



Immersion Program



Workbook
v1

Introduction

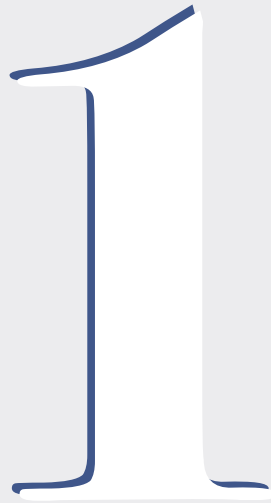
Welcome to the Immersion Program! This program is designed to transform you into a confident, high-performing advisor. By going through this course, you'll master 8 essential milestones that will revolutionize your sales and discovery process:

1. **You'll be able to clearly and confidently answer when someone asks, "What do you do?"** We'll give you a structure for how to create your Bridge Talk - a modernized approach for connecting with ideal prospects to set you apart from the competition.
2. **You'll have a clearly differentiated sales meeting.** We'll take you through the framework and give you scripts and language that you can tune and make your own.
3. **You'll have a method to end each of your meetings with a clear client decision.** Both you and the client will be clear on how to proceed.
4. **You'll have a process to engage on the spot.** When someone agrees to work with you, you need to be ready to move to the appropriate next steps.
5. **You'll be able to determine who the key influencers are in your prospects and clients lives related to the important decisions they need to make.** We have a great tool that's easy to use.
6. **You'll have a process designed to get at WHAT your clients really want and WHY it's important to them.** We're well known for our Discovery process and we have a lot of tools to help you enhance your process.
7. **You'll have a process to affirm and validate your clients prioritized goals.** This is a highly-overlooked step in the process and not only moves clients closer to you but ensures your solving what matters most to them.
8. **You'll have a process to help your clients achieve their goals.**

If you have any questions as you go through the content or ever feel stuck, please let us know.

Now, let's get started!

Module 1: Bridge Talk™



*If you cannot do great things, do
small things in a great way.*

– Napoleon Hill

Lesson 1: 4 Decisions To Success

For a client to successfully engage with you they need to make these 4 decisions:

- 1 Agree to Meet
- 2 Agree to Engage
- 3 Commit to Goals
- 4 Commit to Implement

These 4 decisions make up the 4 Decision System™, which we'll refer to often throughout your Growth Journey.

The Bridge Talk™ helps prospects agree to meet with you, so let's get into why that is, and what it is.

Lesson 2: Elevator Pitches Should Be Pitched

The first decision of the 4 Decision System™ is Agree to Meet, so you'll first need to get your potential client's attention.

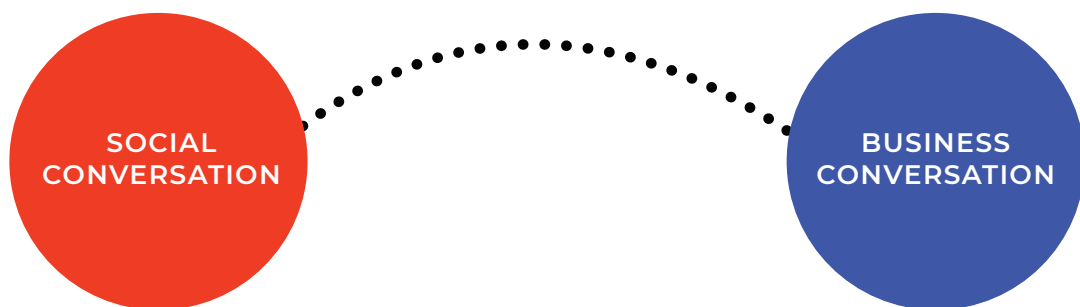
How do you do that? The historical approach is the elevator pitch, and we think it should be pitched. Why?

1. When someone says, "What do you do?" odds are they didn't mean it. In North America, it's a typical social greeting in a conversation.
2. This rarely happens in an elevator.
3. The first time you meet someone, you really shouldn't be pitching them.

You need a really clean way to respond to, "What do you do?"

Here's what we found works. There's some kind of social interaction and we want to try to get the other person into a business conversation to see if there's an opportunity there.

We want to go from one place to another place, and there's a gap in between. What we want to do is see if they will cross a bridge from a social conversation to a business conversation. We call this the Bridge Talk™.



Lesson 3: Dangers to Avoid

There are five dangers to avoid when answering, “*What do you do?*”

1. **Not Having Permission.** If you’re in a conversation where you’re trying to sell, or provide a lot of information and you haven’t received permission yet, it won’t be well received.
2. **Stereotypes.** Avoid stereotypes so you’re not put in a bucket you don’t belong in.
3. **Gimmicks.** Don’t trap them or force them into mental games or puzzles. Don’t try to trick them or sound gimmicky.
4. **Being Irrelevant.** If you go into a deep technical explanation, in that moment, you may become immediately irrelevant. They’ll tune you out right away - probably politely - but right away.
5. **Selling.** This is not the time to sell. This is opening the relationship, not closing a deal.

