

# CHAPTER 1

## The Value of Advice

### WHICH ADVICE IS MOST VALUED BY AFFLUENT HOUSEHOLDS—AND WHAT SHOULD IT COST?

- What services are today's clients willing to pay you to provide?
- What can you offer—and what do you want to offer?
- What five words can help guide you to provide a consistent offering of services valued by affluent clients?

If other service professions can be a guide to financial advisors, they reveal that the most reliable long-term profits can be earned from those services that cannot be easily delivered via “non-human” means, such as over the telephone or via the Web.

There is an incredible, once-in-a-lifetime opportunity for those advisors willing to engage those who need long-term financial help. The most lucrative segment of the industry will remain for those advisors who can deliver what clients will pay for—real advice for real issues. That advice will require you to determine for each client household its greatest:

**Needs**—the requirements of daily living, including household income.

**Concerns**—issues that worry a household based on current conditions, such as the care of an aging parent.

**Fears**—potential problems, such as the chances of contracting a major illness or being confined to a nursing home.

**Risks**—vulnerabilities—financial, emotional, or otherwise.

**Goals**—what people hope to accomplish.

**Dreams**—the things people hope to do, but typically do not as circumstances catch up to them and realities or lack of motivation outweigh the potential.

## **Why the Affluent Want You**

Now save yourself a lot of time. Here's a simple exercise to determine if you have the right stuff to be an Advisor for Life:

Think about your own life and family. What do you need to live on right now? What level of income is required by your current lifestyle? If you are a successful advisor, you earn a six figure annual paycheck—or more. So what is that annual number? Now ask yourself: What would you do if your income fell by 50 percent this year? Where would you turn? Who would you ask for advice?

Consider that the loss of a high percentage of current income is the precise concern of many affluent households. According to *Cultivating the Middle-Class Millionaire* by Russ Alan Prince and David A. Geraciotti (Wealth Management Press, 2005), 88.6 percent of millionaires surveyed are “very concerned” about losing their wealth. A “significant financial reversal” is uppermost in the minds of those who have achieved financial success—the fear of losing is what drives so much of what we in the advice industry call risk tolerance. Translate that into your life.

What would you do? Initially you might want some sympathy but sooner or later you'd want someone to give you advice about what to do—lay out your options, help you decide how to adjust to the situation.

## **The Acid Test—Can You Show True Concern?**

The point of exploring this scenario is to see the client's side of financial advice and financial advisors. The emotions that I trust ran through you as you contemplated the income loss are the same as those surging through your clients and prospects. Here's the true test—can you summon empathy for others? Can you be truly concerned for your clients as they confront life's real challenges? This is the primary test of the Advisor for Life.

The reason I earlier urged you to “save yourself a lot of time” is that if you do not feel concern for your clients, you will not be happy (or successful) as an Advisor for Life.

You can’t fake concern. (Warning—you haven’t heard the last from me on this topic.) As this book progresses, I will continue to challenge your ability to accept your clients, probe for their concerns and fears, and deliver a consistently superior and surprising level of service. This will maintain your value no matter the markets and is the essence of the Advisor for Life.

## **The Four Commandments**

My longtime colleague, Don Berryman, has a marvelous way of phrasing important principles so that they become impossible to forget. An old branch-manager friend of Don’s summarized the role of the financial advisor in four words that are appropriate for us to use now to frame the role of the Advisor for Life:

1. Be available
2. Be concerned
3. Be informed
4. Have an opinion

These four simple but powerful commands capture the meaning of Advisor for Life. While you may intuitively appreciate their importance, here is my perspective.

