



Year-End Planning Workbook



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Annual Reflections

We recommend starting your annual goal setting and planning by reflecting on the previous twelve months and expressing gratitude for the people, places, events and things most meaningful to you in life right now. Here are some questions to guide your thinking:

1 What went exceptionally well this year? What were your successes?

2 What were you most proud of this year?

3 What were some of your biggest challenges this year?

4 How did you show up as a leader this year?

10 Knowing what you know now, if you could go back and give yourself advice at the beginning of the year, what would it be?

11 What lessons learned do you want to carry forward with you into the new year and beyond?

12 Were there any major shifts in your values, mission, or vision this year? What caused those?

13 What ten things are you most grateful for at this point in time?

14 Who are the five people you are most grateful for right now?

Blueprinting

After reflecting on the previous year, it can be a good idea to revisit your Blueprinting. Some years you may just need minor updates, and other years it may be time to start from scratch.

The Core of Your Business

In order to develop a strategy that gets you where you want to go, first we have to know where it is you're going.

Our Blueprinting process is a proven methodology we've used with thousands of advisors over the past two decades to help you regain your focus and re-ignite your burning desire to plot a purposeful path forward. Blueprinting clears your mind of the noise - which can wreak havoc on our attention spans-and provides you with a framework on how to build a business that is focused and effective.

For those of you who either feel like you've covered this already or think it's "too soft" for you, think again. Blueprinting is a foundation upon which everything else in your business and life is built. Ron Carson has gone through the Blueprinting Process more than a dozen times in the last 20 years to re-center his priorities, refine the company's vision and, perhaps most importantly, remind himself of what is most important personally and professionally. Without moving through this mindful reflection, you can't effectively lead your firm into the future. You owe it to your business as much as you owe it to yourself.

There's an old saying: "If you don't know where you're going, any road will get you there." Pick a road that leads to sustainable success and professional fulfillment.

In this exercise-based guide, we help you define your mission, vision, values and goals – everything that will help you develop a strong foundation as you establish your firm and amplify its growth.

Choose the right path. Unlock your potential.



Find Your Why

The Blueprinting Process is a series of exercises we created to help you live your life by design, not by default. The purpose of these exercises is to help ignite your passion and lead you to personal fulfillment. In other words, it will help you find your “why.”

This series of six exercises will help you develop a crystal clear map of where you want to go personally and what you want to accomplish professionally. This new clarity will help make your life much more meaningful and your business much more profitable.

Completing the Blueprinting exercises is the key to igniting your passion. Igniting your passion requires you to dig deep. You have to spend some serious time reflecting, contemplating and being authentic with yourself.

This is not something you’re going to knock out in a weekend. It could take weeks, or even months, before it fully evolves into a clear picture of your future.





Values

All people have certain principles and values they believe in and live by. These are the innermost beliefs that distinguish who we are and how we conduct ourselves. Values are things that are very important to us. They include family, health, career and spirituality. Having strong convictions about what we value and keeping them front and center in our lives keeps us balanced and focused on the most important things. In the long run, focusing on what you value, coupled with solid principles, will help you live a fulfilling life that is far more satisfying than any short-term gain from compromising.

Having these strong convictions benefits you in other ways, too. In times of indecision, you can turn to your guiding values. They will frequently give you the framework for making tough decisions. When you're unhappy, you can turn to your values and see if you're leading a life that is consistent with your beliefs. When you're underachieving, you can turn to your values and gain the motivation to make the extra effort.





The key is to feel so strongly about your values you are motivated to take action and live by them.

Identify What You Value Most

Decision Making

Have you ever had trouble making a decision? In business and in life, we have to make decisions all the time. Many of them involve “gray” areas where more than one solution will work. Indecisiveness results when you are not clear on your values. Once you bring clarity to your values, making decisions becomes easy.

Happiness

Far too many people go through life without zest and enthusiasm. Frequently, this is because they are doing things that are not congruent with who they are. The result can be burnout, depression and ineffectiveness. The key is to reflect and uncover what is important to you and then make sure your life is in sync with that.

Achievement

Some of the greatest fulfillment in life has come from people who felt so strongly about their values, they were willing to devote their lives and, in some cases, sacrifice their lives to live them. The key is to feel so strongly about your values you are motivated to take action. Having conviction about something you value, and then committing to living by it every single day, will go a long way toward igniting your passion.