Lesson 4: Five Attributes of a Successful Bridge Talk™

There are five key attributes of a successful Bridge Talk™.



1. **Effective ambiguity.** Effective ambiguity, gives people enough to know that you're relevant and keeps them engaged in the conversation. It helps avoid stereotypes as well.
2. **Avoids stereotypes.** Don't give your title. Stay away from stereotypes because the reference point they have is probably flawed.
3. **Conversational.** Put your Bridge Talk™ in real language, words that you and your potential client use day in and day out. You don't have to sound clever here, you have to sound clear.
4. **Creates permission.** If they haven't said, "*Tell me more,*" or "*What do you mean by that?*" you don't have permission.
5. **Creates interest, not education.** You're not trying to teach them the industry, your work, or a specific domain of discipline that you have, you just want to create some interest.

A good Bridge Talk™ will generate legitimate interest and an openness to meet with you.

In the next lesson, we'll go over the structure of the Bridge Talk™.

Lesson 5: Structure of The Bridge Talk™

The structure of the Bridge Talk™ is incredibly simple [not to be confused with simplistic]:

 <p>WHO DO YOU HELP?</p>	 <p>WHAT PROBLEM DO YOU SOLVE?</p>
<div style="border: 2px solid #800040; height: 98px;"></div>	<div style="border: 2px solid #C88030; height: 98px;"></div>

When someone says, “What do you do?” You’re going to say, “I help,” or “We help,” or “I have a company that helps.”

Next, we want to name who we help, and then what problem we solve.

<p>I HELP/WE HELP</p> <div style="background-color: #E0B0C0; height: 136px;"></div>	<p>NICHE MARKET</p> <div style="background-color: #E0B0C0; height: 136px;"></div>	<p>PROBLEM YOU SOLVE</p> <div style="background-color: #F0D0A0; height: 136px;"></div>
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Here are some examples:



<p>I HELP/WE HELP</p> <p>We help</p> <p>I help</p> <p>I help</p>	<p>NICHE MARKET</p> <p>families in Boston</p> <p>hard-working business owners</p> <p>family businesses</p>	<p>PROBLEM YOU SOLVE</p> <p>retire on their terms.</p> <p>keep what they’ve built.</p> <p>make the most of everything they’ve got.</p>
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Action task: Use the Bridge Talk™ Builder to create your Bridge Talk™. Then take a picture/scan of your Bridge Talk™ Builder and post it in the Advisor Growth Network Facebook Group and we'll get you some concrete feedback.

BRIDGE TALK™ BUILDER

Create your Bridge Talk™ with the following structure:

 <p>WHO DO YOU HELP?</p>	 <p>WHAT PROBLEM DO YOU SOLVE?</p>
<div style="border: 2px solid #800040; height: 80px;"></div>	<div style="border: 2px solid #C8A240; height: 80px;"></div>

If you have completed your niche identification in the FOCUS section of your Growth Journey, enter your niche above.

Enter the key problems you solve for clients above.

- What are the most important to them?
- What is the actual benefit they experience because you solved that problem?

PUT IT TOGETHER:

I help/we help [NICHE MARKET] + [PROBLEM YOU SOLVE].

<p>I HELP/WE HELP</p>	<p>NICHE MARKET</p>	<p>PROBLEM YOU SOLVE</p>
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TELL ME MORE:

When your potential client says, "What do you mean by that?" or "Tell me more," what are 2 or 3 key points or nuances you could share to demonstrate a real difference and engage them further? What's a question you could ask to continue the conversation?

Lesson 6: Putting It All Together

You should now have a draft Bridge Talk™. When your niche market hears it they should resonate with it right away. They should say, “Hey, that’s me and I have that problem.”

Let’s look at how this might flow:

They ask, *“What do you do?”*

And you’ll say your Bridge Talk™ - for this example, *“We have a firm in Boston that helps families retire on their terms.”* And if that’s your niche market, they’ve got interest, they’re going to say something like, *“Well, what do you mean by that?”* or, *“How does that work?”*

This is where you want to have clear answers put together. In this moment, you have permission.

What you’d say is something like, *“Well, most people aren’t clear on what retirement is going to look like and we help them answer three things. How are you gonna pay for it? How are you going to use what you’ve saved, properly? And how will you protect things along the way?”*

Then offer a question, like, *“So, what have you done to prepare?”* or, *“Have you thought about how you’re going to pay for your retirement?”* or, *“What is your retirement going to look like?”*

Now you’re in the conversation and that gives you space to invite them to a meeting. If they disengage, that’s okay, close it off and maintain your social connection.

But if they do engage, if they want to ask more questions, set up a time to talk it through so that you can continue to enjoy the social interaction/event that you’re sharing.

Module 2:

The Best First Meeting Ever



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

Lesson 1: Decision 2 – Agree to Engage

This module is all about making a new promise to your prospective clients and showing them why they should become a client for life and choose you over any other advisor.

