



GORILLA TIMES®

A QUARTERLY PUBLICATION
BY BILL GOOD MARKETING®

■ I AM Organized! ■

By: Matt Hicken, Marketing Consultant
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As a child, my mother used to tell me to be organized. She would buy me one of those day planners and tell me that I should plan my days so I could get more done. The first day, I made my mom proud by scheduling everything. From day two on, that calendar was filled with drawings of my favorite superheroes. I used it for about a month and then stopped when I ran out of space to doodle.

I'm more organized now than I was as a kid, but I still use my day planner to make little drawings. The reason I share this with you is not to let you know that I love to draw but that I was not a very organized kid.

Now, I spend my days speaking with numerous RRs and find that most of their days are about as well organized as my childhood planner. They basically know what is going on during the day, but it's not written out or organized. I have also noticed that their favorite thing to do is bring in the Muh-ney! That is why Bill Good has designed the Model Day.

The Model Day includes time for everything that needs to be done during the day:

- Daily Planning. There should be time set out for the daily planning. The definition of planning is a list of people to call with the intended results written down.
- Meet with your Assistants. There should be time set aside for meetings with your Assistants. In those meetings you should be going over the day's items, assignments, and questions. There are two documents that can help you with this meeting. [CLICK HERE](#) to download the Daily SA/RR Planning Meeting and [CLICK HERE](#) to download the SV/RR Daily Housekeeping

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■ Of Words and Silence ■

By Kyle Crane

I read an article this morning by Rodney Johnson. I loved the title - **Psychological "Recency" Creates Performance Indecency**. My degree is in Russian Literature and I love to read or listen to someone who has a flair with words. This appreciation is further heightened by the four years I spent in a steel mill working with people who could command perhaps eight words total. But oh, could they come up with some amazing conjugations and visual imagery with those eight words!

For all the power of words, if you want to create real power, say nothing. Remember when you forgot your spouse's birthday? Yeah...me too. I recently reviewed a video by Frank Angier. He is a master of the "pause." He would make a statement, then pause and let it sink in. Then he would make another statement and pause some more. It's amazing how much power he created. People weren't sipping water, or talking, or doing anything...but watching Frank.

There is another way to develop power through silence. If properly used, the Brag Wall will help you build credibility before saying a single word. The Brag Wall is a collection of pictures, diplomas, citations, trophies and awards. It should be placed so that it dominates your Client's view while they are waiting for you to enter the room. ("Waiting" is the

Meeting.

- Sales Contacts and In-Office Appointments. Write down when you will be making sales contacts. Similar sales contacts should be scheduled together. In other words, if you find it best to reach people in the morning, then by all means, set your sales calls for morning time and schedule your meeting times in the afternoon.
- As you build your team, they will do the calling for you, allowing you to have more time for meeting with Clients. If you don't have a Sales Assistant you need to be making calls. You should also be working on the 90-day No Contact. RRs should be on the phone most of the day, until they have the team in place to handle the calling for them.
- Extras. The Model Day should also include all of the "extra" things that you do. One thing to keep in mind is that every day of the week may have a different agenda. For instance, you may be taking your kids to school on Tuesday and Thursday mornings, making it necessary for you to arrive late. Obviously, those days are going to be different from your Monday and Wednesday schedules.
- Weekly Staff Meeting. The last part of the Model Day is a weekly item. We recommend scheduling a Weekly Staff Meeting toward the end of the week, preferably on Friday. If you always hold this weekly meeting, and follow the agenda you set up for it, then you will always be ready to hit the ground running on Monday mornings. [CLICK HERE](#) to download the Weekly Staff Meeting Agenda. Make sure that your Model Day is planned so you can get everything done. You may even have to schedule chores, (or "Administrative items"), so that you can keep your moms happy (I mean your "Marketing Support Consultants").

