THE MINDSET METHOD

PILLAR 1: Client Analysis

Strategy 2 Your Vision

"Begin with the end in mind."

Stephen Covey

Your Vision

WHY is this Important?

Achieve your Ideal Life. What does this mean to you? This is something we value and something we know many individuals continue to strive for. This best practice will provide you an opportunity to reflect on your life, from a professional and personal perspective to determine what your ideal life looks like.

The process of envisioning your ideal life can be extremely powerful and may provide you with new insight and perspective. What would you consider to be the pinnacle of your success - your Ideal Life?

As part of this process, you will begin to recognize the ways that your professional and personal life, influence each other. By doing so, you will begin to create an increased awareness around the areas of your life that are a priority. This heightened sense of awareness will help bring clarity.

The process of identifying your Ideal Life will rejuvenate and invigorate you and have a positive impact on all aspects of your life. Your description of an Ideal Life will serve as a beacon, guiding all your choices.

WHAT You Can Expect from this Best Practice

- Identify your personal motivation for making changes to your business
- Establish a process to regularly review your personal and business objectives
- Ensure that you are using your time effectively and efficiently
- Adopt a professional business model such as a lawyer, dentist, doctor or accountant
- Make conscious choices about how you spend your time
- Establish set hours of availability
- Increase business productivity through focused time allocation
- Create a structured approach to ongoing team communication

HOW to Get Started

Your Vision

1. You can use a hard or digital copy of the Your Vision Worksheet to begin capturing your Vision.
    - Begin by carefully thinking about *What Is Important to You* as outlined on the first two pages of the worksheet.
    - Next identify the specific goals that will help you *Achieve Your Vision* as outlined on the last two pages of the worksheet.
2. You may want to use the Effective Goal Setting: Be SMART to help you clearly articulate your goals.
3. Create a reminder in your calendar NOW to review Your Vision Worksheet three months from now – this will help you stay focused and on track.
4. It is important you discuss and share goals directly related to the business with your team as they will be an integral part of achieving them.
5. It is encouraged that all team members participate and complete this Best Practice independently. Furthermore, we recommend they share with you their professional goals.

Allocating Your Time

Once you've clearly identified what matters most to you, it is time to Allocate Your Time in a way that supports achieving them.

1. Use the Weekly Schedule of Success and based on the work just completed, begin to allocate your: Personal Time and Professional Time.
2. When allocating your PERSONAL TIME, do so in a way that allows you to achieve what matters most to you: Personal Relationships, Health & Well-Being, Personal Enlightenment, Recreation and Fun, Anything and everything else that is important to you.
3. To accurately reflect your available PROFESSIONAL TIME (and true capacity), we recommend you block all time off for vacation and conferences in your calendar immediately.
4. Create structure weekly by defining specific purposes to each day of your work week:
    - Planning & Preparation
    - Client & Prospective Client Meetings
    - Follow Up, Research & Clean Up
5. Once you establish some weekly structure, you can then begin to work on creating daily structure.
    - Refer to Proactive Time Allocation and the Client Meeting Scheduling Protocol for more guidelines on how to make this happen.

6. Once you create your Weekly Schedule of Success, you are ready to put it into action. You can improve your probability of success by reviewing it carefully with your team and answering any of their questions. Transferring the ‘plan’ from paper to actual time blocking on the calendar you use. Ensure you have a Weekly Team Meeting to keep everything on track.
7. Be diligent about keeping your time commitments.
8. Encourage your team members to proactively allocate their time in a way that supports their priority activities.

Reducing Interruptions

1. Review and customize the Telephone Answering Protocol to minimize telephone interruptions.
2. Check your email at regular intervals (morning and afternoon) instead of living and responding to emails in real time.
3. Have a regular Weekly Team Meeting to discuss non-urgent matters.
4. Close your door when working on things require your focus and attention to reduce.

Weekly Team Communication

1. Follow the implementation instructions outlined in the Weekly Team Meeting Guidelines to either initiate or improve your ongoing team communication.
2. Print a copy of the Weekly Team Meeting Agenda.
3. Customize the Agenda where required.