This module will cover the Approach Talk meeting. Once a prospect has agreed to meet with you, how will you have the best first meeting ever? This module covers **Decision 2 - Agree to Engage**, so the purpose is to get them to make a decision to work with you.

The way you structure this meeting and what you say will be the foundation for all of your planning moving forward. It's the cornerstone conversation that will shift the relationship.

As with everything, the more you practice, the more it will flow naturally without having to think about it. And don't worry about "messing up" or not getting it perfect. Wealth holders haven't heard this before and won't know if you missed something.

We've provided you with scripts, but don't forget to make it your own and tune it to your own style.

Lesson 2: The Planning Horizon® Conversation

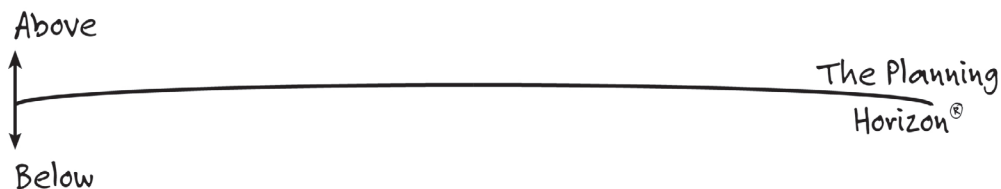
The purpose of The Planning Horizon® conversation is 3-fold.

- ✓ To understand what the prospect has done so far.
- ✓ To help them recognize that they probably aren't sure if what they've done to date is going get them where they want to go.
- ✓ To give them an experience of how working with you is different than working with other advisors.

To create The Planning Horizon®, draw a horizontal line that creates two distinct areas - Above the Horizon and Below the Horizon.

Values, Vision and Goals

WHAT matters and WHY it's important



How, WHO and WHEN to solve it
Strategies, Tactics, and Tools

The area Below the Horizon is where you see traditional financial conversations. Below the Horizon you talk about the strategies, tactics and tools of accomplishing goals. It's the quantitative aspect of a financial situation. Everyone ultimately provides a product or solution and this is where it's handled.

Above the Horizon conversations explore something different; they focus on what the client values, the vision they have for the future, and the goals that have to be accomplished to move them toward their vision. In simple terms, Above the Horizon we discern "What" the client really wants and "Why" that's important to them, versus Below the Horizon conversations that handle "How" to solve things, "Who" will do it, and "When" to solve it.



Action task: Pretend you're meeting with a prospect for the first time. Practice drawing out The Planning Horizon®, and explain the difference between Above and Below the Horizon.

Lesson 3: Structure of the Approach Talk Meeting

How you set up relationships from the beginning is critical to your success, so the purpose of this section is to have a systematic way for how you do that. The steps below outline a dynamic Approach Talk meeting to help you get the client engagement.

These steps are designed to provide you with thought and structure, but it's very important that you make this your own, and use language that's right for you.

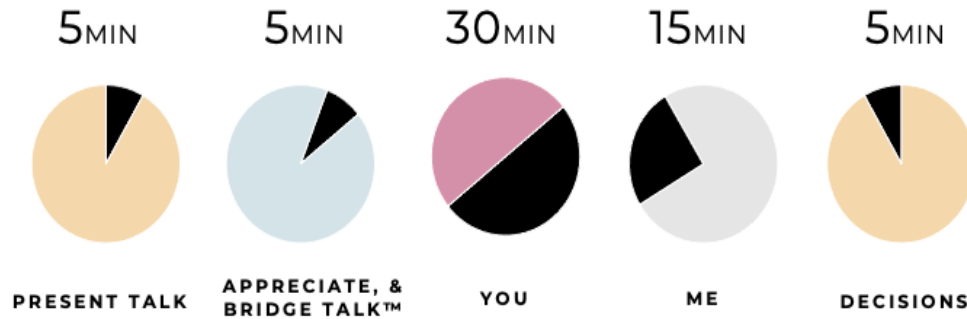
We use a simple structure:

Step	Key Notes
Present Talk	Get the client present
Appreciate & Bridge Talk™	Ensure parity and remind them who you help and what problem you solve.
Right Fit & Efficient Meeting Plan	<p>Everyone needs to know that you both have to qualify. Are they the right kind of client for you, and are you the right kind of advisor for them?</p> <p>The structure for the Efficient Meeting Plan is: You, Me, Decisions</p> <ul style="list-style-type: none">• YOU: Learn more about them and their situation (prospect interview)• ME: Share a bit about yourself, your team, your process and approach• DECISIONS: Clear expectations on if you'll work together, how you'll work together and next steps

Time

This Approach Talk process from Present Talk through Decisions should take about 60 minutes. Here's the breakdown of it:

THE APPROACH TALK™ STRUCTURE



Lesson 4: Present Talk

The purpose of initial conversation with people is to get them present. You don't want them thinking about work, or babysitters or if they have enough time at the parking meter. You want them relaxed, comfortable, and most importantly, present.

Talk with them and help them release any distractions that could interfere with the meeting.

