LIMITLESS Coaching Call Transcript

AUGUST 23rd, 2023
SUMMER GROWTH RETREAT
CULTIVATING COIs

0:00:00 Alright, are you guys ready to talk about cultivating COIs? Thank you Tiffany and I always have to like go through this like in speed date style but we allowed we allowed extra time so I think we're gonna be we're gonna have some really good conversation around this.
0:00:17 When you think about hello virtual people hello everyone say hi everyone turn around say hi to virtual. I don't know if you can see them but they're waving at you.
0:00:25 When we think about CLIs it really is about how do you build a successful relationship and relationships are really partnerships.
0:00:33 And do we not in this profession, when it comes to COIs, do we not always say, we take the tool approach?
0:00:41 And then I want you to ask yourself, how team is your approach? When we really think about it, are we engaging with them, are we consistent, are we creating an experience for them?
0:00:50 And so that's really what this conversation is about, is how do we really want to think about how we curate relationships with centers of influence?
0:00:59 And the number one thing that we'd like to talk about is you have to be willing to play the long game.
0:01:04 How many of you have gone to lunch with someone, and been like, wow, that was a great meeting, and they were like, yeah, great meeting.
0:01:09 And then three weeks later, you're thinking to yourself, where are my referrals? What happened when you got back from that meeting?
0:01:19 Did you sit down and map out a relationship plan and schedule all your stuff? No, you went back to your life.
0:01:26 What did they do when they went back to their office after your meeting? They went back to their busy life.
0:01:31 They are not in the list. They don't have time strategies and service bottles. They are just hustling to keep up and our expectation is because we liked each other and said nice things they're supposed to stop their entire system, which isn't that efficient to begin with and they're supposed to carve
0:01:47 out a spot for us in it. They're going to stop and think about all the clients that could need us and they're going to go to the list and they're going to schedule those internet.
0:01:55 No, they're not doing that. But in our head, isn't that what we think happens? So it's our job to really make sure that we're playing a long game.
0:02:03 You have to be willing to invest in those relationships. And we tend to like the shiny sexy stuff. And when we have a couple of those lunches or interactions, and it doesn't pan out immediately, we're like, oh, it didn't work.
0:02:15 And look, COI relationships as Tiffany will tell you right because she's building them every single day using this model, it's about planting seeds, watering seeds, and harvesting on the other side.
0:02:29 And if you're not willing to do that, then COIs are probably not going to be a great channel for you.
0:02:34 But I remember, Tiff, I don't know if you do, when we were working with the firm that hired us originally.
0:02:41 Tiffany's firm originally was a private client, and they were focusing on COIs. And I was like, we just need five good COIs.
0:02:48 Literally, we built a chart, do you remember? And it had like five times five, if they each referred five people, would we 25 people?
0:02:54 And what would that mean to growth? And it got them to the growth goal. Like we start to think, I've got to have hundreds of COIs.
0:03:02 No, you might have a lot of people that you're engaging with. But a few of them are going to be the handful of partners that really create an experience that you can, you know, that's going to drive a pipeline in your business.
0:03:14 Yeah, and the ways I've got to talk to a couple of the COI tables about this. But the way in which you do this is you have to be intentional in your center of influence.
0:03:23 So as I mentioned earlier and as it's stuff just said, it's not just let's just both see each other and it's going to magically work.
0:03:31 You have to be really thoughtful about what are you sharing? What are you on covering? How are you being, as Jared mentioned, like for center of influence, the ability is just to be super authentic, open and direct.
0:03:46 That relationship is there they are there for the same reason and so many people don't know how to just be successful in it but they know that it can be successful because it has been for a very long time and so it's like I'm told I

need to do this I know that this is successful I'm doing the work but
0:04:05 I have no outcome and it's like hey what if I had a way in which we can actually have the outcome why don't we talk about how we make this really intentional uncover and see if we can make a really really strong team collaboration here to not only best serve our clients but our business and grow.
0:04:24 How does that feel? Like man that feels pretty good. Great. Here's how I've approached it to really uncover and find this.
0:04:33 Do you know do you have how have you done it? How would you like to add to this? And it's incredible how that directly shifted from having no lunches and coffees alone to having a lot more time with the right people and not having to, I occasionally have lunch alone and I love it.
0:04:52 I think it's like, yes, you know. Well, when you think about it, how many of your potential CLIs or CLIs have heard of financial advisors who have been approached by one in the past?
0:05:05 100%, like a thousand hundred percent. And how did they do it? Okay, I like you, you like me, you look great.
0:05:12 So like you are really competing with like with an experience in their mind. And so when Tiffany shows up and she's like, hey, here's how I want to have this conversation.
0:05:23 They really do go, oh, this is different. And we'll talk about different strategies. Sometimes I was talking with one of you yesterday, right, new to an area, right?
0:05:32 You reach out to people and you're like, hey, I'm building my team in this area. Can I pay you for an hour of your time to talk about?
0:05:37 And no one ever, no one calls us to see a line says, can I pay you for an hour of your time?
0:05:42 To sit down and talk about X, Y, or Z. That 90% of the time, by the way, they don't take your money.
0:05:49 But it's the offer right now, an incredible person who's trying to have a conversation around some topic, which is very different than, yo, let's be friends and you can give me referrals.
0:05:57 It's gonna be so great. So we're really trying to ask ourselves, how are you standing out? Because there is an experience in their mind that you're competing with and you really wanna make sure that you show up as different.
0:06:10 And the second you start to show up as different, That's where the opportunities really kick in. So what are some of the limiting beliefs that we have around CLIs?
0:06:18 How many of you have ever thought? It's just a waste of a lunch. Like, I can't do one more lunch.
0:06:24 No one's actually gonna send me a client, right? Like, we just get tired. They don't send me the right clients, right?
0:06:30 Like, hey, I'm getting referrals, but I'm not getting the right ones. I, this is very common because it's true. I send more referrals than I get.
0:06:41 Why is that? When I started out, I was right in a family office like a state planning firm. We couldn't refer back to advisors as much as they referred to us.
0:06:48 All our people came from people. They had relationships they were attached to. So there were situations in which I could make a referral, but they were much fewer and farther between than what the financial advisor could do.
0:07:01 And that was a conversation that we had. I just said, look, it's all about relationships and reciprocity and partnerships. And you know, these are three different buckets.
0:07:10 And when it comes to referrals, we have right a group of individuals that refer clients to us. And when we have opportunities, we absolutely right go through and we try to pair them with people that are great fit.
0:07:19 But the sheer numbers say that you're going to be able to refer to more people to us than we are to you.
0:07:24 We want to make sure that this relationship is still reciprocal. So let us talk to you about the team approach that we take to partner with firms like yours to add value not just to our clients, but to yours.
0:07:34 And then I would talk about the things that we do and we could support them. And we would map out all the different kinds of work that the accountant would do relative to our clients.
0:07:42 Like, oh, we're gonna do this. Well, they're gonna do an eyelet. Well, eyelets create work. Like, we really mapped out how can we work together?
0:07:49 You know, hey, we're gonna send you this every October. You're gonna say, like, we built out a partnership playbook. And that by definition makes you different, right?
0:07:59 So these beliefs that really stuck us, as we'd like to say around here, are just those voices in our head telling us that we can't, we shouldn't, we don't know how it won't work and it's not worth it.
0:08:09 But we know Tiffany is an incredible example as our many of our other advisors. We know that centers of influence are an incredible way to grow practice.
0:08:18 We also just know it's like gardening and it's not like the instant garden, you know, where you buy that little thing at the store and you put it in the water bottle and poof, it's perfect overnight.
0:08:26 And last like two days, too, right? To really cultivate a field takes time, energy, and effort and marketing no matter what what you do is going to come with that time interview, we're building a podcast, you're building content.
0:08:39 Consistency is the key. We get hung up on, well, they said they gave my name to someone and it didn't get the phone call.