Your Vision Worksheet

Use this opportunity to create clarity for your vision and goals – to firmly establish your Ideal Life. Review each of the areas below and think about what matters most to you and how you would define your ideal for each.

Business	• Long-term Vision & Success • Accomplishments
Financial	• Specific Achievements • Milestones
Professional Relationships	• Acknowledgements • Networks & Organizations
Personal Relationships	• Family • Friends
Health & Wellbeing	• Health • Wellness
Personal Enlightenment	• Spirituality • Volunteering & Giving Back
Recreation & Fun	• People, places, things that inspire you • Hobbies, interests & personal pleasure
Other	• Anything else you value & desire

Your Vision – What's Important to You?

Name:

Date:

It all begins here…

Now you can take everything you thought about and jotted down on the previous page and capture it succinctly here.

Mindset Tip: Format is not important - use bullet form or paragraph format. To enhance the effectiveness of this worksheet, it is recommended you save a completed copy on your computer. You may want to put the date in the name of the document, so that you can refer to earlier versions later in the planning process. This document is a dynamic document, meaning that it is intended to change and evolve over time.

Your Vision – How to Achieve It

This is where you identify and document your professional and personal goals.

Your Bigger Picture Goals 6 to 10 Years

Professional

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Personal

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Your Medium-Term Goals 2-5 Years

Professional

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Personal

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Your Short-Term 1 Year Goals

Professional

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Personal

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Your 90-Day FOCUS

Professional

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Personal

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Effective Goal Setting: Be SMART

The SMART approach is a simple yet effective technique to use when documenting your goals. This approach allows you to create a meaningful list of measurable goals, professional and personal.

Specific	Keep your goals as specific as possible. Break large goals down into a series of smaller milestones that will allow you to feel a sense of accomplishment each time you are one step closer to achieving the final goal.
Measurable	Can the achievement of your goal be measured? Is there a measurable end result to bring closure? At the end of the day, can you answer the question "Did I achieve this goal?"
Achievable	Your goal should be a challenge that requires discipline, but it shouldn't require you to neglect other important areas of your life.
Realistic	People have different starting points as it relates to their skill sets, abilities, commitments, time availability and life experiences. Know your starting point in relation to the end goal. Set your goals based on your current reality.
Timeframe	Identify the desired time-frame for each of your goals. Goals without pre-determined time frames have the potential to turn into perpetual failures. By setting a time frame for each goal, you are more likely to achieve each one.

Allocating Your Time

This is not time management. Time Management assumes that you have an element of control over time. But you cannot control time: you either use time, or time uses you.

The four cornerstones of your time initiative are:

- Personal Time
- Planning Time
- Administrative Time
- Productive Time

By identifying the different types of activities that you are involved with every week, and by scheduling time for each activity, you ensure that you are using time.

Personal Time

Remember to schedule time for yourself and for your family. This time off gives you the opportunity to fulfill some of your personal goals. It also provides you with the necessary break from work so that you come back feeling refreshed and productive.

Planning Time

Planning Time is the time spent planning the success of your professional goals and aspirations. This is the ‘big picture’ reflection of what you are trying to achieve. While planning time is essential, it is often neglected. What you are doing right now is planning time. Planning time should be regularly scheduled.

Administrative Time

Administrative Time is the time you spend carrying out any administrative activities associated with your role.

Productive Time

Productive Time is the time you spend with clients, prospective clients or centers of influence[1]. It is also the time you spend preparing information for upcoming client meetings.

[1] Centres of Influence: People who have the potential to introduce others to us (Lawyers, Notaries, Accountants etc.).

Weekly Schedule of Success

Determine Your Schedule for Success

This assignment is to help you become proactive about planning for your personal and professional time.

1. Begin by indicating when you are actually available at work.
2. From there, block off your regular activities and commitments.
3. Follow the guidelines previously presented for: planning, productive and administrative time.
4. Review the next resource called Proactive Time Allocation.

