

Write this down or put it in the chat:

Q: What is your biggest frustration or challenge when it comes to new client onboarding?



# CLIENT ONBOARDING

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THE SPACE BETWEEN



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Destiny Capital










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COO Coach



# THE SPACE BETWEEN

## PROSPECT PROCESS

- 
-  Initial Phone Call
  -  Initial Office Visit
  -  Educate/Analyze
  -  Second Meeting
  -  Decision Point
  -  Enrollment Paperwork

## CLIENT SERVICE MODEL

-  Client Reviews
-  Ongoing Advice
-  Service & Support
-  Value-Adds
-  Coordinating with COIs
-  Staying on Track



# IMAGINE YOU ARE THE CLIENT

- My life's savings is in motion!
- I hope I picked the right person!
- Where is my money?!?
- If they made a mistake already...?!?
- What is this fee?!?
- Who do I call?
- Why is this difficult?
- How long is this going to take?

THE BIG QUESTION: CAN I COUNT ON YOU?



1

## WELCOME

- Share Onboarding Process & Client Engagement Standards
- Introduce Team & Onboarding Manager
- Initiate COI outreach *or* Referral Roadmap (current COIs)
- Send Welcome Packet & Gift
- Schedule Implementation Meetings

2

## IMPLEMENTATION KICKOFF

- Confirm Y1/Implementation Plan & Meeting Schedule
- Implementation meeting #1
  - Investments
  - Account Opening
  - Deeper client intelligence

3

## PLAN IMPLEMENTATION

- Onboarding Manager initiates implementation projects
- Hold Implementation Meetings:
  - Tax planning
  - Risk/Insurance
  - Legacy/Estate
  - Retirement planning
- Define & follow standard practices for each project (automate workflows)

4

## PROGRESS REPORTING

- Weekly emails to client with progress reports
- Monthly emails to COIs with progress reports; assign check-in schedule
- Quarterly implementation meetings and/or check-ins until service model integration

5

## SERVICE MODEL

- Integrate into first client review meeting (surge)
- Service Schedule defined by Client Service Model

# SYSTEMATIZING ONBOARDING

## ONBOARDING SERVICE MODEL



# DID I MAKE THE RIGHT DECISION?

## THE CLIENT PERSPECTIVE

DELIGHT



**Anticipation**  
*We can do this*

**Relief**  
*We have a path*

**Informed**  
*We're getting on track*

**Comfortable**  
*We're in good hands*

**Trusting**  
*We can count on you*

1

AGREEMENT &  
WELCOME  
KIT

2

IMPLEMENTATION  
KICKOFF

3

PROGRESS  
REPORTS

4

STAYING  
CONNECTED

5

CLIENT SERVICE  
MODEL

DREAD



*Uncertain*  
*What happens now?*

*Unclear*  
*Frustration*

*Uninformed*  
*Worry / Fear*  
*Out of the Loop*

*Disengaged*  
*Where did they go?*  
*What's next?*

*Distrust*  
*Over/Underserved*  
*Lack of Progress*



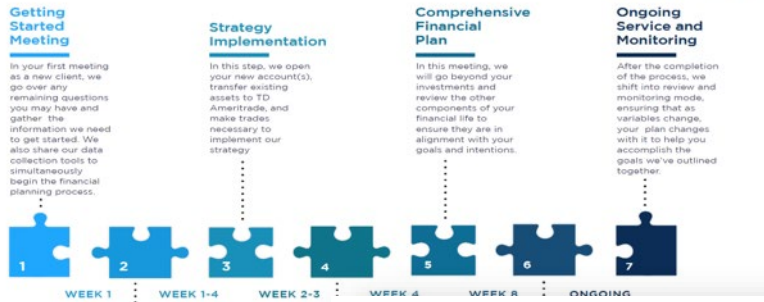
# Client Onboarding Workflow



# DEFINE THE PROCESS

Design a client-facing piece to create clarity and set expectations re: engagement and experience

## New Client Timeline



## CLIENT ONBOARDING

### New Client Onboarding Steps



### 6 Core Planning Areas

- TAX PLANNING**: Multi-year strategic planning to minimize taxes over the course of your lifetime.
- ESTATE PLANNING**: Ensure you have the right documents in place and they reflect your wishes and intent for the next generation.
- INVESTMENT MANAGEMENT**: Evidence-based investment advice tailored to your retirement, risk, and time horizon.
- INSURANCE PLANNING**: Maximize your existing insurance policies and explore additional insurance when necessary.
- CHARITABLE GIVING**: Create a long-term giving plan to accomplish your charitable goals and reduce taxes.
- RETIREMENT PLANNING**: Stress test your retirement plan and create a reliable income stream.

