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INSIDE THIS ISSUE

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A Sense of Security

By John J. Bowen Jr. ■ Founder and CEO, CEG Worldwide

Wealthy investors are increasingly worried about protecting their property, their confidential information and their families. As seen in the chart on page 3, investors with at least $1 million in net worth share a number of key security concerns. One way to help clients address these issues is by including a security consultant in the network of outside professionals with whom you work.

Security consultants use a defined process to evaluate and control the risks their clients face. The best consultants start with risk assessment—gathering information on a client's security concerns and needs—followed by an evaluation of potential solutions. These can include a myriad of options—from crisis contingency planning and background checks for employees to encryption technology and surveillance, as well as investigations into potential business partners and advanced security systems. Once a solution is selected, the consultant will develop an action plan that spells out the solution, implementation and duration and then implement. Finally, the consultant will provide a systematic follow-through procedure on a regular basis.

Finding a reliable security consultant can be a challenge. For example, the vast majority of wealthy individuals in one survey (75.4 percent) had hired a security consultant. Unfortunately, just over one-quarter (26.4 percent) of those who hired a consultant would work with that consultant again.

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First Word

By John J. Bowen Jr.

Elite advisors who have truly "made it big" are quick to recognize an important fact about their success: It wasn't all their doing. Indeed, nothing meaningful in life is accomplished all by yourself. The people you surround yourself with in life and in business play a big role in your journey to a greater level of success on a personal and professional level.

That's why it's vitally important that you build a great team of employees. I've written in the past about the importance of running your business like an entrepreneur (see my column in last month's issue). And one of the things entrepreneurs do best is bring in great people at all levels—a high-performance team—to help them maximize their potential.

A high-performance team is, at its core, a group of people who operate at peak levels of performance. The benefits of having this type of team in place are enormous. It allows you to leverage your individual value, talents and skills to create huge success for the entire organization. It helps you develop your unique strengths and focus on your most important assets—your clients. It empowers you to consistently provide those clients with exceptional service. And it helps improve the quality of your life, both in and out of the office.

What does a high-performance team look like? There are seven major characteristics:

- High trust
- Honest and regular communication
- Equanimity in giving and receiving feedback
- A positive and enjoyable work environment
- Regular assessment of results, to foster learning and improvements
- High levels of group intelligence
- Excellent change management skills

Few things in the world of business are as satisfying, stimulating or economically productive as being part of a high-performance team. Reflect back to the best team you've ever been on, perhaps a sports team or school group of some kind. Do you remember how exhilarating it was to be part of a group where everyone really pulled for each other and consistently gave their very best? That's exactly what you should be going for as your build your business in the months and years to come.

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Mark Klimek
Editor

Patricia J. Abram, John J. Bowen Jr., Jordan Gruber, Nate Hardcastle, Jonathan Powell, Steve Saenz, Katie Soden
Contributing Writers

CEG Worldwide, LLC
1954 Hayes Lane
San Martin, CA 95046
(888) 551-3824
www.cegworldwide.com
info@cegworldwide.com

The Biggest Security Concerns of the Affluent

CONCERN	PERCENTAGE WHO ARE VERY OR EXTREMELY CONCERNED
Predators targeting a loved one	77.5%
Identity theft	77.5%
Someone taking advantage of their children for financial gain	72.6%

N = 427 wealthy individuals. Source: Russ Alan Prince, Paul Michael Viollis and Asa Bret Prince, *Safe & Sound*.

