THE PRODUCERS FIRM



The Financial Services

 $Entrepreneur^{TM}$



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DEDICATION

I dedicate this book to my wife Eden who has loyally supported me throughout my entrepreneur career. As the wife of a business owner, she has spent countless hours by herself. One of the greatest compliments I have received is when she said, "I trust your decisions and judgement."

She has loyally supported me through good times and bad and has been my cheerleader when I needed a boost. Thank you love for your loyal support.

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WHAT DOES IT TAKE TO SUCCEED IN THE FINANCIAL SERVICES BUSINESS? WE WILL OUTLINE 27 KEYS TO SUCCESS. YOUR GOAL IS TO APPLY THEM.

In a world that is dominated by skepticism and mistrust, now more than ever does a financial service professional need to build a practice based on solid business principals. Gone are the days of salesmanship, and now are the days of building long term relationships based on educating prospective clients on ideas and programs that provide a unique value proposition.

Why do clients do business with you? It boils down to trust and respect. Only after you have gained a person's trust and respect, can you convert that prospect to a long-term client.

As an independent financial services professional, you need to work differently than your competition. Who might that be? Banks, large financial institutions, large insurance agencies as well as your traditional one-person organization.

How can you separate yourself from the rest of the pack? Do what successful entrepreneurs do. We have found these 27 keys to success:





| 01 | Name | your | business |
|----|------|------|----------|
|----|------|------|----------|

- 02 Create a business logo
- 03 Create a business tag line and mission statement
- 04 Create a business plan and constantly monitor the plan
- 05 Set short mid- and long-term goals and monitor your goals
- 06 Create a manageable database
- **07** Get involved in your community
- 08 Become a recognized local expert what happens when you are googled?
- 09 Create a "team" of experts
- 10 Leverage your team
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- 22 Maintain personal and professional intelligence
- 23 Obtain designations that create credibility
- 24 Be aware of what your prospects and clients are reading and hearing
- 25 Don't buy into industry jargon
- 26 Constantly upgrade your clients/prospects
- 27 Identify what you are doing wrong as soon as possible and adjust

Let's break these down one by one and provide a skeletal guide to how you need to structure yourself to become a true Financial Services Entrepreneur™.



1 NAME YOUR BUSINESS

What's in a name? Everything! The name of your business should quickly convey what it is you do. Generally, a short to the point name helps to make the best impressions and is more memorable.

Before you start thinking up names for your new business, try to define the qualities that you want your business to be identified with. These qualities may require a lot of thought and vision. Also, keep in mind that it should be a name that will work well for your business now and into the future.

Once you have named your business, you must register and license your business with the local state and governing agencies. You will likely need to hire legal counsel to do this.

As a businessperson, you will begin to brand your business, and this will mean that you will use your business name in advertising. As a result, the business must be registered.





2 CREATE A BUSINESS LOGO

A good logo is critical to branding. Your company logo will be indelibly linked to your name and should also help to define the qualities of your business.

Remember, the reason a person will do business with you is that they trust and respect you. A company logo can convey trust and respect or do just the opposite. For example, a whimsical logo would not convey the seriousness associated with managing a prospect's money or future.

What do you think of when you see the IBM logo? You may think of BIG BLUE stability and reliability. Your logo should convey similar thoughts and emotions. Do not leave this process to chance. Look at other company's logo and then hire a professional to help you put your logo together.





3 CREATE A BUSINESS TAG LINE AND MISSION STATEMENT

Your companies tag line and mission statement should be an extension of your companies' name. Your tag line is a simple statement that further defines what it is you do and what you are trying to accomplish.

Your mission statement is an opportunity to define your business at the most basic level. It should tell your company story and ideals in less than 30 seconds: who your company is, what you do, what you stand for, and why you do it.

Do you want to make a profit, or is it enough to just make a living? What markets are you serving, and what benefits do you offer them? Do you solve a problem for your customers? What kind of internal work environment do you want for your employees? All of these issues may be addressed in a mission statement.

