MANAGING COMPENSATION, PERFORMANCE & CAREER PATHS

YOU CAN'T MANAGE WHAT YOU CAN'T MEASURE

COMPENSATION

PERFORMANCE

CAREER GROWTH


How to MANAGE Your Team
Overcome Mindset Blocks
Receive Leadership & Management Training
Set Clear Roles
Build Compelling Culture
Set growth strategy and clear goals
How to REWARD Your Team
Define Compensation
Include Perks & Benefits
How to GROW Your Team
Allow for Professional Development
Create Career Paths
Check in Regularly

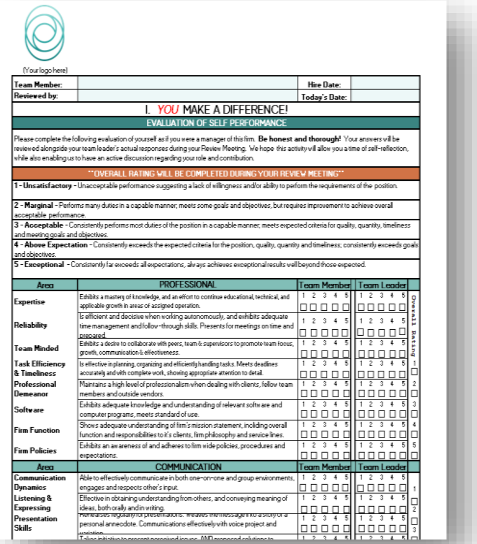
MINDSET

MANAGING PEOPLE IS A BUSINESS SYSTEM

Job Descriptions

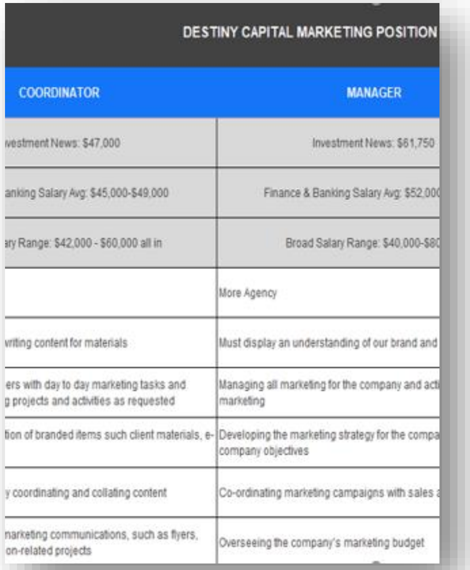
Compensation Plan

Performance Reviews



Team Check-In Form

Career Pathing



Prof. Development

DEFINE THE ROLE

KEY RESPONSIBILITIES

DESIRED OUTCOMES

STATUS, LOCATION, AND HOURS

EXPERIENCE AND QUALIFICATIONS

DEFINING YOUR COMPENSATION MODEL

Compensation philosophy

Position compensation

- Industry benchmarks
- Market conditions
- Financial resources

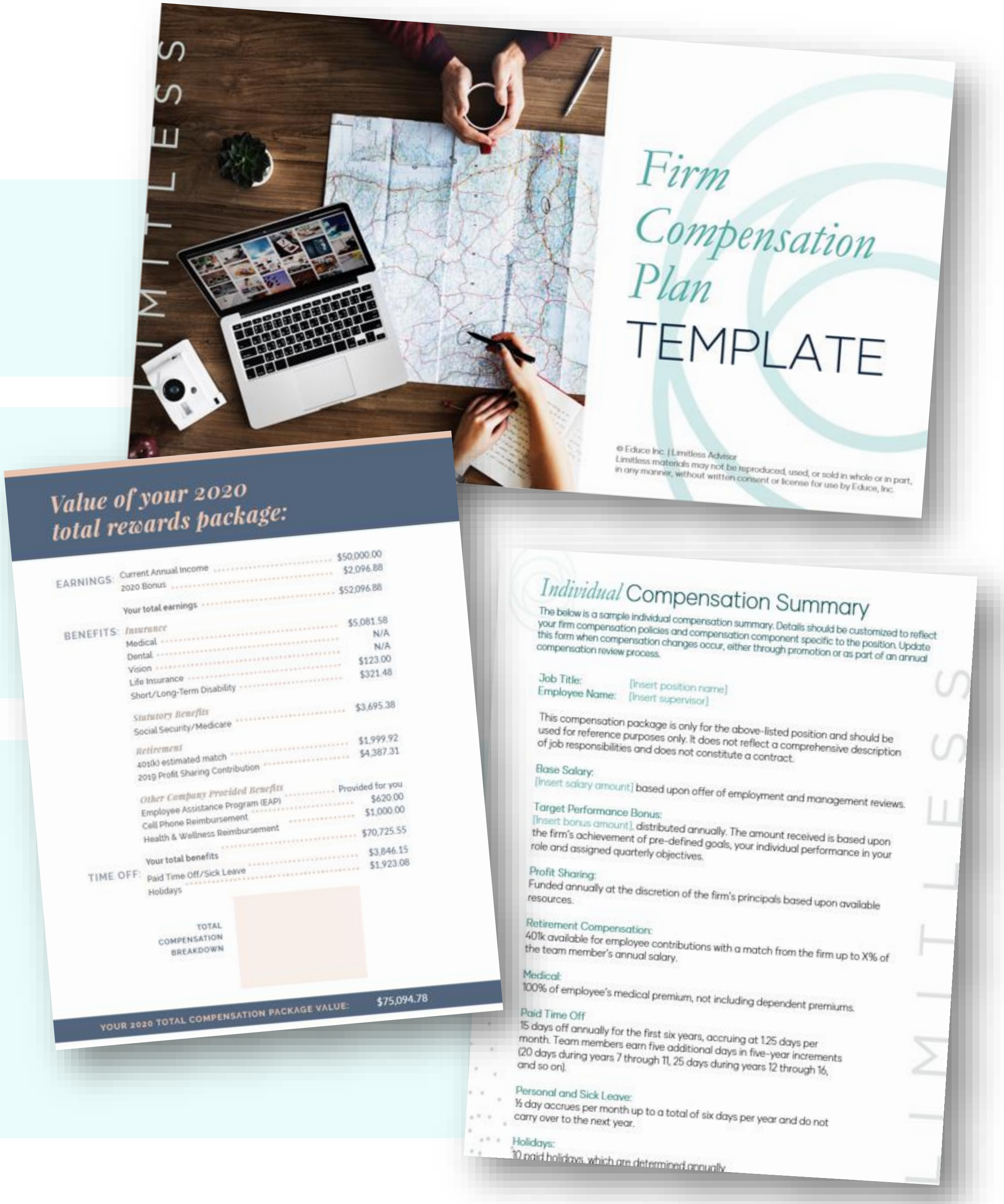
Include all forms of compensation

- Work location (remote is a perk)
- Flexible hours / work schedule
- Cash compensation
- Holiday time
- Bonuses
