

## Welcome & Introduction

Every aspect of our program is designed to support the following core philosophy:

***Build long-term relationships based on trust with your best clients.***

This philosophy incorporates a fundamental understanding of the following two core philosophies:

- 1) The Trust Pyramid
- 2) The Loyalty Ladder

These concepts are fundamental to our approach and will come up time and time again in our program.

Every interaction you or anyone at the organization has with your client has one of two effects: it either *increases* trust or *erodes* it.

Therefore, it's important to understand the power of trust. Those who embrace and apply it to their role as a Financial Professional will thrive. Typically, if any of the five "trust" components are inadequate or absent, the trust weakens, or even collapses. This doesn't bode well for maintaining a current relationship with a client, let alone the lost opportunities in the form of future introductions to family and friends. Why is this all so important? Because the systems you are going to learn in this program draw together all five elements discussed above to help solidify and strengthen trust with your clients. This will prompt them to begin recommending you and our organization to their friends, family and colleagues.

# Welcome to CUSO Proven Strategies Advantage

The CUSO Proven Strategies Advantage is a unique, purposeful and systematic program to managing your client relationships. This program provides you with a pragmatic and sequential approach to building and enhancing relationships with both the new and prospective clients who you serve each day.

The training program is broken down by strategies covering the following major topics:

## Introduction & Orientation

These strategies will introduce you to our philosophies and approach as well as, help you learn how to prioritize and organize your time in a way that will help you achieve your goals.

## PILLAR 1: Client Analysis

These strategies will provide you with a framework for sorting and organizing your existing clients as well as, creating a heightened sense of awareness around the types of clients who bring to value to you and your organization. It will also provide an opportunity to take a 'snapshot' of where your business is today. This is important for measuring your future success.

## PILLAR 2: Client Experience

These strategies will provide you with specific information on how we will work together to build the foundation of strong client relationships. This includes a concept on how to create great chemistry with your most valued client, as well as a framework to create a consistently superior client experience.



## PILLAR 3: Client Onboarding

These strategies are dedicated to the New Client Process and will outline the sequential steps of bringing a new client onboard to you and your organization. New client growth is important and each new client that comes to you provides an opportunity to fully introduce and welcome them to your Credit Union the right way each time.

## PILLAR 4: Client Rebranding

These strategies are dedicated to working with Existing Client, one outlines the sequential steps of having client's transition to and from the MFIS and the other outlines the ongoing Review Meeting Process. This is an important area to master to ensure a professional, seamless transition from one financial professional to the other. This ensures we use the full spectrum of the wealth continuum of services and providers to benefit the client.

## Road to Success

This final strategy is dedicated to help you progress forward with the concepts introduced to you in this program. It provides you with a clear track to run on once the regular coaching calls are complete.

# The Proven Strategies Advantage

## Our 4 Pillars to Building Brand Loyalty



• Section 1

• Section 2

Client  
Analysis

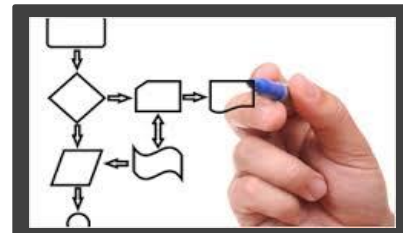
Client  
Experience

Client  
Rebranding

Client  
Onboarding

• Section 4

• Section 3



# Building Trust

Our organizations are in the business of providing trusted financial service and advice to our clients. To do this effectively, we need to build positive client relationships based on trust. If our clients trust you and how we help them manage their finances, they will be more likely to make us a trusted long-term partner in their financial lives. To that end, there are two key questions we need to consider:

- How can we create trust efficiently and in a meaningful way?
- How can we sustain and expand the trust our clients' have in us over their lifetime?

In the Financial Services (and many other industries), trust is largely created by providing consistent client experiences at every point of contact, *every* single time. Each time a client interacts with us, whether it's in-branch, over-the-phone, through an ATM, online or even through our advertising, it impacts how our clients perceive us and the service we provide. As such, everyone needs to work together effectively to ensure we deliver the same consistent level of client service they expect to build and maintain their trust.

There are five main components to building trust: Consistency, Congruency, Chemistry, Integrity and Accountability. Each of these is described in detail on the following pages.