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Where do you start? The best method is through referrals. Clearly, your chances of finding an ideal security consultant will increase substantially if you work with one who comes recommended by another trusted advisor. The first place to look is your own network of professionals whom you work with, such as a private client lawyer or an accountant. As you get names and evaluate candidates, focus on the following three characteristics that any top-quality security consultant should possess:

- **Integrity.** You and your clients must be able to trust that the security consultant is ethical and uses good judgment. To find that type of consultant, make sure the candidate is endorsed by people whom you trust—preferably a member of your professional network or another close associate in your professional life. Also determine what each candidate will do and not do when it comes to security and protection. By knowing where the consultant "draws the line," you can gauge his or her overall morals.
- **Experience with the affluent.** Although the affluent share some security concerns with the rest of the population, they also have unique issues due to their wealth. Additionally, their security needs are often different from those found in the corporate world. That's why we find that security consultants who focus on working with corporations often don't pan out when working with private affluent clients.
- **Technical expertise.** Obviously the consultant should be highly trained and skilled. That said, no one security consultant should be expected to offer every type of expertise required to solve the full range of complex security issues. Therefore, the consultant should be able to access niche experts and coordinate their efforts in providing solutions to your clients. In this way, your consultant should act much like a wealth manager does—coordinating a team of experts to deliver one seamless package.

By using a consultative wealth management approach, you'll know whether your clients are concerned about various aspects of security and if they can benefit from a security consultant. And by bringing in a superior consultant, you'll add even more value to your clients' financial lives—and further differentiate yourself from the competition.

About Wealth Management

Leading financial advisors are driven by a singular goal: to build highly successful businesses by delivering world-class service to their clients. Wealth management is the one business model that will help you accomplish that objective.

Wealth managers leverage three key steps to deliver tremendous value to their affluent clients' financial lives:

- Using a consultative process to establish close client relationships
- Offering customized solutions to fit each individual's needs
- Delivering these solutions in close consultation with clients and their other professional advisors

About CEG Worldwide

CEG Worldwide's founder, John J. Bowen Jr., first identified the key factors that contribute to a financial advisor's success while working with elite advisors. Recognizing that this knowledge would have substantial impact on advisors, their clients and the industry itself, Bowen and his partners launched CEG Worldwide.

The firm's mission is to provide financial advisors and the financial institutions that serve them with insights, strategies and tools to significantly grow their businesses and better meet their clients' needs. CEG Worldwide is uniquely positioned to combine leading empirical research expertise with pragmatic, proven business experience. The company offers practical guidance that works for elite financial advisors as well as those advisors aspiring to elite status.

Inspiration!

Evelyn Zohlen's success at Inspired Financial is a result of her values and experience

Inspired Financial focuses on solving the biggest financial challenges of women in transition.

Numerous life influences led Evelyn Zohlen to create California-based Inspired Financial, a firm that helps clients—especially women in transition—support their values with their wealth.

For Zohlen, values are perhaps the most important part of the financial advisory experience, as wealth that is not anchored in values can easily lose purpose and eventually erode. "If your wealth supports what is most precious to you, you are going to be very careful with it. You are going to search out others to help you with it, because it is a life-affirming resource," says Zohlen.

At the same time, she points out, if wealth is not aligned with values, the individual may be more apt to treat it as an end in itself or use it for speculative, transitory purposes—which can lead to significant problems and a less fulfilling life.

Zohlen is one of a series of pioneers in wealth management, a financial discipline that is becoming increasingly popular in the advisor community—at least in name, if not in application. "Wealth management has become a kind of buzzword, like financial planning once was," Zohlen says. "But just because you adopt the term doesn't mean you apply the concepts." Indeed, when it comes to wealth management, Zohlen still finds that "there is more to do, deeper levels to achieve and better ways of helping individuals reach their goals."

Wealth management goes deeper into the planning process than traditional methods do, by aligning values with wealth and ensuring that clients use wealth to reinforce the positives that life's transitions offer. In addition, wealth management goes beyond financial planning in that it provides a process, not just a plan. At its basic level, wealth management gives the affluent the tools they need to maximize personal, professional and family growth.

For Zohlen, success is measured by how effectively her firm assists clients in realizing their highest values as well as in securing their financial independence. Inspired Financial supports a number of different kinds of clients, but focuses largely on serving women in transition—individuals who are experiencing personal and professional life changes such as divorce, retirement, a new job or the death of a spouse. Zohlen has found transitions can be difficult and are sometimes even frightening for women, especially those whose spouses once handled all the finances. The wealth management process is especially helpful for such clients as they try to determine a new life path and how best to support that path with their available resources. "When someone is making a life transition, there's both vulnerability and opportunity for them," she says. "It is a gift as much as a challenge but it may take an outside perspective to look at it that way."