0:08:45 Yeah, that's going to happen too. It's not a reason not to move forward. It's a reason to address it. Hey, you've mentioned that you've referred a number of people and we haven't gotten those phone calls.
0:08:54 So I really appreciate the confidence that you're placing when you make those referrals, but I want to make sure that the people actually get the information they need to make good choices for their financial life.
0:09:02 Is there something we can do to make sure, right, that we're actually connecting with people? I literally would sit across from CUIs and say, here's the truth.
0:09:09 You're gonna give our name to people and they're gonna know they need to do this, but we are in the planning business, not the emergency business, and people tend to put this off.
0:09:16 So as important as it is, you're gonna give them our number and eight out of 10 times, they're not gonna call us.
0:09:21 So they're not gonna call us right away. And then I would validate. I really appreciate that you identified an opportunity that could be valuable to your client.
0:09:28 That's really important. I really appreciate that. I want to make sure we get them information, how might we follow up?
0:09:35 Hey, can I get you some? And then we started building stuff to send over white papers and things of that nature.
0:09:40 You're building a bridge. And so often what Tiffany's so great at is she just has the conversation she needs to have.
0:09:47 She frames it appropriately and professionally, but if there's a breakdown, if there's a hesitation, if there's a year referring, she just goes, can we have this conversation?
0:09:54 And if you can't, they're not your CLI, they're just not. So why would we want to invest energy in people when we can't have those integrity based conversations about like we want to be friends and have a great time But it's a business and we're trying to build a partnership that's advantageous for
0:10:08 both of us That's going to be and I would just tell people that's going to be something we're going to work on together And then you know, I was young and naive and I'd be like hey, you have a list of clients and you're in your filing cabinet We'll come over and compile a list and they were like okay
0:10:22 , great Literally everybody in the file was like we'll build a spreadsheet right and and like we were constantly looking for I was constantly looking for ways to make them make it easier for them to do what I wanted them to do because I knew that they were just like my principal who was busy and distracted
0:10:38 and it was a great intent but there was no structure around it and that's what you're going to hear Tiffany really dig into is we built this model right for what works and then Tiffany took it customized it road runners we talked to you guys about right rip off deploy revise until no new edits are required
0:10:54 that is I think the world's longest acronym and then I had to work on that one. Oh, my hair's on the mic.
0:11:02 It is road runner, rip off and deploy. We've always done that. And then I was like, road sounds so funky.
0:11:11 I need something else. And I was like, road runner, right? They go, go, go. So it's rip off and deploy.
0:11:16 Revise until no new edits are required. Yeah, my brain had to work on it. I was like, yeah, but it worked.
0:11:21 I was pretty proud of myself that day. I'm like, it's like, oh, that's pretty hard. All right, so the conversation here is just what are the beliefs that are stuck in you?
0:11:31 What is in your head making you give a, well, I know I should, but what about this and what about that, right?
0:11:36 I gave you your name and two others and you have that conversation. Hey, when you give our name and others, if they're calling other people, that's great.
0:11:43 Now the one thing we don't have a slide on here, can you hear me now, okay? Is that better? Okay.
0:11:54 You know, I gave your name to two others, that's just another problem to solve, right? So instead of these being stopping points, we just want them to be stumbling blocks, so that we can have a conversation and figure out how to step over them together.
0:12:07 Yeah, and as we've discussed a couple times today, it's not about having a time, so and it makes it so nice, because those are the relationships that you just, you're so excited for their wins, your client wins, like your own wins in it.
0:12:20 So it's so great to get to a place where you just have a few of them, but I look at it like starting in that Purposeful planner and thinking of outcomes.
0:12:27 I'm like, great. If our goal is 200,000 is new revenue for the year, right? And our average high value client is $10,000 in revenue a year.
0:12:36 Great. How many clients do I need? We need 20 clients. Well, where are we going to get that organically through client experience?
0:12:42 We know we're probably getting five to seven, right? Where else should we look? Which channel is going to produce this?
0:12:48 Well, when I look at the COIs and I'm like, great, I need 10 to 15 new clients. How am I going to get there?
0:12:54 How many COIs do I need to refer three to five? And where are they at in the stage of, are we going to get to those referral numbers?

0:13:04 That's what I'm saying. I mean, to have five COIs refer three clients. And those three clients, they're most likely high value clients because you've been able to have that direct conversation on where you're at and if you don't, you're able to have the conversation of why and get to the place where
0:13:22 you're high value clients. All right, I have five. They referred three. That's 15. We're getting really close to those numbers.
0:13:30 Conversion rates tend to be higher because it's a respected professional that's making the introduction, right? It's not coming cold from the internet or anything along those lines.
0:13:39 So now we're closing 70 to 75% of those Versus maybe 50 because they're coming in qualified They already are coming from a trusted relationship And you're able to have way more insights into where are their motivators and problems because you have a really good relationship with that COI who calls you
0:13:58 ahead of that and or you call them and tells you all of that information. So you really can build the seven figure practice just on COIs.
0:14:06 If you get to the point that there's five of them referring to five, that's 25. If you have an average of 10, that's $250,000 or right, and then not only that, but that's what you're occurring revenue.
0:14:19 So then if they do that again the next year, you're at 500,000. So four years to get to a million dollar practice on COI relationships.
0:14:29 I know, and I know that's like, oh yeah, that sounds great, but I don't have the one. It is the long-relationship.
0:14:35 And all of those things, but it really does get down to with intentionality. It can be that simple in this channel.
0:14:42 When you find the right relationships, there is true intentionality from both sides in a commitment to it, and then you're both doing it.
0:14:50 And by the way, that's something that you can offer them to. We've certainly done it with our CPAs are attorneys.
0:14:56 We've given eye bankers some pretty amazing closes and stuff like that, that they're just as invested in that relationship because those numbers work for them too.
0:15:05 And of course, like to Steph's point, like the intentionality and how do you stand out? But when you have a niche or you do specialize, it does tend to help accelerate the process.
0:15:14 The moment we started entrepreneur aligned, a whole new world of COIs opened up and existing ones where it was, It's just like telling the client, hey, I didn't know if you know this, but we're really passionate about helping women dealing with the loss of the spouse, right?
0:15:28 Like now their brain has something sticky to hold onto. If you like, when I see this person, I now think of this firm, right?
0:15:35 Like we work in, working with operating entrepreneurs, one of the things that we found that has really been a barrier to them is feeling as though advisors are gonna put all their money in the market and they can't help them in the business.
0:15:46 We've created this type of process to solve that. We call it our personal wealth operating system. And would you like to learn more about that?
0:15:52 And they're like, yup. And that already is differentiating us. So that niche just specializes you or accelerates your opportunity. Well, the other thing is, it relinquishes all need for competition.
0:16:03 They may have an advisor they've worked with like a TIFF for 15 years. But if the advisors that Tiffany and Jared specialize, the COIs that they work with, and they have their niches, and someone comes along that's not in that niche.
0:16:16 And Jim happened to be like, hey, I work with, you know, professional circus clowns and your CPA had a professional circus clown, they probably send it to Jim and not to Tiffany because the brain gets sticky.
0:16:30 Like, now what I can say is how you probably have some relationships that you have good relationships with that you refer clients to over the years, and I think that's great what we found is because we specialize very specifically in women who are suddenly they see a foes or whatever it is.
0:16:44 Now all of a sudden, it's like their brain carbs out of lane just for you. So you don't need all of their referrals.
0:16:52 You just want the referrals that really fit right your niche and the ideal or your ideal client avatar. So the more you have a niche, the more your CI relationships to Tiffany's point accelerate because you're not competing with anyone else, very unlikely, and now you have an opportunity to really differentiate
0:17:11 yourself and stand out. You're not just like give me the grab for all the clients you're really showing up as a credible professional This is this is the charge of clients the segment of clients that we really do our best work with and when those opportunities arise We'd love to be a value of your clients
0:17:24 in that way when that sudden CFO right when that little old lady or somebody's like and they're sitting A car their brain is far more likely to be like this is for Jesse Because we've carved that little spot out of uniqueness and our brains remember things that are unique and different.
0:17:41 So you know, having that specialty helps, having a really structured process, having candid conversations. Each of those things is like a layer that you're building and really building an integrity-based relationship and really surfacing the people that are like, yeah, Jim, you and I click, Tiff will

0:17:58 tell you, you just click with people and the people that you click with, it's not that much effort. I did an event for a group last year and I clicked with the pros and I mean like it was like Tiffany and I were hanging out like clicked It's been effortless.
0:18:13 She's just like hey Steph. We're gonna do this thing. Can you help us with that? Here's a hundred grand. I was like sure no problem like there's no I just call her up I'm like I had this really cool idea.
0:18:21 What do you think is that something your advisors would like and she was like Yeah, that'd be really cool. We probably can't do that next year, but like there's no like judging like we're just like we're friends not in a I mean we are friends but we became friends but it's like it's just a pool like
0:18:36 there's no boundaries or borders or what we can we're just we're peers talking about how to do good work together and it's a really cool way to have those relationships you just have to find the ones and they won't all be right you're 90 besties with everybody you can have good professional relationships
0:18:53 but you want them to be So let's talk about the relationship runway. We've talked about planting and harvesting. I like the idea of take-offs on my animations best.
0:19:11 Right, so you're going to start with awareness, which is you have to let people know that you're here. Right, we've talked about how to differentiate, how to stand out, then you're ultimately, so you're going to approach them.
0:19:22 For current clients, they all have COIs. You should, number one, this is like low-lying fruit, step one in the COI, make a list of all their COIs.
0:19:33 And then reach back out to them using this structure to reintroduce yourself and say, hey, insert trigger reason here. Hey, you know, post-COVID, we've really been taking a much more integrated approach to working with our clients, you know, the balance of their team.
0:19:48 We'd love to get together with you to just talk about some of the things that we're doing and learn a little bit about what's going on you're in and talk about John and Jane and right blah blah blah and they're like okay that sounds great.
0:19:57 If you have multiple referrals with someone right now you have an opportunity to engage with them on an ongoing basis right you've got the referral roadmap where you're engaging around referrals you've got the system which we're going to talk about so step one is to make the approach.
0:20:11 If it's a new CLI right it's going to be a cold approach we'll talk about some ways that you can warm that up if they're current clients it's just a reintroduction where you're kind are hitting the reset button on that relationship.
0:20:22 Next phase is you want to move into education. Tiffany does a lot of value ads. Like, just hear something I saw that could be useful.
0:20:29 Hey, this was something I think might be valuable. Hey, we just worked on this. I thought you might like to see it.
0:20:33 Hey, the gems are coming in. And we want to check in with you about this tax strategy, just to make sure that we're getting it right on our end.
0:20:41 They know they're getting it right. But what is she doing? She's creating an opportunity to engage with that person and be like, you're so valuable, you're part of the team.
0:20:49 Why do we want them to be on the team? We don't want them to just give us the referral and go behind the curtain like we think that's okay, but it's not why.
0:20:58 Do teams always win? No, do you still want to keep playing? You don't want to create a relationship where the first no is your referral relationship.
0:21:10 You want them to feel like they're part of the team, they're in the game. You want them to be invested in helping you get the yes, but even if it's a no, you want them to be like, like, hey, this was a great process.
0:21:20 The plaintiffs wasn't ready or they didn't get it. I want to keep playing the game with you. And that's where that engagement really becomes important.
0:21:26 So we're going to continuously add value. We're going to connect with them. We're going to really, to Tiffany's point, be intentional about having touch points.
0:21:34 Then we're going to have ongoing engagement. I want you to think about this as a service model for COIs is essentially what we're talking about.
0:21:41 It's not like I'm a cowboy and I just show up one day, wing it from the hip and go. It is now I've got a structured system.
0:21:48 And how many people are in my COI list, how am I dripping on them, where am I focusing my campaigns, right through my really paying attention to this quarter?
0:21:56 So we'll talk a little bit more about those strategies, but the idea is ultimately to get to a place where you're partnering.
0:22:02 Partnering before you get the first referral might be sitting down and talking about, you know, hey, I'm writing an article on the top 10 tax mistakes that retirees make.
0:22:12 Could I come to the office and pick your brain for that? Are they going to say no? No, they're not.
0:22:19 Then what are you going to have an opportunity to do? Actually pick their brain about stuff. You may already know about it.
0:22:24 That's okay. Now we have a collaboration ham and it's in this piece out. I'd love to put you in it.

