

LIMITLESS Coaching Call Transcript

OCTOBER 7TH, 2024
LEADERS PEAK PRACTICE COACHING CALL
GROWTH STRATEGIES

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00:12:21.280 --> 00:12:29.120

Stephanie Bogan: I want to take a slightly different tack today as we talk about growth coming off of

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00:12:29.140 --> 00:12:37.979

Stephanie Bogan: summit and workshops. It has been my experience that coming off summer, we can really lose momentum if we're not careful.

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00:12:38.442 --> 00:12:54.550

Stephanie Bogan: And then if we, if we if we ride that momentum into Q. 4, we can easily fall into the trap of, Hey, I'm like closing out the year. So I just, I thought today would be a good time to do a couple of things. One get really clear

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00:12:54.720 --> 00:13:07.669

Stephanie Bogan: on where we are in our growth journey. We're gonna talk about right strategies for growth. We've talked a lot about the actual sales and marketing to an extent this year. Brian

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00:13:08.297 --> 00:13:15.130

Stephanie Bogan: Who's been on our lifestyle program for a few years now and has hit sort of right his 1 million dollar lifestyle practice goal.

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00:13:15.467 --> 00:13:27.050

Stephanie Bogan: I asked him to come talk with us a little bit about we talk about so much about being brilliant to the basics. Michael and I talked so much about this on that 3 year roadmap. We'll talk a little bit more about today.

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Stephanie Bogan: And right? So step one in growing is to optimize what we have. As we've talked so much about this year. So Brian's gonna just talk about his journey a little bit.

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00:13:37.550 --> 00:13:46.220

Stephanie Bogan: and how he's applied literally right like a half a dozen of the basics, and just how that's gotten him where he is without any.

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00:13:46.590 --> 00:13:55.529

Stephanie Bogan: He'll tell you there was some real work involved, because there always is. But right, it

wasn't like a big turn up love or a growth engine. And now he, like Adam and others.

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00:13:55.700 --> 00:14:02.529

Stephanie Bogan: is in the prime position for all of those conversations we've been having about strategy and capacity

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00:14:02.560 --> 00:14:16.470

Stephanie Bogan: as we grow when when I draw that capacity column, and we talk about margin right? And borrowing that margin from advisor to advisor. And we talk about optimizing that beyond that 6 or \$700,000 average right?

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00:14:16.520 --> 00:14:18.829

Stephanie Bogan: If Brian can do it

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00:14:19.040 --> 00:14:40.539

Stephanie Bogan: as a founder of a firm, then certainly our advisors on our teams, who are not running businesses can manage significantly more than the average, and certainly we should be able to do it. So sometimes we get really caught up in all the stuff and the plans. And right now I know we're very deep for most of you in, you know, looking at that growth, strategy and capacity and service models.

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00:14:40.900 --> 00:14:52.160

Stephanie Bogan: and I thought it would be a good time to remember why we're doing it, and why this work is so important to actually driving the kind of growth that we want. So that's kind of what we're gonna do

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Stephanie Bogan: with Brian today, and then talk a little bit about where each of you are in your growth journey through the lens of

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Stephanie Bogan: right? Are we optimized for growth? Which is really the conversation we've been having for the last few months really, since May and Jackson Hole with Michael.

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Stephanie Bogan: So with that, as always, we have Natalie on the call. Obviously she's talking with many of you as we implement

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Stephanie Bogan: staffing models or service strategies depending on what you're working through. So, as always here, she and I are here to answer questions. But, Brian.

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Stephanie Bogan: do you just want to share with the with the leaders group cause? I do think it's such a compelling story



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Stephanie Bogan: of.

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00:15:31.420 --> 00:15:46.709

Stephanie Bogan: you know, not over complicating it, or right thinking, we gotta do all this crazy, sexy, silly marketing stuff. Can you share a little bit about kind of your journey to that kind of optimal point. And how you got there like, what does it really take

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00:15:46.810 --> 00:15:50.790

Stephanie Bogan: to build that 1 million dollar rate all the time off? You want practice.

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Brian Voss: Yeah. So I appreciate that. I would say

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Brian Voss: for me what happened was when I when I joined in with limitless, I definitely had this situation where I thought everything had to be overbuilt, overdone over, complicated. And

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Brian Voss: I realized through getting clarity on what was really important to me. And then clarity on the niche I wanted to serve

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Brian Voss: that I could dramatically simplify our offerings, and in return for that, it was gonna create a lot of capacity for serving clients and for growing our business. So what happened in my situation is, I took over for 2 retiring advisors. We effectively took 3 full time people's work, and put it on my shoulders as one person. We also reduced our support staff by one at that time, which is something that Chris can relate to today.

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00:16:36.410 --> 00:16:53.779

Brian Voss: So we had more clients, less advisors, less support staff. And we really started going through the process of just clarifying and again limitless, was so helpful with this. What is it that we want to do for our clients? How do we want to serve them? And then creating systems and processes to deliver this on a consistent basis. So

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Brian Voss: you know, I picked a niche early on, even though we had a lot of existing clients. I wanted to work with people within 5 years of retirement, or already retired.

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Brian Voss: And then, in the process of doing that, one of the things I did was, I just listened intently to hear what common questions or planning opportunities were always coming through from those people.

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00:17:11.190 --> 00:17:30.170



Brian Voss: and as Stephanie's heard me talk about before, a big part of this for me was trying to find the lead dominoes and the actions we could take. So what's something I could do in the business that is going to create the space for us to want to work on the other things that need to happen at some point. And it was a slow iterative process. So the 1st thing we implemented was surge meetings.

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Brian Voss: And what that did for us is it forced us to have so much more discipline around our planning process around our deliverables.

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Brian Voss: It forced us to to really be thoughtful about how we spend our time. But even more importantly, what it did was when surge ended. It created a bunch of time for us to get to work on the other things. And so we would do is we'd identify. Basically it was surge. And then what's a project to improve our business surge? What's a project to improve our business? Rinse and repeat over and over again?

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00:18:00.860 --> 00:18:19.379

Brian Voss: And sometimes that was, you know, that included looking back at surge and talking about the pain points. Here's what we did. Didn't go. Well. I make this joke, but it's not actually a joke. Surge was so difficult for our office the 1st couple of years we did it where they asked us to stop calling it surge because it started to get them anxiety and nerves. So we.

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00:18:19.380 --> 00:18:20.699

Stephanie Bogan: To eventually call it.

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Brian Voss: Yeah, they literally were like, we can we call it anything else? So now.

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Stephanie Bogan: Did somebody's eyes start twitching like.

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Brian Voss: It's we have one person in our office who will not be named where I could just visualize her hair catching on fire every time surge was about to start. And we're like we're just gonna call it review season from now on, just to take the pressure off. I know it's semantics. I know it's still the same thing. Everyone felt better after we did that.

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00:18:42.840 --> 00:19:05.899

Brian Voss: But by focusing on those boring, fundamental building blocks and systematizing things effectively. What we did over 4 years was, we basically doubled our business with no marketing or no focus on growth, dramatically reduced the amount of hours spent in the office. I'm not quite at the point where I take Fridays off, just because I still have young kids and my wife works so I would be. I wouldn't have anything to do, and I love what I do. So I just put it into the business.

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00:19:06.050 --> 00:19:26.690

Brian Voss: But a lot of my journey was around. I called it building at once, talking to my team constantly

about recurring tasks that we had to do if we had to do it more than once a year. I wanted written operating procedures if we had to do it more than once a month. I wanted us to have it down pat, so that our systems were, we would always be able to count on them.

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00:19:26.700 --> 00:19:43.479

Brian Voss: and then I would say, a big part of for me what it was was just iteration after iteration, after iteration. It was a struggle in the beginning. It did not go smoothly, but we would debrief at the end of every project or surge to talk about what worked, what didn't work. What do you want to change

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00:19:43.510 --> 00:20:00.210

Brian Voss: one of the real world examples I used was my staff finally came to me and said, You know what? This whole idea of like just calling people and asking when they can, what what works in their schedule? It's impossible. What would you feel if we just gave 5 times lots a day Tuesday through Thursday, and they had to pick from those

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00:20:00.300 --> 00:20:19.639

Brian Voss: I was the accommodating type was like, no, we need to check in and get the time. They're like, you know, what? If we just said 930-11-1230 and 4, everyone's life will be easier. I don't even look at my calendar anymore. I know if it's a Tuesday through Thursday in review season I've got meetings at 930-11-1230, and 4. Everything got easier for our clients. Everything got easier for our staff.

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00:20:19.660 --> 00:20:31.319

Brian Voss: but for me, what it was about was, I think, the 1st building block was understanding what was important to me. Then I could back into what are the right clients to serve to get that outcome for me. My business, my family!

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00:20:31.671 --> 00:20:38.430

Brian Voss: That was where the niche came in, and then everything after that was systematizing our processes to serve that niche as well as possible.

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00:20:38.470 --> 00:20:51.060

Brian Voss: and it turned into growth with no desire to grow. I was concerned in the beginning about just keeping my head above water. Remember, we went from 3 advisors to one, and those 2 advisors were full time advisors with a full complement of clients.

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00:20:51.080 --> 00:20:57.569

Brian Voss: and my goal. Whether it was crazy or not was I wanted every one of those clients to feel like they got an upgrade when I took over.

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00:20:57.830 --> 00:21:15.910

Brian Voss: and I couldn't quantify it. I'll admit that, like it was a terrible goal from a standard like write a goal that's, you know, measurable and aggressive and time bound. It was like, Nope, I just wanted. I want to get to the point where every client feels like we got an upgrade which in hindsight was probably a stupid goal, given the fact that I was just trying to keep my head above water as 2 people left, and we lost a support person.

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00:21:16.283 --> 00:21:43.796

Brian Voss: But it was the right directional thing for me to do, because every time I could come back and say, What have we improved in this area compared to the way we did it before. How's it better? And if it's not better, what can we do to make it better? And then, just like I literally said iterate. And that's I think, the other thing I loved about surge. Is it created these natural time bound places to iterate? It's like, we know we've got a review season coming up. How are we going to improve these 2 things, or this one thing in the next surge cycle next review season, cycle.

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00:21:44.450 --> 00:21:45.000

Stephanie Bogan: And so.

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Brian Voss: I could talk about a lot, Stephanie, is there anything in particular from Mike.

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00:21:48.170 --> 00:21:53.503

Stephanie Bogan: Well, it's funny cause. There's so much that we talk about that I hear echoed in there.

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00:21:54.180 --> 00:22:05.660

Stephanie Bogan: The thing that I think is so striking about that you would. I think you would talk to you and I earlier today you were talking about like what it was like when you started right. The 4 Am. Wake up, and it was not like.

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00:22:05.690 --> 00:22:17.799

Stephanie Bogan: Oh, I you're not going to trip and fall into your ideal practice. We're not. And I think the thing that Brian really brought up that we're constantly going to. But I think it's a really good inflection point

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00:22:17.860 --> 00:22:27.989

Stephanie Bogan: to ask, as we right as we come into fall again. We're really we do not wanna wrap up the year right? We wanna use this quarter to really gear into it and make sure we're really

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00:22:28.230 --> 00:22:33.230

Stephanie Bogan: optimizing this year and poised right to make the most of next year is

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00:22:33.790 --> 00:22:41.649

Stephanie Bogan: what is it you're trying to solve for right? What's important to you. When you joined leaders you joined for a reason

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00:22:41.670 --> 00:22:47.300

Stephanie Bogan: it was not to get distracted or diluted right it was to change some things.

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00:22:47.670 --> 00:22:52.670

Stephanie Bogan: And so where Brian got really clear in the beginning was.

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00:22:52.730 --> 00:23:00.419

Stephanie Bogan: where do I want to affect change first? st So we talked so much about right? You have lots of options. Here, we're going through quarter by quarter.

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00:23:00.460 --> 00:23:06.679

Stephanie Bogan: right? Picking a primary thing of a couple of options and really trying to help you focus and implement that

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Stephanie Bogan: that model is, if you think about Eos or traction. Same concept what Brian has described. Remember, it's the clarity, transparency and accountability

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00:23:15.910 --> 00:23:18.690

Stephanie Bogan: with some focus and discipline kicked in.

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00:23:19.130 --> 00:23:19.430

Brian Voss: Yeah.

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00:23:19.430 --> 00:23:29.019

Stephanie Bogan: That's the thing we get so busy trying to do so much. And I think it's really easy to feel you. I think you used the phrase earlier today, Brian. It was like.

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00:23:29.360 --> 00:23:38.230

Stephanie Bogan: like I was working more and more and more, but like with literally no progress. And that's I think that's the feeling that we all really want to avoid.

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00:23:38.230 --> 00:23:46.909

Brian Voss: Yeah, it was the work hamster wheel. I felt like I got up every day and ran full speed dead sprint for the whole day, and got to the end of the day and made no progress, and

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00:23:46.970 --> 00:23:54.890

Brian Voss: I was exhausted with that, and I think the 1st thing I did with limitless. The 1st goal I had was just what can I implement that will help me survive this transition?

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00:23:54.940 --> 00:24:10.739

Brian Voss: Then, once we got past survival and we started to create some space. Then it became, what can we improve? You know, how do I? How do I take it from just a business that I can handle to a business that I can enjoy, and for me, by the way, and I still do this all the time. When I get stuck

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00:24:10.740 --> 00:24:27.900

Brian Voss: the above the line below the line. Exercise, as simple as it as it is, was one of my favorite things, and that's what I would periodically do, as surge was coming to a close is, I would sit down. I do the above, the line, below the line exercise for myself and say, Okay, what's below the line that I would like to try to figure out how to eliminate or delegate or pass on.



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00:24:27.980 --> 00:24:50.510

Brian Voss: that I can focus on between surge meetings or what's below the line where we need to improve our efficiency. Right? I hate trading. I hate every part of trading. If I can't get rid of it completely. What can I do to improve the efficiency around that? And so it was, taking all those little you know the little things like writing down your post-it note business plan, having the clearly defined goals understanding your niche.