From personal experience, she knows that what may seem an obstacle is actually an opportunity for tremendous personal and professional growth. Zohlen says that one of the reasons she is drawn to wealth management as a tool to help women in transition is because she has had so many transitions herself. Only ten years ago, Zohlen was a career military officer who had graduated from the Joint Military Intelligence College with a rare MS in strategic intelligence. Before that, she received a BA in Spanish and business at The University of Texas. After she left the military in the late 1990s, she attended Villanova University, where she obtained an MBA in finance.

She then worked for The Vanguard Group as an institutional relationship manager before setting out on her own—first on the East Coast and then on the West, where Inspired Financial is now a growing firm with several employees, including three CFP® professionals and a CPA.

As the firm has evolved and focused on wealth management, it has received key support from CEG Worldwide, a wealth management coaching firm that works with financial advisors and institutions that serve them. Zohlen says that CEG Worldwide is a pioneer in wealth management and has codified the areas that make the discipline unique. The idea behind wealth management is not merely to suggest, but to implement. It is not merely to find the full spectrum of professional and personal growth resources for the individual, but to organize those resources and supervise the implementation.

The supervisory approach extends to investing, which Zohlen approaches via disciplined asset allocation. She discovers an individual's risk/reward profile and then uses the services of Dimensional Fund Advisors to implement an asset-class investment process.

Zohlen explains: "Asset-class investing is all about providing individuals with ways they can potentially gain the most returns for their portfolios with the minimum amount of risk. Again, we're trying to reduce the stress level and increase the amount of control that the individual has. For women, especially, gaining control over their wealth in all its aspects—from tax and estate planning to retirement and investing—provides a level of security that may help propel them to new and more fulfilling places in their lives. That's what wealth management is about, and that's the inspiration we want to provide here at Inspired Financial."

Wealth management gives the affluent the tools they need to maximize personal, professional and family growth.

Get Those Referrals

By Patricia J. Abram ■ Senior Managing Principal, CEG Worldwide

Referrals from your clients are one of the best and most efficient ways to grow your business. Yet most advisors fail to regularly ask their clients for referrals. Consider that of the 2,094 advisors surveyed by CEG Worldwide last year, a full 93.4 percent were determined to be "investment generalists"—advisors who take a transactional approach with clients. Of that group, a mere 1.8 percent told us they regularly ask their clients for referrals. By contrast, 65.9 percent of the wealth managers (who made up just 6.6 percent of the surveyed advisors) regularly ask for referrals.

What could be preventing the vast majority of advisors from asking for referrals? Is it a fear of rejection, or the idea that "real professionals" don't ask for referrals? Take note: Satisfied clients are delighted to give referrals. Indeed, the wealth managers surveyed received 3.1 referrals on average from each of their top 20 clients in 2006, while the investment generalists received just 1.2 referrals on average.

The upshot: If you want referrals from your best clients, you simply have to ask. With that in mind, here is a 12-step process that top wealth managers use to consistently ask for—and get—high-quality referrals:

Step 1. Set the stage.

Explain to your clients that the time you spend on marketing detracts from time spent focused on them and that they may be able to help their friends and business associates by referring them to you.

Step 2. Ask for the referral.

Now pose the referral request. Simply state the type of person you're looking for—your ideal client profile—and ask if your client knows anyone who fits the bill. For example: "Do you know any other successful commercial airline pilots in the area who might benefit from my services, as you do?" Ensure that you always ask for a referral by using for every client meeting a written agenda that includes "referrals" as the next-to-last agenda item.

Step 3. Ask for additional referrals.