## The Trust Pyramid



## Consistency

Consistency is about providing predictable client experiences over time and across a variety of interactions. Ultimately, service experience consistency helps provide assurance and create peace of mind for clients. For example, take the concept of franchising – they take the guesswork out and virtually guarantee consistency to their end-user. You can go to a McDonald's anywhere in the world and find the same number of pickles (and probably in the same place too) on your burger. Also, the time it takes for you to receive that service is about the same at every location - that's what we mean by consistency. In the financial services industry, clients receive account statements throughout the year. If they are delivered consistently, our clients expect them at approximately the same time each month. Why? Because we have a process in place to ensure account statements are run and posted at specific times each month – and it is the same time each month. Imagine if your new client's account statement arrived the first month on the 1st, the next month on the 21st and then the following on the 10th? This wouldn't inspire confidence or a willingness to introduce others to us. This program will help create and maintain consistency in all aspects of client service to ensure their experience with us is highly predictable.

## Congruency

Congruency is a measure of whether actions are aligned with thoughts. In other words, do the day-to-day actions of all us support what we are setting out to achieve? There is nothing worse than walking into a business that has an elaborate mission statement about their commitment to providing outstanding customer service prominently mounted on the wall behind the counter – when you've been standing in line for 20 minutes. This is a great example of incongruence. Another is when financial planning professionals emphasize to their clients the importance of long-term planning when it comes to their retirement assets and then proceed to send them weekly market updates. This is a mixed message and confuses the client. It's no secret the industry is fraught with investors and financial professionals who focus too much on returns: comparing indexes, trying to beat the market and like. Has anyone stopped to consider that we, the Financial Professionals, have created this focus through our past and current interactions with clients?

## Chemistry

Chemistry is best described as having a good level of rapport in a relationship. We've all met people in our lives with whom we've simply 'clicked'. Often this is because we share common interests, values, situations or ways of communicating. We've also encountered individuals along the way who we don't naturally 'click' with and where rapport doesn't come easily. You can probably think of a few clients who you genuinely enjoy working with and look forward to seeing. That's good chemistry. It is important to create chemistry with clients so that your time with them – and their time with you – is enjoyable and mutually beneficial. In this program, you will be introduced to tools that will help you create this special rapport with your clients.

## Integrity

Integrity speaks to your truthfulness, honour, reliability and credibility. It encompasses elements that are critical in creating and maintaining a respectful and professional relationship with your clients. You have likely been in situations in the past with different service providers whereby one or two stand out amongst the rest because of their outstanding integrity. These are the ones you told stories about to others. Conversely, there may be a few service providers who you remember all too well because of their lack of integrity. These are the ones you also told stories about, but the kind of stories that *repelled* not attracted your friends and family. And, once someone's integrity is in question, it's difficult to restore it to a place of high regard. This program will help inform you on a process for bringing on new clients in a way that clearly demonstrates your integrity as well as for our organization.

## Accountability

Say what you do and do what you say. This is where follow-up and follow-through is significantly important. When we aren't accountable to our clients, we can end up providing little to no perceived value. Generally, when people believe they aren't getting value, they spend more time being critical about what the service is costing them. Always be accountable and deliver what you say you will, and clients will quickly see the value for what they are paying. You will learn several processes in this training program that work together and ultimately demonstrate a high level of accountability to our clients.

## Conclusion

Every interaction you or anyone at the organization has with your client has one of two effects: it either *increases* trust or *erodes* it.

Therefore, it's important to understand the power of trust. Those who embrace and apply it to their role as a Financial Professional will thrive. Typically, if any of the five "trust" components are inadequate or absent, the trust weakens, or even collapses. This doesn't bode well for maintaining a current relationship with a client, let alone the lost opportunities in the form of future introductions to family and friends.



Why is this all so important? Because the systems you are going to learn in this program draw together all five elements discussed above to help solidify and strengthen trust with your clients. This will prompt them to begin recommending you and our organization to their friends, family and colleagues.

# The Loyalty Ladder

The Loyalty Ladder is at the heart of building long-term mutually beneficial relationships with our clients, getting referrals and of building a stronger business (and organization) for the future. The Loyalty Ladder has five major steps and all current and prospective clients sit on one of those steps.