Some things to consider:

- ✓ Welcome them
- ✓ Introduce them to any present team members
- ✓ Provide drink options
- ✓ Take coats
- ✓ Major and minor tragedies
- ✓ Ask how their ride was to the office
- ✓ Ask how their day is going so far
- ✓ Comment about the weather
- ✓ Comment about local sport teams
- ✓ Confirm the time they've allocated for the meeting and respect it
- ✓ Convene to the meeting space



Action task: What are common topics that you use with current clients to get people present?

Lesson 5: Appreciate and Bridge Talk™

Appreciate: Here the goal is to ensure parity and remind them who you help and what problem you solve. Tell them that you appreciate that you could all share some time together.



TIP: We encourage you not to say things like, “Thank you for meeting with me,” because you just became unequal when you said that, like they are doing you a favor.

Bridge Talk™: Remind them of who you help and what problem you solve by giving them your Bridge Talk™. “As you know, I help [these kinds of people] [solve these kinds of problems].”



Action task: Write down your Bridge Talk™ that you developed in the Focus stage.

Lesson 6: Right Fit and Efficient Meeting Plan

Right Fit: To work together you both have to qualify. Are they the right kind of client for you, can you help them, and are you the right kind of advisor for them?

Efficient Meeting Plan: Share that you have a Meeting Plan and that this meeting will end with some decisions for both parties. The Meeting Plan has three steps: **You, Me, and Decisions.**

YOU: This is where you'll ask to learn more about them (prospect interview). The Planning Horizon® conversation will be introduced here. You'll draw the line and start the interview asking questions Below the Horizon.

We've found 5 main categories that are useful to ask them:

- 1. Risk** - Let's talk about how you're protected from an insurance standpoint today. Do you have insurance in place? How confident are you that your current insurance planning protects you, your family, your business the way you want?
- 2. Living Benefits** - Let's talk about how you're covered today. Do you have long-term care, disability or critical illness protection?
- 3. Wealth** - Let's talk about your job (or) your business (depending on prospect) so we can get a sense of your income and benefits. What is your current salary/income? How are you invested today?
- 4. Estate Planning** - Tell me about your family. Do you have any children? Grandchildren? Have you given thought as to if/how you would like to provide for them?
- 5. Planning Table** - Let's talk about who's advising you today. Do you have an accountant you work with? If so, how would you describe what they do for you? [Check in on lawyers, investment advisors, insurance advisors, etc.]

ME: Share a bit about yourself. Point to your capabilities to support them.

Elements you may want to highlight when talking about yourself or your firm could include:

- ✓ Size of the team
- ✓ How long you've been in business
- ✓ The kinds of clients you work with
- ✓ Credentials
- ✓ Industry awards
- ✓ Contributions you make to industry groups
- ✓ Special areas of expertise
- ✓ Unique process
- ✓ Key industry affiliations
- ✓ Any relevant prior work experience

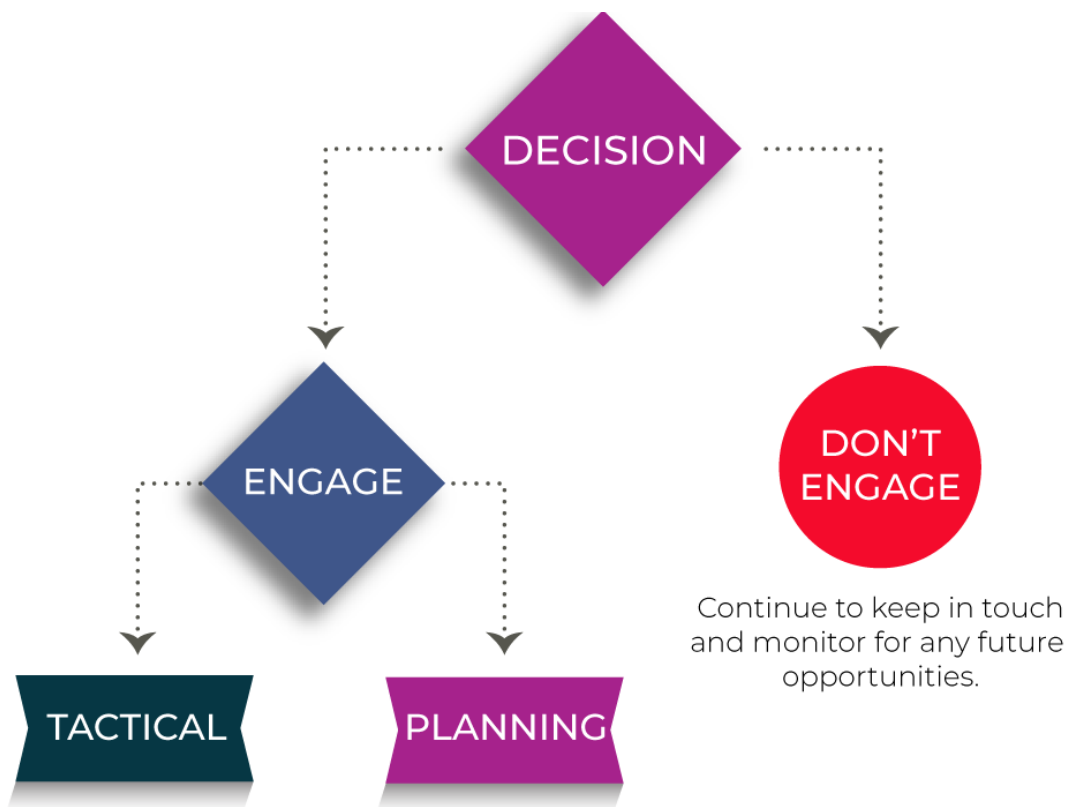


TIP:

This is not a complete list, but should get your wheels turning on items to share.