- Noncash perks
- Work-from-home benefit
- Hybrid work
- PTO

COMPONENTS OF COMPENSATION

BASE	SET BY CAREER LADDER
BONUS	INDIVIDUAL PERFORMANCE TEAM PERFORMANCE (AS APPLICABLE) FIRM PERFORMANCE
BENEFITS	HEALTH CARE HEALTH & WELL-BEING CATERED MEALS CONTINUING-ED ALLOWANCE

...and more!



COMPENSATION

and other forms of motivation and reward

TAKE A HOLISTIC VIEW AND APPROACH

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

MONETARY COMPENSATION & BENEFITS

BASE PACKAGE
Base Salary/Rate

PERFORMANCE
Position and Firm

RECOGNITION
Above & Beyond

PERKS & BENEFITS

There Is More To Compensation Than Money

BENEFITS

PERKS

GROWTH

INDUSTRY COMP

YOU WILL FIND HIRES +/- 30% IN EITHER DIRECTION
IMPACTED BY CANDIDATE QUALITY AND GEOGRAPHY (IN NONREMOTE ROLES)

POSITION TITLE	ONLINE SALARY SITES	2023 INVESTMENT NEWS STUDY MEDIAN TOTAL TRAD. COMP
Chief Marketing Officer	$250K	$246K
Lead Advisor	$160K	$172K
Service Advisor	$125K	$104K
Chief Operating Officer	$150K	$250K
Operations Manager	$90K	$110K
Marketing Manager	$90K	$73K
Paraplanner	$60K	$-
Client Service Assistant	$50K	$55K
Operations Assistant	$50K	$50K
Marketing Assistant	$50K	$50