### ***Be Available***

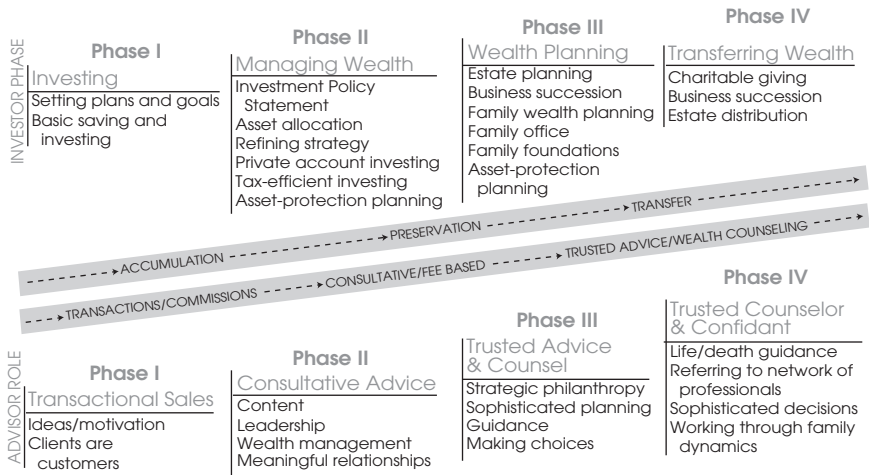
To be truly available to your clients you must be ready to give your time—your most valuable resource. The same is true of how you choose to spend your time away from your role as a financial advisor. To be available to your family—spouse, parents, growing children—is to give the most precious gift you can provide. Busy and successful people constantly lament the shortage of time, yet most don’t take the time to determine where their time is best and most valuably spent. A consistent complaint of many millionaire households is that their advisors are “not proactive” and are “difficult to get ahold of.” They don’t freely offer their time. They do not make contact on the client’s terms instead of their own.

In the current economic climate, making yourself available is more important than ever. According to the 2010 Phoenix Wealth Management survey, the number of high-net-worth consumers saying they regularly seek professional financial advice increased from 73 percent in 2009 to 79 percent in 2010—close to the annual survey’s all-time high of 82 percent, which was recorded in 2003 (at the end of the post-9/11 and tech-wreck bear markets). The survey also found a notable rise in the use of written financial plans—44 percent in 2010, up from 39 percent one year earlier. The 2010 figure was the highest recorded in the survey’s history.

Most advisors to millionaire households get pretty good reviews from their clients—successful people don’t tend to suffer poor service from anyone for very long. But surveys indicate a consistent 20 percent of clients working with a primary advisor are actively looking for a new one or thinking about doing so. Given the rich supply of millionaire households in the United States today—roughly eight million—that is a hefty list of prospects for advisors willing to provide better service!

The opportunity for prospecting millionaire clients by being available—better proactive service—is even greater than indicated by the numbers above. The percentage of millionaire households using a primary advisor is only about 70 percent—a number that has been consistently falling as the bull market helped buoy the confidence of investors. Digging farther into the data reveals *that many of these self-directed households are interested in finding a primary advisor*. Data from a recent survey found that of the respondents who reported keeping the bulk of their assets with a well-known discount commission firm, 38 percent of those households are interested in finding a primary financial advisor. What gives?

**Change Brings Opportunity** The self-directed household population draws heavily from two groups—both of which represent opportunity for the Advisor for Life. First, the baby boomer demographic is rife with “self-directeds” because the generation has grown up with more information and confidence managing its own financial affairs, which to this point have consisted largely of investments. But now boomers are confronting more complex needs. Estate planning, disability, parental care—each require knowledge of legal structures, trusts, taxation, insurance, and other issues that are beyond the realm of simple investing. When these issues unveil themselves even the most confident investors are suddenly



**Figure 1.1 The Advisor for Lifecycle**

Source: The Gresham Company, LLC. [www.greshamcompany.com](http://www.greshamcompany.com).

in uncharted waters—and they generally don’t like it. Figure 1.1 is a chart I’ll refer to several times in this book that can help provide perspective (and life preservers) for these investors.