0:22:30 If you want to send it out to clients, that'd be great. Like now I've got like we're doing things together.
0:22:35 And that's essentially it. We're practicing. Think of teams. We practice and we play. We practice and we play. We want to show up and just get the play.
0:22:44 We just want to be like we're in the in zone. I'm ready for the football. Give me give me the touchdown and we want to skip everything that was required up to that point Right, so we want to start partnering and then obviously we're gonna hit referrals except better And when they refer if you are not
0:23:01 using the referral roadmap There is a lesson on that it literally if this is the lowest lying fruit You use it for clients and centers of influence three steps for clients five steps for centers of influence If you're not doing that it's just a mandatory table stakes.
0:23:14 It will instantly increase it instantly. It will over time, increase the quality and quality, quantity and quality of your referrals, because you're really engaging with people about what happens is part of the referral process.
0:23:28 If a COI sends Tiffany a client that isn't a good fit, that could be the deathmall of our relationship, or it could be a really good opportunity for me to sit across from that person and say, Bob, I've really enjoyed our relationship and all the referrals that you've sent.
0:23:42 And I realize I haven't done a good enough job of getting specific on where we really feel like we're specializing to add the most value.
0:23:48 And we're happy to be that first phone call and help your clients spend a little time with them, point them in the right direction.
0:23:53 And our specialty is really around operating entrepreneurs. So when those people cross your door, right, it's going to look like they're busy.
0:24:01 They're overwhelmed. They've got a lot of complexity, right? Those are the people that, again, our practice is really focused on those.
0:24:08 So as those opportunities come up, we'd love to talk to those people as well. Now it's that person, I think, well, Jim's a good guy.
0:24:14 He'll still talk to people if they need a question. But probably not going to send them unless they're an operating entrepreneur going forward or there's someone with an actual need and that's where the relationship actually kicks in where they're like, hey, could you talk to Jane and Jack about X,
0:24:29 Y, or Z. And you're, of course, I can't. So that's, it's subtle. There's not like a step where you sit across from them, Todd, and go, okay, we're in the awareness phase now.
0:24:38 Well, we're in the education phase. Have we reached the partner phase yet? But if you followed Tiffany around when she started to apply this lesson and she applies it now, you would see these relationship phases really unfold.
0:24:52 What you want to do is give that a structure. Yeah, and as we talked about, it just takes a little bit of time and that mindset shift to separate yourself from the crowd.
0:25:02 And so really thinking through like, okay, in this one to three years, what are those wins look like that we're not just going from similar to that marketing piece, but I, that, I'm sorry, don't try and go.
0:25:14 I was talking about where it's like problem unaware and buyer, like there's a road there, that it's not just like, okay, now they're aware of me, referral.
0:25:22 It doesn't work that way. There's a process in between that really, and you're awesome. You now know me. You're welcome.
0:25:32 Rehearsal, please. It doesn't, it doesn't work that way. It really takes an understanding of what do you do? Like where do these clients fit?
0:25:42 Like how do we ensure that it's a safe place to refer? Referring is your badge and telling somebody, you trust somebody else and they look back at you when it's bad.
0:25:52 Like so you know, it takes, it's a big thing to open that door and understanding that and then creating a path that allows everyone to feel comfortable in that and then reiterating that.
0:26:02 Like oh, it happened again, guess what? We already know how you like to collaborate If things didn't go as smooth, we had open lines of communication to ensure that the next one is.
0:26:11 So we're building on a relationship that makes it to the place where one of our top referring ones now is in a state planning attorney.
0:26:20 Our team loves him. He is a resource. They will ask him questions. He is there. He refers us. We refer him.
0:26:28 It's probably like, I mean, there's so many clients between us now. And it's not just me, our entire team feels like they can mean on him.
0:26:37 He is now building his team in a really big way that we're going to expand that. Last thing we talked about in partnering is like, hey, it seems as though we collect a lot of information that you are also collecting.
0:26:50 And I wonder if that doesn't knock off a little bit of fee. We just, what is the 20% that maybe we're not collecting?
0:26:57 Let me see your intake form again. How have you evolved that? What if we got that? And that's also a barrier sometimes for people getting their state planning done So we're now in this place of like it just keeps evolving and accelerating and the referrals come through even more and more because we're

0:27:13 just Consistently top of mind. So what do you hear in that? Is this now? What do you hear what you hear her talking about is partnership.
0:27:21 Yeah, that's where partnership really kicks in So the point here is we go into these relationships often times with the one way attitude, right?
0:27:30 If I show up and I say just the right stuff and they will know I'm awesome when I care and they'll give me clients, when do we actually stop and say, how do I add value to this partnership?
0:27:40 What can I do? What do they need? And that was where I think I was very young when I was doing this, but I had no boundaries, I just didn't know any better.
0:27:49 And I was like, hey, you have all these names, do you have them in a list? And they were like, no, and I was like, well, what if I come over and write, we can get someone to put them all in a spreadsheet sheet, and then we can sit down and really have a conversation about which of your clients might
0:28:00 actually need what they would, and he was like, yeah, like no one had ever offered to like come in and do some of the work before, right?
0:28:08 I was at that point really trying to build any, any inroads I could to get access to their clients. And I was, I was practice oriented like, that's just what my approach was at the time.
0:28:18 I didn't even realize it, but that was where I had value to add. And I would say things like, hey, we've got this really cool spreadsheet that dropped, By the way, I would say that before I had created the spreadsheet.
0:28:27 I'd be like, oh, I've got this really great spreadsheet that we can put everybody in and we can look at their network And it can just pop out who's gonna be a great candidate for this and they were like great And then what did I do immediately after I would run home?
0:28:38 I feel the spreadsheet But that's how we created opportunities is I was always in Tiffany is so good at this I was always looking at how I could add value Knowing that I would organically extract value But we go into these relationships with a I want to extract value to Tiffany's point I tell like Someone
0:29:01 actually did say yes to this one. So I'm always careful when I ask the question But how many of you like met your spouse on night one and then like we're popping out babies the next week Someone actually said I married my spa.
0:29:12 I was like okay You don't count. They've been married for like 25 years. It's like you are the anomaly You don't do that right like you take time and you get to know each other and you work out the kings and you think she's great so you do nice stuff and he thinks you're great he doesn't like it's that
0:29:29 back and forth that ultimately builds a relationship and we want to like drop in be awesome and get the ROI so there's a process and a structure that Tim's going to walk you through and we're going to give you examples of how you can use that and then we'll have loads of time for Q&A and to have you
0:29:46 guys do a little practical work. Now I have my hands are very full now. So the process. And there's the nine there's the nine steps that we've identified and we'll go through each one of them.
0:30:04 So I'm not going to read through each one of them just because I think we actually have a slide for each one of them and last time we stayed here the entire time.
0:30:12 We just tell the whole story and then we're like, oh wait, we had a live site. Yeah, so we'll start with step one building the COI focus list, identifying your current COIs.
0:30:24 So just taking a list of where is a relationship in the tutorial where your COIs are. Do you have a bunch?
0:30:31 Do you have ones that you feel like you have a relationship with? You just don't have maybe the referral relationship with that you're looking to build or anything along those lines.
0:30:40 That's put them down. And so, and and determine, are they a fit? Mistake would be to rule them out just because they haven't referred, because there's a shot that I like to go back at.
0:30:55 Maybe they don't know how to refer, or they didn't know that you were growing, or they didn't know you're interested, or those types of things.
0:31:01 It can get to a place that it gets really, there's an opportunity there to re-engage that relationship, especially through the process of having a more intentional approach.
0:31:12 Hey, I know we've been connected for several years and we haven't, you know, had the opportunity to really, to really embrace this the way that we both intended to.
0:31:20 Love to have a conversation about that. I've been able to work through this process a few times and had some success with some other professionals would you like to have that conversation.
0:31:30 And a lot of times they're like yes, because they want to grow. And or as we talked about the occasional CPA right now, it's like, nope, I am at capacity and I'm not growing.
0:31:40 You're like, that's great. I'm going to put you on the dripless and not really continue to hope for referrals over here.
0:31:47 And then build the COI list. So if you don't, where are you starting? Start from your current clients. That's always a great place.
0:31:54 The next one, and this one was really big for me. One because I didn't have a lot of my own clients at the time when I started was I would meet really amazing professional partners and then I would say who are two of your most like your most favorite professional partners that you work with?

