

# LIMITLESS Coaching Call Transcript

MAY 15<sup>TH</sup>, 2023

COACHING CALL: 6 MINDSETS XINT CEOS

So today's topic is the 6 mindsets of excellent executives. Now I know the first thing you're thinking is what i'm gonna make you guys unmute and talk to me today. You guys don't really want to listen to me for an hour. It's a lot of listening to me.

79

00:22:40.590 --> 00:22:50.420

Stephanie Bogan: Shawn gurlin when I say the 6 minds of excellent executives. What pops into your head? There's no wrong answer. By the way, it's just a open open-ended Quiz.

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00:22:52.560 --> 00:22:56.070

Sean Gerlin: I don't know I would say.

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00:22:57.120 --> 00:22:59.470

Sean Gerlin: diligence focus

82

00:23:00.990 --> 00:23:16.090

Stephanie Bogan: great. So those are good starts. I was actually expecting you to say, i'm not an executive. I'm an advisor. I tell you there's no wrong answer. I was gonna get there, anyway. I'm really just starting this call with you guys participating because I we just again need so much to engage with each other around.

83

00:23:16.190 --> 00:23:18.920

Stephanie Bogan: How does the supply to you as an advisor?

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00:23:20.910 --> 00:23:22.170

Stephanie Bogan: Do you have a

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00:23:22.290 --> 00:23:30.710

Stephanie Bogan: yeah? Do you have a mind? Anyone here not have one let me know we've got something in the library. No kidding. So I said, there's always something in the library, maybe not that

86

00:23:31.020 --> 00:23:32.600

Stephanie Bogan: Do you lead.

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00:23:33.480 --> 00:23:34.320



Sean Gerlin: Yes.

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00:23:34.500 --> 00:23:49.120

Stephanie Bogan: all of you leave. If you're on your own, you have the hardest job of all, because it's peerless and most of you, unless you're in a firm with advisors or right, Ceos actual above you when you have that

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00:23:49.260 --> 00:23:56.780

Stephanie Bogan: you have someone to talk with, and 2 when the need arises. And did you notice that when you're on your own

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00:23:56.810 --> 00:24:08.280

Stephanie Bogan: and you're the chief Everything officer is. We like to say that's what the CEO title means in small businesses and big businesses. It means lots of leverage and little business is. It tends to mean the opposite.

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00:24:08.980 --> 00:24:27.180

Stephanie Bogan: And so, when we talk about our mindset, as we know so much of that is so important to the work that we do that we're doing how we the ways that we can accelerate our success. So I want you to look at this, not through the lens of I'm. Not an executive, but through the lens of I'm. I am someone who is responsible for my revenue

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00:24:27.850 --> 00:24:37.840

Stephanie Bogan: all of my business operating decisions, and as a result, the profits that come out right, which is a while delivering value to clients which is the goal of a leader. We agree on that.

93

00:24:38.930 --> 00:24:48.200

Stephanie Bogan: So what are the mindset? So one of the really interesting things about this is this is a conversation based in research.

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00:24:48.520 --> 00:24:58.130

Stephanie Bogan: which I love because we know we love this mindset thing around here, but we also don't want it to be an airy ferry wu thing where you're like. Yeah, it Doesn't really apply to me. You're human.

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00:24:58.200 --> 00:25:06.380

Stephanie Bogan: It applies to you right. And so the the the check in here is the CEO role in general is more important than ever. So Mckinsey.

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00:25:06.810 --> 00:25:08.480

Stephanie Bogan: famous for their research.

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00:25:08.500 --> 00:25:16.700

basically surveyed like 7,000 Ceos right deep filter and figured out now for the first time

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00:25:16.860 --> 00:25:22.360

Stephanie Bogan: if I said, when I open the call, and I, said, Shawn, what are the 6 minds of Ceos? What did Shaun say?

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00:25:23.810 --> 00:25:25.890

Stephanie Bogan: But we're his first 2. Does anyone remember.

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00:25:27.370 --> 00:25:28.980

Stephanie Bogan: John, you want to remind us

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00:25:30.040 --> 00:25:40.030

Stephanie Bogan: you got that focus and diligence and diligence, Roseanne. How about you? If you were going to say this isn't like, hey? This is what makes it successful. CEO or leader. What would you say

102

00:25:46.050 --> 00:25:47.900

Ruzanna Queenan: for a leader?

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00:25:48.800 --> 00:25:54.290

Stephanie Bogan: Focus and vision? Great focus and vision. Todd, Bessie, how about you?

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00:25:54.830 --> 00:25:56.250

Stephanie Bogan: What makes a great leader?

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00:25:57.240 --> 00:25:58.820

Todd Bessey: Not like a delegate

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00:25:59.370 --> 00:26:03.030

Stephanie Bogan: delegating Great Kevin Murray! How about you?

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00:26:03.240 --> 00:26:04.390

Kevin Murray: Flexible.

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00:26:04.460 --> 00:26:16.150

Stephanie Bogan: flexible? So why do we notice. Did anyone come up with the same answers? Focus was consistent. So we're right that we all agree that's pretty important. That's been the problem.

109



00:26:16.470 --> 00:26:18.200  
Stephanie Bogan: What makes a great leader

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00:26:19.050 --> 00:26:35.060  
Stephanie Bogan: in this case, right in the role of executive right revenue, right? Running that business unit. And what they found out is they're actually 6 mindset. So you can imagine my delight when I read this research and found out that the big takeaways were mindset.

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00:26:35.060 --> 00:26:49.060  
Stephanie Bogan: So the 6 mindsets. Here's what they found out in general one. I think we all agree. The CEO role is more important than ever. Your role as a business person is how I want you to frame that for yourself is more or less important than ever. Isaac

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00:26:51.260 --> 00:26:57.500  
Stephanie Bogan: More. Yes, I see, and you guys are all Don't. Have your mute, so we don't have to listen to everyone's background, but

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00:26:59.210 --> 00:27:18.380  
Stephanie Bogan: it's super important. The world is changing. Tech is changing. The face of the profession is changing. The leaders Group and I are going to spend the rest of the week the back half of this week together talking about the modern Cx. What's actually changed? What's the for firm of the future going to look like, what are the trends that are already starting, and what's coming?

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00:27:18.410 --> 00:27:24.790  
Stephanie Bogan: And then we're gonna have a lot of fun. We're gonna design the firm of the future across all the phases of the lifecycle.

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00:27:25.190 --> 00:27:36.490  
Stephanie Bogan: and we'll we'll bring you the summary of all of that. If the august retreat, most likely similar to what we're doing here. But Isaac was there like. We spent 2 days really talking about how to manage our teams, how to manage

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00:27:36.510 --> 00:27:46.270  
Stephanie Bogan: our businesses and our performance, and how to manage ourselves as leaders. This is. Are you guys ready for this? Very few people excel at this job.

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00:27:46.860 --> 00:27:48.670  
Stephanie Bogan: How many of you love it?

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00:27:50.800 --> 00:28:11.620



Stephanie Bogan: A few of us do. We're at the rest of you. Very same people are like. Let me show up to great working. But everything. Please just work out. So your job as an advisor, especially on your own, or within a firm where you don't have total decision making is, you have to figure out how to excel as a business owner, operator, leader.