The Lifecycle shows both the phase of client-household financial development and the advisor’s role in each phase. Note that the early stages of investing create little or no opportunity for the advisor to add value—indicating where the financial advice marketplace has evolved to support the self-directed client. As discussed in the Introduction, within the relative safe haven of a 401(k) plan, a client can select investments and build a diversified portfolio—a Phase II strategy. In the late 1980s, the innovation of managed-account programs was to help investors who owned a grab bag of individual stocks, bonds, and funds to build a managed solution with structure and purpose. Now that advantage has been taken away and provided to the average defined-contribution-plan investor. The opportunity for the Advisor for Life to make an impact has been moved to Phases III and IV.

The others who are ready to accept the value of the Advisor for Life are those households unable to navigate the financial markets since the bull market lost its steam. For them, the thrill of making their own decisions has worn off through the unexpected shock of the Tech Wreck in 2000 and 2001, or even more likely, the flat market of 2005—the second flattest in modern-market history. Down markets followed by flat markets are especially frustrating because

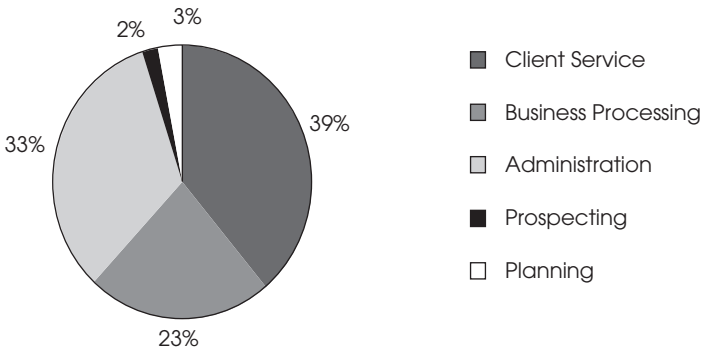
nothing good seems to be happening while investors are hoping to make up for earlier losses.

The final aspect of availability is the numeric reality of time. A survey of top advisors examined their allocation of time among a number of activities. And while “administration” and “business processing” garnered much of the advisors’ attention, the largest segment was devoted to “client service.” I believe client service to be the most important and therefore the most lucrative activity for top advisors, so the ranking is appropriate. But consider the numbers—39 percent of top advisors’ time is allocated to client service. Is it enough? (See Figure 1.2)

Let’s now test the time commitment to affluent clients and see if advisors are allowing enough of it to provide the needed service(s). A 50-hour work week over 48 weeks a year would give 2,400 working hours per year.

Now consider the amount of time required to provide effective service to a millionaire household. From industry surveys, we know that a large percentage of millionaire households think monthly contact with their primary advisor provides the right balance for service.

Take it a step further. What does the total year of service comprise? Is each contact an hour? What about the more complex work? What about reviews? Preparation? If the time commitment to your affluent clients is one hour a month, that’s 12 hours. If you devote two hours per month, that’s 24 hours each year. For the



**Figure 1.2    Where Advisors Spend Their Time**

Source: Advisor Impact.

sake of this discussion, call it 20 hours. Based on a 39 percent slice of your 2,400 hour year, you can provide adequate service to just 47 households—more only if you reduce the service time.

You probably have more than 47 clients (the average Series 7 registered rep has more than 500 accounts, according to SIFMA), and you don't want to limit yourself to that number. What's the result? Some clients get more of your time than others. That's what's happening across the industry. Millionaire clients aren't going to tolerate shoddy service, but neither do most advisors intend to provide less-than-expected results. The problem is mathematical—there is only so much time in the day and only so many days in the year. The amount of time we have is finite, yet client concerns are infinite. The major complaints about service are based on the pure reality that few advisors have adequate time to spend with clients. Based on other commitments and the structure of their responsibilities, most advisors don't spend the time they should with clients.

