

LIMITLESS Coaching Call Transcript

SEPTEMBER 26TH, 2022
LEADERS COACHING CALL

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00:10:23.030 --> 00:10:30.360

Stephanie Bogan: Well, it's really good to see everybody this Monday. I guess it's afternoon for most of you depending on where you are

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00:10:30.370 --> 00:10:52.749

Stephanie Bogan: uh today. Uh. So we kind of shifted agendas a little bit. So the paul's right after retreats uh serving coaching calls will just focus on questions and all December, so that we can really talk through how everyone's processing everything post retreat. Um! So I thought, as we kicked off, we would start with the awkward and uncomfortable part of our program today.

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00:10:52.760 --> 00:11:06.879

Stephanie Bogan: Um, which is where I apologize for not being my best self. Um, Thursday morning when we kicked off the retreat. I I may have used a couple of f bombs in that opening, and I, like enough bomb is an unusual thing for me,

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00:11:07.160 --> 00:11:11.759

Stephanie Bogan: and I've been really I've been really sitting with this the last couple of days.

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00:11:11.880 --> 00:11:16.590

Stephanie Bogan: Do I let it pass? Do I acknowledge it? And The truth is,

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00:11:16.640 --> 00:11:23.299

Stephanie Bogan: it's just been really bugging me. So I wanted to acknowledge if I talked with lifestyle earlier they were really cool about it.

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00:11:23.650 --> 00:11:32.789

Stephanie Bogan: I do not want to go into the details, because it is not about that. But the last couple of months have been a little bit challenging nothing that we can't handle. But



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00:11:32.800 --> 00:11:47.020

Stephanie Bogan: there may be in our professional space that we need people who are not being cool, and on the morning of that particular event I may have gotten an email from one of those people, and i'm not going to my trailer girl came out. I was upset,

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00:11:47.030 --> 00:11:54.590

Stephanie Bogan: was frustrated. It didn't seem right. It doesn't in any way reflect the experience like it just.

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00:11:54.860 --> 00:12:13.490

Stephanie Bogan: And so in that moment, because I was tired and wearing down all the things that we talk about that keep us above the line and clear unconscious. None of those were working in my favor. On that particular day I read the email. I got wildly agitated, and and my assistant was like,

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00:12:13.500 --> 00:12:19.879

Stephanie Bogan: Go out the door. You got to go, and so it's. Not that I have an issue with the F. B. That's not the issue.

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00:12:19.940 --> 00:12:29.680

Stephanie Bogan: It's that in that space I was discharging one or opening at the same time that I was really discharging some negative energy that didn't have anything to do

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00:12:29.700 --> 00:12:37.670

Stephanie Bogan: with the group, or you, or the coaches, or the guests, or the people in that room, and whether I like it or not, and I don't

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00:12:37.680 --> 00:12:51.419

Stephanie Bogan: um. It was not in honor of who you are. Why, you're here. It was an honor of Tiffany and Jared or Adam, or A. F. Icom, or a Seth, or anyone else, and as soon as it was over I felt awful like in your gut.

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00:12:51.430 --> 00:13:00.239

Stephanie Bogan: Awful. Knew I did not choke in the way that I wanted to show up. It was like the girl from the trailer really just showed up on that stage,



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00:13:00.260 --> 00:13:11.050

Stephanie Bogan: and we had an event to do, and I had to just accept that I hadn't shown up perfect and moved through it, and really try to just ground my energy and get to a place which I hope, and I think that I did, but

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00:13:11.060 --> 00:13:25.779

Stephanie Bogan: I just could not sit with it. This is a place where we talk about authenticity all the time I sit here and I say, hey, tiffinger! It had to sit with their teams, and they have like, and i'm not exempt from that. The hardest part about what I do is that people think of for some reason that i'm going to be perfect.

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00:13:26.220 --> 00:13:27.590

Stephanie Bogan: I'm not

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00:13:27.900 --> 00:13:30.190

Stephanie Bogan: I trade on the heck out of that.

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00:13:30.200 --> 00:13:46.589

Stephanie Bogan: What I've learned along the way is that I can be authentic. And so, as I sat here this morning, reflecting on. Do I just let this pass? Everyone had great things to say or do. I own it? I just really felt called to sit in ownership of it. It was not the most graceful thing I've ever done,

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00:13:46.600 --> 00:13:53.090

Stephanie Bogan: said, and it just in fairness again. I have no issue with the air. Fong with the right energy and time and context. It's

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00:13:53.100 --> 00:14:07.720

Stephanie Bogan: it's very awesome. But that was not the energy that it was coming from. And you know, you guys know my coach died last year, and the truth is, it was really just a wake up. Call to me that I need to grieve her,

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00:14:07.730 --> 00:14:16.959

Stephanie Bogan: and I need to deal with. It has nothing to do with this person. By the way, Zero, I want to be really clear about that has nothing to do with the person



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00:14:16.970 --> 00:14:36.309

Stephanie Bogan: it has to do with the fact that I'm triggered by being people sucking like That's just right. I was a good person. Bad things happened. I don't like like. So that's my work is that when someone has that agency over my feelings my work is to sit in that space. And the why is this landing for me?

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00:14:36.380 --> 00:14:48.819

Stephanie Bogan: I know this is not who I am. I know that the people who know me know this is not who I am. So why is it like triggering me so much? And it's because it triggers stories for me that are based in trauma,

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00:14:48.830 --> 00:15:06.279

Stephanie Bogan: And that's just work I need to do so that no matter what's happening in my external space, I can always show up with the most grace and dignity that I can to make sure that the work that I'm doing is what the focus is, and in those few minutes it wasn't the focus. And I just feel like I read all the apology for that.

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00:15:06.400 --> 00:15:13.539

Stephanie Bogan: It wasn't my intent, but it's how I showed up, and I just hope you can just give me a little bit of grace there.

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00:15:14.970 --> 00:15:26.190

Stephanie Bogan: Thank you all for that. Um. And this is a really powerful conversation about trust equity, which is, you know, in lifestyle. They were just like really great. And I know you guys are, too. That's not that.

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00:15:26.260 --> 00:15:32.489

Stephanie Bogan: Thank you guys. Everyone at the meeting when I talked to you was like it's fine, but the truth is, I know it's not fine,

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00:15:32.500 --> 00:15:49.090

Stephanie Bogan: and that's trust equity, which is, you hope that you show up and care enough, and you intent enough that people really genuinely know that when you mess up it's not intentional, and you can pull a little bit out of the trust if they can move on That said as they shared with the team.

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00:15:49.100 --> 00:16:04.449



Stephanie Bogan: You don't get to tax that account too often, so um! It's the uncomfortable part of the program. But I feel like you are all doing so much work here to grow who you are that I just wanted to honor you by showing up in that space with you.

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00:16:04.790 --> 00:16:06.980

Stephanie Bogan: So thank you for your Grace.

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00:16:07.200 --> 00:16:10.589

Stephanie Bogan: Ah! And mean people still suck. But my, my coach will help me

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00:16:10.600 --> 00:16:12.879

something like that,

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00:16:12.890 --> 00:16:28.189

Stephanie Bogan: all right. So the rest of this call I really genuinely want it to be about you. Um! So let's talk about where you guys left. We had. Wow! Just so much. Last week growth retreats. You I know you guys are. We some value retreats in the summer are a big deal, but then you get to growth retreat, and it's like

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00:16:29.020 --> 00:16:47.000

Stephanie Bogan: my blown, because it's literally like a marketing conference for seventy people. So I just would love to go around and talk about like what you've processed over the weekend and any issues, questions, reservations that you have as you sit in that space.

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00:16:47.010 --> 00:16:53.300

Stephanie Bogan: Um kim. Let's see you're in the bottom, Right? Why don't we? We're gonna go backwards this day. We're gonna start with you.

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00:16:53.510 --> 00:16:56.570

Kim Waldman: Okay? Well, um.

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Stephanie Bogan: So I think where I actually didn't think about it a lot over the weekend which is good for you.



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00:17:04.500 --> 00:17:12.229

Stephanie Bogan: Yeah, I didn't think about anything on Saturday I was like zero. Yeah, it's abnormal. So that's actually a good thing.

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00:17:12.240 --> 00:17:26.490

Kim Waldman: Ah, but I think what this afternoon like just before this meeting we had kind of a Kumbaya with a group of advisors who, many of whom had attended virtually Um, and then

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Kim Waldman: Sherry and myself, and

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Kim Waldman: we kind of heard from everybody what their takeaways were, which there were many

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Kim Waldman: a lot. The Coi piece really hit tech Tiffany. Just so, you know, like a lot of people were at that session from our group, and they really liked that a lot, and I waited until they got through all their stuff,

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00:17:47.700 --> 00:18:01.460

Kim Waldman: which was all good, and I took notes. Um! But it all led back to, and and even some of them acknowledged like We don't have a niche, and so it makes it really difficult to do like all these awesome things. And so we need a niche,

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00:18:01.470 --> 00:18:12.859

Stephanie Bogan: and so so that I pulled out Jared, and like What's funny is i'm in the meeting at noon. It's now three o'clock, and

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00:18:12.960 --> 00:18:42.650

Kim Waldman: the more introverted folks have come in since then, and are like who I've been sitting with this. I like it. I really like it like. Here's where my mind is going with it. Some of the others, like immediately reacted, and we're brainstorming, and so I think that they like it a lot. Um, I sent you an email to see if we can get a little time with you. I think the thing that comes up for them is kind of the same thing that that those of you are in the room kind of shows up, I think, for sherry, and that like What if we go this direction.



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00:18:42.860 --> 00:18:57.299

Kim Waldman: Um! Will our current clients feel left behind right? So that fear of like people not feeling like they have a place anymore. And what would that mean? And um she's moved through it because we already had time with you guys and good counsel. But um!

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00:18:57.310 --> 00:19:13.380

Kim Waldman: But I just think it would be great for the team to have a chance to kind of weigh in and ask their questions, and also, like we all think this is an awesome idea. I think it is. I think it's a great idea. Um, but we also can be shiny object chasers. So I want to make sure, like we've done our due diligence. But we really

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00:19:13.390 --> 00:19:21.490

Kim Waldman: I don't know I mean I had sharing about this twice today with a hurricane tool for all of our snowbirds in Florida.

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00:19:21.500 --> 00:19:43.229

Stephanie Bogan: I to help them like everybody did everybody here kind of weird that we're sharing him kind of narrow the focus. And then we were doing the marketing thing. We came up with this fun like snowbird strategy for right like That's pretty fun. It's so fun, and so like I said, I mean she hadn't been talking to a business owner, who we just found out has a place in Florida, and he had this great

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00:19:43.240 --> 00:20:04.160

Kim Waldman: tool for how to like all the things you need to do to prepare your place in the case of a hurricane that was like, Oh, there's your value ads around all kinds of stuff. So it's been a very exciting morning um and early afternoon. And um, So we're looking forward to maybe starting to take some steps to more fully

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00:20:04.170 --> 00:20:11.980

Kim Waldman: that through. And and then all the implications of what comes with that in terms of development of materials and such.

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00:20:11.990 --> 00:20:36.449

Stephanie Bogan: Yeah, I think you guys are in a similar very similar position to Tiffan Jarrett. If do you want to talk a little bit? Because I know you're going in, and you're having like the destiny, general client conversation. And then you're having that what we'll call the specialist conversation. Do you want to? Just because some of you have really niched, and some of you are broader, but you can really sound like



general a general service with a specialty focus. Do you want to talk

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00:20:36.460 --> 00:20:41.299

Stephanie Bogan: tiff just a little bit about how you kind of position, You know the two positions.

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Jarrold Musick: Yeah, I think it's um just to be can. What you guys are experiencing is totally normal and bitchy, because you're just like. But I have this practice. What does it mean to my clients if we go in this direction and then, like you're snowboarding, and I have a lot of this shared. But in the chat it's a mindset. It doesn't. Just have to be a tactical thing, so you can at this level of like. What does it mean to your to see clients? And then, really, your deployment as a marketing tool that also allows for you to have like a deeper level of

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00:21:11.310 --> 00:21:29.279

Jarrold Musick: offering in your client experience. Um. And so uh, we do have the two which destiny, capital and entrepreneurs are very different. Um destiny capital uh started off as a generalist firm. Um! That over time grew with founder Steve.

