

LIMITLESS Coaching Call Transcript

December 9th, 2024

12.09 Lifestyle Office Hours

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00:03:32.230 --> 00:03:36.169

Stephanie Bogan: Alright. What do you guys have for us today? Kevin? Jeremy, mark.

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00:03:38.110 --> 00:03:43.144

Mark Wade: Well, you know what we're working on. We've got a whole bunch of different things in the hopper

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00:03:43.560 --> 00:03:52.900

Mark Wade: So it's just a continuation of that. And Adam may be creating the dream. I'm trying to recover from the dream this week. It's pretty good.

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00:03:55.670 --> 00:04:04.760

Stephanie Bogan: Mark is in the process of redoing his firm name, his new firm name brand website with Will. Now. So it's a really fun and exciting project, and I'm not allowed.

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00:04:04.760 --> 00:04:08.229

Stephanie Bogan: Don't tell anyone. It is what it big reveal.

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00:04:08.610 --> 00:04:22.330

Adam Cmejla, CFP®: Mark and I had some fun email back email back and forth conversations on this epiphany and captain. Obvious moment on how it is still exponentially easier and more profitable to go up market than it is to try and solve everybody's problems down market

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00:04:22.860 --> 00:04:45.029

Adam Cmejla, CFP®: direct conflict with a lot of our servant mentalities, and how we want to help everybody. But eventually business, just kind of smacks in front of the face, and the cap and obvious solution is sitting there right in front of you, that it is a lot easier to go up market, relatively speaking, in your specific Advisory Pool than it is to try and go down market and solve everybody's problems at a lower price point. How are you feeling about that? Mark?

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00:04:46.060 --> 00:04:49.789

Adam Cmejla, CFP®: Mark is not a lower price point kind of guy. So good.

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00:04:51.540 --> 00:04:58.379

Mark Wade: So if you know, I've been doing this too many years to start giving away for free or on sale. So there you go.



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00:04:58.725 --> 00:04:59.760

Stephanie Bogan: And the thing.

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Stephanie Bogan: the the thing that I'll add to that. Natalie and I have been doing this together in different forms for like 20 years or something. We've seen in different ways, which is, there's no good or bad business model. If you want to serve smaller clients.

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00:05:13.750 --> 00:05:40.559

Stephanie Bogan: That's fine, that's great. You just have to do what it volume or agree to make a lot less money. And so a volume model to serve smaller clients really efficiently and profitly is very different than what most of you do. And so when we think about the gravity of that ideal client, as we just imagine that this is great analogy. It's like a ball of goo, right like, and then, as you stretch it out, it gets thinner and thinner and thinner and thinner and thinner and thinner.

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00:05:40.700 --> 00:05:51.850

Stephanie Bogan: and that's your service model. Your service model goes from being a really clear channel of target client with which you can service very deeply hyper hyper efficiently. I hope you've gotten that this year.

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Stephanie Bogan: It as we stretch it out, it broadens and deepens. It really starts to hit capacity. I gotta do a 5, 29 plan over here. I'm doing retirement cash flow over here. I've got a business issue that I've got to go research for 2 h over here

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00:06:06.330 --> 00:06:28.169

Stephanie Bogan: that those little things do tremendously add up to erode your time, your capacity, and ultimately your margins, which are the things that you need to build a million dollar practice that you love. So it is not an argument that you have to right. Draw the line and fire everybody. It is absolutely an argument and an invitation to do that right. Sizing exercise. Get really clear

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00:06:28.170 --> 00:06:30.939

Stephanie Bogan: on who that core client is.

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00:06:31.000 --> 00:06:40.459

Stephanie Bogan: How many you know, tiers out. You're stretching, if you will, and if you need to do that for economics for some period of time, be very clear on what it's going to take

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00:06:40.660 --> 00:07:06.289

Stephanie Bogan: to draw that line and make those transitions so that you have a goal to be working toward. Don't just let it be something that you're like. Yeah, I'm not quite there yet, and you set it off on the sidelines like it really clear. Adam will tell you. You continue to do that every couple of years. As he did right. He had right. He had such success in his niche that he got more business outside of it, and expanded to try and figure out ways to service, right? A larger spread of clients.



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Stephanie Bogan: And then through that learning and experience came back to, Hey, I'm going to be more focused and average up. And that's what we talk about when we talk about. Right? You've got to practice ultimately to get to whatever your perfect model is

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00:07:19.700 --> 00:07:21.740

Stephanie Bogan: anyone else dealing with that right now.

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00:07:25.470 --> 00:07:27.300

Stephanie Bogan: You've all addressed it this year.

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00:07:29.164 --> 00:07:29.569

Mark Quirk: Right.

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00:07:30.390 --> 00:07:30.980

Mark Wade: Good.

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00:07:32.400 --> 00:07:42.729

Mark Quirk: I wanted to thank you all, because, it's been quite the year. The key performance indicators. Once we started measuring that, and we actually took our client base and

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00:07:42.800 --> 00:07:51.400

Mark Quirk: kind of pieces. All I can tell you is we're dealing with a 3rd less people today, and

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00:07:51.450 --> 00:07:54.690

Mark Quirk: probably put another 42% onto the bottom line.

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00:07:55.220 --> 00:07:55.980

Stephanie Bogan: Not amazing.

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00:07:55.980 --> 00:08:05.179

Mark Quirk: And that was basically a comment that I had with Adam. And I want to thank you, Adam, for that. We went. Go back and do the hedgehog.

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00:08:05.610 --> 00:08:08.820

Mark Quirk: And it was amazing just

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00:08:08.930 --> 00:08:17.210

Mark Quirk: it's not what people say. It's how they say it. And I really like the way you say things. So I went back, did it.

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00:08:17.380 --> 00:08:21.880



Mark Quirk: and wow! The changes that came from that event.

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00:08:22.080 --> 00:08:23.419

Mark Quirk: So I appreciate.

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00:08:23.420 --> 00:08:25.119

Adam Cmejla, CFP®: That, mark. Thank you for the feedback.

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00:08:25.120 --> 00:08:26.545

Mark Quirk: Yeah, it was.

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00:08:27.980 --> 00:08:35.809

Mark Quirk: It was, stop I this is my 1st year with limitless, and it stops you. Then your tracks

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00:08:36.140 --> 00:08:43.195

Mark Quirk: and you look, and you watch what everybody else is doing. You go. Wow! When I'm big I want to be like them. And

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00:08:43.890 --> 00:08:47.249

Mark Quirk: it was so good. So thank you to all of you.

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00:08:47.250 --> 00:08:48.929

Adam Cmejla, CFP®: Making me blush. That's

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00:08:49.530 --> 00:08:54.549

Adam Cmejla, CFP®: quite the quite the feedback I appreciate. And I'm glad it's had the impact that it's had on you, Mark, that's awesome. Thank you.

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00:08:54.750 --> 00:08:56.970

Mark Quirk: Was very good, so thank you to all.

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00:08:57.380 --> 00:09:10.739

Stephanie Bogan: Adam, I think you're learning through this. I've observed you right, like you learn that we all strive for success, and of course we want to get to that place where we're comfortable, and we can right sit in the best seat and do all that. But what you ultimately find is

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00:09:10.740 --> 00:09:33.549

Stephanie Bogan: it gives you freedom to do. Remember that 5th freedom is to live a life of happiness, fulfillment, and contribution, and right, like giving back and seeing when when you've crossed that line and seen what life is like on the other side, people like me and Adam and Tanya right, and our Brian and Jed next year like you want to like, give back and give people an opportunity

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00:09:33.550 --> 00:09:46.589



Stephanie Bogan: to follow in your footsteps because somebody opened the door for you, and that's honestly what limitless is all about, so that we've really appreciate. Adam's been here 5 outside of his, his actual time as an advisor, and he's been coaching what? 4, 4, or 5 years.

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Adam Cmejla, CFP®: 4 years. Yeah, yeah.

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00:09:48.760 --> 00:09:49.100

Stephanie Bogan: See.

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Adam Cmejla, CFP®: 2020 was the 1st year. Remember that year that was.

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00:09:51.620 --> 00:09:57.420

Stephanie Bogan: You're gonna have to come back for your fix. Right? Feel good, fix, awesome

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00:09:57.740 --> 00:10:02.649

Stephanie Bogan: alright. Anyone else dealing with right sizing? What other questions do you guys have for this office hours?

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Stephanie Bogan: Did you all just want to come? Say goodbye because you're gonna miss us for the holidays?

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00:10:12.340 --> 00:10:13.230

Stephanie Bogan: All right.

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Timothy Vail: I'll speak real quick.

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Timothy Vail: So just wanted to say that

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Timothy Vail: learning about just doing numerous iterations, you know, trying something, seeing how it works out, adapting it, changing it. And it's been a great process all year long. So

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Timothy Vail: I'm coming into the final year with some big prospect clients that I'm working on.