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00:24:50.520 --> 00:24:59.569

Brian Voss: the above, the line below the line. Conversation, then just rinse and repeat like it was what Stephanie's referring to is, I told the story before. When I 1st took over this business

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00:24:59.580 --> 00:25:26.590

Brian Voss: I was in the office between like 4, 30 and 7 30 in the morning, trying to get planning work done before the day started. Then I go home and see my family and have breakfast before going back to the office. It was nights. It was weekends. It sucked like. This was not an easy thing where, you know. Oh, we just turned on the you know, the turbochargers and grew the business. It was like literally 2 people are retiring. How the hell am I going to survive? What am I going to do to make if necessity is the mother of invention. We invented everything because we had to.

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00:25:26.600 --> 00:25:47.260

Brian Voss: But then and again I go back to the Tim Ferriss idea of the lead domino. Once we identified, what's a lead domino that we can knock over that will make space for other things. And the minute we did that it started to free up this ability to have time to work on the business and say, Okay, back up. How are we going to improve tax planning efficiency. What are we going to do? What's going to be the value? Add, how are we going to consistently do it?

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00:25:47.390 --> 00:25:50.980

Brian Voss: It was. I would have never considered that before.

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00:25:51.240 --> 00:26:00.569

Brian Voss: But as I implemented these small changes, it created that space. And every time for me, it's about, how do we create a little more space, so that we can work on what we want to do. So we can improve the business.

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00:26:01.560 --> 00:26:08.469

Stephanie Bogan: So surges are a huge deal. We're gonna talk about service models in a moment. You all are pretty deep in those, for the most part

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Stephanie Bogan: the thing that I think is so striking about that is because of the nature of Brian's circumstance. He had a tsunami of stuff he had to deal with.

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00:26:18.710 --> 00:26:45.580

Stephanie Bogan: and there wasn't an easy overnight answer. There, there just wasn't, and someone didn't hand him the case to a beautiful high margin practice where it was all sorted out, and he just rolled in. He really right like a lot of larger like. He got all of that mess at once, and then has spent the



last. What! 3, 4 years! Really unwinding all of that, reframing the practice to what he wants, which is very similar to what some of you are going through right as you look at kinda

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00:26:45.610 --> 00:26:54.859

Stephanie Bogan: the g, 1 version of your practice. And then what is the G 2 version? Right? As you think about leaders and the roadmap, and what that next level of success looks like for the firm

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00:26:54.980 --> 00:26:59.659

Stephanie Bogan: is it's that same concept. So so something to really think about here

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00:27:00.040 --> 00:27:03.040

Stephanie Bogan: from a model perspective is one

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00:27:03.060 --> 00:27:09.440

Stephanie Bogan: right when we think about what we're attempting to deal with on a day to day. But like, what is it we're trying to solve for

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00:27:09.970 --> 00:27:20.559

Stephanie Bogan: question 2. And, Brian, I want you to highlight this a little bit, because I thought it was a really important conversation, and what you had talked with Carl about in version 0.

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00:27:21.568 --> 00:27:31.430

Stephanie Bogan: And then, right, those 2 things can get you the momentum that you need right to start to right, get time, space, and some stuff back, so you can again

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00:27:31.470 --> 00:27:35.210

Stephanie Bogan: take agency over the business. Do you want to just talk a little bit about?

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00:27:35.250 --> 00:27:38.529

Stephanie Bogan: You know, version 0, and how that was helpful to you.

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Brian Voss: Yeah. So Carl Richards put a term or phrase around this in the most recent kitsis and Carl, podcast I didn't have this term until then.

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Brian Voss: But he talks about creating version 0 right? He doesn't want to call it a draft, because that implies maybe no one will ever see it, but he intentionally calls it version 0, because it takes the pressure off that you're going to deliver something. But you know you're going to improve it.

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00:28:01.105 --> 00:28:21.629

Brian Voss: And so one of the things that we did in our office is I always came into any change we were going to make with this mindset didn't have the the phrase. But with this mindset of listen, this is just version 0. We can tweak it. We can change it right? So we're gonna implement holista plan. We're going



to start doing tax planning, and our office has never done this before. And you know what the 1st meeting is going to be with a client.

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00:28:21.680 --> 00:28:47.610

Brian Voss: Hey, we're gonna implement holista plan. And we're gonna offer tax planning. And we've never done this before. Like, literally just telling, this is version 0. We want to deliver the following to you. We'd love to understand along the way how we can improve the process, and whether that was surge meetings or income dashboards and income guardrails, or holistic plan, or laugh if you want something as simple as mailing out agendas in advance of a meeting.

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00:28:47.700 --> 00:28:57.069

Brian Voss: Okay? So not only did my office not have consistent recurring review meetings. When they did schedule review meetings, they just scheduled review meetings. There wasn't. There wasn't even an agenda.

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00:28:57.210 --> 00:29:00.200

Brian Voss: Everything we tackled was version 0

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00:29:00.340 --> 00:29:14.079

Brian Voss: the 1st time we did an agenda. We know we're going to tweak it and make it better the 1st time we used to list the plan in a client meeting. We know we're gonna tweak it and make it better. And I think that version 0 just takes the pressure off that you don't have to start perfect. Just start.

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00:29:14.240 --> 00:29:27.299

Brian Voss: And and I was very candid with my staff and with our clients. Hey, this is something we really want to improve, we want to get better at it. This is our 1st attempt at doing it, and sometimes to make them feel special. I'd say we're only doing this for a select group of clients.

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00:29:27.420 --> 00:29:45.509

Brian Voss: and in particular, the people that we think will give us honest feedback. So here's this new thing. Tell us what you like and what you don't like. How can we do it better? I mean, that's list of plans. The most recent example, where literally, I would sit with people like this is your tax report. We've never showed it to anyone before. What do you think you like it? You hate it. How can we explain it to you better?

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00:29:45.600 --> 00:30:12.179

Brian Voss: And then we would go through and get that feedback, or this is your asset map report. We've never used these with clients before. What do you think? And that version, 0 just took all the pressure off of like this feeling that you need to deliver a finished product right from the beginning, and it made it this collaborative experience, where no like, we genuinely want to do these things for our clients, you know. So for us, it's we want to help you simplify your money, create an income plan. You can't outlive and minimize your taxes over your lifetime.

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00:30:12.230 --> 00:30:20.539

Brian Voss: How we do that is going to constantly change what what we want to deliver. There's there's no compromise on that. How we do it is always going to get updated.



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00:30:20.690 --> 00:30:25.690

Brian Voss: and it just allowed us to have this version, 0 conversation with people all the time like, tell us what you think.

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00:30:25.840 --> 00:30:27.000

Brian Voss: How do we make it better.

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00:30:28.380 --> 00:30:43.679

Natalie Bergsma: It's so important to have that transparency with clients like I have a client. We call it a Beta group. Right? We'll take a handful of things. We launch it. We let them know. Just like you said, this is something new. We're constantly improving and iterating. So you're

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00:30:43.700 --> 00:30:53.110

Natalie Bergsma: you're also building. Change into your client. Base as an expectation, right? Hey? And with our industry changing so fast in terms of technology.

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00:30:53.190 --> 00:30:57.850

Natalie Bergsma: right? I think that's a really important piece of of what you shared there. Brian is

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00:30:58.520 --> 00:31:05.690

Natalie Bergsma: not feeling like everything that you do, for a client has to be rolled out to perfection, and if it isn't

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00:31:05.890 --> 00:31:21.010

Natalie Bergsma: exactly right that they're, gonna you know, walk up and leave and walk out the door, but like setting that expectation that it's new, that it's an improvement that you want their sort of specialized feedback. Just it deepens the relationship you have with the client.

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00:31:21.400 --> 00:31:47.479

Brian Voss: And the world has changed like we have been accustomed to software updates and version updates. I mean, hell. Your car now gets updated after you buy it like another. I mean, there's probably a toaster. I just have a simple toaster, but I bet somewhere there's a toaster somewhere that's going to get a software. Update. Clients have been conditioned to buying things, not only with the expectation that they may change over time, but that they will change over time.

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00:31:47.870 --> 00:32:02.470

Brian Voss: It's just a different world than 20 years ago. Where you went out you bought something. It was what it was until you threw it away and replaced it. Almost everything you get today. You get another version of that thing out. If you've got an apple watch or an iphone, you just downloaded a software update in the last 2 weeks. It's just normal.

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00:32:03.860 --> 00:32:19.759

Stephanie Bogan: Yeah, well, it's subscriptions, updates like to your point. At least, we talk so much about how we talk about planning like it's a process, but we treat it like it's an event. And when you think about framing these kinds of conversations, or even changes right it is



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00:32:19.760 --> 00:32:41.649

Stephanie Bogan: you're putting the client on the same side of the table with you, and saying, Hey again, right, I'm your lifelong partner. We're in this together. We have, you know, tech is constantly changing. There's new tools and capabilities. Here's what we found that we want to test with the small group, right? So that framing shifts from right. It has to be perfect, or a fear framing. What if it goes wrong

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00:32:41.670 --> 00:32:46.479

Stephanie Bogan: to, hey? We're partners in this. So I think that's just a side

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00:32:47.040 --> 00:33:16.299

Stephanie Bogan: sort of a side tangent around. Just the power of what? What sticks us when we think about like, oh, when I get that service model wink, wink for most of you, right? When we get that there, we're starting with Mvp. That's our version, 0. Because we know with 100 certainty that whatever you put out, you will iterate on. But what I know with just as much certainty is until you put it out. You can't iterate on it.

218

00:33:16.630 --> 00:33:26.290

Stephanie Bogan: and that's why we are so focused on right year One. We're not trying to get to the specialize in the value, adds the calendar like year one is, can we get with our team

219

00:33:26.700 --> 00:33:34.820

Stephanie Bogan: frame out? How many meetings? What services do they get right? How are we gonna deliver that? Typically in our model meeting? Right surges

220

00:33:35.210 --> 00:33:37.120

Stephanie Bogan: if you're ready to batch those.

221

00:33:37.390 --> 00:33:47.449

Stephanie Bogan: And then, essentially, you've got the core of creating efficiency for the the gear, the literally the engine that makes everything happen in your business. So

222

00:33:47.630 --> 00:33:57.769

Stephanie Bogan: the things that Brian has talked about that I really want to make sure you're catching and really understanding, because if it resonates. You'll know why we're doing the work that we're doing.

223

00:33:58.190 --> 00:34:03.539

Stephanie Bogan: If we know what we're solving for what's important to us that we call that our vision and our goals.

224

00:34:04.060 --> 00:34:14.539

Stephanie Bogan: Then we know what kind of lifestyle time, income, freedom, ultimately business value. Think right? You should know your financial plan and write general exit strategy of where you need to be.

225

00:34:14.730 --> 00:34:16.959

Stephanie Bogan: Now we have guardrails.

226

00:34:17.280 --> 00:34:22.660

Stephanie Bogan: so we can decide who we're right. How are we going to invest our time? Which means, what clients are we gonna work with?

227

00:34:22.699 --> 00:34:31.420

Stephanie Bogan: When we have decided that client, we can build that differentiated story as we talked about at workshop, even if you don't have a specialized client which you know I love.

228

00:34:31.449 --> 00:34:36.780

Stephanie Bogan: but if you don't, you can have a specialized position right? We're going to lead with the brand differentiator, Danny

229

00:34:36.800 --> 00:34:58.839

Stephanie Bogan: Chris, right? We're not right versus leading with the the hyper specialized niche. But you saw how it can work when we get that specialized messaging. It shows up in our website. It shows up in our sales process. It shows up in our marketing funnel. Externally, internally, right clients and Coi share of wallet referrals is where we're gonna get right? A little bit of effort gets a lot of growth. Because

230

00:34:58.870 --> 00:35:02.849

Stephanie Bogan: right, we tend to step over that because we're doing all the fun. Shiny stuff.

231

00:35:02.890 --> 00:35:18.689

Stephanie Bogan: right when we've got that core right? Think how, who and how the what is your client service model? Who's the client pricing and profitability. Now that we know client services, we can define fees and make sure we're make actually right. It's a 2 way exchange.

232

00:35:19.290 --> 00:35:23.210

Stephanie Bogan: Now we have everything we need to say to a person or the team.

233

00:35:23.600 --> 00:35:31.889

Stephanie Bogan: Here's what we need to deliver to clients. Now we are in a position to be like, how are we gonna do that? What's it? Gonna take? What system can we start with? Right?

234

00:35:32.230 --> 00:35:39.080

Stephanie Bogan: Brian's got a few. Adam's got a few right. You just keep building from there. You don't build them all at once.

235

00:35:39.410 --> 00:35:49.520

Stephanie Bogan: So right, the work that you have done this year where it feels like, oh, I'm busy, and I gotta finish this like in that moment that you might wonder why you're doing it.



236

00:35:49.560 --> 00:36:15.719

Stephanie Bogan: You're doing it because it's the really boring work that gets you a brilliant practice when people are like Brian. That practice is amazing. He's like, Yeah, it was hard and it was boring. But now it's sexy shiznit. Now it's like, what do you want to do? You know he's got margin? He's got time. If he wants to double his revenue and quadruple his margin all he has to do

237

00:36:15.760 --> 00:36:29.340

Stephanie Bogan: is up his average client size and transition clients out, which he could do while realizing value for them, and in 3 more years he could have a 2 million dollar practice and be taking home over a million dollars

238

00:36:29.560 --> 00:36:31.010

Stephanie Bogan: totally doable.

239

00:36:31.190 --> 00:36:44.500

Stephanie Bogan: That's what he wants to do. Wants to add service advisors. He was from the cruise here, and transition clients out a bit right. Keep things level like he is in the driver's seat now, not because he got busy chasing things, not because he got distracted.

240

00:36:44.560 --> 00:36:48.629

Stephanie Bogan: but because he got really clear on what he wanted to accomplish

241

00:36:49.390 --> 00:37:02.509

Stephanie Bogan: what was gonna move the needle what's really important sometimes the best you can do. That's where Brian was, and I want to share it, because it's the honest truth. Sometimes the best you can do is, what do I need to solve for right now, what is the biggest pain point

242

00:37:02.550 --> 00:37:16.799

Stephanie Bogan: where I can put a version 0 in place and get some relief or remedy some, so that I can then recapture a little bit of time, or sanity, or capital, and reinvest it and reinvest it. What you heard Brian talk about? Was that discipline?