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00:28:11.830 --> 00:28:20.430

Stephanie Bogan: so that every bit of your time, energy, and capital. Your resources are harnessed to the maximum, and you're best prepared to deal with

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00:28:20.590 --> 00:28:25.610

Stephanie Bogan: right opportunities and crisis because they are the same exact thing.

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00:28:26.070 --> 00:28:28.460

Stephanie Bogan: How many of you are a little free to chat. Gbt.

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00:28:31.140 --> 00:28:42.510

Stephanie Bogan: Yeah, because it's gonna do like half of your job. And under 3 years like, go ahead and write that one down, like people will be printing out plans and bringing them to you and saying, I know it says it's okay. But is it really okay?

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00:28:42.620 --> 00:28:53.480

Stephanie Bogan: Right, the humaning side of the and the value of that partnership and the client experiences where we're seeing the changes, Those all have nothing to do with your talent as an advisor

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00:28:53.830 --> 00:29:05.650

Stephanie Bogan: where the future is, is all about the container that you deliver that awesome sauce through. That's why this conversation becomes really important. Right. The tools and the strategies and the solutions are there to back it up.

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00:29:05.650 --> 00:29:22.160

Stephanie Bogan: But if we don't have the right mindset, we won't, make the decisions that are most aligned with the goal, or most advantageous, even in bad situations, because it's not always sunshine and roses. Is it shut up? Sometimes markets drop, or you lose clients or staff don't work out, and then oh, no, you have to deal with it.

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00:29:22.940 --> 00:29:36.240

Stephanie Bogan: Our mindset determines how and how aligned we deal with it. So what we also found is, you guys will so appreciate this being a so is a CEO is much more about spending plates than silver bullets.



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00:29:37.780 --> 00:29:40.240

Stephanie Bogan: Does anyone anyone connect with that

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00:29:40.680 --> 00:29:54.330

Stephanie Bogan: like Don't we want? We're like, if Christian. If I just get this thing, everything will be okay. But it's never just that, is it? Never. It's like the 9 things that you're managing at any given time, which we talk a lot about in terms of right focus and clarity and all of that.

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00:29:54.480 --> 00:30:02.820

Stephanie Bogan: So the research was really extensive, really well done. If anyone wants a copy of it, you can google it. But we've got the the paper.

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00:30:03.250 --> 00:30:13.940

Stephanie Bogan: Here are the 6 mindsets of the world's best Ceos, and what they call out is that these mindsets apply. If you're not the CEO of a big company. This is again

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00:30:13.950 --> 00:30:32.210

Stephanie Bogan: a conversation about how we how we sit in the leadership seat, which you're all doing every single day. So one. These aren't gonna surprise you, but we're gonna go through them. Then we're gonna do some breakouts to talk about them and come back because this is just. We're not making any more work today. No new assignments. Awesome sauce.

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00:30:32.430 --> 00:30:37.680

Stephanie Bogan: Today we're just sitting with ourselves, and we're reflecting on how we're showing up as a leader

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00:30:37.810 --> 00:30:52.030

Stephanie Bogan: What the business needs from us as we move forward, and what lessons can we take away from the research around the best leaders in the world. One who wants to shout out this out, one for me, Edwin. What's number one?

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00:30:54.440 --> 00:30:58.250

Edwin K. Retter, CFP®, CMT: That's right. Look at that.

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00:30:58.390 --> 00:31:00.930

Stephanie Bogan: Be bold. What is the takeaway?

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00:31:02.350 --> 00:31:06.060



Stephanie Bogan: Be bold. Now, when I say that. What does that mean to you.

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00:31:06.740 --> 00:31:11.320

Stephanie Bogan: Laura, when I say direction setting? We need to be bold. What what pops into your head

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00:31:11.360 --> 00:31:22.110

Stephanie Bogan: take risks that scares the shit out of you. How many of you have had your knees knock this year, and limitless at least once.

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00:31:22.910 --> 00:31:40.890

Stephanie Bogan: That's the work, ladies and gentlemen, if we don't make you uncomfortable, we are not doing our job. Your job when you get uncomfortable is to do the work, not to retreat, not to hide, not to get distracted, and say, hey, I've got some decisions to make.

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00:31:41.380 --> 00:31:51.510

Stephanie Bogan: and when we get in that place of clarity, as you've heard me say a 1,000 times when the vision is clear the decisions are easy, hey? The world is changing. I'm going to need to be prepared for this? Yes or no.

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00:31:52.780 --> 00:32:02.810

Stephanie Bogan: Yes, all right. How can I prepare for it? Great! I need to know it's like so it might be right. The landscape of everything that's changing. It might be a problem in your business.

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00:32:03.890 --> 00:32:14.290

Stephanie Bogan: Being bold. Doesn't always mean to Laura's Point. We're not taking wild risks right and doing dumb stuff. That is not what it means. What does it mean? There

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00:32:22.090 --> 00:32:23.490

Daren Chamblee: it's a good question.

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00:32:23.730 --> 00:32:30.260

Stephanie Bogan: Great? Well, I love that. Honesty is the best policy here.

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00:32:31.690 --> 00:32:32.750

Daren Chamblee: Well.

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00:32:34.670 --> 00:32:40.160



Daren Chamblee: sometimes things that are risky are viewed as dumb, but you have to have the belief that it's not

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00:32:40.510 --> 00:32:44.250

Daren Chamblee: exactly. and follow your own convictions.

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00:32:44.750 --> 00:32:54.520

Stephanie Bogan: Calculated risk is what I like to say as a business owner. If you are not willing to take calculated risks, your progress will be incremental

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00:32:55.260 --> 00:33:14.080

Stephanie Bogan: because incremental effort gets incremental progress. Big moves can have great big downsides, but they can also have big upsides. What i've experienced from When I started my firm at my first firm at 24. Was I afraid of anything, Jan, like I was like? Let's do it. Why, I had 0 to lose

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00:33:14.080 --> 00:33:17.710

Stephanie Bogan: the department and the Honda accord? That, was it?

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00:33:18.610 --> 00:33:34.710

Stephanie Bogan: Then you you get to a place, and then you're like Well, I have a nice practice. Do I really want to shift the client model. Do I really want to raise the fees? Do I really want to invest in these things like it's okay and comfortable. And that is the worst place to be, not from a place of us pushing you to do the bigger, better thing.

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00:33:34.980 --> 00:33:39.740

Stephanie Bogan: but just being really clear that there's a difference between comfort and complacency.

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00:33:40.900 --> 00:33:48.280

Stephanie Bogan: and you have in limitless the opportunity to pick up the rock and look under every single one of those 100 pieces of your practice.

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00:33:48.560 --> 00:33:57.690

Stephanie Bogan: and you don't even have to do them all to excel right the core. 22 lessons on your program map right? Whether you're your one or your 2. You want to get through all of those lessons.

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00:33:57.870 --> 00:34:09.560

Stephanie Bogan: and then there's 80 more advanced lessons for you to go back and go deeper and do more, or do better where it fits. Not all of them. You don't need a client advisory board to have a 1 million dollar one day off practice not required.



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00:34:10.080 --> 00:34:17.389

Stephanie Bogan: But once you right. You're in a good track, and you're like, hey? I think that would be good. It will help with referrals that will help me get clear. Then absolutely that's there for you.