There are two observations here—first, that much of this book is dedicated to helping you determine and deliver the most-valued services in limited time. Second, we will examine ways to recapture time—primarily by eliminating from your routine those services that can be provided by others or even eliminated. A great motivator and coach, UCLA's John Wooden, was fond of saying, "Don't let something you do well get in the way of something you do great." Your time is precious—use it for what no one else can do and for which you will reap the greatest reward.

We'll revisit availability later on, including service strategies that reflect client needs and concerns—especially in the context of the all-important communication opportunity, the client review.

### ***Be Concerned***

Concern is what top professionals show their best clients and it pays dividends for them. They do not provide a superficial worry. Instead they offer real empathy for their clients' situations. Some may call this the human factor or the personal touch. At the end of the day it's about simple honest caring.

Consider this scenario. How successful would any physician be without having at some level a genuine interest in taking care of people? The same could be said for a teacher who didn't honestly love children. The difference between accomplished professionals

and those who spend a lifetime doing ordinary work for ordinary pay is that the very best care about their profession and their clients, patients, or students. The difference between an average restaurant and a fabulous one is the chef's passion to put art on a plate and an unmatched service commitment from the maitre d'. If you aspire to these levels your concern for clients will be noticeable, appreciated, and best of all reflected in your work.

**How to Get There** The question then becomes: "How can you best exhibit concern?"

Start with the order in which most people make financial decisions. The list provided earlier is a good framework. Most people focus on satisfying whatever current, perceived need they face. They then consider their goals and, finally, dreams. The financial advisor's role is to follow the emotional path as indicated by the client. Help ensure that needs are met, and that goals and dreams won't be compromised by risks along the way. At the same time, the Advisor for Life will probe for concerns and fears to make sure they do not spoil your clients' quality of life.

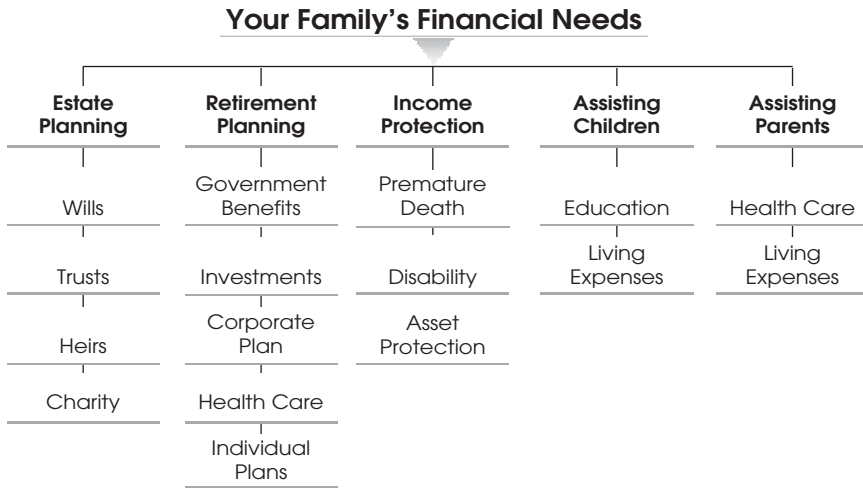
**Concern's Two Dimensions** There are two dimensions of concern. The first is what—or what could happen to a household that would derail its ability to achieve its goals? This calls for my favorite financial planning tool, The Wealth Planning Overview (see Figure 1.3). This one-page chart summarizes the big issues for affluent households.

Which risks may threaten your clients' current and future existence? Knowing that most people want a comfortable retirement, which issues revealed by the overview could prevent this? One advisor uses this chart to find for each client where their blind spot is for risks. Another longtime practitioner is more dramatic. He likes to say he's looking for the bullet that could take out the household's financial plan.

We'll return to the Wealth Planning Overview in Chapter Five. Consider it for now a tool to help show your genuine concern for clients—an inventory of potential risks.

The second dimension of concern is timing. Timing is the difference between an issue being a concern, risk, or fear—and how we act upon it. The more time you have to deal with a problem or objective, the more likely you are to resolve or achieve it.