243

00:37:17.070 --> 00:37:19.710

Stephanie Bogan: What's the next thing that's gonna move the needle?

244

00:37:19.870 --> 00:37:27.990

Stephanie Bogan: How am I gonna do it? Right? Then I'm going to take a step and make it happen, and then he just right refined and recaptured, refined and recaptured.

245

00:37:28.380 --> 00:37:37.400

Brian Voss: Stephanie, I think the other thing I would add is, it's it's exciting, and it adds energy to set goals that you want to strive for, which is great.

246



00:37:37.440 --> 00:37:46.610

Brian Voss: Don't ever forget that those goals or focus areas can also have a secondary purpose which is to be a really good filter for decision making.

247

00:37:46.760 --> 00:38:14.450

Brian Voss: And so a lot of times we would sit as a staff. So like my goal was, I want to generate over a million dollars in revenue. I want to work 4 days a week, and I want to love the work that I do. Was it was that simple for my staff. We talked about things like, listen, we want to get our work done easily within the work week without having to work overtime with never feeling like our hair is on fire. I also wanted my staff to be able to work anywhere they wanted, whether they wanted to work from home, you know, work from a 3rd location like they wanted to take a long trip. I wanted to create that environment for them.

248

00:38:14.580 --> 00:38:20.309

Brian Voss: Those goals were not only aspirational, they were also the filter through which we ran almost every decision.

249

00:38:20.330 --> 00:38:26.510

Brian Voss: So if we were going to implement something, and it was going to complicate things or make it harder to do one of those goals. We didn't do it

250

00:38:26.730 --> 00:38:56.610

Brian Voss: right like, if there was something that was gonna hey, we can do this thing. But like it's gonna require working right up until 6 o'clock on Friday afternoon to get it done every day of the week. No like. It doesn't need to be done now we gotta wait and create more space. If this is gonna make things harder or more more complex and not add significant value for our clients. So I just once in a while we need to flip the goals on their heads and use them not just as something to strive for, but also as the thing to say is the action I'm about to take. Gonna bring me one step closer, because if it's not I, I just shouldn't take it

251

00:38:56.700 --> 00:39:09.549

Brian Voss: like as simple as like what your reports look like, that you send to your clients can go through those goals and values and say, could we change our reports in a way where it's just easier for everyone involved. I don't know but we use that filter a lot

252

00:39:09.620 --> 00:39:20.160

Brian Voss: right where we would just sit there and say, we're not. We're not doing this right now. We don't have the capacity to do this right now without feeling like our hair is on fire or needing to put together another tool, or we're gonna wait.

253

00:39:20.200 --> 00:39:29.920

Brian Voss: Because that was one of our things was we had to enjoy the business again like not. I talk about the hamster wheel. My whole staff was on the hamster wheel. They were just running in a dead sprint.

254

00:39:29.990 --> 00:39:39.789

Brian Voss: and I was like, we gotta get back to enjoying it, and if we don't enjoy it, if we're gonna



implement something to make, you won't enjoy it. Let's back up, you know our staff meetings used to run like an hour and a half. Our staff meetings are like 25 min.

255

00:39:40.150 --> 00:39:45.340

Brian Voss: We get on the call we talk about everybody needs. We get off the call. We get to work. It's like it's gotten that simple.

256

00:39:45.730 --> 00:39:51.430

Stephanie Bogan: Well, there's a precision in what you'll. What you'll notice is a couple of things we talk so much about. Right? One is

257

00:39:51.610 --> 00:39:57.880

Stephanie Bogan: that clarity. I know I say it. I know it sounds like a cheeky little slogan, but it's really true.

258

00:39:57.920 --> 00:40:08.840

Stephanie Bogan: When the vision is clear the decisions are easy. They're a lot easier like, hey, if I want this kind of practice, I can't behave in this way. I can't have meetings like this. I can't work

259

00:40:08.870 --> 00:40:16.520

Stephanie Bogan: like this. I can't be on fire like this. That means I've given myself the guardrail of well, then, I'm going to have to do something about it. And so

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00:40:16.650 --> 00:40:26.810

Stephanie Bogan: the number one problem that you face is leaders with all it's it's your success. It is the fact that you have built something up that consumes so much of your conscious

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00:40:26.880 --> 00:40:31.829

Stephanie Bogan: awareness and energy that you don't have those moments to pause and say.

262

00:40:32.410 --> 00:40:34.269

Stephanie Bogan: Is this in service of the goal

263

00:40:34.670 --> 00:40:55.230

Stephanie Bogan: sexy? It's shiny. It sounds freaking amazing. But is it the absolute, best use of our time, energy, and capital right now? Or is it going to start another work stream that we simply don't have the time to really optimize. Right? We're just gonna have yet one more garden, right? Add garden number 4 to the mix that I've got a water going back to our garden analogy.

264

00:40:55.570 --> 00:41:06.719

Stephanie Bogan: It really is a function at a leadership level. Your success going forward is not about your ability to do more or ask more of your team.

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00:41:06.880 --> 00:41:19.030



Stephanie Bogan: It is about your ability to do better, to get clear, to get focused on what is actually aligned and not aligned. Hey? Does this kind of prospect, or client, or a team member? Chris, right

266

00:41:19.220 --> 00:41:29.259

Stephanie Bogan: is this in service of the goal? Is it at the cost of right keeping or right all of those. Those are the little questions we want to ask each day, so that we can ask ourselves.

267

00:41:29.560 --> 00:41:36.459

Stephanie Bogan: what are we doing it for? Right? That's the big why, that's the intention. That's the vision that's the goal, whatever you want to call it.

268

00:41:36.980 --> 00:41:43.969

Stephanie Bogan: What's stuck in us. What am I experiencing? That's in the way. And then what's my version? O, my Mvp.

269

00:41:44.670 --> 00:41:51.070

Stephanie Bogan: Relative to the priorities that I'm working on? And if you can do that consistently. You don't have to go out

270

00:41:51.380 --> 00:42:03.289

Stephanie Bogan: and dredge up a bunch of activity and growth. We can do that, too, but you're gonna do it from an empowered place versus as Brian so nicely articulates. Right that hair on fire mode.

271

00:42:03.320 --> 00:42:17.660

Stephanie Bogan: If we feel like we're constantly trying to keep up. It tells us that we need to right, lean into it and figure out how to turn some of that lack of control and chaos more into the calm that we want to create.

272

00:42:17.870 --> 00:42:25.240

Stephanie Bogan: And it really is about getting brilliant at those basics. And that's why that service model work in particular, this quarter.

273

00:42:25.410 --> 00:42:35.550

Stephanie Bogan: right? Looking at? Who are the clients? How many of them are they profitable? Right? What's that track? That this is why? Because it's what makes everything else possible.

274

00:42:36.680 --> 00:42:38.490

Stephanie Bogan: Do you guys have questions for Brian.

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00:42:38.630 --> 00:42:40.389

Stephanie Bogan: you are welcome to ask them

276

00:42:40.460 --> 00:42:41.740

Stephanie Bogan: just realized.

277

00:42:41.850 --> 00:42:43.159

Stephanie Bogan: should tell you what

278

00:42:44.670 --> 00:42:46.409

Stephanie Bogan: I was just reading about the book.

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00:42:48.130 --> 00:42:52.840

Stephanie Bogan: Yeah, that's a great one. Have you guys read that book? Anything you want by Derek Sievers, Sievers, honey.

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00:42:52.980 --> 00:42:57.650

Brian Voss: Yeah, it's my go to beach book. It goes to the beach with me every year. It's it's like a 45 min. Read.

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00:42:57.660 --> 00:43:05.657

Brian Voss: I read it every year. I'm also a dork. So I send Derek Sievers an email every year after I read it he always writes back, he's always a good guy about that.

282

00:43:05.900 --> 00:43:07.330

Stephanie Bogan: Cool. Yeah.

283

00:43:08.000 --> 00:43:17.569

Stephanie Bogan: Well, and again, going back to that version, 0, is that conversation about right? What are our expectations and possibilities? And most of the time. We're just sitting so deeply in our condition habits

284

00:43:17.700 --> 00:43:28.820

Stephanie Bogan: that we're not thinking about that. And that's the agency to insert ourselves in the day and say, Hey, where? Where do I need to create a shift? And what's version? 0 of that? If it's sitting down with the team and asking what it will take

285

00:43:28.980 --> 00:43:37.280

Stephanie Bogan: if it's right, implementing a bigger project. If it's, you know, just deciding I won't do this anymore until I have a system in place to solve for it.

286

00:43:37.320 --> 00:43:45.870

Stephanie Bogan: Sometimes those little incremental decisions can have really big results, because it's about how we're focusing our time energy and capital

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00:43:45.880 --> 00:43:48.460

Stephanie Bogan: that ultimately determines the results that we get.

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00:43:48.720 --> 00:44:04.170

Brian Voss: Yeah. And I had a lot of conversations with my staff about, how do we make this easier? I mean, I probably asked that question a hundred 1,000 times over the last 4 years. Just we would do anything. And then we say, Okay, we we survived this right? We got this thing done on time?

289

00:44:04.220 --> 00:44:06.250

Brian Voss: How do we make it easier the next time?

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00:44:06.990 --> 00:44:13.590

Brian Voss: What can I take off your plate? What can we do to eliminate, simplify, systematize.

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00:44:13.700 --> 00:44:33.450

Brian Voss: you know. I, Stephanie, would talk about before, like I had a rule, if you had to do it more than once a month, that we had to have written opera written procedures for it, and if you didn't want to write procedures because that was too complicated, we have a subscription to Vidyard. You can use loom or bomb, bomb or name whatever when you want. I just said once, you know how to do it. Just go on the computer and record yourself doing it.

292

00:44:33.890 --> 00:44:54.960

Brian Voss: And we just have a word document that's shared amongst the team. And we just literally just type a heading in there like how to send an agenda to a client, and they write the instructions in, or how to complete a Roth Ira conversion, and they put the instructions in and for me a lot of times. I didn't want to take the time to write the instructions. So I would just record a video. This is what I did. This is how to do it the next time around.

293

00:44:55.020 --> 00:45:00.990

Brian Voss: And I get notifications. Anytime a video is watched. I get an email that says such and such just watched your video.

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00:45:01.050 --> 00:45:13.420

Brian Voss: And it's it's great to see something like a video I did 3 years ago for a task that is a recurring task. And all of a sudden, like I got a notification that someone in my office just watched it because they're about to sit down and do that task. And they didn't wanna have to ask again.

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00:45:15.500 --> 00:45:37.090

Stephanie Bogan: Yeah, there's so I think, what what I love about that is, it's really easy, particularly when we talk about like, Oh, here's the best practice and right the super masterful method is, there's a lot of space between where you are. And there, as we talked about right? If we can get version 0 out. We know that we'll iterate if we don't get version 0 out

296

00:45:37.240 --> 00:45:49.470

Stephanie Bogan: the right. Nothing is changing. So let's talk a little bit about where you can do some version zeroing as you think about right service models, capacity, marketing and growth. Right? You're all working on

297

00:45:49.510 --> 00:45:54.650

Stephanie Bogan: kind of those tracks. Let's just go around and talk about what is something that you're working on?

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00:45:54.670 --> 00:46:05.409

Stephanie Bogan: Have you over complicated anything? Are you working on a version 0 of something right now that is, gonna move you right. Move you forward and make a difference. Chris, let's start with you.

299

00:46:08.605 --> 00:46:10.015

Chris Wedell: Surge meetings.

300

00:46:11.820 --> 00:46:13.492

Chris Wedell: Version 0 right now.

301

00:46:14.870 --> 00:46:17.859

Stephanie Bogan: Where are you in your? Is this your 1st surge season?

302

00:46:19.380 --> 00:46:28.150

Chris Wedell: actually, we're, I'm planning ahead for q. 1, you know. Yeah. So we've already figured out like what days and months. And

303

00:46:28.690 --> 00:46:38.540

Chris Wedell: it's like, you know a little bit. Because you know my life, Stephanie, I have to plan like 12 months in advance. So the fact that I don't know my q 1 yet is like.

304

00:46:39.247 --> 00:46:40.562

Chris Wedell: so yeah,

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00:46:41.850 --> 00:46:48.990

Chris Wedell: just making sure. And part of that will have to. You know, how much time do I need to spend in Birmingham versus Saint Louis, and all that. So

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00:46:49.110 --> 00:46:51.560

Chris Wedell: that's why it is version 0.

307

00:46:52.795 --> 00:46:59.170

Stephanie Bogan: Brian you've been through. We talked about right, the painful onboarding of surges, any feedback for Chris and team.

308

00:46:59.530 --> 00:47:16.810

Brian Voss: I think the the 1st thing I did wrong the 1st year was I took on too many meetings in a day. I looked at my calendar, and I asked myself, how many meetings could I fit in? Which was a stupid question. Cause. I answered it by putting too many meetings in my day, and then, realizing I couldn't handle that many.



309

00:47:16.860 --> 00:47:39.440

Brian Voss: And then the where I eventually iterated to was, I reverse, engineered it and said back to this thing about ideal, I said, what would be an ideal day for me? An ideal day is I could drop my kids off to school. I could get my work done during the day. I could eat lunch without feeling like I'm doing it on a dead sprint, and I would be done by 5 o'clock like that was my ideal day. Then we backed into it. Okay, well, the only way to do. I can't start my day till 9 30.

310

00:47:39.520 --> 00:48:07.049

Brian Voss: I like to have a half hour between meetings in order to write my notes. You know Bio breaks all those other things. The question answered itself, which is okay. The Max meetings you can do is 5, and then we would do. Our surge schedule is pretty simple. We backed into and said, if the Max meeting we can do is 15 meetings in a week. Tuesday through Thursday, 5 meetings, and you know you wanna end your surge by a certain time we would just reverse engineer into when we had to start it by

311

00:48:07.050 --> 00:48:33.670

Brian Voss: and give ourselves some slack when there's meetings where we didn't have 15. So like in our office. One of the goals I finally got to was, I wanted my fall review meetings to end by Thanksgiving. I wanted to have no review meetings in the month from the week of ideally the week of Thanksgiving. Through the end of the year I wanted no review meetings, or at least not a review week, where I had to do 15 meetings in a week. And so we would just back into the math and say, okay. Well, then, here's the number of view meetings we need. Here's the number of weeks we need. Let's start.