Your mission statement is about you, your company, and your ideals. Read other companies' mission statements but write a statement that is about you and not some other company. Make sure you actually believe in what you're writing because your customers and your employees will soon spot a lie.

Do not "box" yourself in. Your mission statement should be able to withstand the changes that come up over time in your product, service offerings, or customer base.

A cardboard box company isn't in the business of making cardboard boxes; it's in the business of protecting items that need to be stored or shipped. The broader understanding helps them see the big picture.

Keep it short, the best mission statements tend to be three to four sentences long.





4

CREATE A BUSINESS PLAN

The primary value of your business plan will be to create a written outline that evaluates all aspects of the economic viability of your business venture, including a description and analysis of your business prospects.

It will define your company's vision for success, and how you will get there. This is a living document that should be updated regularly. It would also be good to include key staff members in producing the business plan. You may even want these members to create their own business plans.

For the Financial Services Entrepreneur[™], their business plan should revolve around their identification and conversion process. What do we mean? To build a successful firm, you need to identify your ideal prospect as efficiently as possible and then convert that prospect to a client.

Once a qualified prospect has been identified, what is the conversion process? In a world that trust is earned over time, your process should be automated and efficient. The more efficient the process, the more likely it will be consistent and effective.

The conversion process does not end once a sale is made. Often, only a marginal amount of the potential business is generated on an initial sale. So, the process must continue to maximize the greatest amount of services you offer a client.

In addition, this process will help to ensure that you have loyal and satisfied clients. It will also establish a sound basis for clients referring to other prospects.

For a free course on creating a business plan, go to the tools and resources section of www.TheProducersFirm.com





5 SETTING GOALS

Goal setting is a powerful process for thinking about your ideal future, and for motivating yourself to turn this vision of the future into reality.

The process of setting goals helps you choose where you want to go in life. By knowing precisely what you want to achieve, you know where you must concentrate your efforts. You'll also quickly spot the distractions that would otherwise lure you from your course.

More than this, properly set goals can be incredibly motivating, and as you get into the habit of setting and achieving goals, you'll find that your self-confidence builds fast.

It has been said that goal setting is simply putting your dreams to paper, so start today. Put your short-term dreams; mid-term and long term dreams to paper; then determine in writing how you will achieve these dreams/goals.

Of course, just as your dreams change so too should your goals. Constantly monitor and UPGRADE your goals. By doing this, you will upgrade yourself.

A key to goal setting is not focusing on the result. You cannot control the result. For example, you may have an income goal. You cannot control the result, but you can control the activity that leads to the result.

So, make your goals the activity. The goal is to do X number of mailings, workshops, and public speaking events. What is the activity to hit those goals? If you manage and control the activity the result will happen.

For more information on goal setting, go to the tools and resources tab at www.TheProducersFirm.com and click on the goal-setting link.





6 CREATE A MANAGEABLE DATABASE

We are living in the information age, yet many financial services professionals do not have a database that gives them the information they need. Not just names and address' but what products they own, what is the household income, what is the household net worth, what interests do they have, what is their favorite professional team, what sports do they like, flowers or chocolate they prefer, favorite restaurant of food type?

Are they an A, B, or C client (or whatever category type chosen)? All this and more can be logged in a good database system.

A database is also a, KEY TOOL in helping to create a branding campaign (such as setting up a newsletter list). If you do not have a good database, call The Producers Firm for recommendations on the tools our top agents are using to manage their business.





GET INVOLVED IN YOUR COMMUNITY

Some of the most successful Financial Services Entrepreneur™ are civically, socially, and charitably active.

This could be related to several issues that are important to you. For example, do you have children? Then get involved in their activities such as little league, dance, etc.

Join your local chamber of commerce, get involved in other civic organizations, or sponsor local town activities.

There are a variety of ways to get involved locally, search them out; be creative. All these activities will help to create a local brand. This is where your company logo is critical!