## THE BASICS OF CLIENT ONBOARDING



## Financial Planner Client Onboarding Checklist:

### 1. INTRODUCTORY MEETING:

- Get to know you
  - Why are you here?
  - How did you hear about us?
  - What is important to you?
- Get to know us
  - Team approach
  - Comprehensive financial planning
  - Our investment philosophy
  - Fee-only
- Define the relationship
  - Is there a fit?
  - Expectations
  - What's next?

### 2. "GET ORGANIZED" MEETING

- Help you get organized and communicate your goals
- Identify your life goals and discuss your money habits
- Agenda
  - Complete "GO" meeting checklist
  - Finalize internal agreements
  - Goal-setting conversation
  - Assign homework

### 3. INVESTMENT EDUCATION MEETING

- Cover the basics of investing in conjunction with HSC's Investment Philosophies. We will also walk you through a risk tolerance assessment to gauge your aversion to market volatility.
- Discuss your past experience and preconceived notions about the markets.
- Agenda
  - 5 Ways We Add Value
  - Complete/interpret risk tolerance assessment
  - Open new accounts
  - Fill out retirement questionnaire

### 4. FINANCIAL INDEPENDENCE MEETING

- Review and refine your retirement projection. In addition, we will take care of some housekeeping items and new account paperwork.
- Identify your hopes for financial independence.
- Agenda
  - Present/finalize retirement projection
  - Sign Investment Policy Statement (IPS)

### 5. LEGACY BUILDING MEETING

- Review any current estate documents and discuss your legacy. If necessary, we will put you in touch with a trusted attorney to create/amend your documents to achieve your specific goals.
- Discuss your desired legacy.
- Agenda
  - Essential documents
  - Beneficiary Designated Assets
  - Property titling
  - Password management

### 6. TAX STRATEGY MEETING

- Review past tax liability and strategize for future tax savings. If necessary, we will coordinate with your current tax preparer or put you in touch with a trusted CPA to implement tax-savings strategies.
- Discuss your perspective on taxes.
- Agenda
  - Review workbook/checklist from your most recent tax return
  - Discuss projection of current tax year
  - Discuss tax implications in retirement

### 7. INSURANCE REVIEW MEETING

- Review your current policies and assess additional needs for coverage.
- Identify and consider your family needs.
- Agenda
  - Review current insurance policies and coverages
  - Discuss needs/changes

### CLIENT ONBOARDING PROCESS COMPLETE

After the insurance review meeting, the client onboarding process is complete. If you are interested in our services, please contact us.





# CREATE A CLEAR AND WARM WELCOME

Welcome Letter

Onboarding Overview

Client Engagement Standards

Meet the Team

## Reaching Your Goals Together

Our commitments to serving you: *What we ask of you:*

### NEW CLIENT ON-BOARDING

- Your First \*90 posted as we goals.
- Transparency you to help yo mistakes so y health.
- Responsivenc and request w additional tim
- Availability: A immediately a and respond t follow up with needs, they wi within 24 hour
- Ongoing Mon meet with you these meeting month/month

Getting S In your fir new client implement complete and ensur understand during our together.

At FIRMNAME we work as a team, with every individual committed to provide you with the best possible service and make communicat requests are please reach out [clientservice@firmname.com](mailto:clientservice@firmname.com) or call

### Meet Your Team

Core Planning Areas

 NAME Financial Advisor Brief Description	 NAME Paraplanner Brief Description
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### New Client Welcome Letter

CLIENT ON-BOARDING FORM 2

Customize the new client welcome letter / email below to reflect your firm's process and welcome packet.

Dear [CLIENT],

As a new client of FIRMNAME, I wanted to personally welcome you to our family of clients. We believe it is important for you to know what to look forward to as we begin our work, and I thought you might find it helpful to understand the goals for our relationship.