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00:21:29.290 --> 00:21:59.279

Jarrold Musick: So while it was journalist in the reason that he was taking on what we found was um. He was also aging and nearing retirement. His might match that, and it was fairly quick to see that they were nearing or our retirement primarily Colorado, and we did a really good job of the complexity. Um, that is, that we're associated with those clients that came from like a tax, and state that um retirement because it's so. It naturally allowed us to like. This is where we focus their um.

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00:21:59.290 --> 00:22:10.290

Jarrold Musick: It's still not like a mind-lowing thing right like it's retirement primarily with the community that we have, and we're nurturing that in a way to continue to get the organic growth that we do,

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00:22:10.300 --> 00:22:29.229

Jarrold Musick: but none of them are offended by the fact that we're focusing in on entrepreneurs. Everyone is curious about. We are entrepreneurs like, What are they thinking? How are they positioning their well? What are they doing to grow all of those things? And so there's like this practice with the very specifically for your If you have a team that's associated with,

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00:22:29.240 --> 00:22:59.160

Jarrold Musick: i'm sure that your needs are not from a retirement perspective. We're doing all the



money associated with that. And then over here we have a team that's specialized in that. We have a client service model and all those things that we have the conversation around that. Uh. So you know, for from uh, when i'm talking to entrepreneurs about why we have both. It's like Well, a traditional well management was made up to serve ninety percent of the population. It turns out we sound the ten percent of watching we have reserved.

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00:22:59.170 --> 00:23:27.289

Jarrod Musick: We're out to solve that. And this is why this particular model is really important for me to accomplish when it comes to fees, and the advice that we're doing. Here's the type of client service model that we're offering you as an entrepreneur, knowing that you're centering your wells and the business that you're building, that they want to start helping with you in all of that planning, and we don't want to be. They're just at a liquidity event when every other advisor simply is to show up in the oils and want to be there for you. That helps them a lot

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00:23:27.300 --> 00:23:36.000

Kim Waldman: that does not offend our retirement clients in the slightest, and It's a marketing tool, right? I'm. Not messaging that to our existing clients.

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00:23:36.010 --> 00:23:37.690

Stephanie Bogan: There are a lot of firms

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00:23:37.700 --> 00:23:38.790

Jarrod Musick: for a new science.

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00:23:38.800 --> 00:23:40.190

Stephanie Bogan: Niching is amazing.

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00:23:40.200 --> 00:23:44.170

Stephanie Bogan: Niching accelerates and optimizes everything period,

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00:23:44.200 --> 00:24:01.160

Stephanie Bogan: and there are lots of firms that are totally okay. Not so. We were talking about this in the lifestyle call, which is, I want you to think about. Do you remember, like seventh grade, science, kingdom, phylum order species? I had a really good science teacher because she taught us some acronym.

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00:24:01.170 --> 00:24:14.590

Stephanie Bogan: Kinky people often find good sex somewhere. If you want seventh graders to remember science, that is so, i'm like i'm forty nine years old, and i'm still like. Think of my other species genus, three c. Subspecies.

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00:24:14.600 --> 00:24:20.090

Stephanie Bogan: Yeah, that's the power that's the power of branding and marketing. By the way, right there,

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00:24:20.100 --> 00:24:26.299

Stephanie Bogan: forty nine years old there was zero chance. I was ever going to remember that. Otherwise

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00:24:26.330 --> 00:24:50.019

Stephanie Bogan: the reason i'm sharing that is, you start broad, and then you're You're classifying narrow renirers. So some of you are really able to hit that specialist strategy. Right? Isaac Liz. As you focus on women. Some of you are more in a generalist camp, and some of you are in what we'll call a generalist. Right? David and Joe Kim. You guys are moving into what we'll call mark, Sam, for you guys,

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00:24:50.030 --> 00:25:10.079

Stephanie Bogan: generalist specialists, and what I mean by that is, I was starting with one of the lifestyle members who was like, hey? I'm really focusing on women. And I have this specialty now in complex divorces. So should I niche in that she doesn't have that audience built up yet. So I was like. There's nothing that prevents you from continuing to focus on

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00:25:10.090 --> 00:25:19.180

Stephanie Bogan: your kingdom or your right, and say, And within women and within retirees we have developed a specialty around

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00:25:19.190 --> 00:25:32.450

Stephanie Bogan: right retirees with second homes. Really easy story, by the way, because most retirees in general who have the kind of assets that you ultimately want them to have either have one or love the idea of having one.

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00:25:32.460 --> 00:25:52.439

Stephanie Bogan: So you again, because you have a significant number of clients. You can maintain that focus with the specialty. And here's what i'll tell you. If you change the website tomorrow, ninety nine



percent of your clients will address. They are not going to your website like. Oh, my God, it doesn't get What's this snowboard strategy stuff like what happened? I'm just a normal little person like

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00:25:52.450 --> 00:25:59.370

Stephanie Bogan: they just they don't go there once they're a client, and if it comes up no, we do think that positive communication,

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00:25:59.380 --> 00:26:27.470

Stephanie Bogan: and that's just an easy story, hey? We? But when you're doing the kingdom phylum, it's really easy. So much easier for Jared part of the for Jeremy Corbyn. But, you guys, it's easy which is, hey? We've developed a special, you know, a focus working with people, you know. Couples of families during retirement, and so many of our clients have second homes that we've developed a real core specialty. So you're not going to give up those retirement clients unless you want to again depending on the service model. But it still lets you go a

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00:26:27.480 --> 00:26:35.830

Stephanie Bogan: it. And when someone hits second home on your checklist or your tax form, you're going to be like ding ding

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00:26:35.980 --> 00:26:55.450

Stephanie Bogan: when someone hits complex to force when someone hits business owner beyond the typical stuff. When someone hits our issues you're like in day the brain cannot help it. Kingdom file, kinky people often find, like I'm never going to forget it. I was seventh grade, and it had sex in it. Zero chance. One hundred percent probability is remembered forever.

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00:26:56.180 --> 00:27:02.329

Stephanie Bogan: Right? If you say something to a divorcee that's really pointed to her at that moment. In time she'll never forget it.

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00:27:02.730 --> 00:27:12.630

Stephanie Bogan: So That's where we want to look at your brands and your websites through the lens of Where are you kingdom? How narrow can we niche?

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00:27:12.840 --> 00:27:20.479

Stephanie Bogan: And it doesn't mean right? You guys have hundreds and hundreds and hundreds of clients transitioning millions of dollars of



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Stephanie Bogan: But it's how do we respect the foundation and look at optimizing and right, sizing the client base for the goals that you want to serve. So that's the messaging is like retirement, and like, hey?

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00:27:33.880 --> 00:27:45.249

Stephanie Bogan: So what we'll have to ultimately decide. Is your primary message focused on retirement? Or is your primary message focused on snowbirds? And it's just how net you want to go in that first page message

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00:27:45.360 --> 00:27:57.449

Jarrold Musick: and Kim to your team, I think oftentimes it's hard enough as an owner to digest the fact that you're like as a brain, and as a human, you're like. Oh, no! If I limit this, at least i'm getting less,

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00:27:57.460 --> 00:28:25.669

Jarrold Musick: which is fascinating because it's actually the opposite. It means you're getting more opportunities with the right clients, and it's seller so like um in a client service model where you're like tearing a service, and it's like. What does that mean? I'm under survey at the bottom, and it means well. What about the back? Does that? The cost is coming from the top clients to services like Oh, like I need to think about that. I'm. Often i'm off to having those conversations with our advisors. If I work through them myself to be like.

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00:28:25.680 --> 00:28:49.810

Jarrold Musick: Oh, gosh! We limit that, and then super to your team on top of it, like us, focusing on entrepreneurs doesn't change the at the traditional level of management, because it's still like you're like, oh, like you also do this like i'm interested or about we have this like key employee, or my sister, or my brother, or whatever it's like. Well, we help you out there, too, right like You're not going to turn down

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00:28:49.820 --> 00:29:19.719

Jarrold Musick: a really high value client just because they don't have a second home. And those opportunities Don't Don't come through. But to test point, you will now have new criteria of qualifying that allows you to grow and scale in a way as they team, to make better decisions on me, to say yes to you, and we, you attract to say yes to them too. So feel really positive and not. And then just it's going to be like nurturing, not conversation with your team for a while, because it's a scary.

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00:29:19.730 --> 00:29:40.590

Jarrold Musick: You mean to give up like the broader market. Um, even though, like it's more of a feeling



than it is in actual class of like making that decision. Um, you don't lose opportunities just because you're marketing in a certain way, and sometimes you do, because that's exactly what your marketing was attempted to do so.

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00:29:40.600 --> 00:29:54.849

Jarrod Musick: I feel good about it, but it is going to take some time for your team to feel that adjustment of just an auf a number as a qualifier to like additional qualifiers that make everyone feel really good about the

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00:29:54.860 --> 00:30:07.690

Stephanie Bogan: well, I and this point is really good, because what we what you know Liz has gone through this ken you're going through it. If and Jared have gone through it, I think you guys show you might be going through it, as your teams are. Their economics don't change,

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00:30:07.700 --> 00:30:17.050

Stephanie Bogan: and I mean this was all love with your mediocre, just like when we make mediocre decisions, their economics don't change. And so when we go to right-size those decisions they're like,

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00:30:17.060 --> 00:30:46.549

Stephanie Bogan: I don't understand, and you're like Well, of course you'd understand, because I've been. I've been saying the tax. Our job is to reframe it, and you know we've talked a lot about him. You and I and Liz has talked about it, Jared, is that reframing is helping them view it through the lens of the business case, which is, Hey, everybody? If we sat down like we were the profitability, analysis, and what this means. We love these people, but it means that we should actually be sitting down with our top points and saying, Thank you so much for that old star story, right like you're paying for

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00:30:46.560 --> 00:31:06.230

Stephanie Bogan: fifteen small clients like Hey, Team, We feel good about that. No, not so much. And that's the challenge is you have these legacy cultures and things have been comfortable for a long time, and then one day you wake up, and you're like, Actually, we're gonna get it together like. Whoa! This is. I don't understand

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00:31:06.240 --> 00:31:10.500

Stephanie Bogan: that's our job is to sit. It is to help sit in that space

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00:31:10.510 --> 00:31:33.779

Stephanie Bogan: if you can help them, reframe it, Then I think, to test point. You can actually show



them how it's wildly. Better for the client, hey? We're doing a five hundred and twenty nine over here. We're doing an Rsu over here. We're buying a second home. We we're doing all of these things that if we really just got really clear about the client segments, and I think in your case, who's going to focus them? We've all, I think, had the conversation about that container strategy.

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00:31:33.790 --> 00:31:35.490

Have we all had that conversation

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00:31:35.500 --> 00:31:47.370

Stephanie Bogan: right like You're all big enough. You're not a three hundred thousand dollar firm. You're all big enough that we're not going to be like. Ooh! Let's eradicate fifty percent of the client base over the next fifteen months and start over. That would be impractical.

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00:31:47.470 --> 00:31:49.070

Stephanie Bogan: And

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Stephanie Bogan: we also want to look at What are the goals that we're moving to? Some of you? Right? Kim and sherry are big enough that that becomes. It's a bigger ship that you've got to move. And so we figure out What's that container strategy, what advisor or advisor service, the core retirement, planning clients without the snow birdy stuff. And then right, how do we grow? And now we look at the staffing model through that lens is very different than hey? We're just going to take anybody that comes with, you know,

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00:32:18.170 --> 00:32:19.080

planning,

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00:32:19.090 --> 00:32:30.470

Stephanie Bogan: and if we can help the team understand, Hey, there's a way we can have this container strategy here where we can provide the level of service for you guys. It's going to be capacity for all of you. It's going to be capacity.

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00:32:30.790 --> 00:32:48.000

Stephanie Bogan: Do we want to maintain this income engine, if you will, and then grow with those specialty clients? Do we ultimately want to transition? If we can't grow advisors and hit capacity growth, that's ultimately what will happen by the way, as firms are growing. If they can't hire advisors, they'll have to focus more and more



126

00:32:48.010 --> 00:32:57.780

Stephanie Bogan: because they won't have the advisor capacity. If you're in a small firm and big firms are hiring twenty people, and you're trying to hire two, and you only get one. How are you going to grow?

127

00:32:58.690 --> 00:33:09.000

Stephanie Bogan: And so that's why we really want to look at the client base through What's the lens of what we're trying to build? What's the staff that we ultimately think we're going to need? And then how do we leverage that as much as possible.