Identifying What You Value Most

In this exercise, you'll identify what you value most in life and then rank them from most important to least important. Examples that might appear on your list include:



Family – Health – Spiritual Fulfillment – Love – Relationships – Generosity – Adventure – Achievement – Passion – Creativity – Leaving a Legacy – Fun/Happiness – Positive Attitude – Learning – Helping Others – Simplicity – Financial Security – Peace of Mind – Respect – Gratitude – Abundance – Compassion – Faith – Growth – Honesty – Integrity – Kindness – Selflessness – Significance – Vitality – Wisdom – Intimacy – Security

Directions:

List at least six things you value most in life and then rank them in order of importance. Then, indicate the percentage of time you spend living and supporting these values.

Things I value most in life are:

Value	Rank	% of Time

Things I value most in life are (cont):

Value	Rank	% of Time

Take a close look at your list. Are you spending a lot of time living and supporting your values?

Remember:

Values are not some fluffy ideal. They need to be fundamental to who you are as a human being. With that said, some of your values may change over time due to changing circumstances in your life. What's important to you today may not be as important to you five years from now. Consequently, it's important to review your values on a regular basis to make sure they are still important to you.

To get more focused on your values, **restate your top six values in the chart below**, then list one key action you can implement that will help you more fully integrate that value into your life. For example, let's say health is one of your top six values.

Here's how that line on the chart might look:

Value	Action to integrate it more fully into my life
Health	Exercise at least 30 minutes a day, five days a week.

Now complete the full chart

Value	Action to integrate it more fully into my life

Value	Action to integrate it more fully into my life

You'll refer to this chart a little later as you work on developing your goals. To keep your values top of mind, review this list on a regular basis, especially when you are feeling frustrated, resigned or cynical.



Purpose

We all have certain desires and pursuits in life, such as ensuring our security and caring for loved ones. But, when we move beyond the day-to-day pursuits of life, what moves you?

Without meaningful purpose, we simply go through the motions. We respond to the alarm clock, we go to work, we solve the day's problems, we eat, we relax, we spend a few minutes with the family, we go to bed and then we wake up and do it all over again. We could do that for 50 years and then look back on what we've accomplished and be sadly disappointed at how much time we spent accomplishing so little. Each of us is capable of making a very positive impact in the life we live.

For many people, being a loving spouse and raising great kids is a huge accomplishment, and they should be rightfully proud of that. Meaningful purpose goes a step beyond and transcends what we do for ourselves and our immediate family. Meaningful purpose reaches out to the world around us and infuses life with the special gifts each of us have inside.



Find Your Meaningful Purpose

The following exercise is designed to help you identify, unlock and pursue your meaningful purpose so the world can benefit from your unique gifts. Below are a series of questions and your objective is to reflect on them, write your response and then consciously decide how you are going to move forward living your life with meaningful purpose.

What causes you to jump out of bed in the morning feeling refreshed and ready to tackle the day's challenges?

What are your unique gifts, i.e., what do you do extremely well?

What activities are you most passionate about? What gives you a great feeling of satisfaction and fulfillment?

What causes will you fight for?

Given a choice, do you prefer to help people by rolling up your sleeves and pitching in, or do you prefer a behind-the-scenes role? Give examples of the types of activities you like to do based on your response.

How will you know you are living your life with meaningful purpose?

If you live your life with meaningful purpose, how will the world be a better place?

Based on your answers to the previous questions, take some time now to jot down your thoughts on what your purpose in life may be. Granted, this is a tall order, but you have to start somewhere. Make some notes, then set it aside for a while and let it sink in. Revisit what you wrote and see if it still feels congruent. Continue this process until you come to the “aha” moment and you know you’ve got it!

Meaningful Purpose Notes



Vision

There's an old saying, "If you don't know where you're going, any road will get you there." That's a recipe for mediocrity. People of great achievement know exactly where they're going, and they take the necessary steps to get there. Where is "there" for you?

"There" is your ideal future scenario. This is the dream life and dream business you would create if you had absolutely no constraints and could simply wave a magic wand and make it happen. It's your vision for your environmental surroundings, the people you associate with, what you spend your time doing and what you want to accomplish. It's different for everybody. For example, perhaps you want to be successfully self-employed, working from home and living in the mountains. Or, perhaps you want to work for a non-profit organization that speaks to your heart and live near your children and grandchildren. It can be anything, but it must be something, and it must be clearly defined. It must include tangibles so you can see it, feel it, touch it, smell it and hear it so you can get all your senses involved in helping you drive toward it.

Your vision must be compelling. It must be something that motivates you to jump out of bed in the morning and get working. Your vision is what will sustain you when you face major obstacles. To develop it, disengage from the present and position yourself in a future with unlimited possibilities. Eliminate your limiting beliefs and think big. With this frame of mind, you can develop a vision that propels you to success and happiness far beyond what you've ever imagined.