Decisions

This is the moment when you will have clear expectations on how you'll work together. If you determine that it is a right fit, you want to take them to a decision: engage, or not. If they engage, is it a Planning Engagement or a Tactical Engagement? Get confirmation before you move forward so everyone is on the same page about what's going to happen next.



For a Tactical Engagement: Tactical engagements solve an immediate need.

Sample language:

“Based on our discussion it seems that your priority is to address [you’d NAME IT and STATE THE REASON]. We’re happy to help you solve this immediate need. We have the biggest impact on our client’s lives when we engage in planning, so I’ll revisit that with you once we’ve handled this issue.

Let me explain how we can get started solving this immediate need...”

Provide them with a Tactical Engagement Letter (we’ll cover that in an upcoming lesson) to ensure confirmation before you move forward.

For a Planning Engagement: Clients require planning if they don’t have an immediate need or they have 2 to 3 issues that need to be addressed. (In the next lesson, we’ll show you how to use the Wealth Optimization System™ as a differentiating planning process.)

Lesson 7: The Planning Table

The Planning Table is a tool to help you determine the important relationships on the client's planning team as well as who helps them make financial decisions.

Sitting at the table are the clients. The seats on the side of the table are the **Advice** seats - people providing advice and guidance and in regular contact with the client - typically in the areas of tax, legal, financial planning, investments, and insurance.

Across the table from the client are the **Sales** seats. These are people who offer a product or service, but not people that the client relies on for advice on a regular basis.

In some situations, there may be someone seated next to the client on the client's side of the table bringing a **Discernment** style approach. We call this the Most Trusted Advisor - the gatekeeper that all the information goes through when the client is making decisions in these key areas of planning, investments, insurance, tax, and legal.

As you go through this tool with a prospect or client, you'll want to determine the names of the advisors at the Planning Table, the specific roles they're helping with, and how they were referred onto the team. ***Understanding the relationships among the client's other advisors is critical to understand how decisions are being made and who is influencing them.***

Why The Planning Table is a game changer:

1. **It's a differentiator.** Expressing interest in the key relationships in your client's life will set you apart from the rest.
2. **It will help you get the lay of the land.** You'll learn who their key relationships are and will find out if anyone is in your core competency area. You'll also learn how you are viewed.
3. **It will tell you if there are any vacant seats or gaps at the table.** If there are any gaps, you can bring in some collaborators from your own network to help to build the team.
4. **It will allow you to make your intentions known.** It provides an opportunity to tell prospects and clients where you do your best work, where you want to be sitting, and the role you want to play in their lives.

TEAM PROFILE FOR _____

	<i>name</i> _____	<i>name</i> _____	<i>name</i> _____	<i>name</i> _____
	<i>role</i> _____	<i>role</i> _____	<i>role</i> _____	<i>role</i> _____
<i>name</i> _____	<div style="border: 2px solid #003366; padding: 20px; width: fit-content; margin: 0 auto;"> <div style="border: 1px solid #003366; padding: 10px; width: 80%; margin: 0 auto;"> <div style="border: 1px solid #003366; padding: 5px; width: 60%; margin: 0 auto;"> <i>The</i> PLANNING <i>Table</i> </div> </div> </div>			<i>name</i> _____
<i>name</i> _____				<i>name</i> _____
<i>name</i> _____				<i>name</i> _____
	<i>client name</i> _____	<i>client name</i> _____	<i>most trusted advisor</i> _____	

When faced with a challenging financial situation, who do you contact? _____

Team Member	Responsibility	Referral Source
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

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Action task: Take a blank Planning Table tool and write in the names of an actual client. Fill in who is at their Planning Table, as well as their role and how they were referred in. Think about where they would have you sitting as well. Finally, think about where you want to be sitting and what would need to happen to get you there.

Lesson 8: Wealth Optimization System™

If you have a prospect where it's clear that the engagement is going to be a planning engagement, you should then introduce them to the Wealth Optimization System™. The Wealth Optimization System™ builds upon The Planning Horizon® by drawing a vertical line through The Planning Horizon® to create four separate and distinct quadrants:

- Quadrant 1.** The Discovery Phase - Identify Values, Vision & Goals
- Quadrant 2.** The Creative Solutions Phase - Think about the Solution
- Quadrant 3.** The Strategy Deployment Phase - Implement the Solution
- Quadrant 4.** The Results Management Phase - Sustain the Results

WEALTH OPTIMIZATION SYSTEM™

VALUES, VISION & GOALS

WHAT matters most to you, and WHY it's important.