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00:10:40.750 --> 00:10:47.869

Timothy Vail: and I wouldn't be here without what I've learned this last year. So really appreciate you guys a lot. And



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00:10:48.520 --> 00:10:50.750

Timothy Vail: and it's been, it's been great. So.

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00:10:50.750 --> 00:10:55.570

Stephanie Bogan: That's awesome. We're so glad to hear that, Tim. I really is why we show up and do it every day

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00:10:56.122 --> 00:11:15.360

Stephanie Bogan: impact really does become the ultimate income. Right? We're running a business. Obviously, we need to be profitable. We've got a team. We want to grow, and all those things. But the reason I started limitless was to have conversations like these because it was really profound in my life and in my clients. Life. When I added that mindset component what was available so much faster.

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00:11:15.400 --> 00:11:34.873

Stephanie Bogan: You you do need best practice methods like mediocre methods won't work as well. But as you guys are finding. That's not usually the lion's share of the work. It's being willing to sit down and look at your client, base and segmentation, or look at your prospect process and ask yourself how to improve it or do uncomfortable things like, track your data or build a system.

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00:11:35.340 --> 00:11:55.749

Stephanie Bogan: we really are about helping you guys get the strategies that you need, but also the shortcuts. And a lot of that is just having conversations about what's happening in your headspace. Right? The idea of averaging up sounds really scary@firstst When you spend a year surrounded by people who are doing it. And what you guys have noticed is the stories knock on wood. I say this every time 30 years.

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00:11:55.770 --> 00:12:19.279

Stephanie Bogan: The stories aren't. I did that, and it went horribly, and my revenue went down, and I've run out of clients the stories every single time. Are you know what I thought was going to be this white knuckle, horrible, challenging moment with clients, or whatever it is, ended up being really effective at making sure my practice is aligned with my goals in a way that allows me to add deep and consistent value to clients.

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00:12:19.430 --> 00:12:25.339

Stephanie Bogan: We love to tell ourselves that what we're doing is in service of clients. But if we really audited

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00:12:25.510 --> 00:12:43.619

Stephanie Bogan: their service and experience when we spread ourselves or segments out too thin, for example, we wouldn't be quite happy with it as we are when we talk about. Do we spend as much time with our top clients, or wouldn't it be great if we could get to that next tier of services for people? But we're too busy. And those are the incremental costs that compound

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00:12:43.620 --> 00:13:08.860

Stephanie Bogan: into average or okay or comfortable when we could be like wildly successful right?



And that's that's the goal for limitless. So, Tim, I'm super happy that you got a ton out of it this year. It really is about showing up. I hope you guys have figured out. If you if you work the plan, the plan will work to Tim's point. Not like instantly. Right? This guy doesn't part in 92 clients drop in your lap. But Adam, you always talk about the the flywheel

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00:13:09.250 --> 00:13:36.810

Stephanie Bogan: from Jim Collins. And it's such a powerful concept like when the flywheel is kind of stuck. You you have right. The investment is that extra effort and energy we like to call that commitment to showing up and doing what we need to get the flywheel going, and Adam is a fabulous example of that, because it took him about what 9 or 10 months in year one to really get it going. But, man, once it did, it really hasn't stopped since.

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00:13:37.090 --> 00:13:38.210

Stephanie Bogan: So.

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Adam Cmejla, CFP®: I'll share something else that that I'm both super super proud and embarrassed to admit

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00:13:45.360 --> 00:14:05.309

Adam Cmejla, CFP®: and it it's embarrassed might be the wrong word, but I think it. If if anything, it confirms the direction that I've been going with myself in relation to my business. So you mentioned about at the end of the day. The client experience and our ability to show up in our in our practice, and how we show up impacts that level of experience that we give to our clients.

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00:14:05.410 --> 00:14:15.499

Adam Cmejla, CFP®: When we looked at the trailing 12 months of the source of new relationships that came into the firm the podcast was still number one, but only by one.

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00:14:15.710 --> 00:14:20.380

Adam Cmejla, CFP®: Referrals were number 2, and they've never been that high

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00:14:20.890 --> 00:14:33.590

Adam Cmejla, CFP®: except now that I have now 2 full time awesome advisors that are doing nothing but showing love on our clients. So I'm super super proud that our client, that our advisors that Kate and John respectively.

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00:14:33.800 --> 00:15:02.460

Adam Cmejla, CFP®: are showing up and doing phenomenal work for our clients. We got an email in the inbox today because we send out our wall calendars to our clients as well, and the the feedback from our from the client was to quote it directly, was, Thank you. The 2025 calendar was incredible. Hunter and I were so excited to open it, and are even more excited to fill it out. We blocked off a date. Such a thoughtful and cool thing for you all to do. Thank you so much for this, and for being amazing to work with.

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00:15:03.140 --> 00:15:05.240

Adam Cmejla, CFP®: I don't even know who these clients are.

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00:15:06.660 --> 00:15:07.849

Stephanie Bogan: Isn't that awesome?

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00:15:07.850 --> 00:15:12.039

Adam Cmejla, CFP®: It's so embarrassing, but like it's so very embarrassing is wrong or it's weird.

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00:15:12.220 --> 00:15:36.690

Adam Cmejla, CFP®: It's weird to hear that. But again, it's a Testament to whether it's you as an advisor on this call, or you're building things differently like I did. And you're building an enterprise and you're building a team. The single best investment that you can make is in your clients, and the experience that they get because it can't help but return dividends to you. And what I realized is that

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00:15:36.790 --> 00:15:43.500

Adam Cmejla, CFP®: I was spread too thin. I was trying to do all of these things of growing the business positioning, the business, marketing all like.

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00:15:43.600 --> 00:15:50.840

Adam Cmejla, CFP®: and clients weren't getting the love and the service that I know they wanted. Was I doing like I wasn't doing anything wrong? It's not like I was.

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00:15:50.940 --> 00:15:55.009

Adam Cmejla, CFP®: you know, malpractice. It's not like I wasn't doing anything for them.

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00:15:55.230 --> 00:16:12.179

Adam Cmejla, CFP®: but they could have been taken care of. They are being taken care of much better so again. It's a very proud moment for me, but at the same time it's like the death of an advisor, because I'm not. I don't even know who these clients are. I'm not an advisor anymore, which is weird. But anyway, I'll I'll stop riffing. It's.

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00:16:13.430 --> 00:16:28.679

Stephanie Bogan: It. It's true. It's what we talk about in lifestyle. We really hit on it hard. And leaders, Adam's really starting to experience it. Because, as you add more people right in more complexity, it becomes more critical. You notice the absence of it. More is

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00:16:28.680 --> 00:16:43.899

Stephanie Bogan: a framework for success. Every top athlete, every top businessperson, every top performer has a framework mindset and methods right their habits, their routines, the team that they have that framework is ultimately what creates and sustains their success.

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00:16:44.290 --> 00:17:10.650

Stephanie Bogan: frameworks allow you to create results without being there. And you're really replacing your focus from being the value to creating the value with the framework, because that's how you expand, reach, and impact. If your brain is kicking into, you know you're greedy. You don't want to spend



time with clients. Unless that's genuinely your motivation. It's not true. To Adam's point. I get letters every year.

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00:17:10.839 --> 00:17:19.840

Stephanie Bogan: I've gotten a couple of this year I will get a few more before the year's over. It'll be on tribe or in inbox, where some of you who are sitting at the back of calls with the camera off all year

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00:17:19.880 --> 00:17:43.910

Stephanie Bogan: that I've never talked to send me a page long letter that starts with hey? I know I've been in the back with my camera off right? I'm just not one of those front seat people. But here's everything I've been able to do this year. Thank you. And it's like a list. And I to Adam's point. I'm like, every time I'm like Whoa, like I know it works. I've been doing it for 30 years. But every time I get a message like that

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00:17:44.050 --> 00:17:52.229

Stephanie Bogan: that says the framework completely, without any extra sauce whatsoever from me.

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Stephanie Bogan: Right! And next year all that extra sauce is included. But, like literally, we know that it works. We made the changes we made next year, because we also know that if we insert a little of that extra sauce from the coaching team right? And with the roadmaps and the accountability check ins, then we know it accelerates even faster, which is why we made those changes.

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Stephanie Bogan: Brian and Jed, who aren't on this call. I don't think

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Stephanie Bogan: Next year's alumni coaches to it to Adam's point. Both got to that 1 million dollar practice they love without a growthy thing.

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Stephanie Bogan: They didn't start a podcast they didn't start doing massive content blogging webinar literally what Brian said in one of our office hours recently for just the public was, I showed up and did what was on the formula. I did right. I identified my client. I got clear about my segmentation. I built out my service model. I started doing surges and value ads right to manage my time and deliver more value to clients

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00:18:48.570 --> 00:19:07.352

Stephanie Bogan: and focused on share of wallet referrals and just engaging more with cois. And in the span of 3 to 4 years. They both went from a couple of 100,000 to a million, just doing that. While Brian took on 2 practices, Jed lopped off 40% of his client base lopped off with love. You know what I mean.

