

LIMITLESS Coaching Call Transcript

DECEMBER 12TH, 2022
LEADERS COACHING CALL

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00:13:36.100 --> 00:13:46.789

Stephanie Bogan: all right. Well, I think we are where we are for today. I think everyone else is wrapping up the year. we do have just as a quick update, I think 7 of 11 of you are returning, which is great.

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00:13:46.830 --> 00:13:54.950

Stephanie Bogan: we have a number of new members who will be joining, and I on like I have like 4 or 5 leaders, calls, I think, over the course of this week.

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00:13:55.100 --> 00:14:05.159

Stephanie Bogan: which is great, Neil, I know you've talked to a couple of people, I think, Joe, I did. Did I send someone over to you to talk to you. No, I just because they it was the family thing. So I sent him over to Neil.

108

00:14:05.710 --> 00:14:22.899

Stephanie Bogan: So thank you very much for that, by the way, we also did our survey post last was this from the year end or last retreat. I can't remember ladies year, and so this is our year in survey. so we calculated our Mps score, which is 55, which is in the grade zone, which is actually really really good.

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00:14:22.970 --> 00:14:38.250

Stephanie Bogan: not. Everybody makes the great zone our goal is to be in the excellent zone so great year. One with leaders will, you know. This is for the entire program. But, we'll break them out and look at those for leaders as well. The number one challenge big surprise which we know

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00:14:38.260 --> 00:14:47.800

Stephanie Bogan: is overwhelmed, needing a clear roadmap so obviously Lawrence. Here we've got the whole roadmap process we'll be doing that with you as leaders. Next year Lauren and I will do your first call

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00:14:47.860 --> 00:14:57.889

Stephanie Bogan: of the Quarterly calls together, and we have the the quarterly business roadmap. That review document we're going to use that as the framework for a quarterly priority setting.



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00:14:58.050 --> 00:15:15.989

Stephanie Bogan: and then we'll pick. You guys will have your priorities. We'll look at the priorities you most want us to help you with in the quarter. Lauren will check in with you each month, and we'll be there to provide support. So if you need us to get on with the team or review things, so we'll be there each month, just working with you on those priorities to make sure we're here with a little bit more consistency.

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00:15:16.310 --> 00:15:28.810

Stephanie Bogan: so that's really I kind of the big take away from there in terms of the learning. and outside of that. I think we feel really good about the year. It was a really busy, just with staff changes that were kind of

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00:15:28.820 --> 00:15:36.500

Stephanie Bogan: playing themselves out and just everything going on with my whole Family's been nice where I've been sick half the years in the hospital again is crazy

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00:15:36.570 --> 00:15:53.559

Stephanie Bogan: so I really am doing the giant. I go off to my end of your retreat, and just like soak myself and sage or something. so one of the things that I do every year at the end of the year, and I think you've heard me Joe and you'll talk about this a couple of times is the Thank you. Letter

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00:15:53.620 --> 00:16:10.830

Stephanie Bogan: this is really a powerful exercise. It's also one of those things that it's really easy to be like, oh, cute idea, staff. Yeah, i'll get to that, and then really never do it. but I want to share with you the premise, and then the link Allison will drop the actual article I wrote about in the link, if you want to go back and reference it

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00:16:10.990 --> 00:16:18.800

Stephanie Bogan: when we make when we face challenges, personal or professional in our year, right? They are energy training. When we agree with that

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00:16:19.610 --> 00:16:44.669

Stephanie Bogan: Yup. And so the issue is in coaching. We talk about completion in relationships and experiences. Right? We have childhood trauma, and we complete those in a positive, healthy, constructive way, with support and love and acceptance, and belonging those traumas don't impact us right if we into relationship when we complete it in a positive way, right, we can move on freely. The issue is that we just don't tend to do that. We tend to right, go through the year.

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00:16:44.790 --> 00:17:02.639

Stephanie Bogan: deal with our challenges along the way. That negative energy and frustration builds up those void. The those experiences join. The club is behind the curtain like oh, you tried this and it didn't work, or you're still checking your email. And that's just not gonna work for you like Those are just more of those stories that are going right that are adding to our

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00:17:02.760 --> 00:17:04.539

Stephanie Bogan: or Ps baggage.

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00:17:04.950 --> 00:17:06.350

Stephanie Bogan: So we're cool

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00:17:06.430 --> 00:17:24.450

Stephanie Bogan: is to really take time to be clear and conscious as we set our priorities for the next year. So this is something we for those of you who are returning, which you both are would love to have you guys do as we go into those roadmap calls is really go through the lens up. Pardon me again. I have consumption

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00:17:26.630 --> 00:17:40.499

Stephanie Bogan: through the lens of can I reflect on the year through the lens of Where was I challenged? What didn't work? What didn't feel good, what was below the line. So if you think about the year right, what was below the line, this client left, you know the staff issue

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00:17:40.510 --> 00:17:47.740

Stephanie Bogan: whatever it is. That's the work we want to do to complete those experiences, so that we don't carry that negative.

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00:17:47.920 --> 00:17:53.650

Stephanie Bogan: Those negative thought patterns and habits and energy with us into the next year. We don't want those voices compounding.

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00:17:53.760 --> 00:17:58.320

Stephanie Bogan: so we pause, and we do a completion exercise, and there's lots of different ways to do this

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00:17:58.830 --> 00:18:04.489

Stephanie Bogan: the way I always suggest, because it's really simple, and it gives it Form is what I call the Thank you letter to your year

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00:18:04.670 --> 00:18:14.760

Stephanie Bogan: and the premise here is you. Sit down right. You can use that above, below the line. We love it for everything like what was really



above the line this year. This is your big wins and celebrations which we'll talk about in a couple of minutes.

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00:18:14.880 --> 00:18:21.670

Stephanie Bogan: and what was below the line, you know, didn't have enough time at home or right didn't like that, you know. Didn't have enough revenue cushion.

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00:18:21.830 --> 00:18:24.590

Stephanie Bogan: you know staff problems, whatever it is.

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00:18:24.630 --> 00:18:26.309

Stephanie Bogan: and then our job is to

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00:18:26.800 --> 00:18:28.040

Stephanie Bogan: Well.

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00:18:28.500 --> 00:18:31.950

Stephanie Bogan: pardon me to then write a letter to the year

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00:18:32.080 --> 00:18:48.850

Stephanie Bogan: where we're like, hey? 22 it was a blank kind of year, amazing challenging wild ride. Insert your descriptive adjectives here. And as I reflect on the year, here are the things that really challenge people, experiences and situations that really challenged me.

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00:18:49.310 --> 00:18:57.309

Stephanie Bogan: And here's where I've Here's what I've learned from them, and then the goal is to go through each one and process it through the lens of

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00:18:57.380 --> 00:19:04.149

Stephanie Bogan: we don't fail, we win, or we learn. So when we we have a challenger, we do. You know something? We don't feel good about.

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00:19:04.520 --> 00:19:12.450

Stephanie Bogan: We want to get above the line about it. We want to take that same experience that we just kind of tuck away and let right be behind the curtain with those voices in our head.

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00:19:12.490 --> 00:19:17.660

Stephanie Bogan: and we really want to get ahead of it and use that experience, person or situation

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00:19:17.750 --> 00:19:23.700

Stephanie Bogan: to create fuel for the future instead of fertilizer that we do it, and the way to do that is to complete it.

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00:19:24.060 --> 00:19:27.229

Stephanie Bogan: So you'll go through each exercise for each of those challenges.

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00:19:27.340 --> 00:19:35.310

Stephanie Bogan: and you'll think in process, and you'll write it and do a paragraph. But the idea is, what is the learning? What did that contrast give you?

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00:19:35.440 --> 00:19:43.720

Stephanie Bogan: They then helps you in the future, hey? We lost a big client because your follow I'm just making this upgrade our follow up wasn't great.

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00:19:44.190 --> 00:19:55.639

Stephanie Bogan: All right. That does suck all right, so we can feel bad about that every time we think about it. Energy create training that good for us, where we can reframe it into a positive, which is all right.

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00:19:56.340 --> 00:20:02.009

Stephanie Bogan: you know. You know. Hey? We, you know, took that client on, and we knew that they were in a great fit, and we took them on, anyway.

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00:20:02.570 --> 00:20:17.459

Stephanie Bogan: Okay? Well, what can I think about that? All right. You know what losing this client is actually a great experience, because it gives me contrast that lets me know. I hate taking on clients. They are in a great fit because they end up having issues with them, anyway. And the real learning there is I'm really just clear that I don't want to do that anymore.

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00:20:17.570 --> 00:20:29.569

Stephanie Bogan: That's more whiskey, right? So the idea is the answer to everything is, Only drink a little bit more whiskey meal, the other. The other work is right to really process and complete it. You can complete it with whiskey if you really want to.

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00:20:30.100 --> 00:20:32.340

Stephanie Bogan: So the idea here is.

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00:20:34.470 --> 00:20:36.759



Stephanie Bogan: Pardon me, I've been talking all day

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00:20:37.070 --> 00:20:48.769

Stephanie Bogan: is to write a Thank you letter to the year. It says Here the lessons I learned from each of these experiences, and your job is to review those experiences, not through the lens of lack or diminishment, or didn't, or not enough.

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00:20:48.960 --> 00:21:02.069

Stephanie Bogan: but through the lens of I can, and I will learn from this, and when we reframe it in a positive way, and we can actually feel good about it. Then it's complete, and it becomes energy creating. It creates fuel for the future.

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00:21:02.230 --> 00:21:05.740

Stephanie Bogan: So that's the idea with the Thank you. Exercise. So

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00:21:05.770 --> 00:21:25.100

Stephanie Bogan: the idea there is to write your Thank you letter to the year, and use that as a way to process the challenging people, experiences or situations complete those so that you can do your strategic planning and your goal setting for next year, or at least review it through the lens of is everything I needed to learn. Is there anything I need to incorporate?

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00:21:25.170 --> 00:21:30.200

Stephanie Bogan: And do I need to account for that in any of my priorities next year, and then you can take that experience.

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00:21:30.290 --> 00:21:49.050

Stephanie Bogan: And now you're focused for whether you've completed it and it's good for now, is it more mindset work to do. Is it a process or a system you need to put in place? And as soon as we get into that I've acknowledged it, processed it and decided how to take action on it. Now we move into that energy positive space, if you will, and we don't, carry that baggage with this into the next year.

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00:21:49.960 --> 00:21:54.469

Stephanie Bogan: So that is the exercise. So, Neil, we're going to practice on you, since you are here.

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00:21:55.370 --> 00:22:02.659

Stephanie Bogan: if you can. Can you think about one thing that was challenging this year that you might still be like. I don't feel a 100% great about that.

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00:22:04.290 --> 00:22:05.870
Neal's Otter.ai: Yes, I can.

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00:22:06.010 --> 00:22:06.750
The

159
00:22:06.840 --> 00:22:10.269
Neal's Otter.ai: The example would be, we through growth lever, and it didn't work.

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00:22:10.510 --> 00:22:11.180
Stephanie Bogan: Okay.

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00:22:12.820 --> 00:22:16.189
Neal's Otter.ai: So yeah, Jared, you're right. Just one challenging thing Exactly. Right.

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00:22:16.460 --> 00:22:26.220
Stephanie Bogan: Well, i'm just starting with one. Yeah, alright, so tell us about the growth lever. And why didn't work from your vantage point, and how you feel about that. Oh, everybody else is here.

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00:22:26.370 --> 00:22:29.269
Stephanie Bogan: That's funny. I had my screen, and I thought it was just Neil and Joe.

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00:22:29.550 --> 00:22:31.950
Stephanie Bogan: And now I've expanded this screen girl here.

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00:22:32.430 --> 00:22:34.820
Stephanie Bogan: I should remember it expand the zoom.

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00:22:35.250 --> 00:22:38.100
Stephanie Bogan: hey? Thanks for moving. All right, Neil.

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00:22:39.610 --> 00:22:48.269
Neal's Otter.ai: So let's see the challenging thing about the growth lever was. We decide to experiment with the growth lever. We tried smart asset this year, and it was complete and utter.