COMPENSATING TEAMS

CATEGORIES	Individual Performance	Team + Firm Performance	Combined Firm & Team Performance
EXAMPLE POSITION	Administrative / Executive Assistant	Client Service Associate	Operations Manager
BASE	$40K – $50K	$50K – $60K	$90K – $110K
BONUS	10% OF BASE	10% OF BASE	15% OF BASE PROFIT SHARING
ABOVE & BEYOND	Spot Bonuses, Team Recognition, Little Things		
BENEFITS & PERKS	2–3 weeks, plus holidays	3-4 weeks, plus holidays	3-6 weeks, plus holidays
	Health Care / Health Savings, 401k, Education Support		

The above are examples to show varying compensation models; actual data is based on industry ranges and consulting experience. Your compensation plan should be designed to align with your compensation philosophies and ensure competitive pay for your location/market conditions.

COMPENSATING ADVISORS

RULE OF THUMB
40% OF TOTAL REVENUE TO ADVISOR COMP.
[REVENUE GOAL = MIN 2.5x BASE SALARY]

BONUS STRATEGIES

[40%] of Revenue Managed

$500,000 REVENUE
x 40%
$200,000

Base + % of Revenue Managed

$500,000 REVENUE

Total Possible: $100,000
LEVEL 1 MAX, 20%

Max Base (75%): $80,000

Bonus (up to): $20,000
up to 20% of TRM*, minus base)

*Total revenue managed

Base + % of Team Revenue Managed

$1,000,000 REVENUE
(assigned $400,000)

Total Possible: $160,000
LEVEL 2 MAX, 30%

Max Base (75%):
Primary (30%): $120,000

Bonus (up to max 30%): $10,000
2nd chair (5%): $30,000

Bonus: 20-30% of TRM*
10-20% of TRS

*Total revenue managed

Base + Bonus

$500,000 REVENUE

Base: $140,000
MAX BASED ON CAREER PATH LEVEL

Bonus: $10,000

Bonus based on achievement of goals or % of goals achieved

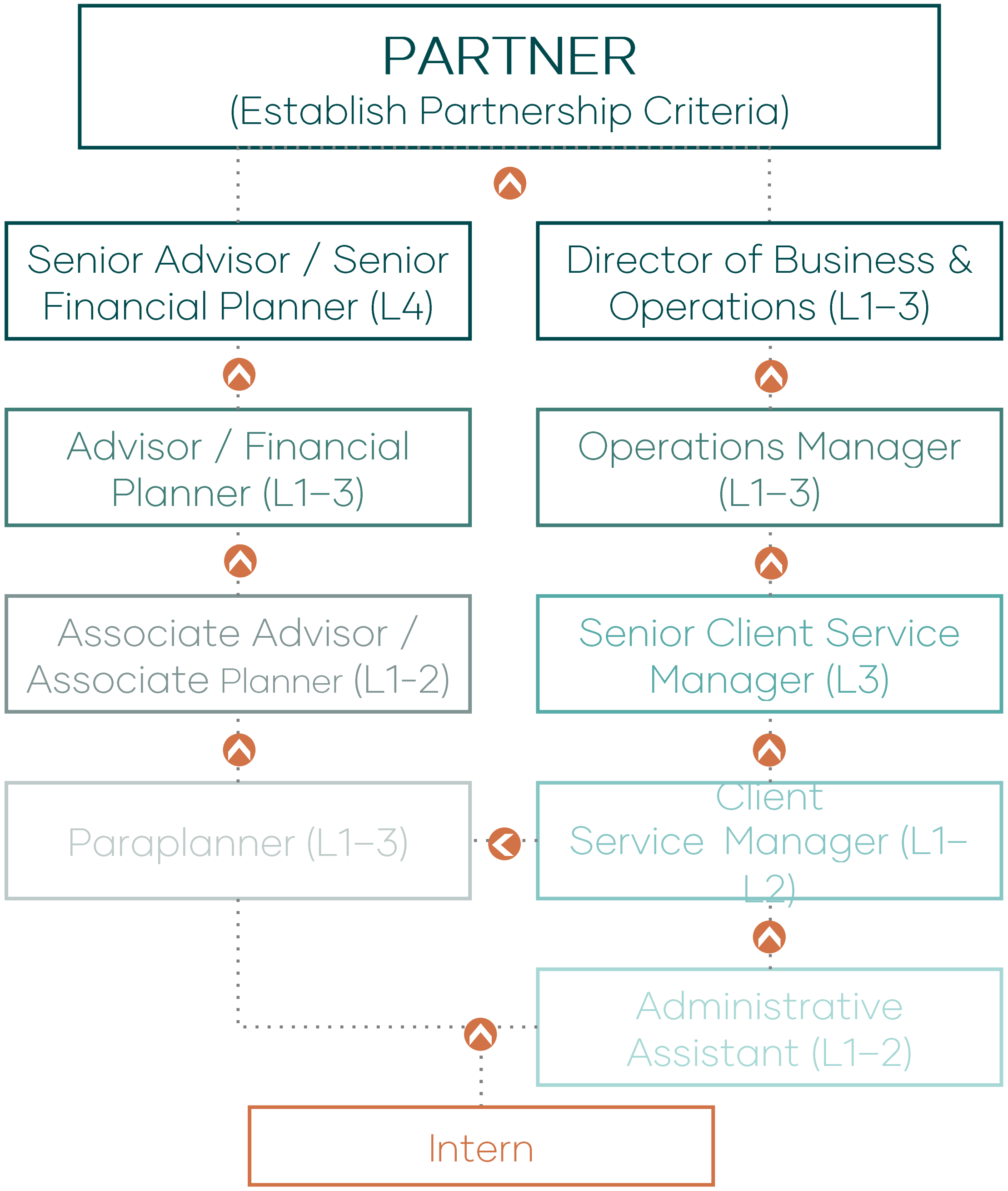
- REVENUE
- PROFITS
- NEW CLIENTS
- AVG. CLIENT SIZE
- NPS/SATISFACTION
- SOW/REFERRAL GROWTH