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00:34:17.739 --> 00:34:28.100

Stephanie Bogan: So here's what I want to take away to be. If you're going to write any one thing down direction setting is about having the boldness

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00:34:28.590 --> 00:34:31.420

Stephanie Bogan: to intentionally shape

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00:34:31.710 --> 00:34:34.199

Stephanie Bogan: your firm's future.

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00:34:36.120 --> 00:34:52.989

Stephanie Bogan: which means we don't just get up every day and do our work and be like hey? Good job may go me right. That's why we do the strategic planning. That's why we do the Quarterly roadmap. It's why we sit down once a month. If we're in a mastermind, or with our team right it's Why, we do weekly check-ins like we need to make sure that we set a clear course, and we stay on track.

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00:34:53.540 --> 00:34:57.240

Stephanie Bogan: So that's number one. Can you think of a place

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00:34:57.460 --> 00:35:02.460

Stephanie Bogan: in the last 12 to 36 months, Covid. Host Covid.

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00:35:02.750 --> 00:35:06.840

Stephanie Bogan: where you could have maybe been more bold.

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00:35:08.020 --> 00:35:12.050

Stephanie Bogan: as you reflect on the market, changes the opportunities

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00:35:12.150 --> 00:35:27.630

Stephanie Bogan: now with the benefit of hindsight, and not having been eaten by the tiger. Even now we can look back and say, where could I have been more bold? And we're going to give you an opportunity to do this in a little bit and talk with each other. But I now I want you to cast that shadow forward

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00:35:28.870 --> 00:35:31.850



Stephanie Bogan: and say, Christian, where can I be more bold.

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00:35:32.620 --> 00:35:43.440

Stephanie Bogan: Shawn? Where can I be more bold? Not stupid. bold, calculated risk. So here's the yardstick I use all the time when making big scary decisions. Sometimes little ones

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00:35:43.940 --> 00:35:48.690

Stephanie Bogan: does what I stand to gain outweigh what I stand to lose.

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00:35:49.180 --> 00:35:54.400

Stephanie Bogan: I don't know where he came up with it. It popped into my head one day, but I was like, what am I going to get out of this?

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00:35:54.400 --> 00:36:13.910

Stephanie Bogan: And then, you know, I like the back end like what could go wrong? And then what could go good? Because our brains only give us half the story depending on the state of mind we're in right. If we're in a good state of mind. It's like Laura. This is the best idea ever Go do it. And Laura is like, sure, and we didn't do that like Hmm. Maybe I should check myself and see if this is a new shiny idea. Or if this is really me, being bold because they're not the same thing

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00:36:14.640 --> 00:36:18.340

Stephanie Bogan: right? So can we sit in a space and ask ourselves, Where

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00:36:19.340 --> 00:36:25.770

Stephanie Bogan: do I have opportunities to more actively shape the firm's future?

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00:36:26.200 --> 00:36:39.150

Stephanie Bogan: That's exactly what you're doing here. By the way. right? We're just breaking it down and trying to make it easy and palatable, and have a community and make it a lot less scary. But that's essentially what you're doing is you've hit the giant. I'm gonna be bold button

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00:36:39.480 --> 00:36:45.910

Stephanie Bogan: this Year's about using the button because it's not an easy. Button. It's an easier button, but it's not an easy button

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00:36:46.590 --> 00:36:48.040

Stephanie Bogan: to alignment

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00:36:48.620 --> 00:36:56.720



Stephanie Bogan: Treat the soft stuff is hard. This is cultures, values, vision, client experience. That stuff turns out actually matters

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00:36:57.080 --> 00:37:08.850

Stephanie Bogan: a lot according to the research. So right taking time to have our check-ins communicating with people all of those things where some of you are really naturally good at that.

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00:37:08.900 --> 00:37:28.410

Stephanie Bogan: and some of you are like, hey? I showed up, and I did the work, you know. They'll figure it out, and we really want to look at? What's the culture? Have we shared the vision? Is everyone invested in it? Do they know why they matter? Are we having those conversations about priorities quarter like? Are we actually doing the things to create an intentional alignment

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00:37:28.410 --> 00:37:32.110

Stephanie Bogan: around culture, right? And the soft stuff the pupil side of it.

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00:37:32.550 --> 00:37:41.650

Stephanie Bogan: Can anyone think of a place where Adam, you've been going through? Staff changes right like alignment like it matters right, having all those pieces in place?

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00:37:42.910 --> 00:37:48.130

Adam Scott: Yeah, don't don't say no. It makes me look really bad.

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00:37:48.780 --> 00:37:56.870

Stephanie Bogan: So anyone having any issues around alignment, soft stuff issues right? This is where we want to pay attention, people and culture.

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00:37:56.900 --> 00:38:16.060

Stephanie Bogan: We treat them like hard stuff. That's why we have job descriptions and compensation plans and right annual compensation summaries and all right career ladders and performance reviews and check-ins. Because we need to create a structure, a system to support the soft stuff becoming part

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00:38:16.060 --> 00:38:22.020

Stephanie Bogan: of the routine in the process. That's why we do those things. So Number 2 is alignment.

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00:38:22.630 --> 00:38:26.670

Stephanie Bogan: Number 3 is mobilize, solve for the team. Psychology.



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00:38:27.340 --> 00:38:41.660

Stephanie Bogan: Number 4 help. We're gonna go through these in a minute. Number 4. Help, indeed! Directors help the business. That would be your team in your scenario. Right? Let's make sure we set everyone up for success and or outside partners and centers of influence. So we'll talk about that

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00:38:41.910 --> 00:38:48.610

Stephanie Bogan: connection. I know this is big surprise. Starting with why actually matters not just by the way, on the vision.

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00:38:49.360 --> 00:38:50.440

Stephanie Bogan: But hey.

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00:38:50.520 --> 00:39:01.380

Stephanie Bogan: what are we gonna do next? And why, Rosanna, hey? I'm working on my service model project. Okay, Why, what is the outcome that we want to get? So remember those on purpose project planners that we shared with you

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00:39:01.940 --> 00:39:12.300

Stephanie Bogan: right? Those ensure that the why for each project is there at the beginning, so that you're very clear on what you want to build out. Why, you want to build it out so that you know the outcome that you want to create

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00:39:12.540 --> 00:39:25.460

Stephanie Bogan: and Number 5 is effectiveness. This is not going to be a big shock, but I love that. There's now very substantial research to support it. They only do what they can do, and they delegate. I think someone said Delegate earlier.

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00:39:26.360 --> 00:39:38.200

Stephanie Bogan: They delegate pretty fiercely. Now they obviously have right executives and teams. What does that mean to you? Is the conversation? How do we bring that same fierceness to the conversation?

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00:39:38.940 --> 00:39:47.870

Stephanie Bogan: So number one. They both great Ceos embrace uncertainty and realize Fortune favors the bold. They collectively and actively try.

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00:39:47.960 --> 00:39:58.640

Stephanie Bogan: to shape the future of the company. So take a moment. Think of one place. Write it down because you're going to share these in a couple of minutes where you could be more bold as you focus forward.



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00:40:00.810 --> 00:40:05.800

Stephanie Bogan: I'm not saying you have to do it. By the way. Just right. An idea storm, if you will.