312

00:48:34.028 --> 00:48:36.470

Brian Voss: I would say. The other thing is.

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00:48:36.540 --> 00:48:50.529

Brian Voss: talk with your staff and sit down with yourself, and just write down on a piece of paper. What am I afraid is going to go wrong like, what am I most worried about going into surge that won't go well.

314

00:48:50.540 --> 00:48:59.749

Brian Voss: and just ask yourself if you either have a plan in advance to address that thing, or what you will do when that thing doesn't go the way you expected.

315

00:48:59.750 --> 00:49:00.240

Stephanie Bogan: Yeah.

316

00:49:00.240 --> 00:49:06.439

Chris Wedell: What is something that didn't go well for you? Because I'm I don't feel like I'm afraid of surges like when I go.

317

00:49:06.770 --> 00:49:13.239

Chris Wedell: I I haven't intentionally done search meetings, but as I look at just my year, I feel like

318

00:49:13.390 --> 00:49:19.100



Chris Wedell: I kind of do like I have periods where I'll I'll do 5, 6 meetings in a day

319

00:49:19.390 --> 00:49:24.058

Chris Wedell: day after, you know, 3 days in a row. I have no problem with it.

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00:49:24.620 --> 00:49:32.529

Chris Wedell: So I don't know. I'm not scared of like. In fact, the idea of it gives me great comfort, because I love the idea of structure and distance.

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00:49:33.040 --> 00:49:33.450

Chris Wedell: and like how.

322

00:49:33.450 --> 00:49:33.960

Brian Voss: That was.

323

00:49:33.960 --> 00:49:38.110

Chris Wedell: Time into it. So now you're like, okay.

324

00:49:38.160 --> 00:49:42.029

Chris Wedell: what are you scared? I'm like, I don't know. What should I be scared of like? Tell me, what am I asking about?

325

00:49:42.030 --> 00:49:42.660

Brian Voss: I mean, if.

326

00:49:42.660 --> 00:49:43.560

Stephanie Bogan: Restructured.

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00:49:43.560 --> 00:49:43.910

Brian Voss: Yeah.

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00:49:43.910 --> 00:49:46.660

Stephanie Bogan: Be scared of. Follow up if you don't plan that right.

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00:49:46.660 --> 00:50:08.200

Brian Voss: Yeah. So so what I learned was, I needed to have on my calendar every Monday, a time slot for every meeting I had to prep for, just to make sure nobody put anything on my calendar that week, so my staff is instructed. Every time a meeting gets scheduled for surge. They put a 30 min planning block on my calendar that Monday

330

00:50:08.480 --> 00:50:17.170

Brian Voss: every single time it just ensures that nobody fills up my Monday, because my schedule, like many people, is Monday, prep. Tuesday, Wednesday, Thursday. Client meetings, Friday cleanup.



331

00:50:17.210 --> 00:50:26.939

Brian Voss: The other thing is Karma, and the universe knows when you break your rules, and it will teach you a lesson every time I swear to you.

332

00:50:26.940 --> 00:50:27.700

Stephanie Bogan: Every.

333

00:50:27.700 --> 00:50:36.579

Brian Voss: Time I would take a Friday meeting. It would be the Friday where I needed the whole day to get all of my planning work done for, or all of the commitments I'd committed to.

334

00:50:36.640 --> 00:50:46.800

Brian Voss: and my Friday would suck because I took a Friday meeting when I knew I wasn't supposed to like the universe was just like, Oh, you you think you can take a Friday meeting? No, we're gonna remind you. It's a bad idea.

335

00:50:46.800 --> 00:50:48.570

Stephanie Bogan: There's no reason we don't do that. Yeah.

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00:50:48.846 --> 00:50:49.400

Brian Voss: And I.

337

00:50:49.400 --> 00:50:51.890

Stephanie Bogan: But it does. I don't know

338

00:50:52.010 --> 00:51:04.219

Stephanie Bogan: if you're not on the other side. It makes just makes a little. You get so locked into your routine, because my routine is what get like Monday. I know what to do on Monday is like. It's Tuesday I can lock in

339

00:51:04.330 --> 00:51:22.470

Stephanie Bogan: when you get locked into that, and then people mess with it like I'll come in and they'll just be like a wonky day because I was traveling, and it'll be like call 30 min work block to look at something. 2 calls an hour. I'm like, I literally look at that. And I'm like, Oh, my God! I don't want to do this day. I'm like, because it's like, Stop, start, stop!

340

00:51:22.470 --> 00:51:41.479

Stephanie Bogan: Cause I'm so spoiled. Now I get to come in and be like it's a call down. I just gotta show up and do calls. Oh, it's a work day, right? I just sit here and do my work. Stuff like you do get really conditioned to the new way. What you're all experiencing is the uncomfortable change of creating

341

00:51:41.500 --> 00:51:51.959

Stephanie Bogan: the new and better way, because we've got to again break down the old way right?



And again, that's what leaders is is you are inserting yourself into that 5% of your headspace to make those changes. But

342

00:51:52.454 --> 00:52:00.269

Stephanie Bogan: the thing I thought was so interesting in our in our prep. Conversation. Brian was. I asked Brian, because it was. It can be really painful for teams on the front end

343

00:52:00.670 --> 00:52:14.479

Stephanie Bogan: telling them like, Hey, these are the things that could go wrong. What you know. What are you? What concerns do you guys have. Let's plan for that in advance, the debriefs. So they become part of the making it better. Like, okay, what worked? What didn't? What do we want to do different next time.

344

00:52:15.048 --> 00:52:19.329

Stephanie Bogan: I personally like to start with 3 or 4 meetings.

345

00:52:19.890 --> 00:52:27.830

Stephanie Bogan: I feel like it's like working out. If I just go to the gym, and I start picking up 100 pound weights. It can be a little overwhelming if I do. 3 or 4 meetings

346

00:52:27.880 --> 00:52:35.789

Stephanie Bogan: really manageable, and then, you know, if you want to go from 3 to 4, or 4 to 5, some people do 6. I just not my jam

347

00:52:36.256 --> 00:52:41.779

Stephanie Bogan: it feels a little too efficient for me. But again, just depends on the person and the client.

348

00:52:42.164 --> 00:52:54.099

Stephanie Bogan: You can work your way up so to Brian's Point. Start with less. If you're not sure right, it might add a week. The other thing I always suggest is, give yourself a break in the middle.

349

00:52:54.350 --> 00:52:54.840

Brian Voss: Yeah.

350

00:52:54.840 --> 00:52:57.960

Stephanie Bogan: And your team. So if you've got like a 6 or 8 week surge.

351

00:52:57.980 --> 00:53:00.059

Stephanie Bogan: give yourself a week in the middle

352

00:53:00.100 --> 00:53:06.839

Stephanie Bogan: one you get to just kind of decompress. For the 1st few weeks 2 gives you and the team a can a chance to catch up



353

00:53:06.850 --> 00:53:12.409

Stephanie Bogan: to any learning mid season right for your especially for your 1st one, Chris, and then

354

00:53:12.490 --> 00:53:19.110

Stephanie Bogan: you could launch into the second half, just with a little breathing room, and right just having had a chance to get ground with the team a little bit.

355

00:53:19.710 --> 00:53:22.639

Brian Voss: If I had it to do all over again, I would have put a gap week in there

356

00:53:23.240 --> 00:53:28.250

Brian Voss: the in the 1st one I would have had a week for us to just catch our breath and say, Okay.

357

00:53:28.390 --> 00:53:41.249

Brian Voss: like, now, what? What do we need to adjust? What's not working? I think we could have improved some of our processes faster. Rather than just getting to the end of it. And then trying to do it. And I don't know in terms of the group.

358

00:53:41.250 --> 00:53:59.279

Brian Voss: Everyone's size and capacity and and things, but, like my Spring and Fall Review surges, are roughly a hundred 50 clients, and then my summer review cycle is another roughly 150 clients. So I'm I'm sitting about 450 meetings a year just for surge.

359

00:53:59.350 --> 00:54:18.390

Brian Voss: There was not a lot of time to figure out where to improve things. When you, when you're just running surge like my surge, can last 3 solid months to get all those clients, and again do the math. 15 clients a week, 150 clients. I need at least 10 weeks to get that work done, and it typically is 12 to 14 for us fills the year pretty fast.

360

00:54:18.390 --> 00:54:30.779

Stephanie Bogan: The 5. I don't know if your brain has gotten here yet with the funny thing I noticed about surges when people really get in them is you actually start to view the lens of like who I added, Aum, go me. I did a good job today

361

00:54:30.950 --> 00:54:36.700

Stephanie Bogan: changes, and when you think about taking on new new clients you're like, oh, that's another day of surges.

362

00:54:36.700 --> 00:54:37.730

Brian Voss: That is the only way.

363

00:54:37.730 --> 00:54:43.220

Stephanie Bogan: Literally your brain starts going. Do I really want it like that? Prospect comes in. And



they're kind of like average. And you're like.

364

00:54:43.600 --> 00:55:08.399

Stephanie Bogan: if I take them, I'm gonna have to add a day of surges. And you're like, yeah, really, really. So it is a very interesting. You get so clear on how you're applying your time, and so attached, as I mentioned, to all that other focus that you get, that you do actually, in a good way. Start to guard it, because you realize how important it is. Right, Brian, if he extends surges anymore, will always be in surge.

365

00:55:08.460 --> 00:55:17.620

Stephanie Bogan: And so now it's about like, how many clients is he gonna work with right as he ups client averages? If he chooses to do that, he can actually skinny those searches down

366

00:55:17.670 --> 00:55:35.409

Stephanie Bogan: while averaging up his client size. Those are again. He's now in a position to look at all the levers and pull them at will, because we know when we pull those levers, what will happen because he's done the work of creating that framework and system. And now he's a lot of agency over that operating system, if you will.

367

00:55:35.410 --> 00:55:54.880

Brian Voss: And that's what we're doing, Stephanie. I'll answer the question a second. I have a I have a support advisor on staff now, and basically, every time I bring on a new ideal client, I look at the amount of revenue that that client's gonna generate. I go to the bottom of my book with the more simplified clients, and I hand off that number of clients in terms of revenue

368

00:55:54.890 --> 00:56:05.459

Brian Voss: to the support advisor. So I I refer to it in our offices, averaging up, you know, if I bring in a 5 million dollar relationship and the fees are going to be \$25,000 a year, and I can get rid of

369

00:56:05.500 --> 00:56:33.730

Brian Voss: 5 \$5,000 a year clients, or I don't have these, fortunately, but 25, \$1,000 a year clients, I will hand those over to the other advisor, and I know part of what gives me peace of mind is, if every single client fires that other advisor. We're in the exact same place financially. The worst case scenario is, we have the same amount of revenue, and we have 4 or 10 or 8 less clients to service. Now the reality is they don't fire us. No, they don't. But for my peace of mind it was.

370

00:56:33.730 --> 00:56:35.150

Stephanie Bogan: Oh, it helps your brain, for sure.

371

00:56:35.150 --> 00:56:45.100

Brian Voss: I just I I looked at it as simple replacement. I brought in \$10,000. I can get rid of these 3 \$3,000 clients, no matter what. We're still gonna be ahead at the end of the year, even if they fire us.

372

00:56:45.700 --> 00:56:46.720

Brian Voss: and they don't.



373

00:56:47.130 --> 00:57:01.199

Stephanie Bogan: Yeah, that does. You know one or 2 out of a bunch right? Like, genuinely so I think you know, when you think about what V O is and why some of the levers we're pulling this year. We're not talking about like, go grow, grow.

374

00:57:01.310 --> 00:57:23.569

Stephanie Bogan: That comes when you pull these levers you create space, you add more value. And as Brian will tell you, and we see over and over again, we don't grow our way out of the problems we solve the problems. And that's what allows us to grow our way out. And that's a little bit of the shift that we're talking about Brian, you talked about, Chris. Did you have another question.

375

00:57:23.570 --> 00:57:31.289

Chris Wedell: Yes, okay. So you said, spring and fall surges, 150 meetings in each of those, and you have the summer surge.

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00:57:31.560 --> 00:57:41.709

Chris Wedell: Am I safe to assume that the spring and fall are the same clients that you're meeting twice a year like your tier one? And then the summer is like a lower tier client. Okay.

377

00:57:41.710 --> 00:58:04.510

Brian Voss: Yeah, yeah. So that's in general. That's a hundred percent true. We've got some of those summer clients are what we'll call a or tier one clients. They've just gotten to the point where they're really comfortable with everything, and one meeting per year is enough for them. But in general we've got our largest clients. Spring and fall are smaller simplified clients, where people in a good groove once in the summer.

378

00:58:04.570 --> 00:58:32.270

Brian Voss: and I just do it that way, because my wife's a teacher, and my kids are still in school. So summer is a little bit lighter period of a time for me, so I don't mind doing those one per year meetings in the summer we can still travel and get everything done. They tend to be the really easy meetings to prepare for the spring in the fall. My kids are in school. My wife is a teacher. We're all extremely busy during the day, so there's no there's no advantage to me working a 25 h week in the spring or in the fall, I would literally be sitting with my dog like it.

379

00:58:32.600 --> 00:58:53.129

Brian Voss: I want to work in the spring and the fall, so that I don't have to work at Christmas time, so that I don't have to work hard in the summer. And that's why we've structured that way. And then in terms of now that's selfishly for me. Reverse that for the clients. The value proposition is in the spring is when we're collecting tax returns, looking over the year, talking about returns, changing investments, adjusting income.

380

00:58:53.130 --> 00:59:13.500

Brian Voss: and in the falls, when we're doing last minute tax planning to wrap things up, whether it's tax loss, harvesting, Roth conversions, etc. So it was 1st focused on the clients. But then again I looked at in terms of my ideal life, and I'm like, you know what I and I live in the northeast. I really want to work when the weather sucks, and when my family's busy, and I really want to have a lot of time off when the weather's gorgeous, and we can travel and do fun stuff.