Weekly Schedule of Success — 30 minute time intervals — MINDSET consulting

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
5:00 AM							
5:30 AM							
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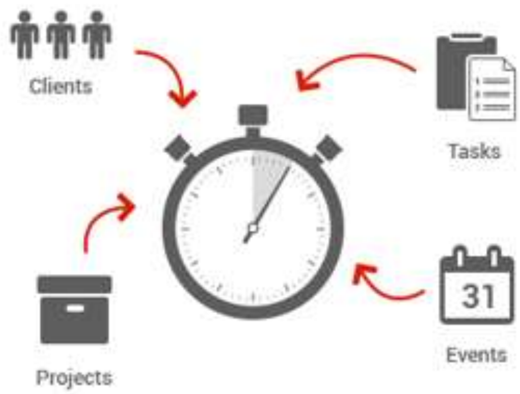
Proactive Time Allocation

This resource will assist you in becoming more proactive with how you choose to use your time. It can be the first step in creating amazing results in your life professionally and personally.

YOUR PROFESSIONAL TIME

It doesn't have to be chaotic. There can be an element of control. It's entirely up to you to take control of how you structure your professional time. Regardless of where you are an Advisor, you can be in control of your time.

In other words, you are not unique: most Advisors face the same types of time challenges.



❒ Clearly identify when you are not available for professional time.

- Use your organizer to block off weekends, holidays and vacation days as applicable for you over the coming year.

❒ Block off any other professional time that is not available because it is set aside for other priority business activities and/or commitments.

- Block out all your regular weekly, monthly and quarterly commitments (i.e., meetings, conference calls, etc.).
- Block out any other timed commitments you may have (i.e., training, travel, etc.).
- Block off your regularly scheduled lunches and other breaks as required to keep you refreshed throughout the day.
- Block off the time before you come into and leave the office day – so you have a true representation of what is left for your professional time each day.

❒ Specify a purpose for each day of the week.

- Planning & Preparation (i.e., Monday)
- Meeting with Clients and Prospects (i.e., Tuesday through Thursday)
- Follow Up, Research, Networking and general Clean Up (i.e., Friday)

❒ Specify daily tasks and routine activities related to the weekly structure you've set.

- **Planning Time**

- Business Development Planning
- Business Goal Setting – Monitor & Review
- Weekly Team Meeting and other HR related activities
- Weekly Management and/or Advisor Meeting – Conference Calls
- Preparing for meetings, events or other deliverables for clients and prospects

- **Productive Time**
  - Meeting with clients and prospective new clients
  - Calling clients and prospective new clients

- **Administrative & *Other* Time**
  - Paperwork and other administrative tasks necessary for the ongoing operations of your practice. As much as this as possible should be aligned with your assistant and/or other team members. This is not a good use of an Advisor's time.
  - Research or reading time
  - Special Projects Time

Since we can't plan for everything, structure is important, but flexibility is necessary. Your work week will not be perfect. However, being proactive is the first step to ensuring you use your time in a way that actually serves you.

❒ Prioritize your remaining activities.

- Take the opportunity to allocate time to the remaining activities as it relates to your business and schedule accordingly.
- Be sure to address time-sensitive activities appropriately.
- Don't block out your entire work week. You need to allow time to respond to in-bound, client-related and other non-routine activities.

❒ Keep track of your progress.

- Use your organizer to create a list of items you are working on for the day and mark them as "completed" as soon as they are done.
- This process will give you a sense of accomplishment and increase your motivation to complete other tasks.
- It also creates an important historical record of all client-related activities.

❒ Monitor your approach.

- Pay attention to what is working well with how you have allocated or time and keep doing it. Similarly, identify any areas related to your proactive time use causing you concern and take the steps to address them.

Remember: Don't confuse *activity* with *productivity*.

Activity is not the same as productivity. Many professionals are surprised by how many hours per week are actually spent on tasks that contribute to productivity. Be aware of where and how you spend your time each day.

YOUR PERSONAL TIME

Be proactive about scheduling personal time to ensure you are getting the breaks you need and using personal time in a way that leaves you feeling personally fulfilled.

❒ Allocate and schedule your vacation time.