128

00:33:10.320 --> 00:33:12.429

Stephanie Bogan: All right, Kim, Does that help a little bit?

129

00:33:13.360 --> 00:33:15.429

Stephanie Bogan: Joe could be Joe O'neal.

130

00:33:16.470 --> 00:33:18.690

Stephanie Bogan: That's your title now.

131

00:33:18.700 --> 00:33:23.790

Could be Joe or could be Neal?: Well, I haven't thought about anything from last week, yet because I had my staff retreat this morning, which went very well.

132

00:33:23.800 --> 00:33:24.890

Stephanie Bogan: How did that go

133

00:33:24.900 --> 00:33:26.809

Stephanie Bogan: from that

134

00:33:26.820 --> 00:33:30.469

Could be Joe or could be Neal?: very excited? So I ended up breaking up early, which is,

135



00:33:30.480 --> 00:33:41.840

Could be Joe or could be Neal?: I guess, I talked fast enough. I didn't over bite the bullet. I talked about our staffing our client service model. We address that we address staff reviews, and then we're going to talk about fees

136

00:33:42.070 --> 00:33:48.589

Could be Joe or could be Neal?: and another meeting and some more operational stuff. Another meeting, because they want to just blow the day up so.

137

00:33:48.600 --> 00:33:53.890

Could be Joe or could be Neal?: But everybody's on board about raising fees about cleaning, stuff up and good buy it. So very, very happy.

138

00:33:53.900 --> 00:33:55.900

Stephanie Bogan: Great, that's cool, awesome.

139

00:33:55.920 --> 00:34:01.189

Stephanie Bogan: Yeah. And I flew back last night, and I got home at five. Something, so i'm a little

140

00:34:01.200 --> 00:34:07.300

Stephanie Bogan: tired welcome. So um, but no, it went very well so and

141

00:34:07.580 --> 00:34:18.510

Could be Joe or could be Neal?: so I guess our stuff is now about, you know, process and streamlining, and make ourselves more efficient about raising high fees, not only across the board, but getting rid of the special deals when

142

00:34:18.600 --> 00:34:33.519

Stephanie Bogan: we switch from our broker dealer for the people that are at like seventy two beeps, or seventy, three beeps, or the twenty-seven different fee schedules we have, so it's no longer going to be twenty, seven different species and twenty seven might be less than it really are. We have a lot of different p schedule.

143

00:34:33.530 --> 00:34:35.100

Stephanie Bogan: It's like I'm being a



144

00:34:35.250 --> 00:34:43.799

Stephanie Bogan: You guys are really going through, and everyone is really to a varying level. It's the real work behind. All this is standards.

145

00:34:43.810 --> 00:34:52.119

Stephanie Bogan: Okay, it's always been Show up. Be good people, do your best. We're all trying, our, you know, and and that usually, by the way, works out pretty good if you've got good people,

146

00:34:52.150 --> 00:35:06.770

Stephanie Bogan: and when you start to look at it through the lens of what would be possible if we optimize the support systems behind those good people and made them great people, a lot more would be possible. And so sometimes it's just that cultural shift of helping your team get on board

147

00:35:06.780 --> 00:35:23.060

Stephanie Bogan: with that. And I think you've all done a good job in as we talked about in retreat. I think we can help you, or at least new members. But for each of you also, if you're continuing next year, we're going to be looking at like. What's that team kick off? How do we really set that in the right spot for everybody,

148

00:35:23.070 --> 00:35:29.170

Stephanie Bogan: so that they are on a track as well? We can kind of help Keep the trains running on a parallel track if you will.

149

00:35:29.190 --> 00:35:32.990

Could be Joe or could be Neal?: I have no push back for not re back filling for the Parapliner position

150

00:35:33.000 --> 00:35:34.070

Stephanie Bogan: not great yet.

151

00:35:34.140 --> 00:35:35.689

Stephanie Bogan: So everybody is on board.

152

00:35:35.700 --> 00:35:39.079



Stephanie Bogan: His staff retreated. That's a good one, Mike.

153

00:35:39.530 --> 00:35:42.600

Could be Joe or could be Neal?: If I knew my staff they probably would. But that's not

154

00:35:43.100 --> 00:35:50.649

Stephanie Bogan: all right, Mark, How about you any big questions Issues takeaways, or just digesting since Friday?

155

00:35:52.590 --> 00:36:03.329

Mark Newfield: Um digesting? Probably. I mean, I actually spent most of the morning building a list of all the little niggling details that have to be taken care of by Friday

156

00:36:03.870 --> 00:36:05.990

Mark Newfield: since we're pulling the ripcord on Friday.

157

00:36:06.000 --> 00:36:06.950

Yep,

158

00:36:06.960 --> 00:36:09.279

Mark Newfield: Um. So

159

00:36:09.760 --> 00:36:22.170

Mark Newfield: you know, the the biggest thing for me is I I don't know what role I will occupy, going forward in terms of influencing strategy. Figuring out, I mean journey does not niche, for example,

160

00:36:23.040 --> 00:36:26.579

Mark Newfield: at least not at the moment. So

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00:36:26.850 --> 00:36:29.989

Mark Newfield: I mean, we are building a landing page that is, niche focused

162



00:36:30.000 --> 00:36:30.910

the

163

00:36:30.920 --> 00:36:35.689

Mark Newfield: so you know all that is to be determined. Um, it's all good, though.

164

00:36:36.500 --> 00:36:54.990

Mark Newfield: So it's really about how you're going to translate the best practices from here that you want to apply in that new ecosystem, and I think they're open, and they're just so young enough that they don't have those systems and structures to that. Well, there's a lot of systems actually There's they're They're much. They're much better at process automation

165

00:36:55.000 --> 00:36:56.149

Mark Newfield: way better.

166

00:36:56.290 --> 00:37:09.989

Mark Newfield: But some of these other things are not in place. I will come in, and I posted this in the weekly update posting which, as you know, i'm the only person on my

167

00:37:10.000 --> 00:37:17.149

Mark Newfield: but I'm sitting here looking at my whiteboard, and every single thing I wrote in March that I wanted to get done this year is done.

168

00:37:17.170 --> 00:37:18.660

Stephanie Bogan: That's awesome.

169

00:37:19.380 --> 00:37:24.889

Mark Newfield: I would as a credit to you if bomb or no, that probably wouldn't happen. You

170

00:37:25.700 --> 00:37:30.140

Mark Newfield: and i'm kind of sorry I miss that session.

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00:37:30.150 --> 00:37:40.689

Stephanie Bogan: It's right. You don't know how it goes. I was just. I think there were three actual f



bonds in the opening where I was like You're all

172

00:37:40.700 --> 00:37:41.390

Stephanie Bogan: like I,

173

00:37:41.400 --> 00:37:46.790

Stephanie Bogan: and you're having awesome, and it's a big the same. So yeah, it's pretty awesome.

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00:37:46.800 --> 00:37:53.099

Mark Newfield: Fortunately I have a team that can cope with it, and it tends to do the same thing. So, anyway. Yeah, I'm: I'm:

175

00:37:53.390 --> 00:38:01.090

Mark Newfield: i'm not worried about a thing process-wise, or anything else. I've got a transition to execute. That starts next Monday. You

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00:38:01.100 --> 00:38:03.189

Stephanie Bogan: i'm getting it off the three Mexic.

177

00:38:03.200 --> 00:38:04.229

Mark Newfield: So

178

00:38:04.680 --> 00:38:07.230

Mark Newfield: so then, you know, then we'll see right

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00:38:07.240 --> 00:38:24.919

Stephanie Bogan: well, and when you're going into, write an acquisition merger of of operating systems, if you will. Those are the conversations that are really important, which is how we can implement service models, you know, versus our standard clients versus our niche clients. How is that going to work team? How are you guys going to support that?

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00:38:24.930 --> 00:38:32.189

Stephanie Bogan: And again, I think they've got lots of workflows. These are just kind of when you think about tiered service models and the things that we're teaching here.



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00:38:32.200 --> 00:38:45.539

Stephanie Bogan: Yeah, we've built all that out right. We have this big spreadsheet. That shows what we do for each segment of our clients. Um, so. And I know their systems and processes. Kind of can

182

00:38:46.140 --> 00:38:51.519

Mark Newfield: leverage that it's It's just a question of what they're going to bring to the conversation in detail.

183

00:38:51.830 --> 00:38:53.540

Mark Newfield: I don't know that yet

184

00:38:54.230 --> 00:38:55.240

Stephanie Bogan: it's,

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00:38:55.250 --> 00:39:05.980

Stephanie Bogan: so let me know if we can support that if the group can support that. But I think penny's really open about those things, and those are the conversations that you're going to have as your is any of you ever get to a point where you want to evaluate

186

00:39:05.990 --> 00:39:16.180

Stephanie Bogan: potential partners. Those are the conversations that we ultimately like to go through, which is, how do you implement service models? Can you support surges? What about niches?

187

00:39:16.190 --> 00:39:37.470

Stephanie Bogan: Because some firms let you maintain a lot of autonomy and systems? And so you can implement that some firms in a hybrid model where you've got to figure out what they're doing and what you're doing, and some firms want to own everything at the firm level, and then it's about right. Can they support the specialized systems that you've put in place to create kind of to optimize the practice in your life the way that you have. So

188

00:39:37.480 --> 00:39:42.689

Stephanie Bogan: i'm sure they'll i'm sure they'll figure it out with you, Mark. But if I can sit in that space with you or a penny at all. Please let me know,



189

00:39:42.700 --> 00:39:54.390

Mark Newfield: course. And to answer Joe's question on about Saturday dinner it had what I would. I got what what I expected actually, which was

190

00:39:55.460 --> 00:39:57.959

Mark Newfield: You're absolutely out of your mind.

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00:39:57.970 --> 00:39:59.279

Mark Newfield: We're not going to,

192

00:39:59.530 --> 00:40:14.679

Mark Newfield: and there was definitely an f bomb deployed, not by me. And I said, Yeah, but you said I was out of my mind about going to Disney and out of my mind about going to Bahamas, too. We're doing both of those, so

193

00:40:14.690 --> 00:40:23.640

Mark Newfield: it'll take her probably three or four months to absorb it, and, more importantly, she'll look at our bank. She'll look at our taxable account in November and be like Oh,

194

00:40:24.420 --> 00:40:31.709

Mark Newfield: so I I think it was typical. You've got a hairbrane idea, and you're out of your mind, and then

195

00:40:31.720 --> 00:40:34.989

Stephanie Bogan: I know you always. I know that she's.

196

00:40:35.000 --> 00:40:42.789

Stephanie Bogan: I know that she's really acclimating to the idea based on our many conversations, but I also want to suggest that you might still be acclimating, too.

197

00:40:42.800 --> 00:40:45.169

Mark Newfield: Oh, I I um!

198



00:40:46.620 --> 00:40:51.700

Mark Newfield: This is somewhat dated, but I read this for myself,

199

00:40:51.830 --> 00:40:53.490

Mark Newfield: not for her.

200

00:40:53.500 --> 00:40:58.789

Mark Newfield: I I read it just to read it, and I got about two chapters in, and I was like you.

201

00:40:58.800 --> 00:41:04.080

Mark Newfield: Hmm. This kind of sort of feels like me so one hundred percent,

202

00:41:05.320 --> 00:41:10.060

Mark Newfield: the other. The only other stipulation was that she,

203

00:41:10.740 --> 00:41:17.490

Mark Newfield: I wouldn't say, made me, because I kind of had done it anyway. Set aside in cash, the the motorhome money, the

204

00:41:17.500 --> 00:41:18.439

Stephanie Bogan: it's a

205

00:41:18.450 --> 00:41:23.980

Mark Newfield: Well, I put it in one-year t-bills because you can get four percent, and we're not going to pay for it for a year.

206

00:41:24.380 --> 00:41:26.240

Mark Newfield: She made me put it in cash.

207

00:41:26.460 --> 00:41:28.540

Mark Newfield: It was okay. Whatever.