8 BECOME A RECOGNIZED LOCAL EXPERT

There are a variety of ways you can become the resident expert; being a featured expert in the local newspaper or being the featured speaker at a local civic organization for example or raise your presence on the internet and social medial.

To accomplish this, you may have to buy advertising or be willing to offer some other financial engagement.

Hire a public relations professional. A pr professional's job is to help you build credibility. They can help you to become a featured expert in local media. For more information on public relations, including how to write a press release and press release examples, go to the tools and resources tab at www.Theproducersfirm.Com and click on the pr resources and sample press releases tab.

Contact your local community television station. Often, they have spots to fill. Generally, these are not programs that are watched on an ongoing basis, so it will likely be up to you to promote them. You can do this in your newsletter and other forms of media (for example a newspaper ad, the internet, etc.).

You also need to know what prospects see when they google you or perform some other internet search looking for you. To improve or raise your presence on the internet, you may have to hire an expert someone that can improve your search engine optimization (SEO). This is directly connected to your website and its content.

To become a recognized expert, it will take time, money, and work. But if your goal is to build a successful business, the effort will reap bountiful results. Don't be discouraged if your efforts do not result in instant business, this is a process.





9 CREATE A "TEAM" OF EXPERTS

No person is an island, at least not for long. You can't be all things to all people. These are age-old cliché's but are very true for the Financial Services Entrepreneur™.

You need a team of experts to build trust and respect with prospects and clients. Your team will help you not only be perceived as being a greater resource but will MAKE you a greater resource.

Your team of experts will prove to be invaluable resources for the individuals and families that you serve. The team should consist of experts that will enhance your market. Here is an example of two types of teams:

| Retiree Team | Business Team |
|---------------------------------|-----------------------------|
| Elder Law Attorney | Business Attorney |
| СРА | СРА |
| Life Insurance Professional | Life Insurance Professional |
| Investment Professional | Investment Professional |
| LTC Professional | P&C Insurance Professional |
| Medicare Insurance Professional | Group Health Professional |
| Reverse Mortgage Professional | Business Banker |
| Geriatric Nurse | Third-Party Administer |
| Senior Moving Professional | Group Benefits Specialists |
| Home Health Care Agency | Payroll Company |



These are just some suggestions as to whom part of your team might be. Your team should continue to grow. Also, you may have multiple members with the same or similar expertise. Of course, YOU are the team leader.

To see a sample team piece, go to www.TheProducersFirm.com, and click on the tools and resources tab then select the team piece example.

Your team will serve for two benefits. One, they are a resource for clients and prospects, and two, they are a resource for you. Your team will help you run more efficiently. It will allow you to concentrate on your area of expertise. Anything outside of this area of expertise will be referred to as a team member.

Why is this so important? How many times have you been asked a question that was out of your spectrum of knowledge? Without an expert to refer the question to, you would spend a lot of non-productive time researching the answer to a question that generally results in little or no compensation. Let the expert whose job it is, answer the question. You are still being a resource for the client or prospect via transferring the work to someone who can more efficiently help.

As a Financial Services Entrepreneur™, you must constantly be looking for ways to run your business more efficiently. Having a good team will go a long way in accomplishing this.



10 LEVERAGE YOUR TEAM

Your team of experts all have one item in common, the same prospect/client profile. Leverage your team to help you find that ideal prospect. In turn you will be helping them.

This is more than a lead sharing networking event. It is true advertising cooping. What has your team members done to attract your ideal prospect? Do they work with an advertising agency, or do they have a marketing specialist? What is their advertising budget? All of these are ways to leverage your activities along with them.

For example, if a member of your team is a high-end adult living facility, can you leverage what they do to attract prospects. Often, they will sponsor dinners, expert speakers, or other social events. If the facility is large, they will have a marketing team. All these resources can help you market your business.

Be creative and think outside the "traditional" approach to marketing and you will differentiate yourself from the competition.