This time off is necessary to reenergize with the activities, interests and people that are essential components of your Ideal Life. By doing this, you will have something great to look forward to.

❒ Identify times when you are not available for personal time.

The obvious here is when you are at work – which is clearly not personal time. However, there is also time spent commuting to and from work, doing weekly grocery shopping, completing household chores, sleeping and eating - all of which are necessary parts of life for most of us. Nevertheless, it means these times are not available for 'personal' use.

❒ With the completion of Step 2 above, you are now in a better position to identify when personal time is truly available to you.

Examine the personal time you have available. Next, reflect back to your Ideal Life and Life's Goals to be clear on what you have deemed as important.

❒ Now you can allocate personal time to the other activities, people and causes in your life that you value.

Note: We are not suggesting you schedule every detail of your personal life. However, anything that is a significant priority to you should be booked in and 'protected'.

❒ Assess what's working and what's not working for you.

You may notice you need to create or change some habits to help you achieve your personal goals. Studies show, that by scheduling proactively, your productivity, effectiveness and even job satisfaction increases.

CONTINUOUS FINE-TUNING

Over time you will develop a proactive approach to using your time that brings balance to you personally and professionally.

Another result of this approach is the presence of more available time. For individuals used to being busy 24-7, this can be uncomfortable. It's a classic case of "Be careful what you ask for, you just might get it." This is often made even more complex by our beliefs and expectations about how many hours we put into the office. This is another great example of quality versus quantity. For example, we work with many Advisors who work fewer hours, but are more productive because of it. Why? Because when they are at the office, they are focused on the important and productive business activities. Therefore, they actually create more personal time for themselves.

Client Meeting Protocol

This resource outlines the desired rules of engagement for setting up client review meetings in this practice. If there is an urgent or high priority situation, discuss it immediately with the Advisor to see if an exception is appropriate and schedule accordingly. This outline has been created to provide a manageable structure and approach to setting and conducting Client Meetings.

Client Meeting Days

- Appointment Days: Tuesday, Wednesday, and Thursday
- No appointments to be scheduled the day after vacation

Client Meeting Times

- Earliest appointment to be set is 9:00 am
- Latest appointment to be set is at 3:00 pm
- Schedule each appointment for 2 hours and indicate as "Appointment" in activity type

Client Meeting Maximum per Day

- No more than 3 meetings per day
- No appointments back-to-back - leave a minimum of 30 minutes between appointments

Out of Office Meetings

- Out of office meetings can be set on Wednesdays
- Clearly indicate in the "Location" field it is an OUT OF OFFICE and include the address in the notes box

Lead Time for Scheduling Meetings

- Client meetings should be scheduled 5-10 business days in advance

Confirmation Call

- All clients are to receive a confirmation call 2 days prior to their scheduled meeting

<u>Sample Day:</u>

- 9:00 am -11:00 am Meeting #1
- 1:00 pm – 3:00 pm Meeting #2

Telephone Answering Protocol

Date: July 14, 2023

Person Responsible: Receptionist or Client Service Associate

Frequency: All incoming calls must be answered in 2 rings.

Inbound Call Protocol

1. Answer the phone: *"Epsilon Financial Services. This is ___. May I help you?"*
2. If the caller asks for the advisor, say*: "Advisor is not available / unavailable right now. May I let him / her know who called, and is there anything I can help you with?"*
    a. The word 'unavailable' covers many situations such as, the Advisor being out of the office, meeting with other clients, preparing for an upcoming meeting, golfing with a prospect, etc. Instead of having to double check before you respond to a client or risk misinforming them – this will cover it – 'unavailable'.
3. If the caller identifies himself/herself, use the verbiage found below. The correct verbiage depends on their classification. If you are unsure of the client's classification, quickly look it up in your Contact Management System.