208



00:41:28.980 --> 00:41:39.589

Stephanie Bogan: What? What makes sense on the paper doesn't like paper and people are not, you know, when you think about the actual four percent difference over the course of the year after the taxes, it's not that big a deal, relatively speaking,

209

00:41:39.600 --> 00:41:40.689

Mark Newfield: that's correct,

210

00:41:40.700 --> 00:41:53.220

Stephanie Bogan: and it's about, you know. Look, I grew up in a trail like It's about what makes people feel good, and for all of you. It's about sitting in the space of rationalizing that sometimes, like five years, is probably too much trip pattern that you could be deploying that guy.

211

00:41:53.230 --> 00:42:11.419

Stephanie Bogan: And so that's the really cool thing about planning is that you do really get to send that space. So work I like. I know that you guys are going through a lot of change in transition, and a huge part of it is just you're getting comfortable. We talked about this when you sell that it's a shift, because up to that point you've all had the level right. Now you all have the lever of control,

212

00:42:11.430 --> 00:42:23.059

Stephanie Bogan: and if at any moment you sell. Then you don't have the same lever of control. Now your income is largely coming from your investment account. You can't just pop in and say, Hey, This is the way it's going to be,

213

00:42:23.070 --> 00:42:31.590

Stephanie Bogan: and like learning to trust it and count on it. Redefine yourself through that process is just as much work as the deal terms ever are in my experience.

214

00:42:31.600 --> 00:42:39.570

Mark Newfield: Well, the single hardest thing for for me to cope with is just the fact that i'm not. I mean i'm literally a week away from not being in charge.

215

00:42:40.230 --> 00:42:47.299

Mark Newfield: So you know I told the building. I told the building owners that we need to change the name on the electronic signage out front,



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00:42:47.550 --> 00:42:49.929

Mark Newfield: and the building owner says, Well, you

217

00:42:50.460 --> 00:42:55.119

Mark Newfield: who's going to sublease the space I said, nobody's going to sub-lease the space.

218

00:42:55.440 --> 00:42:57.919

Mark Newfield: I mean, we're We're staying here,

219

00:42:58.250 --> 00:43:02.220

Mark Newfield: and he's like, Well, if you change the name, then it changes the lease and like,

220

00:43:03.740 --> 00:43:06.189

Mark Newfield: I can't answer that question on how they want to do that.

221

00:43:06.200 --> 00:43:07.189

Yeah,

222

00:43:07.200 --> 00:43:10.190

Mark Newfield: you know, before sure, you want to release. Okay, whatever.

223

00:43:10.200 --> 00:43:13.590

Mark Newfield: Yeah. And I haven't talked. I had it. I had A.

224

00:43:13.600 --> 00:43:21.290

Stephanie Bogan: Yeah. I had a really cool conversation with Penny. I love what they're doing there, and those are the things because they are early in their acquisition journey

225

00:43:21.300 --> 00:43:25.790

Mark Newfield: I know from the many onboarding we did at United. There is a we built at any

226



00:43:25.800 --> 00:43:29.190

Stephanie Bogan: incredibly detailed checklist about everything in your life,

227

00:43:29.200 --> 00:43:41.780

Mark Newfield: so I just sent Damien a note saying, Hey, we need to decide whether I keep my Llc. Open, and we pay rent through that. And you reimburse me, or you know we want to. We want to assign a lease or whatever you want to do. But

228

00:43:41.860 --> 00:43:48.880

Mark Newfield: I mean there are going to be a lot of questions like that that I would just answer off the top of my head that are like, I'm not in charge.

229

00:43:48.890 --> 00:43:50.399

Mark Newfield: That's their problem.

230

00:43:50.420 --> 00:43:53.770

Stephanie Bogan: Yeah, you could. That's the buck, as we like to say,

231

00:43:53.910 --> 00:43:56.889

Stephanie Bogan: All right. So it sounds like you're You're for thirty years.

232

00:43:56.900 --> 00:44:13.430

Stephanie Bogan: Yeah, you guys are. I mean, you guys are literally at the point the final phases of nailing all that down. So again we toasted you on Friday you had already left. We do have a really good picture of us drinking a really nice class of champagne and your yeah, which Well, somebody would have gotten a double hit for me, anyway, because I don't drink. It was probably the job.

233

00:44:13.660 --> 00:44:14.680

Stephanie Bogan: Yeah,

234

00:44:15.200 --> 00:44:23.389

Stephanie Bogan: there was no one there to drink it. So we didn't bust it up.

235

00:44:23.400 --> 00:44:30.289



Stephanie Bogan: We did the mart, Nellie's cider's. Really yummy. It actually is quite good. The grape apple's my favorite.

236

00:44:30.300 --> 00:44:36.099

Stephanie Bogan: All right, Liz. How about you? Takeaways? Observations like, Where are you sitting after last week?

237

00:44:37.250 --> 00:44:46.479

Liz Hand, CFP®: I feel a lot more clear. I really love the way that the different visioning exercises kind of wove together.

238

00:44:49.310 --> 00:45:00.219

Liz Hand, CFP®: I'm really excited about raising fees and defining out what our service model is today, and putting it in that hijacking Isaac's service model picture.

239

00:45:00.230 --> 00:45:19.240

Liz Hand, CFP®: And I have seen my tendency in the past to paint what could be, or what will be, and that breached my team out. So instead, just doing exactly what's today and then doing, c. Raises off of that. Even Today I had a conversation with Clinton, and he's more on board with doing his side of the client base, depending on how it lands.

240

00:45:19.410 --> 00:45:20.790

Liz Hand, CFP®: I

241

00:45:21.070 --> 00:45:29.059

Liz Hand, CFP®: tend to be rather negative on, or you're just not aware of all the new business that we have coming in,

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00:45:29.850 --> 00:45:44.550

Liz Hand, CFP®: because I think i'm always tuned into the hunt and not to what's what's in motion? Um. And so I also see just this. We're going to have like four opportunities to fine tune. Our sales process in the next two weeks.

243

00:45:44.560 --> 00:45:50.970

Liz Hand, CFP®: So i'm excited about that to focus more on what it is that i'm seeing, and some of those



embedded messages that we worked on.

244

00:45:51.110 --> 00:45:59.200

Liz Hand, CFP®: So i'm really excited about that. I always all really like this is like a new thought for me of what's my upset strategy?

245

00:45:59.520 --> 00:46:16.839

Liz Hand, CFP®: And um talking to Clinton about that today, and like, what is the age that we want to be finished? Okay. And if it's five years before that, we get our liquidation event. Okay? And then even Kim's conversation about how they structured it of like, what could we put in metrics now that for our team to

246

00:46:16.850 --> 00:46:22.189

Liz Hand, CFP®: into the changes that we want to make over time. So yeah, a lot of great thoughts.

247

00:46:22.200 --> 00:46:43.089

Stephanie Bogan: Well, I think what's so powerful about that is, you think about that that straight line conversation that we had I mean. Most of us did not have that clarity about what the destination was much less aligned earlier in our careers, and we'd all I think we'd all read. We'd have been a lot more efficient in making decisions and aligning choices if we'd had that clarity. So it's good to hear that you

248

00:46:43.100 --> 00:46:51.419

Stephanie Bogan: that you guys are really aligned, that you are really starting to think about what is the you know Again, it doesn't mean It's not going to change six times between here and there.

249

00:46:51.430 --> 00:46:52.370

Stephanie Bogan: Bye,

250

00:46:52.450 --> 00:47:03.389

Stephanie Bogan: having that intent that every single day the practice that you're building is there to be a vehicle to support the outcome? That is your life. That's the founder's journey

251

00:47:03.400 --> 00:47:16.130

Stephanie Bogan: by definition. That's the work. How do we build a business? An asset that fundamentally supports our financial right and personal freedom in a way that we feel great about. And



252

00:47:16.140 --> 00:47:27.220

Stephanie Bogan: the character part of that is, you're supposed to add real value to clients, and I believe in excess of the fees that you charge him so that you can put your head on the pillow every night going. Yeah, this is a win for everybody.

253

00:47:27.530 --> 00:47:40.989

Stephanie Bogan: So have to deal with all that other stuff that comes with it. Not being a win for everybody. It's just easier. So that's the really powerful part that I know you're leaning into. But for those of us, you know, fifteen, twenty years down the front.

254

00:47:41.000 --> 00:47:43.000

Stephanie Bogan: Dang! I wish I had had

255

00:47:43.060 --> 00:47:55.829

Stephanie Bogan: that level of clarity just that. There, that was my path, and i'm going to be able to bob and leave through it as efficiently as possible. Um! And you guys are making a ton of changes on the staff, on the service models, and it is starting to show.

256

00:47:55.840 --> 00:48:13.289

Stephanie Bogan: Are you doing uh consistent business development reporting just about the pipeline, and where you guys are right at every stage of the process. So let's talk about that in the next call, and you don't even have to do it. Complicated stuff, like literally your success, just or a basic spreadsheet can start to track

257

00:48:13.300 --> 00:48:29.379

Stephanie Bogan: everything from right point of initial Right? What's on the website to point of inquiry, or who reached out to who had a second call. Because you can really quickly over the course of a few months develop averages. If we have right, twelve calls, we get one line,

258

00:48:29.390 --> 00:48:47.050

Stephanie Bogan: which means, if we want two clients. We need twenty, four calls without any improvement, right that our goal would be to try to get right. Three calls out of those same twelve, so that we're incrementally making the legion the sales, the marketing website, and right the sales funnel more and more effective, so that we can just keep ratcheting those numbers.

259



00:48:47.210 --> 00:48:54.690

Stephanie Bogan: That's the cool thing about branding and marketing and sales is, if you all adjusted. If you just doubled your conversion rate,

260

00:48:55.280 --> 00:49:13.969

Stephanie Bogan: think about the leads that come to your website like It's a pure number, and the number that hit your call to action to schedule it like, What if the number of people went from one. Like. Maybe it's three percent, Isaac. Maybe it's seventeen. But what if we took it from three to six, or seventeen, to thirty-four? What would that mean in terms of

261

00:49:13.980 --> 00:49:18.089

Stephanie Bogan: the lift that you would get with no more marketing time, energy, or capital,

262

00:49:18.880 --> 00:49:25.509

Stephanie Bogan: just the same amount of effort. And that's why the branding, the website. Those sales funnel conversations become so potent

263

00:49:25.520 --> 00:49:50.079

Stephanie Bogan: is we don't know how much we're losing in the calendar until we start to measure, and if a calendar, it has these holes. What's staying in the calendar? What's coming out? Let's start to understand that funnel, and as soon as we get some data to that funnel. We're in a much better position to start to make changes that tweak that data. And then we have really what i'll call fine directional control. We change the download this month, Isaac.

264

00:49:50.090 --> 00:50:00.280

Stephanie Bogan: Let's see. We We led with the Y download, you know, forty seven percent uptake rate. Should we leave with a functional download. What is the most popular topic on everybody's mind right now,

265

00:50:00.290 --> 00:50:15.120

Stephanie Bogan: hey? If it drops to thirty, three percent, it tells us that's not the most effective for his audience. If it bumps up to fifty, three percent. We're like, okay. Your audience likes functional messages more than when we think about the download. That data is all available on Google analytics.

266

00:50:15.160 --> 00:50:34.760

Stephanie Bogan: And then with just record marketing data, so is when we just follow up, let's just really talk about putting some basic business development tracking in place so that you can start to see what



those averages and ratios are. And as soon as we have that baseline. Then we can start to go through the marketing ecosystem suit to notch scientifically,

267

00:50:34.770 --> 00:50:46.939

Stephanie Bogan: because the brand clears the target audience is the website right? And Then, as we just move through that process or the funnel, we should start to see those numbers improve over time, and then we start to see what actually moves the needle, and we double down

268

00:50:48.850 --> 00:50:51.010

Stephanie Bogan: alright, so i'll make a note of that as well.

269

00:50:51.310 --> 00:50:53.390

Liz Hand, CFP®: Great. Just one more piece of information.

270

00:50:53.400 --> 00:50:55.150

Stephanie Bogan: Yes, Jared, I looked,

271

00:50:55.160 --> 00:51:13.340

Liz Hand, CFP®: and I have two hundred and forty two clients right now. This is just for me for forty, four million dollars, and so, like the average client has about one hundred and eighty million, one hundred and eighty thousand with me, and the average basis points is sixty, three. So, bumping up our Am. To like to.

272

00:51:14.910 --> 00:51:16.699

Liz Hand, CFP®: He is what wife

273

00:51:16.720 --> 00:51:18.169

Liz Hand, CFP®: for the first

274

00:51:18.180 --> 00:51:21.489

Liz Hand, CFP®: million is going to make a huge difference, and it's

275

00:51:21.500 --> 00:51:22.359

Stephanie Bogan: yeah,



276

00:51:22.370 --> 00:51:24.970

Stephanie Bogan: and then two, those like attrition.