168
00:22:48.630 --> 00:23:02.659
Neal's Otter.ai: not failure, but learning experience for us. and once it's the good news, though, and what we learned from it was we now



understand how to better use our marketing phones and growth lovers for next year, and it also let us then pivot towards.

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00:23:02.670 --> 00:23:10.689

Neal's Otter.ai: instead of focusing on growth in 2,022, we actually pivoted and focused on value creation for 2,022 and that actually worked really well. So

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00:23:10.820 --> 00:23:19.989

Stephanie Bogan: the power question when you go to write those paragraphs is, how did this experience, person, or situation serve me?

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00:23:20.530 --> 00:23:23.069

Stephanie Bogan: So if you reflect on that, Neil.

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00:23:23.280 --> 00:23:25.150

Stephanie Bogan: how do you think it served you?

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00:23:28.110 --> 00:23:31.570

Neal's Otter.ai: It gave me better perspective that

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00:23:31.780 --> 00:23:35.719

Neal's Otter.ai: just because you throw a grow up lever doesn't mean that money comes pouring down from the ceiling.

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00:23:36.990 --> 00:23:38.789

Stephanie Bogan: that there's some work to do behind it.

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00:23:38.980 --> 00:23:40.600

Neal's Otter.ai: Exactly.

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00:23:40.900 --> 00:23:49.809

Stephanie Bogan: So will that. So? How will that empower you to make different right to have a different view or better view of situations right from a more clear and empowered place going forward.

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00:23:50.310 --> 00:23:55.139

Neal's Otter.ai: Yeah, so we're going to be more intentional about the growth lovers. We we're going to be more intentional about

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00:23:55.460 --> 00:24:07.139

Neal's Otter.ai: pouring gasoline on our cli network. For example, instead of just doing a shotgun approach to the public. and so again, it was a



learning experience for us. And now we know where our expertise lies and what we're going to be doing for next year.

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00:24:07.400 --> 00:24:17.230

Stephanie Bogan: See? And that becomes it. Then it's complete. And notice how the energy is, and like it helped us get really clear about what rate what we want to do next. So that paragraph might be something like.

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00:24:17.240 --> 00:24:36.920

Stephanie Bogan: hey? We pulled a growth lever, and it really didn't work, and that felt really bad and like a complete waste of money. And what we learn from that is, we need to be more intentional. We really want to focus on our strengths with our clients. And now we're really excited about doubling down on our cois and doing that consistently, because we we really feel like that. So we can go forward with that clarity and confidence.

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00:24:36.930 --> 00:24:45.729

Stephanie Bogan: and having that experience really serve me, because it got us really clear on where we can apply our time, energy, and capital in ways that we think will work better next year.

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00:24:46.140 --> 00:24:54.619

Stephanie Bogan: Feel good about that. So now, when you think about that, the goal is to do that until you get to a place where you can. Actually, this is the work

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00:24:54.950 --> 00:24:59.550

Stephanie Bogan: where you can actually feel gratitude and happiness around like.

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00:25:00.060 --> 00:25:04.729

Stephanie Bogan: I'm glad that happened not through the lens that we want things to not work or be challenging.

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00:25:04.840 --> 00:25:06.850

Stephanie Bogan: but through the lens of

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00:25:06.880 --> 00:25:08.780

Stephanie Bogan: Now I know how this serves me.

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00:25:09.710 --> 00:25:13.760

and when we know that something serves us, it pulls us back above the line

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00:25:14.040 --> 00:25:20.769



Stephanie Bogan: shift is from below the line to above the line. As we set our plans and priorities for next year. So now, as Neil goes forward

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00:25:21.520 --> 00:25:29.760

Stephanie Bogan: on his Cli, now he's clear, he's focused. He's getting to work on that double down, and he understands consistency is really key

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00:25:30.060 --> 00:25:35.760

Stephanie Bogan: and right. I I suspect we'll see some really good results from that this year. Tiffany and I love Cis. They're nice.

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00:25:36.010 --> 00:25:43.609

Stephanie Bogan: You just have to really build that pipeline. But if you get a good pipeline of coi and and good referrals, it can be a really positive growth engine.

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00:25:44.440 --> 00:25:53.699

Stephanie Bogan: and when you specialize it's even easier, because now we're right, we can build the Cli networks nationally, especially with the blogs and podcasts, and speaking and writing, and all of those opportunities

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00:25:53.790 --> 00:26:01.070

Stephanie Bogan: right, Neil. Great example does anyone else have a challenge they want to share? I guess. Does anyone want to go next? I should say, because everyone's going to share one

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00:26:04.350 --> 00:26:10.399

Stephanie Bogan: right? I'm gonna go left to right Miss Melissa, Are you on the line. I see your photo. I don't see you.

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00:26:12.800 --> 00:26:17.659

Melissa Joy: I'm here. But can you circle back to me? I'm just grabbing up something.

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00:26:17.770 --> 00:26:19.689

Stephanie Bogan: How about you, Isaac? You.

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00:26:21.370 --> 00:26:25.450

Isaac: Yeah, i'm wrapping up some things as well.

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00:26:27.210 --> 00:26:41.029

Isaac: I thought we were. I thought we were supposed to come with jokes. Have we got to the we do. We are going to make time for jokes, but we're



just, you know we're trying to get through the you know, like the more significant work as we kick off

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00:26:41.150 --> 00:26:41.980

Stephanie Bogan: What

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00:26:42.280 --> 00:26:43.420

Isaac: wealthy.

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00:26:46.790 --> 00:26:50.140

Stephanie Bogan: What about what do you call an elf that takes pictures of himself.

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00:26:50.290 --> 00:26:52.760

Stephanie Bogan: or what do you call it? When an elf takes pictures of themselves.

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00:26:52.920 --> 00:26:59.939

Stephanie Bogan: and there you go. So you just made that up. An Lp.

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00:27:00.020 --> 00:27:03.700

Isaac: I I tried some of my kids this morning. I got a chuckle. There, too.

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00:27:03.800 --> 00:27:09.089

Isaac: alright, alright, challenges. I think

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00:27:09.450 --> 00:27:18.490

Isaac: it was a a lot this year. I like to choose from One of the things i'm thinking about right now is our our bonus structure. So we

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00:27:18.500 --> 00:27:31.589

Isaac: have a bonus structure that's largely based around profits and growth. And so in a year like this. it can become challenging to to hit those targets. And so you know, the the bonus compensation that we pay this year for

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00:27:31.600 --> 00:27:40.580

Isaac: employees is, you know, much lower than they were probably expecting, or or we were expecting on in the year. So you know, I think they'll.

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00:27:40.630 --> 00:27:42.790

Isaac: I think the learning.



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00:27:43.070 --> 00:27:50.129

Isaac: you know it's pretty obvious. It's like, okay, what? What don't we like about that? What are we going to change going forward? But like specifically.

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00:27:50.190 --> 00:27:55.409

Isaac: it's structuring it a little bit more around things that are actually in their control versus

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00:27:55.470 --> 00:28:12.249

Isaac: you know, if it's market based a lot of that's out of their control, and I I still think that there's a there's value to getting everybody to row in the same direction on growth, but also structuring it in in a way that they have more control over it. So that's that's what's top of mind for me right now, because i'm

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00:28:12.260 --> 00:28:15.779

Isaac: a bit late to the day. But we're trying to figure that out for next year. What are we going to do?

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00:28:16.480 --> 00:28:29.299

Stephanie Bogan: So when you think about the challenge? What is the what is sort of the like when you think about the resistance that created for you or the team, if you're if you're writing the Thank you letter right. This was the the challenge, and this is how we experienced it.

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00:28:31.190 --> 00:28:34.260

Isaac: so what the question is, what's the Thank you.

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00:28:34.640 --> 00:28:45.109

Stephanie Bogan: Yeah. Like. How can you refrain like if you were going to reframe that into right here is the learning that really makes us feel better going forward like what could we be grateful, for in that experience

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00:28:46.850 --> 00:28:50.940

Isaac: I I think the grateful for is

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00:28:51.180 --> 00:29:02.630

Isaac: like a continued process of learning like we we didn't have it all figured out. We still don't have it all figured out, and that's okay. We can just keep iterating to to better. But

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00:29:02.960 --> 00:29:10.580



Isaac: doing something is better than not trying anything at all, you know, getting stuck in me. It's got to be perfect before we do anything. Loop.

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00:29:10.720 --> 00:29:11.310

Yeah.

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00:29:11.710 --> 00:29:27.690

Stephanie Bogan: so could we? How could we reframe that into write something that we're rate how it served us, or that we're grateful for. So I can think about things like we got really clear that we Don't necessarily want to align all of our bonus compensation with growth and market performance. We realize that those

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00:29:27.700 --> 00:29:46.860

Stephanie Bogan: that there are there are just cycles that that doesn't work to align. What? How we value our employees! Isn't always reflected in what's going like. There's some real powerful clarity there that we can take away as a learning that, like, hey? We've got to make sure that our comp plan aligns with rate just the different the nature of our business, and some firms. Don't. Mind that.

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00:29:46.980 --> 00:29:59.270

Stephanie Bogan: you know, and that's okay for them for you. It showed up in a way that it created resistance for the organization. And so you again. You want to think through that. So functionally, practically, we can talk about the kind of plan design. because there's lots of different levers

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00:29:59.280 --> 00:30:08.099

Stephanie Bogan: in a lot of the ones we designed. For example, we have quarterly bonuses that are driven by measures that aren't necessarily get rate growth or profit-based, but we'll have

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00:30:08.410 --> 00:30:10.760

Stephanie Bogan: here in bonuses be based on right

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00:30:10.930 --> 00:30:29.209

Stephanie Bogan: awesome. You know, great performance of the firm, so that I always believe like a blend works really well. You want. I think you want to reward people for individual contribution because they aren't in charge of the entire ship and to your point you want to align them around right. You still want to align everyone to run a common goal and rewards for that, so we can talk more about that.

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00:30:29.260 --> 00:30:38.890



Stephanie Bogan: but it's like. Can you go back to the team with that frame like? Could you write that paragraph in a way that at the end of it you were like, okay, I to your point. I feel really good

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00:30:39.090 --> 00:30:50.439

Stephanie Bogan: that we started with the Comp. Plan that surface really quickly in this market cycle, where it didn't really align with our values, and how we want to value our people. So we're in a really better and empowered position to make changes there.

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00:30:50.820 --> 00:31:00.060

Stephanie Bogan: so that the goal is to get to such a a gratitude right? At least, maybe not gratitude, appreciation for the experience that when we think about it again

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00:31:00.180 --> 00:31:19.719

Stephanie Bogan: it doesn't, trigger us, or activate it, sending away it's like oh, I blew it it's like no, that was just like i'm running a business right, getting up, falling down, getting up, falling down. That is the nature of this game. We just try to minimize the right, the the the space from peak to trough, if you will. Right. We're trying to kind of keep that range a little bit smoother, if you will.

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00:31:20.100 --> 00:31:31.929

Stephanie Bogan: So, Andrew, that's, or I think that's a good exercise. If you think about the the the challenges that you mentioned, it really is a powerful exercise to sit down for a couple of hours, I do it in a 2 day retreat every year. It's one of the things I do.

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00:31:32.210 --> 00:31:42.149

Stephanie Bogan: I just really reflect on the year through the lens. Of what are those experiences that really challenge me? Because there's those are the experiences that most have the opportunity to grow us.

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00:31:42.170 --> 00:31:44.830

Stephanie Bogan: and we tend to just get through them

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00:31:44.910 --> 00:31:57.599

Stephanie Bogan: and move on as quickly as possible. And there's real power at the end of each of those experiences. But it, you know, for the most part you. It's good to do it at least once a year, so it's good to like. Just sit down, think through them.

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00:31:57.840 --> 00:32:02.480

Stephanie Bogan: and really get to the place where you can pull the learning and feel appreciative for the experience.



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00:32:02.850 --> 00:32:05.750

Stephanie Bogan: Joe, how about you? Do you want to share a challenge?

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00:32:09.470 --> 00:32:17.240

Joe: Well, i'm still behind and Liz and I've been talking about this on on my whole staff thing. I was gonna work on it this month and that got blown up by the Sec.