Our purpose is to help clients achieve clarity and confidence needed to achieve their financial goals. We will work with you to achieve this through a comprehensive and coordinated planning process, which emphasizes the implementation and regular monitoring of your plan to ensure that you are on track to achieve your financial goals and lifetime pursuits.

At FIRMNAME, we work as a team, with every individual committed to serving you. As your lead Advisor I will work closely with your wealth management team to provide day-to-day service, answer your questions and ensure your financial goals are met and that you realize the full potential comprehensive wealth management has to offer.

Now that we have a clear plan in place, my goal is to ensure that we implement the strategies that will help you achieve your goals. To begin this work, NAME will reach out to schedule our Getting Started Meeting. During this meeting we will review the enclosed implementation process, complete initial paperwork ensure that you understand what to expect during our first year together.

As you will learn in the days, months and years ahead, we work hard each day to ensure our clients' needs are met. If at any time we can do more to support your needs, please don't hesitate to reach out.

Warm regards,  
<Advisor Name>

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# SET CLEAR EXPECTATIONS

## What To Expect From Us

- In this first 90 days, we'll be focused on...
- Once all your accounts have transferred, you'll hear from us *every week* until your first review meeting. After that, we'll meet *x times* per year.
- We'll follow up with you every *Friday*..
- Review Service Model (frame and focus)
- Engagement Standards (who & how we engage and support your success)



**Reaching Your Goals Together**

*Our commitments to serving you:*

- **Your First \*90-Days\***: We'll help you understand our process and keep you posted as we implement the strategies that will help you achieve your goals.
- **Transparency**: We're committed to having honest discussions with you to help you achieve your goals and avoid common emotional mistakes so you can make educated decisions about your financial health.
- **Responsiveness**: Our team is committed to responding to questions and request within 48-hours, often sooner. If your request will take additional time, we'll reach out to set a clear expectation with you.
- **Availability**: *AdvisorName* is always accessible, s/he may not always immediately available. To ensure that Adviser has time to address and respond to client requests s/he has dedicated time each day to follow up with clients. Should the team be unable to address your needs, they will make sure *AdvisorName* is able to get a back to you within 24 hours.
- **Ongoing Monitoring & Review**: Once your plan is implemented, we'll meet with you every X months. To deliver the highest quality service, these meetings are scheduled for the first two weeks of month/month.

*What we ask of you*

- **Make our work a Priority**: We request that you make your work with us a priority, and that you participate fully when requested. If we should contact you, please respond promptly. We value your time and will do our best to make sure we are using it well.
- **Keep us Informed**: A lot can happen in your life that impacts your financial goals. We'll be sure to check-in before each meeting, but things in your life change between meetings – don't hesitate to reach out.
- **Let us know how we're doing**: If you ever have concerns or question about our process, recommendations, team members or anything or anything at all – don't hesitate to reach out.
- **Provide Advanced Notice When Possible**: We understand the need to re-schedule, but please provide as much notice as possible if you need to reschedule a meeting or appointment.

## What We Expect From You

- Let us know when your situation changes
- Reach out with any questions or concerns
- Respond to requests in a timely manner
- Take actions that support your financial planning goals
- We don't predict the markets, but we're great planners and problem-solving partners
- Ongoing communication about how we can best help you align your money with the life you want to live



# CLIENT ENGAGEMENT STANDARDS



SETS RELATIONSHIP STANDARDS



CREATES A CLEAR AND COMMON LANGUAGE



SET THE EXPECTATION SO YOU CAN DELIVER ON THE EXPERIENCE



## WHAT WE EXPECT FROM YOU

*(Please initial each section to indicate that you understand these statements.)*

I am willing to participate in the Financial Life Planning process as described above on a continuing basis, and agree to at least one face to face meeting per year. I understand that each part of the process is interdependent and requires information or participation from me.

I am willing to delegate the implementation and monitoring of my plan to Tanya Nichols, CFP® and Align Financial, LLC. I understand that if I act without your input or knowledge, this may affect your ability to provide appropriate advice. I am hiring you to help me enjoy life more fully, and part of this process is to let you help me to the best of your professional abilities.

I agree to be responsive to emails and phone calls within a reasonable period of time. Many financial planning issues are time sensitive, most especially tax items.

I agree to provide requested data and documents in a timely fashion.

I agree to receive documents electronically either via e-mail or the Client Portal.