277

00:51:25.720 --> 00:51:34.840

Stephanie Bogan: But so give you like. Literally, we do this attrition analysis because the fear is, of course, like, Oh, my God, we're going to lose twenty five percent of the clients. They're going to hate me at the grocery store.

278

00:51:35.320 --> 00:51:59.800

Stephanie Bogan: I'll bet you on the math, you know, like you're If you do a thirty, three percent increase. You can lose twenty five percent of the clients, and you're going to net, be the same or up a bit, and you're going to have a massive amount of time capacity, and what you're probably going to find, it might be a little different, given the makeup of your clients being smaller and legacy, so i'll be really honest. We We tend to see higher,

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00:51:59.810 --> 00:52:07.660

Stephanie Bogan: great, but like usually it's one or two or three. You just have more clients and a little bit less of that deep relationship. It might be a bit higher,

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00:52:07.670 --> 00:52:20.099

Stephanie Bogan: but it could literally be thirty. It would be very unusual for that to be the case. But even if it was you'd literally be in a net neutral number, and you'd have thirty percent capacity back.

281

00:52:20.110 --> 00:52:31.370

Stephanie Bogan: Yeah. And aside from the what story, you know what that means to us. Those are at a business level. That's a really compelling business case, and then we just again marry it with the legacy and the culture, and make sure you guys feel good about it.

282

00:52:33.310 --> 00:52:46.180

Stephanie Bogan: So big changes happening and big changes ahead that it should ultimately again. You guys are just in that place where, doing too much for too many, for too little for too long, has some real economic tax, and when the markets go down

283

00:52:46.410 --> 00:53:05.680



Stephanie Bogan: and right you're building low fees on smaller account sizes. It squeezes the margin that if we're like, it just is not a sustainable business model over the long term, and that's the fair conversation to have the clients like costs are going up. We've been under charging for a long time, Adam did, and ninety nine percent of these clients were like. I was wondering when you were going to raise your face

284

00:53:05.690 --> 00:53:18.130

Stephanie Bogan: again Midwestern smaller accounts. So I want to be really mindful that it is a different demographic. But I think you're still going to be okay. So let's just keep having that conversation about how you're going to implement that, and how it goes.

285

00:53:18.380 --> 00:53:36.789

Stephanie Bogan: A great that's going to give you a lot of just a little bit of lift in the revenue is going to give you guys a lot of just headspace and heart space to just focus a little bit more without worrying about supporting a client base that isn't quite where it needs to be from an economic perspective. So it really does compromise the experience a little bit for you guys,

286

00:53:37.700 --> 00:53:40.270

Stephanie Bogan: so it's super fair is what we're all trying to tell you.

287

00:53:41.390 --> 00:53:48.090

Stephanie Bogan: Uh, David, how about you? What about you and Dave? Jr: Aside from the fact that he, or maybe both of you are not looking to national.

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00:53:48.100 --> 00:53:52.390

David Burgio: Oh, my God! You know, on the way home out of here I just

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00:53:52.400 --> 00:54:02.680

Stephanie Bogan: now, in fairness, I did say to him, it is your job to deliver so much to value to your dad that you're going to be like. I'm going to be here. I'm going to work from Nashville and be so amazing that it's still going to be okay.

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00:54:02.710 --> 00:54:16.760

David Burgio: You know It's funny. I it just I I was playing around with the calculator on the way back from the airport, and I'm. Like, you know, I I can say about one hundred thousand a year in taxes between property taxes, state income taxes,



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00:54:16.770 --> 00:54:24.990

Stephanie Bogan: and i'm selling my place to Naples and having one place, and i'm scratching my head. I don't remember I'm from Buffalo.

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00:54:25.000 --> 00:54:26.989

David Burgio: You know i'm checking around.

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00:54:27.000 --> 00:54:42.690

David Burgio: But anyway, so it it was a great time. And now you know one of the things that. But yeah, and David's, you know, he he said to me at the airport. He's like he's like he just bought a candle here about one he's like, What would it take for me to break, even if I say he started to think about

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00:54:42.700 --> 00:54:49.329

Stephanie Bogan: six percent commission Raise it. But no, it's it's It's all good and healthy, for sure,

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00:54:49.340 --> 00:55:18.450

David Burgio: you know, For for me. It was um, it was. It was fantastic and and just some feedback. It was great when I came back to the office. Um! And I have two other planners that are plugged into this virtually, and you know everybody just super excited. They really enjoyed the uh the meeting. So everybody you know we're all re-energized. Um, you know, for me it's it's kind of like awakening in a way because it's kind of like the old way of marketing and growth is is very um

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00:55:18.760 --> 00:55:31.859

David Burgio: outdated, you know, and you know to to you know, just this is like a whole new world with the with the website and the call to action. And you know the way you like, you know, learning from Tyler, Tyler, and Taylor, how he um

297

00:55:31.870 --> 00:55:45.559

David Burgio: you know screens and pre-qualifies. And we're really that that's the direction we're going. As you know, our website is just about almost complete, and that that's the direction we're really going to be taking it so for for me It's just like an awakening of

298

00:55:45.570 --> 00:55:56.140

David Burgio: this, you know, from the old way to the New Way. It gives us plenty of great direction. One of the things that we're gonna. You know, the the main areas we're gonna really focus in on are the um



299

00:55:56.160 --> 00:56:08.039

David Burgio: the um center of influence, creating a center of influence. Mastermind. Um, I know that our mastermind group was very interested. I I talked with. I asked Tiffany if she would do a um,

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00:56:08.060 --> 00:56:29.459

David Burgio: you know, Webinar, and like maybe join one of our mastermind meetings, and just kind of do a webinar for us. Um, because I know she's got like rules of engagement, the eighty attendance rule, and so forth, kind of just sharing the best practices with it, Um, you know. So we're gonna, you know we reaching out, you know, Tiffany. Maybe we can. We can set up that date for for a group.

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00:56:29.470 --> 00:56:37.389

David Burgio: Um, you know I don't know if that's any. You know anything you'd want to open up, maybe for for everybody. That would be interested. I'm not sure. Only

302

00:56:37.400 --> 00:56:47.299

Stephanie Bogan: yeah, we can. If you guys want to do that, we can do that. We can record it and share it. We can just find a tribe talk time for it. If more of you want to join. So just we can coordinate that and figure it out.

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00:56:47.310 --> 00:57:06.829

David Burgio: Yeah. So we're really excited about that. And the other part of it is really. Um, you know we're going to get into the podcasting, you know we're going to give me the podcasting. So i'm going to invest time in podcasting and and best time and the weekly email communication. Um, So those are going to really be uh, you know, between the website being updated Coi and the uh

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00:57:06.980 --> 00:57:16.409

David Burgio: and the you know, just more personalized weekly communication. Those those are going to be really my areas basically that I that I focus in on

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00:57:16.420 --> 00:57:24.189

Stephanie Bogan: great. That's awesome. And I know we talked about the website. So when you have no this next round of changes send them over and we'll we'll dive into like. Well, yeah, thanks.

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00:57:24.200 --> 00:57:25.589



Stephanie Bogan: It's awesome. It's really

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00:57:25.600 --> 00:57:44.139

Stephanie Bogan: okay. So it sounds like you and Dave are both excited, and the cool thing is whether he was to national, now or not. The fun part is that he's an appointment's life. Grad. It's to see that it's possible that he'd literally sat in the room. He's like I'm going to grind it out for two more years and grind his rate relative. But and then i'm going to, you know i'm going to do like the school list.

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00:57:44.150 --> 00:57:49.490

Stephanie Bogan: It's that's a great. If I had known that at his age it would have been awesome. Yeah.

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00:57:49.590 --> 00:57:57.429

Stephanie Bogan: So and again, Mike, you guys are going to grow that path together, and so he'll get to learn along the way, and you'll get his support as you do. So it's a win-win

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00:57:57.440 --> 00:57:58.689

Stephanie Bogan: awesome. Absolutely. Yeah, Thank you,

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00:57:58.700 --> 00:58:00.799

Stephanie Bogan: Mr. Hansen. How about you?

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00:58:00.810 --> 00:58:03.520

Stephanie Bogan: We missed you in person, but it's good to see you.

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00:58:04.340 --> 00:58:06.370

Chris Hansen, CFP®: Yeah, I'd love to have been there.

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00:58:06.380 --> 00:58:13.159

Chris Hansen, CFP®: I really wanted to go through that visioning process hopefully. I'll get some videos and go off and do that. But

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00:58:13.470 --> 00:58:18.440

Chris Hansen, CFP®: yeah, we're all excited. Everybody made the first two days,



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00:58:18.870 --> 00:58:27.599

Chris Hansen, CFP®: then. So we're all on the same page again after three years. I feel like we've got it.

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00:58:27.630 --> 00:58:36.090

Chris Hansen, CFP®: Everything's going Well, we're growing. We just we need to go. Take all the stuff we've developed over the last two, three years.

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00:58:36.100 --> 00:58:40.390

Chris Hansen, CFP®: Yeah, and have it, Redone. It clearly. It looks like it came from

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00:58:40.400 --> 00:58:43.279

Chris Hansen, CFP®: again. There's five or six documents

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00:58:43.380 --> 00:58:49.379

Chris Hansen, CFP®: clearly done by five or six different companies. It looks like, so we've got to get that straightened out. But we

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00:58:49.560 --> 00:59:08.190

Stephanie Bogan: I think everybody's very, very comfortable with our message. You know our messaging what we're doing, and how we're growing Now It's a matter of like you said, getting enough people in here to support it. And ah! And actually ah! Putting some of the stuff commit into having some of the documents is that we're done and just keep iterating on.

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00:59:08.200 --> 00:59:17.670

Stephanie Bogan: Yeah. Well, when we have our call we can talk through the visioning exercise. If that's something you want to do with the group or the team. Let me know we can schedule some time to do that. But I think we did.

323

00:59:17.680 --> 00:59:38.509

Stephanie Bogan: Uh it was expansive. I think you know that was the goal like to really push people's boundaries, and I think we did that. And then we talked about brands and websites, and right the first strategy uh the branding and the website. You've obviously heard and done, and we can talk through that with the visioning and the growth strategy. We can definitely catch you up on that, so i'll just make a note. But you can definitely make a note, too, and we'll make sure that we do that.



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00:59:38.520 --> 00:59:40.369

Stephanie Bogan: And your next Colin in Q. Four.

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00:59:40.380 --> 00:59:41.290

Stephanie Bogan: This is

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00:59:41.300 --> 00:59:44.800

Chris Hansen, CFP®: I did want to ask if the if you did do the

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00:59:45.030 --> 00:59:51.389

Chris Hansen, CFP®: um limitless twenty, twenty, three, or if that's going to be on one of these other one.

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00:59:51.400 --> 00:59:57.189

Stephanie Bogan: Uh, we did do it. Uh, I think somewhere in there I said it was ninety nine dollars for leaders, which was really awesome.

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00:59:57.200 --> 01:00:00.620

Stephanie Bogan: Did you invite Chris back? The Chris allowed me to come back?

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01:00:00.630 --> 01:00:30.530

Stephanie Bogan: Yeah, um. So we do have that and um. I'll send the video out so that everybody has it. And you guys can uh talk to that. But it's basically uh the same prices this year. But more cool stuff. We're having a practice coach. We're putting like a check in structure in place. Just to make sure you guys feel a little bit more anchored between those calls. Some of you have just reached out, and we've had those conversations. I think sometimes you guys forget that you get to do that, and right. You get busy and you start working. So we check in. So we just want to put So there's uh it'll be

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01:00:30.540 --> 01:00:34.900

through all of that. But That's the general idea. I'm obviously happy to talk to you guys about it.

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01:00:35.070 --> 01:00:43.879

Stephanie Bogan: Okay, Good things. Um. All good stuff. By the way, i'm really excited. Really excited about next year, Isaac, how about you?



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01:00:44.750 --> 01:00:47.889

Stephanie Bogan: Did you drive or fly this time? You flew this time? Right?