GROWING YOUR TEAM

- CAREER PATHS FOR CLIMBERS
- Make “growth & development” a requirement
- Allocate time for growth
- Have ongoing conversations and coaching

CAREER LADDERS

CREATING A CLEAR PATHWAY TO GROWTH



GROWTH: CAREER PATHING

DESTINY CAPITAL MARKETING POSITION PATH FOR GROWTH		
COORDINATOR	MANAGER	DIRECTOR
Investment News: $47,000	Investment News: $61,750	Investment News: $72,000
Finance & Banking Salary Avg: $45,000-$49,000	Finance & Banking Salary Avg: $52,000-$56,000	Finance & Banking Salary Avg: $70,00
Broad Salary Range: $42,000 - $60,000 all in	Broad Salary Range: $40,000-$80,000	Broad Range: $50,000 - $110,
Little Agency	More Agency	Agency Oversight
Little requirement on writing content for materials	Must display an understanding of our brand and services	Have advanced knowledge on our brand, servi communicate to the market
Assisting team members with day to day marketing tasks and coordinating marketing projects and activities as requested	Managing all marketing for the company and activities within marketing	Planning, developing and implementing effec communication campaigns
Organizing the production of branded items such client materials, e-mails, etc	Developing the marketing strategy for the company in line with company objectives	Using the full marketing mix for the company communications
Supporting the team by coordinating and collating content	Co-ordinating marketing campaigns with sales activities	Writing copy for all marketing collateral, incl letters, emails and websites
Producing additional marketing communications, such as flyers, brochures and exhibition-related projects	Overseeing the company's marketing budget	Understanding the product and customer p specs for each and create supporting marketing materials

Destiny Capital Advisor Career Path

Client Wealth Strategist - Partner

Key Difference to Level Below -
- Participates in the growth of the Firm by sourcing new client relationships for the Firm

Experience -
- Minimum of 7 years in a client advisory role

Capabilities -
- Develops new client relationships for the firm through a channel other than client referrals from existing clients

Client Wealth Strategist

Key Difference to Level Below -
- Participates in the growth of the Firm by successfully onboarding new client relationships

Experience -
- Minimum of 5 years in a client advisory role

Capabilities -
- Capable of onboarding new client relationships with success rates in line with Firm standards

Senior Client Wealth Planner

Key Difference to Level Below -
- Is capable of handling the most complex client planning and stressful client conversations independently