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00:19:07.770 --> 00:19:09.809

Stephanie Bogan: Every time you start to

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00:19:09.860 --> 00:19:15.840

Stephanie Bogan: actually make changes, you will, on the other side of those see results right? The story is always, hey.

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00:19:15.880 --> 00:19:24.637

Stephanie Bogan: I let go of some of my clients, and somehow I still grew. And it's because all of these things that we talk about really do add up

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Stephanie Bogan: So I just think it's a really good point to reflect on, as you think about your goals and priorities for next year, if you're joining us again one of the changes that we've made and talked about is that we've built out

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Stephanie Bogan: the 3 year roadmap year. One people will literally get a list like this is what you will do this year. Right? We can talk about exceptions. For those of you who are obviously not year one anymore. Year 2 and year 3, you'll still have that roadmap to fill in any gaps right? And then customize the balance of where you need to fill in and where you want to go deeper. In your next year we'll work on that with you to make sure it's finalized, and you feel really good about it in q. 1.

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Stephanie Bogan: And you'll know what your roadmap is for the year. And then again, right coaching support will be there to make sure that right? You get those accountability check ins that we're here to right give you strategy and stuck you, or whatever it is.

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Stephanie Bogan: But what if you're not doing limitless, please like, make sure you've got your calendar. Make sure you've got your model schedule.

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Stephanie Bogan: If you're taking time off to implement for a year. I'm all about it. Just understand that all those odds of the 9 to one being stacked again like that will all come full force on January one. Sometimes the calls right or just that present reminder. So it's about having that continuity and framework for yourself in the absence of rate, limitless in the tribe. If you're gonna fly solo next year, so just really

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Stephanie Bogan: keep that framework concept in mind, you can plug in our methods and our best practices. You can go to conferences. You can get them on Google. It's the framework you're plugging them into personally right. Your habits and routines your mindset, and then your business. Right? That's all. Your client model service model Ops, model, etc. Right? All the framework stuff that we teach you

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00:21:10.010 --> 00:21:13.469

Stephanie Bogan: all right. What other questions do we have?

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00:21:13.750 --> 00:21:17.349

Stephanie Bogan: You're all welcome to heap love on Adam, if you want, or Natalie's here, we're done.

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00:21:18.030 --> 00:21:21.710

Stephanie Bogan: at least always quiet. We need to get Natalie's gonna do a lot more talking next year.

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Roshani Pandey | True Root Financial: Hi, Adam, I have a question. Sorry I'm not on video, because

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Roshani Pandey | True Root Financial: I don't look so good. But.

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00:21:27.380 --> 00:21:28.950

Adam Cmejla, CFP®: All good. What's up, Rashani?

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Roshani Pandey | True Root Financial: Hey? So since you won't be joining next year I'm curious to understand your business model a bit more, I know. You're primarily primarily occupy yourself with business development. And then you have advisors

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Roshani Pandey | True Root Financial: that help you manage those clients.

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Roshani Pandey | True Root Financial: Is that right? Can you tell a little bit more about how you, how you run your business, and what your goal is with regard to your business.

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Adam Cmejla, CFP®: Yes, I'll try and give you the the condensed version. So you're right in the sense that I am. I've realized that my greatest impact is on promoting and positioning the firm

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Adam Cmejla, CFP®: to have as many to impact as many Ods lives as possible. And while I can do that one on one, as I mentioned in my previous story. I'm not that good at it, and I don't enjoy it as much as other advisors that really like loving on clients and being the relationship manager. So yes, my goal is to promote and position the firm within the optometry space.

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Adam Cmejla, CFP®: The other

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Adam Cmejla, CFP®: pieces of momentum, if you will, that I am leaning into next year, which is why I'm taking a which is why I'm passing the preferable baton to other advisors in limitless

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Adam Cmejla, CFP®: is that we have received a number of inquiries from younger Ods that are wanting to buy a practice, and there are currently no buyer assisted or buyer led transition advisors in the optometry space. So we are launching. In fact, I got the logo back today, optometry buyer advocates. And so we are going to be serving as buyer representatives to practice owners or to future practice owners that want to buy a practice and help in that g 1 to g. 2. Transfer

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Adam Cmejla, CFP®: which will then essentially allow us to kind of get paid to prospect and nurture in a different light, so that once they close on the practice. They can continue to work with John in the ongoing, planning and work that we do, you know, in the flagship business, and then the last. And so that business I'm collaborating with A with a friend of mine, Brian Hanks, who has done close to 400 deals like this in the dental space. And so Brian and I have become good friends. I just finished the manuscript on a book that will be published in January.

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Adam Cmejla, CFP®: aptly titled How to buy an optometry practice. Brian and I co-authored that, and then so that'll be kind of the top of the funnel activity for the buyer transitions. And then I have 8 Ods that are going to be going through our mastermind program. So we're doing there's a there's a minimum revenue that Ods have to be at, and we're charging \$20,000 for Ods to go through this mastermind program with me. So I'm facilitating.

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Adam Cmejla, CFP®: But we've got a lot of structure behind it. It's going to be every other week. There's a 60 min call. We're doing all the classic

144

00:24:09.109 --> 00:24:38.170

Adam Cmejla, CFP®: mastermind things that you'd think of the hot seat and the the structure behind that. But the idea is, it's 20 grand to join, and if you don't get \$20,000 of value at the end of the year we'll refund half your money. That's kind of the the angle that we're taking to that. So between those 2 things, right, you've heard me say a lot on in in limitless that with every new. Yes, you have to figure out what you're gonna say no to in life. And when I did that inventory list it was really really hard, because every one of those current yeses that I have.

145

00:24:38.270 --> 00:24:52.190

Adam Cmejla, CFP®: I want to keep doing that. But again, to Steph's point. The beautiful thing about limitless is, there is a very long list of success successful advisors and I know I know Jed

146

00:24:52.300 --> 00:24:59.030

Adam Cmejla, CFP®: and Jim and others that will step into that seat will do a great job. So that's as condensed a version as I can share. Roshani. Does that help.

147

00:24:59.580 --> 00:25:04.519

Roshani Pandey | True Root Financial: Yeah, so you're you're starting 2 new business lines. Looks like.

148

00:25:04.520 --> 00:25:13.939

Adam Cmejla, CFP®: Yeah, there, I would consider hub and spoke model. So the Hub is the Ria and the

podcast and things like that. These are 2 different spokes to top of funnel, slash tribute, tributary

149

00:25:14.306 --> 00:25:18.579

Adam Cmejla, CFP®: ventures that will indirectly or directly feed into the Ra slash.

150

00:25:18.580 --> 00:25:28.709

Stephanie Bogan: Yeah, they're they're they're adjacent to his core business. So they ultimately become a pipeline to it right? And they're in that sense, and they get. He gets to do things that he really likes.

151

00:25:29.120 --> 00:25:29.600

Roshani Pandey | True Root Financial: Bye.

152

00:25:29.880 --> 00:25:30.790

Natalie Bergsma: And there's 2 things.

153

00:25:30.790 --> 00:25:31.320

Stephanie Bogan: Okay.

154

00:25:31.980 --> 00:25:38.988

Stephanie Bogan: Oh, go ahead, I was. Gonna say, Natalie, I'll let you do that. I just dropped some notes on that like high, level summary of the steps in there.

155

00:25:39.740 --> 00:25:41.580

Stephanie Bogan: so, yeah, Natalie, you were. Gonna add something.

156

00:25:42.650 --> 00:26:03.580

Natalie Bergsma: I was. Gonna say, there are 2 things that Adam shared that I think are really important to highlight. He got really clear about what he wants to do in the business. I know a lot of you who are in the lifestyle practices start to hit that transition point. Do I want to be an advisor? Do I want to run marketing? Do I want to like? Where do I step in? So you have to get really clear?

157

00:26:03.720 --> 00:26:16.629

Natalie Bergsma: What are the key roles that you love and enjoy doing in the business? I have some advisors who love being advisors, so we hire in someone to help run the business for them. Right? I have advisors like Adam, who are like.

158

00:26:16.640 --> 00:26:34.490

Natalie Bergsma: I want to be the CEO of this thing, and I want to grow it, and I want it to look different. And please don't make me sit in client meetings every hour of every day. That's gonna be hard even when you do surges right? So get really clear on what you want your role to be in the business longer term. And then the second one is, what do I say? No to.