Once you've received a name, ask for another. Just say this: "Great! Who else comes to mind?" Don't interrupt their flow by asking for contact information yet. Continue to ask until the client has no more names to offer. A reasonable expectation is three to five potential candidates.

Step 4. Gather contact information.
Once you have a list of names, ask for background and contact information as well as the best way to approach each prospect.

Step 5. Ask for a personal introduction.
Personal introductions are the most effective and natural way to meet prospects. They become even more important, and more expected, as you move further up-market.

Step 6. Commit to follow up.
Assure your clients that you will follow up on all referrals that they provide, whether or not the client makes a personal introduction on your behalf.

Step 7. Wrap up the meeting.
Express your appreciation and remind your clients that because they have helped you save time on marketing, you are able to spend more time serving them.

Step 8. Thank each client.
Express your thanks in a hand-written note. You should ideally mail the note the same day that you receive the referral and in no case wait longer than one day.

Step 9. Call each prospect.
Your goal for the initial contact with each referral prospect should be to arrange a time to get together (for breakfast, lunch or even golf). If the prospect already has a financial advisor, offer a free second opinion on his or her portfolio. If the prospect is hesitant about cost, explain that there is no cost for an initial consultative meeting and that you take on new clients only when you are sure you can add substantial value. Once you get a "yes," schedule a meeting. Explain that you'll send a follow-up letter outlining the financial information and records that you will need to review.

Step 10. Send the follow-up letter.
Do this immediately after arranging the initial meeting. Confirm the date and time of the meeting as well as directions to your office or the meeting place and a list of items the prospect needs to bring to the meeting.

Step 11. Check in with the client who provided the referral.
Inform your curious referral source about how things worked out (bearing in mind client confidentiality, of course). A quick note or an email is a good approach for this purpose.

Step 12. Thank the client again.
Clients who make referrals are likely to refer again, so make sure you acknowledge how much you appreciate their assistance. You can thank your referral sources with small gifts, but make sure any such gifts are appropriate and within regulatory limits.

The three most common mistakes that advisors make in implementing this 12-step process are (1) failing to ask, (2) failing to follow through and (3) pursuing un-profitable prospects (typically because the advisor failed to describe in detail the exact kind of client he or she is seeking).

Try using this process as soon as possible. You'll find that it becomes increasingly easier as the referral program gains momentum and that asking for referrals will become second nature. Your clients will become so accustomed to your asking that some will actually walk in with a list of names and business cards. Let them help you make your business flourish. To start, all you have to do is ask.

If you want referrals from your best clients, you simply have to ask.

Educated Wealth Approach

Jonathan Leidy turns theory into practice using 'social capital' as a tool to enhance wealth management

Salient Wealth Management, with $600 million under management, has emphasized clients' human potential.

Jonathan Leidy is the first point of contact at Marin County-based Salient Wealth Management, LLC, one of the oldest, privately-held wealth management firms in the San Francisco Bay Area. As such, he believes in educating clients about the wealth management process—including, most fundamentally, its focus on aligning and supporting client values with wealth.

The results have been gratifying, certainly from the point of view of Salient's asset growth. When Leidy arrived three years ago, Salient had less than $250 million under management. Today the firm manages some $600 million on behalf of its clients. "We've seen growth because the leadership of this firm put together an outstanding package of services that adds value to our clients' lives and portfolios," Leidy explains.

Leidy approaches wealth management not only from the perspective of analyzing values in order to properly position wealth, but also from the point of view of what that wealth can do—an approach that he calls social capital. The idea of social capital is that improperly aligned wealth not only has the potential to deprive an individual of assets, but also of tangential wealth benefits that may be just as important.

Consider, for example, wealth that is concentrated in a few large investments, and therefore may be subject to considerable volatility. An individual with such a portfolio is not taking advantage of that wealth on numerous levels. Moreover the potential benefit of that wealth to family, friends or the community at large is not being fully leveraged. The damage is not merely confined to the asset itself, but its future earnings as well. The longer the wealth is improperly situated, the less impact it can have going forward.

