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## UPCOMING EVENTS

- 09.03 GROWTH SUMMIT (VIRTUAL)
- 09.11-12 GROWTH WORKSHOPS (IN-PERSON)



## UPCOMING COACHING CALLS

- 07.08 OFFICE HOURS  
with Coach Adam
- 07.15 PERSONAL PEAK COACHING CALL  
Open Mindset with Coach Liz
- 07.22 COHORT CALL  
with Coach Adam



USE ZOOM Q&A FOR TODAY'S QUESTIONS



LIFESTYLE

# PEAK PRACTICE

COACHING CALL



# BRIAN'S STORY

Where it all started vs. where we are now

- ✓ Descaling to upscale
- ✓ Being intentional

Clarifying and defining the niche

- ✓ Delivering the same services to EVERYONE + clarifying team roles to increase efficiency = BUSINESS GROWTH

Redefining "capacity"

- ✓ Serving 275 households with smaller, more focused team
- ✓ Since the two staff members retired in 2021, we have:
  - ✓ Lost fewer than 10 households
  - ✓ Increased our client base
  - ✓ Grown AUM \$75 million

**\*IT IS ONLY because of the 3 part-time staff members that we can easily serve so many clients.**



# TEAM STRUCTURE



**Michelle**

Scheduling, adding meeting activity to Redtail, overseeing all things RMD/QCD

- ✓ Often the first person to answer the phone



**Stephanie**

Higher-level client support (problem solver)

- ✓ Captures all assigned tasks
- ✓ Conducts all client reports, performance reports, etc.
- ✓ When I need help, I go to Stephanie



**John**

Nitrogen, Asset Map, and Income Dashboard updates

- ✓ Trading/rebalancing
- ✓ Tracking client cash needs and proposing trades

L I M I T L E S S

# TECHNOLOGY STRUCTURE

- Redtail (CRM)
- Asset Map (complete financial picture)
- Nitrogen/Riskalyze (portfolio review)
- Income Dashboard/Guardrails (internal)
- Holistiplan (tax planning)
- ScheduleOnce (online scheduling)
- ShareFile (secure file sharing)
- Text Blaze Chrome extension (dictation)
- Outlook (the web-based version)
- Grammarly (to help me write better!)
- Vidyard (client-facing videos and staff instructions)
- Schwab (custodian) and now iRebal (getting up and running)
- MoneyVisuals (client communication)
- FP Pathfinder

# TACKLING THE SCHEDULING SURGE

## Client Categories



### Biannual Clients (2x)

Meetings are scheduled in spring and fall.



### Annual Clients (1x)

Meetings occur in the summer, with some flexibility to accommodate schedules in spring or fall

## 3- Step Scheduling Process

1.

Initial invitation: Email all clients with ScheduleOnce meeting invitation utilizing TextBlaze for efficiency

2.

➤ Follow-up: After a couple of weeks, reach out via phone to the 1/3 who ignored the email

3.

➤ Final reminder: As the scheduling surge ends, send a follow-up email invitation to all who haven't yet scheduled their meetings

\*If they ignore all emails, log three attempted contacts in their client file for reference.

# MEETING PREPARATION

1. Mail agenda and supporting documents to client
2. Schedule 30 minutes of prep on calendar
3. Enter meeting as activity in Redtail

## Using a Template

- ✓ "Checklist" ensures comprehensive review
- ✓ Prep time: 20–25 minutes on average

## Entering Activity in Redtail

- ✓ Loops in office supporting staff for task triggers
- ✓ Ensures that Asset Map, Nitrogen, and Income Dashboard are updated
- ✓ Ensures that reports are updated up to 2 weeks before meetings

## SURGE WEEK SCHEDULE

Monday: Prep & Staff Meeting  
(1:30pm – 2:30pm)

Tuesday – Thursday: Client Meetings  
(9:30am – 4:00pm)

Friday: Cleanup & Staff Meeting  
(9:30am – 10:30am)

\*Allows 30 minutes of buffer

## MEETING FORMATS:



Zoom



Phone



In-Person (Norwich or Johnson City)

## MEETING-NOTE PROCESS

### Meeting-Day Process

- ✓ Print Redtail prep notes
- ✓ Handwrite meeting notes on the same sheet

### Post-Meeting Procedure

- ✓ Type meeting notes immediately after meeting
- ✓ Email notes to clients with staff BCC'd
- ✓ Complete meeting summaries by EOD

### Notes Email Framework

- ✓ Utilize Text Blaze template for email structure
- ✓ Combine typing and dictation for efficiency
- ✓ Copy notes into Redtail activity as final step

## CLIENT VALUE & TAX DELEGATION

- ✓ Client preference for past meeting notes
- ✓ Notes serve as a valuable client resource

\* These notes are a "lead domino." By doing this one task, several other tasks are set in motion. Client communication is completed, compliance notes are done, and tasks are delegated all in one email. My team can now get to work on their assigned tasks as I move on to my next meeting.

