ROCK STAR Right Hand

ADAM
CMEJLA

CATHY
SUTTER

Assemble your band.

Hire amazing people
Pay them well
Train them right
Let them ROCK!

Define your strategy & needs.

Attract the right person to fill the right role.

It's a process: Nurture *into* your rock star right hand.

CLEAR YOUR HEAD SPACE

TIME

- Too busy to hire, train, manage, grow
- We're out of time, hire another body

VALUE

- Don't know true value of time
- Don't value different styles/skills
- Investment precedes return, always

RELATIONSHIPS

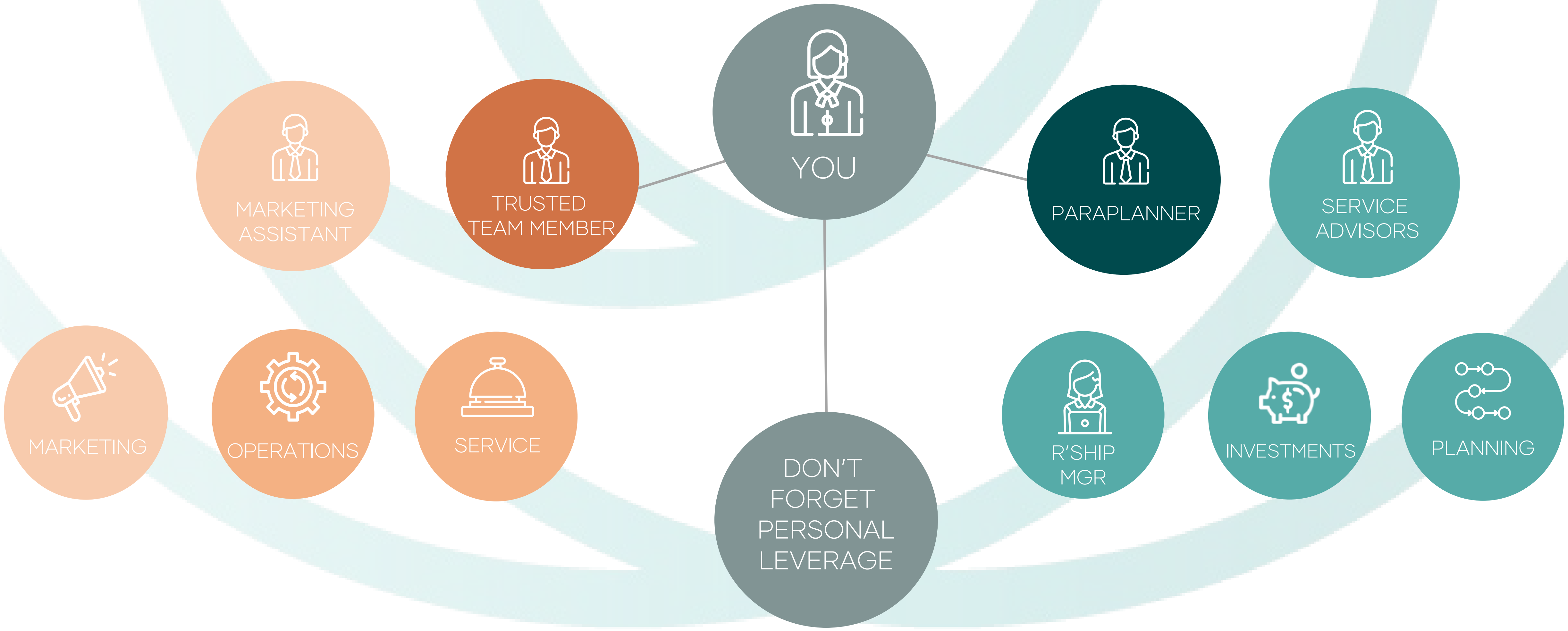
- Dislike managing people
- Easier to do it myself
- Avoid tough conversations & decisions

MONEY

- Don't have the money
- They don't get it; too entitled
- More money = solution

THE MODEL

CREATING LEVERAGE ACROSS PRACTICE AREAS



FOCUS YOUR ENERGY

Focus on energy-creating revenue-producing activities

CHAT QUESTION:

What are 3 energy-draining activities you can delegate?