239

00:32:18.620 --> 00:32:20.779

Joe: The challenge is just

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00:32:22.430 --> 00:32:33.870

Joe: is is getting over the overwhelmed and getting these things really moving forward. We've gotten all the bit the stuff and all the bases in place. And now it's about moving things forward. there's a bunch of

241

00:32:34.380 --> 00:32:38.139

Joe: things that keep swirling around the outside. They get in the way. So

242

00:32:38.210 --> 00:32:48.720

Stephanie Bogan: so when we have negative feelings or experiences consistently, persistently, not like, you know. A guy goes off on the freeway, his flips you off. You get upset for 5 min, and you move on

243

00:32:48.780 --> 00:32:55.259

Stephanie Bogan: right. A consistent feeling of a persistent feeling of overwhelm any negative feeling or experience that we have consistently

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00:32:55.280 --> 00:33:09.549

Stephanie Bogan: is a 100% indication that something needs to be tended to right. That's our body's way of saying, hey, we're not feeling calm, clear, and above the line, we're feeling a different way, and we would like you to pay attention and please address it.

245

00:33:10.010 --> 00:33:26.230

Stephanie Bogan: So when we don't, take action. The only thing our body our brain has to do is go. I call it the Worry Wheel. It starts trying to solve all the problems in your head because it feels like we're doing something. So if you think about that experience through the lens of every experience serves you.

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00:33:26.310 --> 00:33:34.740

Stephanie Bogan: how is that feeling of right not getting to things in December, and the general overwhelm like, how is that in service to you as you go forward?



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00:33:35.080 --> 00:33:38.359

Joe: Oh, it's not at all. I mean it's you know. I'm Still.

248

00:33:39.320 --> 00:33:40.720

Joe: it's

249

00:33:40.790 --> 00:33:46.730

Joe: dealing with too many things at once and not finishing one of them.
So

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00:33:46.830 --> 00:33:48.779

Joe: it it just to calm down and just

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00:33:48.840 --> 00:33:51.379

Joe: sit down. Do one thing, check it off.

252

00:33:51.660 --> 00:33:53.340

Joe: move to the next, and

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00:33:53.360 --> 00:33:54.260

Joe: slow down

254

00:33:54.780 --> 00:34:00.489

Stephanie Bogan: so could you reframe that so that the overwhelm isn't something to be avoided.

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00:34:00.650 --> 00:34:06.299

Stephanie Bogan: But it's something to be acknowledged to sit with at a, you know, and be present with, and to say.

256

00:34:06.610 --> 00:34:18.729

Stephanie Bogan: Hey, overwhelm. Thank you. You. You're doing your job. You showed up consistently every day to let me know that I don't have a good path, clarity and priorities that I feel clear and confident about.

257

00:34:18.810 --> 00:34:24.490

Stephanie Bogan: I need to show up and do my job and come up with a plan with clear priorities in a path that I can follow.

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00:34:24.770 --> 00:34:25.799

Stephanie Bogan: Thank you.



259

00:34:25.840 --> 00:34:31.070

Stephanie Bogan: Can you get to a place where, instead of really resisting and not liking that, overwhelmed none of us do.

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00:34:31.380 --> 00:34:45.169

Stephanie Bogan: This is Rule Number one with overwhelmed ladies and gentlemen, it's a story in your head about your behind. You can't. There's too much, and your brain is trying to solve for it. And usually this all this to pause and reflect on why we're overwhelmed, and to take some corrective action.

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00:34:45.820 --> 00:34:52.929

Stephanie Bogan: And there's all my people call me about overwhelmed all the time. There's I've yet to not find some course of correction to corrective action

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00:34:52.960 --> 00:34:55.810

Stephanie Bogan: that we can get to a more clear and confident space.

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00:34:55.830 --> 00:35:00.989

Stephanie Bogan: So, as you think about the overwhelmed Joe through the lens of service, how would you?

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00:35:01.290 --> 00:35:08.729

Stephanie Bogan: Because that's just my interpretation. You have to right on it and feel it. How would you sit with that experience from a place of

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00:35:08.890 --> 00:35:25.659

Joe: all right? Here's how it was actually in service to me. Here's how it was helpful.

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00:35:26.310 --> 00:35:28.439

Joe: A bunch of stuff just all

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00:35:28.650 --> 00:35:31.309

Joe: dump from all different directions. So

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00:35:31.350 --> 00:35:31.959

oh.

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00:35:32.070 --> 00:35:45.749

Joe: just a little frustrating at the moment. So that's my current moment. So that's okay, great. We all have those moments what we're really talking about here. And sometimes when you're in the middle of it, you you don't



complete things. You're in the middle of right, Joe's in the middle of the audit, and everything else.

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00:35:45.760 --> 00:35:58.400

Stephanie Bogan: So this is not the time to stop and say, hey, Joe, let's have a deep coaching conversation about like you're in the middle of the the shit storm right like when you're through it. We can absolutely have that conversation, or it can go in your Thank you, Letter.

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00:35:58.550 --> 00:36:04.790

Stephanie Bogan: But the overwhelmed as the symptoms of right the part of the year. There's a point where our body creates stress.

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00:36:04.830 --> 00:36:14.740

Stephanie Bogan: it is motivating, and the eleventh hour to get something done. That's what it's there for. It's there to marshal you into action. We're not finding caveman. We're right. We're finishing client reports or whatever it is.

273

00:36:14.840 --> 00:36:31.150

Stephanie Bogan: The issue is when we keep ourselves in that state over a period of time it's emotionally. Draining overwhelmed is not fun. We've all experienced it. It does not serve our clients. It doesn't serve our family, and it's a function of us trying to continuously put £10 P. And a £5 back.

274

00:36:31.850 --> 00:36:47.739

Stephanie Bogan: and so our job is to get clear, get focused and get to work. So I think everyone on the call is joining again next year, like we're gonna really double down on that process with you all this telling Joe and Neil at the beginning. We're gonna start the business roadmap process. Lauren and I will both be on that call.

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00:36:48.120 --> 00:37:03.050

Stephanie Bogan: We're gonna go through the business roadmap tool that we use to make that the framework, because that's what you're doing every quarter. So we don't have to keep 2 plans, and then, once we've got those priorities. We'll look at the ones you most want us to focus on with you like I worked with Isaac and his team on the sales process

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00:37:03.090 --> 00:37:05.050

Stephanie Bogan: right? The last 2 quarters of the year.

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00:37:05.390 --> 00:37:10.209

Stephanie Bogan: so each quarter will then support you in between that. So Lauren will check in every month



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00:37:10.240 --> 00:37:25.490

Stephanie Bogan: to help talk through. Get feedback if you need time with me or any of the other coaches, so we'll be doing that to just help you, Joe, stay more clear and focused. So you won't necessarily get I mean, I know we check in by email. But you're not gonna get to hide between quarters. Learn will be there to say, hey, Joe?

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00:37:26.030 --> 00:37:43.629

Joe: No, I mean this year I mean it's I haven't got as many things done as I want, but at least I know what I need to get done. So that's the good thing is that everything's been identified. It's there now it's just about taking off the boxes and getting it done so. The best way to take agency over overwhelm is one check. The stories that we tell ourselves about it to

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00:37:43.680 --> 00:37:52.979

Stephanie Bogan: complete it go right that even if it's just that, like literally like dear overwhelmed. Thank you so much right? The things i'm one of the things i'm most grateful for this year

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00:37:52.990 --> 00:38:09.890

Stephanie Bogan: is the sense of overwhelming that I felt because it reminded me so clearly that that is not how I want to spend my the next 10 years of my working life. I love it, I want it to be joyful. And so it made it a start. Contrast that these standards i'm putting in place, and the accountability I need to create

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00:38:09.900 --> 00:38:14.690

Stephanie Bogan: are real priorities that I need to commit and and hold myself accountable to next year

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00:38:15.270 --> 00:38:23.010

Stephanie Bogan: like. Okay, now, I feel really good about it, because instead of it being an overwhelming, it's a it's the kick in the pants that we may be needed not to do more.

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00:38:23.480 --> 00:38:43.210

Stephanie Bogan: but to do less. We were on the lifestyle call, and we had a couple of the lifestyle members kind of go through their success stories, and Jad, who had a great year. I will share it with you guys in January Put this cool deck together that he reviews every week. That kind of summarizes all the high level stuff that you would want to remember every week to stay clear and focused on on track so we're going to incorporate that.

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00:38:43.220 --> 00:39:00.609



Stephanie Bogan: But he shared that he used the one-page business plan and focus really like very intentionally on a couple of priorities. A quarter. He was like it was magic he was like. I went from like worrying about 10 things to just this, and he went from working every weekend in one year, from working every week into taking 70 days off a year.

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00:39:01.570 --> 00:39:07.360

Stephanie Bogan: That's the power of being clear and intentional like we're going to get rid of it for you. Right, Joe. So think about that

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00:39:07.540 --> 00:39:27.180

Stephanie Bogan: overwhelmed through the lens of your Thank you. Letter to the year. How has it cause it? Every experience we have that challenges us is there because we're bumping up against something that doesn't work. Those challenges are 100%. A sign that something needs to be paid attention to. And our tendency as we've talked about is to work over them.

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00:39:27.190 --> 00:39:31.340

Stephanie Bogan: I'll work a little harder. I'll work it a little longer. I'll get to that later.

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00:39:31.400 --> 00:39:39.750

Stephanie Bogan: and so it that negative energy compound. So that's where the power of this exercise can really be impactful. So Joe will follow up on that. But I would really encourage you to do that.

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00:39:40.630 --> 00:39:48.750

Stephanie Bogan: Make peace with your overwhelmed it's your friend. It's here to let you know that things need to change. Our job is to sit in a conscious enough place

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00:39:48.840 --> 00:39:56.379

Stephanie Bogan: to listen. That's our work right, because all the stories on our head or we have to do this, and we have to do this, and I have an audit, and I have this, and I have this.

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00:39:57.080 --> 00:40:12.059

Stephanie Bogan: We have what we have like. Sometimes we just want to get at the line. We want to sit there in a neutral place, and then evaluate without all the stories chirping in our head, because they do have a considerable influence on how we feel, how we think and how we act so ultimately on the outcomes we create.

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00:40:12.930 --> 00:40:15.070

Stephanie Bogan: Melissa. Are you still wrapping something up?

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00:40:16.660 --> 00:40:20.360

Melissa Joy: I'm here now. Okay, no worries. I love that color on you.

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00:40:20.410 --> 00:40:26.129

Melissa Joy: Thank you. Yeah. The cool thing about the black and white background is that any color you wear really pops.

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00:40:26.410 --> 00:40:43.139

Stephanie Bogan: I don't think about that, because, like red does not go really great with, you know, there's like certain things i'm like. Nope, not going to do that. You guys are all thinking about that, right? You know. Yeah, guys are like, absolutely. We think about that. All right, Melissa. What is something that has challenged you this year.

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00:40:43.540 --> 00:40:44.640

Melissa Joy: I mean, I think

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00:40:44.930 --> 00:40:47.509

Melissa Joy: there's a couple of things, but one of the things that

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00:40:48.090 --> 00:40:52.100

Melissa Joy: I've been thinking about a lot lately is just the headwind of

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00:40:52.520 --> 00:40:59.490

Melissa Joy: the business being dependent on on asset growth. And even if you're growing, if the markets declining

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00:40:59.630 --> 00:41:04.339

Melissa Joy: especially the way that calendar year fell this year in terms of the

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00:41:04.570 --> 00:41:15.600

Melissa Joy: end of quarter valuations. That's for a company that's young and growing. Feels. It makes me feel very vulnerable, even though there's not any

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00:41:15.750 --> 00:41:17.680

Melissa Joy: fiscal realities today that

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00:41:17.770 --> 00:41:20.600

Melissa Joy: I have to adjust personally or

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00:41:20.840 --> 00:41:36.499



Melissa Joy: but you know there's some accountability within the business to not pretend like it's not happening, and that creates like just like Isaac was talking about a lot of check downs like what's appropriate for bonuses when you have a company that, by all like

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00:41:36.710 --> 00:41:49.009

Melissa Joy: we've made money. But we're not the level of profitability. We need, etc. So there's a lot of transparency in my conversations with everybody else. But also, you know, you need to kind of be the parent where the kids aren't up at night wondering if we're okay.