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00:40:12.270 --> 00:40:15.290

Stephanie Bogan: Jeff. You and I just talked. I know you're doing some bold stuff.

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00:40:18.220 --> 00:40:20.540

Stephanie Bogan: Do you have good clarity around that? Why.

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00:40:21.630 --> 00:40:23.040

Stephanie Bogan: I know you do. Because we talked about it.

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00:40:23.680 --> 00:40:24.300

Yeah.

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00:40:25.460 --> 00:40:36.360

Stephanie Bogan: it may still prove to be stupid and not well, but but stupid is always in hindsight if it doesn't work, and that's also a judgment, because oftentimes

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00:40:36.430 --> 00:40:48.590

Stephanie Bogan: how many of you have ever started anything and it like on a business. And by the at the end of the year it happened exactly the way you thought, or the project unfolded exactly the way that you thought. Has that ever happened to anyone like? I don't have that lucky penny.

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00:40:48.970 --> 00:40:59.630

Stephanie Bogan: And so when we get we want tracks right. Those guard rails, if you will, but we also want to make sure that we're holding ourselves in the business to a standard. So we want to be bold. We want to take calculated rests.

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00:41:00.050 --> 00:41:11.100

Stephanie Bogan: You know. What's this gonna take? What's it gonna mean? What are the right? What do we stand to gain? What do we stand to lose? How do we account for those things along? The way is very different than hey? I saw this new tech I want to implement. It

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00:41:11.630 --> 00:41:13.100

Stephanie Bogan: seemed cool and shiny.

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00:41:15.590 --> 00:41:22.820



Stephanie Bogan: so sometimes boldness is in more subtle ways, but it's executing around the things that are ultimately going to matter.

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00:41:23.210 --> 00:41:28.690

Stephanie Bogan: treating the soft stuff hard as we talked about. This is one of the things that the best leaders do.

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00:41:29.440 --> 00:41:41.250

Stephanie Bogan: Interestingly, one of the subsets of that research found that they didn't treat everyone like a colleague in a wheel. So while they may have systems and structure to make the soft, hard. right part of the routine and the process

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00:41:41.370 --> 00:41:51.940

Stephanie Bogan: they were able to treat and approach people differently. Right. Think about the disc profiles. Right? Those communication styles how we're some people. For example, I was coaching with one of you yesterday

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00:41:52.110 --> 00:42:02.210

Stephanie Bogan: is having it a partner. Conversation, and in order you like not, everyone can sit in that moment and be like. Here's exactly what I think. Just off the hat. Some people really need to take stuff away

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00:42:02.590 --> 00:42:21.880

Stephanie Bogan: right. I was having that conversation with one of you around staff, and I was like prep. That person have the conversation. Let them know you're gonna be talking about it. Give them time to reflect on it afterwards come back to you otherwise right, their style might be different. Right? Some of your people can instantly have those conversations and feedback and other people need time to prepare.

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00:42:21.940 --> 00:42:24.330

Stephanie Bogan: So again, things to think about there

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00:42:24.860 --> 00:42:33.400

Stephanie Bogan: solve For team psychology we form and lead effective teams. This could be a part time virtual assistant or a team of 25 or 2,000.

213

00:42:33.790 --> 00:42:41.820

Stephanie Bogan: But it's really about how do we make sure everybody works better together? So Stephen Cubby is one of my favorite quotes, and it is

214

00:42:42.230 --> 00:42:49.750



Stephanie Bogan: the whole point of the team is to leverage each other's strengths, so that our weaknesses become irrelevant.

215

00:42:51.700 --> 00:43:04.530

Stephanie Bogan: Wow! That's pretty cool. right instead of being like You're not this you're not that you're not supposed to be that that's somebody else's job. You are supposed to be this, and you're really good at it. So really effective leaders, obsess

216

00:43:04.550 --> 00:43:13.430

Stephanie Bogan: meaning. They really think about care about and invest in how their team is doing. Notice that of the first 3, 2 of them have to do with people.

217

00:43:14.810 --> 00:43:16.430

Stephanie Bogan: Why is that Laura

218

00:43:20.780 --> 00:43:25.760

caught me multitasking? Why, to them have to do with people.

219

00:43:26.300 --> 00:43:38.750

Laura Rotter (she, her, hers): That's how we're going to be successful by well, obviously clients and dealing with them as people. But even delegating, I have a meeting with my virtual assistant today, and we're really communicating a lot to make sure.

220

00:43:38.960 --> 00:43:42.030

Stephanie Bogan: Yeah, Are you having those conversations? Remember.

221

00:43:42.350 --> 00:43:53.870

Stephanie Bogan: everyone is just trying to get their needs met? If you are not getting what you want out of a team member, or they're not loving it. You're not loving it. Somebody's needs are getting that there is yours or the business

222

00:43:54.060 --> 00:44:09.890

Stephanie Bogan: and our number one job as leaders is to solve for that not hide away from it, not shrink it to or unpack it, and say, hey, this is the situation we need to tend to. What happens. You guys have heard me say this a few times. Now, if we have negative situations and feelings that we don't tend to

223

00:44:10.640 --> 00:44:12.120

Stephanie Bogan: what is inevitable.

224



00:44:15.080 --> 00:44:16.620  
Stephanie Bogan: Somebody say breakdown.

225

00:44:23.360 --> 00:44:26.520  
Stephanie Bogan: When we don't tend to things, there's inevitably a breakdown.

226

00:44:26.720 --> 00:44:33.500  
Stephanie Bogan: So this is a moment to sit and say when I think about my team, right that psychology, how we're engaging

227

00:44:33.510 --> 00:44:36.990  
Stephanie Bogan: Is there an opportunity for me to take action

228

00:44:37.160 --> 00:44:50.870  
Stephanie Bogan: in a way that will better solve for my team's mindset and psychology right so that they're clear their focus. They're empowered they're above the line. I'm getting my needs met Laura. If you're not, I can sit down and have a communication with that person

229

00:44:50.870 --> 00:45:01.930  
Stephanie Bogan: in a in a structured non judgmental way. Hey? The position needs. Here's what i'm getting like we need to fill in this gap. How can we work on that together? Right. Create clear accountability without blame and judgment

230

00:45:02.840 --> 00:45:13.720  
Stephanie Bogan: that's treating this off stuff hard, right? This is making it a priority to sit in the seat of thinking about. How's our team doing? Are we really leveraging them to the utmost

231

00:45:13.920 --> 00:45:23.140  
Stephanie Bogan: like. Have I been really clear, Todd and everything I want you to do? Have I given you the job, descriptions and the like? Do we really know what we're doing, Why, we're doing it when it's supposed to happen.

232

00:45:24.160 --> 00:45:41.430  
Stephanie Bogan: And does the team know that we have that common language that we're always managing to so team psychology. Very important helping directors help the business. This is obviously the team will apply here, but this is around your board of directors who's your board of directors? If you're in a mastermind

233

00:45:44.370 --> 00:45:46.540  
Stephanie Bogan: answer is embedded in the question.



234

00:45:47.430 --> 00:45:53.080

Stephanie Bogan: it's your mastermind. It's limitless like. You have a group of people here to give you

235

00:45:53.180 --> 00:46:01.860

Stephanie Bogan: outside feedback when you're in a peerless job. Why do Ceos with great executive teams and all resources? Why do they have boards?