I understand that Tanya Nichols, CFP® and Align Financial, LLC. only accepts clients that agree with their investment philosophy. We believe discipline and diversification are the key investment principles needed to help create long term wealth and financial security. We want to work with clients that appreciate this approach, as opposed to clients who want to follow the "herd" mentality of the latest "hot" investment or time the market.

I understand that Tanya Nichols, CFP® and Align Financial, LLC. will provide advice on investments selected through their research. We pay for and utilize a large number of investment research sources. While our experience has been that we don't find research on investments outside our area of advice to be time or cost-effective, we approach this with your individual financial needs and goals in mind and act in your best interest.

## DEFINE FINANCIAL

## DEFINE FINANCIAL

### CLIENT ENGAGEMENT STANDARDS

At Define Financial, we strive to provide you with the best financial planning services possible. We also believe in building a long-term relationship that stands the test of time.

To help with this endeavor, we feel it's important for our clients to read over and understand our unique value system, our operating principles, and what we promise to deliver in exchange for your trust.

We are not trying to bore you with our ideals; instead, we hope to help you understand where we're coming from.

Thank you in advance for reading over this important language and trusting us with your finances and your future.

## OUR PRINCIPLES AND GUIDING BELIEFS

### PRINCIPLE #1

**This is going to take a while**

Financial planning is an ongoing process that involves goal-setting, cash flow management, risk management, investment management, asset protection, healthcare planning, tax planning, and estate planning. Define Financial aims to provide holistic financial solutions that cover every "what if" in your life.

### PRINCIPLE #2

**We want to hear what you have to say**

Communication is critical for our relationship to work. We want to talk to you and hear about your dreams. This is the best way for us to help you make them a reality.

### PRINCIPLE #3

**Plan on hearing from us a lot**

We employ a systematic approach in our financial planning firm that aims to help you achieve the best result in the end. As a result, our strategy requires us to follow up with you to see how you're doing and what we could change to help you build more wealth.

### PRINCIPLE #4

**We need you to commit to the process**

A successful financial plan requires a commitment from you, not just us. We need everyone on board for you to wind up with an end result you will be excited about.



2

# IMPLEMENTATION KICK-OFF



## IMPLEMENTATION MEETINGS

Define and share your implementation process

Make scheduling easy



## ACCOUNT OPENING & TRANSFERS

100% prepped & ready  
Make signing easy  
(in-person, DocuSign)

Be clear about what's needed  
Timelines with the client  
CRM-based follow-ups to track status



## COI CONNECTIONS

Introduction to client's existing COIs

Ongoing follow-up on related implementation items



3

# PLAN IMPLEMENTATION



## Implementation Meetings



## COI Outreach

- Onboarding Manager initiates implementation projects
  - Hold Implementation Meetings:
    - Tax planning
    - Risk/Insurance
    - Legacy/Estate
    - Retirement planning
  - Define & follow standard practices for each project (automate workflows)
- 
- Onboarding Manager initiates COI outreach re: implementation
  - Inform and involve COI relationship
  - Ongoing contact (monthly check-ins)





# PROGRESS REPORTING



## WEEKLY EMAILS

*"I'm reaching out to let you know that your account transfers are on track ...*

*I'd love to schedule our next meeting to go over your accounts and spend time helping you learn to navigate the resources available to you."*



## 30-DAY PROGRESS REVIEW

*During this meeting, we'll...*

- *Walk through account paperwork, share what to pay attention to, what to shred*
- *Share and train on tools/resources we'll use in our work together*
- *Review our progress and implementation plan*
- *Schedule our next meeting*



# IMAGINE YOU ARE THE CLIENT



"Murphy's law says that as soon as your money transfers, the markets will go down. I hope this doesn't happen, but I wanted to warn you."



"We will watch your transfers daily, giving you an update every week.

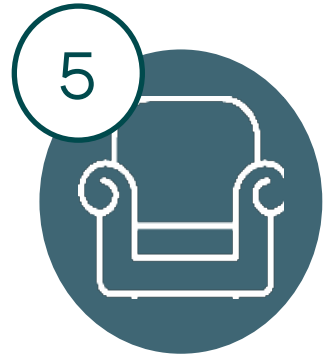
It might take a couple of weeks for XYZ firm to let go of YOUR money."