Leidy says he has been pursuing this concept of wealth as social capital because he believes that misaligned wealth has consequences far beyond loss of principal. It's part of what he considers “capital coalescence.” More recently he has expanded his dialogues with clients to focus on the second core concern: legacy. He states that everyone possesses, as well as transacts, using four essential types of capital:

- **Financial.** Money and anything that can be directly converted into it.
- **Personal.** This reflects one’s knowledge, values, history and ideas.
- **Human.** This embodies the knowledge, values, history and ideas of those closest to you as well as the bonds that you share with these individuals.
- **Social.** Often encapsulated as the “greater good,” this includes the groups, networks and culture that both inspire and reflect one’s value system.

Using these four types of capital as building blocks, an individual can move beyond the security dialogue and begin to craft a more balanced or “coalesced” legacy. “Often clients feel that capital coalescence engenders large philanthropic overtures. I tell them that enhancing their output in many of these areas couldn’t be less costly," he says. "Moreover, many charitable strategies can be engineered to be additive, benefiting all four capital segments—in essence, expanding the pie.”

Leidy’s parents are educators and Leidy himself, a math minor and business major in college, enjoys the interplay of academic theory and real-life success. For Leidy, the business of investing only begins with the numbers. However, he is often more concerned with outcomes than process.

Leidy’s mathematical facility has led him to explore music in addition to finance, and he has arrived at similar conclusions in that field. “Solid technique is important,” he points out. “But what really matters is the result, the creativity that can be expressed as a result of using the knowledge effectively. In a way, I am illustrating to clients how fairly abstract ideas can be put into practice for their benefit. If you believe in the power of those ideas, as I do, then you’re kind of living your own value system.”

Leidy did not arrive at his current conclusions all at once. Before coming to Salient, he worked for Charles Schwab. It was through his work there that he became acquainted with Salient, established by Richard Stone in 1983. When he decided to leave Schwab, he approached Salient, partly because of Stone’s use of Dimensional Fund Advisors’ asset-class funds. “Dimensional’s approach always impressed me,” he says. “Using modern portfolio theory to design an investment program just felt right on both an intuitive and practical level. But the next step was wealth management, and I’m pleased to say that I have significantly enhanced that program for our firm.”

Leidy received valuable help in that area from California-based wealth management coaching firm CEG Worldwide, which he was introduced to by Dimensional Fund Advisors. Using wealth management processes and skills supported by his experience with CEG Worldwide, Leidy leads new client discovery meetings for Salient. As a Certified Financial Planner and member of Salient’s Financial Planning Committee, he also remains actively involved with the development of customized client strategies on an ongoing basis.

"I am illustrating to clients how fairly abstract ideas can be put into practice for their benefit."

Success Through Segmentation

By Steve Saenz ■ Senior Managing Principal, CEG Worldwide

A huge key to your success as an advisor is to focus intensely on building client relationships. But it's impossible to create high-quality relationships when you have hundreds of clients. There simply aren't enough hours in the day. This means you need to work with not only the right clients, but also the right number of clients.

Today's top wealth managers clearly understand that having fewer, more profitable clients enables them to build highly successful businesses. While wealth managers serve just 101 clients on average, they manage an average of $645.2 million. In sharp contrast, investment generalists (who take a transactional approach) serve a whopping 269 clients on average—but manage just $307.8 million on average (see the chart on page 11).

To achieve big success with few clients, you need to work exclusively with highly profitable clients. And that means segmenting your client base to differentiate those clients who are right for you from those who aren't a good fit. Make no mistake: Segmenting your client base is a critical building block for your future success.