BUILD THE ROLE

It's as much about being the right person as finding the right person.

CLARITY YOUR FOCUS

- What are your goals?
- How can I best align your time?

FOCUS YOUR TIME

- What is energy-creating and revenue-producing?
- What will it take for you to do that 80% of the time?

DEFINE YOUR NEEDS

- What type of person do you need?
- What responsibilities will they have?
- How will you support their success?

DESIGN YOUR OWN STAFFING STRATEGY

OUTSOURCE		IN-HOUSE		HOURS	
OUTSOURCE	CONTRACTOR	VIRTUAL	EMPLOYEE HIRE	FULL-TIME	PART-TIME

ADAM & CATHY

ROCK-STAR RIGHT HAND TURNED PRACTICE MANAGER

CATHY SUTTER

ADAM CMEJLA

KYLE ANDREE:
20/20 Money Producer

MITCH BAYLIS:
Marketing Automation

ADAM FOUT:
Content Writer

GREG WILNAU:
Branding & Design

SUCCESS SPOTLIGHT

Join Rock Star Right Hand Study Group later today!

NURTURE INTO ROCK STAR

TAKE A DISCIPLINED APPROACH

Bad Hiring: DESPERATE

- Driven by demands
- Hire from the hip
- Simple, shallow questions
- Ignore the red flags
- Compromise on cartwheel quality
- Focus on cost not investment

Good Hiring: DELIBERATE

- Driven by clarity
- Follow a disciplined process
- Ask the questions, then shut the h*ll up
- No sugar-coating
- Wait for the cartwheel candidate
- Invest in success

ATTRACTING YOUR PEOPLE

WHAT NOT TO DO:

We are seeking a dedicated Client Services Associate to support our financial consultants in providing excellent customer service to our clients. You will work closely with our staff, preparing documents before client meetings, organizing sales and presentation materials, compiling meeting notes, and setting up client access for new accounts.