236

00:46:03.000 --> 00:46:10.110

Stephanie Bogan: Because They're one person and having a sounding board or a strategy place like Michael gets. This Has a gigantic brain

237

00:46:10.790 --> 00:46:21.570

Stephanie Bogan: right? We're not talking like we do talk strategy in our coaching calls right, but it's having a safe place like to have that sounding board process right? No judgment just totally in

238

00:46:21.920 --> 00:46:32.790

Stephanie Bogan: that's really valuable. So if you're in a mastermind, that's really one of those pieces. If you're not find a buddy limitless, and the coaching team are here for you. When we're looking at roadmap. We're giving you feedback.

239

00:46:32.980 --> 00:46:43.590

Stephanie Bogan: That's right. Sitting in that board seat and saying, what's the vision? Where do we want to go? What are the choices we need to make. What are the actions that need to happen? How do we hold ourselves and our team accountable?

240

00:46:43.860 --> 00:46:55.870

Stephanie Bogan: So it's really about? Do you have a board of directors because you're in a peerless job, and it gets hard and lonely. And what's it's so easy to do when there's no one there holding over like lording over you every day.

241

00:46:57.390 --> 00:47:04.530

Stephanie Bogan: It's easy to get distracted. It's easy to do. Fake, busy work. It's easy right to not do the things that really align with the direction we want to go.

242

00:47:05.970 --> 00:47:15.400

Stephanie Bogan: Start with. Why, great Ceos connect with all of their stakeholders when we think about centers of influence. When you go to that lesson, what do you typically start with?



243

00:47:18.950 --> 00:47:26.290

Stephanie Bogan: You start with? Why, like, hey? Here's the relationship. Here's why we do what we do for our clients. Here's why we would like to have this conversation with you.

244

00:47:26.520 --> 00:47:35.030

Stephanie Bogan: So can we do that for all of the stakeholders that are relevant to our business, and that starts with you. By the way, what was the first thing we had to do this year?

245

00:47:38.960 --> 00:47:42.180

Stephanie Bogan: Somebody remembers very first thing we have. You do

246

00:47:43.110 --> 00:47:48.520

Stephanie Bogan: define our big? Why, absolutely, and why do we have you do that

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00:47:50.330 --> 00:47:57.090

Michelle Glass: so that can lead us through the rest of the year?

248

00:47:57.130 --> 00:48:07.610

Stephanie Bogan: Think about these other lessons through that lens? If this is my big, why, where can I be bold? Where can I solve for team psychology? Where can I build my support team around me.

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00:48:07.640 --> 00:48:13.700

Stephanie Bogan: Where can I make sure that that clarity exists at every part of my business? Hey, we're doing a fee schedule review.

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00:48:13.740 --> 00:48:15.320

Stephanie Bogan: Why are these are fees?

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00:48:15.550 --> 00:48:32.760

Stephanie Bogan: Why are these are fees relative to the competition like? Can you answer those questions you should know like these are my fees, because i'm priced at the middle of the market or the top of the market, and I think i'm worth it, or I don't think i'm worth it like, hey? This is like, do we have that clarity? Well, sometimes people, for I don't think they're worth it.

252

00:48:32.760 --> 00:48:43.290

Stephanie Bogan: But that's the honesty piece like oh, Why is this my fee schedule? Because when I said it, I didn't have the confidence I have now,



or the team behind me or the coaching community, and I probably need to take a look

253

00:48:44.720 --> 00:48:54.010

Stephanie Bogan: right. We could pick anything in the business. Your service, model, your sales, process your staffing model. Start with why, and then the end is always clear.

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00:48:54.250 --> 00:49:06.680

Stephanie Bogan: I don't have to spend too much time on this one, because we have an entire program built around, doing only what you can right energy creating revenue, producing work. They prioritize their most critical issues.

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00:49:06.960 --> 00:49:09.880

Stephanie Bogan: They do them and they delegate everything else.

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00:49:10.660 --> 00:49:24.670

Stephanie Bogan: You're not an executive with right. A big team per se. Some of you do have teams around you. You all have the ability to have outsourced resources and partners, and that's essentially what you want to build around you, to create opportunity

257

00:49:24.730 --> 00:49:36.220

Stephanie Bogan: for you to spend more of your time on those energy creating revenue, producing activities. So it might be starting with someone 3 to 5 h a week to do basic stuff, and then expanding it to 10 and then hiring someone.

258

00:49:36.240 --> 00:49:49.630

Stephanie Bogan: Or it might be looking at your current team and asking yourself, is everyone really hitting on all 8 cylinders like? Are we really? And am I only doing the things that I can and should be doing that are really impactful to the business.

259

00:49:49.970 --> 00:50:01.270

Stephanie Bogan: And that's okay. If the answer it's not going to be no to everything like, there's going to be places where there's still opportunity. And that's the reflection point here. Where is there opportunity for me to not do something

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00:50:01.830 --> 00:50:10.060

Stephanie Bogan: that is not leveraging right, my leadership role. Where is there a place for me to create more delegation? So those are the 6 mindsets.

484



01:37:56.110 --> 01:38:10.380

Stephanie Bogan: that's great. I I put a note in there. But I just really appreciate you taking the time to show Melissa that support. Sometimes it's really hard to feel like you're struggling alone when we talk about that peerless job when it's when you're excited you get to tell your friends and your family. But when things are really hard

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01:38:10.800 --> 01:38:12.600

Stephanie Bogan: it's hard, so

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01:38:12.820 --> 01:38:19.570

Stephanie Bogan: you know i'll follow up. We're we're gonna talk later this afternoon. All right, let's see, Leo, how about you? How was your group?

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01:38:21.080 --> 01:38:26.460

Leo: My group was with Kevin by this side of Laura. So

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01:38:29.050 --> 01:38:31.680

Leo: we talked about. I think everybody

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01:38:31.900 --> 01:38:36.010

Leo: seems to be in the same spot. Everyone needs to be bold about

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01:38:37.260 --> 01:38:38.950

Leo: bringing more assets.

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01:38:39.010 --> 01:38:45.960

Leo: It's authentic with themselves what they take those chances. I think

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01:38:46.020 --> 01:38:47.500

Leo: we all

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01:38:48.200 --> 01:38:59.250

Leo: I have the same voice and Melissa to. We all been there, and we are now trying to find what I call, and we share in the group relaxed success.

494

01:38:59.260 --> 01:39:06.670

Leo: Well, we have a system in the process. We're so bold. We make the right decisions as the honors owners of our business.

495

01:39:07.370 --> 01:39:17.060



Leo: that it works better. The systems work there. We're all enough to make the right decisions now, but it's marketing. How we do it with our relationship with our

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01:39:17.120 --> 01:39:23.090

Leo: the with our team, one person, virtual assistant. So we all share the same.

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01:39:23.250 --> 01:39:29.530

Leo: I think, and I was going to say to Melissa. when I move from Meryl to Independence.

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01:39:29.620 --> 01:39:39.780

Leo: I remember one check was \$300 when I had to pay the mortgage so, and one thing one person told me was: People who are resilient are successful in this business.