In previous issues, we've examined how to identify ideal types of clients for you based on your skills and interests. Armed with that knowledge, you can systematically segment your existing client base to determine exactly which of your current clients match that ideal profile. You will also identify those clients who do not match the profile and who, as a result, should be released in order to be better served by another advisor. There are four steps to segmenting your current clients:

1. **Assess your current situation.** Go through your client list, identifying each of the following: client's name, client's age, date acquired, source of client (for example, as the result of a referral), gross revenue received last fiscal year from client, client's total unmanaged investable assets as of the end of the last fiscal year and client's total assets under management as of the end of the last fiscal year.
2. **Compare each client to your "ideal" client.** Determine how well each

client matches the type of client with whom you are ideally looking to work, in areas such as stage of life, occupation, age and education, geographic location, amount of investable assets, specific financial challenges, and ability to meet various minimums. Don't overlook "softer" issues such as personalities and your overall enjoyment of your client base as people and clients.

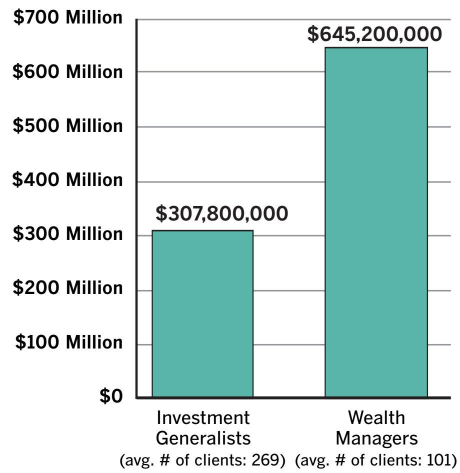
3. **Assess each client's total value.** Size up each client on a variety of other factors that will help you see a person's overall value (or lack thereof) to you and your business. For example, consider how you would characterize each client's:

- profitability for your firm
- satisfaction with the firm
- level of "hassle"—do you spend excessive amounts of time with the client?
- current percentage of assets under management
- future assets under management potential
- number of referrals over the past two years
- future referrals potential
- potential to introduce you to key players in your niche market
- personality—do you enjoy working with the client?

You can also do this formally if you wish, using a rating scale for each characteristic.

4. **Analyze and decide.** Determine whether or not each client is valuable enough to be converted to a consultative wealth management approach. Chances are, you'll find that at least some of your existing clients are great candidates to move forward with you. You'll want to

Total Assets Under Administration



N = 2,094 financial advisors. Source: CEG Worldwide.

take these clients through a discovery meeting, during which you will uncover your clients' true financial needs by comprehending their entire financial pictures—including their most important values, relationships and lifelong dreams. Even though you may think you know everything about your clients, you will very likely uncover new opportunities during this discovery meeting. Others, however, will simply not make the cut. These clients can be better served by another advisor, and you should consider releasing them. Consider potential solutions such as transferring them to another advisor, transferring them to a house account or simply suggesting that they might be better off with another advisor.

Once you have segmented your client base and identified your ideal clients, you are ready to begin building your entire practice around serving them well while attracting additional clients just like them.

Segmenting your client base is a critical building block for your future success.

Savvy Servants

Rich A. Schuette and Matthew J. Lum emphasize systems and services to build wealth management success

A value-added approach has helped MJL Advisors Inc. attract $150 million in assets.

MJL Advisors, Inc., based in Santa Barbara, California, is run by partners Rich A. Schuette and Matthew J. Lum. The firm, which has more than $150 million under management and more than 100 clients, is expanding rapidly—a situation that the principals attribute to their increasing emphasis on broad-based wealth management support.

Founder Lum emphasizes that he is a servant of his clients, someone dedicated to ensuring the success of those who have entrusted him with their wealth. "Matt emphasizes service in all that he does, and that's part of a larger humility," says Schuette. "Certainly this business is humbling, and markets are humbling. But if you approach them correctly, with proper humility and don't succumb to the idea that you can outwit them through tricks and quick fixes, then you may well be on your way to long-term success—for your business and, more important, for your clients."

Partner Schuette sees his role in much the same way and places a similar philosophical emphasis on free-market principles, pointing out that the free market is the greatest servant of all if treated properly. Humility, service and respect for free markets are therefore cornerstones of MJL's success.