Create a Compelling Vision of Your Future

The key to your compelling vision is to create one that motivates you to take action and helps you persevere even when times are difficult. Here's an example of a compelling vision of the future:

I enthusiastically jump out of bed every morning full of love for God, family, friends and life. I am a husband my wife is proud of, a father my children look up to and a friend people count on.

My family is financially secure, physically fit and emotionally close. We live in a comfortable home on one acre with a postcard-perfect view of the Pacific Ocean. Our home is light and airy with crisp ocean breezes blowing through. Pictures of my family and special moments in our life line the walls. The sound of grandchildren fills the house. As I look out the window, I see waves lapping the shore, seals playing on the rocks and surfers hanging ten.

My days are spent helping the people around me reach their fullest potential. I do this by meeting with my top clients, guiding them in reaching their dreams and aspirations, and communicating my wisdom through my life-planning website. My financial success enables me to be a reverse tither, and I give away 90% of my income and live on 10%. My schedule is flexible and I spend several hours a week mentoring disadvantaged children. For recreation, my wife and I travel the world, visit our kids and grandkids, read and take time to enjoy the beauty of the great outdoors.

When I go to bed at night, I sleep soundly knowing I helped make the world a little better than it was when I woke up.

In this exercise, you'll paint a picture of your compelling vision.

Directions:

Don't hold back. Finish each statement as accurately and completely as possible. This is your future, so make it a great one!

I want people to remember me by saying I was...

If I had all the money I ever needed, I would spend the rest of my life...

If I wasn't so afraid, I would...

Review how you finished all the previous statements. From this, use the following outline to write a compelling vision that motivates you to take action and gives you great excitement from just thinking about it.

Relationships I surround myself with...

Environment I live and work in....

I spend my days working on...

Away from the office, I...

I'll be remembered for...

Create a Vision Statement

Now that you have a compelling vision for your future, it's time to simplify this information to share with your team by creating a professional vision statement. A professional vision statement answers the question, "Where do I see my business in the near future?"

In the space provided below, create a professional vision statement that is succinct, motivational and provides clarity for your team about where you are going.

Professional Vision Statement:



Mission

A mission statement is not simply a hokey statement that gets written once and then filed away. Rather, it is a living, breathing document that should be displayed prominently for visual reinforcement and should be internalized to keep your subconscious working on it. Spend time developing it, memorizing it, living it, and you'll be pleasantly surprised at the results.



Develop a Personal and Professional Mission Statement

Personal Mission Statement

Here's an example of a personal mission statement:

“My mission is to be loving and loyal to my family and friends, lead a successful career that I enjoy, stay healthy and take on any challenges that come my way.

I value my family, friends, spiritual fulfillment, sense of accomplishment and enthusiasm. I value my relationship with God and live by the Golden Rule.

Throughout my life, I will always be supportive and loyal to my family and friends. I will be an active member in my place of worship and in my local community. I will use my financial management skills to help needy organizations keep their financial houses in order.

I will live life to the fullest and strongly believe that nothing is impossible.”



Similar to a personal mission statement, make it personal, meaningful and inspirational. Both statements should be reasonably short and highly memorable. There's no set length to a mission statement. Just make sure you can remember it and it connects with you.

Your personal mission statement may follow a similar format or you may want to modify it. The key is to make it personal, meaningful and inspirational.

A personal mission statement is your declaration of the kind of person you want to be. It will serve as your lighthouse during difficult times and keep you motivated, focused and true during your life. Share it with your spouse or significant other. Think of it as a daily guide to living. Answer the following questions to help you create your personal mission statement.

Who do I want to be?

How do I conduct myself?

What and who is important to me?

Directions:

Review your answers to the previous questions and then take some time to write a draft of your personal mission statement. The key is to get something down on paper. Let it percolate and then come back to it. Eventually, solidify and review it each day.

Personal Mission Statement

Professional Mission Statement

Your professional mission statement is your business guide. It can address such issues as who you are, why you exist, who you serve and what results your clients can expect. After you develop it, share it with your team and your clients. Let it permeate your office and guide you and your team.

Here are several examples of professional mission statements submitted by financial advisors:

To create a world of financial comfort by implementing custom solutions to individual needs!

We are dedicated to enhancing the quality of our clients' lives as we oversee their wealth to help them achieve their long-term goals and dreams.

To guide our clients through the process of obtaining financial peace of mind so they can focus on the most important things in life.

To guide our clients in making wise decisions based on Biblical principles for wealth management.



Similar to a personal mission statement, make it personal, meaningful and inspirational. Both statements should be reasonably short and highly memorable. There's no set length to a mission statement. Just make sure you can remember it and it connects with you.

In this exercise, you'll create a professional mission statement.