## Suspects

The initial step of the loyalty ladder is for Suspects (these are non-clients). Suspects currently don't have any interest or affinity towards working with you or the organization and are not actively seeking us out. We're likely not top of mind with these people today when they think of financial institutions. Part of the job of branding and advertising is to help generate consumer awareness and potential interest in our organization and our products and services.

## Prospects

"Suspects" currently have no interest in our services. "Prospects" on the other hand, either through word of mouth, through advertising or other means have found a reason to investigate us and are motivated to find out a little more. They currently don't have any financial services with us, but they might check us out online or take some initial steps to inquire about what we do. At this stage in the ladder, something about us and our proposition has peeked their interest and ultimately, we want our phones to ring with inbound calls from this group of people.



## Customers (Clients)

Once "Prospects" have been identified, we ultimately want to turn them into "Customers". "Customers" are those who have begun to engage their financial services with us and might have also begun to develop a good appreciation of our client-centric philosophy. This group of people has a baseline of experience with us.

## Clients (Fully Engaged Clients)

There is a substantial difference between "Customers" and "Clients". "Customers" use us as part of their financial services provider relationship and place only some of their business with us. "Clients", on the other hand, work exclusively with us.

We don't want to stop at just gaining a "Customer". We have a responsibility to our "Customer" to ensure we effectively convey our full array of offerings so that we can propose the best possible financial solutions to meet their needs. We can't wait for our "Customers" to volunteer information about their needs. It might not occur to them that you could help them manage all their financial planning affairs.

*You may have 200 relationships, but how many of them are completely and exclusively yours?*

Financial Professionals often face opportunity leakage. By becoming focused on sales and transactions, sometimes we do not maximize the full relationship opportunity. For example, a “Customer” who deposits a large amount and only has a savings account may end up spending the funds. This is opportunity leakage. A relationship you have with a “Client” will last long after they’ve spent that money, no matter how much it is. It's the commitment of that person you should be focusing on. It's the **lifetime value of that relationship** that will really be of value. If a “Client” stays with you forever, gives you every cent they have as their life unfolds, and trusts you implicitly to manage their financial planning, that's what should get you excited.

## Advocate (The Ultimate Clients)

“Clients” are not the top of the loyalty ladder. The value and durability of what you offer has less to do with how many “Clients” you have; it has more to do with how many “Advocates” you have. “Advocates” are fiercely loyal clients who empower you and **promote** your services to their family, friends and associates. All organizations have at least some advocates.

*Consider the following:*

*What would happen to your business if you had 100 advocates?*

You'd be on the verge of a breakthrough. “Advocates” will help identify “Prospects” for you and will help you to convert them into “Customers” who are “Clients”. Then, by providing consistent personalized financial service and advice they will become “Advocates”. You can see how this cycle will become self-sustaining and create efficiencies in clients’ growth over time.

The Loyalty Ladder is a fundamental concept that drives many of the best practices. This philosophical approach emphasizes the importance of client-facing interactions and therefore focuses on “internal marketing”. This is very different from traditional ‘external marketing’ techniques.



# The Winning Edge

The winning edge refers to the distinction which separates the best from the rest. This distinction is often small; however, the difference in rewards can be huge. The winning edge says that small differences in knowledge and ability can lead to enormous differences in results. To illustrate this concept, we will use a sporting example. In a horse race, a horse that wins by a nose still earns 10 times more prize money than the horse that places second. The 1<sup>st</sup> place horse is clearly not 10 times faster—10 times better—than the second horse; it is only a nose better. Nonetheless, the slightly faster horse wins most of the purse. The 1<sup>st</sup> place horse benefits from the winning edge.

## Getting the Winning Edge means adopting a Winning Spirit

Individuals with the winning edge operate like well-oiled machines and they benefit from it both personally and professionally. When thinking about the winning edge in the context of your role as a Financial Professional, it's important to remember that earnings alone do not define success over the long-term. There will be several other aspects that lead to an improved quality of life at home and at work that are simply immeasurable. To have the winning edge, you need to develop a winning spirit: ownership and vested interest in a result.



This attitude is instrumental in creating present and future success – as uniquely defined by you.