# FRIDAY WORKFLOW & STAFF MEETING

## FRIDAY FOCUS

-  Honor weekly commitments and address pending tasks
-  Review tasks in shared Excel file and prioritize

## TASK REVIEW PROCESS

-  Prioritize tasks for completion
-  Assess staff tasks for potential challenges

## STAFF MEETING STRUCTURE

- ✓ Simple, efficient staff meeting held at 9:30am
- ✓ Each team member asked if assistance is needed with assigned tasks
- ✓ Opportunity for reciprocal assistance within the team
- ✓ Encouragement to wrap up work early for a relaxed weekend

It was great seeing you today. I am so happy to hear that you enjoyed your trip to Portugal. Have fun later this year in Bar Harbor with your son!

Below are the notes from our conversation with the Action Items listed first.

**Items we need your help with:**

1. Please provide me with a copy of your 2022 tax return.
  - a. Please remember to include the entire return, including all schedules.
  - b. You can upload a scanned copy of your return [using this link](#).
2. Remember to fund your granddaughter's 529 college savings plan if you receive another letter from the state offering to match your contribution.
3. Let me know if you want to transfer your fidelity Traditional IRA to my management.
  - a. This will help simplify things for your beneficiaries.
  - b. It will also allow my office to help you with Qualified Charitable Distributions and Required Minimum Distributions.

**Items our office will address:**

1. Michelle from my office will process the Required Minimum Distribution from your Inherited IRA account.
  - a. We will withhold 15% for federal income taxes and 5% for state income taxes.
  - b. The after-tax money will be deposited to your bank account on file.
2. Michelle will send you \$10,000 from your Non-Retirement account to help pay for your upcoming door replacement project.
3. After we process the withdrawal to pay for your doors, I will adjust some of the investments in your non-retirement account.
  - a. This will include selling Alibaba.

**Additional Meeting Notes:**

It was great to hear about your recent trip to Portugal and your planned trip to Bar Harbor. I'm glad you have been able to travel.

You have one major project coming up in the near future. You are working on replacing all of the doors in your house. You anticipate the cost of this project to be between \$10,000 and \$12,000. To help pay for this, we will first process your Required Minimum Distribution from your Inherited IRA. This should net you slightly less than \$2,000 after taxes. We will fund the remainder of the project by withdrawing from your Non-Retirement account. This will help you to maintain a sizable cash cushion in your bank accounts.

We reviewed and updated your Asset Map report. I updated the value of the cash in your bank accounts. There were no other significant changes.

We reviewed your investments using Nitrogen (formerly Riskalyze). I continue to want to slowly transition your account away from individual stocks to broadly diversified exchange-traded funds. There is no rush. As part of these adjustments, I will sell Alibaba.

We reviewed your Income Dashboard and Guardrails reports. It was this report that helped you feel comfortable taking a withdrawal from your Non-Retirement account to pay for your doors. You have room in your accounts to spend a bit more, and this door project is a perfect reason to take a withdrawal.


You mentioned that your great-uncle recently passed away. I am sorry for your loss. In the event you inherit anything from him, please let me know. I can provide you with guidance on what actions you have depending on the type of account you are receiving. Traditional IRAs and annuities tend to be the more complicated accounts to receive. Stocks, bonds, and brokerage accounts are relatively straightforward. Regardless of the account type, I can help provide you with guidance so you can make an informed decision.

Beginning next June, you will be eligible to make Qualified Charitable Distributions from your IRA accounts. This is where you make a donation directly from your IRA to a charity or not-for-profit. In doing so, the money comes out of your IRA tax-free. It is not a reason to begin making donations, but it is often the most tax-efficient way. We can discuss this in more detail next year.

As always, if you need anything between meetings, please call our office at 607-584-4141. We are happy to help!

Warmly,

Brian A. Voss, CLTC\*

From Brian Voss: It's time to schedule your review meeting 



Greetings from the team at NBT Capital Management!

**We are reaching out to schedule your review meeting with Brian Voss.**

You have two convenient options for scheduling your meeting.

If you prefer a Zoom or Phone meeting and want to book the meeting yourself, [please click here](#). This link will allow you to select an available date and time that is convenient for you.

If you want to meet in person, or you want assistance with scheduling a Zoom or Phone meeting please call our office at 607-584-4141.

PS: If you don't feel the need to meet right now, [please click here](#) to let us know. Don't worry. We'll still reach out to you when it's time for your next review.

**Michelle Heimes or Stephanie Crooks**

**p** 607.584.4141 **f** 607.584.4149

**a** 331 Main Street, Suite 1, Johnson City, NY 13790

**e** [mheimes@nbtcapm.com](mailto:mheimes@nbtcapm.com) or [scrooks@nbtcapm.com](mailto:scrooks@nbtcapm.com)

Client Name(s):

Meeting Day, Date, and Time: Wednesday, May 22, 2024 @ 1:00 pm

Meeting Location: Zoom

Possible adjustment in my withhold as I received \$1398 from SC and \$1079 from federal.