"Moving your life's savings can be scary. PLEASE call me if you have ANY questions or concerns in this process."



# SERVICE MODEL TRANSITION



Annual Client Service Calendar					
Retiree/Pre-Retiree					
JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
Meeting #1 - Income Guardrails			Meeting #2 - Tax Planning		
			Kick-off Meeting	Technology Meeting	
			Rebalance PG Retirement Plans		
Quarterly Reports and Newsletter		Quarterly Reports and Newsletter			
JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
			Meeting #3 - Year-end plans, Financial Planning		
Investment Reports					
Estate Planning		Company Benefits & Insurance Review			
Quarterly Reports and Newsletter		Quarterly Reports and Newsletter			

LEGEND	Initial Meetings	First Year Meetings	Investment Planning	Meeting/Contact

	A	B	C	D	E
Wealth Management Standards of Care	Segment Bronze	Segment Silver	Segment Gold	Segment Platinum	
<b>Planning Services</b>					
Basic Financial Plan	x	x	x	x	
Comprehensive Financial Plan	x	x	x	x	
Spending Review	x	x	x	x	
Liquidity/Emergency Fund Assessment	x	x	x	x	
Liabilities Review	x	x	x	x	
See FP checklist for all components					
Comprehensive Banking/Lending Services					
Non-Traditional Asset Management (Art & Collectibles)					
<b>Investment Management Services</b>					
Portfolio Construction	x	x	x	x	
Portfolio Review	x	x	x	x	
Ongoing Portfolio Monitoring & Rebalancing	x	x	x	x	
Review Client Gain / Loss	x	x	x	x	
Per Position Tax Loss Selling	x	x	x	x	
Cash-flow / Management Strategies	x	x	x	x	
2nd Opinion on Outside Accounts & Retirement Plans					
<b>Education Planning (within comprehensive FP)</b>					
Educational Cost Projections (public/private)	x	x	x	x	
529s	x	x	x	x	
State Provided Educational Services					
FAFSA/Admission Planning			x	x	
<b>Retirement Planning (within comprehensive FP)</b>					
Retirement Income Planning	x	x	x	x	
Retirement Capital Needs Planning	x	x	x	x	
Social Security Review	x	x	x	x	
Medicare Review	x	x	x	x	
<b>Multi-generational Family Planning</b>					
Family Heir Meetings			x	x	
Family Legacy & Transition Planning			x	x	
Creation of Family Mission Statement			x	x	
Multi-generational Financial Plan			x	x	
Special Needs Children Planning	x	x	x	x	
Planning for Aging Parents	x	x	x	x	
Eldercare Services					
<b>Estate/Legacy Planning</b>					
Trust Services	x	x	x	x	
Estate Services	x	x	x	x	
Durable Powers of Attorney at Incapacity	x	x	x	x	
Qualified Plans & IRA Distributions	x	x	x	x	
Generational Planning	x	x	x	x	
Childrens' AMD/POA	x	x	x	x	
Titling of Assets & Beneficiary Review	x	x	x	x	
Distribution Plan at Death of Spouse or Descendant	x	x	x	x	
Legal Document Review (Will, POA, trust documents, beneficiaries, inheritance planning, patient advocates)	x	x	x	x	



# PROJECT ROADMAP

## PEOPLE



Educate staff on Onboarding goals (lesson review)

ID 'Onboarding Manager' to clarify who owns process

Engage with staff to update Onboarding Process (involvement inspires investment)

## PROCESS



Outline new, standardized Client Onboarding process

'Rip Off & Deploy' using Client Onboarding resources

Refine to fit your clients and preferences

## PLATFORMS



Use tech platforms to standardize the onboarding experience

Organize 'factory work' and 'focus work' (similar to surges) to systematize a specialized experience

## PACKAGING



Design client-facing Engagement Standards

Design client-facing New Client Onboarding

Update sales/marketing to reflect new experience and client-facing pieces

# YOUR NEXT STEPS



## LEARN MORE

- Watch the Client Onboarding Lesson for strategy and how to build your Onboarding process
- Read The Checklist Manifesto, Atul Gawande



## ADAPT & APPLY

- Read the Client Onboarding Guidebook
- Review the Client Onboarding Process and Client Onboarding Journey, along with Forms 1-6:
  - Form 1 Welcome Note Samples
  - Form 2 New Client Welcome Letter
  - Form 3 Welcome Packet Presentation
  - Form 4 COI Introduction
  - Form 5 Implementation Mtg Invites
  - Form 6 Status Update