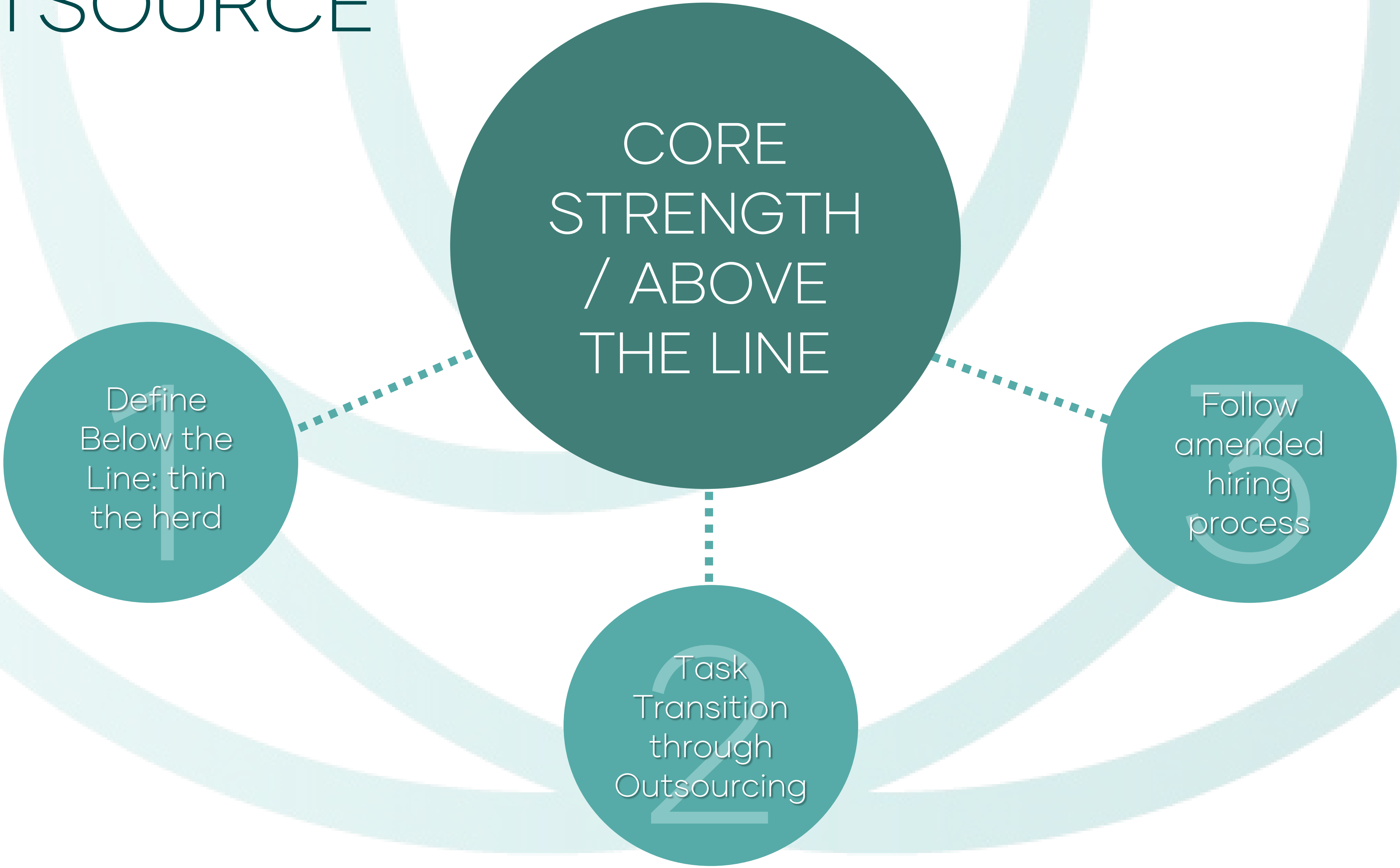
WHAT TO DO:

Align Financial is **not your typical financial services** office environment. We have an entrepreneurial team focused on developing a culture of mutual support and organizational and personal growth. For the right person, **this is an amazing job.**

In addition to **only accepting nice people** as clients, so long as all the work is getting done, work hours are flexible and vacation/personal days are relatively frequent. As a small business owner with only one full-time employee, and two virtual specialty staff, we can only afford to hire the best.

If you are looking for a long-term job with a negotiable compensation and bonus package, industry-leading vacation policy and a somewhat flexible schedule, please email your resume and an explanation of **what makes you the best employee** I could hire.

OUTSOURCE


CORE STRENGTH / ABOVE THE LINE
1
Define Below the Line: thin the herd
2
Task Transition through Outsourcing
3
Follow amended hiring process

CLARITY, ALIGNMENT, ACCOUNTABILITY

It's all about creating a common language

JOB DESCRIPTION

1. What are you solving for?

JOB POSTING

2. How are you attracting the right person?

COMPENSATION PACKAGE

3. Do you have a clear compensation philosophy?

Client Wealth Coordinator

One Sentence Description

"A detail enthusiast and implementer who loves financial planning."