0:32:13 What do they do? How do you engage with them? Why do you like working with them? Are you guys able to refer to one another?
0:32:20 What does that look like? Oh wow, they sound like somebody I would really love to get to know. Would you be willing to make that introduction?
0:32:26 First of all, gets you to learn to start asking because it's not asking for a client, it's asking for another professional relationship, which is a much easier door to open for most than others.
0:32:36 And then number two, you start building that like wheel of like, I now went and had lunch with this COI who also knows this COI and then they went and had lunch and they talked about me.
0:32:47 So now I'm top of mind at the time frame that I'm not even there. And then I did that again and it turns out this other one that they referred me to also knows this one and so it starts to build and then over time those relationships as you become embedded in them become a really amazing business development
0:33:05 mastermind group that you can be a little bit more effective in addition with your time but it's a really great way to grow and look at they've already qualified them they're not if you're not asking like who's the worst person that you can introduce me to you're saying who are the people that you really
0:33:19 love working with as professionals and why and you uncover and and you're like, wow, that person sounds awesome and focused in on growing and building and being a part of a really intentional relationship, too.
0:33:31 I would love to know them. So it's a really great way to find out who they're connecting to and what they've already needed out.
0:33:38 It also tells you something about their relationships when you go, it's really good, trust and verify process as you're building your COI relationships because you're gonna ask them similar questions, hey, who are your two most favorite?
0:33:51 But probably should say the person that referred them, but if not, you know, just learning more about it. So, and there's always a door opener and easy conversation, like, oh, they referred you, or they said, so all these great things about you, let's have this conversation.
0:34:07 And it's really great for them to just start getting into who they are, what they do, instead of weathering kids and those types of things, but it gets you really focused in on like the business pieces pretty quick.
0:34:18 This is also the spot where most people don't start the number one reason that people don't have more COI relationships is they just don't get focused at step one if you happen to know someone or it, you know, organically or you bump into them or you're like, oh, I haven't talked to John for a few months
0:34:34 I guess I have a reason to call is wildly different than what we're talking about here, right? What we're talking about here is step one is intention.
0:34:42 You're going to develop two lists. One, your current COI list. Everyone of your clients has some COIs. If you don't have that information, you're going to get it.
0:34:49 If you do have it, you're going to organize it so that now we've got right a starting place for our campaign to new COIs.
0:34:57 To Tiffany's point, you can reach out to people in the area, right? Who do you already know to get those introductions, right?
0:35:04 How do you turn a cold introduction into a warm introduction? All of your clients, COIs, might know other COIs, or it's like, hey, what groups do you belong to, or write, where do you go to get information?
0:35:14 So you're really just trying to, Tiffany used a really powerful word in bed. She's embedding. And as I reflect on what I did, I did.
0:35:22 I would go to their office and help them pull lists, or I'd be like, oh, we have a great letter.
0:35:26 We often find that it's busy, and you know, we really don't know what to say. So we put together this great letter to introduce what we're doing and provide a little information to help write our friends like you make it easier.
0:35:35 And they're like, oh, great, I have a letter. And then I would go back and I write the letter. And then eventually, I had all the stuff.
0:35:42 So when we talk about lifetime value of a client yesterday, that conversation tends to hit home. Now I want you to imagine the lifetime value of a COI that refers you three to five high quality clients a year.
0:35:58 It's big. It's big. But we have to invest the time. And the issue is we've got to water the whole garden to figure out where the beautiful plans are going We don't know out of our 10 or 50 or 100 COIs who's going to be those five to seven to 10 people that just really click with us and we build that
0:36:15 partnership, which is why we have to go through the system because no different than a service model. The system embeds value consistently and then surfaces people who are open to the opportunity.
0:36:29 Oh, I love that article. I'd be willing to have a conversation. So it's really about, do you have a list of COIs?
0:36:35 You need a warm list, and you think of your farm team or your dream team list. Are there 10 CPAs in the area that you'd really like to have a relationship with?
0:36:45 Tiffany, I think, has done an incredible job of being creative, family therapists. Like, they get great referrals from life coaches because life coaches are talking to very successful people or business coaches who write or dealing with a bunch of stuff And they're like, I'm worried about this.
0:37:00 Like, you should really talk to a financial planner to get that part of your life in order. So there's just a lot of

opportunity to extend beyond, you know, the CPA estate planning attorney, et cetera, especially now with how holistic and integrated people are.
0:37:14 They're just reaching out to people for a lot of different services. So there's a lot of opportunity there. Step two is about, if it all possible, be different in your approach.
0:37:24 And by different, I don't mean put on a clown hat, not that that wouldn't work. It looks really cute, and it will get their attention, but it's not going to be really credible.
0:37:32 What we want is a credible approach. So if you're saying, hey, new and current clients like to ask for referrals, and I'm really looking for a few good CPAs or a state planning attorneys that we can really count on, to send our clients to with a great deal of confidence, you know, I'd love to sit down
0:37:47 and learn a little bit more about your practice and who's an ideal client for you and what your process looks like so that we can be more informed as we make referrals to our clients.
0:37:54 Would you be open to having lunch? I'm just too busy, then they're just too busy. They're not going to give you any time anyway, because they're working really hard to keep up.
0:38:04 I was talking with one of you yesterday that's new, right, moved down to Florida. And I was like, this is a perfect opportunity to just start reaching out to people and say, hey, my practice is up here.
0:38:12 I relocated here. We have a lot of clients coming down. I really want to build a quality team of professionals that our clients can count on, would love to sit down and chat with you, would you be open?
0:38:22 Nine out of 10 people are going to say yes. Or they're not. And they're not. Not the people you want to talk to.
0:38:27 Really great approach, offer to pay for someone's time. Like, this is so unheard of, no one does it. But if you reach out and say, hey, I love just, you know, I'm working on an X, Y, or Z over building out a process or we're really building out a referral model.
0:38:40 I'd love to pay for an hour of your time and really pick your brain around the text issues for entrepreneurs or this or that.
0:38:46 We really want to make sure we're covering all the bases in our process and I'd love to pay for an hour of your time.
0:38:50 We're really looking for a quality team of professionals that we can refer. Like, when I'm paying for an hour of your time, it's basically saying I'm not joking like I'm a pro and I'm serious about what I'm doing.
0:39:00 Nine out of 10 times they won't ask you to pay for the time. But even if they did, you're not going to do that 50 times, you're going to do that but okay.
0:39:10 You're going to learn something from that experience even if they don't become a client. So it's just we're looking for those ways to just say we're not like the herd.
0:39:19 We're a different kind of financial advisor. And everyone in this room is you are the people that people want to talk to in terms of the approach and the quality and the care and the commitment, we just have to find the referral relationships that are in a position to make those and willing to make
0:39:36 those connections. And then using the discipline system, so just putting some structure in place, you'll see a little bit of evolution there in the middle and the bottom, like that's where I started, that is a table on a word doc that I had for each one of my COIs on paper, And I would just like it was
0:39:55 my deep discovery like what did I learn about them in those meetings like where are their opportunities who are they also they connecting within the community where do they specialize what are their fees anything that I needed so that I could be really intentional about that next meeting and not just
0:40:10 go back to relearn the same information that I did previously and I didn't really have a place to do it we were utilizing smart office at the time I developed that as a CRM and and it really wasn't built for for a very robust way of fielding, all of those things.
0:40:29 And then it's now moved into our CRM, right? Like we're, their websites in there, like they're, like we have user-defined fields that are associated with them.
0:40:40 We now have levels of COIs similar to our clients, right? One that are just professional partners that our clients work with that we don't have a relationship with.
0:40:50 Like it's good to know, we need to know their names and they should be on our drip lists because they work with their clients, but we haven't been able to connect and or identify opportunities to work with them beyond that.
0:41:00 We have those that are in their onboarding phase where we're uncovering and discovering. We have those that we've given the green light to for referrals, so they're marked.
0:41:11 And then we have our advocates, which is not a ton of them, but we have them in there because we're tying a ton of households and clients to them and ensuring that we're loving on them as well.
0:41:23 So, we have that. They all get our communications, are the emails that are going out. So, we try to be in their inbox often.
0:41:31 Good question earlier. No, we don't send separate COI communications out. Like, we don't have something along that. We've talked about it.
0:41:39 It's still out there. I'm still not sure the, you know, return on impact in time there if it's gonna influence COIs any different.

0:41:49 But do you think about adding like a COI like case study to our client newsletters where there's something along of how we worked with a professional and that's coming up.
0:41:59 Maybe we start that quarterly and then bump that up to monthly if we can have the discipline and behavior to consistently push that out, which then you know maybe not using their name they would know that experience and those types of things or give our COI ideas and how we can work together.
0:42:12 But those are the pieces. So we have our, and not only that, but we have our client experience pieces that talked about this too.
0:42:20 Client experience becomes the very comfortable place to sit and talk with COI. So we have where our team is very engaged with all of the clients that they're collaborating with with that professional partner or COI.
0:42:34 And they're managing that client experience. We also have very dedicated time for those advocates to have business development conversations, not just client experience conversations, because once you start building those clients, then you could live in the world of like just talking about those clients
0:42:51 , but the intention of that relationship had more to it. Like I wanna continue to help you grow. We are loving this collaboration.
0:42:57 The client's experience is beyond what they could have ever had. They're really feeling the team approach. Like who else can we do this for?
0:43:05 Like and get them in on that excitement of growth within them also celebrating and those types of things. So we do work to have a level of where's the business development, where's that client experience, how are we consistently top of mind?
0:43:20 And I think to Tiffany's point, you'll see kind of in the middle of your screen there, there's the sample COI communication calendar.
0:43:27 Think of this as your COI service model. So whether it's your standard communications or specialized communications, this is where you want to get systematic and intentional.
0:43:37 No different than a client. Am I going to meet with them in person once or twice a year? Am I going to block out time in your calendar to do that?
0:43:43 If you've got that list of people, it's really easy to say to your assistant. Here's the email I want you to send out and make sure that I have two lunches a week.
0:43:50 That's just your job. That's what I do with the principal. I was like, let's make a list. I will make sure that you have two or three lunches a week.
0:43:56 That's our job. Tuesday, Wednesday, and Thursday, you and I are taking somebody to lunch. That's what we're going to do.
0:44:02 And he was like, great. Just make sure there's a person. I was like, all right, I can do that. And so it's really about what's that system.
0:44:08 So think of the service model via the wedding cake, right? What's that base layer that's your core communication, right? They're on Tiffany's mailing list, right?
0:44:16 There's certain things that are happening. Specialized layer, that's where we're doing the one-on-ones. We're getting together. In the beginning, it's about building the partnership once you have a client or a client with someone.
0:44:28 It gets much easier. Because now you have a reason to say, hey, you know what? We're doing our fall meetings.
0:44:33 I'd love to connect with you just a quick touch base about what what what we're doing with Jack and Jane to keep you up Just see if there's anything on your own.
0:44:41 Okay, great. No problem. It might be a quick 10 or 15 conversation But now Dave has the ability right now.
0:44:46 We're partnering around that client We've turned it from a transaction Into a team approach that's the fundamental difference So we're just looking for ways to drip consistently between right system to my ties, things, newsletters, communications, et cetera, and those personal experiences.
0:45:04 So anytime we get a client, we now have a reason to engage with them on an ongoing basis. And when you get multiple clients, you're gonna have what we call those COI Board of Directors meetings.
0:45:13 Now we're gonna get together. And it's like, hey, we've got five clients together in the fall, we're gonna sit down.
0:45:18 And I'm gonna bring you up to speed on what we're doing with all of them. We're gonna talk tax planning or this or that.
0:45:23 And vice versa. If you're, you know, if the referrals and life coach, it might be a little bit different and then write technical resources.
0:45:30 But it's about what you hear Tiffany saying constantly is that she sat down and did some work. I built a spreadsheet.
0:45:38 How many of you have ever come back from a CLI meeting and categorically identified all that you learned from them to make sure it was there for you the next time?
0:45:46 We get busy and we don't do those things. So that's where building that system. It's more valuable to build a slow system that you can really lean into over time then it is, then it is to like, you know, chasing after 50 people and