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01:00:47.900 --> 01:01:03.789

Stephanie Bogan: Yes, a little too far. I I flew. Slash ran. I sprinted through the Salt Lake City airport to make my connection. It was like a fifty five minute window and We were about thirty to thirty-five minutes when getting in. So I was sprinting my minute.

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01:01:03.800 --> 01:01:20.889

Stephanie Bogan: You know that that airport, literally from the gate to the b terminal is one point two miles with that like. Well, did you have to go from A to B with a long, and I went from. I went from B to A, so I got my work on it, and about that's what I did already.

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01:01:20.900 --> 01:01:35.570

Stephanie Bogan: I did that on the way out I set my alarm, the Uber for five thirty, and I accidentally should have said it for five. So I got to salt like the thirty one minutes, and because it was a week I had to check an actual bag, which I never do,

337

01:01:35.580 --> 01:01:43.430

Stephanie Bogan: and she was like It's one point two miles. You're never going to make it, and I was like, i'm lucky. Let me try, and i'm telling you I ran,

338

01:01:43.930 --> 01:01:46.390

Stephanie Bogan: Anna, and then flight was six minutes late. They made it,

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01:01:46.400 --> 01:01:56.290

Stephanie Bogan: I mean. I was impressed with myself, because I had two huge suitcases full of like boots, and like your products and all this stuff, and I made it

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01:01:56.300 --> 01:02:00.190

Stephanie Bogan: well. We know the hair products is one bag on by itself, with that cool dude that you got going.

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01:02:00.200 --> 01:02:08.990

Stephanie Bogan: Yes, yes, yes, also. By the way, for those that are curious. We got Banana Republic today, and I picked it out myself,

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01:02:09.000 --> 01:02:10.790

so I felt pretty good.

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01:02:10.800 --> 01:02:11.890

Stephanie Bogan: Excellent! Good

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01:02:11.900 --> 01:02:14.039

Stephanie Bogan: is that allowed?

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01:02:14.050 --> 01:02:19.360

Isaac Presley: Ah! When when it's work from home, i'm given a little discretion. Yes,

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01:02:21.500 --> 01:02:22.889

Isaac Presley: all right.

347

01:02:23.090 --> 01:02:26.989

Stephanie Bogan: So I did lots of myself, which is a real bummer

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01:02:27.000 --> 01:02:29.870

Isaac Presley: uh It's it's it's tough. It's a chore.

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01:02:29.920 --> 01:02:35.929

Stephanie Bogan: I do a lot of thinking this weekend, actually unlike others,

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01:02:36.340 --> 01:02:45.030

Isaac Presley: couldn't could not like process. All this stuff I don't I don't know, i'm, impressed with those who who are not able to think about all the content.

351



01:02:45.170 --> 01:02:47.559

Isaac Presley: I think

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01:02:47.590 --> 01:03:04.910

Isaac Presley: there's a lot of takeaways I got like Kitty's initial presentation of just like you all are under spending on marketing. Um just has me thinking, um, Taylor. I went to one of his presentations, and he was just like

353

01:03:05.100 --> 01:03:20.219

Isaac Presley: grind on your funnel like don't have a million funnels. Have one or two that work, and just keep grinding on each part, and whatever parts not working, you know. Go back and integrate and improve on that which is like not new information. But it's like

354

01:03:20.230 --> 01:03:22.170

Isaac Presley: It's good to get

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01:03:22.190 --> 01:03:28.770

Isaac Presley: reminder of those things. I find the the

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01:03:28.880 --> 01:03:44.990

Isaac Presley: thing that has me. Well, they're all we had our sales. Stephanie recorded a bunch of sales feedback, and we had a meeting with the team this morning to go through that, and all good stuff like we're making progress on that. And there was a lot of

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01:03:45.200 --> 01:03:49.599

Isaac Presley: different things that were relevant to that through

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01:03:49.610 --> 01:04:10.170

Isaac Presley: different sessions that we're able to incorporate into that. So I think that's good moving in the right direction. The thing that i'm most thinking about was that value messaging, or the brand positioning piece like we've been very functional of, like, you know, optimize Directory compensation and reduce your taxes all that stuff,

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01:04:10.180 --> 01:04:12.890

Isaac Presley: and thinking about



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01:04:13.300 --> 01:04:29.740

Isaac Presley: how we bring in some more about the the feeling side of things like where somebody's going from, and where we're going to try to end up getting them and have a lot of thoughts around that, and

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01:04:29.750 --> 01:04:36.849

Isaac Presley: just need to sit with it more to kind of iron out the kinks, I guess, but like the main thing that i'm thinking about is you?

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01:04:37.270 --> 01:04:38.470

Isaac Presley: Um!

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01:04:40.330 --> 01:05:08.490

Isaac Presley: It's almost like Who do we want to turn away? Um! And I think some of this was our conversation, Stephanie around positioning against fidelity adviser services that are provided by their employer, like we don't want the person that just wants average or whatever it's the person that's trying to do more with their life and more with their wealth. And how do we position around that? What we provide? Not for everybody? And We don't want to work with everybody, and we're looking for this kind of person.

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01:05:08.500 --> 01:05:26.989

Stephanie Bogan: Um I one of our favorite clients I distinctly remember when he came on board. He's like we're not necessarily looking to do this cheap, and that's like the type of client, Obviously, then all of us more and so like, how do we position into that? And anyway, that's that's what I'm:

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01:05:27.000 --> 01:05:41.210

Isaac Presley: That was my big homework from the from the conference, in addition to a lot of the stuff that we're already working on is just going back, and um spending some more time with that branding and the positioning and then incorporating that into everything we do,

366

01:05:41.980 --> 01:05:53.209

Stephanie Bogan: and it's really about like we build our brands to the lens of all that we know, and we're like. Here's what we think you want to hear. And and really hopefully, the branding conversation helped to shift that to.

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01:05:53.220 --> 01:06:14.559

Stephanie Bogan: Where are they sitting, and what are they receiving on the other side of that, and I think to your earlier point around Taylor and the funnels. That's what we've been talking about with respect to You've got intel as a Channel. And when we get one of those channels really nailed like we again, it doesn't mean that you're not going to take the Microsoft plan or the Google client when they come. You've got the capacity to do that.

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01:06:14.580 --> 01:06:17.989

Stephanie Bogan: But where is the energy going in terms of the growth engine,

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01:06:18.000 --> 01:06:32.869

Stephanie Bogan: right? And that is like. Let's really nail this one, because as soon as we get it nailed as we talked about, then it's just lather runs for Pete. We take the same model. We apply it to the next audience. You're going to spend time tweaking and refining the next audience, but it will be incrementally less

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01:06:32.880 --> 01:06:39.399

Stephanie Bogan: because the best practices are based baked right? You know what kind of downloads get the highest adoption versus the ones that don't

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01:06:39.460 --> 01:06:57.510

Stephanie Bogan: right, Microsoft Intel. And then you and I talked about like Isaac's in a great position. He might like he's playing the specialist play against the benefits providers that are lower cost versus we ultimately have to position him as a special writer for people who want more or better. We have to draw that line in the sand.

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01:06:57.520 --> 01:07:17.490

Stephanie Bogan: Otherwise the big companies there are just more and more firms who are getting into those ecosystems earlier to capture that opportunity through the four hundred and one case of the benefit plans. And so, you know, there's some version of right maximizing your Rs in a way that maximize your life in your retirement. We just have to find the sticky words that say what we do is different and better.

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01:07:17.500 --> 01:07:35.950

Stephanie Bogan: And my favorite way, you guys have heard me talk about it in different ways is what I call the draw, the line and the stand strategy. There's something really powerful about saying different firms have different approaches, right? Obviously, when the firm's bringing in a Venezuela's provider. Their job, like we want to get really refined about this message. Their job is to provide.



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01:07:35.960 --> 01:07:55.700

Stephanie Bogan: a base level of services to the broad employee population, and that's a great service to be able to have what our experience is just that our firm takes a much more specialist approach. We understand by all the intricacies of our issues, and it's very customized. And if you're like, if you're missing that, like, you're really just Basically, saying different firms have different approaches.

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01:07:55.710 --> 01:08:12.000

Stephanie Bogan: Our approach is, and the brain works in such a way that the second that you say different firms have different approaches. You draw a line. The second, that you say our approach is this: We believe that planning is this: You should give it free. You shouldn't give it for free. It doesn't matter.

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01:08:12.010 --> 01:08:15.029

Stephanie Bogan: As soon as you take a position the brain

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01:08:15.790 --> 01:08:19.820

Stephanie Bogan: catches that your position is proposed as superior.

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01:08:20.630 --> 01:08:24.489

Stephanie Bogan: Then it's listening for. Explain to me why it's better.

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01:08:24.500 --> 01:08:29.369

Stephanie Bogan: Different firms take different approaches. You can have a base level of service, and if that's what meets you, Budget

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01:08:29.380 --> 01:08:49.219

Stephanie Bogan: and your base planning is that might be the right option for you. We just believe in taking a different approach. We understand that ours use are the biggest asset that we have to really fund the life and the retirement that we really want. And we've developed a real specialty in making sure that we pick three or four things that they're going to write specialty like those things you can't mess up,

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01:08:49.229 --> 01:09:04.080

Stephanie Bogan: and then they're going to be like, Wow! I don't know if those are guys do that or not, but I really know they do, and your job in that process, and we'll look at that. So when we talked about position, that's what Isaac has to layer into his brand message as a position



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01:09:04.090 --> 01:09:10.260

Stephanie Bogan: the friendly firm or the big firm or the Snowbird firm. We're the specialist firm,

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01:09:10.270 --> 01:09:22.290

Stephanie Bogan: So Isaac has to be the smartest specialist in this space, because there are free services, so that, Barbell, we can't hide from it. We have to say there is a Barbell. We have free stuff over here.

384

01:09:22.300 --> 01:09:40.419

Stephanie Bogan: We have cheap stuff here, but the good stuff is here, and we stuff to do all that messaging around outcome and brand promises and everything else which should elevate our their curiosity, so that we have permission to tell that specialist message a lot more because the people who tend to respond to that message

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01:09:40.430 --> 01:09:44.099

Stephanie Bogan: pay for value are people that respond to that kind of messaging,

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01:09:44.420 --> 01:10:03.200

Stephanie Bogan: and so that's that's ultimately the goal. So you've got great stuff in your marketing. That's the refinement like. How can we home that message a little bit sharper? And then how do we really go back through it. Again, Legion website sales process to create that differentiation of you as specialists, because that's what's going to defend the value,

387

01:10:04.690 --> 01:10:07.039

Stephanie Bogan: or you have to lower your fees, and we don't want to do that.

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01:10:08.570 --> 01:10:09.089

Yeah, one of the

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01:10:09.100 --> 01:10:21.980

Stephanie Bogan: nor. Nor is it necessary. You just have to demonstrate the value proposition your biggest issue, by the way, will be that in five years those firms will get copies of your stuff, and they'll borrow it, and you'll have to of all. Ask me how I know that



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01:10:22.780 --> 01:10:37.350

Stephanie Bogan: someone will be like, Hey, This firm over here wants the charge to be ten thousand dollars. Look what they gave me, and they'll be like Oh, we can do that for right free. And then you'll see some version of your service model three to four years from now. So that's where innovation just becomes part of the game.

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01:10:38.120 --> 01:10:40.739

Stephanie Bogan: Uh, Melissa. And how are you doing today?

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01:10:42.210 --> 01:10:47.289

Melissa Joy: We were just recapping on. No, I can't hear you. I'm. Good. Thank you.

393

01:10:47.300 --> 01:10:49.090

Stephanie Bogan: We were to

394

01:10:49.100 --> 01:10:56.750

Stephanie Bogan: takeaways from last week after everyone digested. What are you processing? What's on your mind? Big questions

395

01:10:56.940 --> 01:11:07.349

Stephanie Bogan: take place super timely talking about the compared to, because we just got off the call with a potential client who

396

01:11:07.410 --> 01:11:23.050

Melissa Joy: the one I mentioned, that found our website and has seven point seven million to invest, which they're getting investment only, and so far their investment manager has generated three hundred thousand in capital gains this year

397

01:11:23.680 --> 01:11:25.809

Melissa Joy: five hundred thousand last year.