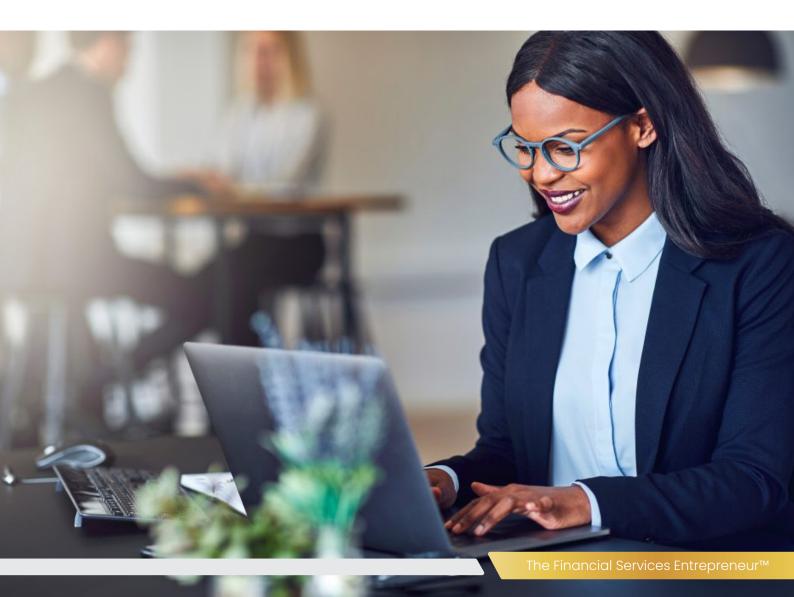
11 STAY FOCUSED, KNOW WHAT YOU KNOW

The most successful Financial Services Entrepreneurs[™] are extremely focused on the markets they serve. They are experts in not only their marketplace but also in the products and services they offer.

To accomplish this, they are constantly improving their knowledge base and expertise.

Besides, they are monitoring their marketing efforts. They know what works and what does not.

Successful Financial Services Entrepreneurs[™] are NOT generalists, and DO NOT run after every new contrived marketing program or product they are laser-beam focused specialists.





12 Know Who Your Ideal Prospective Client Is

A successful Financial Services Entrepreneur™ knows specific details of their ideal prospects and clients. They have compiled prospect/client characteristics and know exactly what they are looking for. To see some examples of client profiles, go to the tools and resources tab at www.TheProducersFirm.com, and click on client profiles.

They know how to present to their prospects, what to say, how to say it, and when to say it. This comes only after repetition and practice. You must pay your dues, but in time your mind will be so attuned to your prospect that you will know what they are thinking, and how to most effectively transfer your knowledge to them so that they can make an educated choice to do business with you. To learn more about this read, Why Successful People Are Drug Addicts at www.TheProducersFirm.com.

13 OPERATE IN A PROFESSIONAL ENVIRONMENT

A successful Financial Services Entrepreneur™ operates in a professional environment, even if that is from their home. The office is the office, which means that working time is working time. You do not do home chores, watch children answer the home phone. You ARE WORKING.

Although working from a home office is one option, it is NOT the preferred option. Prospects and clients want to work with professionals and professionals who have an office. Remember, the ONLY reason a person will do business with you is that they trust and respect you.

If you work at home or in an outside office, more and more meetings are going virtual. Be mindful of your background and how it may add or take away from your credibility. Remember, to secure a person's trust and respect, you need to be perceived as a professional at all time and locations.



14 HAVE AN OFFICE

It may not be economically feasible to open an independent office. To that end, we recommend that you initially look for an office in a CPA or attorney's office. Many professionals have spare offices that you can rent at a marginal expense. Often a CPA or attorney has a satellite location that they rarely occupy, and they are looking to defray some of the expenses. It may take some time to search out a location, but it will be well worth it.

In addition to securing an office, you may also have the benefit of using the CPA or attorney's professional conference room. It would be ideal if the CPA or attorney was a member of your team.

There are also professional spaces where you can rent a singular office or just rent the conference room. These professional spaces can also serve as a location to receive mail as well as engage other services that will improve your image.