**Figure 1.3 The Wealth Planning Overview**

Source: The Gresham Company, LLC. [www.greshamcompany.com](http://www.greshamcompany.com).

Consider the basic issue of retirement. Retirement is easier to fund for the person with more time to save and invest. If you suddenly had to retire tomorrow, would you have the same flexibility? Of course not. Similarly, many concerns can become fears if the timeline to their appearance is shortened. Being concerned about a potential health risk can quickly become a fear once that risk surfaces. The person who acts early to address that risk usually has the best chance of managing it.

Although the Baby Boomers are much closer to retirement, the topic is one of great concern to many members of Generations X and Y—even if you may have to assist these clients to define what retirement means to them. Let me explain. Many people take the journey toward older age with many different definitions of what it means to be *retired*. Consider the multiple dimensions of *retirement*—when, where, how, even why. The paths are as unique as individuals. In your role as advisor, you are a guide to the future. Help clients define the objective and the path. When is the appropriate time to retire? Ask your clients and prospects to identify the retirement age and most won't hesitate to say 65. But there is nothing magical about that number; it was chosen by the architects of the Social Security program in a very different era for a very different purpose.

In 1935, when the Social Security Act was passed as one of many New Deal programs meant to comfort Americans ravaged by the Great Depression, the average life expectancy of Americans was 61.7 years. Males, at the time the primary breadwinners, lived on average 59.9 years; women, 63.9 years. Workers could retire early, at age 62, and receive partial benefits, or wait until age 65 and receive full benefits.

Take a look at those life expectancy figures again. In the 1930s, the odds were against a man living long enough to receive even partial Social Security benefits, let alone full benefits. Medical advancements, better living conditions, and improved knowledge of healthier lifestyles have all contributed to a powerful trend—people are living longer, more productive lives. Life expectancies have risen—to 68.2 years by 1950, to 73.7 years by 1980, and to about 80 years today. But the age at which Americans could begin receiving full Social Security benefits didn't change until 1983, and the changes only affect those born after 1959.

People have the option of retiring early—at age 62—and receiving partial benefits, or waiting until they are 70 and receiving a higher payout. The financial impact of this decision is substantial. According to the Social Security Administration, a person eligible to receive \$1,000 a month at full retirement age (65) would receive only \$750 if he or she took early retirement at age 62. However, if that same person delayed retirement until age 70, he or she would receive \$1,320 a month—that's 32 percent more than they would receive at full retirement age, and a whopping 76 percent more than they would receive if they opted to retire early.

Those figures are current; it's impossible to predict what changes will be made to the Social Security program in the coming years and how those changes will affect benefits.

Many politicians and pundits are concerned that the program may run short of funds. In 2010, for the first time, the Social Security system was positioned to pay out more than it took in, according to forecasts from the Congressional Budget Office. The tipping point was accelerated by the financial crisis; earlier estimates by the CBO had predicted that outlays would not exceed revenues until 2016. Social Security has enough in its trust fund to cover any shortfalls until 2037, according to the trustees. But unless something changes, the fund will be exhausted by the time people who are currently in their early 40s reach retirement age. With forecasts like this, no

wonder so many younger Americans assume the program will go bust before they are old enough to benefit from it.

However, this can be a starting point for a key discussion with younger clients. If you ask them at what age they plan to retire and they blurt out “65,” ask them how they arrived at that figure. You will probably hear a response along the lines of “Isn’t that when everyone retires?”

The answer is no—it does not have to be. The age at which a person retires is a very personal decision. Tina Turner is still rocking arenas around the world, and she’s 70. Jack Palance was 73 when he won an Academy Award for his work in *City Slickers*, and he celebrated his victory by performing one-handed push-ups on stage at the Oscars. Clint Eastwood is in his 80s and is still directing and starring in films; in fact, he made some of his best movies—including his Oscar-winning *Million-Dollar Baby*—after he turned 70. Retire? Why? Advances in health care and diet not only enable people to live longer, but also enjoy a much higher quality of life in later years than previous generations.