STRATEGIES, TACTICS & TOOLS

WHO, HOW and WHEN to solve it.

The Wealth Optimization System™ begins by discovering what is important to the client and ends with a clear plan for moving them toward that vision. It also provides you with a clear planning process to manage ongoing planning cycles to achieve and maintain sustainable results.

The Wealth Optimization System™ puts its initial attention on discovery so that the client immediately experiences a difference from you. The attention will be on them, not you or the products you provide, to help them get clear on what it is they want to accomplish.

By staying Above the Horizon and gaining clarity around the client's goals, you can help them make wise choices about the solutions Below the Horizon. The client will know you have their best interests in mind, and that they will carefully consider all your recommendations and act on them.

Let's take a closer look at each of the four phases of the Wealth Optimization System™:

Quadrant 1. The Discovery Phase - Identify Values, Vision & Goals

The objective of the first quadrant is to identify:

- ✓ What your client values
- ✓ Their vision for the future
- ✓ What they would like to see accomplished
- ✓ What current planning gaps they may have
- ✓ What's important to them
- ✓ What they hope to achieve
- ✓ Where are they today and where they ultimately want to be

It ends by confirming the goals that will move them in the direction of that vision, while honoring what they value.

Quadrant 2. The Creative Solutions Phase - Think about the Solution

Once you and the client are clear on What they want for the future and Why that matters, along with clear goals that are important and that the client is ready to act on, then you can develop creative solutions.

This quadrant focuses on creating a plan for the client that is going to move them toward their goals. This is where the “planning” of financial planning comes in and, when you present the plan that addresses their goals and moves them toward their vision for the future, they’ll have a decision to make as to whether or not to act on the plan. When they decide to, you’ll move to the next phase.

Quadrant 3. The Strategy Deployment Phase - Implement the Solution

The third quadrant is focused on implementation. The main goal is to implement the strategies, tactics and tools that you have recommended to help them achieve their goals and move toward their vision, while honoring what they value.

Quadrant 4. The Results Management Phase - Sustain the Results

The objective of this phase is to manage the implemented strategies and sustain the results.

After the plan is implemented, you will come back to it regularly to stay in sync and determine what's working and what's not. This is also the ideal opportunity to learn if new things have been happening in their life, if their vision has evolved, have goals changed as a result, or have new goals presented themselves.



TIP:

We often get asked, “Can I use a PowerPoint or a printed graphic instead of drawing out the Wealth Optimization System?”

It is extremely important to draw this out and create it with your client/prospect so they can watch you demonstrate your expertise as you build it step by step. By drawing it out, it becomes theirs, and not just a glossy handout.

With that said, we do recognize that there are times when you might be in front of a large group or meeting with someone virtually, so we do have them as PowerPoints with animations.



Action task: Pretend you're meeting with a prospect and present the Approach Talk - Present talk, Appreciate and Bridge Talk™, Right fit and Efficient meeting plan. Include drawing out the Wealth Optimization System™. Take a video of yourself going through it and submit it to us for feedback.

Lesson 9: Engagement Letters

Once you've met with the client, have gone through your Present Talk, Appreciate and Bridge Talk™, Right Fit and Efficient Meeting Plan, if the prospect has clarity around an immediate need, you can begin to provide solutions and they can engage you in a Tactical Engagement. If they do not have clarity or there are several issues to address, you should engage them in a Planning Engagement.

When the client agrees to move forward and work with your firm, the final step in this meeting is to get a commitment from the client by having them sign the engagement letter. This letter should include:

- ✓ Specific discussion points
- ✓ Documents you would like to receive ahead of time
- ✓ Reports that might be generated from the meeting
- ✓ The fee to engage your services if you charge fees
- ✓ The plan for your next meeting together, outlining what they can expect
- ✓ Space for a signature

Asking them to sign will have a dramatic impact on the results from the engagement. This signature will serve to acknowledge their commitment and keep them motivated in the process. You should also schedule your next meeting while they are focused and engaged.



Action task: Review the Tactical and Planning Engagement letters and customize them to make them your own. Upload both of your Engagement letters into the course uploads when you are done.

Lesson 10: Implement what you've learned

Now that you have this process to approach new and current clients, it's time to make a plan for sharing what you've learned.



Action task: *Make a plan to apply this with 10 existing clients.*

List the ten clients you will contact.

WHO WILL YOU CONTACT?	WHEN WILL YOU CONTACT THEM?	DONE
_____	_____	<input type="checkbox"/>
_____	_____	<input type="checkbox"/>
_____	_____	<input type="checkbox"/>
_____	_____	<input type="checkbox"/>
_____	_____	<input type="checkbox"/>
_____	_____	<input type="checkbox"/>
_____	_____	<input type="checkbox"/>
_____	_____	<input type="checkbox"/>
_____	_____	<input type="checkbox"/>
_____	_____	<input type="checkbox"/>

Module 3: Values



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

– José Ortega y Gasset

Lesson 1: Decision 3 - Commit to Goals

These next few modules are 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.