    Client is Top Tier
    - If the client is an AAA, AA, A (Top Tier) client, and you can indeed help them without the call having to go to the advisor, proceed to help them!
    - If you cannot help with the issue/question or the client indicates that they would like to speak to the Advisor, take notes (if applicable) and then say: *"I know [ADVISOR] would like to speak with you. He/She will be able to return your call during/after [TIME]. Does that time work for you? What is the best number for [ADVISOR] to reach you at during this time?"*

    Client is not Top Tier
    - If it is a B, C or D client, and you can indeed help them without the call having to go to the advisor, proceed to help them!
    - If you cannot help with the issue/question, take notes and then say:
        - *"I know [ADVISOR] would like to speak with you. He/She will be able to return your call later today or at the very latest, tomorrow. What is the best number for [ADVISOR] to reach you at during this time?"*

    For ALL Clients
    - If any client wants to leave a message say*: "It would be my pleasure."* Take the message and give [ADVISOR] the information when appropriate to do so.
    - If the caller wants to use voice mail say, *"Please hold for a moment while I transfer you to [ADVISOR's] voice mail."*
4. Always let the Advisor know who called either by email or written note and what the expected follow up is as it is appropriate to do so.

Scripts: See *scripts* in process outlined above

Resources:

- CRM to access client classification.

Other things to remember about this process:

- Some Advisors will prefer to have you always take messages so they can focus on their tasks at hand without interruption. Others will prefer you transfer the caller to them if they are not on their phone. Still, there are Advisors who do not want to be interrupted by incoming calls unless it is a specific client or group of clients. Please make sure you know their preferences.

- Client Service Associates handle all non-investment details like address changes, money transfers, wholesalers, etc., not the Advisor(s).

- If a client is calling to schedule an appointment to see the Advisor, unless it is agreed by the Advisor ahead of time, you should not schedule the appointment--- defer the scheduling of the appointment to the Client Service Associate, by asking the client to hold the line, and notifying the Client Service Associate.

- If the Advisor is away (i.e., at a conference or on holiday) it is important to let the client know when they are returning so they can expect to have a response at or about that time. Again, in many cases someone on the team will be able to help the client and it is important they continue to feel well looked after. If it is a case of high importance and urgency, you can either contact the Advisor (if this is something the Advisor has requested and permits) *or* have another Advisor (the one who is covering for the Advisor during their absence - where applicable) reach out to help the client immediately.

- Always, always, always answer the phone in a professional manner. Be pleasant (even if the caller is not), treat everyone with respect, and at all times be friendly (remember to smile!)

Weekly Team Meeting Guidelines

Purpose

A weekly team meeting is an efficient and effective method to ensure everyone on the team understands the common goals and activities of your business for the coming week, month and year. It provides a structured forum for reinforcing new business practices, fostering a proactive business model, preventing 'slippage' (things falling through the cracks) and bringing order and structure to your team.

Benefits

The weekly team meeting will allow you and your team to experience the following:

- Minimized interruptions throughout week, allowing everyone to be more focused and on task.
- Clearly outline client-specific deliverables for the week ensuring a proactive approach (i.e., all necessary preparation done ahead of time) as well as, keeping everyone on the same page.
- Report on the status of 'new' and 'existing' client transfers.
- Create a structured forum for sharing and recording of client-specific information such as birthdays, FORM and other information such as upcoming client holidays, etc.
- Reinforce your team's priority Advocate Service elements for the week and month ahead.
- Stay focused on business development projects – monitoring their status from inception through to completion.
- Create a venue for monthly progress reporting of new clients, new assets and average account size.
- Be fully aware of upcoming staff training, holidays or other issues that may affect the day-to-day operations of the business.

Refer to the **Implementation** instructions on the following page.

Implementation

1. Choose a weekly day and time to meet that is convenient to everyone.
    - The beginning of the week tends to work well for many Advisors and their staff.
    - Fridays are generally not recommended due to days off, early departures, other meetings, etc.
2. Book the team meeting into everyone's organizer as a reoccurring commitment over the long-term.
    - Do not skip the meeting due to one team member's absence (unless you are a team of two).
3. Use a Weekly Team Meeting Agenda (refer to sample Agenda provided on next page) to ensure your meetings are efficient and effective. Agendas ensure everyone stays on task and all that needs to be communicated amongst team members is covered in a timely manner.
    - Make sure everyone has a copy of the Agenda at the outset of each meeting. It is the same Agenda each time, so this is easy to facilitate.
4. Come prepared to the meeting.
    - Each attendee must be up to date with respect to the areas of business operations they are responsible for.
5. Make sure you have a meeting facilitator.
6. Keep things short and concise. These meetings shouldn't take any longer than 30 minutes.
7. Consistency will be important in forming and reinforcing your new structured approach to team communication.