381

00:59:13.570 --> 00:59:18.500

Brian Voss: And it just so happens that it also works out really well for delivering value to our clients.

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00:59:18.920 --> 00:59:28.510

Stephanie Bogan: Yeah, that's a great part. The the thing I wanna kind of shift to now is with right who the client is, how we're messing to them. We talked a lot about that at the growth workshop

383

00:59:28.884 --> 00:59:44.939

Stephanie Bogan: Brian and I have actually been talking about a fee increase that he's implemented right? So as we look at client profitability and right sizing that client base, once it's right size to Brian's point, then you can average up right. Sometimes we're doing those things simultaneously.

384

00:59:45.140 --> 00:59:52.699

Stephanie Bogan: That is the gas that goes in the car. The service model rate is the engine that's processing the gas. So we want that to be efficient, too.

385

00:59:53.157 --> 01:00:05.680

Stephanie Bogan: It's really important to get your pricing and your profitability profitability. Mix right, particularly if you have different types of clients, because that in and of itself is already dilutive.

386

01:00:05.820 --> 01:00:25.349

Stephanie Bogan: especially if you're not using the people process and platforms the way that we teach you. So if you're running harder as Brian talked about, and growth just keeps getting you busier. Right versus growth should, if you're doing it right, create leverage for you, it should get incrementally better if you're growing.

387

01:00:25.440 --> 01:00:48.499

Stephanie Bogan: and it's not getting incrementally better. If you feel like you're still treading water. It means we have not created the focus that clarity and the leverage via people process and platform. Right surge is a process. For example, model meetings is a process. Service model is a platform right in terms of a framework. If you're if you are still running 10 months in 9 months in and leaders.

388

01:00:48.920 --> 01:00:57.179

Stephanie Bogan: it means that we have something needs to go back. And we need to look at our time. We need to look at right. Have we made changes in the client base?

389

01:00:57.220 --> 01:01:00.489

Stephanie Bogan: But I do want to call out Brian, because you and I were chatting about

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01:01:00.740 --> 01:01:08.259

Stephanie Bogan: just pricing and profitability and segmentation, and I know you had shared the story of the fee increase that you did with the client?

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01:01:08.627 --> 01:01:14.800

Stephanie Bogan: And I think I actually reach out to people and ask them to raise their fees not quite as extreme as your client, but

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01:01:15.180 --> 01:01:25.989

Stephanie Bogan: the importance of getting your pricing right again, particularly right if those other factors aren't really honed because every every feature is dilutive.

393

01:01:26.300 --> 01:01:44.229

Stephanie Bogan: making sure that our pricing is aligned with the value that we're delivering and the services is really important to driving efficient, effective growth. Otherwise you you have to work a lot harder to create less margin. And you, that is not a problem you want to compound. So, Brian, do you just want to talk a little bit about

394

01:01:44.370 --> 01:01:55.759

Stephanie Bogan: the client. Profitability, analysis, right? Right? Sizing the client. Base fees. Right? We call them the the 3 terrifying transitions. Right? Raise the fees, change the services or transition the client.

395

01:01:55.760 --> 01:02:09.190

Brian Voss: So first, st I want to acknowledge I was 100% the Cowardly Lion. I did not want to raise fees. I was scared to death of it. Remember taking over for 2 retiring advisors. These people had in some cases been with the business for a long time.

396

01:02:09.580 --> 01:02:36.710

Brian Voss: But ultimately what it came down to was, I decided that the way I was going to handle it was by dramatically improving the service and the value we delivered to our clients to the point where I felt it was a significant improvement to then justify going to those clients not to raise their fees. I know this is semantics in my mind, but to right size. Their fees relative to the relationship and relative to the value that we delivered.

397

01:02:36.750 --> 01:02:53.479

Brian Voss: and in some senses, in certain instances, was just cleaning up our fee schedule like we had dozens of them. We at 1 point I looked in our billing system, and we literally had fee schedules named after the clients because it was a fee schedule of one like it was the Mcpherson fee schedule like no, that's not gonna fly. We can't have that anymore.

398

01:02:53.480 --> 01:02:54.280

Natalie Bergsma: All the time.

399

01:02:54.280 --> 01:03:02.110

Brian Voss: And to to Stephanie's point when she talks about the you know the gold star on the person at the luncheon that is subsidizing every other person to be there. I didn't want that either.

400

01:03:02.460 --> 01:03:27.479

Brian Voss: So I once we improved the service level. Then I went back to clients and had a very honest



conversation around. This is where your fees are. You should understand where the industry average is. When you look at what other advisors that offer similar services to ours where they charge. Here's the fee we need to move you to. And I did not have courage having that conversation, I still to this day do not like having that conversation with clients. I will admit that.

401

01:03:27.620 --> 01:03:52.619

Brian Voss: But I knew I had made progress when, 3 weeks ago, I had a review meeting with a client, and it was I had gotten off to a rocky start with this client. If you want the details on the rocky start in tribe. I wrote the whole thing out. I won't. I won't talk about that part of it, Rocky. Start with the client. We get to the end of our review meeting. I've been now working with them for 4 years, and she says to me, You know, Brian, you've you've managed our relationship for many years now, and there's 1 thing you haven't addressed since you took over.

402

01:03:52.650 --> 01:03:57.229

Brian Voss: And I said, Well, what's that? She goes? We haven't talked about your fees once since you took over.

403

01:03:57.330 --> 01:04:05.880

Brian Voss: and I was like, Christ! Like it's late on a Thursday afternoon. It's meeting 15 of 15 for the week I am spent. I do not want to have this conversation with her.

404

01:04:06.120 --> 01:04:20.760

Brian Voss: and she says, You know, we're really concerned because we have not seen your fees increase in the last 4 years, and we're concerned that you're not being compensated fairly for the work you do for us. We'd like a proposal before the end of the year to raise your fees for next year.

405

01:04:22.000 --> 01:04:40.440

Brian Voss: Now I'm not done. It gets better. She was on a flat annual retainer with our office. There was like 4 clients on an annual retainer north of 5 million dollars in assets under management, and she was paying 2,500 bucks a quarter, which, needless to say, is well below what we would normally charge. And, by the way, I'd have.

406

01:04:40.440 --> 01:05:08.599

Brian Voss: I probably charge less than I should. I'm okay. With that I make all the money I want, and have all the time I want. So so sue me. If I could make more money, I'm happy. But I go back to her and I said, Alright, I'm gonna put together a proposal. I'll send it to you. It's just a discussion starter. I send her. An email says, here's what our standard fee would be. Here's what it would be at, you know, a flat fee of half a basis point. Here's what would be under one of our legacy fee schedules as a thank you to you for all the loyalty you've provided, mind you, that the cheapest fee schedule I was showing her was going to more than double her annual fee.

407

01:05:08.930 --> 01:05:15.869

Brian Voss: And again, being the Cowardly Lion finished the email with, This is just a discussion. Starter. Please feel free to review it, and we can have a conversation when you want.

408

01:05:16.380 --> 01:05:23.940

Brian Voss: A day later I got an email back that says, Nope, no need for a conversation. We see

tremendous value in the work you do. Please just switch us over to that fee schedule next year.

409

01:05:24.100 --> 01:05:33.489

Brian Voss: and it ended with. Thank you. So she literally sent me a Thank you note for doubling her fees, and she asked me to do it.

410

01:05:34.170 --> 01:05:44.209

Brian Voss: Not all of my conversations went that way. That is a 1 of one. I will. I will acknowledge that. But I will say of all the other fee, increase conversations that I have with clients

411

01:05:44.500 --> 01:05:59.640

Brian Voss: no one, no one fired me, no one questioned it. Nobody had any concern. Now again for me. I had chosen to go out and improve processes, improve what we deliver for value. Get the the I guess you would call like.

412

01:05:59.710 --> 01:06:07.969

Brian Voss: let them test, drive what I was going to do for them for the rest of their lives for at least a year or 2 before I had the courage to raise fees.

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01:06:08.130 --> 01:06:14.339

Brian Voss: and so I felt confident that I could ask for it because I wasn't asking them to pay more money for this intangible thing.

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01:06:14.360 --> 01:06:38.320

Brian Voss: I was asking them to pay more money for the dramatically improved experience. They'd gotten over the last 1218, 24 months, and it's allowed us now. And, by the way, what we did was we did 2 things. We ramped up fees for existing clients, and we set a new higher fee schedule for all new clients. I didn't have the guts to go back to our old clients and double and triple all of their fees, which I would have had to have done

415

01:06:38.320 --> 01:06:50.260

Brian Voss: in some situations, because the fees were so low. But I didn't have any problem getting all of my legacy clients on at least one of our fee schedules and then telling all new clients they're going to be on. So in our parlance.

416

01:06:50.350 --> 01:06:59.250

Brian Voss: everyone is going to be on the \$500,000 fee schedule. There was a legacy client. So their discount started at \$500,000. All new clients were on the 1 million dollar fee schedule. No discounts till a million.

417

01:06:59.480 --> 01:07:00.159

Brian Voss: and is it.

418

01:07:00.160 --> 01:07:05.159

Stephanie Bogan: So we all just heard Brian say that his next growth step up



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01:07:05.240 --> 01:07:09.100

Stephanie Bogan: is to go back to that group of clients and raise their fees.

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01:07:09.100 --> 01:07:09.640

Brian Voss: Damn it.

421

01:07:09.640 --> 01:07:14.349

Stephanie Bogan: These new services, because even if he lost like 20 or 30% of them

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01:07:14.670 --> 01:07:19.259

Stephanie Bogan: it would be a massive boon. And we all know that's probably not gonna happen right, Brian.

423

01:07:19.430 --> 01:07:21.880

Brian Voss: Correct, and I knew I should have been careful what I shared.

424

01:07:21.880 --> 01:07:25.010

Stephanie Bogan: She's got me. She.

425

01:07:25.010 --> 01:07:26.380

Brian Voss: Damn accountability.

426

01:07:26.380 --> 01:07:35.099

Stephanie Bogan: Yeah, it no, it is like we do. We? We tend to write all the way through. It's constantly creating that awareness of

427

01:07:35.150 --> 01:07:43.299

Stephanie Bogan: what's the next up level to Brian's point? Not through the lens of hey? How am I grubbing more money? Not that more money is bad in any way, shape or form.

428

01:07:43.660 --> 01:08:03.756

Stephanie Bogan: right? Just as the underlying motivation that is not the primary goal. The primary goal is, we know, if we add real deep value to clients. That we that we can comfortably say is in is value in excess of their fees. We know we're not gonna have a problem attracting, retaining those clients right? Then it's just a legion issue of making sure we can bring those clients to us.

429

01:08:04.650 --> 01:08:21.629

Brian Voss: And for me it was just time I I wanted time with my family, so I thought, if I can raise fees, and if I can be really selective about the new clients I take on, and if I can average up, if I can bring on a \$20,000 client and and give away 2, 5, 8, 10 clients. Then I get everything I want in my life, and more time to enjoy it.

430



01:08:21.630 --> 01:08:24.219

Stephanie Bogan: So see, hey, watch this. So, Brian.

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01:08:24.359 --> 01:08:29.529

Stephanie Bogan: you know what's really cool about that is, I want you to think about what would that fee increase, look like?

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01:08:29.560 --> 01:08:39.800

Stephanie Bogan: What would the application of that be? And if right, if you transitioned out X percentage of those clients like what would make those searches shorter for you?

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01:08:39.800 --> 01:08:43.290

Brian Voss: Oh, yeah, no, they wouldn't. They wouldn't be 10 week surges.

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01:08:43.380 --> 01:08:46.929

Stephanie Bogan: Yeah, so what's the next ideal? Is it? 8 weeks, 6 weeks, 4 weeks.

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01:08:49.260 --> 01:09:02.329

Natalie Bergsma: And I always think it's a really good point when we look back at legacy clients, because when you use that gold star analogy like, how good do you really feel about half of your client? Base paying more than the other half of your client base

436

01:09:03.350 --> 01:09:05.960

Stephanie Bogan: Explains fairly, not equally, as we like to say.

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01:09:06.040 --> 01:09:07.060

Stephanie Bogan: and that's great.

438

01:09:07.069 --> 01:09:08.329

Brian Voss: There's room for improvement.

439

01:09:08.330 --> 01:09:20.630

Stephanie Bogan: Yeah, that's the well, look, it's and that's my point. You don't have to crush it a hundred percent across the board to have a wildly successful practice guys 70% across the board.

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01:09:21.050 --> 01:09:39.920

Stephanie Bogan: Right? Adam has some container clients. He's dealing with. Brian's gotten to this level right? The next conversation is that? Okay, you're there now, you're gonna grow. How are you gonna grow from here? Are we gonna take clients we can average up, are we? Gonna hey? We can shrink surges now, if we want to. We've got another advisor. We could actually accelerate that. Brian and I are, gonna have that conversation

441

01:09:40.270 --> 01:09:49.970

Stephanie Bogan: right like sometimes. Well, that's the whole thing. Right? We we make change. We hit



our greater comfort. And then it's like, what's the next up level. And that's a huge part of the reason Brian's doing lifestyle right is

442

01:09:50.060 --> 01:09:59.090

Stephanie Bogan: right. Now we get to have way. More of these conversations right? We are all looking for right. What's the next version of more and better for us?

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01:09:59.150 --> 01:10:05.989

Stephanie Bogan: We just tend to over complicate what it takes to get there right? Get really clear on what really matters.

444

01:10:06.350 --> 01:10:17.919

Stephanie Bogan: Pick some stuff, do some stuff, don't get distracted. Make good use of your time. I know I'm grossly oversimplifying it right, but when you think about what we've covered this year? What's the vision?

445

01:10:18.150 --> 01:10:20.360

Stephanie Bogan: Who is the client you're serving?

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01:10:20.470 --> 01:10:28.869

Stephanie Bogan: What is the price? Pricing and profitability mix that makes that fair value for both parties right fair to all stakeholders.