playing a game of whack-a-mole.
0:46:02 Like you'll get much better results. We talk about those targeted campaigns. Take, if you've got 50 people on a list that you came up with, pick 10 of them a quarter.
0:46:11 And say this quarter, I'm going to have one-on-one meetings. I'm going to have that approach conversation. And I'm going to see if I can't elevate this relationship a little bit, right?
0:46:19 Then they go back in the drip system. Next quarter, right, pick two people or 10 people, repeat keep that process.
0:46:25 So you're systematically providing that specialized time and attention via the relationship. And then again, as you have opportunities to interact and things to follow up on and clients to talk about, then the runaway rate you just take off and you're managing a relationship from there versus building
0:46:41 a relationship. So if you wanna talk a little bit about the meeting, like building the system is great, but at some point you're gonna sit across from someone look them in the eyeballs and say, And this is a being different.
0:46:56 It's really important here. So coming you do your pleasantries pretty quickly, right? It's important to have a little bit of that like genuine authentic interest in who they are and what they're doing and how their life is going.
0:47:09 And then you shift into really creating that different meeting and coming into like I want to learn more about you uncover and see where we can really build something amazing here.
0:47:21 Are you on board with that, right? Here's where we're going. And not really shifts that meeting to the conversation, the intention, you can see perk up like all of those pieces of it because they're just so used to sitting and having just the pleasantry conversations the entire time.
0:47:40 And I'm like, oh, you know, what's happening at work? Like where are you finding things that are, you know, challenging, like, you know, where how are you growing this year?
0:47:48 Where are you finding the best opportunities? What does it look like from clients? Hey, I know that CPAs are having a really hard time in the last few years.
0:47:56 I can't even imagine, tell me where you're at. How are you feeling? Like, where's your team at? And that's all really great.
0:48:03 And it also creates opportunities for us to uncover and make sure that they're going to be a really good fit for us and that we can be a really good fit for them and build something really important in that relationship.
0:48:15 But it's very first date. Like I need to get there and we need to uncover and make sure that we're able to hear their story.
0:48:25 I always start with their story. I occasionally have the one that comes out hot and pushes on ours first but for the most part it's you know how do I shut up and listen and then just keep asking questions and we'll get to ours.
0:48:40 It's the same for discovery like prospect process right like I don't to come out of the gate and sell myself prior to knowing if this is going to be a really good opportunity for the prospect MS.
0:48:51 I want to learn more. And then once I understand where their needs are, then it really starts. That's where that creative piece of like, oh, like you're struggling over here.
0:49:02 We've just done that. Let me empathize and connect and do it, right? The great thing about COIs oftentimes is we're in a very similar position.
0:49:11 Like we're all trying to grow or trying to run our own business. We have human capital, we have mindset, stuff, we have limiting the same issues.
0:49:18 All the things. And so you're able to connect in a really great way and then also be really intentional about like, okay, today.
0:49:26 And I'll ask in the end about the feedback pieces like, hey, was there anything else that you need to learn or know about us?
0:49:32 Or yeah, I usually start with them. Everything I got to learn about you, like I feel really excited. I would love to in this next meeting, if you're open to it, learn more about once I make that that we're for a what's that experience going to be.
0:49:44 I want to truly understand the depths of your services. I want to get to a place that we understand how you like to collaborate, like what communication do you expect from us in those relationships?
0:49:55 Does it, are you open to us being on the meetings with the clients? We generally like to do that because we typically have information.
0:50:04 What we have found is that it really helps you in your seat because the clients may be coming over here same things and then not saying it over here.
0:50:13 And so we just, I was like, that's what I love the next thing. Is there anything else that you need to know about us today in order for you to feel really good about taking that next step?
0:50:22 Because I want to be really clear that you have so much time doing best with other professionals and it's really important that we are respecting that and we cannot the value that you're seeking.
0:50:32 How do you feel about that today? And those are really good questions that get them into that next phase of like one still differentiating.
0:50:39 Like, hey, Hey, I was to understand that you can be meeting with a lot of me, and did you learn enough today to feel like there is value for another meeting to be had?

0:50:50 There are a few people, see there's a lot of them are honest. There's been a couple where at the end, I'm like, gosh, I would love to see, but I'm not seeing where I can add value to you, and I see only where you can add value to us, and I've done that the other way too.
0:51:06 And you know, like that's just not the time, sometimes it's just not the best time for people to go and that occasionally there's like I really like you and I just want to continue to explore but oftentimes like in those not often but in those circumstances it's on the table for someone to be like I
0:51:26 appreciate it it was so nice to get to know you today. Well I notice how just how much intention and integrity Tiffany's bringing like there's integrity like you feel the intention she's She's got her, you know, she knows what she's gonna say, she's got her approach, you notice she's very clear that
0:51:44 this is a business conversation around driving growth. There's no like, we're not pretending, we're not doing the like, tell me about your kids and we'll just hope it all happens someday.
0:51:53 But she's also doing it constant partnership, value, value, value. And she's really looking at everything through the lens of how can I add value to this partnership and right, is it going to be the kind of partnership that can return value back to me And so I really want to make an intentional investment
0:52:10 . And if not, I've got a list of people I need to talk to and I'm just going to move forward.
0:52:14 And so I think that's really important. And then what she's also doing, if I go into this next slide, is she's cracking open the black box.
0:52:21 But what I really love is Tiffany asked them about their black box first, when clients come in, what's your process?
0:52:27 People love to ask them, how did you start your firm? What's your origin story? I was on the phone with the guy last week.
0:52:33 I kid you not, a new private client And it was one of the founders, he's 83 years old, they're going through transition.
0:52:40 It's very interesting. And I said, hey, can we have this conversation? And he's like, and I said, can you just tell me a little bit how you started the firm and where things came to be?
0:52:49 Like, obviously you're doing this transition and there's a legacy thing. Like, I just really want to, and he literally said to me, he's like, yeah, we can do that for a couple of minutes and then we can move on.
0:52:58 37 minutes later. I'm not kidding, because I watched the clock. He stopped talking. He literally started the conversation with the, I guess we can do that if you want to.
0:53:07 And the second that he was like, well, I started the firm and then I went here and it was just like, all I did and he liked me way more after 37 minutes and I said nothing.
0:53:16 And I said, wow, I really appreciate you sharing that with me. I can tell that you're really passionate about the firm as we go through these transitions.
0:53:21 I can see why you feel so strongly about the approach that you're taking and why it's creating some tension points in the transaction.
0:53:27 And I said, but I really appreciate you taking the time to share that and he, like, you would have thought I was his best friend in that way.
0:53:34 Like, we were thickest thieves. He's like calling me every other day. Like, hey, I just have two more minutes of something I want to share with you.
0:53:39 Oh my god, I can't turn him off. He's great. But now I went from being this friend of me where it's like, oh, they're bringing Stefan to do the strategy trail, like she's going to get me in line to tell me your story.
0:53:53 Like, how'd you start? What are your hopes for this? And it was like, we went from guarded to super personal, really quickly.
0:54:01 So, when you ask someone, tell me about your process when a client joins your firm or tell me about your marketing, how do you guys get most of your new clients?
0:54:08 Nine out of 10 people have never asked them that question in one of these interactions. They've just been like, you know, the show up throw up method of sales like, I'm Tiffany and I'm so awesome and here's all the amazing things we do and should you be referring all your clients to me and they're like
0:54:19 , no, I don't even know if I want to go on a second date with you and you're overwhelming me with requests.
0:54:24 Or we don't ask and then we can't imagine why they don't refer to us. Well because we didn't ask. They went back to their office and they got busy.
0:54:32 So in the meeting, this is your opportunity to tell your story, but it starts with hearing and understanding theirs. What did you hear Tiffany talk about?
0:54:42 What's going on in your practice? How are you guys? She's dealing with where there's real relatability at the business level.
0:54:49 We don't have clients to discuss yet, but you know, we do have, we have shared experiences. You're busy. You're trying to get it all together.
0:54:55 You're in limitless learning how to do that. They're not. They're not. So you're in this incredible position where someone's like, wow, yeah, we've just been really crazy busy.
0:55:05 You'd be like, man, us too. And we did this coaching program last year that really helped us get a handle on