A professional mission statement is your declaration of the kind of career you want to have. Answer the following questions to help you create your professional mission statement. If you are an stakeholder, and not a business owner, write it from the perspective of how you do your job.

What does my business offer that my target market needs and is willing to pay for?

How do I deliver my products and services in a way that is tangible and distinguishable from the competition?

Why do we exist?

What desirable outcome can my clients expect from working with me?

Directions:

Review your answers to the previous questions and then take some time to write a draft of your professional mission statement. The key is to get something down on paper. Let it simmer and then come back to it. Eventually, solidify and review it each day. Then share with your team to internalize and memorize.

Professional Mission Statement



Express

A value proposition defines what makes your practice unique and the experience delivered to your clients. A simple way to create a value proposition is to select keywords from your professional mission statement and define each keyword to answer why a prospect should do business with you or what they experience when the prospect is a client.



Express Your Value

Create a Compelling Vision of Your Future

Sample Value Proposition from Carson Wealth:

You are here today to decide if there is a compelling reason for you to work with me and my practice. The mission statement at Carson Wealth is:

To **inspire** our clients in making **informed decisions** through **education, communication,** and **service that exceeds their expectations.**

Our mission statement is more than just words; it's the action we take. Let me define for you what a few of the keywords in our mission statement mean to me.

Inspire - Our goal is to inspire you, our client, to live your life by design, not by default. Money is a tool to get the most out of your life.

Informed Decisions - Once you are inspired to share what you want out of life, next, we help you make informed decisions that are logical for you. Our skilled Certified Financial Planner, CPA, Attorney, and Insurance Specialist bring our resources together to develop a plan so you can accomplish your dreams.

Education - Making informed decisions can only be accomplished by providing you with some education. You don't need to understand everything we are doing, but you do need a 10,000-foot view of what we are doing, why we are doing it, and how it applies to you.

Communication - Our communication doesn't stop at education. Many firms claim to communicate frequently with clients, but we take it a step further and we over-communicate so you know we know you as a person and not just an account. You will never be disappointed in the level of communication you receive from Carson Wealth.

Service that Exceeds Your Expectations - We deliver a level of service that will exceed your expectations. In our country, expectation of service has never been lower. So, we are going in a different direction. We provide a Four Seasons experience with FedEx efficiency.





How can we do all this? We are independent and sit on the same side of the table as you. We have a seamless proactive service process, which means we anticipate your needs. It means being bifocal, paying attention to what is happening today and anticipating changes on the horizon. Additionally, the entire team does their piece to add value to the process. It's not about working with Ron Carson, but about having a systematized approach so you get to: Experience the Carson Wealth Way.

Does this sound like the type of relationship you are looking for from the company managing your wealth?

Create Your Value Proposition

Now that you have a solid mission statement, you can create your value proposition. In the space below rewrite your professional mission statement created in the previous section:

In your mission statement above, highlight three to five keywords you can use to answer the following questions: Who are you and what makes you different? What do you do for your clients? What will their experience be like working with you? Write each of your keywords on the following page and then use that keyword to answer one of the questions above.

Keyword or Phrase #1:

Define:

Keyword or Phrase #2:

Define:

Keyword or Phrase #3:

Define:

Keyword or Phrase #4:

Define:

Keyword or Phrase #5:

Define:

Put it all together!

Create a story, drawing together your keywords from your mission statement, ending with a “punchline” that connects it all together.

Your Value Proposition

Create a Tagline

A tagline allows you to easily communicate to your clients and team members your ideal client in a succinct statement. When the opportunity arises, your client or team member will be ready to answer the question, “Why should I work with your advisor?” Here are a few examples of taglines:



My advisor is the #1 Barron’s ranked advisor in North Dakota.

My advisor specializes in the unique financial needs of airline pilots.

My advisor guides women through life changes.

Directions:

Using your value proposition, build your tagline. If the examples above didn’t trigger any ideas, choose a word from each column below.

Tagline

Your Function	Ideal Client	Action	Conclusion
Help	Pre-retirees	Build	Financial security
Guide	Retirees	Transition to	Retirement
Lead	Single women	Toward	True Wealth
Show	Business Owners	Achieve	Financial goals
Steer	Doctors	Realize	Peace of mind
Assist	Engineers	Accomplish	A legacy
Support	Corporate executives	Protect	Ideal lifestyle
Point	Chiropractors	Develop	Custom strategies
Address	NFL players	Work toward	Maximize S.S. benefits
Enhance	Multi-generational families	Design	Charitable foundations
Manage	{Insert company name} employees	Find	Desired future
Oversee	Real estate agents	Discover	Organized financial matters

Once created, share your tagline with your clients and team members often and as part of your education about the types of client you want to replicate.