447

01:10:29.020 --> 01:10:43.989

Stephanie Bogan: What's the story that you tell to the marketplace? What's the service model that delivers on that story? And then what's the staffing operations and growth model that supports the delivery and growth rate delivery of the services and growth of the business?

448

01:10:44.710 --> 01:10:55.250

Stephanie Bogan: The the framework is pretty straightforward. We are the reason our day to day lives our headspace every like all of that. And I want to grow. This is good, and I gotta.

449

01:10:55.280 --> 01:11:02.050

Stephanie Bogan: I got someone I'm letting go. I'm hiring 2 like replacing 1, 3 people on our team right now.

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01:11:03.340 --> 01:11:06.130

Stephanie Bogan: There are 12 people on our team people.

451

01:11:06.330 --> 01:11:20.079

Stephanie Bogan: all good shifts, like all good things. And yet right, those are things that take time and energy. And so it's like, guess what we aren't doing this quarter right? Like, literally had to look at things and be like, okay, well, that was gonna be fun. But it's going to wait.

452

01:11:20.480 --> 01:11:27.810

Stephanie Bogan: That's the part that keeps us from sitting in that seat right, Brian, where we're not going. Oh, what was I thinking? Why did I take a meeting on a Friday?

453

01:11:28.398 --> 01:11:31.210

Stephanie Bogan: As you start to do more

454

01:11:31.670 --> 01:11:36.840

Stephanie Bogan: and and you start to scale up, you'll you'll feel those taxes

455

01:11:36.870 --> 01:11:41.390

Stephanie Bogan: in a lot more significant ways. So the goal is to start to make some of those shifts so.

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01:11:41.660 --> 01:11:44.414

Brian Voss: I would say. Another thing I did in limitless was

457

01:11:44.760 --> 01:11:52.489

Brian Voss: It was really easy for me to want to take on a lot and then have the built in excuse that. Well, you know, we were trying to do 6 things.

458

01:11:52.905 --> 01:12:05.140

Brian Voss: Maybe it was, you know, a function of surge and the limited windows in between surge. But we started just sitting down, saying, No, we're we're gonna pick one thing, and we're going to execute on it, no matter what.

459

01:12:05.200 --> 01:12:29.830

Brian Voss: And it doesn't mean we're going to ignore the other things. They're just going to wait in line, and we're going to get to those next. So like, we're going to get really good at this one thing, we're going to figure this thing out. Granted, we're still going to iterate after the fact. But we're not going to take 10 things that we dabble in. We're going to pick one focus area and just implement the hell out of this thing until we've got it really nailed down, and then we can worry about making small incremental improvements to it. And then we're going to move on to the next thing on the list.

460

01:12:30.127 --> 01:12:47.960

Brian Voss: And things had to wait like I will again. I'm totally transparent, so I will embarrass myself. All the time. My office was still using portfolio center for billing and performance, reporting, like, I joke, that it looks like we should rip off those things on the side of the paper after it comes out of the dot matrix printer.

461

01:12:47.960 --> 01:13:17.510

Brian Voss: That's how old our software was. We had to kick the can down the road to replace that software for years to do these other things first, st like it was. Oh, every year it was on the list, and every year Nope, like Surge, has to be down pat first, st and then this has to be, and then and then and then finally, this year we're finally carving out the time to say, no, we've got to replace our billing and performance reporting software because it's embarrassing. But we had the courage to say one thing at a time. Do it till it's done. No excuses. Pick the next thing, do it till it's done. No excuses.



462

01:13:18.560 --> 01:13:30.589

Stephanie Bogan: Well, and that that discernment, that discipline is really, I know for me right. We had to come up with the parking lot Michael and I have been joking as I shared with you guys in terms of 2025, Michael and I've been waiting 2 years

463

01:13:30.720 --> 01:13:37.300

Stephanie Bogan: for schedules to align for him to have right time and capacity, and for us to be in a position where we could do it.

464

01:13:37.578 --> 01:13:42.599

Stephanie Bogan: In terms of his joining the faculty. He's wanted to do it for a couple of years, but like every year, it's like.

465

01:13:42.680 --> 01:14:09.530

Stephanie Bogan: Can we? Can you really do like I'm his coach? I know what his schedule looks like, not really sure, right? And so, as things open up and you get an opportunity to do something. This was what he chose to do, which is cool. But you're all gonna have those same options right? When Brian's space opens up, he puts a project to work on the business in that space, not more in the business, which is what we tend to do, which is why those Monday days, and having time carved out

466

01:14:09.530 --> 01:14:31.679

Stephanie Bogan: is really important. If you show up every Monday and you're on a call, or you've got time blocked out to work on things or meet with the team to work on things like that's the momentum that you ultimately want to kick into. It's why we do the Friday check ins like, hey? Did you do the things this week when I don't get your Friday check-ins. It does not tell me that you consciously sat there and said.

467

01:14:32.580 --> 01:14:34.230

Stephanie Bogan: I don't feel like it.

468

01:14:34.700 --> 01:14:37.000

Stephanie Bogan: I could update her. I'm not going to

469

01:14:37.120 --> 01:14:43.780

Stephanie Bogan: not getting a Friday check and reply says, I'm busy. I got stuff doing. I'm running like I'll I'll get to it.

470

01:14:43.920 --> 01:14:54.539

Stephanie Bogan: and that tells me the temperature of where things are. W. In terms of your habit building. Can we carve out 5 or 10 min on a Friday

471

01:14:54.720 --> 01:15:10.529

Stephanie Bogan: tells me a lot about what's going on in your world, because that's indicative of the State. Right? Are we running hard? Do we have that time. Are we maintaining presence? Right? Are we?



Are we playing whack-a-mole little? So that's just the check in today, is

472

01:15:11.000 --> 01:15:17.999

Stephanie Bogan: it's really easy to to feel like we want to do it all when especially when you see here like, Oh, there's all these things.

473

01:15:18.525 --> 01:15:29.509

Stephanie Bogan: There is. Let's see. Actually, we mapped out Michael and I mapped out. This is not the visual for it, so don't judge. Don't judge my visual right now. It's a work in progress right, Brian.

474

01:15:30.030 --> 01:15:30.680

Stephanie Bogan: What a sec.

475

01:15:30.680 --> 01:15:32.279

Brian Voss: I've version 0.

476

01:15:32.280 --> 01:15:41.189

Stephanie Bogan: Version 0. I showed you guys, we'll do this like in a 3 year view so Michael and I essentially broke it down as I shared with you year one

477

01:15:41.360 --> 01:16:05.949

Stephanie Bogan: is optimize. It's the what is the business we're building? Where are things out of alignment? Let's get them back in alignment and get clear on how we're gonna use right time, energy and capital to make that happen. Which is what we've been focused on this year. Then we move into right scaling up for success. Which is, how do you put the people process and platforms in place with those core decisions made? We can get into staffing and operations and growth.

478

01:16:06.020 --> 01:16:17.059

Stephanie Bogan: From how do I make it less dependent on me? How do I get others to write? Help me do the heavy lifting. And how do I start to scale up and drive growth? And then by year 3, as we talk about on that runway

479

01:16:17.220 --> 01:16:29.120

Stephanie Bogan: that as it has with Brian and Adam and everyone else. You get the growth going through the 1st 2 steps because you have the discipline to make the changes, and that creates more space, which creates more space

480

01:16:29.150 --> 01:16:38.870

Stephanie Bogan: for you to deliver value, to create more space, to create more leverage right? And then you get that flywheel where by the year 2 or 3. Man, you're just kind of off to the races.

481

01:16:38.970 --> 01:16:46.549

Stephanie Bogan: It's really important that this year we set those tracks, because if you build on top of that.



482

01:16:46.620 --> 01:16:58.439

Stephanie Bogan: it will just be more chasing it right like I'll put in more time. But I'm not getting the effort or the shifts that I want it should be showing up in your time at this point. If it's not, we need to talk about that.

483

01:16:58.610 --> 01:17:11.319

Stephanie Bogan: It should be showing up in your clarity of who you're working with and who you're not, and where those minimums are and where you're drawing those lines. And you should be really confident about that, that at this point, and why it's so important

484

01:17:11.370 --> 01:17:27.839

Stephanie Bogan: to the practice that you want to build those Mvp. Service models are all about. We cannot deliver an epic experience if we haven't defined it and standardize it, and we can't possibly do it with time and freedom. If we're not really scaling up

485

01:17:28.360 --> 01:17:35.680

Stephanie Bogan: right and allowing other people to pitch in as we help that effort. So if we just keep compounding and we don't solve for these problems.

486

01:17:35.700 --> 01:17:41.976

Stephanie Bogan: right. That's where the stress and the complexity and the dilution of margin and joy really start to kick in.

487

01:17:42.400 --> 01:17:48.130

Stephanie Bogan: so I think it's just really important to think about. You know where you are right now.

488

01:17:48.230 --> 01:18:00.959

Stephanie Bogan: Do you have that clarity? Are you right, as you think about that basic blueprint for this year. That is the roadmap I showed you. We'll be talking about that in our October calls, and a number of you have calls scheduled with Natalie

489

01:18:01.140 --> 01:18:13.159

Stephanie Bogan: to go through those service models. This is why it's important, this very boring work like. And it's like, no one goes. We're gonna build a service, I do, but I know why, cause I know it's on the other side.

490

01:18:13.590 --> 01:18:25.509

Stephanie Bogan: Your brain. When you sit down to build a checklist, Danny, or when you say no to someone. Your brain doesn't go. Great job. Dopamine, dopamine high. 5 serotonin. Good job your brain goes.

491

01:18:25.590 --> 01:18:27.360

Stephanie Bogan: That wasn't fun.

492



01:18:27.500 --> 01:18:35.990

Stephanie Bogan: I want fun. I want. I want the easy button. And so that's where right? It's why we have these conversations to remind you like, oh, that's right.

493

01:18:36.030 --> 01:18:48.719

Stephanie Bogan: These are the simple shifts. They're gonna make the skyrocket right? Those big goals really, really possible. Right? We've got Brian. We used to call Adam the niche guy. If you guys around Leona. You might remember that

494

01:18:48.830 --> 01:18:49.530

Stephanie Bogan: guy.

495

01:18:49.530 --> 01:18:50.140

Brian Voss: Niche.

496

01:18:50.270 --> 01:18:58.720

Stephanie Bogan: The guy with the niche 1st he was Redtail Adam. I don't. You weren't around in the very beginning, because he has like 89 workflows, and a company that sells workflows. We call him.

497

01:18:58.720 --> 01:18:59.080

Brian Voss: 0

498

01:18:59.360 --> 01:19:00.580

Brian Voss: 0 workflows.

499

01:19:00.580 --> 01:19:00.945

Stephanie Bogan: Yeah.

500

01:19:01.950 --> 01:19:04.990

Stephanie Bogan: well, it's because you've kept it so very simple. That's the cool thing

501

01:19:05.237 --> 01:19:09.549

Stephanie Bogan: and then we change. He was niche guy so we're calling Brian simple. Guy. Brian's the simple guy.

502

01:19:09.550 --> 01:19:11.619

Brian Voss: I am totally on board with that.

503

01:19:11.620 --> 01:19:27.699

Stephanie Bogan: Brian has entirely uncomplicated things which allows for him to keep things really simple. Not a bunch of bells and whistles. He's not doing 97 things for clients, right? We know the clients. He can articulate their needs really, clearly. He can speak to them. They built value, adds

504



01:19:28.000 --> 01:19:34.243

Stephanie Bogan: right. It is getting really clear on those few things this year. So this is that check in

505

01:19:34.620 --> 01:19:41.780

Stephanie Bogan: So let's go around. Chris, we talked to you, Danny, how about you? Where are you? What's something you're in version 0 of right now.

506

01:19:43.490 --> 01:19:47.360

Dany Martin: All of the athlete stuff training 2 new hires.

507

01:19:48.340 --> 01:19:51.489

Dany Martin: That's 2 pretty big ones. So we

508

01:19:52.100 --> 01:20:00.850

Dany Martin: we're fortunate to have had the team and the clients for a long time that do a lot of the heavy lifting for us. And we've implemented that digital review.

509

01:20:00.880 --> 01:20:06.530

Dany Martin: I guess the last 10 months. Now that, like for my top tier and chase, we sent out

510

01:20:07.420 --> 01:20:19.890

Dany Martin: 200 reviews. That's probably 60% of our aum. And now our follow up calls are simply like they won't come in to schedule meetings. So it's it to to hear

511

01:20:20.010 --> 01:20:23.300

Dany Martin: people talk about surges like we're trying to get them in.

512

01:20:23.300 --> 01:20:23.820

Sara Stanich: Okay.

513

01:20:23.820 --> 01:20:28.819

Dany Martin: Just not coming in. So I'm not gonna force the issue. And I feel like I don't need to

514

01:20:29.270 --> 01:20:32.929

Dany Martin: sit down and do all this stuff. So I don't know if it's just maybe

515

01:20:33.090 --> 01:20:46.140

Dany Martin: I don't know so now we're focused on after the phone call, sending over like the link to get their tax form copying them on an email to an estate attorney, making sure that we get their tax planning with Fp. Alpha done the right way. So now it's

516

01:20:46.200 --> 01:20:50.460

Dany Martin: we've sent them more proactively, their reviews quarterly.



517

01:20:50.800 --> 01:20:55.030

Dany Martin: and then just touching base. I believe we want to go on a 2 year.

518

01:20:55.060 --> 01:20:55.730

Sara Stanich: For lightly.

519

01:20:55.730 --> 01:20:58.280

Dany Martin: Client service, where it's January.

520

01:20:59.020 --> 01:21:00.460

Dany Martin: October.

521

01:21:00.670 --> 01:21:10.909

Dany Martin: April, January, October, April, to really get like a 2 year vision for clients, and that has sort of spurred off of that model calendar. And really it's start the year

522

01:21:11.200 --> 01:21:18.060

Dany Martin: end of the year, which is October. Right now and then April would be tax time, and then would get us to January, and so forth, and so on. So

523

01:21:18.140 --> 01:21:23.159

Dany Martin: we're sort of working on that. But at at stage 0 is our athlete

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01:21:23.600 --> 01:21:30.629

Dany Martin: thing, and trying to make sure Brandon and Rashad are learning all of the processes that we already

525

01:21:30.740 --> 01:21:35.039

Dany Martin: have in place, and that we're creating, and that everybody's on board. Yeah.