our time.
0:55:10 We built a model in a system and it's been really fantastic. If you want to see it sometime, I'd be happy to walk you through it.
0:55:16 Half of them will be like, yeah. And then you conveniently get to go through your little limitless library. You're stuck in me like, hey, here's what I'm using.
0:55:24 It could be, you know, hey, we've built It's a service model, here's how we're doing that. So it's really about sort of soliciting that story, but when to Tiffany's point, when you get to tell yours, you want to make sure that you have that conversation crafted.
0:55:38 You don't have to have it memorized, but it's crafted. You have said, Tiffany, I promise you, the story is the same every single time, right?
0:55:46 And the words are gonna be there. The tongue's like, she's got that story down. You've heard her do it a thousand times already today, Like she's having the conversation with us in this room that she literally sits across from someone else and has And it's just baked into her brain.
0:56:01 What's that approach meeting like for you? I think of your model meeting agenda It's the same thing. Hey, I'm gonna write uncover their story needs pain points and opportunities.
0:56:09 That's the connected piece That's the connective tissue to this relationship And you're gonna hear how they talk and what they say and you're gonna be like oh, I can really get into this with this person You're like wow, this person is very fun at all like that's where you start to feel right the vibe
0:56:23 been the connectivity of the relationship. You want to tackle the team play or talk. It's no different than objections. You shouldn't be dealing with objections because you should have addressed them all proactively in the sales process before anyone.
0:56:35 If eight out of ten clients ask you about fees, you need to say, you know, as we look at fees, right, we believe, you know, prices only an issue in the absence value or fee, like you're just going to address all that.
0:56:46 So you can say, hey, look, I'm sure you've been approached by a lot of advisors and, you know, everybody loves to talk the team approach.
0:56:51 We actually pride ourselves. I pride myself on it. Like, I really do want to have a conversation with you about how we can partner with clients because I do really believe in a holistic and a graded approach and we just have lots of cases where there's hits and misses with clients because other advisors
0:57:06 don't take that approach. So we've really, especially, you know, post-COVID, whatever your story is, like, we've really doubled down and I want to really understand your process and I want to help you understand our so that as we work with clients together, we're in a position to do the best work we
0:57:19 can for a client in a way that really elevates both of us in that process as well in terms of our value to the client.
0:57:27 You want to establish yourself as a resource. Hey, if there's anything that you need, I'd love to be able to call you to Tiffany's point around the estate planning attorney.
0:57:34 If there's anything you need, if things come up with clients, even if it's someone you're not going to refer, I am a resource for you.
0:57:40 There's anything. And then you, by the way, want to lay the groundwork by making them a resource. Most people will not pick up the phone and call you just to ask a question unless you've done it first.
0:57:51 But if you pick up the phone, Grant, and you're like, hey, Bob, I'm going through a client situation, and this tax thing came up, and I just wanted to get your opinion on it.
0:58:01 Now I said, hey, I value you as a professional. It might be a very quick conversation or an email, but now what have I opened the door to?
0:58:09 Now I've said this partnership thing is real. So we really want to make sure you've got your story crafted, and you want to open the black box.
0:58:18 Hey, you know what financial planning needs planning business. It's not usually an emergency like we have a really proactive process that we use with our clients Break out your service model calendar.
0:58:28 You'll look like a god like no one has those Like this is what we do with our clients This is how we make sure that we systematically cover all of their needs and issues But can we go through this list and identify the places that you would want to collaborate with us on clients?
0:58:43 Now you've got your service calendar and they're like well, what about here and here and you're like great? When we have clients, now you can build into your service calendar right in the false and this to the CPAs and this to the attorney, like now you can literally build out that relationship plan
0:58:57 with them based on the areas where there really are opportunity for you to work together. So this is one of those things, it's really simple, but simple can be hard because what it requires is you notice a series of steps where you are not just showing up and having lunch, and she was showing up and
0:59:14 laying tracks for a relationship in the hope raid that we can get the train to run down those tracks at some point.
0:59:21 And then ongoing. So again, this is like you don't just go sit back and not show up. You want to remain top of mind.

0:59:29 So make sure you have a process on them making it into your CRM or your emailing system preferably both, right?
0:59:37 So because ideally, there will be client connections and all of those types of things. Engage on social media, almost every single time I have a LinkedIn, it was like, I didn't know you know this person.
0:59:48 How did you know this person? So it's already like an automatic, like inbox follow up of like, oh, you're connected here or there this way.
0:59:57 Not only that, but we hit daily posts on social and on LinkedIn. So when they're connecting with me or business, then they're, I think that you're really getting, if they're, if that's how they like to see things that we're going to remain top of mine there, if it's not in their inbox.
1:00:12 Seeking collaboration opportunities so like I mean that could be within their business it could be something that they're working on they could be on a board it could be with a client you know calling on a resource but just really starting to get them to like start thinking about that team approach
1:00:30 we provide we have the two two times a year ours is a little separate because if they're advocating. It depends on where they're out in the process.
1:00:44 We're seeing them more than the state planning attorney I think we're on right now like every month because I swear every time I have a meeting we have a new client that comes in and I'm like this is magic.
1:00:55 We should meet every Friday. Yeah, how you do it and so it really does but to start you know depending on the onboarding but once they're in that ongoing you know if it's just a couple of a year, two times is great and just continue to build that out because you're top of mind otherwise.
1:01:14 And then, of course, if you have that client and you're in that partnership, nurturing those opportunities, right? Like, if it's that CPA, you're sending that tax letter.
1:01:22 I just wanted to get your advice like this type of thing coming through. We were thinking about this type of the conversion.
1:01:27 What do you think? Just all of the fun stuff that, you know that you already know, know, but you're just inviting them in.
1:01:36 And, and so just really nurturing that relationship. I know mission well, we have theirs up there too, but they do like the specific, they're a much larger company, but they do just the COI events.
1:01:49 I've done a few of those along the way, again, where, where maybe there's that mastermind that can then get into that place where you would love to have ten of you together and enjoying wine, like that's really good thing to do, especially when there's those opportunities just for deeper connection,
1:02:07 but you don't have to do those as well. Like you can have it on a very individual basis until you get to a place that that's where you're growing and or your firm has, you know, if there's five advisors that all have five, that's 25 COIs that could get a lot of value of you hosting something.
1:02:23 So be really clear on like where are you at in those relationships and as a firm and then the opportunities to maybe expand that.
1:02:30 I know a guy here who also does incredibly well in COI marketing, and now all of his COI marketing is around like clay shooting, and that's what they do, and it is amazing how many people he gets to show up, and not only that, they get their high value clients to come out and clay shoot with them.
1:02:49 Literally does it like six times a year and get some majority of his business from it because he found COIs that love clay shooting and they have the similar clients and it's like a solid four or five of them and it is epic for each one of them and they get to love it.
1:03:05 So like there are ways in which you can do that. I know like COIs that are fully fly fishing. I know a guy that has all of his COIs up in Jackson Hole, Wyoming and flies up there does his fishing comes back with all of his clients and that's your eight hours on that freaking river.
1:03:23 Like what are you gonna do? You're gonna talk a lot and get really deep and connected and everything that you need to do.
1:03:28 So it can be fun in this ongoing as well. You don't want to necessarily do that when the first date, right?
1:03:34 Like, you're like, hey, hey, you do want to go fly fishing for the weekend? And like, fly fishing isn't my thing.
1:03:40 I'm like, ah, and nobody else just want to like tie a six pack and tube the river because fly fishing sounds awful.
1:03:45 I'm like probably not in a professional setting. But I just like know what you like to do take you up on that.
1:03:53 Yeah, a lot of people just want to sit there. Yeah, let's do. But I do love like that ongoing piece becomes really fun because you get to this place of like, I know you there's these opportunities.
1:04:06 We've now identified so much more about what we personally like, how we're growing with clients, where those opportunities exist that those types of things can come about.
1:04:16 Yeah, we've had you've done it. I know really successfully networking groups, right? Tiffany got like five other women together, right?
1:04:23 And that becomes part business development. It becomes part helping each other succeed, right? You're talking about all the challenges and time and you guys are quite uniquely able to have some of those conversations.
1:04:34 So there are, we had a client, no joke. I cannot make this stuff up. There's a gun club in Arizona.