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01:39:39.780 --> 01:39:55.380

Leo: so I thought we had a good conversation. We shared similar stories, and we wanted to be both, and it'd be bold, as I think the one that, like the we all know the rest of them like genuinely right it we don't always execute on them perfectly

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01:39:55.700 --> 01:40:07.070

Stephanie Bogan: truly; but the be bold. One, I think, is the one that if we're on it sort of resonates with some piece of us, because it like hits us, and it just kind of vibrates through us. And you kind of know, like. Oh.

501

01:40:07.390 --> 01:40:17.280

Stephanie Bogan: yeah. here are places where and so I think again, a lot of those conversations made. Did you guys find the a lot of you people showed up in marketing, or did it show up in other ways?

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01:40:22.870 --> 01:40:27.670

Stephanie Bogan: What was the marketing conversation? When we think about what's being bold for some of you mean

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01:40:29.010 --> 01:40:48.440

Christian Battistelli, CFP®: for me, I know, with the marketing was just the ask with clients like turning a coi conversation into hey, this is something we can turn into building a business, but transitioning it to now that you've referred to them, making that ask and say, okay, is there anyone that you could see us helping?

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01:40:48.630 --> 01:41:15.350



Stephanie Bogan: Yeah, because in our heart, like we want to have the conversation right. But what is our brain? Tell us? We can't have that conversation. It's too pushy. They're not going to respond. They're not going to send you clients. And then my little brain goes yeah, but they're not sending me clients now, and I'm setting them clients like, what's the there's literally no downside to asking someone to give you something that you're not yet getting the worst thing that happens is, they say No, Christian, and I've never going to talk to you again, and that

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01:41:15.350 --> 01:41:25.520

Stephanie Bogan: you usually isn't the outcome. So did you guys find as you were talking, especially around being bold. Marketing comes up. Authenticity comes up like really pulling the levers comes up

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01:41:25.830 --> 01:41:34.180

Stephanie Bogan: and don't. We like doesn't when we sit with that. What's the opposite of fo like? What's the feeling state that keeps us from being bold? More often

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01:41:36.890 --> 01:41:54.840

Stephanie Bogan: fear, like Adams, like a 100% on point. Melissa right is right in a place where she's struggling. And so our brains go into it's not going to work, and it's really hard, and she's processing all of those emotions. I have been there. They're not all far away, by the way, where you just sit down and you're like oh.

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01:41:55.640 --> 01:41:59.730

Stephanie Bogan: and our brains! How many of you were on the overwhelmed call with Liz.

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01:42:01.060 --> 01:42:13.970

Stephanie Bogan: Was that helpful? You guys, I want you to know, is so proud because that's literally one of my favorite conversations, because it hits you all and me so hard. and Liz is such a great coach that I really wanted her to just own that call.

510

01:42:14.010 --> 01:42:25.200

Stephanie Bogan: and that was like for me like one of those like, hey? I don't have to be the one that's doing like that. Was it? Be bold, move for me, because I just love that conversation. At least my coach and I did that convert like

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01:42:25.200 --> 01:42:35.600

Stephanie Bogan: I like no like. I like I live that conversation. And so for me it's like, hey, I need to like let other really awesome people like sit in that space and take you through cool things.

512



01:42:35.680 --> 01:42:50.650

Stephanie Bogan: So that was it. Be bold for me, because I just was like I don't even need to be in this call, and my little brain was like. But you have this story, and you want to make sure that they hear this. And they and I was like she got this, and i'm gonna guess by all your responses that she got it.

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01:42:51.420 --> 01:42:59.420

Stephanie Bogan: So where there are places, whether it's leadership or team or boldness that you can show up. Did you all walk away with something.

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01:43:02.130 --> 01:43:08.740

Stephanie Bogan: Jan. How about you? And then Todd? I'm going to ask you next, because you you leaned in, and a nice way it caught my eye on the screen.

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01:43:08.820 --> 01:43:13.240

Stephanie Bogan: Now everybody's like lead it back

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01:43:14.090 --> 01:43:23.490

Jan Valecka: the way that our team did it is. We went through the 6 mindset, and we all we each just kind of write it ourselves.

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01:43:23.610 --> 01:43:35.200

Jan Valecka: So it was interesting hearing other people write themselves and their thoughts behind it. and being bold, there were some that were very bold, and some that were working on bald, so

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01:43:35.570 --> 01:43:36.970

Jan Valecka: that you know

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01:43:37.260 --> 01:43:42.550

Stephanie Bogan: which one landed the most with you.

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01:43:42.830 --> 01:43:50.720

Jan Valecka: Well, actually the one that landed the most of me was number 2, which was alignment. Treat the soft.

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01:43:50.760 --> 01:43:54.420

Jan Valecka: I I feel like I do a really good job with

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01:43:55.130 --> 01:44:00.320

Jan Valecka: building a strong relationship with clients a strong. I trust



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01:44:00.330 --> 01:44:10.420

Jan Valecka: that people want to work with me. I think one of the reasons why I've not. I think, that one of the reasons why I join Limitless was. I want to work on my client service model

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01:44:10.490 --> 01:44:18.950

Jan Valecka: so that i'm not letting those people down. And so that's yeah. It's part of my my process that I'm going through

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01:44:18.980 --> 01:44:23.470

Jan Valecka: and like we talked about. Once you get that service model behind you

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01:44:23.580 --> 01:44:29.860

Jan Valecka: which is built strongly on your Why, you will be able to be more bold because you have that

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01:44:30.300 --> 01:44:44.490

Stephanie Bogan: the gears are turning like you. It's like going back to that over long. It's hard to be bold and present and clear and confident when you're spinning the 9 plates that the study says that right. It's not about silver bullets. It's about spinning plates.

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01:44:44.490 --> 01:45:01.590

Stephanie Bogan: Which is why, when we asked everyone at the beginning of the call, what are the key characteristics of awesome leaders? What was the one word that all that came up the most consistently.

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01:45:01.590 --> 01:45:11.570

Stephanie Bogan: So there were 2 things I wanted to share with you. Patrick was hanging out with me in the break. and we were talking about this. This is I. So I saved this for last, because I want it to really hit and land.

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01:45:12.070 --> 01:45:30.770

Stephanie Bogan: Out of that research came one really staggering fact. It's all really great stuff, right, but a lot of it you like we intuitively know. And now we understand really great leaders. It's not a crap you like. There are 6 things that they do consistently. We all obviously do things around that. But there's 6 things they do really consistently

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01:45:31.260 --> 01:45:46.750

Stephanie Bogan: what they were able to determine in this particular set of research, which is the largest one that's been done right on right. The characteristics of of successful Ceos. is that now I want you to keep in



mind. This is in a CEO setting. It's going to be more impactful for you in your setting.

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01:45:47.050 --> 01:45:55.190

Stephanie Bogan: 70 of the company's success was directly attributable to the CEO.

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01:45:57.230 --> 01:45:58.090

Stephanie Bogan: Now.

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01:45:58.360 --> 01:46:07.760

Stephanie Bogan: Darren, is that higher or lower for you as a private practice owner, who right doesn't have an executive team and a giant marketing budget and all those big leverage to pull

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01:46:08.470 --> 01:46:22.960

Daren Chamblee: It's gonna be like a lot more. You get a people in process and platforms. But you're all making those decisions, whether to be complacent, whether to push the envelope, whether to make the investment, whether to great, do the work, whether to

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01:46:22.960 --> 01:46:33.110

Stephanie Bogan: like whatever it is like. What I want you to take away. The invitation from this call is that you are shaping the future of the organization on purpose or not on purpose.