Moreover, there are valid health reasons to *not* stop working—or at least, not completely. According to a University of Maryland study published in the *Journal of Occupational Health Psychology*, people who opt for complete retirement are generally less healthy than those who remain involved in temporary or part-time work. Part of the reason is that they are no longer challenged mentally, and a decline in mental health often leads to a decline in physical health. One important caveat to the study: People who were compelled by financial reasons to return to work after retiring, and who worked at jobs unrelated to the careers in which they’d found success, did not enjoy the same health benefits.

Financial security in retirement is a key concern of younger Americans, particularly Generation X, even if retirement still seems distant to many of them. A 2008 study by the American Education Savings Council and the American Association of Retired Persons found that 70 percent of Generation X and 51 percent of Generation Y have given some thought to retirement. The figures are even higher for those who are covered by a retirement plan at work, suggesting that participation in a plan fosters long-term thinking about retirement goals. Although the study found that 21 percent of the Generation X respondents expect to retire in their

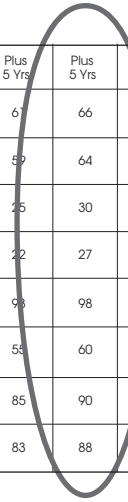
70s, compared to just 13 percent of Generation Y, most participants said they expect to retire in their 60s, just like the Baby Boomers.

However, the generations diverge when it comes to funding that retirement. Unlike the Boomers, who expected Social Security to be a primary source of retirement income, most Gen-Xers and Gen-Yers expect to pay for their golden years with the proceeds of their investments—defined-contribution plans, non-work-related investment accounts, and savings accounts. Only 7 percent said they expect to rely on Social Security as a primary source of income in retirement. Obviously the performance of their investments is a matter of great concern to Generations X and Y, in that many members of those generations worry about the safety net provided by Social Security.

To manage time in the context of concern I often refer to a chart given to me by Al Smith, minister of the First Reformed Church of Schenectady, New York. Reverend Smith had struggled for years to find a way to counsel couples contemplating marriage. Optimistic and in love, and mostly young, his parishioners wanted to plan their weddings, not their futures. Rev. Smith found himself offering a vision of the future that was not so rosy, asking tough questions such as, what will you do if and when you have children? Do you have enough income? Will both of you work? What if your folks become unable to care for themselves?

Though he was showing profound concern for these young people, the betrothed most often dismissed or minimized Rev. Smith's queries. He found himself lecturing and sounding more like a worried parent than a spiritual counselor. His solution was to lead the couples into a discovery process called the Fantasy Trip. Only by having them come to their own conclusions could he hope to open their eyes to the risks ahead.

The Fantasy Trip is a simple exercise with profound value and clarity. Rev. Smith would ask the couple to list the 10 most important people in their lives—present and future. By that he meant for them to include relatives, future children, even business partners. The list itself can be interesting in that it shows which people are most important—a value judgment unto itself. To use the chart with financial advice clients, the Advisor for Life can determine the people for whom each client feels the greatest responsibility or dependency. In this aspect, the Fantasy Trip chart (see Figure 1.4) has value for any household at any stage.



			Current Year	Plus 5 Yrs	Plus 5 Yrs	Plus 5 Yrs	Plus 5 Yrs	Plus 5 Yrs	Plus 5 Yrs	Plus 5 Yrs
Client's Name	Charlie Smith	Client's Age	46	51	56	61	66	71	76	81
Spouse's Name	Lisa Smith	Spouse's Age	44	49	54	59	64	69	74	79
Relative's Name	Jessica Smith	Relative's Age	10	15	20	25	30	35	40	45
Relative's Name	Joseph Smith	Relative's Age	7	12	17	22	27	32	37	42
Other's Name	Amos Smith	Other's Age	78	83	88	93	98	103	108	113
Business Partner's Name	Bob Patrick	Business Partner's Age	40	45	50	55	60	65	70	75
Other's Name	Barbara Jones	Other's Age	70	75	80	85	90	95	100	105
Other's Name	Patrick Jones	Other's Age	68	73	78	83	88	93	98	103

**Figure 1.4 The Fantasy Trip**

Source: The Gresham Company, LLC. [www.greshamcompany.com](http://www.greshamcompany.com).