159

00:26:34.490 --> 00:26:47.880

Adam Cmejla, CFP®: Yeah. And Mark hit on that earlier right? The reason that I'm so passionate about



explaining the hedgehog concept and how that feeds into the flywheel. Both are concepts created by Jim Collins from good to great

160

00:26:47.890 --> 00:26:52.830

Adam Cmejla, CFP®: doing. Those exercises to Natalie's point is what gave me a lot of clarity on.

161

00:26:52.830 --> 00:26:53.200

Sara Stanich: Yes.

162

00:26:53.200 --> 00:27:05.030

Adam Cmejla, CFP®: The handful of things that I really wanted to lean into in the business that I was good at doing, and that drove the economic engine, which also then directly gave me permission to say no to the things that I was currently doing.

163

00:27:06.370 --> 00:27:19.100

Roshani Pandey | True Root Financial: You know, that's actually I'm more like Adam in the sense that I would like to be the business development person and CEO, rather than the person sitting on meetings. But one thing I often hear from kids, and all is.

164

00:27:19.340 --> 00:27:28.750

Roshani Pandey | True Root Financial: you know, instead of hiring somebody else to be the service advisor, advisor, just let go of your lowest clients and stick to your best clients

165

00:27:29.040 --> 00:27:41.349

Roshani Pandey | True Root Financial: and run the business that way. So so I understand your point about saying No to certain things, and saying yes to certain things and looking at the profitability. But my my question is, how did you manage that?

166

00:27:41.520 --> 00:27:47.719

Roshani Pandey | True Root Financial: That transition of you know, you being more of the business Development person and the CEO,

167

00:27:48.120 --> 00:27:51.759

Roshani Pandey | True Root Financial: and come and and letting in new advisors manage the business.

168

00:27:51.840 --> 00:27:54.520

Roshani Pandey | True Root Financial: How did you manage the profitability? Part of that.

169

00:27:55.570 --> 00:28:04.929

Adam Cmejla, CFP®: Yeah. Well, 1st of all, I wouldn't take what Kits says too seriously. He's not that he's not that bright, right? I'm sorry. Is this a recorded line.

170

00:28:04.930 --> 00:28:05.260

Stephanie Bogan: Good job.



171

00:28:05.260 --> 00:28:11.269

Adam Cmejla, CFP®: I just sunk. I just sunk my friendship and relationship there. Damn it! So

172

00:28:11.410 --> 00:28:16.730

Adam Cmejla, CFP®: your spot on Roshani, and what Michael will say is, you know, if

173

00:28:16.760 --> 00:28:29.610

Adam Cmejla, CFP®: it comes down to what are you solving for? If you're solving for return on time and and a profitability number? I've had that thought a number of times like, I look at our client list, and I look at our profitability numbers. And and I look at the number. It's like

174

00:28:30.040 --> 00:28:34.319

Adam Cmejla, CFP®: I could just cherry, pick 30 clients.

175

00:28:35.020 --> 00:28:41.230

Adam Cmejla, CFP®: sell the rest of John and Kate. Say, Godspeed, good luck loved working with you. Thank you so much. Here's the firm.

176

00:28:41.290 --> 00:28:48.310

Adam Cmejla, CFP®: Go you and just sit back and manage my 30 relationships that probably take a fraction of the time that I have right now.

177

00:28:49.060 --> 00:28:51.929

Adam Cmejla, CFP®: I don't want to do that. I'm not solving for money.

178

00:28:52.180 --> 00:28:59.140

Adam Cmejla, CFP®: I'm solving more so for time and for things that I enjoy doing, because I don't enjoy doing the one off

179

00:28:59.350 --> 00:29:19.609

Adam Cmejla, CFP®: like I don't enjoy the behind the scenes work. I don't want to prep for another client meeting. I don't want to do the analysis. I still hands, like my goal, is still to be the most successful. Excel, illiterate advisor that exists like I suck at excel, and I never want to get good at it. I know I'm probably missing out on things to be able to do that. So

180

00:29:20.200 --> 00:29:23.789

Adam Cmejla, CFP®: my point is, if that's what you're solving for

181

00:29:24.380 --> 00:29:53.450

Adam Cmejla, CFP®: revenue per or excuse me. Income per hour. Then. Yeah, that makes sense. But for me, that's not what I was trying to do. I became clear on what I was solving for, and what that! What a day in the life looked like in order for that to happen, as far as how did I prepare for that. Yeah, it was a big. It was a big jump to be able to basically hire John and know that day one I was going to be, you



know, annualized out 130,000 in revenue, or you know John's salary all in plus plus from day. One

182

00:29:53.450 --> 00:30:03.500

Adam Cmejla, CFP®: was going to be that. But as soon as I say that, because that's what a lot of advisors fixate on. Don't think about that. You don't prepay an employee's salary all up front.

183

00:30:03.660 --> 00:30:08.430

Adam Cmejla, CFP®: Break it up into monthly increments. And so then you look at like for me, it was okay.

184

00:30:08.710 --> 00:30:10.200

Adam Cmejla, CFP®: I got 10 grand a month.

185

00:30:10.360 --> 00:30:23.129

Adam Cmejla, CFP®: What do I need to do to basically create some dry powder so that I can insulate John's salary from my books and from my P. And L. And my profitability numbers for 90 to 120 days like well, that's 40 grand.

186

00:30:23.380 --> 00:30:40.970

Adam Cmejla, CFP®: The amount of revenue, the amount of prospects that I had coming in at that time was what the catalyst was to say. Holy smokes! This business is growing faster than I am, and it's growing faster than what at that time the junior advisor that I had. I need to make a shift. So Kent, who was with me, this is 2019.

187

00:30:41.260 --> 00:30:42.690

Adam Cmejla, CFP®: Kent was with me.

188

00:30:43.000 --> 00:30:50.769

Adam Cmejla, CFP®: had a hard conversation with him, said, Look, here's the situation. Let me find you a spot. I terminated him, landed him at another firm.

189

00:30:50.780 --> 00:30:59.619

Adam Cmejla, CFP®: put put the position out there for John, and we had, like I knew how many clients I need to bring in to at least break even with John. So it made that mental

190

00:30:59.770 --> 00:31:15.010

Adam Cmejla, CFP®: holy smokes. I'm going to hire a 6 figure advisor like oh, like I get, how that can be a white knuckle moment until you break it up into either at the most quarterly, if not even monthly, cash flow parameters. Does that make sense.

191

00:31:16.640 --> 00:31:17.360

Roshani Pandey | True Root Financial: Yeah.

192

00:31:17.500 --> 00:31:28.660

Natalie Bergsma: And then once you make that commitment, you stick to it right? You've hired him. So you make it work. It's like having kids. You're never ready to have them. You have them. But then you just figure right. You have to figure it out. But I think

193

00:31:29.143 --> 00:31:32.046

Natalie Bergsma: quotes when it comes to kids.

194

00:31:33.465 --> 00:31:36.704

Stephanie Bogan: My personal opinion on that one with teenagers.

195

00:31:37.110 --> 00:31:43.269

Natalie Bergsma: Yeah. But I like, I just had this conversation with another advisor. And we're talking about right? He's really at the

196

00:31:43.460 --> 00:31:48.239

Natalie Bergsma: do. I want to be a lifestyle practice and have this certain set because he's like.

197

00:31:48.370 --> 00:32:12.150

Natalie Bergsma: I'm not going to make a ton more salary. And you'll hear. Say that right. If you build an enterprise, you talk out on your salary, so to speak, but where you spend your time, what you enjoy doing, and the long term value of the business is very different. So it's getting clear on. What do you want from it? But, more importantly, what do you want for your life? First, st

198

00:32:12.290 --> 00:32:27.629

Natalie Bergsma: then build the business around that. That's the distinction. We always end up looking at the business first, st what should it do? And then we get frustrated when our lives don't turn out the way we want, because we've built a business that drives our life instead of creating a life.

199

00:32:28.270 --> 00:32:30.980

Stephanie Bogan: That. Then we structure the business to build. Yeah.

200

00:32:33.160 --> 00:32:40.779

Adam Cmejla, CFP®: My unicorn goal. And I and I say this somewhat tongue in cheek. I feel like I've got a decent blueprint on it right now is to

201

00:32:41.010 --> 00:32:45.379

Adam Cmejla, CFP®: build an enterprise-ish firm on. Still, a lifestyle schedule

202

00:32:46.680 --> 00:32:53.810

Adam Cmejla, CFP®: like the goal is still to do it in a relatively like certainly not working full time I I did the

203

00:32:54.334 --> 00:33:01.030

Adam Cmejla, CFP®: so mapping out next year's calendar. When we were doing all of that shoot, I



should have had this up before we

204

00:33:01.290 --> 00:33:06.150

Adam Cmejla, CFP®: before I started this statement here I did the math.

205

00:33:06.150 --> 00:33:07.320

Stephanie Bogan: Done done.

206

00:33:07.320 --> 00:33:08.060

Adam Cmejla, CFP®: I know right.