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00:41:49.360 --> 00:41:51.000

Stephanie Bogan: Yeah.

308

00:41:51.320 --> 00:41:52.790

Stephanie Bogan: for me.

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00:41:53.730 --> 00:42:06.439

Melissa Joy: and you know a lot of that is a function of risks I've taken within the business that I think are. You know that don't need to be turned off right now, but it's important that i'm open and honest about what's going on, and don't shove it under the road.

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00:42:07.730 --> 00:42:15.299

Stephanie Bogan: Well, I know that's probably I. It in effect, Isaac and Melissa does. How is that affecting any of the rest of you in terms of just comp plans and bonuses?

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00:42:17.450 --> 00:42:21.690

Stephanie Bogan: So let's just talk about that for a moment. If we if you guys want to. Which is.

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00:42:22.290 --> 00:42:36.910

Stephanie Bogan: or you know, how do we feel about aligning compensation bonuses to more like what's the learning in this that we might want to take away it Also doesn't mean we just have a tough experience and make a radical wholesale change in reaction to that experience.

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00:42:36.920 --> 00:42:47.050

Stephanie Bogan: So i'm going to take the position of Switzerland Here, if the goal of those comp plans was to align people with profits, and grow so that they had the good times with us and shared in the downside

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00:42:47.180 --> 00:42:52.880

Stephanie Bogan: right, particularly in some of those adviser rules, because it is a risk, reward, position to an extent



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00:42:54.480 --> 00:42:57.190

Stephanie Bogan: that was the goal. And that's what happened.

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00:42:57.490 --> 00:43:06.280

Stephanie Bogan: So i'm, not judging whether it feels good or bad to you or the teams. I just want it right. Put my practice consultant hat on and go. That's what you said you wanted to have happen.

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00:43:06.440 --> 00:43:08.030

Stephanie Bogan: That is what happened?

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00:43:08.130 --> 00:43:20.730

Stephanie Bogan: Why do we feel that now? The Why might being you, got clarity that it doesn't actually align like Wow! We're not giving good people the bonuses they that they want, or they expect there is there a breakdown there

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00:43:21.170 --> 00:43:35.400

Stephanie Bogan: right because they should know to an extent? Is it because you're like Wow! This just really doesn't, reflect the contribution they make, and even though the markets are down, we still have the cash to do it, and we feel like we should then, that suggest we make a change to the compensation plan.

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00:43:35.910 --> 00:43:47.029

Stephanie Bogan: Not necessarily through the whole baby out with the bath water, but that you sit down and thoughtfully review the compensation plan, and where it aligns in good and bad markets, and then refresh it for next year based on that.

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00:43:47.560 --> 00:43:54.549

Stephanie Bogan: So I just want to call out the obvious which which you know to me, because i'm not the one living through to. I mean, we are obviously in a different way

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00:43:54.750 --> 00:43:56.770

Stephanie Bogan: is, do you still

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00:43:56.910 --> 00:44:02.930

Stephanie Bogan: did it? It's like when a client calls you and says, I want to pull my money out of the mattress. Do we really let's go back to the goal?

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00:44:03.700 --> 00:44:08.149



Stephanie Bogan: The question is, is that the goal in hindsight that you? Is that the right goal?

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00:44:08.320 --> 00:44:14.859

Stephanie Bogan: Do you want to change the goal for your compensation plan. So i'm just going to pause there. Tiff and Jared. I know you're going through that this year. And

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00:44:14.920 --> 00:44:25.370

Stephanie Bogan: right you understand this? Certainly from a place of sitting with it, from from consciousness. Anything you guys want to would love to hear your thoughts in terms of how you're approaching this or how you think about kind of that reframe.

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00:44:28.090 --> 00:44:41.179

Jarrod Musick: Yeah, I think it definitely you get periods like this, and it shows you what isn't working in the complaint, which is wonderful. you know, we talk about like paying tuition painfully. So let's just not pay the same tuition twice.

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00:44:41.190 --> 00:45:04.900

Jarrod Musick: so that's really where we're at. We instituted the business development bonus, which is a separate program which requires us to hit certain metrics at the team level. So client retention rates on the individual team level firm, level minimum profitability to be able to distribute that. And then we do net out against any assets and really fee revenue that has left

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00:45:04.910 --> 00:45:31.150

Jarrod Musick: on the platform. So we feel good about having added that. we are. We're actually gonna meet on Wednesday to look at our kind of fixed 20% bonus and really see what we want to do going forward in the next year for that. if I had to guess. The outcome of that conversation is, we're probably gonna slim that up a little bit. at the very least, and possibly redo it and get rid of it all the way. So

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00:45:31.160 --> 00:45:51.030

Jarrod Musick: just full transparency that's where we're at, where we're going, hey? Owners have been really committed to the team this year, and that works when revenue catches where you want it to. and when it doesn't we really need to look at. Okay, If this environment continues for another one or 2 years, where do we want to construct the tiff? What would you add to that.

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00:45:51.930 --> 00:45:53.060

Tiffany Charles: Yeah, I think.

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00:45:53.070 --> 00:46:23.019

Tiffany Charles: the good news on our 20 is that we really we have a compensation philosophy, and we've talked to our team about it all along the way. So they recognize in times like this that that 20 may be pulled off like. The only reason it really would have been is due to revenue decline in a in a pretty major way, and most likely tied to something that's not in our control. and so like our team expects that. But I also, Jared and I are like Well, if that extends beyond a quarter to like, we

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00:46:23.030 --> 00:46:41.029

Tiffany Charles: fully expect our team to be looking at us the leaders like, well, 20 of our pays a lot. So what are you guys gonna do as a firm, you know. So like is that letting people go, or those and those aren't things that we want people to get into? but we certainly are like, okay, Does it work If that's coming off of everybody.

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00:46:41.040 --> 00:46:43.719

Tiffany Charles: you know, if you go back to

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00:46:43.890 --> 00:46:49.159

Tiffany Charles: 2,008, 2,009, I think anybody would have been happy to have 20% maintain their jobs.

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00:46:49.170 --> 00:47:08.809

Tiffany Charles: but I, this is a very different period than that. So you know, what does that look like? How does that show up. Is there different decisions in the business that we can be making and does our team expect out of us? you know how long are they willing to forego 20 that's built into that comp strategy? So do we need tie more tied to

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00:47:10.210 --> 00:47:13.620

Tiffany Charles: like the firm performance on that, and less tied to

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00:47:13.660 --> 00:47:33.620

Tiffany Charles: that 20 showing up in an individual capacity, because that 20% is really tied to. They're coming in and doing their job and doing it really well, and doing the things that we've asked for of them. And that's one thing where we've played with strategies over the last several years. this one's been in play for a couple of years.

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00:47:33.630 --> 00:47:44.339

Tiffany Charles: and a seemingly the one that most people have been comfortable with but they haven't been faced with a lot of adversity in it. So, it is something that stuff to your point where

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00:47:44.360 --> 00:48:03.360



Tiffany Charles: sitting down and just seeing how does that work? but our team can. Probably, you know we've already set the tone that January is not looking like promising for that 20, and those are things that setting. The expectation makes that conversation a lot easier. It's in our onboarding it's in our you know, hiring it's

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00:48:03.370 --> 00:48:19.810

Tiffany Charles: re-established every year. And so that's really that's really helpful in being so clear about our cop structure. And how it works is that we've been able to set expectations on it. but we'll see if we need to shift it now. so we'll stay tuned.

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00:48:19.820 --> 00:48:48.189

Jarrod Musick: and Chris to your point. So we've tended to. We take a couple of the benchmarks studies, so we look at like Schwabs, and mostly the investment new study, and use that to set our our base ranges by position, and then we pay 80% of whatever we want. That person to be making every year in base 20 is the bonus that they'll get every quarter, and then we have a business development incentive on top of that.

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00:48:48.200 --> 00:49:06.630

Jarrod Musick: and so everybody in the firm wins when we're getting business. Development wins all the way down to like our ea. So there's a grid that those numbers go into, and then the advisors have a little bit more skin in the game where they have to be delivering on their individual team to get their slice of that bonus.

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00:49:06.740 --> 00:49:08.540

Jarrod Musick: Did that answer the question.

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00:49:09.440 --> 00:49:11.769

Chris Hansen: Yeah, they they and they get.

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00:49:12.100 --> 00:49:18.669

Chris Hansen: So you've already paid 3 quarters. So all that really is at risk is one-fourth. Of the 20% or 5%.

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00:49:20.070 --> 00:49:24.299

Jarrod Musick: No. So we pay that every quarter based on

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00:49:24.640 --> 00:49:37.460

Jarrod Musick: base pay that's been paid out in the quarter. So if you're right, if we if we buy past it for a quarter, we would be reducing their comp by 5. If we took it off the table for the entire year, it'd be off by 20.

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00:49:40.110 --> 00:49:50.910

Stephanie Bogan: Yeah, when we design compensation plans, we look at a couple of things, one which is what Tiffany and Jared are talking about, and we. We'll talk about this next year. But as we look at your compliance is.

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00:49:51.400 --> 00:50:01.160

Stephanie Bogan: you want to make sure that you look at confidence through that risk reward relationship in each layer of the organizational structure. Right? The risk reward relationship with advisors

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00:50:01.340 --> 00:50:17.359

Stephanie Bogan: who are in a rain making role right? Call it that senior advisor rule have a lot right. They have a lot more risk in their comp. But they get a lot more upside the Ea right doesn't have the ability to pull a lot of levers right? So there's a much lower risk for road relationship. So more of that. Comp.

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00:50:17.530 --> 00:50:32.470

Stephanie Bogan: is constant. So we look at that, like. What do you want? The risk, reward, relationship to be at each level? And then which is what we'll do with tiff and Jerry's, and you guys will talk about it for next year is I'm. I'm. A big fan of stress, testing all plans

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00:50:32.480 --> 00:50:51.559

Stephanie Bogan: through a couple of lenses, one good and bad markets. People hire, you know, marketing people, and they're like, Here's your Co. Plan, and i'm like what happens in a down market, hey? So we want a stress test for down markets and and under performance. We also want to stress test, particularly on compensation for over performance. If we grow 5 X

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00:50:51.610 --> 00:51:09.039

Stephanie Bogan: right. I've seen you guys. I don't think you're in this boat for the most part, but I can't tell you how many count plans I've seen where that right hand in the beginning gets like 3% of revenue forever. The first advisor gets some percentage. Well, that only works. If you know, there's a certain point where you're now paying somebody, you know \$400,000 for \$200,000 job. It gets a little bit wonky.

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00:51:09.130 --> 00:51:17.620

Stephanie Bogan: and so we want to stress test on the under performance, but we also want to stress test on the over performance, because our goal is to always be happy, to write the check.

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00:51:17.930 --> 00:51:32.189

Stephanie Bogan: If we're writing it, we want to be enthusiastic, and if we aren't happy about the situation. T. Tiffany's point, we want to make sure that everybody really understands the experience, and why we're going



through it and navigate it together. So again, it's not that you have to ditch that

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00:51:32.200 --> 00:51:42.599

Stephanie Bogan: component. It's just really understanding how you want to align compensation, mission vision and values with that risk reward relationship at each level in the or chart.

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00:51:43.120 --> 00:51:56.349

Stephanie Bogan: And we look at that through the the different performance levels as well, right? So if somebody is the top, if someone on in a team, for example, is high performing, and someone is low performing we want to make. Does that show up, or does it not show up

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00:51:56.590 --> 00:52:11.129

Stephanie Bogan: right? So when we have just pure base pay for advisors is, you know, if we have small teams and everyone's great, that's fine. But what happens when that first person kind of just underperforms a bit, not enough to fire them, but enough because we have this theory that you can't really motivate people. But you can de motivate people

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00:52:11.200 --> 00:52:23.560

Stephanie Bogan: right if those top performers see everyone else getting the same pay or the same bonus, even though they're not performing at the same level. That's really demotivating and underwhelming. So Those are some of the factors that we like to look at when we design

361

00:52:23.620 --> 00:52:33.139

Stephanie Bogan: count plans. So as we look at next year, as you are working on those. If there's like we can, obviously, and maybe we just make that one of our calls or focus for the march or treat. Since I think everybody's

362

00:52:33.210 --> 00:52:35.170

Stephanie Bogan: getting to a point where they're working on that.