The Fantasy Trip is a journey into the future. After listing the 10 most important people in the client's life, have him or her list the ages of those people today. Then for each name, we add the current age of that person. Once the ages are in place, the chart prompts you to fill in the ages of each person in future time periods—in this case every five years over a 35-year horizon. Once completed, the Fantasy Trip provides a simple picture of a family's future, projecting what life might be like at any time.

We'll return to the Fantasy Trip later and discuss the issues created by this vision of the future. No substitute for formal financial planning, the Fantasy Trip is a prospecting and communication tool for helping you connect with clients—and for them to identify real future issues. The topic of this chapter is to determine what affluent clients are willing to pay you to do.

Next, combine the dimensions of concern—what might happen and when might it happen. Age Wave's Ken Dychtwald interprets his research of baby boom clients to mean that they seek an advisor who can help them visualize and fund their futures. The future holds challenges for any household. These two tools can help bring focus to a wide array of potential issues and provide the basis for more valuable conversations with both prospects and clients. These

tools can help with the far-more-involved conversations about what you can do to help them avoid trouble—dodge the bullet—and also realize their goals.

***Be Informed***

What millionaire household would pay for advice from someone who is uninformed? If you answer that this is unlikely, how can you prove otherwise?

How would someone know you are a good financial advisor? What evidence do you have of your skill or experience? Physicians and professors can show you their walls of diplomas and scholarly awards. If you work for a brokerage firm, you might have a plaque or a nice statue that identifies you as a member of a recognition club, such as the Chairman's Club or President's Council. I have one of those—exactly 25 years old at the time I write this book. When I still had my advisory practice I proudly displayed that plaque until the day a client asked how I earned it. I was forced to reveal that it was my annual income from client accounts that warranted this recognition—not my top account performance or rave reviews from clients.

How can you show that you are informed? Affluent households regularly respond in surveys that they seek someone who knows how to take care of people like themselves. They seek evidence to provide comfort that their professionals have been there, done that. Who wants to be the first patient of a new eye surgeon? At the doctor's office, you see diplomas and licenses. What's on your office wall?

On an easel in the offices of one metropolitan New York financial advisory practice I know, there is a chart that represents a lifetime of diagrams created on cocktail napkins and envelope backs, as well as in careful office deliberations—all seeking answers to real-world problems of clients and their families.

Pointing to the easel, team members can show prospective clients evidence that indeed they have been there before and have seen everything. As quintessential Advisors for Life, team members seek to give prospects comfort in advance of their first meeting. Each team member will probe for a family's needs, concerns, risks, and fears. The team terms the process a search for vulnerabilities—a more comforting approach than an examination of potential bullets.

Evidence that you have worked with similar clients is comforting to the prospects as well as to potential centers of influence, such as accountants and attorneys. Openly share that evidence.

Another way to illustrate your problem-solving history is to have handy a number of case studies depicting issues confronted and resolved by your practice. We'll talk more about case studies in Chapter 17, as well as the role of another credibility-enhancing tool, the professional designation. Marks such as CFP® (Certified Financial Planner) or CIMA® (Certified Investment Management Analyst) can help distinguish you.