Weekly Team Meeting

1) **CURRENT CLIENT UPDATE - MEETINGS**
   a) Upcoming Review Meetings with <u>Existing</u> Clients
      - Confirm all meeting preparation and client deliverables
      - Status of New Accounts, Transfer-Ins and other business

   b) Upcoming Meetings with <u>New</u> Clients
      - Confirm all meeting preparation and client deliverables
      - Status of New Accounts, Transfer-Ins and other business

2) **NEW BUSINESS PIPELINE**
   a) Upcoming Meetings with <u>Prospective</u> New Clients (FIT Meetings & Calls)
      - Confirm all meeting preparation and deliverables

   b) Upcoming Meetings with our Strategic Partners/Centers of Influence
   c) Other New Business Opportunities

3) **PROGRESS REPORT**
   a) Business Metrics compared to Targets & Goals

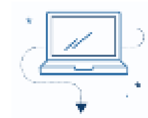
4) **THE CLIENT EXPERIENCE**
   a) Client Profiling & Moments of Truth
   b) Client Birthdays & Milestones Coming Up
   c) Call Rotations
   d) Other Timely Client Touches (Thanksgiving, Annual Anchor, etc.)
   e) Upcoming Client Events
   f) Newsletter
   g) Client Feedback & Service/Operational Observations

5) **TEAM OPERATIONS**
   a) Team Check-In (Task Lists, Projects, etc.)
   b) Technology Updates
   c) Upcoming Training, Courses and Conferences
   d) Holidays and other absences

6) **OTHER IMPORTANT INTIATIVES**
   a) Documenting Processes for the Procedure Manual
   b) Client Conversion to Paperless Statements

7) **NEW ITEMS FOR DISCUSSION**

Strategy 2 Self-Assessment



1) This best practice is about being as proactive and organized with your time as possible.

- ☐ True
- ☐ False

2) The process of defining what is most important to you begins with the following resource:

- ☐ Weekly Schedule of Success
- ☐ Client Meeting Scheduling Protocol
- ☐ Your Vision Worksheet
- ☐ Effective Goal Setting: Be SMART

3) The SMART approach helps you set goals which are Smart, Measurable, Achievable, Realistic, & Time-Bound.

- ☐ True
- ☐ False

4) We recommend you should check in and review your goals every…

- ☐ 2 Months
- ☐ 4 Months
- ☐ 3 months
- ☐ 6 Months

5) The resource designed to assist you with conscious and proactive use of your time as in individual is…

- ☐ Weekly Schedule of Success
- ☐ Weekly Team Meeting Guidelines
- ☐ Your Vision Worksheet
- ☐ Effective Goal Setting: Be SMART

6) Which resource will help your clearly define parameters for when you meet with clients to ensure a predictable, efficient week for you and an exceptional experience for your clients?

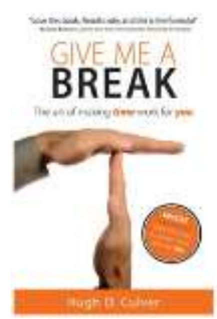
- ☐ Weekly Schedule of Success
- ☐ Client Meeting Scheduling Protocol
- ☐ Your Vision Worksheet
- ☐ Effective Goal Setting: Be SMART

7) The Telephone Answering Script is a tool your team can use to help minimize your interruptions.

- ☐ True
- ☐ False

My Action Items & Notes

Recommended Reading



As you are aware, we recommend you read Give Me a Break, by Hugh Culver as it lends itself to fully support both the Goal Setting & Time Allocation material covered in this section.

Take a few seconds to jot down any action items you'd like to implement as a result of reading this book.