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01:46:33.380 --> 01:46:40.310

Stephanie Bogan: And these are the 6 attributes that are most likely to help you Be successful. So we want to right frame the conversation through them.

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01:46:40.370 --> 01:46:46.160

Stephanie Bogan: But, Todd, when you think about these 6 mindsets, and how they've showed up for you what really landed for your group.

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01:46:50.200 --> 01:46:51.820

Todd Bessey: I think

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01:46:53.640 --> 01:47:09.320

Todd Bessey: you know I I I dress number 2 myself. And then Shannon jumped in, and I was talking about working with my right hand person. She's fabulous and just trying to figure out kind of where the next evolution is of her career, and how she fits into the practice going forward as we grow. And

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01:47:09.730 --> 01:47:15.150

Todd Bessey: Shanda jumped in and said she was in that spot within her own firm. So it was a nice dialogue there.

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01:47:17.430 --> 01:47:21.540

Todd Bessey: and I think we had a number of people that are so little practitioners to struggle with.

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01:47:22.980 --> 01:47:27.620

Todd Bessey: You know that the doing only what you can, because you're the only person that can do it.

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01:47:27.960 --> 01:47:38.750

Stephanie Bogan: That is hard. It is harder when you are the only person. And again, as soon as we can. We wanted right outsource or delegate, and remember for those of you who are in that spot until you're there.

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01:47:38.910 --> 01:47:53.240

Stephanie Bogan: block your time like you have different jobs. It is the single biggest thing I can tell you to help you. That could stuck there forever, is the honest answer, because it's like not in your like. Don't do that, if you say, hey, I am my admin

546

01:47:53.240 --> 01:48:05.200

Stephanie Bogan: from 3 to 50'clock. That's when I check email right, or I have like blocks, right? I'm gonna check once in the morning from a service perspective right once in the afternoon. If someone is literally dead or disabled, they're gonna call you

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01:48:05.600 --> 01:48:13.740

Stephanie Bogan: outside of that. Everything can wake 8 h like we're not talking about anything ever going more than 8 h. But can we agree that that is not the end of the world.

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01:48:15.290 --> 01:48:29.570

Stephanie Bogan: So that means we can block time in the morning to get really clear on our day like. Hey, here's what I need to do right client time, or if you need to block days. So I've had clients block time in the morning in the afternoon to be their admin and Ea right or client service assistant.

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01:48:29.590 --> 01:48:34.570

Stephanie Bogan: What that lets you do, Alexa, is when you're in that spot. In that moment a. You know the work.

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01:48:34.870 --> 01:48:40.740



Stephanie Bogan: the you know how long it takes. So when I was right, replacing my ea.

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01:48:40.900 --> 01:48:49.510

Stephanie Bogan: I told you guys I literally was like i'm gonna do this in the morning because i'm an early person right. I can keep everything in my regular schedule. I can do this really early

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01:48:49.800 --> 01:48:53.250

Stephanie Bogan: 2 to 200 h, just to get through my email

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01:48:53.480 --> 01:49:00.840

Stephanie Bogan: process it and make sure that it didn't take me more than 30 min a day. So but what was I able to do by putting it in that container?

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01:49:01.540 --> 01:49:13.340

Stephanie Bogan: I knew a. What was happening because i'm doing it. B. I knew exactly how long it was taking. I was like, oh, it's gonna take someone like. I'm really good at this. I know the ins and outs takes me 2 h. It's gonna take them 3,

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01:49:13.650 --> 01:49:21.990

Stephanie Bogan: all right. 3 h of someone's day is literally just gonna be spent processing my inbox and me. And again for me that doesn't mean like filing, and it means making sure the task is that hey.

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01:49:22.010 --> 01:49:40.670

Stephanie Bogan: Patrick King sent in his new community link for Stephanie to review right. That gets on my calendar. Time is scheduled for me to do that. If Adam. So all of that is handled so for me. That was just one of the ways that it showed up. So, Todd, I I really like the conversation around how you guys are making changes. What's one thing that you will do differently.

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01:49:50.960 --> 01:50:02.400

Todd Bessey: Yeah. For me. Probably it's just having a very direct conversation with my right in person. and just talking about what's important to her, and how I can. You know I mean, I

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01:50:03.110 --> 01:50:06.730

Todd Bessey: value her greatly. She's been with me for 12 years. She's

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01:50:06.970 --> 01:50:12.790

Todd Bessey: heathering that role between administrative responsibilities and being built very capable of of



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01:50:13.030 --> 01:50:17.580

Todd Bessey: planning and analytics and all that fun stuff. So it's it's a tough spot, as

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01:50:18.630 --> 01:50:28.040

Todd Bessey: you know. but one of the things that came up, and i'll try to be quick is just a conversation around how to compensate going forward.

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01:50:29.110 --> 01:50:36.230

Todd Bessey: and one of the people in our group suggested that maybe it's not about a bonus structure. Maybe it's just increased salary, and that would make her happy.

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01:50:36.420 --> 01:50:37.000

Stephanie Bogan: Yeah.

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01:50:37.380 --> 01:50:48.950

Stephanie Bogan: she's been with you a long time. We can talk about it in a call or tribe depending. But like, yeah, I mean, really, you want to look at. What's that career letter? Look like. The whole point of career Ladders is to create a common language between you and the person

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01:50:48.970 --> 01:51:05.080

Stephanie Bogan: about what advancement in 2 ways looks like. And this is what makes it reciprocal. By the way. contribution and compensation right? How do we advance your contribution at level one. You did this right at level 2. Now you're at level 3. That's the senior level.

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01:51:05.380 --> 01:51:15.740

Stephanie Bogan: right? And then at some point there's the ceiling right so Shawn, like the job is the job. We can't pay a \$150,000 a year for right. A clients like we have to hit, so we need to create that clarity

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01:51:15.990 --> 01:51:33.750

Stephanie Bogan: of how that works. And then what's the next level? If we want to take that step, hey? Right? So we would have either a hybrid position, or, you know, part pair of planner, part sort, and then you can adjust the compensation. So you and I can talk about that in terms of your specifics. Just feel free to reach out and just tag me on tribe or reach out.

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01:51:34.050 --> 01:51:46.160

Stephanie Bogan: But yeah, like when you get that clarity we often think like they've been here. They know the job, and they do. They really do.



But when I go into firms and I do audits right where we meet with everyone. And do you know what the teams always tell me? They want

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01:51:46.370 --> 01:51:47.290

Stephanie Bogan: It's crazy.

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01:51:47.660 --> 01:51:56.690

Stephanie Bogan: Been here 3 years. 8 years. What would you like J. Subscription and a vision? Why? Well, I moved paper from my to the desk the other, and he's great guy, and I really like it. But it would be nice to know the why.

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01:51:57.060 --> 01:52:14.210

Stephanie Bogan: like people genuinely want to be connected to what they're doing, and why they're doing it, and how it makes a difference as opposed to right moving, so she's capable. She's experienced. So now the question is, what's the next level for her, and we feel pressure to provide it. But sometimes it's creating clarity that says this is what the job is.