207

00:33:08.470 --> 00:33:10.889

Stephanie Bogan: Dun, dun, dun, dun, dun.

208

00:33:19.230 --> 00:33:20.389

Mark Wade: She's vicious.

209

00:33:20.940 --> 00:33:21.639

Adam Cmejla, CFP®: I know.

210

00:33:21.640 --> 00:33:31.362

Stephanie Bogan: Oh, I'm just teasing while Adam, while Adam's looking at that I actually wrote a note because I didn't want to forget to share something with you guys. Because, Adam, you reminded me.

211

00:33:31.890 --> 00:33:55.740

Stephanie Bogan: we all have to catch ourselves here. I was literally in the shower this morning getting ready thinking about my day, as we often do. Literally, I had this idea about this strategic hire I'm thinking about like. And the 1st thought that ran through my head. No joke was. Gonna have to look at the budget for next year and see if I can afford that.

212

00:33:57.360 --> 00:34:08.899

Stephanie Bogan: And then, thank goodness, I've done a little bit of work, and the next thought that came into my head was what stop the truck and back it up. That is not how we think about around here? I was like.

213

00:34:08.900 --> 00:34:28.179

Stephanie Bogan: Do I want this to leverage my time to do more of this? And I was like, Heck, yeah, I do, and I was like, well, then, I'm going to check the budget and see if the funds are there, and if they are full steam ahead, and if they are, I'm gonna sit down, and I'm going to ask myself our favorite question, what will it take? What would it take for me to hire that person.

214

00:34:28.449 --> 00:34:43.400

Stephanie Bogan: I'm in a slightly different situation than a lot of you guys as you're starting out in lifestyle, I could be like, Hey, I'm going to take some capital from over here, and I'm gonna deploy it to



do this really fun thing. But the fact that I have that capital and my brain still said.

215

00:34:43.679 --> 00:34:50.970

Stephanie Bogan: how are you gonna afford that? You're gonna have to look at the budget is evidence that we all constantly have to be on alert

216

00:34:51.199 --> 00:35:03.780

Stephanie Bogan: for that Bs right, this belief systems and that other stuff because it our brains will always pop in first, st even with training, not always, but even with training. You'll hit that next level of like

217

00:35:03.880 --> 00:35:33.029

Stephanie Bogan: up level, and then your brain will be like, are you sure? Can you afford it? I'm not sure you have the time. Are you really gonna be able to? And we're not saying, Don't be grounded in practical reality, right? There's an element of just awareness and objectivity. But there's a consciousness to that disempowered energy like I don't know, and it's probably not available, and I'll just have to see that is not a I will find a way or make it happen. Attitude that is a I'll see what life gives me.

218

00:35:33.030 --> 00:35:33.480

Adam Cmejla, CFP®: Yeah.

219

00:35:33.480 --> 00:35:36.749

Stephanie Bogan: And so it's that. What? What do you? Natalie's point is

220

00:35:36.970 --> 00:35:53.539

Stephanie Bogan: without apology or hesitation. Just create space to ask yourself about the practice that you want. What that next leap is, whether it's getting a staff person or a service advisor, or right sizing your client base or picking your client and building out your story and your service model and your marketing.

221

00:35:53.910 --> 00:36:05.250

Stephanie Bogan: It's about getting really clear that that's the commitment that you're making to your next level. Success, not a wish. It's not a want, because we're gonna sit in that space, of what will it take?

222

00:36:05.270 --> 00:36:19.549

Stephanie Bogan: So if I have to catch myself, you know, you're gonna have to catch yourself like, put a post it on your mirror right? Like something to prompt you to stay in that positive frame anytime. You're making decisions

223

00:36:19.550 --> 00:36:36.730

Stephanie Bogan: about your practice. Check your state because it's naturally going to go below the line. Uncertainty, fear that whatever those issues are right for me, it's fear and money. And like right growing up in the trailer park. That's where my brain goes. Can you afford it? Is the envelope full

224

00:36:36.920 --> 00:36:48.089



Stephanie Bogan: literally. That's what's happening. It's not using those words, but that's the fear state that kicks in when I think about spending large sums of money. The 1st thing my brain does is, can you really do that?

225

00:36:48.260 --> 00:36:56.849

Stephanie Bogan: And then I have to be like, yeah, actually, I can't get back. Let's do some stuff. Sometimes you can't. And I've been there a lot, too.

226

00:36:56.970 --> 00:37:00.549

Stephanie Bogan: It's the same process. You still sit in the seat of what will it take?

227

00:37:00.890 --> 00:37:17.530

Stephanie Bogan: And then to Natalie's point you if you're in limitless and you don't know you call you schedule, a coaching call. And every time I was on the phone with a billion dollar client the other day, and he was like, really stuck. And I was like, what about? And I said, Well, if I gave you permission to do this, what would you do? And he was like this, and this and this Natalie's gonna echo. This I know

228

00:37:17.880 --> 00:37:22.110

Stephanie Bogan: literally I was like. So so it's all right there in your head like on tap.

229

00:37:22.340 --> 00:37:35.734

Stephanie Bogan: like it's been there, like, you know, this stuff. He's like, I'm just hesitant to do it. And I was like, yeah. Kinda and he's like, Wow, that was really productive call. And I was like, see, sometimes it's not the work that we think it is.

230

00:37:36.050 --> 00:37:42.439

Stephanie Bogan: you know. To Adam's point, he continues to go through those up levels. A, as I told the 1 billion dollar firm owner.

231

00:37:42.650 --> 00:37:54.639

Stephanie Bogan: Adam is running the biggest business he's ever run. Today. Tomorrow he'll be running the biggest business he's ever run when you're running a 500 million dollar firm. It's the biggest business you've ever run. There's always learning in front of us.

232

00:37:54.910 --> 00:38:01.309

Stephanie Bogan: If we stay in that positive state and we ask better questions, we'll get better answers, and that will generally accelerate your success.

233

00:38:03.200 --> 00:38:11.420

Stephanie Bogan: Sorry, that was just my! I wanted to share that with you guys, because as soon as it happened, I was like, Oh, my God! This just happened to me. I can't believe it. And it does.

234

00:38:12.500 --> 00:38:39.750

Stephanie Bogan: So take that honest inventory. Where are you sitting as you face next year? Are you above the line. Are you empowered? Are you ready to go? Do you know what's on the list, or are you



sitting in a space of like hedging or hesitation. That's the most important shift you can make between now and next year, even if you pick one thing, as Adam will always tell you, or Natalie when she has calls like, Pick your next best step. Get that flywheel moving, because that is the most important thing that you can do. After that you will always find a way, or make one.

235

00:38:41.160 --> 00:38:43.250

Mark Wade: Be fearless. Never look back, and don't give up.

236

00:38:43.250 --> 00:38:44.370

Stephanie Bogan: There you go.

237

00:38:44.760 --> 00:38:57.020

Stephanie Bogan: I'm sure Adam will tell you right. Every every decision he's made and limitless along the way hasn't executed perfectly to that right? You iterate, you refine, you learn, you iterate, you refine, and you learn. Oh, he went away. He's back.

238

00:38:59.640 --> 00:39:21.249

Stephanie Bogan: Yeah, Samantha, you're right. The hesitation is real when it shows up like our brains, literally don't know the difference between fear and danger. Like fundamentally they behave the same except the danger is real, like imminent threat, man with knife, hungry lion. Fear literally only exists in our mind. And did you guys know that we are the only creatures on earth

239

00:39:21.720 --> 00:39:36.810

Stephanie Bogan: that can create the fear and stress response with a thought. All other creatures actually have to be faced with a threat or something to respond to. We can invent the scary monster, and we believe ourselves. It's crazy.

240

00:39:38.800 --> 00:39:42.609

Stephanie Bogan: Jenny. Access to the library ends, I believe on.

241

00:39:43.370 --> 00:39:47.850

Stephanie Bogan: Is it the 13, th Maria? We'll check on that I believe it's the end of the week. Technically, Monday.

242

00:39:49.930 --> 00:40:01.230

Stephanie Bogan: Yeah. So if you guys have not, if there are things you want to work on over the break. If you're not joining us next year, go in and download those resources. Take advantage of them. And as I started with like.

243

00:40:01.360 --> 00:40:07.029

Stephanie Bogan: just catch yourself and where the hangups are and the hesitations, and then make sure you've got a plan as you enter. Next year

244

00:40:10.050 --> 00:40:12.390

Stephanie Bogan: Adam's Internet took a break. No worries.



245
00:40:12.390 --> 00:40:13.480
Adam Cmejla, CFP®: Sorry about that. I.

246
00:40:13.480 --> 00:40:14.360
Stephanie Bogan: No worries.

247
00:40:14.360 --> 00:40:16.549
Adam Cmejla, CFP®: Just yeah. Got the.