526

01:21:35.040 --> 01:21:45.970

Stephanie Bogan: For you guys, the Mvp there version 0 is gonna be what that base service model is for the regular channel and the athlete channel. And then what's the pricing that goes with it

527

01:21:46.240 --> 01:21:55.880

Stephanie Bogan: again? Right? Whatever v 1 is you're gonna learn and iterate. And then I know you've got the call with Natalie on the 17th around the service model. So I think that structure is a good starting point

528

01:21:56.219 --> 01:22:02.929

Stephanie Bogan: lots of times we'll have people do cycles, where, especially with depending on the client, you don't need to cover everything in every meeting.



529

01:22:03.367 --> 01:22:08.089

Stephanie Bogan: So you might be like, hey? With our smaller tier. We're gonna right cover estate planning every

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01:22:08.170 --> 01:22:20.720

Stephanie Bogan: 3rd year as opposed to every single meeting with our larger clients. So again, you don't want to stagger it too much in terms of adding complexity. But you can look at. But I like the idea that you guys are starting that cycle because, as Brian talked about

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01:22:20.810 --> 01:22:49.419

Stephanie Bogan: getting anything into a cadence is gonna naturally remove a lot of drag right? Sort of the the drag coefficient if you will, because you can just consistently come back and be like, how do we make it better? How do we make it better? How do we make it better? And when you get the team on board. Once, as you can see, right? They're doing it. Then they're like, Oh, wow! This is actually a better way, because they can execute a lot more structure and control over things. Teams don't like having things thrown at them all day every day, any more than we do

532

01:22:49.745 --> 01:22:54.650

Stephanie Bogan: so once they latch on. I was asking Brian if his team would ever go back to the old way.

533

01:22:55.200 --> 01:22:56.720

Stephanie Bogan: It's like no.

534

01:22:56.720 --> 01:22:57.410

Brian Voss: Never.

535

01:22:57.670 --> 01:23:08.119

Stephanie Bogan: Ever ever but it is a painful. It is the equivalent of like right going into the gym at a couple of 100 pounds. And being like I have to really do that work in the beginning.

536

01:23:08.180 --> 01:23:13.660

Stephanie Bogan: That's the hardest work of all, because you're learning to turn that flywheel. And once we get that going.

537

01:23:13.880 --> 01:23:33.050

Stephanie Bogan: we build on that. So that's where the clarity and making really clear choices, the issue about the clients, the fees, the service model are really important. So, Dan, you guys are on track, it's making sure we focus that work. Get those versions out. And right then make sure you're working on the next thing that's gonna really create time for you guys in particular.

538

01:23:33.050 --> 01:24:00.219

Dany Martin: I agree real quick, too. I would echo Brian. A lot of everything everything you said has been great. One thing that stuck with me. That we're really latching onto is the one idea complete an idea,



and then move on to the next one. So we really had like one quarterly. It was really just get our schedule in line. And then it's been like we need to work on this one thing. So that really is, even if it takes 3 years to get something, for, like I want to get this done and then move on. Chase and I have always been

539

01:24:00.310 --> 01:24:03.459

Dany Martin: every Monday. We've got 5 new ideas, and the team

540

01:24:03.530 --> 01:24:11.029

Dany Martin: looking at us like we've lost our mind like, look, we don't want to implement all these. Just get them out of my head and onto your paper, and then take take it. So that was.

541

01:24:11.260 --> 01:24:14.729

Stephanie Bogan: Have you started your parking lot? So you just have to start a parking lot.

542

01:24:14.900 --> 01:24:15.830

Dany Martin: Yeah, we've got.

543

01:24:15.830 --> 01:24:19.420

Stephanie Bogan: Entire board in Asana called the parking lot no joke, and every.

544

01:24:19.767 --> 01:24:25.320

Dany Martin: Where they go up and they hit the button park. That's our parking lot. We go.

545

01:24:25.320 --> 01:24:26.439

Stephanie Bogan: I know I usually.

546

01:24:28.020 --> 01:24:29.080

Brian Voss: Welcome to all.

547

01:24:29.080 --> 01:24:42.260

Stephanie Bogan: Our marketing board has a parking lot, and our engagement board has a parking lot, and they're just long, but it makes my brain feel better because I know it's not lost, and the team feels better because it's not on their plate right now.

548

01:24:42.360 --> 01:24:50.149

Stephanie Bogan: And it does. Actually, we're gonna go back to a lot of those ideas. Some of them are really great, and some of them aren't nearly as good as I thought they were at the time. To be quite honest

549

01:24:50.710 --> 01:24:53.620

Stephanie Bogan: sometimes letting them steep a little is a good thing.

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01:24:53.850 --> 01:24:57.890



Stephanie Bogan: Sarah. How about you? What are you version? Zeroing, mvping right now?

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01:25:00.273 --> 01:25:06.736

Sara Stanich: I feel like, all my updates are so boring because it's Geo wealth. So.

552

01:25:07.692 --> 01:25:09.690

Stephanie Bogan: But what does that tell us.

553

01:25:09.690 --> 01:25:10.050

Natalie Bergsma: Huge.

554

01:25:10.050 --> 01:25:12.289

Stephanie Bogan: What is Sarah consistently talk about this.

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01:25:12.290 --> 01:25:13.470

Sara Stanich: I'm focused.

556

01:25:14.340 --> 01:25:32.639

Sara Stanich: Yeah. So we have it. Finally, it's LinkedIn Schwab. But you know we haven't. We haven't assigned models. We haven't like done trading. We haven't done performance reports or billing. So they're like all those things need to happen this quarter, and it'll be the 1st time for all those things with this new, you know, technology, which

557

01:25:32.670 --> 01:25:37.469

Sara Stanich: I think long term is gonna make us a lot more efficient. But you know.

558

01:25:37.500 --> 01:25:44.160

Sara Stanich: it's a little bit of a. It feels like a little bit of a leap of faith because we've already we had another way of doing things. That was

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01:25:44.512 --> 01:25:56.639

Sara Stanich: maybe not the most efficient, but had, you know, was was better than we had a year ago, because we had, you know, put a lot of work into optimizing that. So, anyway, that's that's my my Q. 4 biggest project, I guess.

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01:25:56.640 --> 01:26:16.470

Stephanie Bogan: Great. Well, I think, think about surges and and just the major shifts right or anything we implement here. It's that same model is, just make sure you've got those check ins and the weekly touch points. And right, what worked? What didn't work? What do we need to work out? And then, if you think about models and things, if there's a rate, if there's an Mvp. Like, what do we need to launch.

561

01:26:16.500 --> 01:26:31.820

Stephanie Bogan: I call it launch and learn at 70% like, what's the 70% version that right of the model or the this or the that? So we can get that out in Q. 4. Right? And then what's our process? Ongoing?



Right, as you will do? No different than surges or anything else for just refining in that, and

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01:26:31.940 --> 01:26:34.989

Stephanie Bogan: ideally, by q. 1 you'll be. Everyone will be locked and loaded.

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01:26:35.440 --> 01:26:43.839

Sara Stanich: And actually, I'll just maybe, Natalie, we can follow up. But I another thing I need to work figure out this quarter is, I want to make changes to my bonus structure

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01:26:44.360 --> 01:26:47.420

Sara Stanich: for q 1. So I need I,

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01:26:47.580 --> 01:26:52.610

Sara Stanich: anyway, that's that's something that's more internal. But I still needs to be figured out.

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01:26:52.900 --> 01:27:03.170

Stephanie Bogan: Great something that you need to solve for right? What am I trying to solve for right? What's the pain point? What am I trying to solve. For will typically get you to what is the issue or the immediate issue.

567

01:27:03.310 --> 01:27:08.659

Stephanie Bogan: so that you can figure out what that next step is, or if there's something to dig into behind it. Great. Yeah, we're happy to help with that.

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01:27:09.899 --> 01:27:15.010

Stephanie Bogan: Leanna. How about you? What's your Mvp. And you're you're gonna tell us you're in transition.

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01:27:15.490 --> 01:27:27.039

Liana Poodiack: We? Yes, so we are on the countdown to probably 2, 2 and a half weeks away. So we are finalizing all of our communications. Travis is getting.

570

01:27:27.070 --> 01:27:29.760

Liana Poodiack: I'm recording messages tomorrow.

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01:27:29.840 --> 01:27:32.608

Liana Poodiack: Travis has been testing

572

01:27:33.460 --> 01:27:35.849

Liana Poodiack: all our various methods.

573

01:27:36.450 --> 01:27:41.359

Liana Poodiack: We're getting that office set up. So yeah, lots of.



574

01:27:41.360 --> 01:27:46.360

Stephanie Bogan: So your entire practices is a version 0 for the next quarter.

575

01:27:47.250 --> 01:27:48.600

Stephanie Bogan: Yes, yeah.

576

01:27:48.910 --> 01:27:53.150

Stephanie Bogan: Right? Well, you guys have worked really hard, and it's nice to see you coming to the finish line. So good to know.

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01:27:53.150 --> 01:27:57.280

Liana Poodiack: And we are. Finally, the finish line is in sight. So we're very.

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01:27:57.280 --> 01:28:04.190

Stephanie Bogan: Very exciting. You are gonna like life on the other side. So yeah, everyone is implementing some big shifts and changes.

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01:28:04.220 --> 01:28:11.330

Stephanie Bogan: I think that's a. That's a really good grounding rod of like, hey? Here we are. We've hit October. We have Q 4 left

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01:28:11.814 --> 01:28:20.910

Stephanie Bogan: right. Where are you? In the year. One roadmap we've got calls scheduled for October. If you don't have an October call scheduled, I'll be sending out links

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01:28:21.175 --> 01:28:30.860

Stephanie Bogan: so you can get one of those scheduled if you don't have one. But let's make sure we're content. I think I think everyone's either has a call or is on track to get a call, or we've we've reached out and we're following up.

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01:28:31.213 --> 01:28:35.980

Stephanie Bogan: But if I have reached out to you to get a call, please make sure I follow up if you need to do that this month.

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01:28:36.403 --> 01:28:44.656

Stephanie Bogan: Alright. So good updates today, Brian, thanks. So much for the time. The thing I love about Brian's story is

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01:28:45.420 --> 01:28:52.500

Stephanie Bogan: we really do get in our own way a lot. We over complicate it. We wait for it to be perfect, right? We get busy and distracted.

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01:28:52.900 --> 01:29:07.489

Stephanie Bogan: As Danny is seeing right like, here's the focus, as Sarah is saying, like this becomes the focus, Leanna, when you transition firms that becomes the hyper focus. Just because, quite honestly, there's not a lot of room for anything else. Given the magnitude of that change.

586

01:29:08.122 --> 01:29:15.150

Stephanie Bogan: can we maintain that hyper focus from quarter to quarter, while always maintaining right.

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01:29:15.550 --> 01:29:20.879

Stephanie Bogan: that grounding to the goal that we set out to create. In the 1st place, which is right. What is the ideal

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01:29:21.060 --> 01:29:33.320

Stephanie Bogan: business that we want to create? If we can keep that in mind constantly ever present? That's why we look at the post-its. That's why we have the big why conversations. Each of these steps

589

01:29:33.330 --> 01:29:37.140

Stephanie Bogan: is inherently necessary to get you to that goal so

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01:29:37.940 --> 01:29:46.769

Stephanie Bogan: quick. Updates on leaders 2025. If you guys, we will be sending out emails later this week or early next week, as I've shared

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01:29:46.860 --> 01:29:52.919

Stephanie Bogan: unofficially. Now, officially, Michael will be joining us for leaders 2025. So he'll be.

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01:29:52.950 --> 01:29:58.510

Stephanie Bogan: I think, on some of the quarterly calls, and then he'll be joining us at all. 3 of the leaders retreats.

593

01:29:58.620 --> 01:30:12.319

Stephanie Bogan: and we'll be building out that 3 year roadmap around, optimizing the practice, scaling the practice and growing the practice. So I'll be sharing that with you soon. We are making some just minor shifts, just to make things to Brian's Point

594

01:30:12.330 --> 01:30:20.299

Stephanie Bogan: we sat down, and we said, Where are the friction points for you and for us in terms of onboarding and enrollment and partners and staff.

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01:30:20.310 --> 01:30:24.170

Stephanie Bogan: So we simplified things this year. So leaders

596

01:30:24.220 --> 01:30:34.379



Stephanie Bogan: essentially includes you and a guest, whoever that may be, you certainly don't have to have one. But most of you have a right hand person, or a partner, or an advisor, or someone

597

01:30:34.773 --> 01:30:49.209

Stephanie Bogan: that you would like to include. So that just makes it a lot easier for you and for us. Format will be essentially the same next year, as we shared we are gonna be digging in. Each of those retreats will be focused on a topic in the roadmap.

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01:30:49.330 --> 01:30:55.019

Stephanie Bogan: So you'll see that unfold over the course of this month. But if you have any questions, let us know

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01:30:55.347 --> 01:31:11.660

Stephanie Bogan: ideally. We'll have everyone. If you're going to join us next year. Let us know. By the end of the month again. We'll send you stuff around that. Just so we can plan leaders for next year Michael and I had we met for a full day before future proof. Down at the beach, which was fun.

600

01:31:11.720 --> 01:31:15.080

Stephanie Bogan: We had a long conversation about group size.

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01:31:15.540 --> 01:31:23.469

Stephanie Bogan: and we have not really marketed leaders very much in the last couple of years. Really, it's just right. People on our list, or like Rfg, we had a relationship with them.

602

01:31:23.979 --> 01:31:35.989

Stephanie Bogan: So we will obviously let the world know we are gonna cap it at 36, just because we wanna maintain group size and integrity. We don't want it to become like. Not that we won't necessarily have other groups in the future.