363

00:52:36.300 --> 00:52:49.539

Stephanie Bogan: All right. let's see anyone else have any comments around. Just cop plans and kind of really reviewing them through the lens of alignment of what we want them to accomplish, and whether they're working or not.

364

00:52:52.910 --> 00:52:56.729

Stephanie Bogan: because you're talking at December it's the end of the year. Everyone's like we use all our fuel.

365



00:52:56.750 --> 00:53:11.370

Stephanie Bogan: so we ask Chris. Chris is on the call. Yeah I was just asking about the the Comp plan piece. So for those of you who have comp plans that right? You're really challenged by that this year, and your teams are feeling it. That's a great thing to put in the Thank you. Letter.

366

00:53:11.540 --> 00:53:13.580

Stephanie Bogan: Right. How is this serving us?

367

00:53:13.990 --> 00:53:21.659

Stephanie Bogan: How do we get to a place where we feel really good that we've had this experience because it's right really going to galvanize this and get clear about what we need to do. Going forward.

368

00:53:22.200 --> 00:53:33.400

Melissa Joy: I can. I can tell you what what we're good. I'm gonna end up doing a flat, very low amount. but I told people that i'm building in.

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00:53:33.430 --> 00:53:35.749

Melissa Joy: you know, cost of living slash

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00:53:36.390 --> 00:53:40.560

Melissa Joy: adjustment to compensation for next year, and I thought that was both

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00:53:40.630 --> 00:53:43.070

Melissa Joy: the right thing to do with our comp plan

372

00:53:43.250 --> 00:53:45.870

Melissa Joy: as well, as you know.

373

00:53:46.300 --> 00:53:51.530

Melissa Joy: just was super transparent about. You know the reasons why and things like that, and everybody seems

374

00:53:51.800 --> 00:53:56.270

Melissa Joy: nobody seems to story by that. You know everybody. Everybody seems good with it.

375

00:53:56.330 --> 00:53:57.370

Stephanie Bogan: They understand.

376

00:53:57.480 --> 00:54:04.830



Stephanie Bogan: So how do you? Can you wrap that up in a way that you feel right? How how so how would you define that as being in service of you this year

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00:54:06.810 --> 00:54:09.259

Melissa Joy: in service? Well, I think it is like

378

00:54:09.540 --> 00:54:14.749

Melissa Joy: It's based on what like our Comp plan is not like 45 different variables just because of

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00:54:14.810 --> 00:54:18.260

Melissa Joy: the majority of the business. But I think that that's the

380

00:54:18.630 --> 00:54:21.129

Melissa Joy: honest way like that's the way

381

00:54:21.510 --> 00:54:24.779

Melissa Joy: the companies built to be. So we're not compromising on

382

00:54:25.210 --> 00:54:27.729

Stephanie Bogan: right? So you feel good about that experience overall.

383

00:54:28.340 --> 00:54:29.009

Melissa Joy: Yeah.

384

00:54:29.110 --> 00:54:48.030

Stephanie Bogan: Okay, great. Then it's complete. Right? So if you can think about it and feel like okay. We did what we needed to do. We had the conversation. It worked the way it was supposed to. It was a challenge, but I can look at it through the lens of right at work, and or I understand how I can make if I want to review changes in the future. I'm empowered to do that through the lens of understanding how it works in a down market.

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00:54:48.880 --> 00:54:49.600

Stephanie Bogan: Great.

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00:54:50.460 --> 00:55:03.650

Stephanie Bogan: that's the goal is to get to a place where, when we have this experiences, even though they're challenging, we are neutral about them. They don't bring up negative feelings or energy or beliefs, or oh, my gosh! This in my head! It's just like Yep, that happened Here's how we dealt with it moving on.



387

00:55:04.100 --> 00:55:07.799

Stephanie Bogan: Chris. How about you, and then we'll do

388

00:55:12.490 --> 00:55:24.290

Chris Hansen: I just I finally one of the things it's like every year that I've been in your program. It's like something else that I kind of ignored becomes obvious that I need to look into.

389

00:55:24.410 --> 00:55:27.400

Chris Hansen: And one of the things I've said all along is.

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00:55:27.580 --> 00:55:33.719

Chris Hansen: I don't need to work just 20 h a week. I don't need all these days off and so forth.

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00:55:33.780 --> 00:55:38.169

Chris Hansen: and i'm fried I mean right now i'm just like we came off of

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00:55:38.380 --> 00:55:39.970

Chris Hansen: our surge week.

393

00:55:40.280 --> 00:55:46.480

Chris Hansen: and for the last 2 weeks we're still working 12 h days. I've got 8 new client meetings this week.

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00:55:46.780 --> 00:55:51.839

Chris Hansen: and it's in at some point. You just look at it. And you think, okay, I'm fried.

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00:55:52.080 --> 00:56:05.390

Chris Hansen: and it dawned on me. I think I mentioned to you, Ben, our director of financial planning. He had a had a baby, so he's out, and we've got a very generous

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00:56:05.960 --> 00:56:10.750

Chris Hansen: leave, and so forth, and it don't. I mean it's like

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00:56:10.920 --> 00:56:12.640

Chris Hansen: I finally realized.

398

00:56:12.770 --> 00:56:15.089

Chris Hansen: I've never taken 2 weeks off



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00:56:15.360 --> 00:56:16.529

Chris Hansen: and

400

00:56:16.690 --> 00:56:18.140

Chris Hansen: 30 years.

401

00:56:18.300 --> 00:56:26.290

Chris Hansen: and you're like i'm fried, and i'm paying people, and I'm giving them 12 weeks off, and i'm like, okay, I got to do something

402

00:56:26.540 --> 00:56:37.339

Chris Hansen: so that creates a lot of contrast. Right contrasts serves us. By the way, contrast is that moment where we feel the discomfort we're like who I don't like this.

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00:56:37.440 --> 00:56:50.769

Stephanie Bogan: and to my earlier point it's that moment where we have, where we're empowered to to say All right, maybe not in that exact moment like, hey, this is something I need to pay attention to. I'm going to sit down in my, you know, quiet time this week, and really put my head to this overwhelmed thing, or

404

00:56:50.780 --> 00:57:01.400

Stephanie Bogan: right the schedule. It's when we work over it. It'll be fine. It'll be fine. It'll be fine as soon as this gets done, or this person gets hired right, and after X number of time we have to just remind ourselves

405

00:57:01.620 --> 00:57:05.330

Stephanie Bogan: it's not fine anymore. So as you talked about that I heard like.

406

00:57:05.720 --> 00:57:11.470

Stephanie Bogan: Where's the contrast like, how how would you frame? That is like? How would you think that experience? How is it serving you?

407

00:57:11.870 --> 00:57:27.309

Chris Hansen: Well, it again? It's we're absolutely doing the right thing, giving good paternity leave, but it just on on me. I need to carve out some time for you. So what are the big learnings that you feel really clear about having had that experience?

408

00:57:31.050 --> 00:57:33.680

Chris Hansen: not sure



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00:57:34.160 --> 00:57:36.060

Stephanie Bogan: can I have? Can I give you a

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00:57:36.110 --> 00:57:40.240

Stephanie Bogan: How about I deserve to?

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00:57:41.350 --> 00:57:44.979

Chris Hansen: I deserve to have some time off, and

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00:57:45.050 --> 00:57:49.580

Chris Hansen: and it's good for me because

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00:57:50.200 --> 00:57:51.359

Chris Hansen: it's

414

00:57:52.200 --> 00:57:56.390

Chris Hansen: I'm assuming it's good for me, because i'll have more energy when I get back.

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00:57:56.420 --> 00:58:08.049

Chris Hansen: You guys notice how he's like how we inserted that I assume it's good for me.

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00:58:08.180 --> 00:58:20.610

Chris Hansen: you know, with little kids and everything, and they've got lifestyle practices, and it's like. So I got to work in the mornings on vacation. I can do it anytime I want. I coach my kids. I've had very, very, very flexible schedules.

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00:58:20.800 --> 00:58:25.859

Chris Hansen: so I don't regret that at all, but it's like every once in a while you realize you've got to walk away

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00:58:26.230 --> 00:58:33.879

Chris Hansen: and and and I the other piece that that I've also realized. I still don't have the structure here to be able to walk away.

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00:58:33.910 --> 00:58:43.449

Chris Hansen: and we gotta get that going. That's like our focus for next year with you. And that was real obvious when the with the look you gave me when I told you I was

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00:58:43.460 --> 00:58:54.830



Chris Hansen: kind of taking Robert and prepping him to be like a a cco or a coo, and you looked at me. You didn't say it, but you looked at me like what the hell are you thinking.

421

00:58:55.150 --> 00:59:00.590

Chris Hansen: And that's when I realized who I really need to. I need to get some input on the staffing here

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00:59:00.850 --> 00:59:06.750

Stephanie Bogan: and get this set up.

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00:59:06.800 --> 00:59:16.210

Stephanie Bogan: Yeah, it's really for you. It's all about like making sure that you're not picking up the slack that you're creating the right people process the platforms

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00:59:16.220 --> 00:59:28.740

Stephanie Bogan: to create consistency, so that you and the team right because this flows down to the team as well. It really gets some time back. So do you guys notice the clarity in his voice like, Wow! It just dawned on me that i'm giving all these other people time off, and i'm

425

00:59:28.770 --> 00:59:37.579

Stephanie Bogan: right at 1 point when I was working a lot, and everyone else was, and I was like I'm working for them. They're not really got this. I've got this backwards here.

426

00:59:38.900 --> 00:59:44.679

Stephanie Bogan: and so that's a really powerful shift, because it's that kind of motivation that clarity

427

00:59:44.730 --> 00:59:53.720

Stephanie Bogan: that galvanizes us to act. So that's a really cool like it's a really good thing to sit and reflect on like. How was this really in service of me like? It feels bad.

428

00:59:53.760 --> 01:00:08.750

Stephanie Bogan: but it turns out it was exactly what I needed to get clear that changes are in order, and I'm. Ready to make them, and that Chris honestly, I, the group, I think, would support this getting really clear on how you want to spend your time

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01:00:08.780 --> 01:00:16.809

Stephanie Bogan: having time for yourself in your life and a again. Not that you can't write, you know you don't have little kids in soccer games. To go to. The business is fun.



430

01:00:16.990 --> 01:00:29.390

Stephanie Bogan: but I think we're all here, because the goal is to get to a place where all the time we spend in the office feels largely pretty good, and the time we spend out of the office feels pretty good because we feel good about how the office is running when we're not there.

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01:00:29.750 --> 01:00:36.959

Stephanie Bogan: and whether it's one day or a 100 days. That's the goal, and what you're sharing is, that's not where you're at. So that contrast is

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01:00:37.030 --> 01:00:48.720

Stephanie Bogan: that's our greater brain is going. Hey, pay attention, Pay attention, this isn't working, and so think about that as you write that, Thank you. Letter to the year is, how can you reframe that? So that when you sit with it

433

01:00:48.940 --> 01:00:58.470

Stephanie Bogan: you're like Well, that sucked, but it got me really clear about what I want to do going forward, and it's going to be right. I'm going to not be exhausted going forward. That's going to be awesome.

434

01:00:59.370 --> 01:01:05.059

Stephanie Bogan: And then we can talk about like, what are the changes that you most want to move the needle on as we kick off next year

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01:01:05.130 --> 01:01:09.170

Stephanie Bogan: to really put that system in place. Step one is go, block, some time on your calendar

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01:01:09.740 --> 01:01:18.499

Stephanie Bogan: here. We just go block the time like when you get off the call, go block some time, because that literally is the first, and anyone else like Mike

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01:01:18.600 --> 01:01:25.020

Stephanie Bogan: Hasn't had a vacation She was like I worked 38 years, and he just started scheduling. He's got his calendar blocked out for the next 2 years. Now

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01:01:25.530 --> 01:01:27.509

Stephanie Bogan: I left his vacations in time

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01:01:28.010 --> 01:01:35.129



Stephanie Bogan: right. So when we block that time out, it's an anchor commitment. It says the business has to work around this time, and lo and behold.