Experience -
- Minimum of 5 years in a client advisory role

Capabilities -
- Capable of handling all client planning and interactions independently

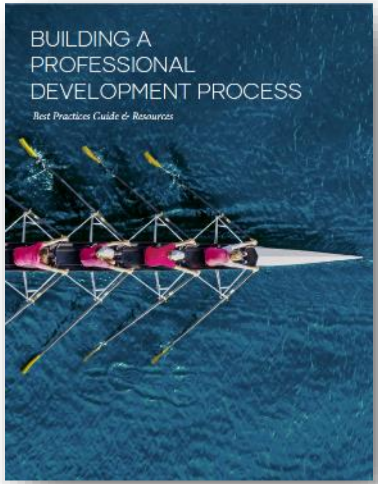
Client Wealth Planner

Key Difference to Level Below -
- Responsible for the successful execution of all client service elements for the team, leads and holds others accountable

Education -
- CFP full certification

Experience -
- Minimum of 4 years in a direct client financial planning role

Capabilities -
- Directs all elements of client service work for the client service team



A team of happy, high performers is built on a culture of…

ALIGNMENT: Share common vision and goals; tie contribution to rewards

INVESTMENT: Involvement equals investment; letting go lets others lead

COMMUNICATION: No mind-reading allowed

COLLABORATION: We get there better together than on our own

ACCOUNTABILITY: Extreme ownership creates radical results

IMPROVEMENT: Continuously improve

PROGRESS: Purpose and progress are proxies for perfection

MANAGING PERFORMANCE

PERSONAL FEEDBACK
Specific
Real-time

CASUAL CHECK-INS
Personal
State
Priorities

FORMAL REVIEWS
Productivity
Performance
Personal attributes

MANAGING PERFORMANCE

WHAT TO COVER DURING CHECK-INS

- *Clear* EXPECTATIONS
- *Real-time* ASSESSMENT
- *Continuous* FEEDBACK
- *Measurable* GOALS