398

01:11:26.160 --> 01:11:32.130

Melissa Joy: So i'm just. We're having a follow up meeting to talk about investment



399

01:11:32.470 --> 01:11:39.690

Stephanie Bogan: investment specifically, and I was just thinking, Oh, each firm thinks about things differently. So

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01:11:39.700 --> 01:11:51.099

Stephanie Bogan: portfolios and they're focused on a very narrow set of criteria, and they're not looking at things like tamp implications and capital gains. And so it's easy on the front end, but it really hits the economics of the back end

401

01:11:51.110 --> 01:12:03.130

Stephanie Bogan: here. What we really believe is, we're going to tax optimize your portfolio. We're going to look at this, you know, when you're older we're going to look at withdrawal seat like boom, boom, boom like is all the smart stuff that we know to make sure we don't make those kinds of mistakes.

402

01:12:03.140 --> 01:12:05.330

Stephanie Bogan: Yup, And that's just your positioning statement.

403

01:12:05.530 --> 01:12:23.340

Melissa Joy: Yeah, So thank you for that. Um, I got raves from my team who attended events virtually. So. Thank you for that as well. And then I really have been focusing, as I decompressed, thinking about the five,

404

01:12:24.650 --> 01:12:28.989

Melissa Joy: the five big things to focus on the What's the right?

405

01:12:29.000 --> 01:12:30.440

Stephanie Bogan: The website? Yeah.

406

01:12:30.480 --> 01:12:32.570

Melissa Joy: No, not the website, the

407

01:12:32.880 --> 01:12:36.689

Limitless Adviser: the um, you know, like the five lovers in our vision or whatever.



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01:12:36.700 --> 01:12:39.790

Stephanie Bogan: Yes, if I big moves. Yeah, sorry. Five big moves. Yeah.

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01:12:39.800 --> 01:12:52.210

Melissa Joy: So that really feels crystallized for me and was a big deal to me and resonates, you know, ninety six hours later. So I really want to get

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01:12:52.960 --> 01:12:58.799

Melissa Joy: get on that list, especially on the delegation side of things. I think

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01:12:59.350 --> 01:13:02.000

Melissa Joy: everybody will be happier when I do that.

412

01:13:02.010 --> 01:13:02.880

Yeah,

413

01:13:02.990 --> 01:13:14.749

Stephanie Bogan: Look, you guys have all come away with a lot more information than you had. Hopefully, a broader perspective about when, and where and how and why you might want to apply that information.

414

01:13:14.760 --> 01:13:28.119

Stephanie Bogan: I think, as your teams have gotten more involved and engaged over the course of the year. It's sort of right to make more sense to them in terms of how it plays out and what it means, and you know the feedback we always get is right around growth.

415

01:13:28.750 --> 01:13:41.599

Stephanie Bogan: I know I get it. Um! It's just a lot to absorb, and what what we know is right. If we do this incrementally over many, many years, it would be like if we had done at the beginning. It's a lot slower for all of you. It's just

416

01:13:41.610 --> 01:13:59.339

Stephanie Bogan: what What's the perspective that we have? Where are we in position relative to where we want to be? And then what's the path that we need to take right simple execution. Any of you are in



a firm where you have multiple people, and you have the ability to execute multiple initiatives at a time. Some of you have to be really really focused, depending on where you are.

417

01:13:59.360 --> 01:14:12.760

Stephanie Bogan: The goal really with growth. Retreat was to make you guys successfully uncomfortable. We want to acknowledge all that you've done right. He wouldn't be in this group if you hadn't been wildly successful, and

418

01:14:12.770 --> 01:14:23.469

Stephanie Bogan: leaders is all about optimizing that success. You don't need us to get here, and quite honestly, you don't need me or the group or t for Jared to get where you're going to go. You will get there if you set your mind to it.

419

01:14:23.480 --> 01:14:37.720

Stephanie Bogan: It's how much energy effort, and you know they put into it in the experience that you have along the way, that hopefully we can all help each other shortcut and ha! As we go um for those of you who weren't there. We did talk about dates for next year,

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01:14:37.730 --> 01:14:45.550

Stephanie Bogan: uh which Allison will share. But we kind of shared that original set of dates. We also, I think landed on like Montana

421

01:14:45.560 --> 01:15:06.320

Stephanie Bogan: big sky somewhere around with some cool epic place. That's not more than forty-five ish like. That's the challenge. Fifteen minutes from an airport. There's not a lot of amazing branches, so we'll look at some places there. Um! That are not hours and hours. That Whistler was a great idea. But then, if you have to fly to Canada and then go two hours of the mountain, you gotta really prepare to spend time there.

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01:15:06.330 --> 01:15:14.209

Stephanie Bogan: Um! Now we also fund the same thing. If you're on the east coast, it's the equivalent of going to Europe. So it's kind of a big ass.

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01:15:14.220 --> 01:15:37.590

Stephanie Bogan: Uh, so we'll make sure you guys have all that information. You guys have access to the recordings. Uh: I know a number of you have scheduled your Q. Four strategy calls, so we can just regroup on where you are relative to here. Plans for the quarter uh start talking roadmap for next year,



whatever that may mean if you have not scheduled that yet, Joe. I'm for London, too. I'll get on the plan to go anywhere you got to get everybody else on.

424

01:15:37.600 --> 01:15:43.480

Stephanie Bogan: So you guys going to go? Really, please, really exciting. You just need to get together, form a consensus and let me know, and then

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01:15:43.530 --> 01:15:46.800

Stephanie Bogan: then we'll do it. Um!

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01:15:47.040 --> 01:16:02.370

Stephanie Bogan: So uh, we did also. Uh Allison brought this up uh have a conversation. I think it was Neil's idea. This is one of those things where you can look at something for a really long time, and then someone can be like, Why, don't you and you're like, I don't know. How did we miss that

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01:16:02.380 --> 01:16:12.130

we originally scheduled lifestyle, then mastermind and leaders, so that we could share that mastermind day among the groups. But it means lifestyle goes first, Because

428

01:16:12.140 --> 01:16:26.190

Stephanie Bogan: let's be honest. You guys are just more effective at change, because you've already done it. You're bigger. You have teams. So the goal was really for them to do lifestyle, then come to their mastermind. So they have a ground in place to talk, to process, pick their priorities

429

01:16:26.200 --> 01:16:45.269

Stephanie Bogan: and go off. And so that has been the lever that we've been trying to work around. And Neil said, Why, don't we switch the days, and we said, Yeah, I was like, first we can do that. And then Allison said, What about mastermind? And I was like? We're going to solve for that. And here's what come to me very, very quickly. Does anybody in this room care about being in the main and mastermind room with all the lifestyle people?

430

01:16:45.860 --> 01:16:52.710

Stephanie Bogan: Not at all right, you guys genuinely a little keynote. The entertainment people once like you, don't care that much That's not what it's about.

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01:16:52.720 --> 01:16:57.330

Stephanie Bogan: So we're going to switch it. So that leaders is first,

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01:16:57.420 --> 01:17:06.890

Stephanie Bogan: and you guys will just have your masterminds as we do now on one of those days. It just won't be with the main group, really no loss there.

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01:17:06.900 --> 01:17:09.250

Stephanie Bogan: Then we'll do lifestyle,

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01:17:09.350 --> 01:17:28.710

Stephanie Bogan: and uh, then we'll do masterminds, and then we'll actually end up on Friday night, which is one lifestyle. Usually does the big Hurrah! People stay Friday, have a great time and go home on Saturday, and since we switched to to Wednesdays this year they still go out and have a good time. But it's not quite the hurrah, because they're already getting on a plane away over to work the next morning.

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01:17:28.720 --> 01:17:43.200

Stephanie Bogan: Um! So the dates are uh will be communicated, but also just be aware. So we'll be You'll be able to come to leaders and then have time to. If your team's coming in for that, for example, Sit with them, orient them, and then

436

01:17:43.210 --> 01:17:53.590

Stephanie Bogan: let them do that, and then we'll talk in your roadmap for next year there might be retreats that you do want to go back to with them to right lead and go through, and it might be that they stay and you fly home,

437

01:17:53.600 --> 01:18:06.849

Stephanie Bogan: you don't necessarily need to go to write all those like retreat days. Once you've read, Got the foundation again, there might be pieces you want to. Um. But that should save you guys some time, because you don't necessarily have to go to all of those days next year.

438

01:18:06.940 --> 01:18:25.679

Stephanie Bogan: So again we'll have those conversations with you for those of you that are continuing next year. One of the things we really want to do is sit and have conversations around. Okay, where are you? Where's your team? Let's talk about the track they need to be on. And then right really te it off the beginning of the year. So everyone's really clear on how those teams are going to participate as well.



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01:18:25.690 --> 01:18:40.810

Stephanie Bogan: If you guys need any help with that over Q. Four, please don't hesitate to reach out. If there's anything that you want feedback on, that you want to talk through, that you want me, or Tip or Jared or Adam to talk with your group or your team. Please let us know that's what we're here for, for sure.

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01:18:42.720 --> 01:18:53.789

Stephanie Bogan: Um lifestyle. Kim Grade point lifestyle content informs leaders in the sense that you all still at some level, need those lessons right? Like everybody's plugging holes, so to speak,

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01:18:53.800 --> 01:19:10.550

Stephanie Bogan: and so the goal is to have access to all of it, so that you can it meet you where you are. So in your first year a lot of it is just a good rounding knowledge of hey? Here are best practices here, and what firms are doing. Hey? We're on track with that. We're not on track with that.

442

01:19:10.560 --> 01:19:26.789

Stephanie Bogan: There's a lot we can do. It's a big priority. It's not a big priority. And here, too, it should be a much more intentional. Okay, we've done a lot of work where there are gaps for us, right leaders. Strategy. Growth is one thing, for the team is, where do we need to bring them

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01:19:26.800 --> 01:19:42.399

Stephanie Bogan: right up in the train, if you will like. Where are they really aligned with what we're doing? Where are they less aligned? And what are the things that we might want to have them do like, hey? We're focusing on this ditch, baby. We have the whole team go through a branding exercise, and we said, Hey, you guys come up with

444

01:19:42.410 --> 01:20:02.209

Stephanie Bogan: again. Not that they're going to nail it, but maybe those are things that it's like, Hey, how do we get them involved and engaged in the branding process like, Hey, we can take one of those lessons and say, here's the track, So those are the things we want to be able to sit so again. If you guys need have a need or want to do that in before you know we're practicing a public here, so as soon as we tell you about it, we start doing it.

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01:20:02.220 --> 01:20:05.500

Stephanie Bogan: Um, If there's a way we can sit in that space and help you please let us know.



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01:20:06.090 --> 01:20:18.169

Kim Waldman: Yeah, I just. I guess my point was. I feel like, and again, I have only been through one year, and many of you. This is your second or third year, but I feel like the detail of the lifestyle content

447

01:20:18.710 --> 01:20:25.190

Kim Waldman: helps get to the bigger picture and more strategic stuff, because, like we're grounded in that.

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01:20:25.200 --> 01:20:36.190

Stephanie Bogan: Yeah. And then without that, we're kind of moving into the strategic big picture. So it's a change, and i'm sure i'll get on board, but I have found it helpful to be in the nitty-gritty

449

01:20:36.200 --> 01:20:39.619

Stephanie Bogan: before starting, the leader as part of the retreat so

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01:20:39.670 --> 01:20:54.390

Stephanie Bogan: well, and I think that's a really good point, and that's what you know. Again, those are the things that we're looking at. So how do we solve for that right? And again, orienting the team having those case conversations on the front end, and those are the things that we're

451

01:20:54.400 --> 01:20:54.889

Kim Waldman: and it's.

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01:20:54.900 --> 01:21:09.519

Stephanie Bogan: And as with all businesses, you know, I love it when those things happen where, like the perfect answer emerges, and everybody is served, and it's perfect. And if your business is anything like mine, it doesn't always work that way, right? So we're always trying to balance right what is

453

01:21:09.530 --> 01:21:16.699

Stephanie Bogan: really impactful for the group versus right, that twenty percent that we talk so much about.

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01:21:16.710 --> 01:21:32.489

Stephanie Bogan: Um. So yeah, if there's anything we can do for you and Sherry in terms of just queue



for and orienting, or as we look at the roadmap for next year. That's the feedback that we love to get. So we can work with you guys, one in a group level, but also at an individual level to grant it in whatever ways that are going to work the best for you guys.

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01:21:33.290 --> 01:21:40.030

Stephanie Bogan: All right in terms of time. I think we have what? Ten or fifteen minutes left, Tip. Sure it anything you guys want to add.