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▄▄ Defining A Niche Market ▄▄

An Interview with Ric Lager by Tiffany Hampton

Recently, Tiffany Hampton, our Vice-President of Marketing, sat down with Gorilla Ric Lager. Ric has weathered the stormy market in the last few months through his implementation of a risk management plan. He carved out a niche market by managing the 401(k) plans for lawyers. Tiffany was able to talk with Ric and

key). If you enter the room with your Clients, sit down and start talking prematurely, the Brag Wall becomes a distraction as they are trying to listen to you and check out the wall at the same time.

When your guests arrive at your office, they should be greeted by the Service Assistant and offered a beverage of some sort. The Service Assistant then ushers them into your office where they should be left to stew in the ambiance of your many accomplishments. How long should they be left to stew? Depends on the wall. If you've got a great wall that keeps Clients gawking for ten minutes, then let them gawk. If your wall is very basic, a loaded bookcase can speak volumes about who you are, or at least it's a good lie. Along with all of your investment books, throw in some of those old college textbooks. Go to a yard sale. Maybe you'll find something by Tolstoy or Sir Walter Scott to stuff in the shelves. Wendell Cayton uses one wall of his office to display letters of recommendation and photos of his Clients and their families. He says it goes a long way in building relationships.

Be creative and strategically build yourself an impressive Brag Wall. Take advantage of the power of silence, and watch your closing ratio take a mysterious upswing.

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▄▄ Vision and Mission Statements ▄▄

By: Bridget Bellon, Senior Marketing Consultant
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"To achieve success, you must define success."
-Gil Amelio

This article is the first of a three-part series on building a Business Plan. A good business plan will change the conditions of your business and therefore, your life. A business plan includes where you want to be, where you are now, and how to get from here to there.

Establish first where you want to be.

"If you don't know where you are going. It doesn't matter which way you go."-Cheshire Cat from *Alice in Wonderland**

Your organization can't reach a goal or set destination if one is not established in the first place. Failure to do so can have serious consequences on your organization. You, your employees, and any other organizations with which you work may waste a lot of time and money if you don't know

find out how he found, and then broke into, this niche market.

Ric: Well, this market, this 401(k) thing just does not go away. Every industry magazine I've gotten in the last month all has it as their top story--two or three different angles on the same story.

Tiffany: When you started in the industry, were you fully looking to go only into 401(k)? What else were you doing and when did you switch?

R: Dorsey Wright started to include mutual funds (in addition to just stock info) in their database in July of '98. That was really the first down we've had in retirement plans that's now been going on four years. We had the same thing going on in '98 and '99, July through the end of September--very large dips down and then it worked its way back up by the end of the year.

So, at the time, I had a couple of long-time stock and bond Clients that were lawyers from the same firm. And when I saw that I could now use my Dorsey Wright training and tools to manage mutual funds, I said to them, "I know you guys have a big retirement plan that we've never talked about before, but just for the hell of it give me a copy of the mutual funds that are in your plan and I'll try to make heads or tails of what's going on with it."

So, it was about the first part of August of that year that I got a copy of the options in their plan. I remember going to lunch with both of them in the first part of October when I said, "Look, based on what I just saw happen with the mutual funds that you own, we could have gone to the sidelines in the second week of July and we could have run back into the market by the second or third week of October," (at the time these were \$600K or \$700K plans). I said, "I could have put another \$80K to \$120K in your pocket just by going once out and once in." They said, "If this ever happens again, call us, and we'll do it!"

I kept studying and making sure the pieces fit together, and about a year later, it happened again! So, this time, in July '99, I called these guys and said, "Look, the same thing is happening again. Why don't we go to the sidelines on a couple of these funds that I know you own, and we'll just sit in the money market?" Lo and behold the same thing happens--late July through about the second or third week of October, it goes straight down, then it reversed right back up. We played the out, then we played the up, and damned if I didn't put about \$100K in each of their pockets vs. what they were

which way to go. A team who knows and agrees upon a destination has a much better chance of arriving at that destination.

There are three parts needed to set your destination. The first is a vision statement. A vision statement is a visualization of what the company wants to become. When developing your vision, ask yourself, "Where do I want my company to go?"