WHEN

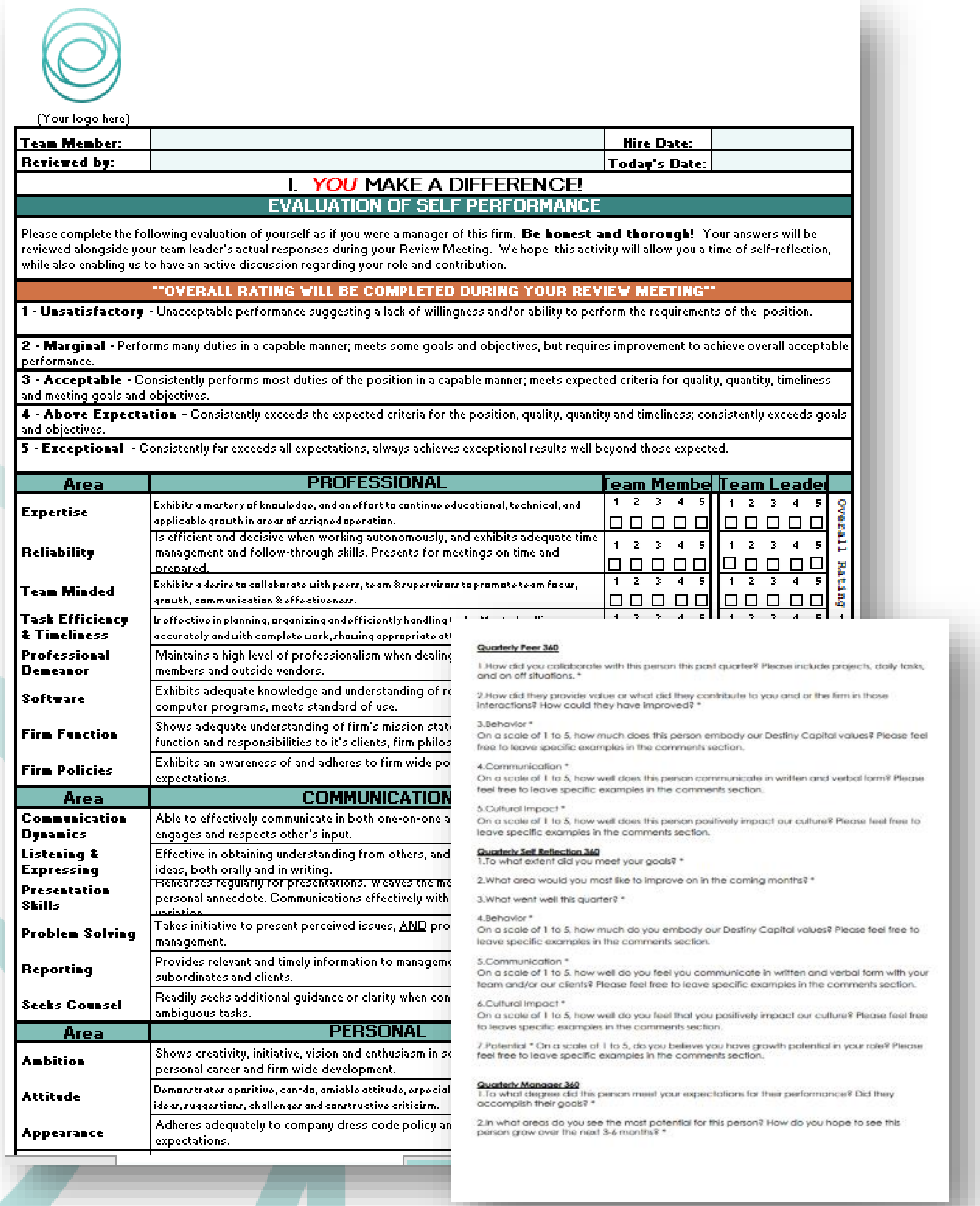
PERFORMANCE

ISN'T OPTIMAL

WHERE IS THE PROCESS BREAKDOWN?
WHAT'S BENEATH THE BEHAVIOR?
SEEK ALIGNMENT, GET AGREEMENT
SET "WHAT THE ROLE NEEDS" AS YARDSTICK FOR MEASURING SUCCESS

PROCESS	PERSON
NO PROCESS	WRONG PERSON
PROCESS BREAKDOWN	WRONG TRAINING & SUPPORT
BAD PROCESS	WRONG SEAT

PERFORMANCE REVIEW


(Your logo here)

Team Member: | Hire Date:
Reviewed by: | Today's Date:

I. *YOU* MAKE A DIFFERENCE!

EVALUATION OF SELF PERFORMANCE

Please complete the following evaluation of yourself as if you were a manager of this firm. **Be honest and thorough!** Your answers will be reviewed alongside your team leader's actual responses during your Review Meeting. We hope this activity will allow you a time of self-reflection, while also enabling us to have an active discussion regarding your role and contribution.

OVERALL RATING WILL BE COMPLETED DURING YOUR REVIEW MEETING

1 - Unsatisfactory - Unacceptable performance suggesting a lack of willingness and/or ability to perform the requirements of the position.

2 - Marginal - Performs many duties in a capable manner; meets some goals and objectives, but requires improvement to achieve overall acceptable performance.

3 - Acceptable - Consistently performs most duties of the position in a capable manner; meets expected criteria for quality, quantity, timeliness and meeting goals and objectives.

4 - Above Expectation - Consistently exceeds the expected criteria for the position, quality, quantity and timeliness; consistently exceeds goals and objectives.

5 - Exceptional - Consistently far exceeds all expectations, always achieves exceptional results well beyond those expected.