Goals


We all have wants and desires. We all daydream about what it would be like to be living our ideal life. But, merely thinking about our ideal life will not get us our ideal life. We have to be clear about what we want, when we want it, why we want it and we have to take positive action to make it happen. The goal-setting process is critical to making all this happen. As we set goals, make sure they are SMAC-certified: specific, measurable, achievable and compatible.

One of the keys to goal-setting is to tie them into your compelling vision. Your compelling vision is a lifetime pursuit. To make that manageable, you have to break it into pieces. To do this, complete the goal-setting and action-planning exercises. As you set goals, start by reviewing your compelling vision and then work backward. To pursue your vision, what has to happen in 10 years, five years, three years and one year? Determine what age you, your spouse, and your children will be at each of those time periods. Identify the goal, then determine the one activity that will have the greatest impact on reaching that goal. Also, identify the reward you will get by reaching the goal.



Set Short & Long-Term Goals

Here are examples of categories in which you might want to set goals:

- 
- Attitude** – Are there any attitudes or limiting beliefs you need to change to reach your compelling vision?
 - Career** – What do you want to accomplish in your professional life?
 - Education** – Do you need additional knowledge that will help you pursue your vision?
 - Family** – How can you improve your relationships?
 - Financial** – What net worth are you striving for? What business financial goals do you have?
 - Physical** – What specific physical goals can you set? Do you want to be a certain weight? Do you want to exercise a certain amount? Is there a challenging physical goal you'd like to achieve such as climbing Mount Rainier?
 - Recreation** – What do you want to do in your free time that will rejuvenate you?
 - Community** – What do you want to do for your community? What legacy do you want to leave?
 - Spiritual** – How do you want to grow in your spirituality?

Directions:

On the following pages, write down your goals for 10 years out, five years out, three years out, and for the next year. Start with your 10-year goals. At a high level, what should you have accomplished to make your Compelling Vision for the Future a reality?

Next, complete your 5-year goals and 3-year goals. What needs to happen during the shorter-term periods to assure the longer-term goals are achieved?

Finally, complete your 1-year goals at a much more granular level. For your 1-year goals, you will include the actions that will cause the goal to be reached as well as a reward that will drive you when your motivation is low.

Sample: 1-Year Goals

My Age: 57	Spouse's Age: 52	Kids' Ages: 29, 27, 21
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Goal	Actions To Achieve	Reward
» Take a two-week family vacation in July	<ul style="list-style-type: none"> » Schedule on calendar » Meet with family to determine location » Book travel and hotels 	» Grow closer as a family, smiling faces, new experiences
<ul style="list-style-type: none"> » Exercise vigorously at least » Five days per week to lose » 30 pounds 	<ul style="list-style-type: none"> » Join the local health club » Get up by 5:15 a.m. » Hire personal trainer for six months 	» New \$2,000 wardrobe

10-Year Goals

My Age:	Spouse's Age:	Kids' Ages:
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Goals

Actions to Achieve

#1

#2

#3

#4

#5

#6

5-Year Goals

My Age:	Spouse's Age:	Kids' Ages:
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Goals

Actions to Achieve

#1

#2

#3

#4

#5

#6

3-Year Goals

My Age:	Spouse's Age:	Kids' Ages:
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Goals

Actions to Achieve

#1

#2

#3

#4

#5

#6

1-Year Goals

My Age:	Spouse's Age:	Kids' Ages:
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Goals