The foresight of your vision statement should ordinarily be a few years out, say between three and five. But, if you can't see that far around the corners, you can look forward as little as one year.

A vision statement should motivate each member of the team to stretch his or her potential and ambition to achieve a higher level of excellence in order to fulfill the vision. It must be simple and easy to understand yet compelling enough to cause action.

There are four key elements of a compelling vision statement.

1. It is written down.
 2. It is written in present tense as if it had already been accomplished.
 3. It covers a variety of activities and time frames.
 4. It is filled with descriptive details that anchor it to reality.
- Laurie Beth Jones, *The Path: Creating Your Mission Statement for Work and Life***

Here are some examples:

"A financial service team producing \$1M per year. We are valued by our clients, recognized by our peers, and valued by our team members as an exciting, rewarding place to work and fulfill their goals."

"We are recognized as The Private Financial Consulting Firm of Choice in Northern Palm Beach County."

"A distinctive, exciting company, valued by its employees and clients, respected by its competitors, and acknowledged by the rest of the business world as a leader--a major asset to the communities in which it operates."

"We are the premier planning firm for retirees and pre-retirees in the Toronto area, characterized first and foremost by highly satisfied clients and associates."

"We preserve and grow the wealth of our clients and team members to the point they become or remain financially

accomplishing on a buying hold. Then I knew I had something.

So, the first part of 2000 I started prospecting with this service at some law firms. I sent emails and made calls saying, "Look, I'm a registered investment advisor, I specialize in advising law partners on the mutual funds available in their retirement plan. I do business with a couple of people in your firm now. I watch your plan every day. I'm wondering, with the volatility we've had in the last two years, if you would like to sit down for 15 minutes and see what I could do to help you not only make more money, but keep your money."

Principal preservation is the main thing I work on; when the market is going up, it's not hard to pick up the right mutual fund. These companies do a lot of due diligence on what funds to have. You just have to be able to tell a Client to be offensive or defensive.

Since then I've basically been cold-calling lawyers all over town, getting someone to give up a copy of their plan, getting comfortable with the plan, then just calling everyone else at the firm.

[CLICK HERE](#) to read the rest of this interview.

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"You don't know how much work you just saved my team!"

The chat room for software support is a great utility for Gorilla users with issues that have quick and easy answers. It is used for people that have 'how do I' questions. One such real world example is, "How do I import names into the database?" In less than two minutes, the chat room told him what he needed to do to get the import file ready, he was then referred to a document that helped him through the entire process. What was his reply? "You don't know how much work you just saved my team!" This is a great example of how effective the chat room can be for all Gorilla users.

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independent."

The second piece to setting a goal is to create a mission statement. A mission statement is a description of what the company does, in more precise terms than the vision statement. In other words, what the company is "for." It's the force that drives you toward your destination. In developing your mission statement ask yourself, "Why do I want to go there?" A mission statement can apply to a company, division, department, work group, committee, or individual.

There are three simple elements to a good mission statement.

1. It should be no more than a single sentence long.
 2. It should be easily understood by a twelve-year-old.
 3. It should be able to be recited by memory at gunpoint.
- Laurie Beth Jones, *The Path: Creating Your Mission Statement for Work and Life***

Examples:

"Our mission is that we will consistently provide our clients and prospective clients with a world-class experience whenever they interact with us."

"To create a dynamic lifetime plan that empowers our current condition, including system use, production and personnel."

"The mission of the Southern Newspaper Publishers Association is to advance the welfare of its member newspapers so that, as a strong, free, and responsible press, they may best serve their communities, the nation and all people."

"We provide highly professional and timely service, as well as financial expertise."

The final piece to setting the goal for your business is to write up your company principle. A principle is a statement of the core values of the company. These may include codes of conduct, statements about what Clients can expect, as well as what is expected of a Client, etc. Principles outline how you want to do business. If you want to get from here to there, the principles act like a compass. They help you reach your destination by keeping you on track.