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01:31:36.444 --> 01:31:43.909

Stephanie Bogan: But we wanna make sure, particularly right. Think about right version 0 of leaders with Michael and kind of this 3 year. Accelerator

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01:31:43.970 --> 01:32:00.269

Stephanie Bogan: is kind of how we're defining it. This is kind of version 0 of that. So we wanna make sure that we're in a really good place to execute other big learnings from this year when we spend time with you guys, you execute really? Well, we get clarity.

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01:32:00.270 --> 01:32:21.900

Stephanie Bogan: We get next steps what we realized. The 1st part of the year was that you did not actively use the coaching calls. And so next year what we're doing again we sat down, had lots of good conversation around this. We'll have those strategy calls with me to make sure that you're set up for the year right? And we're checking in as we go. But you will have monthly calls with your practice coach

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01:32:22.330 --> 01:32:34.360

Stephanie Bogan: like 9 or 10 months. Obviously, you're not gonna necessarily do that in the holiday. But the idea is, we wanna make sure that that roadmap will be very clearly defined. This is what we're doing

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01:32:34.809 --> 01:32:41.030

Stephanie Bogan: right, whether you're in version one of that some of you right might be then doing version 2 of it because you're a little bit ahead.

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01:32:41.442 --> 01:33:03.789

Stephanie Bogan: But the idea is, we wanna make sure that we have that roadmap, and that we have you on a structure with practice coach to make sure that each month we are have that focus. We are there to spot, shoot the carpet, help you with strategy. Right? Look at the solutions, design the plan right, sir, whatever it may be, so that we are kind of holding your hand and helping you design those solutions as you go.

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01:33:03.810 --> 01:33:10.490

Stephanie Bogan: just to give it a bit more structure, and to make sure that we're maintaining that momentum from the beginning to the end of the year.

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01:33:10.530 --> 01:33:17.190

Stephanie Bogan: so that will be included next year, just to keep it simple for you and us, and to make sure that we're supporting you

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01:33:17.320 --> 01:33:21.080

Stephanie Bogan: in the ways that we think are going to be most effective for you.

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01:33:21.540 --> 01:33:24.490

Stephanie Bogan: Am I missing anything, Natalie? I think those are the big.

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01:33:25.110 --> 01:33:27.060

Stephanie Bogan: I think those are the big updates.

614

01:33:27.350 --> 01:33:28.449

Stephanie Bogan: I think that's it.

615

01:33:29.353 --> 01:33:32.719

Stephanie Bogan: So it'll be me and Michael, same basic structure.

616

01:33:33.385 --> 01:33:40.449

Stephanie Bogan: We will have practice coach on monthly calls, and your team is included. There you go.

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01:33:41.513 --> 01:33:54.849

Stephanie Bogan: Also a good point. If you guys have questions about that. Please let me know also

feedback always open. I know you. We always do the surveys. You guys are always so great which we appreciate. You know that I believe Feedback is your friend?

618

01:33:55.179 --> 01:34:04.399

Stephanie Bogan: So if you have any questions, or if you have any feedback about things that would be helpful to you next year, as we finalize all those details, please do not hesitate to share them with me.

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01:34:06.190 --> 01:34:08.300

Stephanie Bogan: Spring break schedules. Who's asking?

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01:34:10.380 --> 01:34:13.779

Stephanie Bogan: Yeah, we have all those dates do we? Have we shared them with you yet.

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01:34:15.100 --> 01:34:19.889

Chris Wedell: You did. Which is why I'm giving the feedback march just like March just sucks.

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01:34:19.890 --> 01:34:21.320

Stephanie Bogan: It's hard. I'm not gonna.

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01:34:21.320 --> 01:34:26.320

Chris Wedell: Take another week off and more. I got 2 different spring break schedules with kids as it is. And now

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01:34:26.330 --> 01:34:30.369

Chris Wedell: Rfg. Has a retreat. You all have a retreat. I'm like, I gotta pick one like.

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01:34:30.370 --> 01:34:38.199

Stephanie Bogan: I know. Yeah, it's March and April and September and October are incredibly difficult, because everybody has their conferences.

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01:34:38.633 --> 01:34:47.329

Stephanie Bogan: And I speak at lots of them. So, and, by the way, they all do a great job of telling you what the Count, I wish everyone just be like for the next 3 years. Here are events, but

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01:34:47.700 --> 01:34:51.424

Stephanie Bogan: such as life. Yeah, I completely understand.

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01:34:52.270 --> 01:34:55.579

Stephanie Bogan: we do the very best that we can genuinely.

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01:34:56.380 --> 01:34:58.752

Chris Wedell: I won't be able to manage one, probably for a long time.



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01:35:00.860 --> 01:35:07.530

Stephanie Bogan: Yeah, I can't even tell you what it took to get all those dates nailed down between me and Michael and school calendars and everything.

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01:35:07.530 --> 01:35:16.538

Chris Wedell: I was so excited that it was planned that far in advance. Because I know the whole schedule to. I'm like, Oh, I can make one of the 3, because I am that scheduled too, and I was like.

632

01:35:17.490 --> 01:35:21.569

Stephanie Bogan: Yeah, you have. You have like crazy life. You are way braver than I am. Yeah.

633

01:35:21.570 --> 01:35:22.240

Chris Wedell: Oh!

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01:35:22.540 --> 01:35:23.090

Stephanie Bogan: Yeah.

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01:35:23.200 --> 01:35:29.400

Stephanie Bogan: no, I totally get it. Yeah, we. We do the best that we can, but those are dates for next year. I believe those are all set up

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01:35:29.742 --> 01:35:36.067

Stephanie Bogan: any other questions or feedback. You guys always feel free to let me know, but would love to have you next year. It's gonna be

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01:35:36.660 --> 01:35:45.019

Stephanie Bogan: We're gonna we're calling it kind of like the accelerator. I don't know. We give it a name like the accelerator incubator group. It's this idea like, Hey, what could you do over the next 3 years?

638

01:35:45.240 --> 01:35:57.810

Stephanie Bogan: By the way, that does not mean you have to go out and build a bazillion dollar firm. But when you think about, if to our point right this year, if we continue on that track right, think about the progress you're making this year. The next 2 years could be pretty powerful. So

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01:35:58.080 --> 01:36:05.889

Stephanie Bogan: we will follow up with you guys on that. But I did just want to give you the heads up on that. That we are. Gonna limit it to 36. Your spots are, of course, secured.

640

01:36:06.286 --> 01:36:16.910

Stephanie Bogan: We'll make sure that you don't get kicked. You don't lose the spot but we do ideally want to have a heads up by the end of the month again, so we know how many spaces we can open up for everyone else.



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01:36:17.620 --> 01:36:24.459

Stephanie Bogan: Alright any other questions comments call questions. I think we've been through all the summits. We've covered all that.

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01:36:25.411 --> 01:36:28.840

Stephanie Bogan: Does anyone not have an October call on queue?

643

01:36:29.670 --> 01:36:30.930

Stephanie Bogan: Okay, Chris.

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01:36:32.610 --> 01:36:39.999

Stephanie Bogan: Leanna. Alright, I'll make sure. Yeah, we've got a I just we sent the Qcis out. So I'm going through those. So I'll make sure you guys get call links this week, Sarah.

645

01:36:40.514 --> 01:36:45.769

Stephanie Bogan: We'll we've got one. Why do you wanna make sure we'll get one with Natalie if you want, so you can work on the comp stuff.

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01:36:46.640 --> 01:36:51.570

Stephanie Bogan: Alright, I'll make sure. Danielle sent you her calling for that, Ed. How you doing, man?

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01:36:53.240 --> 01:37:00.039

Stephanie Bogan: You weren't here for the 1st part of the call, so I didn't wanna ask you about your thing in case you missed it. But if you've been, if you've caught on.

648

01:37:00.850 --> 01:37:03.210

Ed Woehlcke: Yeah, no, it's all good. It's the same stuff.

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01:37:03.210 --> 01:37:04.879

Stephanie Bogan: O that you guys are working on.

650

01:37:05.677 --> 01:37:12.512

Ed Woehlcke: Trying to the the get rid of the small clients, or, you know, transition them.

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01:37:13.640 --> 01:37:15.400

Ed Woehlcke: we're in the middle of our search now.

652

01:37:15.400 --> 01:37:19.969

Stephanie Bogan: I'm gonna tell you about your clients, what your dad told me about my little dog Caesar.

653

01:37:20.620 --> 01:37:23.220



Stephanie Bogan: They're going to a farm, and it's a better place.

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01:37:23.490 --> 01:37:24.620

Ed Woehlcke: Yeah, I know.

655

01:37:25.320 --> 01:37:25.869

Stephanie Bogan: Okay.

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01:37:25.870 --> 01:37:28.480

Ed Woehlcke: I know. Believe me, I know it, too. But yeah.

657

01:37:28.706 --> 01:37:31.199

Stephanie Bogan: Why did you do that? Why, why did you go there?

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01:37:31.543 --> 01:37:33.259

Natalie Bergsma: I just can't. I don't.

659

01:37:33.380 --> 01:37:36.419

Stephanie Bogan: Yeah, no, they're they're not. They don't all work. I just.

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01:37:36.640 --> 01:37:40.150

Stephanie Bogan: It's funny the way we hold on to this idea of.

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01:37:40.470 --> 01:37:42.990

Stephanie Bogan: you know, smaller clients.

662

01:37:44.080 --> 01:37:44.870

Ed Woehlcke: Yeah.

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01:37:45.930 --> 01:37:52.950

Ed Woehlcke: Yeah. But now we're we're all good here. We're in the middle of surge, too. And actually, one good thing. There, I guess. Version 0. We're

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01:37:53.160 --> 01:37:55.380

Ed Woehlcke: each of us has been bringing in

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01:37:55.520 --> 01:37:58.609

Ed Woehlcke: the associate advisor, or even

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01:37:58.750 --> 01:38:04.529

Ed Woehlcke: an intern that we have working with us. That is, helping so much with the follow up that



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01:38:04.560 --> 01:38:08.500

Ed Woehlcke: I guess, before we were like, oh, no, only we can do the follow up. So

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01:38:08.790 --> 01:38:11.440

Ed Woehlcke: that's helped a lot, too. So it's all good.

669

01:38:12.000 --> 01:38:20.070

Stephanie Bogan: You know what we need, Natalie? This is right, the point where we need some kind of like us, like, you know, those cartoon things were like the the power, the jam

670

01:38:20.090 --> 01:38:24.320

Stephanie Bogan: right? We need to be like belief shattered right there, right like

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01:38:24.720 --> 01:38:31.239

Stephanie Bogan: once you let people do something. And and by the way, it is probably not perfect every single time.

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01:38:31.330 --> 01:38:42.999

Stephanie Bogan: but once your brain realizes that, like actually, things can get done through this mechanism, it it is. Oh, look at that rockets! There you go! Add, there were your rocket ships. Did you see that.

673

01:38:43.450 --> 01:38:44.449

Ed Woehlcke: Yeah, nice.

674

01:38:44.450 --> 01:38:45.110

Stephanie Bogan: Now I immediately.

675

01:38:45.110 --> 01:38:45.540

Natalie Bergsma: Love it.

676

01:38:45.540 --> 01:38:48.014

Stephanie Bogan: 1st have to go play with the rocket ships

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01:38:48.540 --> 01:38:59.640

Stephanie Bogan: as I want to do. So great, just one great to really see you guys focusing on really looking at right sizing the client base in all seriousness. They're not going to a farm, right? They?

678

01:38:59.720 --> 01:39:14.119

Stephanie Bogan: But they are going to a better place. No, no joking. We. We hold on to them because we genuinely in our heart believe that we are doing them a service. And yeah, I mean. It's nice that there's revenue attached, and it's not that much time.



679

01:39:14.120 --> 01:39:30.449

Stephanie Bogan: but when we realize right that we can delegate to other people or transition out. And then, in the end, everyone's actually better served and happier. It is really freeing. So I'm really glad to see you guys making that shift and starting to implement some of those changes because they really, asked Brian.

680

01:39:30.560 --> 01:39:33.759

Stephanie Bogan: They will really move the needle in the practice over time.

681

01:39:35.410 --> 01:39:39.910

Stephanie Bogan: Awesome. And you guys are working on Mvp. Service model and client transitions.

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01:39:40.080 --> 01:39:41.949

Stephanie Bogan: segmentation and profitability.

683

01:39:43.520 --> 01:39:48.650

Stephanie Bogan: Alright. And then I'll look. Do we have a I think I was following up with you guys on a call? Do we have one set.

684

01:39:49.546 --> 01:39:56.220

Ed Woehlicke: I think we gotta get one set. We're we're done our surge meetings at the end of this week, so we'll definitely be in touch.

685

01:39:56.460 --> 01:39:59.800

Stephanie Bogan: Yeah, I always forget September. People are surging. So I'm probably not.

686

01:39:59.980 --> 01:40:01.279

Stephanie Bogan: Everyone's kind of busy.

687

01:40:02.000 --> 01:40:20.179

Stephanie Bogan: Alright guys. I'll make sure we reach out with links for October calls. Wanna make sure we check in. See where you are on those Mvp versions of the priorities that you're working on. Hopefully. This was like just a good reminder of the steps we've taken so far this year. Why, those steps are important. And then, really, Brian, thanks so much for sharing

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01:40:20.380 --> 01:40:36.229

Stephanie Bogan: really just simple as the ultimate sophistication sticking to that roadmap implementing the changes. Will, it really does get that fly will moving. And that sets you up for a lot more time, so that you can turn on right the scale and the growth when you're ready for it. So, Brian, thanks so much. I appreciate your sharing.

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01:40:36.550 --> 01:40:38.210

Brian Voss: Thanks for having me here. I appreciate it.



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01:40:38.480 --> 01:40:46.480

Stephanie Bogan: Alright, everyone we are on. Oh, we're 2 min over. I was so close I wasn't looking. We are on, we are. We're gonna I think you're like a 3 min window. Right we are.

691

01:40:46.580 --> 01:40:56.090

Stephanie Bogan: We're in the window alright, you guys, as always. If you need anything, don't hesitate to reach out. We'll be sending call links out, Brian. Thanks again, Natalie. As always. We'll talk to you this month.

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01:40:56.420 --> 01:40:58.300

Stephanie Bogan: Go forth, do good things.