Be creative, and you will be able to improve your image and create trust and respect with a prospective or current client.



15 HAVE A PROFESSIONAL PACKAGE

Successful Financial Services Entrepreneurs™ have a company folder, brochure, letterhead, and business cards. Also, they have a professional package prepared. Ideally, in your company folder, you would have a bio, something about your company, your team piece (see the resources section of www.TheProducersFirm.com), client testimonials, any third party material (i.e. press releases, articles, etc.), company brochure, and any additional material that would promote you, your company and the services your provide.

The entire package should reinforce to prospects and clients, why you are an expert, and why they want/need to work with you. You will find brochures for your package on the tools and resources tab at www.TheProducersFirm.com.

16 HAVE SOMEONE ANSWER THE PHONE

The first impression of you and your business is often determined by the instant your phone is answered. If a prospective client receives an answering machine, instantly your credibility is affected.

This should never happen, especially when it is very inexpensive to have a professional to answer your telephone. There is a variety of answering services. In addition, you can generally find a local service or a professional office center that offers this type of service.

Remember, you only get one chance to make a first impression.



17 HIRE HELP

Even at the very beginning stages of a new business, you should hire help. Why? You need to focus on what you do well and get paid the most to do. Here is an example, let's say that you make \$100,000 per year, in an average work year of 1,920 hours, that is \$52 per hour. If you make \$150,000 per year, that is \$78 per hour. Anyone you hire for less than what you make per hour, that allows you to maximize your hourly rate, is a net profit to you.

There are a variety of ways you can hire help. Do you live near a college? There may be an excellent resource there. Often college students need internships, and as a result, you may get help for free. Do you know a stay-at-home mom that may want a few bucks? What about a virtual assistant? This is an excellent resource that can help you with those time-consuming tasks. By allocating these tasks to a virtual assistant, it will allow you to expedite more profitable activities.





18 | CONSTANTLY CONTACT YOUR QUALIFIED PROSPECTS AND CLIENTS

The conversion process from prospect to a client is just that, a process. Even if you have a client, you generally only have a portion of their real potential. As a result, cultivating those prospects and clients is critical for long term success.

This constant contact is also important for building a referral-based business (more about that later). Building trust and credibility will take time. As a result, we recommend that you have a systematic approach to staying on your prospect and client's mind. Here are just a few:

- Newsletter
- Cards and letters
- Annual reviews
- Lunch and learns

To learn more about constant contact programs, go to the tools and resources tab at www.TheProducersFirm.com, there you will find resources for newsletters as well as other tools to stay in front of your prospects and clients.

Remember, the goal of staying in front of your QUALIFIED prospects and clients is to build credibility for the opportunity to engage them in one or more of the products and services you offer.





19 SEND THANK-YOU LETTERS AND FOLLOW-UP LETTERS

Do you have a process for a follow-up? Thank you letters after an appointment, workshop or any other engagement should be a routine. These letters should go out automatically, ideally by your well-trained assistant.

As a Financial Services Entrepreneur™, you know that the business you transact with a client often takes time to get turned around. For example, did you take a long-term care or life insurance application? Let your client know the status on an ongoing basis.

Did you expedite a transfer or 1035 exchange? These too take time. Keep your client informed or reach out to them for help to expedite that transfer if need be. In the long run, ongoing communication will solidify your business relationship, help to preserve the business you have written, and keep the competition away. We suggest that you prepare a standard follow-up and thank you letters that can be easily procured as needed.