## All Systems Go

One of the most important shifts you can make is to embrace a systems-based approach to every aspect of your role. This systems-based approach means that every process and activity that you would execute is planned, scripted, rehearsed, and refined. This approach allows you to benefit from the following:

- Enjoy increased job satisfaction associated with working in a proactive, process-driven environment.
- Improved productivity and efficiency: meaning you end the day, week, and month feeling completely empowered and satisfied with your accomplishments (instead of overwhelmed and frustrated).
- Receive positive feedback from clients as they express their gratitude to you for all that you do for them (because you are now able to consistently provide a professional, consistent and predictable client experience).
- Direct your energy to the activities which will help you achieve your goals. That in and of itself is exciting – who wouldn't want to adopt a process that would allow them to reach their goals?

The systems-based approach is the primary reason why people buy franchises. Anyone could make a sandwich as good as Subway, but people buy a franchise because the day-to-day procedures have been perfected. Franchisees don't spin their wheels. They follow a well-documented, time-tested process. More importantly - why are franchises so successful? It's because their customers know exactly what to expect – the consistency is virtually guaranteed. Your clients are no different: they crave consistency and predictability. Now you will be able to provide it to them – every time.

## **Enjoy the Winning Edge**

Achieving the winning edge requires patience, but like exercise, it is worth it. If you were to do thirty push-ups right now, it would be the last ten that would contribute the most to your strength building. However, you need to do the first twenty push ups to get the benefit from the last ten. In the same way, it may take some time for you to fully adopt and implement all the systems-based approaches you will learn in this program. However, if you follow each of the best practices in order through to completion – this program will ultimately give you the winning edge – professionally and personally.

# TAKE ACTION & GET STARTED

## The PSA Binder

Use your PSA Binder to store and organize the MFIS Proven Strategies Advantage program content and assignments.

## How to Review the Proven Strategy Advantages Content

1. **Your Comprehensive Proven Strategy Advantage Training**
  - All program information is fully included in this Proven Strategies Advantage Guidebook in print form. We encourage you to review these prior to each call as they offer important insight into each Proven Strategy.
2. **PSA On Demand**
  - Everything you need to succeed in this program in terms of learning the theoretical aspects is contained in this On Demand training portal - and we mean everything.
  - The purpose of each PSA is clearly outlined and supported by articles that help us understand "why" it is important.
  - All of the "tools" you will actively use to manage/organize your practice or use directly with your clients are also found in this portal - this is the "what" and the "how".
  - And, if you miss a call, you will be able to find a recorded webinar of a previous session to review at a time that is convenient to you.
3. **Your Participation**
  - Prior to each PSA Call you will be sent a Reality Check with a few key questions related to the PSA strategy we are covering. You are required to complete it and send it along to the Mindset Consulting Coach prior to the PSA Call.
  - During each of the PSA Coaching Calls you will be participating in Polls and dedicated Work Time related to the strategy being discussed (this time varies from 1 to 3 minutes).
  - You are also encouraged to either ask questions during the coaching call, chat your questions online or email them directly to the Mindset Consulting Coach so they can be addressed.
4. **Your Implementation**
  - The Follow Up Email will be sent after each Group Coaching call and is used to outline the Action Items related to each PSA covered. In addition, there will be distinctive break-points throughout the program where you are to provide specific deliverables related to the PSA Program. These completed items will form the basis for the one-on-one coaching calls to ensure your successful implementation.
5. **Have fun!**
  - Look forward to the MFIS PSA with enthusiasm and excitement - because we do!

## Get Started: MFIS

MFIS Professionals are in a unique position to build and create a rewarding and prosperous financial career – working alongside and being mentored by some talented, dedicated financial professionals. This provides you with an opportunity to create both personal and professional success using these best practices – with you in control of your future achievements and accomplishments. It is also a great time to identify your Professional Goals and Time-Frame for progressing in your career.



Along with this entrepreneurial freedom comes enthusiastic support by others, specifically your peers, financial planners, assistants, other branch employees and the entire CUSO Team. Therefore, it's important you establish and maintain a solid relationship with each of them. In addition, it is important you understand the roles and responsibilities of anyone available to support you while you manage your clients, so you can maximize these resources – however limited they may be.

It is important for you:

- To understand how to thrive in your role as an MFIS Professional.
- To understand how to share feedback and interact with your peers.
- To understand the role of those able to assist you at the Credit Union/Organization.
- To understand how to gain support and guidance from your Manager.
- To understand the communication protocol for working well with others at the Credit Union/Organization.