Current Fee Schedule: 50 bps

Activity Review:

Asset Map:

Nitrogen (formerly Riskalyze):

Performance Reports:

Capital Gains and Losses:

Income Dashboard:

RMD's:

QCD's:

Holistiplan:

Notes Review:

Information Sharing Agreement:

Update Holistiplan Tax Letter:

iRebal:

# TEACHING SEASONED STAFF NEW PROCESSES

## Breaking Old Habits (Slowly)

- Getting started is the hardest part; staff was afraid they couldn't keep up.
- Make staff-recommended adjustments after every surge

## Building Processes with Team

- If there were a task repeated consistently, I would write SOPs and often record video instructions
- The staff consistently goes back to these videos, especially for tasks they don't repeat consistently





# SHOW & TELL

Let's peek behind the curtain.

# SUMMING IT UP: TEAMWORK MAKES THE DREAM WORK

We learned to work as a team for several reasons:

1. Necessity, due to high client volume and limited advisors
2. Implementation of Stephanie's Above the Line / Below the Line exercise
3. Improved team dynamics and efficiency

## Benefits of Team Collaboration

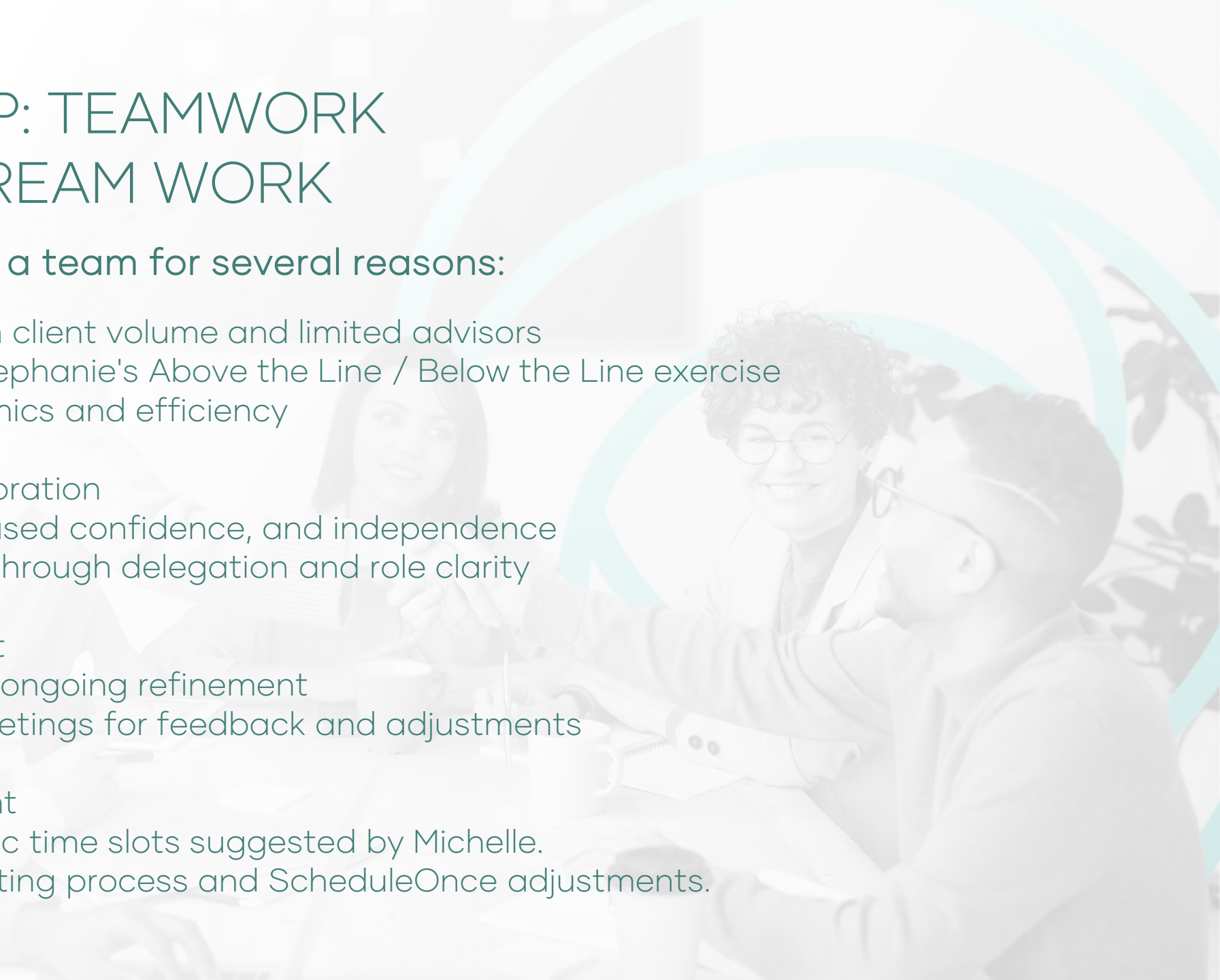
- ✓ Clarity on roles, increased confidence, and independence
- ✓ Enhanced efficiency through delegation and role clarity

## Continuous Improvement

- ✓ Iterative process with ongoing refinement
- ✓ Utilization of staff meetings for feedback and adjustments

## Examples of Improvement

- ✓ Introduction of specific time slots suggested by Michelle.
- ✓ Streamlining note-writing process and ScheduleOnce adjustments.





LIMITLESS Q&A