Key Responsibilities:

1) Is accountable for superior client service
2) Is responsible for drafting and revising all client deliverables under the direction of the Client Wealth Planner
3) Is responsible for all asset movements for assigned clients to include opening of accounts and movement of funds into accounts and periodic and lump withdrawals
4) Contributes to firm growth by identifying opportunities to do more client work for existing client and/or gather new assets from existing clients

Detailed Responsibilities

1) Exemplifies the Destiny Capital values and contributes to culture
2) Is responsible for gathering all needed client data and data entry into Firm systems
3) Is the primary contact for client questions on asset movement and client data
4) Coordinates the implementation of client asset management with the CIO
5) Communicates needed meeting cadence to Scheduling lead and ensures meeting dates are met

Responsibilities to their Team

1) I commit to gathering all client data and assembling all financial planning and client presentation deliverables.
2) I commit to implementing all elements of the client's financial structure and will serve as the first point of contact for all client needs and inquiries.
3) I commit to supporting the Strategist and Planner in all areas of client service

Qualifications

1) CFP
2) At least two years in a client service role for a service business, ideally in financial planning

Client Service Associate Job Description
Destiny Capital

We are looking for a Client Service Associate to add to the capabilities of our growing wealth management firm in Colorado.

This position comprises a number of varied responsibilities that integrate across the entire firm. The Client Service Associate will collaborate with members of the client service, marketing, operations and business keeping the office runnin clients and team member client teams with account as well as providing repo supporting marketing and

The Client Service Assoc and its team. There are o development are provide

As a firm, we have big go currently serve and the c and changing firm and in performance driven, valu is looking to find a long-te

Our Values

Work With Integrity
Our values are deep-root say we will do and delive always do the same.

Collaborate As A Team
We share a common goa understand the importan innovative ideas across t

Be Adaptive
We embrace flexibility, w changing industry to sup mindset of abundance th

Jarrod Musick, CFP® · 1st
Your Success Should Feel Satisfying!
11mo ·

Destiny Capital is seeking a Lead Advisor (Client Wealth Planner) to add to the talent of our growing, independent wealth management firm in Colorado. If you are a high quality CFP who is looking for a new home, see our job post today! Click here for details.

http://ow.ly/Nu1e50Fn9wO

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Like Comment Share Send

Integrity Collaboration Adaptive Self-Motivated Agency Empathy Respectful

Cash Compensation Philosophy

Summary:
We believe that the only way to accomplish big things is with the best people. demand an employer that helps make it possible for them to live their best lif

We believe that total employee compensation includes things beyond the mo components. Time, agency, and self development are also highly valuable.

We focus on compensation and total employee value in the following areas:

1) Monetary - cash compensation for work provided
2) Time - flexibility and paid leave
3) Benefits - non-cash compensation to include professional developmen
4) Perks - employer provided events and experiences

Monetary:

1) **Base pay:** We seek to pay 80-95% (80% average) of median total comp form of a W2 salary to all positions. We use the best data for each pos specific where it makes sense and industry-agnostic where it makes se
2) **Incentive pay:** We seek to pay 20% of base pay in the form of quarterl Bonuses should be based on:
   a) Individual performance based on position requirements, 20% c
      i) Meeting all position and personal development require to a 20%
      ii) This is not punitive. It is earned by performing standard position.

Total compensation when all bonus payments are reached shall be 100%-120 compensation.

3) **Partner and Strategist Supplemental:** We seek to include an advisor bu development supplemental bonus based on exceeding business developm

Integrity Collaboration Adaptive Self-Motivated Agency Empathy Respectful

Non-cash Compensation Philosophy

Summary:
We believe that the only way to accomplish big things is with the best people. The best people demand an employer that helps make it possible for them to live their best life.

We believe that total employee compensation includes things beyond the monetary components. Time, agency, and self development are also highly valuable.

We focus on compensation and total employee value in the following areas:

1) Monetary - cash compensation for work provided
2) Time - flexibility and paid leave
3) Benefits - non-cash compensation to include professional development and insurance
4) Perks - employer provided events and experiences

Our approach requires ***accountability, collaboration,*** and ***self motivated*** team members to be effective.