Actions to Achieve

#1

#2

#3

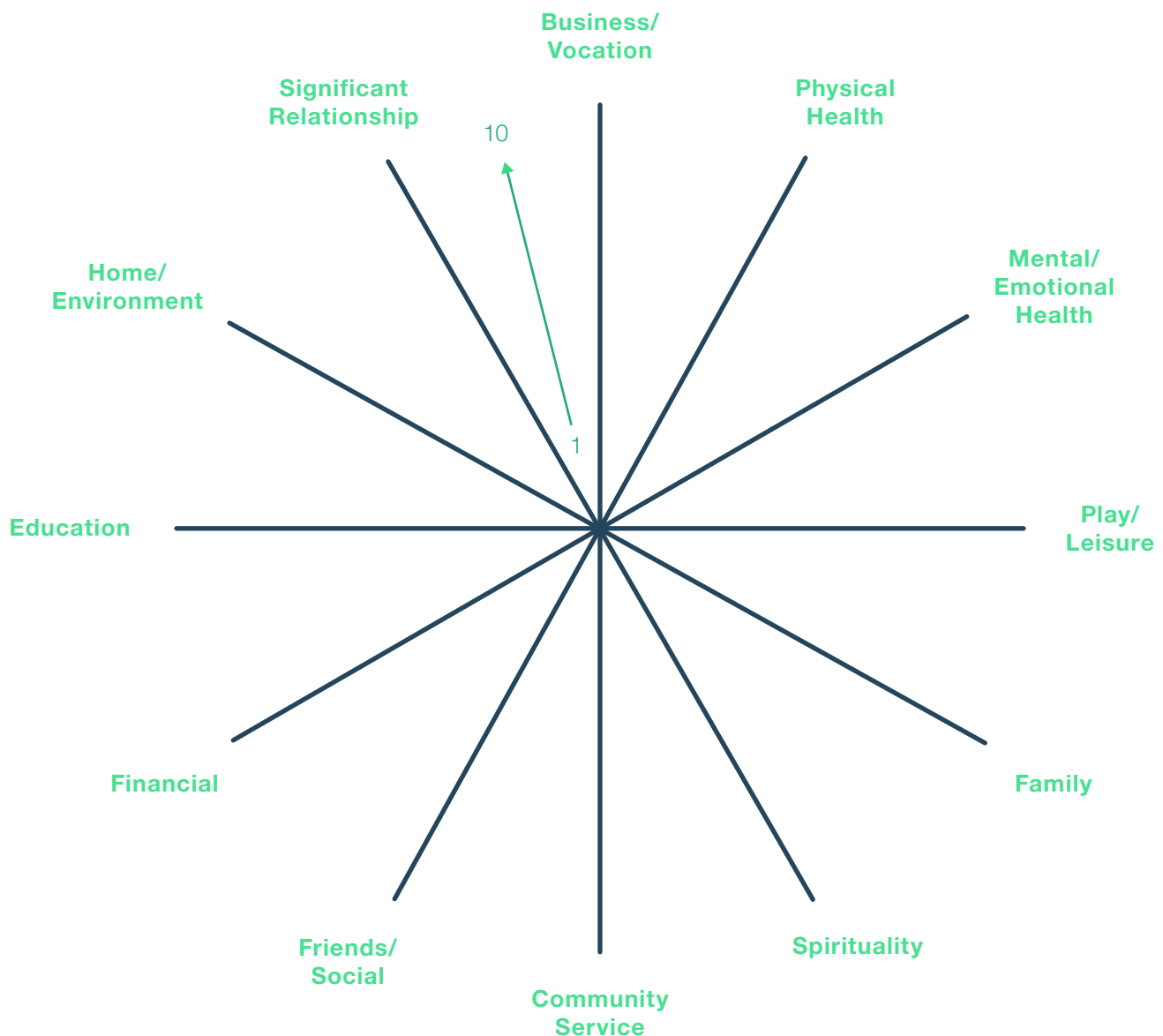
#4

#5

#6

Personal Balance Wheel

The Personal Balance Wheel is an easy visual exercise to evaluate where you stand in various areas of your personal life, and which areas might need more attention in the coming year. Start by plotting your current level of satisfaction in each area, then answer the questions for reflection.



Questions for Reflection

- 1 What perspective does this exercise give me about the balance in my life?
- 2 Are there “low scores” in areas that surprise me? Why?
- 3 What prevents me from making improvements in areas most important to me?
- 4 What is the one area I want to improve the most?
- 5 In what areas do I want to set goals?
- 6 What next steps do I want to take based on insights from my personal balance wheel?

Personal Development Plan

After completing Blueprinting and the Personal Balance Wheel, use the Personal Development Plan Worksheet to set personal goals and outline a plan for self improvement.

Goals

	TODAY	1 YEAR	3 YEAR	5 YEAR	10 YEAR
Revenue					
AUM/AUA					
# of Households					
Avg. HH AUM					
Team: Ops/Adv					
% Advisory Rev.					
Week/Days Off					
Personal					
Other					

SMAC Goal Format

- » **S - Specific** - The goal must be clear and defined.
- » **M - Measurable** - What does “done” look like?
- » **A - Achievable** - Within the capabilities of the team.
- » **C - Compatible** - Aligned with your mission, vision and value.

Prioritized Goal List (Top 10)

1	6
2	7
3	8
4	9
5	10

Top 3 Goals to Work on NOW

Goal 1

Why Important:

Obstacles:

Where I Am Now:

Skills Needed:

SMAC Development Goal(s) to Achieve Goal 1:

Misaligned Beliefs:

Resources Needed:

Top 3 Goals to Work on NOW (cont.)