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01:01:35.210 --> 01:01:51.679

Stephanie Bogan: it always does right, and then we want to get better and better at how it runs. So you might not do that in the first 2 weeks of the year. But could you do that by the summer? Could you say, hey, what are my priorities for the years to tackle what we need to tackle to make enough progress that I can be gone for 2 weeks in the summer.

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01:01:52.040 --> 01:01:58.719

Stephanie Bogan: You can reflect on that. But you and let us know but just something to really anchor that commitment to the years to put some time on your calendar.

442

01:02:00.150 --> 01:02:01.459

Stephanie Bogan: Does that help a little bit?

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01:02:01.780 --> 01:02:03.410

Chris Hansen: Good times?

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01:02:04.180 --> 01:02:07.939

Stephanie Bogan: All right. You guys are going with the jokes. I love it. Liz.

445

01:02:08.230 --> 01:02:09.740

Stephanie Bogan: how are you today? Lovely!

446

01:02:10.520 --> 01:02:12.770

Liz: I'm doing well

447

01:02:13.450 --> 01:02:22.919

Stephanie Bogan: all right a challenge that you have faced this year. That is like. Still not like it's still landing and not feeling great. There's some resistance or negative energy around it.

448

01:02:27.140 --> 01:02:28.999

Stephanie Bogan: good luck on the audit, Joe.

449

01:02:32.090 --> 01:02:34.660

Liz: okay, Can you repeat the question again?

450

01:02:34.750 --> 01:02:45.329



Stephanie Bogan: So when we're writing our thank you letter to the year you're going to write out the challenges right and then go through a completion exercise. So what's one challenge that you face this year? That would make that letter like something.

451

01:02:45.780 --> 01:02:49.959

Stephanie Bogan: you know some things you're like. Oh, that happened. No big deal and other things you're like, hey? That happened

452

01:02:50.210 --> 01:02:58.420

Stephanie Bogan: so. Is there anything that you were? Challenge, PE person, situation, or experience, that you were challenged by this year. That still kind of like is right. You You're sort of not feeling great about it.

453

01:02:59.610 --> 01:03:01.660

Liz: Yeah, I

454

01:03:03.300 --> 01:03:10.079

Liz: i'm like 90% there, but it would be firing. The person in my office while I

455

01:03:10.110 --> 01:03:11.180

Liz: have

456

01:03:11.510 --> 01:03:13.810

Liz: like it's proved to be a great decision.

457

01:03:13.890 --> 01:03:17.280

Liz: They're still hooking me as like being a bad person.

458

01:03:17.340 --> 01:03:18.040

Stephanie Bogan: Okay.

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01:03:18.250 --> 01:03:24.400

Stephanie Bogan: So if you were going to sit and reflect on that through the lens of how it served you or the business.

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01:03:24.480 --> 01:03:26.090

Stephanie Bogan: how would you reframe it?

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01:03:31.090 --> 01:03:32.920

Liz: How it served me



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01:03:33.560 --> 01:03:35.209

Liz: and the clients?

463

01:03:38.500 --> 01:03:44.699

Liz: Well, she was a confusing communicator, and never quite got to the point, and so

464

01:03:44.850 --> 01:03:51.049

Liz: there's just a lot of time savings for people on the phone whether that's service providers or clients.

465

01:03:51.230 --> 01:03:56.200

Liz: A lot less time invested by the team to try to figure out what's going on.

466

01:03:56.310 --> 01:03:56.870

Okay?

467

01:03:57.080 --> 01:03:58.290

Liz: And

468

01:03:58.650 --> 01:04:05.779

Liz: yeah, there's still some lingering stuff out there for communication that we're sorting through cryptic notes and things.

469

01:04:07.780 --> 01:04:08.899

Liz: and

470

01:04:09.520 --> 01:04:12.339

Liz: there's just so much momentum that's come from it.

471

01:04:12.660 --> 01:04:21.279

Stephanie Bogan: So what's the what's the win? Right? What's the when you think about the lessons and the takeaways, and how it actually serves you to be and do better in the future. How would you frame that

472

01:04:22.840 --> 01:04:24.120

Liz: to serve?

473

01:04:24.440 --> 01:04:26.529

Liz: Do and be in the future

474



01:04:28.520 --> 01:04:32.880

Liz: If you were writing a letter to your clients or your team, and saying, hey, we did this.

475

01:04:32.930 --> 01:04:51.630

Stephanie Bogan: and it feels crappy, but in the end it's really awesome, because right, it helped us in this way. It can be clarity. It can be right time savings. It can be all of that you can write. It can be mindset. It can be methods. It can be momentum like. How would you write that? Thank you like. And here's the cool thing that came out of it.

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01:04:53.920 --> 01:05:00.999

Liz: Yeah, for the team, I would say. The cool thing that came out of it was just a understanding of

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01:05:01.140 --> 01:05:06.990

Liz: how to get feedback better, and the layers of lack of feedback that we have

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01:05:07.360 --> 01:05:17.779

Liz: so getting comfortable with that as a team as to grow so better communication and feedback as a team. What about just did you replace this person with someone who's better in the role?

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01:05:18.560 --> 01:05:21.010

Liz: Yes, okay, well kind of

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01:05:21.060 --> 01:05:36.369

Liz: so. When some of our team that was under utilized is now more in her stress. Can you reframe that through the lens of awesome sauce we had this difficulty. All difficulty is resistance. Resistance is there to say, hey? Something needs paid attention to.

481

01:05:36.600 --> 01:05:38.759

Liz: We finally made attention to it.

482

01:05:38.770 --> 01:06:02.030

Stephanie Bogan: and as a result, right, we have way. Better clarity about communication feedback. As a team. People feel more empowered. They feel heard, and it turns out right. We've been able to redistribute duties, reduce costs. Give someone who was really under utilize the opportunity to really shine saving time as a team, and you know, as a leader. I made a difficult decision, and I followed through on it, and

483

01:06:02.040 --> 01:06:16.139



Stephanie Bogan: you know that just empowered me to do more of that in the future. And i'm earning the Teams Trust equity every time I do this, and things get better like that was actually a really awesome experience to have. Because look at all those positives that came

484

01:06:16.190 --> 01:06:17.560

Stephanie Bogan: out of that learning.

485

01:06:17.580 --> 01:06:28.490

Stephanie Bogan: that goal is to do that, ladies and gentlemen, until you read it, and you actually feel like you believe it when you're like. Not like, oh, yeah, whatever that's great stuff. Even when I write mine. I'm: like, yeah.

486

01:06:28.730 --> 01:06:39.120

Stephanie Bogan: Then I write it, and I read it, and I read it, and I read it until i'm like, okay, wow, this really. And if I can't, then I need to go. I gotta really work through this one.

487

01:06:39.190 --> 01:06:53.899

Stephanie Bogan: It is a really powerful exercise to just clear out the negative voices and beliefs. Because we don't want to carry those into next year. You don't want to have another staff situation and be like. Oh, it's one of those again. You want to have that kind of situation and be like, okay

488

01:06:54.930 --> 01:07:03.979

Stephanie Bogan: above the line. The last time this happened. We did this, and it worked out. So we're going to save ourselves like 6 months. This go around. We're going to deal with this much earlier, much more clearly and much more confidently.

489

01:07:04.080 --> 01:07:12.589

Stephanie Bogan: If we don't complete it, we carry it with us, and that reduces our ability to focus on that next situation from a clear and confident place.

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01:07:12.900 --> 01:07:15.370

Stephanie Bogan: So that's why I think it's such a powerful exercise.

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01:07:15.810 --> 01:07:27.319

Stephanie Bogan: So the goal for all of you. I think we did everyone the goal for all of you is to really write that. Thank you letter for the year, identifying the biggest challenges that you faced personally and professionally

492



01:07:28.230 --> 01:07:31.849

Stephanie Bogan: you'll have personal lens as well right, whatever it may be.

493

01:07:31.960 --> 01:07:36.920

Stephanie Bogan: I share this with the lifestyle group. One of the most powerful ways to use this letter

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01:07:37.200 --> 01:07:39.799

Stephanie Bogan: is to write a Thank you letter to your spouse.

495

01:07:40.560 --> 01:07:57.099

Stephanie Bogan: and but do it through the lens of Here's how I felt challenged in our relationship this year. I would have like better communication like could have been more patient, and then go through that same process. And what it you know. As I reflect on this. What i'm taking away is that I want to show up for you in a more

496

01:07:57.130 --> 01:08:00.749

Stephanie Bogan: kind, loving, patient way, like a whatever it is, and

497

01:08:01.090 --> 01:08:17.450

Stephanie Bogan: it's usually pretty impactful if that's what i'm gonna go with right if your spouse gets a Thank you letter for the year and it and we're showing up from our vantage point, not theirs, and shows that we're really reflecting on how we're showing up for them and our family, and the changes that we want to make. As we reflect

498

01:08:17.560 --> 01:08:26.550

Stephanie Bogan: to me, that's one of the most impactful experiences you can have in a relationship because we're starting to really get out right our side of the equation. They don't have to come at us with it if you will.

499

01:08:27.420 --> 01:08:40.129

Stephanie Bogan: So I've done that, and I found it to be incredibly powerful. I have clients who do it, and I swear every time I get an email that was like Wow, that was because you're creating space for a conversation from a very positive way, because you're starting with ownership. Not a salt.

500

01:08:40.140 --> 01:08:49.100

Stephanie Bogan: not hey you! It's, hey? This is what I reflected on, and it tends to pull defenses down, so you can actually have an unarmored conversation, as I like to call it.

501



01:08:49.540 --> 01:08:54.350

Stephanie Bogan: So just a sidebar and another way to use that exercise in a really impactful way.

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01:08:54.399 --> 01:09:11.220

Stephanie Bogan: we haven't done it before, but Dean and I were talking about doing it with the kids, not so much through a here. So we messed up his parents this year. They're a little bit young for that, but through the lens of like, Thank you. Here's what we've seen and watched in you this year. We saw you struggle with this, and we really saw you pull it out.

503

01:09:11.229 --> 01:09:25.750

Stephanie Bogan: so we thought that might be a really cool exercise to do with the kids and just give them one every year. Parker. We've only got 5 years, but getting it's good to start somewhere. so just to Ps. On something that we're trying in the Bogan family household this year.

504

01:09:26.540 --> 01:09:41.540

Stephanie Bogan: All right Round Table big when something we've got what are we on time? So we've got. We got plenty of time so what I wanted to do is we sat down and thought about wins. in September we all got together, and had right an incredible celebration of all the great work you all have done.

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01:09:41.550 --> 01:09:54.420

Stephanie Bogan: So we thought it would be good to have you each go through and talk about very briefly Your biggest client, when mindset, when any lifestyle life wins value wins. Hey? I double, you know, double my fee, raise my minimum whatever it is.

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01:09:54.430 --> 01:10:07.239

Stephanie Bogan: and any marketing wins. So you don't have to do all of them. But if you could pick. 2 or 3 would love to go around and have each of you share what your biggest wins for the year were, and then we'll do our joke contest.

507

01:10:09.110 --> 01:10:15.509

Stephanie Bogan: All right. let's start with Isaac. You're in the top left at this moment.

508

01:10:16.130 --> 01:10:20.999

Stephanie Bogan: When you think about the winds list, what what are the things that service for you?

509

01:10:21.820 --> 01:10:27.120



Isaac: Nothing. That's why, like Cridge here, I need some time to think about this. I guess.

510

01:10:27.530 --> 01:10:38.180

Isaac: I mean. Let me see, i'll start with limitless and a and i'll give a plug. I talked to a few people that are considering the program for for next year, and like what I shared with them.