These emphases have led the two principals to adopt consultative wealth management as their core strategy. Lum explains that wealth management addresses five main concerns of high-net-worth individuals: sound investment planning, wealth enhancement, wealth transfer, asset protection and charitable giving. An outgrowth of financial planning disciplines of the late 20th century, wealth management largely focuses on the individual's values and attempts to align them with resources that can be invested. The wealth manager therefore acts as a kind of "chairman of the board." He organizes a panoply of professional services from lawyers, accountants, insurance agents and others and ensures that required services are implemented according to a larger plan—one that helps clients remain aware of all that is important to them. "Wealth management is at the cutting edge of financial services," Lum points out. "Our firm is uniquely positioned to provide this discipline because of the way we have organized our professional services and outlook."

Lum's service orientation goes back to his childhood and his father, a pharmacist. "He taught me that you always deliver more than people expect. That's a great lesson for anyone in business." Lum's approach to life and to business, he says, can be written as "the three C's"—Competency, Consistency and Caring. He accomplishes this with a "counselor-type" approach that allows him to identify and address the deepest concerns of his clients.

Lum says his practice has worked with more women than he originally expected. He believes that growing up with two sisters and a "strong mother" gave him insights that he finds helpful today. "Women, especially women in transition, need to be listened to closely," he explains. "There are issues that women struggle with when the men in their lives have taken on certain responsibilities and then are no longer there. It's a process that demands patience and sensitivity and a true understanding of the unique challenges these women face. It is one we believe we have the resources and experience to provide."

Lum began his career as a financial advisor after graduating from the University of California, Santa Barbara with a degree in business administration. Schuette—who enjoys working with businesspeople, especially entrepreneurs—joined him in 2003 after successfully partnering with another financial advisor in the 1990s. "I wanted independence," he recalls. "I'd come to certain conclusions about the business and how I wanted to build it, and frankly I didn't expect to find that many advisors who entirely shared my point of view. But when I met Matt, we started talking about what we could do together for clients—and we haven't stopped since. It made sense that we should combine as a team."

What also made sense was for the team to specialize in wealth management. Since joining forces, both of them have become involved with CEG Worldwide, a wealth management coaching firm that works with financial institutions and financial advisors. It was yet another good match. "CEG Worldwide is at the top of the industry, and we knew if we were going down this path we wanted to work with the best," Lum says. "They've helped us modify systems to ensure that we provide the best and most satisfactory experience to clients every time. Wealth management is a complicated undertaking with a lot of moving pieces. It helps to examine—deconstruct, really—every piece of it."

What's most important, they say, is that wealth management organizes resources and allows them to provide clients with more efficient and powerful support throughout the clients' entire financial lives. "If we can help a client to achieve his or her dreams, and certainly avoid the nightmares, then we're doing what we were meant to do in this business," concludes Lum. "That's satisfying personally and professionally, and it's what pushes us on to reach the next level—right alongside our clients."

"If we can help a client to achieve his or her dreams... we're doing what we were meant to do in this business."

Value Doctor

John Stephens' career emphasizes successful life strategies for himself and his clients

'Best practice' strategies have helped TCI Wealth Advisors, Inc. become a $1 billion firm.

John Stephens started his professional career as a doctor and ended up a wealth manager. In the process, he helped define strategies that resulted in the creation of a billion-dollar financial advisory practice—TCI Wealth Advisors, Inc., located in Tucson, Arizona. More important, from his point of view, he has spent his time in the financial sector helping people align their core values with their personal resources. That process is formally known as wealth management.

Stephens has applied the lessons of wealth management to the areas of his own life that he values most—family time and professional independence. He started down this path nearly a decade ago, when he was one of the recipients of the proceeds of a buyout of the medical practice where he worked. He took two years off, spending them with his growing family, and enrolled in an executive MBA program at Arizona State University.

While he expected to return to medicine, he soon discovered he thoroughly enjoyed finance and accounting. In fact, he liked the discipline so much that he completed the Chartered Financial Analyst program in consecutive years, and received the CFA designation in 2001. With a number of initials after his name—MD, MBA, CFA—Stephens searched for a niche in the financial industry. After considering positions with some Wall Street powerhouses, he decided to join his current firm—and has never looked back.