248
00:40:16.550 --> 00:40:19.125
Stephanie Bogan: I got to go off on my little I caught myself tangent.

249
00:40:21.100 --> 00:40:21.700
Adam Cmejla, CFP®: Yes.

250
00:40:21.700 --> 00:40:23.019
Stephanie Bogan: Good. You missed it.

251
00:40:23.350 --> 00:40:25.029
Adam Cmejla, CFP®: Right.

252
00:40:27.020 --> 00:40:27.930
Stephanie Bogan: It's all right.

253
00:40:28.820 --> 00:40:29.930
Stephanie Bogan: Alright!

254
00:40:29.930 --> 00:40:34.879
Clark Bixler, CFP, ChFC: Stephanie, with respect to gearing up for 2025. Hey? Thanks for everything. By the way,

255
00:40:36.430 --> 00:40:42.218
Clark Bixler, CFP, ChFC: with respect to gearing up for 25, I feel like I've gotten the emails about next year.

256
00:40:43.060 --> 00:40:44.819
Clark Bixler, CFP, ChFC: dates and everything.

257
00:40:45.614 --> 00:40:53.920
Clark Bixler, CFP, ChFC: I'm just kinda curious, like, Do, is there like, do you recommend taking the practice assessment again. I'm just trying to think of like where



258

00:40:54.420 --> 00:41:08.027

Clark Bixler, CFP, ChFC: I should start now with respect to New learnings or redoing learnings. I made a list of my own. But curious if there's anything that you would point towards before you just dive in and do something on your own on the on the

259

00:41:08.890 --> 00:41:10.589

Clark Bixler, CFP, ChFC: the trail map, if you will.

260

00:41:10.590 --> 00:41:19.920

Stephanie Bogan: Yeah, I would go back. We'll do it again in q. 1 for those of you who are joining us next year. You can all you can go back and redo that practice assessment

261

00:41:20.662 --> 00:41:47.600

Stephanie Bogan: on the website. And essentially do a contrast and compare, where did you? We're actually gonna start tracking your assessments going forward right? So we can see where you are at the beginning and the end of the year. Right, some of those reds should be yellow and green. Some of the yellow should be green. So it's really about picking the area where you're gonna have the greatest focus. So we're typically next year we're gonna we'll share those roadmaps with you guys. And I'm breaking them down into 3 kind of core avatars.

262

00:41:47.870 --> 00:42:09.509

Stephanie Bogan: The reason being that you will all, particularly in year 2, but even in year one enter in a different spot. Some of you are where Adam was at 225,000 like, you're okay, like you can make rent and ramen. But right, you're hitting that next level. Some of you are already at a million. And you're like, I just need to simplify and figure out where to go from here. Which is very much where you are.

263

00:42:09.980 --> 00:42:29.899

Stephanie Bogan: So you're gonna see versions of the roadmap, that kind of just take the trail based on focus. So year one, people will have that. But basically think growth value and productivity. Right? If we wanna focus on simplicity and client value to Adam's point, right, we're gonna wanna focus on this track of lessons. If we want to focus more on growth.

264

00:42:29.910 --> 00:42:52.340

Stephanie Bogan: we're gonna focus on this track of lessons. If we want to focus more on ops and efficiency and systems. We're gonna focus on this track, and if you're in the middle which, some of you will certainly be where it's not a sole focus. Right? We're gonna call that the hybrid model. And that's where, again, we'll customize those roadmaps in January. So everyone has a really clear view of what their path is gonna look like, based on their goals.

265

00:42:52.970 --> 00:42:59.289

Clark Bixler, CFP, ChFC: So you were creating those avatars already, and it's just a matter of selecting one of those. Come.

266

00:42:59.840 --> 00:43:00.660

Stephanie Bogan: Yeah, January.



267

00:43:00.660 --> 00:43:09.680

Stephanie Bogan: you'll have kind of the general roadmap of everything right in the program. And then there'll be a version of that that says, right, if growth is your focus, these are the lessons you're gonna want to focus on.

268

00:43:09.740 --> 00:43:13.449

Stephanie Bogan: So you can use that to then right customize your track for next year.

269

00:43:15.090 --> 00:43:18.529

Clark Bixler, CFP, ChFC: Got it, and we can expect that in January. Or do you think.

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00:43:18.530 --> 00:43:21.119

Stephanie Bogan: You'll get that at the. You'll get those at the kickoff call.

271

00:43:21.970 --> 00:43:22.670

Clark Bixler, CFP, ChFC: Okay.

272

00:43:22.941 --> 00:43:51.769

Stephanie Bogan: On the 6. And then when we do the summit on the 13th we have a full session actually dedicated to walking you through customizing them, and we'll be breaking out doing support. So the idea is right. You'll you'll kind of have your vision draft. We'll go through Summit. We'll pull out roadmap. Go through the avatars right? We'll actually break, actually break down time and spend on that, so that you've got, if nothing else rated v. 1, and then as needed, we'll follow up through the breakthrough calls and one on ones to make sure you get that clarity. You need.

273

00:43:53.320 --> 00:43:54.290

Clark Bixler, CFP, ChFC: Awesome. Thank you.

274

00:43:54.290 --> 00:43:56.410

Stephanie Bogan: You're welcome, sir. Does that help.

275

00:43:56.790 --> 00:44:01.029

Clark Bixler, CFP, ChFC: Yes, yeah. I'm excited to get started, you know, now, over the holidays, but I'll I'll.

276

00:44:01.530 --> 00:44:14.340

Stephanie Bogan: Do the practice diagnostic? Do the visioning pre work? Adam and I, Michael, right? Every year we go back and we do the vision exercises. We do the time. I mean. I still talk to Michael constantly about time.

277

00:44:14.380 --> 00:44:23.380

Stephanie Bogan: Right? It changes as your role changes and your vision changes right where you spend it, how you spend it. It's right, but but the application of the framework is always the same.



278

00:44:23.820 --> 00:44:28.689

Adam Cmejla, CFP®: Oh, it's why I it's why I will always advocate.

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00:44:29.330 --> 00:44:29.660

Adam Cmejla, CFP®: Okay.

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00:44:29.660 --> 00:44:37.439

Adam Cmejla, CFP®: to be in a coaching program. I for those of you that are not continuing next year and say, you're going to take a quote unquote year off.

281

00:44:37.680 --> 00:44:45.510

Adam Cmejla, CFP®: I'll give you the proverbial hug through the screen. But I would really challenge you on. Why you're doing that and

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00:44:45.630 --> 00:44:52.860

Adam Cmejla, CFP®: get really clear. Because the reason for that is yes, our lessons going to be similar.

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00:44:52.870 --> 00:45:18.160

Adam Cmejla, CFP®: correct. But my quote that applies here, and I don't know who this is attributed to, but it's a great one, is that no person stands in the same stream twice, for they are not the same person, nor is the stream the same. You can go through the same coaching program. You can go through limitless. But just as Clark mentioned. You're in a different place now than you were in, you know, Clark, 2023 is a very different person and business owner than Clark 2024,

284

00:45:18.500 --> 00:45:33.320

Adam Cmejla, CFP®: then Clark, 2025, like the concepts, are the same. Michael's very different in Michael 2024 than he was, Michael. 23, certainly, Michael 2015. But all of us that have been in coaching it's I don't think it's.

285

00:45:33.690 --> 00:45:45.959

Adam Cmejla, CFP®: It's not an accident or a coincidence that some of the most quote unquote, successful people. And however you want to define success, time off impact revenue relationships right? Whatever way you want to measure that

286

00:45:46.150 --> 00:45:52.240

Adam Cmejla, CFP®: have some sense of coaching, slash accountability that comes with it. So again.

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00:45:52.860 --> 00:45:58.010

Adam Cmejla, CFP®: I've seen myself without coaching. I've seen myself with it. Yeah.

288

00:45:58.490 --> 00:46:04.390

Adam Cmejla, CFP®: please have some type of coaching, some type of accountability, some type of structure.



289

00:46:04.560 --> 00:46:07.469

Adam Cmejla, CFP®: to make sure that you're true to yourself and honest with yourself.

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00:46:07.880 --> 00:46:18.499

Stephanie Bogan: Yeah, it's the framework where, whether you get it here or somewhere else. If you don't have that framework, right, life will create one for you. And it's typically not one that we're very satisfied with. Quite honestly.

291

00:46:18.500 --> 00:46:19.090

Natalie Bergsma: Yeah.

292

00:46:19.450 --> 00:46:30.980

Natalie Bergsma: And I think it's particularly important for solo firms, right? Sometimes you can create that in your own business with your own team. But when it's just you building the strategic plan and no one holding you accountable.

293

00:46:31.530 --> 00:46:38.039

Natalie Bergsma: you need that self accountability is probably, you know, it's a muscle. We don't often exercise enough.