Goal 2

Why Important:

Obstacles:

Where I Am Now:

Skills Needed:

SMAC Development Goal(s) to Achieve Goal 2:

Misaligned Beliefs:

Resources Needed:

Goal 3

Why Important:

Obstacles:

Where I Am Now:

Skills Needed:

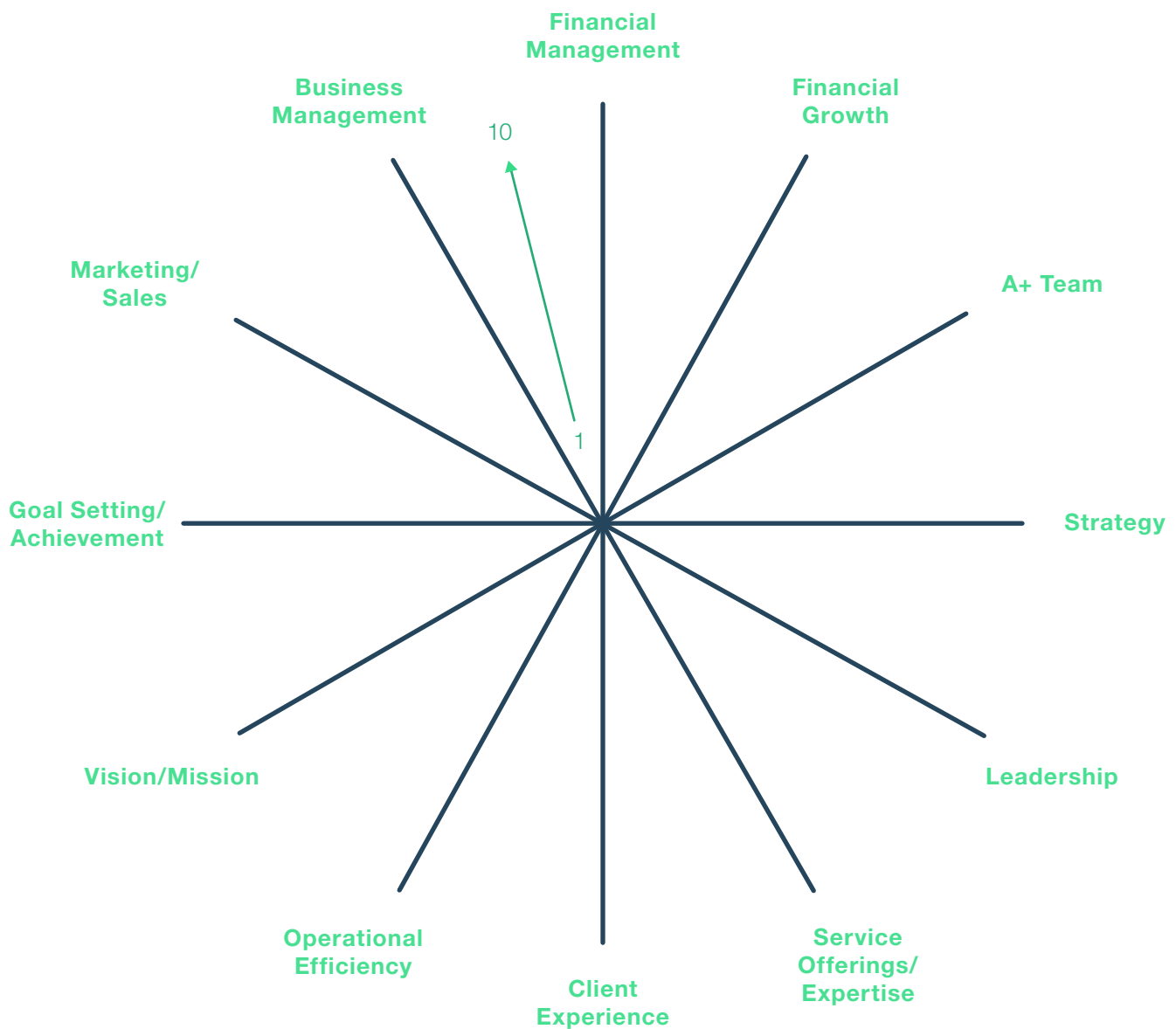
SMAC Development Goal(s) to Achieve Goal 3:

Misaligned Beliefs:

Resources Needed:

Business Balance Wheel

The Business Balance Wheel is an easy visual exercise to evaluate where you stand in various areas of your business and which areas might need attention in the coming year. Start by plotting how you would currently rate each area of your business, then answer the questions for reflection.



Questions for Reflection

- 1 What perspective does this exercise give me about the health of my business?
- 2 Are there “low scores” in areas that surprise me? Why?
- 3 What prevents me from making improvements in areas most important to the success of my business?
- 4 What is the one area that needs the most focus in the coming year?
- 5 In what areas do I need to set goals or define strategic priorities?
- 6 What next steps do I want to take based on insights from my business balance wheel?