Stephens says one of the attractions of the firm was the opportunity to work with founder Robert Swift. Swift founded the firm in 1990 after a number of years working as a stockbroker. Swift initially taught clients how to invest on their own but soon found that many of them requested portfolio management services. "He hadn't intended to, but he ended up starting a new investment management practice," Stephens explains. "However, this time Bob did so without the conflicts of interest that he had observed in the past."

When Stephens joined Swift, the firm already had some $300 million under management. In January 2008, TCI Wealth Advisors, Inc. merged with another firm to form the billion-dollar entity it is today, one that emphasizes wealth management and asset allocation using a team approach to financial advisory work. TCI Wealth Advisors, Inc. often matches clients with its partners based on a similarity of interests. Once matched, clients are guided through a series of meetings that help identify their values and goals, and the firm then establishes a plan to help meet those goals.

Other key factors that attracted Stephens to his new firm were its emphasis on fee-only financial planning and the use of modern portfolio theory in asset allocation. The firm's approach uses customized bundles of asset classes that have exhibited specific levels of volatility over time. By blending various asset classes, investors hope to arrive at portfolios that deliver the desired levels of volatility and returns over time.

Stephens' financial career offers client interactions similar to the interactions he had as a doctor, the part of his professional life from which he derives the most enjoyment. (By contrast, being on call in the evening and on weekends is something he doesn't miss.) Additionally, he values the firm's emphasis on family time, and he leaves the firm early in the afternoon when his children have ball games and other activities.

Clearly, Stephens is living his values through his career and personal life. It's a balance between work and family he wants others to experience as well. While most individuals are in a position where they have to build wealth, it is just as important that individuals work in a meaningful way—with a purpose. And, as Stephens points out, while it is certainly possible to have a meaningful life without wealth, those who are wealthy will derive greater benefit from their resources if they put that wealth to work supporting their own value systems as well as those of their families.

TCI Wealth Advisors, Inc. is a systems-oriented firm, which is especially pleasing to Stephens, who has seen the impact that a systems approach has on a growing business. TCI Wealth Advisors, Inc., he believes, has successfully confronted the challenges that many growing firms face: how to allocate professional time to current clients without reducing other services that need to be implemented or pursued. By taking a systems approach to what needs to be accomplished, TCI Wealth Advisors, Inc. has overcome that hurdle. The firm also has benefited from the advisor coaching firm CEG Worldwide. This is particularly true when it comes to a wealth management philosophy that includes a disciplined systems approach. "When I checked out the CEG Worldwide program, I was most impressed," Stephens says. "And after going through the experience, I have to say that they deal with industry issues at a fundamental level. They show you how to build systems that can support the important experience clients should have within a firm that espouses wealth management as a best practice—and that's what we strive for."

Stephens has applied the lessons of wealth management to the areas of his own life that he values most—family time and professional independence.

CEG Worldwide Coaching

Proven Programs for Capturing the Wealth Management Opportunity

CEG Worldwide's coaching programs are designed to help you put the best practices of wealth management to work to build a truly remarkable businesses. **We offer two programs:**

Breaking Through. Our intensive one-year coaching program is focused on the essential strategies and key tactics required to build a great wealth management business that will successfully attract, win, service and retain the private affluent client.

Cultivating the Affluent. This comprehensive coaching program offers independent broker-dealer representatives and registered investment advisors invaluable tools for building more profitable businesses.

Each program provides specific steps and **real-world tools for growing your business,** along with expert coaching to ensure that you will put what you learn to work to see significant results.

To learn more about CEG Worldwide and its coaching programs, visit www.cegworldwide.com or call 888-551-3834. To participate in any coaching program offered by CEG Worldwide, check with your company representative in charge of training.

CEG Worldwide, LLC
1954 Hayes Lane
San Martin, CA 95046