1:04:38 It's like a high-end gun club. It's like very fancy. And then they put you in jeeps and they take you out to the desert and you shoot like automatic weapons.
1:04:48 And see, and I'm telling you he does this every year, and his COIs all come. They all love it. It's an incredible event.
1:04:57 I've had clients do it on boats like they run a boat for the day. Like there's just, again, you don't start cold.
1:05:02 You don't take your cold list to be like, hey, I want to be besties. Do you want to come to my event?
1:05:06 But once you started that relationship. So that's where the calendar really comes in of building out the outcome of this is that you should have an approach meeting like Tiffany's got her three meetings and right then are we moving forward.
1:05:19 You might do one to start that's okay it's about building out that runway and then following it up with your systematic approach.
1:05:26 So here's an example, and there's, again, Tiffany's examples, admissions and others are in the samples in the library, but literally you've got everyone, you're emerging, right people were working on people who are engaged and I just call them extinct, right people who are on the list and they're going
1:05:41 to be on the list like dinosaurs until they turn the cold. We're going to keep them on the list, you just never know what happens.
1:05:47 I had a client and it had to be like 25 years ago is actually an estate planning attorney in San Francisco, if you need one it's really good.
1:05:56 And he's probably tired now. And we built his entire business on white papers. This was before white papers were like a thing you could down on the internet.
1:06:04 We like literally had them every speech he did, every article we would turn it into a paper. And we would send it out to 500 CPAs that we'd got because there were a lot of CPAs in the San Francisco Bay area.
1:06:14 And we would just send it out. And I kid you not like six, seven months later, his relationships were deeper.
1:06:20 And he would just get the random phone call once a month. Got a $20 million client that needs what you do.
1:06:26 And because he was very, very deep and complicated and like they just knew, like he was the guy, he was the one that had been sending this stuff every single month, he must be the guy, right?
1:06:35 And then when, so he really just out of the blue said, I'm just gonna drip credibility all over you and some percentage of you are gonna, right?
1:06:42 Have a client or a need at some point, you're gonna pick up the phone and you're gonna call me. And then that has that started to get traction, right?
1:06:48 Then to Tiffany's point, right, we then we build out those relationships. So he literally doubled his practice just by being intentional about dripping what he was already doing.
1:06:58 Karate spoke a lot. He liked to write. All we did was take everything that he produced, turn it into something, and send it out.
1:07:06 And we just made sure we had a consistent schedule because that's where people, like, there's a whole I can count on you thing just with consistency that people's brains really like.
1:07:14 And let's be honest. The biggest decision people are going to make is whether to trust you the first time, which is why the referral roadmap is so important.
1:07:22 Once they make that referral, you really want to own how you engage with them as a partner around the referral.
1:07:29 We do not want to say thank you, close the curtain and they go into the black box and they don't know what happens.
1:07:33 That no one loves that. So make sure you're building out your systematic schedule. We've talked about this a number of ways.
1:07:39 You're going to surprise them to light and support. Hey, I just saw this article on X and it reminded me of the thing that you said.
1:07:44 Hey, you mentioned you were super busy. I've got this great article on time that's been really helpful to me, I thought you might enjoy it.
1:07:52 Like you have a lot of free sources relative to their issues that you could have conversations around. So, look for those opportunities.
1:07:59 I remember when Tiff was, we were doing this years ago around tax time, right? We literally started doing tax treats where she would take, literally physically take food to people's offices.
1:08:11 And it sounds so cheesy, right? But they loved her because like everybody's busy. They're working hard. It's a chance for her to be part of the tax time.
1:08:18 Like, oh, we get it. We're here with you. And from a relationship standpoint, they and their teams love it when Tiffany shows up with propels or burritos or whatever you did.
1:08:29 We did all of it because we didn't just do the April 15th when everybody else was showing up. We worked on it for a month beforehand and did it every week because that's when they're meeting with all of their clients.
1:08:38 And we put a little like cute sign in a frame that lived in their office, letting them know what was coming each week.

1:08:46 And I personally delivered on the front end and on the back end and then we could have delivery in between.
1:08:52 But it was epic and not only that, but in those offices where there was like 10 or 20 CPAs, like they're like, who does this stuff keep coming from?
1:08:59 And there's this cute little frame sitting in their kitchen. It's like, you know, Destiny Capital is over here loving on us.
1:09:06 And they're like, now that I got something in my stomach and I'm going back to talking to all my clients who are calling in every day right now because it's a really busy time of year and so that was just one of those little delights when you think about just standing out and specializing it was it
1:09:23 was really well received we almost always got referrals and at the end of the day it was like a thousand dollars right so you know that's I mean possibly because we had her go early and consistently it was like hey we're not going to show up once we're going to show up every week and we're not going
1:09:41 to do this with people we don't know, that would be, that would be weird and salesy. But when we have that relationship, utterly and completely natural.
1:09:49 And there's a lot, if we really get intentional, there's a lot of opportunity. All the countenance send out, you know, tax packages and letters.
1:09:57 You could talk to them about adding a, you know, do you have a financial advisor? Do you have a financial plan?
1:10:01 Is that something that's important to you? Because that will only us no box, means they prefer to gen, right? So there's a lot of places in their experience where you can look to integrate and embed yourself in that process.
1:10:13 I like to think about becoming their ad and trying to do, like, how do I give them a little surprise often, right?
1:10:20 They're going on vacation. Can you send them a seven-day, whatever, that reminds them to take the time and enjoy themselves?
1:10:27 Or is there just those little things that I'm like, adding calendars are so fun. Every day, there's a little something that reminds you and keeps you top of mind.
1:10:36 So mutual clients? Sorry, look at that. It's like 10 months. Yeah, okay, so mutual clients is this like they've, I'm just making sure I'm getting this stuff right.
1:10:47 Like they've made the referral and they become a client or not. Okay, so this is really important communication with the COI.
1:10:57 It's really important to have the communication on once they've made the referral. Again, I asked this in that second onboarding meeting, like what are your expectations when you make a referral to us?
1:11:07 Like how do you like that communication? Do you like to be in the loop all along the way? Is it important for you to know if they become a client or not if they're if we identify that maybe we're not the best mutual fit?
1:11:18 How do you like that to be handled? Is there another would you like us to bring it back to you or if it's okay with you?
1:11:24 We've uncovered really amazing advisors and can put them in those seats But definitely don't want to step on toes of relationships you've built.
1:11:31 So really understanding how do they like to be communicated with when it's in that referral and that client saying yes or no.
1:11:40 And gone through it a few times. Unfortunately, there have been circumstances where they've been an ideal client. We didn't land it.
1:11:47 And not that it was anything that we, you know, like blatantly, like we just like royally messed up. But that's a really big thing to happen for COI to make that and then for you not to close it.
1:11:58 And so just really coming back to them and saying, hey, I want to let you know that we've had these really incredible conversations with this client.
1:12:04 We can't thank you enough. That's our best work with. In these circumstances here's what we uncovered and unfortunately they've decided that maybe we're not the place that is best for them right now.
1:12:15 I always attempt to put in that like right now piece because a lot of time it does come down to timing.
1:12:20 Like there was one where it was a really ideal fit and unfortunately he was experiencing terminal cancer and he was like at the end of the day I like the the attorney was like he needs it so bad like you've got to make this work and he's like I'm too tired to even come close to organizing my documents
1:12:37 for you. I just need to refer all to a trust company so that I don't put my daughters in a bad place because they're not equipped to handle this wealth.
1:12:44 They can decide if they want to come to you after them. That sucked. He was like I need you to land this because he needs that like this is that and this guy was like no like I'm just too tired and so those are but I we have the relationship to to have that conversation to come back and say this didn't
1:13:02 happen, right? Or it didn't, I wanna let you know about the experience. And here's what our next steps are gonna be.
1:13:08 Is there anything that you need in this process or that we should know, or are we, and then it just goes into that ongoing piece of like, we'll be reaching out during tax planning or state planning, or if there's something

happening in the business when they're ready to sell, whoever refers it, right
1:13:23 ? To ensure that that referral and their relationship will be respected all along the way. Yeah. Yeah. Yeah. What is the process of land and project?
1:13:31 Yeah. Then after a year they become a PETA. You know, you want to fire them like what? Yeah. Yes. Yes.
1:13:40 Basically what if the prospect becomes a PETA after a year and you're ready to fire the client? Yeah. And then that gets back to the referral source, your COI.
1:13:50 So in center of influence relationships, I tend to have those conversations with the center of influence And so it's not just like a surprise.
1:13:59 So, you know, hey, we're having some difficulties in this communication or in really creating the experience of this kind of what, like tell me a little bit about like this or that.
1:14:09 So it's a prize, it just ends up being a conversation. That's the great thing about Center of Influence is there is a level of trust and ability to have that.
1:14:18 And they're most likely like, yeah, like they know. I wish I could fire them. Yeah, I was doing that. It is rarely, it's rarely like a like whoa how are you having that experience because I'm not it's like a oh my gosh and or you know sometimes like that's a nice thing about COS to like they need preferences
1:14:36 like just let you know like there are a lot to like bring on so I want you to be prepared for those things or that type of stuff but they're it's I don't know that I've come across where a client's been such a pita that has been referred from a COI but we unfortunately in the last couple years
1:14:57 have had it the other way around where like we have had a COI refer a client that now wants to leave that COI and that's a very delicate situation on how to handle that and respecting that relationship.
1:15:11 Unfortunately that COI also has moved down on our referral list because servicing and capacity is just shifted from the firm, so we no longer, you know, we know that they're in a place that they need to pause and settle and regain their composure for client experience, but it's like, well, how do you
1:15:29 navigate the fact that they sent this really great high value client and you're a couple years into that relationship and they're asking for another COI.
1:15:38 So those are the ones that I think are probably a have it more delicate because we owe it to our client to you know what's in their best interest and how do we how do we navigate that and also you know at some point have that conversation as well but yeah it's candid conversation right hopefully before
1:16:00 you're firing them you've reached out to the COI and said hey you know what John and John and Jack have been great you know but we're kind of finding like they tend to push back a little bit or you You know, we're going over the, are you, have you experienced that with them?
1:16:12 You've worked with them a lot longer than we have. So you're trying to get that, so that by the way, when you do have to fire them, it's not a surprise.
1:16:19 Now you're not calling cold. And if you have to, that's okay. You just call up and say, hey, I really, I need to have a tough conversation with you.
1:16:26 And it's really on our side of the fence, which is you've been, you know, so gracious and reverendous person. And we feel like we've added a lot of value.
1:16:33 And, you know, we also really need to work with people that are kind to our team or take or advice or right and then you just get to have that conversation and you're trying to say hey I really appreciate it this is an anomaly and I wanted to do the courtesy of having that conversation and letting you
1:16:47 know I'm in a tough spot but but we do really want to hold to the standards for it right the clients that we work with so I wanted to check in with you to talk about how we could manage this in terms of right do they need another planning relationship or something along the right and now you're just
1:17:00 having a conversation because we're partners notice no difference in being married like anything big that happens in your relationship. Who's the first person that you call?
1:17:09 My husband called me yesterday to tell me that two chairs have been reimpulsored. He sent me pictures and everything. Could that have waited till I got home?
1:17:17 Totally could have, but he had really been wanting to fix the chairs and they were fixed and he was excited and he was like, look at the chairs and I was like, yay!
1:17:25 But I'm his partner and this thing he'd really wanted to do got done and he wanted to show it to me and I was like great and then I'll get home and I'll ruin all of the chairs on a good job.
1:17:36 But like he literally just wanted me to know. He wanted me to know. He wanted me to share and then that's what we're after is like how do we keep everybody in the know all the time.
1:17:47 There should never be an out of the blue phone call. As soon as you start having problems with the client in that example you call up and say hey we're really experienced with John and Jane and we want to make sure we stay in a good place with them is this an experience that you've had and how have
1:17:58 you dealt with it. And if he's like no they've been amazing, then you can be like, well, that's nothing experience I'm having.
1:18:04 You know, here's what we think we want to do. Now I'm having a dialogue with that person, yeah, great. And then I do we have any questions on virtual Catherine?