294

00:46:39.140 --> 00:47:03.817

Stephanie Bogan: Yeah, it's 1 of the hardest skills and again, we could give you the framework. And that's where like accountability and check ins are right. We're we're doubling down on that because we know what I've looked at all the data, and what I know is, if you know that I'm looking. You don't tend to sit on the sidelines. If you think that I'm not looking, you might. So we are solving for that. So if you are with us next year. Watch out. There will be no place to hide.

295

00:47:04.640 --> 00:47:13.480

Stephanie Bogan: What other questions do we have? I was just looking through Chat Rashani. It looks like you got good stuff over there, too, as well. Any other questions we can answer for you.

296

00:47:15.180 --> 00:47:25.560

Stephanie Bogan: Everyone. Anyone have questions around clarity on what they're gonna focus on in 2025, just from a priorities perspective similar to Clark or any other specific issues. You want to address.

297

00:47:27.800 --> 00:47:31.420

Clark Bixler, CFP, ChFC: I'll since you mentioned my name I'll I'll speak again. If that's okay.

298

00:47:31.420 --> 00:47:31.810

Stephanie Bogan: Go for it.

299

00:47:32.325 --> 00:47:39.539

Clark Bixler, CFP, ChFC: I feel like in the last 12 to 18 months. We've done a really good job



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00:47:39.700 --> 00:47:44.570

Clark Bixler, CFP, ChFC: in managing time creating surges, creating

301

00:47:45.910 --> 00:47:49.429

Clark Bixler, CFP, ChFC: search models for for different client categories.

302

00:47:49.680 --> 00:47:52.680

Clark Bixler, CFP, ChFC: And we've grown significantly.

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00:47:53.201 --> 00:47:59.520

Clark Bixler, CFP, ChFC: And I feel like 25 is a year where I really wanna growth is, is

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00:47:59.550 --> 00:48:05.820

Clark Bixler, CFP, ChFC: seemingly continuing to happen. But I think I want to be more focused on the growth of my team members, and

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00:48:06.010 --> 00:48:07.000

Clark Bixler, CFP, ChFC: they're

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00:48:09.549 --> 00:48:23.139

Clark Bixler, CFP, ChFC: continued formation of of just being like leaders in their own right, and and owning all their responsibilities and gearing up for like role changes of their own. In the next 2 years.

307

00:48:23.230 --> 00:48:26.200

Clark Bixler, CFP, ChFC: and I'm curious if if there's anything

308

00:48:26.950 --> 00:48:36.889

Clark Bixler, CFP, ChFC: that you would recommend starting with, or any lessons that you'd recommend starting with in 25. I know it's probably going to be a part of the avatar process, but.

309

00:48:37.120 --> 00:48:37.760

Stephanie Bogan: Yeah. No worries.

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00:48:37.760 --> 00:48:38.130

Clark Bixler, CFP, ChFC: Curious.

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00:48:38.130 --> 00:48:46.029

Stephanie Bogan: Adam, anything you or Natalie anything you guys want to chime in with just having gone through that process, Natalie, coaching a lot of our members through that.

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00:48:47.530 --> 00:48:50.520



Adam Cmejla, CFP®: Natalie looks like she's typing. So I'll add in real real quick here.

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00:48:50.520 --> 00:48:52.650

Adam Cmejla, CFP®: Sorry I was in the I was in the back.

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00:48:52.916 --> 00:49:00.650

Adam Cmejla, CFP®: All good. You know you've done enough. Zoom calls when you can kind of see the look on someone's face and realize that they're in tight mode answering.

315

00:49:00.650 --> 00:49:01.570

Stephanie Bogan: They're in the chat.

316

00:49:02.496 --> 00:49:27.040

Adam Cmejla, CFP®: So, Clark admittedly. I've leaned into or leaned into slash backfilled what we've already learned in limitless to using the blueprint from Traction and Gina Wickman, and utilizing, basically breaking the year down into quarterly rocks. So that's something that we spent time in our strategic planning retreat, doing and looking through.

317

00:49:27.482 --> 00:49:39.217

Adam Cmejla, CFP®: What are we doing that we're that we need to stop doing? What are we not doing that we need to start doing kind of reconciling that list of things that the firm is doing, and that respectfully, each or not, respectfully. But

318

00:49:40.100 --> 00:49:59.659

Adam Cmejla, CFP®: What did like? The firm's not gonna do that. Somebody on the team is gonna have to to work on those rocks. And what I have found in the 2 ish years that we've been doing that is that by giving the team ownership over practice management related things that are in service to the practice, and thus the clients that they serve.

319

00:49:59.670 --> 00:50:12.240

Adam Cmejla, CFP®: Not only does it? Give them ownership over something that they can have an impact on, and also is tied to making their life easier because it's tied to client service, and it's tied to the value that we can deliver to our clients.

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00:50:12.290 --> 00:50:20.219

Adam Cmejla, CFP®: But it was a mindset shift for me as well, which kind of backfills into the work that we do in limitless, and the mindset angle of it is, I didn't have to do it.

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00:50:20.280 --> 00:50:40.979

Adam Cmejla, CFP®: I used to always have this thought that. Oh, well, if it's practice management or ownership, or on the business related, that's my responsibility. And I need to do that because I'm the leader and I'm the firm owner, and it it leaning into this ownership of projects and breaking things down into what are the 2 or 3 things that each one of us are gonna work on on a quarterly basis

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00:50:41.080 --> 00:50:54.380

Adam Cmejla, CFP®: that absolved me from having everything fall on to me. Now it's still at the end of the day. It is my responsibility, like I'm the one that that owns, and it has to sign off on it, so to speak, from a quality, assurance and compliance and all that, but

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00:50:54.460 --> 00:51:10.650

Adam Cmejla, CFP®: somebody else can get it to the 5 yard line. I'm the one that's just guiding and stewarding the project through, so that has really helped. Not only the team, it's helped bring us together as a team and create a good unified front. It's also it's done that.

324

00:51:10.840 --> 00:51:24.500

Adam Cmejla, CFP®: It's helped them create their ideal work environment. And while I can't explicitly measure it, I think I feel like in the feedback from them, has. It's helped them grow. It's helped them.

325

00:51:24.900 --> 00:51:30.130

Adam Cmejla, CFP®: you know, work more, or they're already good in the business.

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00:51:30.410 --> 00:51:38.529

Adam Cmejla, CFP®: Technically, planner wise, right? It's also helped them expand their skill, set on things that are on the business. Does that help? Does that make sense.

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00:51:39.000 --> 00:51:40.369

Clark Bixler, CFP, ChFC: It does. Yeah.

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00:51:41.870 --> 00:52:09.859

Natalie Bergsma: Yeah, I think an important aspect of what I do. There is prep the team for that. And then generally, team members have an air they have like they have an area and expertise. Right? So it's, you know, the 3 questions we ask is, what's working? Well, what do we want to do more of like. Don't mock this up, keep it going, make it better. What's not working, or what needs improvement or doesn't exist yet. Right? So what's not working?

329

00:52:10.080 --> 00:52:11.280

Natalie Bergsma: And then.

330

00:52:12.240 --> 00:52:30.989

Natalie Bergsma: you know, where can we improve? What are the skill sets or things that we need to do? And then each team member gets to answer those questions independently for the firm and for themselves in their role, and then bring that to that session to say, Hey, here are my ideas. So we had a team member who was like

331

00:52:31.490 --> 00:52:36.210

Natalie Bergsma: we had 2 advisors. But we're now an ensemble, and you know.

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00:52:36.290 --> 00:52:43.720

Natalie Bergsma: clients only get birthday cards from one from their advisor. Well, that doesn't feel very ensemble like to me like they don't feel like a team. So



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00:52:43.940 --> 00:52:53.729

Natalie Bergsma: she led an initiative to have the team send, you know, a team oriented birthday card right? It's tiny. But she took owner of it, and it's like they've gotten a ton of thank yous for it, or we have

334

00:52:53.780 --> 00:53:10.039

Natalie Bergsma: a Csa who's like paperwork takes forever. I need a technology, right? So she's running that project as opposed to us. So when you, you know, involvement equals investment. So when you bring your teams into saying, Hey, what do you think we can do better?

335

00:53:10.120 --> 00:53:18.099

Natalie Bergsma: Right? It creates that motivation. And then your role is, you know, you can't do everything you have to help, you know.

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00:53:18.170 --> 00:53:24.530

Natalie Bergsma: Be the selector and the picker, and I think, Adam to your point. You shift from doer to chief accountability officer.

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00:53:24.530 --> 00:53:24.890

Adam Cmejla, CFP®: Yeah.

338

00:53:24.890 --> 00:53:29.160

Natalie Bergsma: It's not babysitting your team, it's helping hold them accountable

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00:53:29.220 --> 00:53:32.610

Natalie Bergsma: to. You know the firm level priorities.