Some advisors take these principles and create an agreement between themselves and the Client. Both the Client and the RR sign this agreement at the onset of a new relationship. Even if you choose not to have an agreement signed between you and your Clients, clear

■ Fear: Overcoming "Calling-Phobia" ■

By: Ben Quinney, Marketing Consultant
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As a toddler I was fearless. I was known as the local daredevil. My daredevil device was a four-wheeled, green inchworm. I would take it to the grassy hill just up the street from my house. The adults in the neighborhood would forbid their children from going anywhere near this hill. My mom left me to my own devices. She felt that if I got hurt, I would learn. At the top of the hill, I would sit on the inchworm, with my feet barely touching the ground. Then, I would push off and fly down the hill.

After many broken bones and other assorted injuries, I am still not afraid of any hill or mountain.

I recently went snowboarding for the first time. A friend of mine taught me to turn the snowboard by leaning into the mountain with my heels or toes. "Take it slowly," he said. Slow is equivalent to boring, so I turned my board straight down the hill. I started to pick up speed and attempted to turn as I rocketed down the slope. I thought I had total control. I was wrong. Careening down the slope, not wanting to turn too much to the left or right, I found myself heading straight for the chair lift. Only one solution presented itself. I ate snow-a lot of it. It was exhilarating!

So the next trip, I tried it again. This time my obstacle was a tree. But, undaunted, I got up over and over again, and every time someone or something got in my way.

Then I decided to try to make my turns more aggressive to avoid obstacles on the slope. This was probably not a good idea, since I had yet to learn the basics. I pointed my board down the hill and picked up substantial momentum. I cut a hard right and I found myself spinning. To stop my momentum, I dug my heels into the snow. I went down hard on my tailbone. I couldn't move for ten minutes (or so it seemed). Still, as soon as I could move, I was back up and going down the mountain. Not one minute into the run, I made another hard cut assuming I could control it. Once again I was incorrect. This time I could not move for more than ten minutes (I looked at my watch this time). Snowboarding is fun.

Some might call my actions stupid. I feel it is a combination of determination and fearlessness.

principles will help you fulfill your vision and mission.

Examples:

As our client and partner you are entitled to:

"The highest quality independent and objective financial advice possible."

"Supreme personalized service."

"Professionals that listen to what you want and recommend meaningful solutions."

"Annual and quarterly performance updates, inside and outside of your retirement accounts."

As your partner, these are our rights:

"When we call you, please pick up the telephone. If you cannot come to the telephone, please return our call. We will contact you at least four times per year."

"To have you answer and return our client investment questionnaire."

"We are entitled to sit down with you to review your total financial situation every 12 months."

The examples I have given will start you down the right path to defining your destination. In reviewing them, use the concept that says it's easier to rewrite than it is to write.

Develop a destination so you and your team know which way to go.

In the next issue of Gorilla Times™, we will chat about defining where you are now. If you would like to get started on developing your business plan or would like to see how your current plan stacks up, [CLICK HERE](#) to download the Business Plan Template.

To schedule an appointment with any of our senior consultants (Scott Wilson, Bridget Bellon, Jodie Wright, or Mike Olsen), please contact Mona Sanders at (800) 678-1480 ext. 1296 or email monas@billgood.com.

*Carroll, Lewis. Alice in Wonderland. Peter Pauper Press. Mount Vernon. 1940.

**Jones, Laurie Beth. The Path: Creating Your Mission Statement for Work and Life. Hyperion. New York. 1996.

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Fear is generated three ways: First-instinct; second-first-hand learning; and third-through another's example.

In Sales and Marketing, fear can be our worst enemy. Sometimes we find ourselves afraid to try something new; sometimes we find ourselves afraid to continue those actions that made us successful, but we never liked doing.

The biggest fear for many in Sales and Marketing is what I call "calling-phobia." There must be some strange aura around the phone that shocks individuals when they touch the phone. This fear actually exists. This fear has been exuded in my own life and the lives of many of my Clients.