1:18:11 Okay, great. So Tiffany, for you, you're going out and developing and nurturing the COI relationships, the COI send referrals and a lead advisor at the firm services them.
1:18:21 Do you hand off the COI relationship to the lead advisor? Do you, are you the go-between for client issues? How do you think about all that?
1:18:28 So good question. We are, I would say that we're in like that transitionary time with that, based on who our advocate COIs are.
1:18:38 Our team has established really good relationships with our ongoing, with the COIs that we have ongoing like referral relationships with because they work with them on the client experience side of things.
1:18:50 And then a couple of our lead advisors are now in the place of working to nurture those relationships from a growth perspective as well.
1:19:01 One sits in a mastermind with a bunch of them and another one does like the outreach call is starting to work through that onboarding process if we're missing opportunities or there's been a new one identified or something along those lines.
1:19:16 But I would say we're probably getting close that if there was a client experience disruption or a fire or some sort in which we needed to have a conversation with the COI.
1:19:29 Those were previously kind of coming back to me but now there's been enough relationship equity that's been spread across our team that there's probably empowerment in some of those relationships to just go ahead and own and have those conversations and then in other ones where I may be more closely
1:19:44 tied or have a higher level of just relationship equity due to years of developing not relationship that all come in and have those conversations.
1:19:52 I still would say that I'm primarily focused in on actually, but I would say that we're as a team from the Center of Influence Perspective.
1:20:00 We've expanded further on business development through the COI's and that's been really rewarding. I think we have some virtual questions.
1:20:13 Yes, we have five and only five minutes left before we need to wrap it up. So, wrap it up. Okay.
1:20:19 If we don't make it to y'all, virtual people will put it on coaches and cocktails. But we have an uploaded question from Nicole Holloway about developing content that helps attract COI's attention.
1:20:29 Do they want to hear more about us as advisors in our story? Or do they like hearing more about our clients, planning and investing strategies related to our niche?
1:20:36 Great question. Those are really good questions. I would say there's probably a healthy level of both. I have heard we have not done it yet.
1:20:45 But I have heard and seen real success stories for COIs through case studies and really sharing like how there was collaboration with some sort of professional partner.
1:20:58 Here's what they went through, here's how they solved it, and it's ignited really great conversations both in meetings and or emails coming through those types of things.
1:21:08 So I do think there's a level of focusing in on like how that collaboration ultimately create the client experience and opportunity and it relates more to their world and how they can identify as well.
1:21:20 So I think that content strategy is probably one of the strongest. And I am Tiffany. They have obviously Tiffany sitting in the Growth Officer role.
1:21:29 So she has all of her time to devote. So they've obviously got a very broad list of COIs and issue here, right?
1:21:35 She's often doing those things. If it's you or you're in a smaller team, you're not going to have as much of that bandwidth.
1:21:41 You also won't have as many COIs. But But I love content as a drip strategy. So I would absolutely be every month sending something out on that calendar.
1:21:51 It's so easy. You attended a conference for two days and you learned some cool stuff. You could look, so with Ed, we literally, everything he did, we would write a letter or something and it would be like, hey, I attended a conference on, you know, building a better business and here are three key takeaways
1:22:05 and a resource and so it can be personal stuff. It can be tax and technical stuff. It can be with COIs, especially if they're running their own firms, you have an infinite number of things to relate to them on at the business level, which quite honestly for me in a practice, that was the little lying
1:22:19 fruit. I knew they weren't doing any of the stuff. So anything I brought up, I was going to be like, hey, where are you guys driving growth?
1:22:25 Well, you know, whatever. I'd be like, oh, we really noticed that when we did this on our website, it changed things.
1:22:30 Like, oh, that was really cool. So this is where I love that content strategy. We're just once a month if you can do it more frequently.
1:22:37 Like you just, you don't want to be in their inbox every week with just a random thing, you want to be intentional, but I love the content marketing drips.
1:22:45 Awesome. We have another question from Clark, sorry, from Christian Batistelli. He says, Tinex mindset is I need a team of vetted professionals to support my business owner clients and save them time.

1:22:56 But how do I not waste my time with COIs that likely won't or can't refer businesses, example, an IT consultant, or is that a limiting belief?
1:23:04 Great question. I don't know that an IT consultant couldn't refer someone. I think they might not be your most obvious choice.
1:23:12 So I think that's where the, you know, if you're just looking at your IT consultant going, I wonder, that's one thing.
1:23:17 If you're having a conversation with them with they're like, hey, I run into a lot of people, then that's another thing in Tyler.
1:23:23 I think what you want to do is look at your clients. Tiffany did a great job of this. Her clients and EA are operating entrepreneurs, right?
1:23:31 So things like family therapists and life coaches and other things come up because she's looking across their needs at. If your clients are retirees, what are the other things that they're doing?
1:23:41 How are they doing them? And that's where you can create, again, content or events or different things like I love lunch and learns.
1:23:47 Like, hey, let's get our clients together and let's do a thing on, you know, women, wine and wealth, or like there's infinite numbers of things that you can do.
1:23:55 You're not going to do those every month, but if you do them once a year with each of your COIs, if you have some kind of an anchor event to Tiffany's point or an activity, it really helps to build those relationships.
1:24:07 Okay, follow up to that from Clark Bixler. Do you advise? So, Kristen, the answer to that, I answered a lot of stuff around it.
1:24:13 The answer to that is you have to go back to that section. A couple slides back is Tiffany's model, right, where she took our model and she actually built it out even further to say, oh, well, you guys find it, to say like, hey, we're going to have a meeting.
1:24:25 This is going to be the point. So you want to build that intentional approach meeting. And in that meeting, you lay out that you're intent just to build a reciprocal relationship and see if there's value we can add to each other.
1:24:35 And some of them are going to say no, or they're going to be busy and that's okay. That's why we build those lists, right?
1:24:40 And we make sure that we have a cycle of meetings between COIs for trying to nurture and then COIs that we have active work that we're doing.
1:24:50 And that's where that 12 month calendar, keep looking over there like Christians over there. Is it right here? That's where that calendar comes in.
1:24:57 So hopefully that helps get you started a question. Okay, quick yes-no from Clark Vicksler, I think, and we can also get to these in coaches and cocktails later today.
1:25:07 He says, do you advise using clients as COIs or finding other professionals or both? Kind of a yes or no question, but it depends on the client.
1:25:17 Are they in a position to be a COI is the number one question there? Like there's some clients that are and they're just some that aren't.
1:25:23 And so, like, we have a new client who also runs a bank, like, really great CLI opportunity because we can meet, like, we can personally do stuff over there, but also there's just a world around her and she's a natural advocate and people connector.
1:25:42 It was very apparent from the beginning and how we meet. So, like, we've established this relationship right now, especially because it is a new a client to make sure that there is a very much like we're here to be in service of you in your personal wealth journey and all of those things.
1:25:55 And host very separate, like very intentional, like BD lunches on the other side and she's a part of the mastermind as well.
1:26:02 So like, you know, in those conversations, it's less about her personal wealth and more like how are we helping each other in business because we want to respect the fact that she's hired us as a firm to be her advisor as well as that.
1:26:15 But there are COIs that are naturally floating, they sit on boards, they do, or clients, they sit on boards, like they're head of their golf, like Tuesday, golf senior, whatever, like they do those things and they have and they're looking for opportunities to nurture those communities.
1:26:31 So clients can be incredible COIs and when I talk about those five COIs, like two of the three, they can be clients if they have the community and stand to become center of influence.
1:26:46 So you just really want to think about that and they're willing to have those meetings and connect and explore ways that you can truly help each other out.
1:26:56 And that's that's a really important key piece to that. Yeah, and we'll answer the rest of the questions. What we always like to say with CO is if you work the plan, the plan will work.
1:27:04 Not every COI net every time, but if you show up and you curate those relationships consistency, you will ultimately cultivate some really good relationships.
1:27:12 Here's a nice diagram of that model. If you want to go back and reflect on it, right, we're doing kind of the

warm legion, then they go into the discovery funnel, we're going through onboarding commitment one year.
1:27:23 So I think Christian, like this is that model, and the goal is in that approach meeting to create the opportunity to go through the rest of the funnel with them if they indicate interest.
1:27:33 So Destiny's process right here, some examples of what, who, and purpose. So you can go back and look at those things and then resources, again, all of our samples, all of Tiffany samples are in there so that you can go back and really put some structure to your COI strategy so that it's clear, it's
1:27:52 compelling, and it's consistently implemented. And it doesn't have to be a lot. You don't have to be there in their desk every day, but like those monthly trips, one or two times the meetings a year, following up on the referrals, like that consistency is what ultimately surfaces the opportunities that
1:28:08 will come to you. So I hope Tiffany thank you was always for providing your practical experience and how you're really using this lesson to elevate the growth of the firm.
1:28:16 And I hope it's helped all of you to build a plan to do the same.