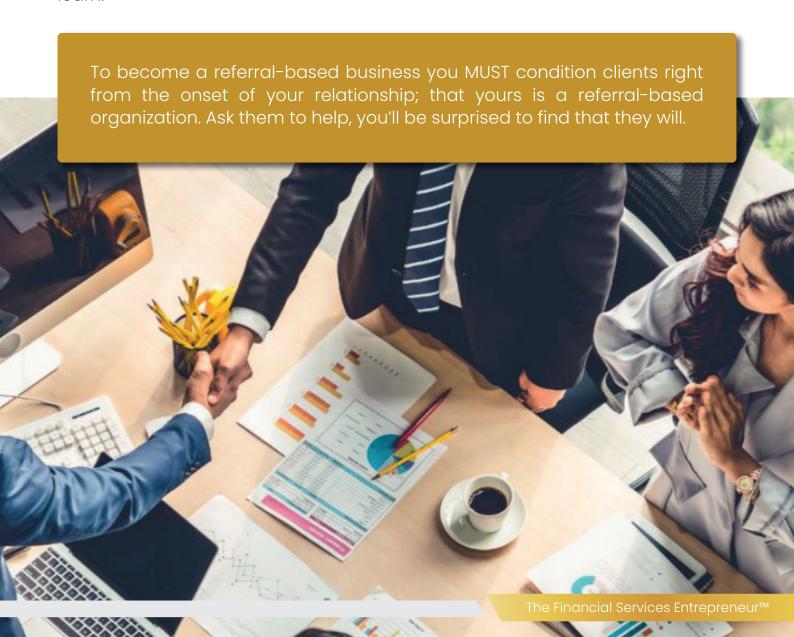




20 Build A Referral-Based Business

Gone are the days of cold calling, now are the days of building a referral or network-based business. You MUST begin today to build a business that is based on obtaining referrals either directly or indirectly. Why is this so important? Prospects do not know who to trust anymore, and they certainly WILL NOT trust an advisor who cold calls them.

Direct referrals come from asking clients who they know who? Who do you know who meets this profile (which means you NEED to HAVE a profile)? Ideally, you will not get a referral but rather an introduction. If you cannot receive a direct introduction, then obtain a written introduction and start sending the referral your newsletter. Have your client bring their friends to a workshop or, lunch and learn.





21 STAY CONNECTED AND UPDATED

In a world full of information, there is no reason why you should not be current on issues relevant to your market. Is there a tax change? You should know about it. Is there a market change? You should know about it.

Successful Financial Services Entrepreneurs[™] are also connected. That means that they fully use technology as much as possible. They take advantage of the internet, workshops, books, manuals as well as any other educational tool that will increase their knowledge.

Prospects and clients want to work with advisors that are in the know. By being on top of the latest information, you will gain the trust and respect you need to become a prospect and clients expert resource.



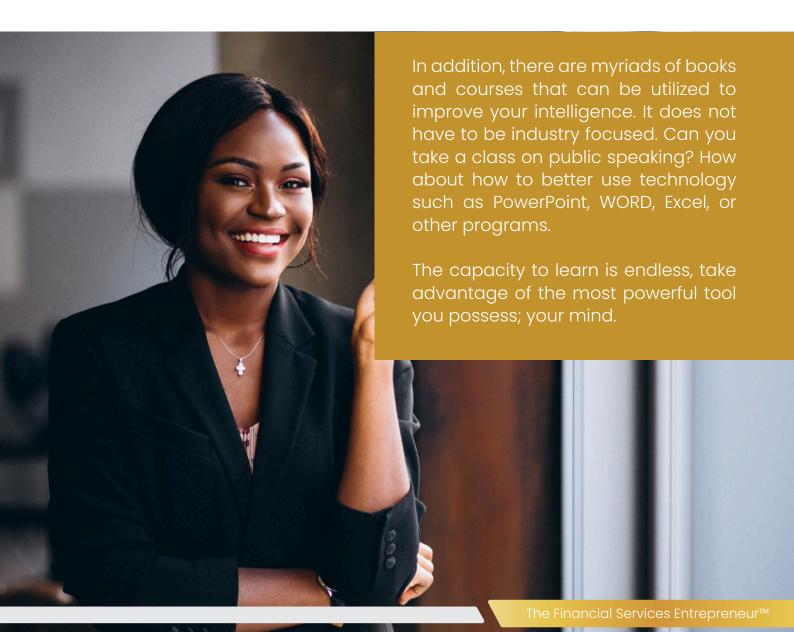


22 | MAINTAIN PERSONAL AND PROFESSIONAL INTELLIGENCE

Education is an ongoing process. There is no end to what a person can learn. By maintaining personal and professional intelligence, you will be armed with the intellectual tools to solve a prospect or client's problems.