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00:53:32.610 --> 00:53:49.070

Adam Cmejla, CFP®: Yeah. And you know, what do you need from me to help you be successful in this project? You know. How can I empower you. How can I be your tailwind to this? Not Clark? How come you don't have this done like I'm gonna assume none of us would start a sentence like that with our team. But side note

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00:53:49.070 --> 00:53:49.510

Adam Cmejla, CFP®: seen it.

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00:53:49.690 --> 00:53:50.360

Adam Cmejla, CFP®: I doubt.

343

00:53:50.360 --> 00:53:57.310

Stephanie Bogan: Actually no things. Yeah. Also learning don't start with. Why, why did?

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00:53:57.470 --> 00:54:12.130



Stephanie Bogan: Why did literally, I'll be like very casually like, why did we do it that way? The person on the other end only hears. That was clearly not the way you should have done it. Why did you make that choice, and I just will casually say it. I realize I'm like, Oh.

345

00:54:12.130 --> 00:54:32.979

Stephanie Bogan: even when you casually say it, it does really build up this concept of like. Oh, God! I don't know why it puts the other person in a defensive posture, even when it's not necessarily intended. So just that just I was typing to you, Clark, but that was just a thought that popped into my head, because that was one of my personal earnings, like how you frame feedback

346

00:54:32.980 --> 00:54:51.990

Stephanie Bogan: becomes really important to write the relationship and the dynamic in your firm. You want good people to be able to fail and learn and make mistakes. We want them to take ownership and responsibility and account for it. And we need to create the space in a process, right? Create the space where they feel safe to do that in a process that allows us to do it.

347

00:54:51.990 --> 00:55:04.560

Adam Cmejla, CFP®: Yeah, total. So Natalie mentioned like birthday cards and ensemble firm. This was something that we were struggling is struggling with, especially as a remote team, with with all of us all over the country birthdaycode.com.

348

00:55:04.580 --> 00:55:21.559

Adam Cmejla, CFP®: So it's the birthday company we sent them. So we all signed something like just a white piece of paper, took a picture of it, sent it to the birthday company. They uploaded all of our signatures, and now our clients get a signed birthday card from our entire team.

349

00:55:21.970 --> 00:55:35.229

Adam Cmejla, CFP®: It is legitimately like it's it's auto dealer. Legit like you get those auto dealer notes in the mail like, Damn, did someone actually handwrite this? Or is this laser printed?

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00:55:35.230 --> 00:55:38.320

Adam Cmejla, CFP®: They always seem to be auto dealers that do this. But

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00:55:38.330 --> 00:55:52.460

Adam Cmejla, CFP®: we've had a number of our clients email us and say, Thank you for that birthday card. I know you guys are all over the country. How do you do that? Do you just get together and sign a bunch of cards one time per year and keep them on filing like, yeah, that's what we do, and that we care about.

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00:55:52.460 --> 00:55:56.349

Stephanie Bogan: So, yes, we have a centralized process for doing that. We do. Yeah.

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00:55:56.350 --> 00:56:06.750

Adam Cmejla, CFP®: We the birthday birthdaycode.com has been a really good platform that we've that that we've used no affiliation, no referrals or anything like that. Just if you're looking for a solution, we've been happy with it.



354

00:56:07.400 --> 00:56:19.299

Clark Bixler, CFP, ChFC: This you typed into the chat here, Stephanie, the limitless launch process is the business framework to make sure you're getting and completing goals making Eos. But simpler. Is that something you you guys are coming out with, or you're rolling out.

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00:56:19.300 --> 00:56:29.540

Stephanie Bogan: No, that's that's the one we go through. Envision for success. And then right action and accountability is the back end, right? That once you've set the vision, how do you hold it? Accountable?

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00:56:30.100 --> 00:56:35.580

Stephanie Bogan: And then in a team firm level, you'll look at strategic planning, which is why all 3 of those lessons are on that list.

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00:56:35.930 --> 00:56:36.720

Clark Bixler, CFP, ChFC: Got it.

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00:56:37.800 --> 00:56:44.099

Stephanie Bogan: Yeah. Adam started literally with Oh, right his posted and a yellow pad, and that worked for a number of years right? And then, at some point like

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00:56:44.630 --> 00:57:04.739

Stephanie Bogan: you gotta put it on a piece of paper a Powerpoint deck for a team meeting. You got to involve people at some level. But what's the right level based on your culture and your people? Right? Some people are ready to be super engaged, some people not necessarily, but you still want them to be involved. Right? So those are right. The framework is there. You'll you'll make, you know.

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00:57:04.740 --> 00:57:21.758

Stephanie Bogan: tailorings, if you will, around how you apply that framework relative to the number of people. Right? You don't need a 3 day strategic, 2 day strategic planning meeting. There's 2 people on your team. You might depending on the issues you're tackling like. Adam and Kathy could probably did like sit there for a day or 2 in the beginning and work things out.

361

00:57:22.110 --> 00:57:27.430

Stephanie Bogan: But again, it's where you're gonna you're gonna want to tailor it to the kind of the experience that you want to create for your firm.

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00:57:28.900 --> 00:57:29.340

Clark Bixler, CFP, ChFC: And for.

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00:57:29.340 --> 00:57:32.709

Adam Cmejla, CFP®: Natalie's having a good time in her chat. I gotta go read it.

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00:57:32.710 --> 00:57:43.059

Adam Cmejla, CFP®: I I don't. I mean, Captain. Obvious statement. I don't think it's any secret that, like we love Asana, I mean, Asana is a phenomenal tool for remote teams to be able to make sure that you can independently collaborate.

365

00:57:43.860 --> 00:58:01.390

Stephanie Bogan: Yeah, the cool thing is, Asana has a goals feature now. So they do like this. Nice. Have you gotten your year in review? It shows me all the things we did in Asana. It's a cool concept, but really boring. I really don't need to see that my team completed 43,680 like it's, I guess.

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00:58:01.390 --> 00:58:03.160

Stephanie Bogan: Missed it. Yeah. But if you

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00:58:03.160 --> 00:58:10.220

Stephanie Bogan: but I was like, Oh, I wanna see how you know, like, maybe there's something useful here. There wasn't, but but there was, because at the end

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00:58:10.570 --> 00:58:28.860

Stephanie Bogan: and see, this is what the reward for 2 of the work at the end it highlighted their new goals feature. So we're right to Adam's Point, around Quarterly rocks, etc. We you can actually now build that into Asana set set by year and quarter, etc, which is one of the things that our team

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00:58:29.380 --> 00:58:33.169

Stephanie Bogan: a persona experts here is looking into, and we'll share with you next year.

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00:58:33.540 --> 00:58:34.619

Stephanie Bogan: as we get to that.

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00:58:36.330 --> 00:58:42.550

Stephanie Bogan: Check it out. All right, ladies and gentlemen, we have a minute and a half left. Does anyone have any

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00:58:42.600 --> 00:58:50.560

Stephanie Bogan: parting thoughts, or I'm not going to say questions because none of us can answer questions. We all know. Maybe, Natalie, we all know

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00:58:51.630 --> 00:59:06.100

Stephanie Bogan: any parting words, any questions, comments? Certainly, on behalf of limitless. I really wanna thank you all for the privilege of supporting you and coaching you on behalf of myself and the team. It really is an honor. I feel truly blessed to do this work

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00:59:06.100 --> 00:59:31.540

Stephanie Bogan: and to do it with such incredible people. The stories you share, the progress that you make really are the reason that I am retired and started limitless to really share what's possible when you master your mindsets and your methods, and the end of the day. The thing I hope you take away more



than anything else is that no matter where you go, no matter what you do. Remember that the only limits you have are the ones that you place on yourself. Everything is really possible and available to you.

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00:59:32.640 --> 00:59:37.269

Stephanie Bogan: Adam. Thank you for a fabulous 5 years man, I mean I know you're not, I mean, I know.

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00:59:37.270 --> 00:59:40.369

Stephanie Bogan: Still keep our chat strings up and all that. But

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00:59:40.680 --> 00:59:41.210

Adam Cmejla, CFP®: Yes.

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00:59:41.500 --> 01:00:02.170

Stephanie Bogan: And I will keep you posted on the date for limitless ski day. We're finalizing dates for that sometime in February or March. So if you're joining us next year, be in your skier, or you want to bring your family and just hang out at the lodge we'll be announcing that soon, so keep stay tuned, Natalie, as always. Thank you very much. I'll see you again next year, ladies and gentlemen. It's been a great year.

379

01:00:02.170 --> 01:00:02.510

Natalie Bergsma: Everybody.

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01:00:02.510 --> 01:00:06.799

Stephanie Bogan: I hope it's been a great year for you. I look forward to seeing you next year. Have a great day.

381

01:00:07.390 --> 01:00:08.300

Adam Cmejla, CFP®: Bye, everybody!