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01:21:40.180 --> 01:21:52.190

Stephanie Bogan: I know you have lots of conversations and interactions with the group post-growth retreat. You guys did some, you know, exciting visioning yourselves. Uh, what would you guys like to add in terms of experience from just your vantage point?

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01:21:52.580 --> 01:22:20.689

Jarrod Musick: I think, for both of us. You know, we we get a time out of being around the community. And uh, all of we very smart people that are doing really cool things. So um, I think I came back with a renewed perspective on focus, and that we've continued to save that we focus and remain a little bit more divided in our efforts on what we really need to get done. Um! So it's really good conversations about areas that we're going to clean that up and

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01:22:20.700 --> 01:22:42.799

Jarrod Musick: each focus more in on our rocks and be in our seats. Um. And then, just you know, seeing so many people that are doing really great things like I think it's a very. It reaffirms the possibility of everything that we can do, because when you have everybody that's doing amazing stuff. How can you not be part of that? Um. So it was really good just for the mindset piece for me.

459

01:22:42.810 --> 01:23:10.910

Stephanie Bogan: I get asked a lot like. So why why are you participating? Why are you coaching where it started when I go back? Step and I started a private client, and she was a She was my coach of the private client. So a team pre kick off to limitless, and then she was my private coach in two thousand and eighteen, and i'm like, hey? I really want to join that community and get perspective on how other people are implementing

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01:23:10.920 --> 01:23:40.280

Stephanie Bogan: Um! Why, i'm not interested in that. But what I've learned over the years is like, I love coaching and being a part of the community that I just want to share, and it's natural shift the impact of doing it with people that I think can actually change the industry in a really positive way. Um, but also, like the team like i'm such a student at this like in learning, and every time I come back Um! And now we



need to address earlier today i'm always here for all of you

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01:23:40.470 --> 01:23:47.290

Stephanie Bogan: we should get some people like it uh a cried Cheer, Champion Allison, we know like a fried cher champion.

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01:23:47.300 --> 01:23:48.289

Stephanie Bogan: I got it.

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01:23:48.300 --> 01:24:05.089

Jarrod Musick: Yeah, we didn't go around with our team this morning on uh, we start off with our wells and wisdom as a connection piece in our all our company, and it was like, How do you overcome it? Overwhelming? And I was like,

464

01:24:05.100 --> 01:24:09.259

Jarrod Musick: But you know, every year we come and I go to these.

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01:24:09.270 --> 01:24:36.890

Jarrod Musick: Go to these conferences, and as much as i'm delivery like I'm feeling the same level of overwhelming. Or I have those emotions that come up of like you know, comparison, and how that field in it, or where we're focusing, or where we need to provide. And it's just to point like I want to be on this journey, and I want to hit it in a way that I can be really good about, and it takes strong boundaries to.

466

01:24:36.900 --> 01:25:06.389

Jarrod Musick: So it makes me really excited to continually come, because it's always refinement. There's clearly there's good ideas, and those things then allow us to simplify the business. Deliver that to our clients. It's for our team, it, And then we have the personal outcomes like personal outcomes. As you guys know, I've I've had a lot since meeting stuff, and this. Um, i'm literally probably four to five times my income. Like I now owner, I have the best partner like we are able to be clear.

467

01:25:06.400 --> 01:25:34.340

Jarrod Musick: Decisions have strong operations like we successfully transitioned an entire generation like we've done so much. Um! And there's so much left to accomplish. And I want to do that in a way with Alberta we're We're not taking the hard route every time, and that's the one provides us, and I know we get excited about the reception of the

468



01:25:34.350 --> 01:25:47.889

Stephanie Bogan: These are just some big things about limitless, and why I continue to invest and come back because I get out a lot, and it's been really helpful to me personally, and our practice

469

01:25:47.900 --> 01:25:56.600

Stephanie Bogan: Do you guys catch? I want? There was a lot of really good stuff in there, But there's one thing I really want to call out, because it's incredibly counterintuitive,

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01:25:56.740 --> 01:26:00.419

Stephanie Bogan: Tiffany said. We have lots of boundaries and standards

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01:26:01.090 --> 01:26:09.150

Stephanie Bogan: like things they didn't have before, but boundaries and standards, the things that we're most afraid of, The things that we think are going to box us in

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01:26:09.170 --> 01:26:27.749

Stephanie Bogan: are the things that create the freedom that we want the ability to know that that consistency, that that clarity, that it's going to happen the way that you want, and that you have that confidence doesn't come from. It comes from quality people. It does right. Mike's got great people. Joe's got great like it does.

473

01:26:27.760 --> 01:26:44.190

Stephanie Bogan: But when you're growing and things you're changing, and you're ratcheting it up. That's where those right It starts to really get sh little shaky around the edges, and there's just only so far that that can take you, and whether you know it or not, the work that you're doing here, I think we actually started here. So it's It's a great.

474

01:26:44.200 --> 01:26:57.079

Stephanie Bogan: The work that you're doing here is really about just getting clear on that line, and then putting tighter guardrails to the sides of it. So you don't do as much of those woody woods that I drew all over the board.

475

01:26:57.090 --> 01:27:08.019

Stephanie Bogan: It doesn't mean it's going to be perfect. It's that you, when you're in this call, or you're in your mastermind, whether it's here or someone else like somewhere else. By the way, coaching a community, or the two things that affect change according to the research



476

01:27:08.030 --> 01:27:27.620

Stephanie Bogan: it's. How hard can we hold those boundaries? Because we're so clear we're so committed, and we're so convicted that it's in the best interest of all the stakeholders that we're willing to step off this crisis of confidence and stop making so many compromises, and that incremental one percent or five percent or ten percent

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01:27:27.630 --> 01:27:57.619

Stephanie Bogan: you can add up as you've all seen, I hope, really rapidly, over the course of a year or two or three. You can really start to get those hockey stick effects that many of you are seeing, or that you're really building into for those of you that are going through big changes. So I think it's a really important point that the things that we think are what hold us back are ultimately the things that harness our energy and really herald our ability to go forth and conquer and grow at entirely new levels. But what I love about what tiff and Jerry, bring, and at a break,

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01:27:57.630 --> 01:28:00.769

Stephanie Bogan: and what all you bring is we want to do it with a lot more joy.

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01:28:01.890 --> 01:28:18.969

Stephanie Bogan: And so, as you think about your plans, and the takeaways and the boundaries and the standards and the systems to really elevate your success and your scale. There are two really simple criteria. I really hope that you guys take away with you for the rest of your life because they work really well. One does it work,

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01:28:19.110 --> 01:28:48.740

Stephanie Bogan: too. Does it feel right. It pretty much applies to anything in life. Your body, your business, your but your bank account, your partner, your system, your time, management, like work and feel good are not necessarily the same. Our job as founders is to always set the space, but we're trying to create that for ourselves and all the stakeholders. That's the very magical equilibrium that we're always like tiff, like we're tightly, or walking the type of giant buckets of water in our hands

481

01:28:48.940 --> 01:29:01.930

Stephanie Bogan: trying to say, so clear and so focused that we can draw that line as efficiently as possible, and and have people follow us with confidence. So I hope you guys got a ton out of the growth retreats. There's always a lot there and

482

01:29:01.940 --> 01:29:25.750

Stephanie Bogan: start to process. Digest that as we have our calls. If you have not scheduled your two



for call. Please do that. If you need the link again, please feel free to reach into Leona. Um. But I want to make sure that we talk about the things we talked about in retreat, right strategic planning as you hit Q. Four and next year, and then again, whether you're joining us or not. What do we really want to focus on? Is we push those growth strategies that we got

483

01:29:25.760 --> 01:29:44.560

Stephanie Bogan: right that if we're building to that three year circle. What's it gonna look like? And what's the roadmap for next year need to look like? So that's my goal for those calls. Obviously I want to know what has your attention, and we'll follow up on that. And with that I think we are right at time. We actually have five minutes left. Anybody have any comments, questions, feedback, high fives. They want to give anyone

484

01:29:44.570 --> 01:30:00.090

Stephanie Bogan: anyone need tears. Can you hear it? It's got tears to spare? I got f bombs if anybody needs extra. So today i'm happy to loan them to you. Barely. I'm stashing this on the weekend are now new three and a half million clients. So it's not a bad time.

485

01:30:00.100 --> 01:30:01.689

Stephanie Bogan: Excellent, excellent,

486

01:30:03.060 --> 01:30:04.190

Stephanie Bogan: awesome.

487

01:30:04.200 --> 01:30:07.489

Isaac Presley: I saw a bobcat on my run this morning. That was pretty cool.

488

01:30:07.500 --> 01:30:11.689

Stephanie Bogan: Oh, that is cool because you saw it not. You did not interact with it.

489

01:30:11.700 --> 01:30:13.790

Isaac Presley: It was cool because it was not a cougar

490

01:30:13.800 --> 01:30:17.290

Isaac Presley: it was about. I I like my odds. Better



491

01:30:17.300 --> 01:30:25.289

Stephanie Bogan: cookers are scary, because they you only know that there's a cougar when it's like latched onto your neck and dragging you off your bike, your dog or whatever it is. Yeah, that's

492

01:30:25.300 --> 01:30:26.990

Isaac Presley: yes, No, no, thanks.

493

01:30:27.000 --> 01:30:34.990

Stephanie Bogan: Yeah. We saw a loose yesterday, and my dog loves to bark at roses, and they they're they're aggressive and big. So I was like, No,

494

01:30:35.000 --> 01:30:37.850

Stephanie Bogan: we're going to not do that.

495

01:30:37.860 --> 01:30:41.980

Stephanie Bogan: Yeah, there's apparently you hide behind a tree. If one chases after you

496

01:30:42.320 --> 01:30:47.280

Stephanie Bogan: because the antlers don't wrap really? Well, so I guess I just stand really

497

01:30:49.340 --> 01:30:54.089

Stephanie Bogan: all right. Any Any other exciting news or funny jokes to end with. Does anybody have a good joke?

498

01:30:55.550 --> 01:31:05.250

Stephanie Bogan: I could tell you my Christmas joke, but I got to save that for December. I have the best sand and joke that you've heard your entire life. It will make you the Tiffany right. Tip, Janet, Have you heard the Christmas joke?

499

01:31:05.260 --> 01:31:06.190

Stephanie Bogan: The Santa Jo?

500

01:31:06.200 --> 01:31:07.040



Yeah,

501

01:31:07.490 --> 01:31:15.590

Stephanie Bogan: no. You have to wait till December, because I will, and I will tell you. But it is the best Christmas joke that we will be. The most popular person at Christmas party is what this drug is lost.

502

01:31:16.800 --> 01:31:26.259

Stephanie Bogan: All right. I don't have a September, so i'm to look forward to. I don't have a September joke, so unless anybody can kick in. I'm gonna let you guys wrap for today.

503

01:31:27.120 --> 01:31:30.689

Stephanie Bogan: Wait! What was it, Parker? What Parker told me? A joke the other day?

504

01:31:30.700 --> 01:31:33.109

Stephanie Bogan: Oh, uh, how do you make a tissue dance?

505

01:31:33.470 --> 01:31:36.289

Stephanie Bogan: You put a little buggie in it. You put a little boogie in it,

506

01:31:36.300 --> 01:31:37.889

Stephanie Bogan: and they're cute. Yeah,

507

01:31:37.900 --> 01:31:41.630

Stephanie Bogan: yeah jokes. You guys want to hear a dirty joke?

508

01:31:42.400 --> 01:31:44.559

Stephanie Bogan: White horse fell in the mud.

509

01:31:45.820 --> 01:31:52.290

Stephanie Bogan: That was my crazy joke when I was a kid. I'm like you want to hear dirty joke people like Oh, I say, do you want to hear it?

510



01:31:52.300 --> 01:31:53.139

Okay,

511

01:31:53.150 --> 01:31:54.419

Stephanie Bogan: Give it a bath.

512

01:31:54.430 --> 01:32:02.530

Stephanie Bogan: Did I tell you guys, why teenage girls walk in odd numbers because they can't. Even

513

01:32:03.340 --> 01:32:05.689

Stephanie Bogan: there you go.

514

01:32:05.700 --> 01:32:15.489

Stephanie Bogan: I'm just sort of slowly, really, out of the road.

515

01:32:15.500 --> 01:32:18.040

Stephanie Bogan: You guys have a wonderful week.