This type of understanding will enable you to become aware of how you can benefit from available support. It will also help you understand how you can integrate yourself and work effectively within the Credit Union/Organization. Finally, it will create order and structure around how you communicate and interact with others at the Credit Union/Organization. This directly impacts your quality of work life and allows you to go home each day feeling great about what you've accomplished.

Hold yourself to the following accountabilities:

- Deliver on the activities and responsibilities you have as a MFIS Representative.
- Ensure you implement each of the best practices in this program.
- Work in partnership with your peers and other Credit Union/Organization employees for continued guidance and support.
- Communicate regularly with your Manager to ensure you are on track.
- Work with all others at the Credit Union/Organization in a professional and respectful manner.

When working with others at the Credit Union/Organization, ensure you continue to be professional and respectful. And, take the time to adequately acknowledge and thank those helping you for their efforts in assisting you. The relationships you forge now will benefit you throughout your career at the Credit Union/Organization.

## Working Successfully & Independently

You can be in control over every aspect of your client servicing. This simplifies the process in many ways as you will always know the status of each client personally.

The key to your success with the Proven Strategy Advantage program will be your ability to carefully assess and make smart choices about how you allocate and use your time. There are many things you do on a daily and weekly basis which clearly help you be successful.

Some of the things we'd like you to do as we go through this program include:

- Be conscious about the actual amount of time you have available to meet client needs
- Be fully aware of how many clients you service and which ones require extra servicing because of what they pay the Credit Union/Organization
- Make smart choices about how you allocate your time amongst your clients
  - Continue to do the things that work well for you
  - Make a commitment to change the things that don't work well for you
- Prioritizing activities in a way that will ensure you competitor-proof your best clients
- Redefining boundaries for over-demanding clients
- Deliver client service standards you are proud to deliver, but are also completely manageable
- Adopt new processes to create efficiencies in how you serve your clients
- Practice proactive client management to restore order to your work life and a sense of calm to your day

Being open to these areas will allow you to take control over your client management and create a career that will be successful and fulfilling, while also enabling you to achieve your personal accomplishments.



## How to Stay Connected with Other

You are about to embark on the MFIS Proven Strategy Advantage and it's important you have a few things in place at the outset of this program. Some of this may already be in place and some of it may not. Covering this now will make going through the program easier for each of you from an implementation standpoint.

1. Set up an Initial Orientation Meeting with your Financial Planner Mentor & their Assistant (if applicable) to discuss the following:
  - Understand how they operate as it relates to client servicing and management.
  - Discuss how client referrals and client realignment will work between everyone, so the process is clear and we all have the same understanding and expectations.
  - Determine standard communication protocol for referral and other work requests.
2. Set up a Monthly Meeting with your Mentor.
  - Review the Monthly Team Meeting Guidelines on the following page.
  - Review the Monthly Team Meeting Implementation.
  - Use the Sample Agenda as a starting point for creating this routine.
3. Show Your Gratitude and Appreciation - Always.
  - When working with anyone at the branch, make sure you are professional, respectful and follow all protocols for work requests made.
  - Take the time to adequately acknowledge and thank others for their efforts in assisting you. Remember: A little thanks goes a long way.

## Special Instructions for MFIS

Please note that when it comes to the Weekly Team Meeting for MFIS this may happen in a couple of ways. First, this may in fact be a **meeting you have with yourself** as part of your regular planning and preparation each week to keep you on track. Second, this may be a meeting you **participate in with the financial planner and/or assistant at your organization** (if applicable) so you all stay closely connected, especially as it relates to any clients being realigned from one individual to the other.

# Weekly Team Meeting Guidelines

## Purpose

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

## Special Notes

Choose the day and time of month very carefully to avoid typically busy times as well as, minimize disruptions to others. In addition, using the Agenda will be key to keeping this meeting streamlined – making best use of everyone's time.

If anyone on the team is at a distance, you can still hold the meeting via telephone, and we encourage you to do so with the same regularity and consistency.

## Benefits

The Weekly Team Meeting will allow you and your team to experience the following:

- Minimize interruptions throughout the month, allowing everyone to be more focused and on task.
- Clearly outline client-specific deliverables for the month ensuring a proactive approach (ie. all necessary preparation done ahead of time) as well as, keeping everyone on the same page.
- Report on the status of any client referrals or those being realigned between you and the Financial Planner.
- Reinforce your team's priority for the Client Experience elements for the week and month ahead.
- Stay focused on business development projects – monitoring their status from inception through to completion.
- Be fully aware of upcoming staff training, holidays or other issues that may affect the day-to-day operations of the business.