Executive Business Plan

Firm Name

Date

Vision

What is your vision for your firm?

Ideal Client Profile

How do you describe your ideal client?

Service Model

How do you serve your ideal clients, and what do you charge for that service?

Value Proposition

How do you add incredible value to your clients? How do you differentiate your firm? What is your brand?

Metrics

Complete your metrics for last year, this year, and your goals for next year.

	20____	20____	20____
Gross Revenue			
AUM - Advisory			
AUM - Brokerage			
AUM - Total			
Advisor HHs			
Firm HHs			
New Client NNA			
Existing Client NNA			
% Rev. Advisory			
Adv. Rev. Per Team Member			
Profit Margin			
Break-Even Pt. Adv.			
Total Referrals			
Converted Referrals			

Definitions

- » **Individual Gross Revenue:** Your personal gross revenue
- » **AUM - Advisory:** Assets under management that include an advisory fee
- » **AUM - Brokerage:** Assets under management that do not include an advisory fee
- » **HHs:** Total households with firm accounts
- » **NNA:** Net New Assets (assets added less outflows). Does not include market appreciation/depreciation
- » **% Rev. Advisory:** The percentage of total revenue that is fee-based, advisory revenue
- » **Adv. Rev. per Team Member:** Annual advisory revenue divided by # of support team members
- » **Profit Margin:** Net Income (total revenue less expenses) divided by revenue
- » **Break-Even Pt. Adv.:** Total costs for advisory business divided by advisory households, then divided by average advisory fee
- » **Total Referrals:** Introductions from clients that have resulted in a meeting
- » **Converted Referrals:** Referrals that have become clients

Goals & Priorities

We recommend setting balanced goals for your business—consider setting at least one goal or strategic initiative in each of the following:

- » **Financial & Growth:** Revenue, AUM, Net New AUM, Profit Margin, M&A, New clients, etc.
- » **Client Experience:** Services provided, Client-facing technology, Onboarding, Satisfaction, etc.
- » **Impact and Legacy:** Philanthropy, Community engagement, Charitable work, etc.
- » **Team Engagement:** Compensation, Benefits, Perks, Satisfaction, etc.
- » **Scalability:** Efficiencies, Team expansion, Leadership, Technology, Structure, etc.
- » **Lifestyle:** Days off, Stress levels, Balance, Time spent on personal hobbies and interests, etc.

3-Year Goals & Priorities

1-Year Goals & Priorities

Top Three Priorities This Year

From list of the above goals & priorities.

1

2

3

Goal Achievement Strategy & Tactics

Complete for each goal or strategic initiative:

Goal/Initiative #1

Why Important:

Current Situation:

Potential Obstacles:

Strengths & Resources Available:

Skills, Resources, or People Needed:

Sub-Goals To Achieve:

GOAL	DEADLINE	PERSON ACCOUNTABLE
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Goal Achievement Strategy & Tactics (cont.)

Goal/Initiative #2

Why Important:

Current Situation:

Potential Obstacles:

Strengths & Resources Available:

Skills, Resources, or People Needed:

Sub-Goals To Achieve:

GOAL	DEADLINE	PERSON ACCOUNTABLE
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Goal Achievement Strategy & Tactics (cont.)

Goal/Initiative #3

Why Important:

Current Situation:

Potential Obstacles:

Strengths & Resources Available:

Skills, Resources, or People Needed:

Sub-Goals To Achieve:

GOAL	DEADLINE	PERSON ACCOUNTABLE
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Goal Achievement Strategy & Tactics (cont.)

Goal/Initiative #4

Why Important:

Current Situation:

Potential Obstacles:

Strengths & Resources Available:

Skills, Resources, or People Needed:

Sub-Goals To Achieve:

GOAL	DEADLINE	PERSON ACCOUNTABLE
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Goal Achievement Strategy & Tactics (cont.)

Goal/Initiative #5

Why Important:

Current Situation:

Potential Obstacles:

Strengths & Resources Available:

Skills, Resources, or People Needed:

Sub-Goals To Achieve:

GOAL	DEADLINE	PERSON ACCOUNTABLE
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Goal Achievement Strategy & Tactics (cont.)

Goal/Initiative #6

Why Important:

Current Situation:

Potential Obstacles:

Strengths & Resources Available:

Skills, Resources, or People Needed:

Sub-Goals To Achieve:

GOAL	DEADLINE	PERSON ACCOUNTABLE
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CARSON
COACHING

Carson Coaching
14600 Branch St.
Omaha, NE 68154

carsongroup.com
800.514.9116
coaching@carsongroup.com