511

01:10:38.300 --> 01:10:45.139

Isaac: That was helpful about it, or like why I re-enrolled for the year or the

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01:10:46.110 --> 01:10:54.710

Isaac: I think, Stephanie, with your experience, and just like all the content that's provided. There have been some things in the business that we are able to accelerate, and some of it comes from like

513

01:10:54.740 --> 01:11:11.030

Isaac: being clear on what you're trying to tackle, and then it's like actually having the you know, the next steps to do that. So, like our sales process. We completely revamp that this year, and you know we it was a lot of work, and and you helped us a lot with that which I very much appreciate

514

01:11:11.040 --> 01:11:26.430

Isaac: but I didn't feel like we were starting from scratch and trying to figure that out, and so that that was super helpful the other things that I valued about the group was just the accountability. Our mastermind did a pretty good job of checking it every week on the progress we're making, and then it's just it's a good group of people. So I like to

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01:11:26.460 --> 01:11:36.439

Isaac: learn from other people. And it's it's a good group there. So limitless is definitely a win for me this year. on the marketing side, I think.

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01:11:38.410 --> 01:11:40.380

Isaac: probably our biggest win. There is just like

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01:11:40.990 --> 01:11:44.100

Isaac: committing to focus on the same.

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01:11:44.460 --> 01:11:47.180

Isaac: The same channel. we

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01:11:47.500 --> 01:11:59.969

Isaac: in in the past tended to, you know, get distracted by shiny things or whatever. So you know. Try this or try that whatever. And we just kept focused on Webinars big jail for us, continuing to just like

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01:12:00.420 --> 01:12:04.080

Isaac: grind on the website like SEO stuff like it's not

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01:12:04.310 --> 01:12:07.779

Isaac: super exciting, but it it works and so just like

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01:12:07.900 --> 01:12:13.879

Isaac: keeping head down and focus on what we're doing on on marketing. so yeah, those are the 2 that come to mind for me.

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01:12:13.940 --> 01:12:14.809

Stephanie Bogan: Awesome.

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01:12:15.000 --> 01:12:21.060

Stephanie Bogan: All right. Melissa, you are up next. When you think about wins for the year. What comes to mind for you?

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01:12:21.430 --> 01:12:28.349

Isaac: I think I know that you had more than that September. Look at that happy look on your face in that glass of champagne. But

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01:12:29.160 --> 01:12:36.710

Isaac: Joe Joe Joe is just a on Joe Bourbon at Park City. That was the highlight for me.

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01:12:36.850 --> 01:12:39.030

Stephanie Bogan: All right, Melissa big wins for the year.

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01:12:39.520 --> 01:12:45.319

Melissa Joy: Well, I came into the year not sure. There were a bunch of holes on staffing

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01:12:45.370 --> 01:12:49.780

Melissa Joy: and just we'd had, like 6 months of stop, start

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01:12:50.440 --> 01:12:51.660

Melissa Joy: disappointment

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01:12:51.680 --> 01:13:00.520

Melissa Joy: and leaving the year with capacity, and a really great team who likes each other and has a ton of potential. So

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01:13:00.950 --> 01:13:14.840

Melissa Joy: you know, that comes with a price tag, but it is a price tag that I feel like is worth it, and it's very rewarding for me personally to have built that team, and it makes me super excited about next year

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01:13:15.220 --> 01:13:24.009

Melissa Joy: on the personal front. You guys know that we moved this year and to a house we really love. So that was a huge change.

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01:13:24.080 --> 01:13:28.240

Melissa Joy: that I didn't see coming, which was is.

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01:13:28.310 --> 01:13:30.570

Melissa Joy: I think, really great for our family.

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01:13:30.970 --> 01:13:40.589

Stephanie Bogan: I know you had some value wins this year. Does anything come to mind for you there, when you think about just really starting to own your value? And the other advisors value across the business.

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01:13:40.730 --> 01:13:43.630

Melissa Joy: Yeah. So I definitely

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01:13:43.840 --> 01:13:48.780

Melissa Joy: implementation is always did you do it? But mindset shift in terms of

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01:13:48.960 --> 01:13:53.269

Melissa Joy: the value. and what i'm worth what we're worth.

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01:13:53.300 --> 01:13:55.349

Melissa Joy: definitely

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01:13:55.580 --> 01:13:56.580

Melissa Joy: it has

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01:13:56.800 --> 01:14:09.340

Melissa Joy: each year has been better, and a lot of progress there and now the challenge is getting that distributed to the team. So that's a one on one activity as well as a group



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01:14:09.460 --> 01:14:23.959

Melissa Joy: conversation. And so we've had a lot of those group discussions. a lot of like dollars. And since discussions and Stephanie, I know you and me sat down with One of our team member my team members a new divorce financial planner and

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01:14:25.280 --> 01:14:35.839

Melissa Joy: She was billing like 10,000 a month, which doesn't cover her carry, and last month, with 17,500. So a radical transformation since our conversation in September.

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01:14:36.300 --> 01:14:55.449

Stephanie Bogan: So that's the that like When you think about those value wins, they really do ultimately have economic impact in this case directly on the bottom line, which is so really right when you think about framing that through what the real win there is is that we are really as an organization really starting to own. Get clear on an owner value.

546

01:14:55.460 --> 01:15:06.339

Stephanie Bogan: and then let that ripple through right train and develop everyone else so that they can get clear on it. We're really seeing the revenue right? That's the 70% increase in revenue in the span of a few months.

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01:15:06.420 --> 01:15:13.929

Stephanie Bogan: right? As Isaac works on a sales process. Right you should be seeing those conversion numbers right consistently increase. We'll talk about that next year.

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01:15:14.000 --> 01:15:21.099

Stephanie Bogan: and that's the goal is how to really getting clear on these wins and the impact that they had on the business. Because that's fuel for the future.

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01:15:21.360 --> 01:15:25.480

Stephanie Bogan: Chris, how about you? What big wins, you know, as you look at this list really come up for you?

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01:15:29.220 --> 01:15:35.799

Chris Hansen: I to the the big winds, are we just. We've got all the prospects we can handle. Never been there before.

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01:15:36.040 --> 01:15:37.410

Chris Hansen: And



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01:15:37.840 --> 01:15:45.069

Chris Hansen: and actually, like I say, the ability to actually give somebody a very generous fraternity package is

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01:15:45.110 --> 01:15:48.390

Chris Hansen: is really nice, and we made it just made another higher

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01:15:48.490 --> 01:15:50.689

Chris Hansen: he seems to be working out real Well.

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01:15:50.740 --> 01:15:54.449

Chris Hansen: we we've got. We're moving on the right direction.

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01:15:56.470 --> 01:16:07.680

Stephanie Bogan: right? And so our goal is not to do like 10 giant things a year, right? A couple of big things and some real learning is the fuel that we want to take into our next year. And right leather rins repeat with those priorities in a clear path.

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01:16:08.250 --> 01:16:10.839

Stephanie Bogan: Liz, how about you when you think about wins for the year?

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01:16:12.910 --> 01:16:21.320

Liz: One of the biggest wins is keeping the vision clear for people and just continuing to draw people back to that

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01:16:21.390 --> 01:16:23.380

Liz: when they were

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01:16:23.650 --> 01:16:34.409

Liz: straying slightly or fearful slightly about where we're going. and that is a tip towards my leadership and my ability to hang with

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01:16:36.430 --> 01:16:45.880

Liz: perceptions. I'm always over analyzing what's happening in the other person's head so setting some of that down to to just lead, and

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01:16:45.950 --> 01:16:49.830

Liz: there's lots of runway there, and i'm excited to keep going.

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01:16:49.980 --> 01:16:59.270



Liz: but that's a big one for this year one new win. I'm not sure I've shared. I can't recall. But

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01:16:59.580 --> 01:17:07.420

Liz: my husband and I have been kind of talking for a couple of years about him quitting his job, and he just turned in his notice last week.

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01:17:07.460 --> 01:17:10.789

Liz: he's going to go part time for a period of time, and then.

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01:17:11.010 --> 01:17:16.869

Liz: for sure, be done by May. It might come sooner than that. It depends on when they can find someone to replace him. So

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01:17:17.020 --> 01:17:21.289

Liz: that is awesome. I'm excited about that, and what that will

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01:17:21.550 --> 01:17:24.280

Liz: unlock for our family, because there's just a lot of

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01:17:24.570 --> 01:17:29.720

Liz: who's got the football and logistics and all of that, so he'll he'll carry some more of that.

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01:17:29.960 --> 01:17:35.990

Stephanie Bogan: Awesome. That's great. It's nice when we get our businesses to a place where they can support the lifestyle that we want to live.

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01:17:36.130 --> 01:17:50.989

Stephanie Bogan: and then we build from there, right? So, Liz for you, right? Big focus is growth going forward, but it's good to have those wins under our belt and feel really confident about our leadership as we drive into that growth, because more changes are coming right, and that's our goal is to be as clear and efficient as we can, and getting through them.

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01:17:51.130 --> 01:17:53.550

Stephanie Bogan: So it's great to hear Neil

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01:17:55.960 --> 01:17:58.060

Neal's Otter.ai: for the year.

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01:17:58.710 --> 01:17:59.460

Yeah.



575

01:18:00.050 --> 01:18:03.989

Neal's Otter.ai: I would say, the the biggest wins for us this year are the fact that

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01:18:04.850 --> 01:18:06.899

Neal's Otter.ai: revenue wise, even though

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01:18:07.330 --> 01:18:23.130

Neal's Otter.ai: assets went down to the market, downturn and stuff like that revenue-wise we're still on track to actually, I think match last year, if that's slightly exceeded just because we made it up for it with financial planning costs and insurance sales. So that's good for the team.

578

01:18:23.140 --> 01:18:35.489

Neal's Otter.ai: I think also just from, as I said earlier, like pivoting from growth to value this year and making that switch mid year. was really beneficial for us as well, because we were able to actually start delivering our first client value ads on a quarterly basis

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01:18:35.610 --> 01:18:50.720

Neal's Otter.ai: and then seen Isaac's service calendar that he built. really inspired us, and we reached out to the same designer and actually built out a very similar service calendar for our virtual family office, and we'll be rolling that out in January for all of our clients.

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01:18:51.980 --> 01:18:57.890

Neal's Otter.ai: So in looking at that, those were good wins. And then also, just looking back at the calendar before I went on vacation.

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01:18:58.170 --> 01:19:08.279

Neal's Otter.ai: I completely forgot that we transitioned 20 clients away back in June, and so that was just something. I brought a smile on my face like, oh, yeah, we did that, too. I I shouldn't keep beating myself up about everything.

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01:19:08.960 --> 01:19:17.080

Stephanie Bogan: No, it's a really productive year, and that's the goal Really, with the Thank you. Letter is to really complete the things that are really right. We're kind of still carrying with us

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01:19:17.150 --> 01:19:22.870

Stephanie Bogan: the wins and Allison. I think we've got the the wins exercise. Do we have that in here somewhere?

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01:19:24.050 --> 01:19:34.779

Limitless Adviser: no, I don't have the little worksheet. We've got a little worksheet If anyone wants it or Alison, you can drop that in the chat. It's just a one pager, but it's a good if you want to do the Thank you letter. It's a good exercise.

585

01:19:35.430 --> 01:19:39.069

Stephanie Bogan: What are the biggest wins? What are the biggest challenges? What do you need to get clear on

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01:19:39.110 --> 01:19:50.770

Stephanie Bogan: right. And how does that lead to the actions that you're going to take next year? So those are cool things to do together. If you want to take a couple of hours of really reflection it's one of the things we tell ourselves. We don't have time to do.

587

01:19:50.780 --> 01:20:01.130

Stephanie Bogan: I can tell you that every single time I do it, or when we have clients do it, it's always a very positive experience. One of the things that we Really, Don't, give ourselves enough of this. Leaders

588

01:20:01.210 --> 01:20:16.620

Stephanie Bogan: separate from our roles as advisors is time to reflect and think, to pause and sit and just say, I've got 2 h a week right? Just sit and, you know, reflect or work on these high level issues that really take some quality, think time.

589

01:20:16.710 --> 01:20:33.029

Stephanie Bogan: And so it's an excellent habit. Towards the end of the year I take 2 days every December, and I think I think one year I did it after things. It was, whatever it doesn't matter right towards the end of the year. I literally go off. For 2 days I went to Canyon's retreat right pick a place that you like.