Time:

1) Work week: The Destiny Capital standard work week is Monday - Thursday with a flex Friday.
   a) We are providing team members with the space to manage their work and personal lives by moving to a standard four day work week. Creating the expectation that a standard work week is four days does not mean that the work output expectation is reduced by 20%, these are all still full time positions with specific requirements. We empower team members to make a decision about their own work flow on the condition that they are meeting the needs of their position and the needs of working with the rest of the team. If a team member is in a busy period, they are expected to work on a Friday or over the weekend and both of these will be necessary from time to time.
   b) On-Call Coordinator for Friday (answers phone 8-3, can be in office or not)
      i) On-call Strategist or Planner (answers urgent client questions within 2 hours)
2) Outcome based: Team members are free to end their day when needed
   a) Ask supervisor and team beforehand, No is an OK answer

DEFINE COMPENSATION

IN HOUSE:

- Responsibility level
- Experience & qualifications
- BASE + BONUS + PROFIT SHARING

CONTRACTED:

- Market rate (think $40 an hour)
- Outsourcing: disdain factor

Remember…
if you pay
peanuts, you'll
get monkeys.

Value of your 2020 total rewards package:

EARNINGS: Current Annual Income $50,000.00
2020 Bonus $2,096.88
Your total earnings $52,096.88

BENEFITS: *Insurance*
Medical $5,081.58
Dental N/A
Vision N/A
Life Insurance $123.00
Disability $321.48
Medicare $3,695.38
match $1,999.92
Contribution $4,387.31
Provided Benefits
Program (EAP) Provided for you
$620.00
Reimbursement $1,000.00
$70,725.55
Leave $3,846.15
$1,923.08

PACKAGE VALUE: $75,094.78

Individual Compensation Summary

The below is a sample individual compensation summary. Details should be customized to reflect your firm compensation policies and compensation component specific to the position. Update this form when compensation changes occur, either through promotion or as part of an annual compensation review process.

Job Title: [Insert position name]
Employee Name: [Insert supervisor]

This compensation package is only for the above-listed position and should be used for reference purposes only. It does not reflect a comprehensive description of job responsibilities and does not constitute a contract.

Base Salary:
[Insert salary amount] based upon offer of employment and management reviews.

Target Performance Bonus:
[Insert bonus amount], distributed annually. The amount received is based upon the firm's achievement of pre-defined goals, your individual performance in your role and assigned quarterly objectives.

Profit Sharing:
Funded annually at the discretion of the firm's principals based upon available resources.

Retirement Compensation:
401k available for employee contributions with a match from the firm up to X% of the team member's annual salary.

Medical:
100% of employee's medical premium, not including dependent premiums.

Paid Time Off
15 days off annually for the first six years, accruing at 1.25 days per month. Team members earn five additional days in five-year increments (20 days during years 7 through 11, 25 days during years 12 through 16, and so on).

Personal and Sick Leave:
½ day accrues per month up to a total of six days per year and do not carry over to the next year.

Holidays:
10 paid holidays, which are determined annually.

Firm Compensation Plan
TEMPLATE

See Managing Comp lesson and/or search for "compensation" in the Learning Library!

COMPENSATION

ADMINISTRATIVE ASSISTANT

Compensation Information

POSITION DESCRIPTION:

Performs secretarial and clerical duties such as typing correspondence, memoranda, reports, and meeting notes; scheduling appointments and meetings; and operating office equipment such as photocopier, facsimile, etc.

TRADITIONAL COMPENSATION INFORMATION		
Total Traditional Compensation	3rd Quartile	$52,800
	Median	$49,014
	1st Quartile	$41,650
Base Pay	3rd Quartile	$49,794
	Median	$46,875
	1st Quartile	$40,000
Annual Bonus	3rd Quartile	$5,000
	Median	$4,000
	1st Quartile	$2,000
Long Term Incentive	3rd Quartile	$1,606
	Median	$1,000
	1st Quartile	$995
OTHER COMPENSATION AND OWNERSHIP INCOME		
Total Income	3rd Quartile	$54,000
	Median	$50,000
	1st Quartile	$41,650
Profit Distribution	3rd Quartile	$3,300
	Median	$3,000
	1st Quartile	$2,000
Ownership Percentage	3rd Quartile	N/A
	Median	N/A
	1st Quartile	N/A
INCUMBENT PROFILE		
Number of Incumbents		233
Percentage of Firms with Position	Super Ensemble	50.0%
	Enterprise Ensemble	31.8%
	Ensemble	32.3%
	Solo	16.2%