Here are some of the excuses being used:

- "The market is down and..."
- "I am caught up in all kinds of..."
- "I am not like most of your Clients, I..."
- "I have a Sales Assistant for that."
- "I send a letter to my Clients and Prospects every month."
- "Clients keep calling in during my call time."

Have you chosen your Favorite?

These excuses are related to calling-phobia. Now that you have admitted that you are afraid of calling, how are you conquering that fear?

You have taken the first step in overcoming calling-phobia: recognition. The next few steps are not so easy. Step two of overcoming this fear is to understand the source of it.

"The market is down and..." The number one complaint of investors is that they never hear from their broker/advisor. Investors understand that the market is cyclical. It is not your fault and they understand that. By reassuring them, Clients and Prospects will do business with you and will not go to other brokers/advisors.

"I am caught up in all kinds of..." Yes, this is a fear. If you would rather do service work, or the work of your assistant, rather than calling (selling)--you are afraid. Set up a block of time you will make calls. Tell your assistant that you will not receive calls during that time and to schedule call-back appointments. One important point is to not make a liar out of your assistant (i.e. make calls). If you do not have an assistant, get one. Set goals, starting with one to two hours of calls. In time you will reach your target number of calls.

▣ You Might Be a Broker If... ▣

By: Scott Wilson, Sr. VP, Consulting
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I'm often asked, "When is it time to turn over the management of my team to someone other than me?" Well, here's a pop quiz to help you determine if your time has come.

In honor of the South's favorite comedian, Jeff Foxworthy: You just might need a manager if...

- Your definition of urgency is: Anything you happen to think of at the time.
- You have a hard time keeping staff and never considered the possibility that it was because of you!

Let's face it, in this type of industry you--the financial advisor--can't afford to spend much time managing; there's just not a lot of money in it. In fact, there's no money in it.

To make matters worse, the forces at work here are: The more naturally you are gifted at sales the less likely you are to be gifted at managing a team and the details that come with a team. So, the best times to turn over your team management are: When you are spending more than an hour a day managing (usually when production reaches past the \$2M mark) or when you are a terrible manager (regardless of production).

So let's draw some conclusions.

1. *If you don't like to manage people, find people who don't need to be managed.* This can buy you several years before you need an active team manager (Chief Operations Officer-COO) to take over. In my years of traveling and consulting, I rarely find a complete team like this, but it is possible. So if you need more dedicated staff who, as professionals, do the job simply because they take pride in their work--you may want to crank up the search engines and find one or more staff members to replace your current ones.

2. *It's easier to manage someone when you know exactly which skills s/he is supposed to have.* As part the Business Plan template ([CLICK HERE](#) to download the template) you have the Quarterly Evaluation sheets for each member of your team. When used, the evaluations give you the ability to objectively evaluate the critical skill set for your team member and help you set goals for continued development by him or her. If you've ever had one of our traveling consultants in your office they undoubtedly left you with a

"I am not like most of your Clients, I..." This is the excuse I hear most often. Are you in sales? The answer is "Yes!" If you think otherwise, this business is not for you. Sales IS a numbers game--it does not matter if you are a planner or a broker. You need to make sales calls. Those in the planning industry need to understand that selling services is no different from selling products. To make your sales calls most efficient, call your Clients then your Prospects and lastly, mass mail.

"I have a Sales Assistant for that." Sales Assistants are important to the growth of your business. Their function is to fill your schedule with interested and qualified Clients and Prospects on a daily basis. If your schedule is not full, then get your Sales Assistant on the phone more. If that spot is still not full, then you need to get on the phone. As I said earlier in this article, Sales is a numbers game--try to get phone appointments in the morning. Most of my Clients average 20-30 minutes per call if they are planners and 10-15 minutes per call if they are brokers. Per day, that is equivalent to 10-15 calls for planners and 20-25 for brokers if you spend the morning on the phone.