Lesson 2: 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 3: 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™*.

NAME: _____ DATE: _____

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. _____

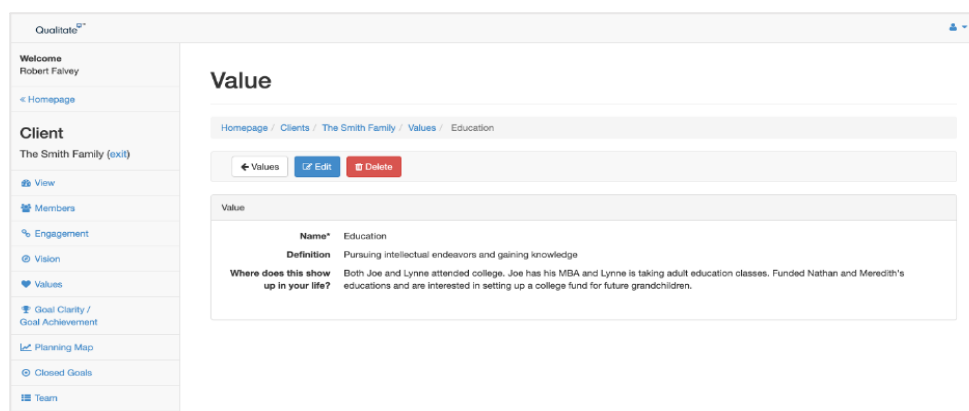
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Lesson 4: Getting Started with the Qualitate™ Application

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 5: 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 4: 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.

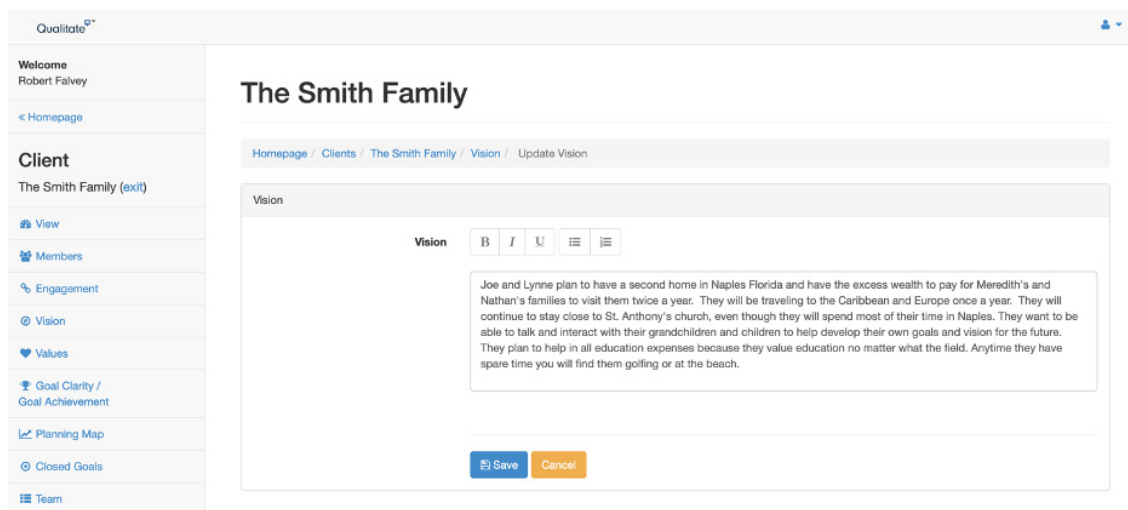
The other is don't do a deep dive into a shallow pool. If you have someone who is not engaging deeply in the process, don't push them. Just ask the questions. It may be very surface stuff, or you may have somebody who really goes deep. Respect where they are.



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 options 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. A text box 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 box 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 7:

Goal Clarity

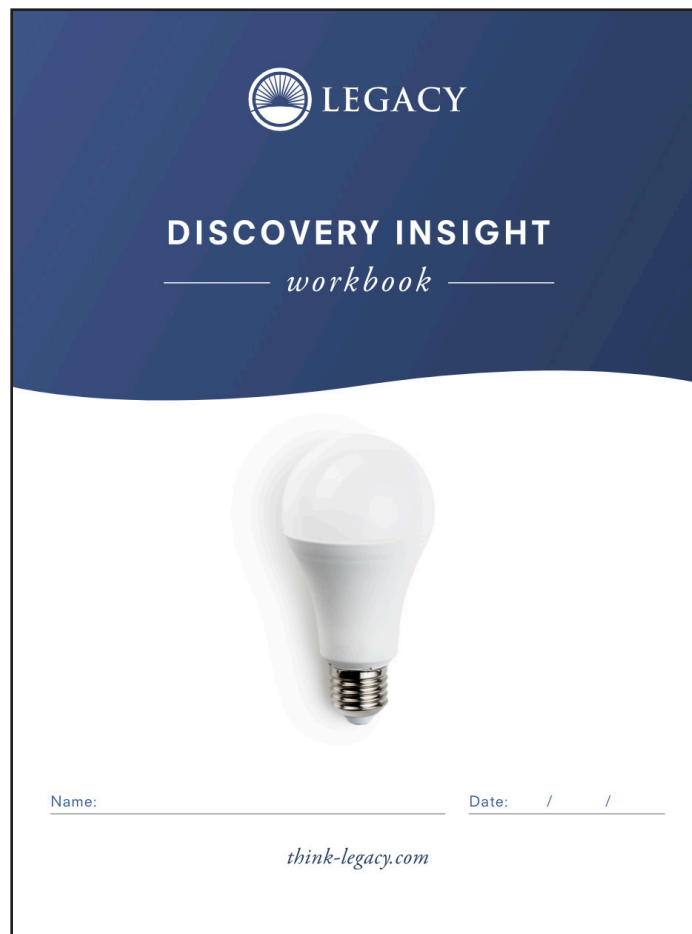


Never quit. It is the easiest cop-out in the world. Set a goal and don't quit until you attain it. When you do attain it, set another goal, and don't quit until you reach it. Never quit.

– Bear Bryant

Lesson 1: Discovery Insight Workbook™

The Discovery Insight Workbook™ is a client facing tool to capture the discovery discussion you have with clients. You'll find it in the lesson downloads in the course.



Action task: *Print off the Discovery Insight Workbook in the lesson downloads so that you can reference it as we go along.*

Lesson 2: 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 3: 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.

This page was abstracted from the Discovery Insight Workbook™

GOAL INVENTORY WORKSHEET

Below are a list of questions to help individuals articulate their goals and objectives. Write responses on the Goal Inventory Worksheet.

“To set the meeting plan for our time today, I'd first like to spend some time discussing the personal, professional and financial goals that are most important to you.”

“What are the issues that are on your mind that you would like to share with me today?”

“As you think about your future both professionally and personally, what are the goals you would like to accomplish that would have you feeling successful?”

* A list of planning categories that may be important to discuss – 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

Prioritize the goals by discussing which are the top 3. Write the priority in the Goal Priority column.

Goals	Goal Priority (Top 3)

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Lesson 4: 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)

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™

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

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

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

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

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

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

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Categorize the goal. (Completed Post-Discovery Meeting)

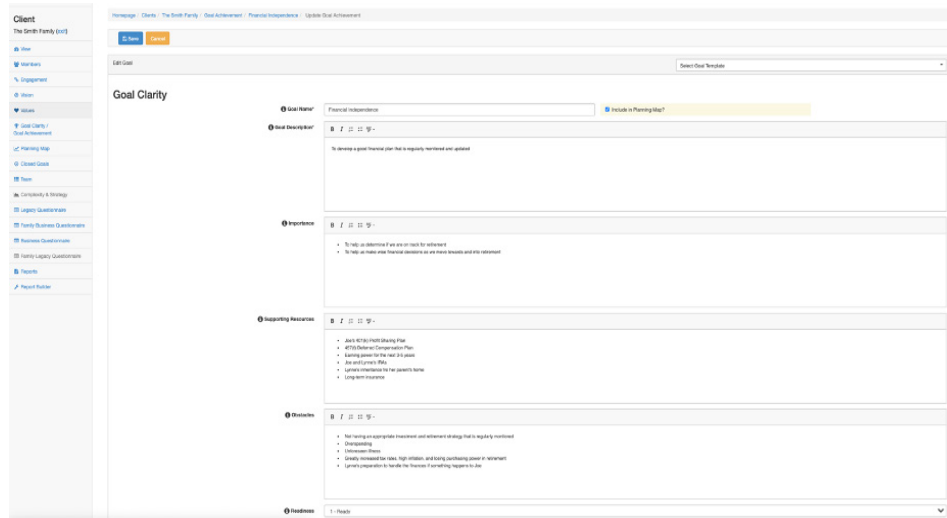
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Lesson 5: Entering GISOR into the Qualitate™ Application

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



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

Lesson 6: 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 7: 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 6: 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.

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

GOAL ACHIEVEMENT WORKSHEET

Describe the gap that is being addressed.

Planning Gap:

Describe the recommendation that would assist in accomplishing this goal.

Place of Most Potential:

Strategies:

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These pages were abstracted from The Discovery Insight Workbook™

GOAL ACHIEVEMENT WORKSHEET

Describe the gap that is being addressed.

Planning Gap:

Describe the recommendation that would assist in accomplishing this goal.

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Strategies:

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

GOAL ACHIEVEMENT WORKSHEET

Describe the gap that is being addressed.

Planning Gap:

Describe the recommendation that would assist in accomplishing this goal.

Place of Most Potential:

Strategies:

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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.

Goal Achievement™ Detail

Thursday, March 1, 2018

Prepared by Robert Falvey
Legacy Wealth Management

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
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- 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)

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



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