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01:52:14.210 --> 01:52:34.020

Stephanie Bogan: This is what it could be. Now we can have a conversation about how, as your contribution increases, I think very much your base can and should increase. You just wanted to find that. And there's loads of examples in library, but again reach out like, so that as they expand their contribution it's clear, and you can expand their compensation, and everybody feels good.

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01:52:34.260 --> 01:52:37.700

Stephanie Bogan: Now it's not, hey? I've been here 12 years. I need another raise.

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01:52:37.870 --> 01:52:55.410

Stephanie Bogan: It's, hey! This is what the career letter says, and at some point there's a ceiling, and if you want to talk about moving out of this position absolutely, let's have that conversation, and then you have to look at the firm and the revenue. But a lot of times in situations like that, like we might pull in an outsourced, you know, admin or client service person

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01:52:55.410 --> 01:53:07.320

Stephanie Bogan: 10 h a week to take some of the I think Dana had a great example earlier. That was in the chat right? Or she's asking people, what would you keep? What would you stop? What would you start like, hey? If we got to a place where we could forward

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01:53:07.320 --> 01:53:15.490



Stephanie Bogan: 10 h a week of support time? What would be the most helpful to you right to allow you to rate like, enjoy what you're doing a little bit more and feel like you're contributing.

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01:53:16.040 --> 01:53:26.140

Stephanie Bogan: and she'll tell you, and then you can look at the budget and decide. That makes sense. It doesn't make sense, or you can collectively say, hey, that sounds great. We need to add 3 clients to make that possible.

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01:53:26.250 --> 01:53:43.500

Stephanie Bogan: Let's Can we make that the goal? Sure? Okay, Great, because the business ultimately has to support people's growth? That's the challenge in small firms. So you want to make that career letter clear so that they can make decisions, and you can have really proactive conversations about how their contribution and their compensation increases over time.

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01:53:43.810 --> 01:53:44.970

Stephanie Bogan: Does that help a little bit?

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01:53:45.230 --> 01:53:46.610

Todd Bessey: Yeah, Absolutely. Thanks.

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01:53:46.700 --> 01:54:03.840

Stephanie Bogan: Yup. And again, for those of you who are on your own block, your time, block your marketing time, block your Ea time, Block your client service time, right? We're responding to emails. We're calling clients. We're doing like really block your time, because it's the only really the most valuable tool you have

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01:54:03.880 --> 01:54:10.620

Stephanie Bogan: to make sure you get out of doing everything, because the habit is to just keep doing it all because right, that's what gets it done.

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01:54:11.120 --> 01:54:20.690

Stephanie Bogan: So if you can just start to block time, you get a little bit more insight, and then, like we talked about. What's that next level like? What's it going to take to get somebody 5 h a week? Is that 2 clients. Is it one client?

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01:54:20.710 --> 01:54:28.610

Stephanie Bogan: The second that you tell your brain, hey? It's sure to. I want X and it's going to take me to clients. Your brains like. All right, let's get on that.



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01:54:28.970 --> 01:54:47.260

Stephanie Bogan: And again all all the things we teach you. You can amp that up. But as soon as you get that level of clarity your brain can lock on if it's just. This is hard, and it takes a lot of time like, what does my brain do with that? What does it account for? What it when it's going in the background? Right doing that subconscious stuff all in its own? It did I give it a good problem to solve.

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01:54:47.530 --> 01:54:54.990

Todd Bessey: So that's our job. We have to get really clear with our brain. So when it does the work we are like. Let's give you a better question, so that we can get a better answer

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01:54:56.700 --> 01:55:05.930

Stephanie Bogan: Right? Anyone Any pressing issues that came up? Does everyone feel good about the conversation and the takeaways. Did anyone have anything surface that was an issue or concern?

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01:55:09.040 --> 01:55:13.600

Stephanie Bogan: Anyone have anything anyone want to share? Be bold or in other move that they're going to implement

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01:55:15.410 --> 01:55:18.000

Stephanie Bogan: giving you an opportunity to volunteer. Danny Michael.

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01:55:19.540 --> 01:55:20.740

Christian Battistelli, CFP®: I'll

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01:55:21.200 --> 01:55:25.820

EthanBridgewater: speak up. We we signed a contract with

592

01:55:26.230 --> 01:55:34.940

EthanBridgewater: our a transition, and we're gonna our targeting to leave our broker dealer and go Ra by the end of September. So finally.

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01:55:34.970 --> 01:55:38.560

EthanBridgewater: taking the step to follow the the vision

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01:55:38.640 --> 01:55:40.240

Stephanie Bogan: that feel like a bold move.

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01:55:41.520 --> 01:55:49.880



EthanBridgewater: Yeah, there's a lot of unknown that we're still trying to uncover so. And just we've this is the only world we've ever known. So trying to

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01:55:49.880 --> 01:56:02.930

Stephanie Bogan: understand kind of what life looks like on the other side is an interesting thought process.

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01:56:03.110 --> 01:56:16.940

Stephanie Bogan: Just talk about the process. I think we've got a lesson on it, or a recording in the library and some resources. But like conversation is just really helpful when you're going through that together so definitely, if you can look for some people in there, and you guys definitely connect.

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01:56:17.620 --> 01:56:27.940

EthanBridgewater: we'll do. And so that's like that is a great example of being bold, something that we sort of intuitively want. And now we've gotten really clear. But pulling the pulling, the report actually

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01:56:27.970 --> 01:56:39.600

Stephanie Bogan: comes with work, it comes with risk. It comes with potential consequences, lots, obviously lots of positive potential consequences. But our brains to focus on the negative ones when we're making those big changes.

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01:56:39.600 --> 01:56:56.320

Stephanie Bogan: That's what we want to watch out for, hey? If these are the 6 characteristics that are going to help me be a more effective leader of my firm, a more effective operator. so that I can run that excellent business and enjoy the right and rewards. How can I apply these? So that was really the goal of today's conversation. Did it help you guys? Just

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01:56:56.410 --> 01:57:14.910

Stephanie Bogan: again? No new assignments, but just wanted to, as we hit. You know, we're almost halfway through the year. Just get really clear on. Where is there an opportunity right to be bolder, to engage with our team to solve for their psychology, to build a team around us to leverage our time. What are the things that are going to really move the needle?

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01:57:14.910 --> 01:57:28.850

Stephanie Bogan: And how can you apply these lessons in ways that help you to accelerate that success. So we are always honored to have these conversations with you. It was great getting your feedback today. See us in office hours. If you're in virtual, please come to office hours. If you have a specific issue

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01:57:28.850 --> 01:57:37.080

Stephanie Bogan: and you want help, let us know, and we'll set up time for you. We've started a new process for an invite and make sure you get time blocked in office hours.

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01:57:37.090 --> 01:57:55.650

Stephanie Bogan: so we can start with those where people really have a a that they've expressed, and we'll answer questions obviously, and then take it from there. We've got tribe right. We can do one on one. So please reach out if you're stuck, or struggling, or stalled in any way. And again, everyone let's give Melissa some great support. If you can reach out to her on tribe, or support her in any way.

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01:57:55.650 --> 01:58:05.140

Stephanie Bogan: You guys have a great day, and I will talk to you soon, I hope. Today's lesson was helpful, and I gave you just a different perspective on how you can excel as you lead your firms everyone to make it a great week.