590

01:20:33.040 --> 01:20:45.349

Stephanie Bogan: You get a hotel 2 doors from your house. You want to see the kids at night, whatever it is, you don't have to do that. but those are really powerful. Otherwise take a couple of hours. Close the door to your office, and really sit with the Thank you letter

591

01:20:45.470 --> 01:21:00.989

Stephanie Bogan: and the the your review sheet to really reflect on as a leader not as right. This worked this in, but just in your seat as a leader, so that you get really clear and focused about what worked this year, where there were challenges, what the lessons from those challenges were.

592



01:21:01.000 --> 01:21:15.830

Stephanie Bogan: what your personal and leadership lessons were. And then that's a really empowering place to start the New Year to do all that processing and completion. That's something that very few people do and so that's something that I would encourage you, all of you to do as you wrap up the year.

593

01:21:16.860 --> 01:21:24.649

Stephanie Bogan: And then I told Allison. We need to send everybody a picture, a copy of the the group picture. That was a really great retreat and a really great picture.

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01:21:24.860 --> 01:21:27.329

Stephanie Bogan: so we'll make sure you get one of those full

595

01:21:27.480 --> 01:21:32.169

Limitless Adviser: I'll have to send it to you in a Pdf. I guess I think I put it on. Try.

596

01:21:32.510 --> 01:21:34.230

Limitless Adviser: Got it

597

01:21:35.130 --> 01:21:49.740

Stephanie Bogan: all right all right, because that was it the last thing we needed to just jokes him. Time time, time. Have you been? and then we realized that you all have yeti so we can't give away yet. So we're. I think we decided to do a book. Set the limitless book set.

598

01:21:50.780 --> 01:21:53.339

Stephanie Bogan: Who are you? You must? Who's judging?

599

01:21:53.980 --> 01:22:06.329

Limitless Adviser: I can judge. I did really left here. It's it's on her earlier. He took it off, but I noticed. Who did he did. I kept mine on. Chris. Did you guys not see my

600

01:22:06.530 --> 01:22:35.790

Stephanie Bogan: my ugly Christmas sweater for the lifestyle? And then, amazing that snowflakes all of yeah. This is a Walmart special right here. It's like 5 sizes. I love the unicorn sweater. It's perfect for me. Isn't it like. If i'm going to have an ugly Christmas one. Of course it has to have a unicorn and it out with feet, too. So pretty fine. When you dance they move with you, so I I I I told everyone i'm not eligible to win the ugly sweater contest for a lifestyle I was like. But here's how I know it's an ugly sweater.

601



01:22:35.800 --> 01:22:38.080

Stephanie Bogan: because my husband didn't know it was ugly sweater day.

602

01:22:38.280 --> 01:22:46.709

Stephanie Bogan: so I walked downstairs. We had everybody do a breakout in the lifestyle call. So I got to walk away for 10 min and go check out my sick family, and I literally just walked by my husband

603

01:22:47.180 --> 01:22:50.409

Stephanie Bogan: without looking up or saying a word. He goes. That is an ugly sweater.

604

01:22:50.530 --> 01:22:57.329

Stephanie Bogan: and I was like, Thank you very much. It is I. So it's like so atrocious that I just walk by, and he was like, Don't do that.

605

01:22:57.400 --> 01:22:58.560

Stephanie Bogan: Don't do it

606

01:22:59.160 --> 01:23:00.379

all right.

607

01:23:00.510 --> 01:23:02.460

Stephanie Bogan: I have to keep track of the jokes here.

608

01:23:04.220 --> 01:23:09.750

Stephanie Bogan: You're gonna have to just give you a desk. Joke

609

01:23:09.890 --> 01:23:17.869

Stephanie Bogan: All I someone's got. Are we saying them or putting them in the chat? I think we have to say that. Actually I think we should have Lauren Judge.

610

01:23:17.990 --> 01:23:25.500

Stephanie Bogan: you're gonna judge. And then, when when we have a winner, i'll tell you my Christmas joke, because it's not fair when all the contests

611

01:23:25.950 --> 01:23:26.630

Yeah.

612

01:23:26.940 --> 01:23:32.369

Stephanie Bogan: it does have a bad word in it. So just you know, feel free to note that in advance, mute yourself, if you need to.



613

01:23:32.510 --> 01:23:34.679

Stephanie Bogan: All right. who's first

614

01:23:35.430 --> 01:23:38.560

Stephanie Bogan: you want to go. I was like what your best joke or Chris

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01:23:38.980 --> 01:23:42.379

Chris Hansen: Sure I've only got one, so it's a quick one.

616

01:23:42.470 --> 01:23:46.889

Chris Hansen: What do English majors call Sanders helpers?

617

01:23:47.490 --> 01:23:48.269

What

618

01:23:48.580 --> 01:23:50.450

Chris Hansen: subordinate clauses

619

01:23:51.780 --> 01:24:06.619

Stephanie Bogan: that is good. We need to write all these down, Allison, and put them on like social every day. It's like that should be our thing like every day in December. We do Christmas. That'd be pretty fun. It's it's it's good.

620

01:24:07.170 --> 01:24:09.810

Stephanie Bogan: all right. Isaac, Your best Christmas joke.

621

01:24:10.060 --> 01:24:15.020

Isaac: All right, Here we go. I don't know if this is the best one. But what do you get when you cross the snowman with a vampire.

622

01:24:15.610 --> 01:24:16.340

Stephanie Bogan: Bye.

623

01:24:16.540 --> 01:24:19.830

Neal's Otter.ai: it's gonna be mine. Damn it.

624

01:24:20.720 --> 01:24:22.289

that's good one.

625

01:24:22.820 --> 01:24:27.759



Isaac: I have to write all these down for my kids. They're gonna think i'm so cool. I got one for you, Neil, if you need one.

626

01:24:27.910 --> 01:24:42.639

Stephanie Bogan: You know what I just had to Google a list of Christmas jokes, so i'll go to the next one down. You're disqualified, all right. So you and I be Googling. The same list. Okay, Melissa, your best Christmas joke or your favorite.

627

01:24:43.140 --> 01:24:47.719

Melissa Joy: This one is timely based on the discussion I had with my nine-year-old this morning

628

01:24:47.810 --> 01:24:50.609

Melissa Joy: What do you call a kid who doesn't believe in Santa.

629

01:24:50.820 --> 01:24:51.940

Stephanie Bogan: What

630

01:24:52.420 --> 01:24:55.250

Melissa Joy: a

631

01:24:56.230 --> 01:24:58.670

Neal's Otter.ai: I gotta write that one down.

632

01:25:00.910 --> 01:25:04.039

Stephanie Bogan: All right. Correct Chris, went Neil.

633

01:25:05.210 --> 01:25:10.450

Neal's Otter.ai: would the wise men say, after they offered up their gifts of gold and frankincense.

634

01:25:10.490 --> 01:25:19.249

Stephanie Bogan: You know he got that. Wait! There's my

635

01:25:19.330 --> 01:25:26.439

Stephanie Bogan: and then the frost by one that Isaac Red is the second one on the left, right below.

636

01:25:28.120 --> 01:25:31.299

Liz: I can't think of anything off the fly and

637

01:25:31.650 --> 01:25:41.719



Liz: was taking my kids, so I My mind is complete link that's right. So it was. Just tell a dirty joke instead. Yeah, I can't think of like I don't tell jokes like that, so

638

01:25:42.150 --> 01:25:48.550

Stephanie Bogan: I just make funny puns in the middle of. I am more of a witty in the middle of conversation. Kind of a person. All right, Lauren.

639

01:25:49.220 --> 01:25:54.569

Lauren Kaufman: I'm gonna go with the subordinate clause. I thought that was pretty alright, alright.

640

01:25:55.640 --> 01:26:01.460

Chris Hansen: Well done, Chris. It's the old guy with the bad jokes I got decades of dad jokes.

641

01:26:01.480 --> 01:26:08.629

Chris Hansen: There's a reddit channel with that jokes. 99% of them are horrible. But you get a good one once in a while.

642

01:26:08.910 --> 01:26:12.230

Chris Hansen: alright, do you guys want to hear my Christmas joke?

643

01:26:13.010 --> 01:26:20.670

Stephanie Bogan: All right it does have. It does have a reference to the male anatomy in it. So just before Warren, if you were any way offended mute now, alright.

644

01:26:21.170 --> 01:26:28.040

Stephanie Bogan: i'm gonna try and get through this without coughing. Has been on the phone for like 7 h. All right. So Santa Claus is out on Christmas Eve. He's feeling great. He

645

01:26:28.050 --> 01:26:43.790

Stephanie Bogan: lance the rand there on the first house in this nice neighborhood. He goes down the chimney he's putting a present under the tree, and there at the top of the stairs, is like the the lady of the house, and she's got like curlers in her hair and a bathrobe, and some big fuzzy slippers, and she says, hey, Santa.

646

01:26:43.810 --> 01:26:57.550

Stephanie Bogan: do you want to stay and have some milk and cookies when you're done putting presence under the tree? And it says, oh, ho! Ho! Ho! Gotta go! Gotta go! Gotta get the gifts to the kids, you know. He puts his finger on the side of his nose, and up the chimney he goes.



647

01:26:57.670 --> 01:27:04.770

Stephanie Bogan: hey? And then, reindeer go to the next house. He goes down the chimney. He puts presence under the tree, and there in the stairs, and a nice little negligence

648

01:27:04.800 --> 01:27:08.389

Stephanie Bogan: is another mother, and she says, hey, Santa.

649

01:27:08.740 --> 01:27:21.540

Stephanie Bogan: do you want to stay and play with the train with me after you're done with the Presence, since Hannah said, oh, gotta go! Gotta go. Gotta get the gifts to the kid, you know. Put his finger on the side of his nose and up the chimney he goes.

650

01:27:21.810 --> 01:27:23.979

Stephanie Bogan: Finally he's like this: neighborhood is

651

01:27:24.040 --> 01:27:34.910

Stephanie Bogan: a lot. He's like I'm going to the last house on the block. He goes down. He puts the present under the tree, and they're standing in nothing but her Christmas red bron panties is

652

01:27:34.930 --> 01:27:38.010

Stephanie Bogan: the lady of the house, and she says, hey, Santa.

653

01:27:39.050 --> 01:27:43.969

Stephanie Bogan: would you like to say and unwrap some presence with me if you're done putting those under the tree?

654

01:27:43.990 --> 01:27:45.399

Stephanie Bogan: And Santa says.

655

01:27:46.150 --> 01:27:50.850

Stephanie Bogan: Hey, hey, hey? Gotta stay! Gotta stay. Can't you give me with my Dick this way?

656

01:27:55.280 --> 01:28:08.750

Stephanie Bogan: Yeah. And if you want to modify that for public consumption, you can say, Stick this way, and people still get the idea. Oh, no, that is the best party. You will not give somebody one cocktail and tell them that joke, and it's a winner every single time. It's a good Christmas joke. Yeah.

657

01:28:09.080 --> 01:28:24.139



Stephanie Bogan: cocktails necessary, though, that well you know what it is. The end of a call on the it's a on a Monday. You're You're doing a holiday thing and you're going to be like. What was that joke that Stephanie? You're going to want to remember it.

658

01:28:24.490 --> 01:28:38.290

Stephanie Bogan: All right, ladies and gentlemen. I just want to say on behalf of myself and the entire team, and it's been such an honor to have you with us for our pilot year of leaders. It's been a growth and learning experience for us. We've taken all of your feedback. The experience we've had this year

659

01:28:38.530 --> 01:28:53.490

Stephanie Bogan: really baked that in to our engagement and experience model for next year we have expanded our team and some just powerful and wonderful ways. So we're so happy to have Lauren and Jackie here. and next year I promise Lauren will actually talking to her like jump in

660

01:28:53.500 --> 01:29:07.229

Stephanie Bogan: but we'll she'll really be there to support you as we go through the year. And so we're really looking forward to that, if you need. I sent you guys, some follow up emails. If anyone needs anything. If you want to check in on anything before the end of the year, just reach out and let me know we'll find some time for that.

661

01:29:07.320 --> 01:29:17.010

Stephanie Bogan: otherwise we will see you back in January 2,023, and if I don't talk to you before then. I wish you blessed, and Mary holidays filled with love, laughter, and happiness

