitored can eliminate any fears of running out of money during retirement. Focus on objectives since they are 3-5 years from targeted retirement age.

Goal Achievement™ Detail | 2 of 4

# Module 6:

## Client Review Strategy



*We become what we think  
about most of the time, and  
that's the strangest secret.*  
- **Earl Nightingale**

# Lesson 1: Review Process Mastery

Your Client Review Strategy serves several goals:

- ✓ It keeps you in sync with your client
- ✓ It keeps your client in sync with you
- ✓ It allows you to stay in the Above the Horizon conversation
- ✓ It lets you continue to address Below the Horizon solutions

## Frequency of Client Reviews

If the client is in an active growth phase with you - they have significant or pressing goals, a lot is being implemented and you know there is more opportunity for growth - then you should have frequent Client Review Meetings. As much as quarterly and sometimes even more than that.

If, however, the client is in a stable position and there aren't growth opportunities, then it should be less frequent - annually is probably appropriate.

Stay attuned to what's happening with the client because review frequency is not a one-size-fits-all situation.

## Structure of the Review Meeting

We use an acronym called PAPA to handle the overall plan for the Review Meeting:

- ✓ Present Talk
- ✓ Appreciate and Bridge Talk™
- ✓ Planning Horizon®
- ✓ Action

### Let's look at each:

**Present Talk:** This follows the same approach you learned in the Promise Stage - light conversation to get them present.

**Appreciate and Bridge Talk™:** You'll use The Planning Horizon® to check in on their situation both Above and Below the Horizon.

So, the conversation may sound like this:

*"I appreciate sharing some time together and as you know, we help families in Boston retire on their terms. Today, we're going to spend some time looking at your Planning Horizon together. I want to get caught up on what's happening for you, if there have been changes in your situation, and see if anything has shifted with your Vision for the future, and the Goals we're working on together to get you there.*

*I also want to take a look Below the Horizon and update you on the progress there and what next steps we may need to take together.*

*And then we'll look at any specific actions we need to move on."*

It creates a simple but clear framework for the meeting.

**Planning Horizon®:** You'll then draw out The Planning Horizon®. Have a copy of their Values, Vision and Goals printed out from Qualitate™. It will let you confirm or update their desired future state and you'll both know if any changes need to be made or if you simply need to stay the course and keep pushing forward.

After looking Above the Horizon, you'll go Below the Horizon to provide an update on the progress that's been made. Print out the Planning Map from Qualitate™ for a visual to show the client what is complete, what you're working on, what's been deferred, and what's coming up.

**Action:** This is where you'll handle any other actions that need to happen now, or that need to be scheduled next.

This is also a great place to handle conversations about introductions, invitations to events, updating any documents, and setting up your next meeting.

The Client Review Strategy will move your client closer and your business forward.





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