"I send a letter to my Clients and Prospects every month." First off, just sending a letter and not targeting it is a mistake, but that is for another time. Verbal contact is essential. Letters can only get you so far. If you talk to Clients and Prospects over the phone they will be more inclined to give you information on money coming due, people they know, and let you know the things they are interested in. Calling is not beneath you. You probably got most of your Clients from making calls, so why quit now?

"Clients keep calling me during my call time." Get an assistant. If you have an assistant, get him/her to screen all your calls. Let no one through during your designated calling time. Retrain your Clients. When they call in, have your assistant make a call-back appointment. The only exception to this would be an emergency. Your office should run like any other professional (i.e., doctor, dentist, or lawyer). When was the last time you called your doctor's office and the doctor answered the phone or you were patched straight to the dentist?

You are now asking yourself, "How do these excuses make me afraid of calling?" If you would rather do something else other than calling, cold or otherwise, then some fear or trepidation has to exist. If no fear exists, then calling Clients, Prospects or mass mail would be the first thing you do when you walk into the office in the morning.

set of Quarterly Evaluations.

3. *Accountability by your team* only comes when s/he has a defined job description and a regular time to report on his or her performance. Every person on your team should have a written job description (available in your Gorilla Manual under the Marketing Reference Guide or available online in the [Document Library](#)). Part of each job description should be a regular time for him or her to report to you on the job. The best times for the Senior Sales Assistant to report--using the Daily SA/RR Planning Meeting sheet--is first thing in the morning when you plan your day. The best time for your Service Manager to report is at the end of the day using the Service Log (for 1.x users) or reviewing the Problem and Danger Selection Rules in the Finder. All other staff members report through their individual department managers.

4. *Set goals and standards for each member of your team.* Each person on the team has his or her own Daily Task Checklist as a part of Gorilla. The CO has the all-important CO's Daily Task Checklist; the Service Manager has the Daily and Weekly Report; and the Sales Assistant has an SA's Daily Task Checklist and several Stat sheets as well. In all cases, these should be strictly followed!

5. *What's the best resource for finding a Chief Operations Officer?* If you consider the special set of skills s/he needs to run your team for you (i.e., great with people, strong multi-tasker, loyal to clients, etc) the best person TENDS to be your current Service Manager. Now, naturally this is just a rule-of-thumb so if this shoe doesn't fit...get another one! You don't usually hire a full-time COO right off the bat. Normally, s/he has a dual role on your team until management dictates the need for him/her to take over full-time.

So, if you think you are ready to take the plunge into finding a COO, you should consider talking to your Marketing Support Representative or set an appointment with one of our senior Consultants (like me). See you at the top!

To schedule an appointment with any of our senior consultants (Scott Wilson, Bridget Bellon, Jodie Wright or Mike Olsen), please contact Mona Sanders at 800-678-1480 ext. 1296 or email monas@billgood.com.

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This is not saying that everyone is afraid to make calls. If fear does exist it may not be easy to overcome.

Your Clients want to hear from you. You are the one who is qualifying and rejecting candidates. Keep these things in mind, make those calls and you will have success!

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Need to whip your team into shape? Call Mike Pfannerstill for details on Boot Camp, 1-800-678-1480 ext. 1294.

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We're so excited we can hardly stand it. Harry Dent and Jeremy Siegel will debate at our October Conference!

Harry sees a continuation of the great boom that began in 1983. Jeremy is far from that. He expects stock returns to approach their historical norms. They each have their reasons. One of them may be right. Don't you want to know who? You will just have to come.

They've both spoken at our past conferences. Now these two headliners will go head to head.

"The Great Debate" will take place on the morning of October 25th.

The Conference for the H. S. Dent Adviser's Network® will be October 23rd and October 24th. The Marketing/Users' Conference will be October 25th and October 26th.

They will be at the Renaissance Orlando Resort at Sea World in Orlando, FL.

Call Shawn at (800) 678-1480 ext. 1265 to make your reservations now!

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