VIRTUAL ASSISTANT COMPENSATION

Assistant:

- Best deal out there is freelancer, $25-35
- U.S. Based Agency Virtual Assistant Hire: Belay, Boldly, Athena $35-55

Backend:

- Total Office (more back end paperwork, higher price), approx. $75-100

Are you paying for hours vs. packages (tasks, projects, etc.)?

INTERVIEWS

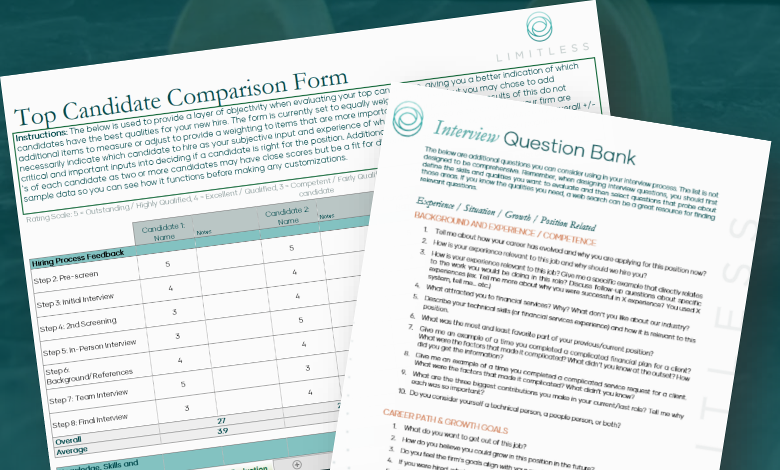
COMPETENCE

CULTURE

COMMITMENT

CONTRIBUTION

CLIENT-CENTRIC



PROFILES & TESTING

KOLBE
DISC
DOTS
MYERS-BRIGGS

RELATED
SKILLS

POSITION-SPECIFIC
CASE STUDIES

See Hiring & Training lesson


COMMUNICATE

TRAINING

A DISCIPLINED APPROACH

- New Hire Onboarding Process
- Training Plan
- Set workflows

TAKE THE TIME

- Consistent check-ins
- Understand expectations

TALK OFTEN & OPENLY

- Candid feedback
- Permission to give feedback
- Implement suggestions

Take the TIME to Train

- Having a Training Plan creates a common language and accountability for everyone
- Allocate training time on your calendar
- Develop an onboarding schedule with weekly check-ins first 90 days, then quarterly for first year.
- Be clear, provide all the needed information and communicate more than you think you should

Rock star support teams help you help them:

- Involve staff in Limitless
- Make sure they have access to site
- Make sure they know they have support space in Tribe
- Encourage small group resource sharing, community building

LEARN MORE

- 10% Happier: How I Tamed the Voice in My Head, Reduced Stress Without Losing My Edges, and Found Self-Help That Actually Works, Dan Harris
- Extreme Ownership: How U.S. Navy SEALs Lead and Win, Jocko Willink
- Traction: Get a Grip on Your Business, Gino Wickman
- Come Up for Air: How Teams Can Leverage Systems and Tools to Stop Drowning in Work, Nick Sonnenberg
- To dive deeper, visit the Staffing for Success Learning Path

ADAPT & APPLY

- Read Hiring & Training Happy, High-Performers Guidebook and review all hiring resources
- Use the Training Overview to onboard and the Training Plan Template to continually train and communicate

TAKE ACTION

- Define your strategy, process and budget for hiring
- Prep for and launch your hire
- Schedule training time and daily/weekly meetings
- Have your team watch How to be a Stellar Support Team lesson


LIMITLESS Q&A