## TAKE ACTION

- Define and document your client onboarding process
- Identify Onboarding Manager
- Systematize Onboarding process
- Update website, create client-facing materials



# WORKSHOP TIME

- Review the Limitless Onboarding process
- Write down your current process in the margin
- Highlight in green opportunities to uplevel and do more
- Highlight in red where you are stuck



## Client Onboarding Process

The below is a sample client onboarding process. This sample should be customized to reflect the number and types of implementation / planning meeting in your process.

### CLIENT WELCOME & SET-UP

ACTION STEP	WHO	BY WHEN
1 Prospect confirms engagement and Advisor notifies team of implementation process or any additional action times and COIs to be contacted for COI Connections	ADV	Upon Client Agreement Signature
2 Update CRM with any action items from end of Prospect Process and change contact status in CRM from "Prospect" to "New Client" triggering process and client set-up next steps. <ol style="list-style-type: none"> <li>Set up client folder on network and move prospect files to this folder (CSA)</li> <li>Add client intel to CRM if not yet complete (CSA)</li> <li>Add client review frequency (semi-annual/annual) / block (i.e. March/Oct Surge) to CRM (CSA)</li> <li>Add to Birthday List (CSA)</li> <li>Add to Activity Calendar / Client Communication / Value Add Schedule (CSA)</li> <li>Add to Client Event Lists (CSA)</li> <li>Add COIs (CPA, tax attorney, etc.) to CRM (CSA)</li> </ol>	CSA Within 48 hours of Step 1	
3 Advisor writes handwritten note on firm notecards (FORM 1: Sample Welcome Note)		Within 48 hours of Step 1
4 CSA sends Welcome Packet and confirms welcome gift for client (FORM 2: New Client Letter, FORM 3: Welcome Packet)		Within 48 hours of Step 1

*Customization Note: The Welcome Packet may be sent electronically depending on your firm or the client preference. If sending via e-mail the handwritten note and welcome gift should be mailed separately.*

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55

## IMPLEMENTATION

ACTION STEP	WHO	BY WHEN
5 Schedule Getting Started / Paperwork Meeting (FORM Implementation Meeting Invites & Reminders)	CSA	Within 48 hours of Step 1
<i>Customization Note: If you have multiple implementation meetings adjust this step and the process to reflect your process.</i>		
6 Update and sends COI introduction (FORM 4: COI Introduction)	CSA	Within 1 week of Step 1
7 Prepare meeting materials and paperwork / needed forms and ensure signatures areas are highlighted and have "sign" here stickers (if applicable include ADV or Associate ADV review here) <ol style="list-style-type: none"> <li>Copy of Welcome Kit for client (CSA)</li> <li>Insert list of your standard paperwork here and who is responsible</li> <li>Mark all pages needing signature with "sign here" stickers</li> <li>Highlight each area for signature (CSA)</li> </ol>	Team (CSA or Assoc Adv)	1 week prior to meeting
<i>Customization Note: Paperwork may also be mailed or sent via DocuSign in advance. If sent via DocuSign, this step should reflect "Prepare paperwork / needed forms, upload to DocuSign and send to client for signatures."</i>		
8 Send Getting Started Meeting reminder (FORM 5: Implementation Meeting Invites & Reminders)	CSA	3 days prior to meeting
9 Hold Getting Started Meeting: During meeting review Welcome Kit, sign paperwork and post meeting dictate action items team.	ADV	As Scheduled
<i>Customization Note: Consider having your team member (CSA or Associate Advisor) participate or lead the paperwork portion of this meeting.</i>		
10 Signed paperwork received from the client	CLIENT	Upon Receipt
11 Initiate account opening and update CRM with tasks <ol style="list-style-type: none"> <li>Set or update implementation tasks with appropriate details and due date</li> <li>Set-up client tech / online access</li> <li>Confirm account status follow ups to client are scheduled in CRM</li> <li>Insert additional steps your team completes here</li> </ol>	CSA	Upon Receipt
12 Review client accounts daily until processing is complete and all accounts have been confirmed transferred	CSA	Daily





LIMITLESS Q&A