Area	PROFESSIONAL	Team Membe	Team Leade	Overall Rating
Expertise	Exhibits a mastery of knowledge, and an effort to continue educational, technical, and applicable growth in areas of assigned operation.	1 2 3 4 5	1 2 3 4 5	
Reliability	Is efficient and decisive when working autonomously, and exhibits adequate time management and follow-through skills. Presents for meetings on time and prepared.	1 2 3 4 5	1 2 3 4 5	
Team Minded	Exhibits a desire to collaborate with peers, team & supervisors to promote team focus, growth, communication & effectiveness.	1 2 3 4 5	1 2 3 4 5	
Task Efficiency & Timeliness	Is effective in planning, organizing and efficiently handling t… accurately and with complete work, showing appropriate at…	1 2 3 4 5	1 2 3 4 5	1
Professional Demeanor	Maintains a high level of professionalism when dealing… members and outside vendors.			
Software	Exhibits adequate knowledge and understanding of r… computer programs, meets standard of use.			
Firm Function	Shows adequate understanding of firm's mission stat… function and responsibilities to it's clients, firm philos…			
Firm Policies	Exhibits an awareness of and adheres to firm wide po… expectations.			
Area	COMMUNICATION			
Communication Dynamics	Able to effectively communicate in both one-on-one a… engages and respects other's input.			
Listening & Expressing	Effective in obtaining understanding from others, and… ideas, both orally and in writing.			
Presentation Skills	Rehearses regularly for presentations. Weaves the me… personal annecdote. Communicates effectively with… variation.			
Problem Solving	Takes initiative to present perceived issues, AND pro… management.			
Reporting	Provides relevant and timely information to manageme… subordinates and clients.			
Seeks Counsel	Readily seeks additional guidance or clarity when con… ambiguous tasks.			
Area	PERSONAL			
Ambition	Shows creativity, initiative, vision and enthusiasm in s… personal career and firm wide development.			
Attitude	Demonstrates a positive, can-do, amiable attitude, especial… ideas, suggestions, challenges and constructive criticism.			
Appearance	Adheres adequately to company dress code policy an… expectations.			

Quarterly Peer 360

1.How did you collaborate with this person this past quarter? Please include projects, daily tasks, and on off situations. *

2.How did they provide value or what did they contribute to you and or the firm in those interactions? How could they have improved? *

3.Behavior *
On a scale of 1 to 5, how much does this person embody our Destiny Capital values? Please feel free to leave specific examples in the comments section.

4.Communication *
On a scale of 1 to 5, how well does this person communicate in written and verbal form? Please feel free to leave specific examples in the comments section.

5.Cultural Impact *
On a scale of 1 to 5, how well does this person positively impact our culture? Please feel free to leave specific examples in the comments section.

Quarterly Self Reflection 360
1.To what extent did you meet your goals? *

2.What area would you most like to improve on in the coming months? *

3.What went well this quarter? *

4.Behavior *
On a scale of 1 to 5, how much do you embody our Destiny Capital values? Please feel free to leave specific examples in the comments section.

5.Communication *
On a scale of 1 to 5, how well do you feel you communicate in written and verbal form with your team and/or our clients? Please feel free to leave specific examples in the comments section.

6.Cultural Impact *
On a scale of 1 to 5, how well do you feel that you positively impact our culture? Please feel free to leave specific examples in the comments section.

7.Potential * On a scale of 1 to 5, do you believes you have growth potential in your role? Please feel free to leave specific examples in the comments section.

Quarterly Manager 360
1.To what degree did this person meet your expectations for their performance? Did they accomplish their goals? *

2.In what areas do you see the most potential for this person? How do you hope to see this person grow over the next 3-6 months? *

INFORMED CHECK-INS USE THIS FORMAT

1. You make a difference!
   - Professional performance
   - Communication
   - Personal performance
   - Core capabilities
   - Core position duties
   - Additional efforts
2. Where are you going?
3. Tell us about <u>us</u>
4. Your ideas matter!
5. Our team is our biggest asset

LEARN MORE

- *Drive: The Surprising Truth About What Motivates Us*, Daniel Pink
- *The Culture Code: The Secrets of Highly Successful Groups*, Daniel Coyle
- *The Effective Executive: The Definitive Guide to Getting the Right Things Done*, Peter Drucker
- *The Five Dysfunctions of a Team: A Leadership Fable*, Patrick Lencioni
- *Tribes: We Need You to Lead Us*, Seth Godin

ADAPT & APPLY

- Use the Limitless learning resources to adapt and apply what you learn in your practice.
- Follow the Staffing for Success Learning Path for deeper learning.
- Read the Building & Managing Teams Guidebook. Download the resources and samples for reference.
- Read the Professional Development Process Guidebook. Download the resources and samples for reference.
- Reference the Building & Managing Teams lesson for those with teams.

TAKE ACTION

- Use the Limitless learning resources and samples to draft the following to reflect your situation and preferences:
- Draft Job descriptions for each role to define responsibilities.
- Create Career Paths for clear path to create shared ownership of growth.
- Design Firm Compensation Plan to set compensation standards and structure.
- Use Individual Compensation Template for each position.
- Use Performance Review Form and Team Check-In Form to keep communication lines open and encourage collaboration and learning.


LIMITLESS Q&A