# Weekly Team Meeting Implementation

1. Choose a weekly day and time to meet that is convenient to everyone expected to attend. If this meeting involves the Financial Planner, find out when their current meeting time is and build this into your schedule to accommodate their long-standing habit around regular meetings.
  - The beginning of the week tends to work well for many.
  - Fridays are generally not recommended due to days off, early departures, other meetings, etc.
2. Book the Weekly Team Meeting into each of your organizers as a reoccurring commitment over the long-term.
  - Do not skip these meetings – commit to them – even if they are with yourselves! This is valuable planning time for you, your clients and achieving your shorter-term professional goals which ultimately lead to the achievement of your longer-term professional goals.
3. Use a Weekly Team Meeting Agenda (refer to sample Agenda provided on next page) to ensure your meetings are efficient and effective. Agendas ensure everyone stays on task and all that needs to be communicated amongst team clients is covered in a timely manner.
  - Make sure everyone has a copy of the Agenda at the outset of each meeting. It is the same Agenda each time, so this is easy to facilitate.
4. Come prepared to the meeting.
  - If meeting with others, each of you must be up-to-date with respect to the areas of client servicing and operations you are responsible for.
5. Keep things short and concise.
  - These meetings shouldn't take any longer than 30 minutes to complete.
6. Consistency will be important in forming and reinforcing your new structured approach to team communication.



# Weekly Team Meeting Agenda



## 1) EXISTING CLIENT PIPELINE (CLIENT REBRANDING)

- a) Referrals to the MFIS from the Financial Planner
  - Confirm next steps and status
- b) Referrals to the Financial Planner from the MFIS
  - Confirm next steps and status

## 2) MENTORING

- a) Investment Management Guidance
- b) Investment Management Q & A Session
- c) Information Sharing or Upcoming Opportunities related to Investment Management

## 3) THE CLIENT EXPERIENCE

- a) FORM & Moments of Truth
- b) Client Birthdays & Milestones Coming Up
- c) Call Rotations
- d) Other Timely Client Touches (Thanksgiving)
- e) Client Feedback & Service/Operational Observations

## 4) TEAM OPERATIONS

- a) Technology Updates
- b) Upcoming Training, Courses and Conferences
- c) Holidays and other absences

## 5) OTHER IMPORTANT INITIATIVES

- a) Client Realignment Updates (which clients are moving to whom and when)
- b) Documenting Processes for the Procedure Manual
- c) Client Conversion to Paperless Statements

## 6) NEW ITEMS FOR DISCUSSION

## What's Important to You?



This program helps Financial Professionals in many ways. Review the list below and check off the areas that are important to you.

- Identify what matters to you most professionally and personally – and take steps to make that happen.
- Be proactive with your professional and personal time and make conscious choices about how you choose to spend it.
- Bring clarity and a heightened sense of awareness related to the types of clients you are looking to attract – which can generate meaningful and significant growth.
- Define and adhere to the knock out factors when it comes to potential client screening – to ensure they are appropriately aligned within the Credit Union/Organization.
- Use a meaningful client segmentation framework for sorting and organizing your clients – helping you allocate and prioritize time.
- Implement a Client Service Program to ensure efficient use of your (and others) time, energy, and resources within the Credit Union/Organization.
- Use the Client Service Program and FORM concepts to successfully manage client relationships, thereby competitor-proofing them while also creating advocacy. (In other words, you get to spend a good deal of time with the people you thoroughly enjoy doing business with!)
- Create consistency, differentiation, and excellence in all aspects of the client experience—creating a routine you and your client will embrace and appreciate.
- Establish enhanced trust and rapport with new and existing clients to increase levels of referability and ultimately, the number of ideal clients within the Credit Union/Organization.
- Initiate an Introduction Process which is comfortable to implement and reinforce with clients to attract ideal clients to you and the Credit Union/Organization.
- Adopt a series of well-defined processes which makes your life easier.
- Shift from reactive to proactive relationship management giving you more control over each day at the office.
- Make a positive paradigm shift in the way you view your life, practice & clients.
- Other (specify): \_\_\_\_\_