### ***Have a Professional Opinion***

Real professionals provide recommendations for action. Think of other professionals you admire—your doctor, college professor, or certified public accountant (CPA). Do you admire the physician who tells clients what they wish to hear rather than their need for strong medicine? The prescription may not be something you want to hear, but it is the result of the characteristics I've described so far—being concerned and being informed. Having a professional opinion is the obligation of every true professional and it is what will earn you respect. It is the point at which training, experience, and judgment manifest themselves in a course of best action designed for the client.

We'll examine the work of institutional investors later, but I refer to their role as that of being responsible investors. Because pension fund and endowment trustees carry the burden of investing on behalf of others—retirees, university students and faculty, hospital patients and staff—the institutional investor is never free of the responsibility of working on behalf of others. Therefore they are never free of the need to have an opinion about how the assets are to be managed. They can't dodge the responsibility to engage with the public securities markets and make choices about investment managers. They have a fiduciary duty to serve their organizations and its beneficiaries.

The Advisor for Life must have a professional opinion. No affluent household will long tolerate an advisor who asks what the client wants to do. Where is the value in that approach? Top advisors have an opinion because they are informed, whether through experience or training or both. A solid opinion is the result of doing

one's homework and exercising sound judgment. This combination provides the confidence to have an opinion. In this book, you can see more examples of how to have opinions without having to forecast the stock market or make some other outrageous claim. While you should rely on personal experience when providing opinions, keep personal opinions out of your discussion. Remain objective. Many opinions are about how to approach a situation—they provide a game plan or strategy like diversification and why you're recommending this course to obtain a comfortable retirement—not just vague predictions or general pronouncements.

### **Be Inspirational—The Fifth Dimension**

Credit for adding a fifth dimension to our four principles goes to Dan Lampe in St. Louis. Dan heard Don Berryman recount these four principles and immediately observed that even the most available, concerned, and informed advisor will often fail to get clients to accept his or her opinions because he or she expressed them without a compelling level of conviction.

Saving and investing for retirement can be a difficult and often abstract concept—especially to a young family. Dan rightly urges advisors to make their opinions inspirational as well. Don't just recognize your role as a coach to help your clients achieve their objectives—savor it. Look forward to the challenges.

The Advisor for Life is like those very good coaches who are often unyielding and demanding in their principles, but also are supportive. And the team's best interest is always at the top of the list. A good coach also sacrifices in the drive to the championship, not just the players. To get the most out of even a top player, a good coach may have to challenge that player to be better, to make adjustments, to work harder, or to be smarter—spend more time studying the playbook. The player may have to sacrifice—eat better and spend more time in the weight room. The Advisor for Life has the unpopular task of being a conscience about spending and a stickler on process issues like rebalancing portfolios. It's the job of the Advisor for Life to take a sharp pencil to the bottom line and draw a direct route to the finish line.

At the end of the day, inspiration is a differentiator. You're surrounded by smart, competitive professionals with similar products and services. You may be able to prove superior knowledge versus



another advisor, but can that message stand out in a crowded field? A good preacher leaves the congregation with more than something to think about, inspiring them to reach for that elusive next level. Your job is no different. The power to help people take action is as important as the recommendations themselves. In a recent World Health Organization (WHO) survey, it was found that among various prescription drug patients, less than half of those afflicted actually took their medicines as instructed by doctors. Even in the case of life-saving drugs like beta blockers for heart trouble, the majority of patients did not follow their doctor's recommendations. Why?

Good financial health is just as much a chore and effort as good physical health. The devil in your mind says, "Spend today, save tomorrow" while the savings angel pleads for a long-term view. The Advisor for Life must not only be available to clients, be concerned for their future, be informed about effective strategies, and have an opinion about what to do now; the Advisor for Life has to be inspirational to clients so that they will take the necessary actions.

This chapter has focused on answering the question: What will clients pay you for? The answer can be found in the five simple words from Don and Dan:

1. Available
2. Concerned
3. Informed
4. Opinionated
5. Inspirational

We will now get more specific with each area and dig deeper into those services that will help earn you a lifetime of clients.