Often, an advisor gets stuck in a planning rut. They know what they know, and that is the extent of it. By constantly learning what other professionals are doing and new ways to solve financial problems, you will separate yourself from the competition.

One way to do this is by joining professional associations or a round table group. At these events, professionals can share new approaches and solutions.





23 OBTAIN DESIGNATIONS THAT CREATE CREDIBILITY

As consumers become more and more educated, Financial Services Entrepreneurs[™] should too. More and more consumers are looking for professional designations that are recognizable. As a result, you may have to go back to school.

Understandably, the idea of going to class and taking tests is not desirable by most. Those that do, however, will separate themselves from their competition and will have a legitimate competitive advantage that they can promote to a prospect.

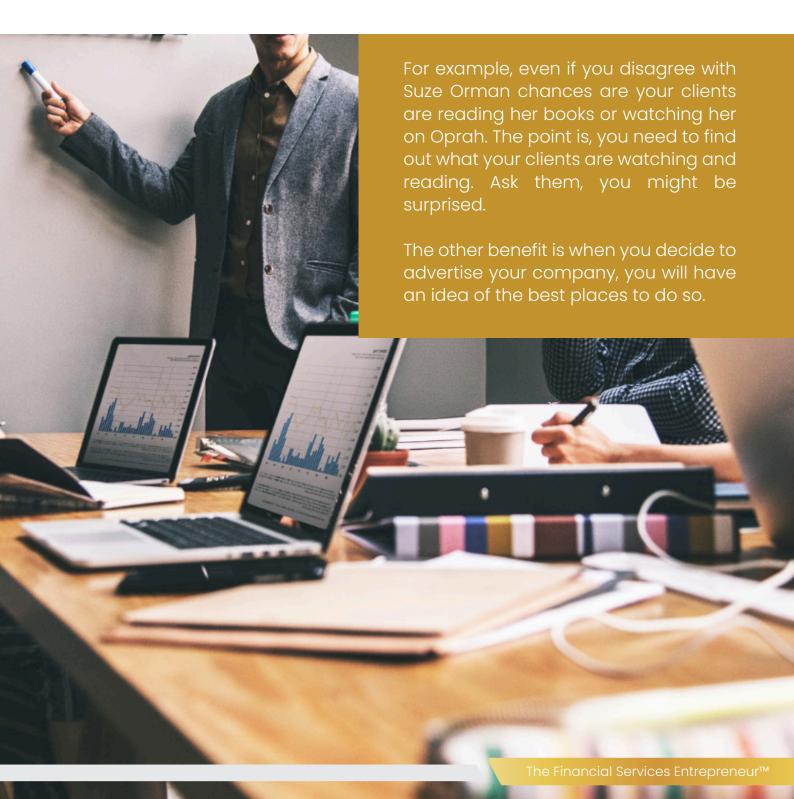
When looking to obtain a designation make sure that it is legitimate. There are many well-recognized industry designations such as CFP, CLU, ChFC, RFC, RICP, CEP and the like.





24 BE AWARE OF WHAT YOUR PROSPECTS AND CLIENTS ARE READING AND HEARING

We live in the information age. Information is everywhere, in print, on the radio, the internet, social media and television. You need to listen to what your clients listen to, read what they read, and watch what they watch; consider it market research.





25 Don't Buy Into Industry Jargon

As financial services professionals, we are inundated with industry information. We receive an ongoing barrage of emails, free journals, and countless pieces of mail. It is easy to spend our time reading all the **STUFF** and lose focus on the fact that this material was designed to appeal to YOU and NOT your clients and prospects.

Although industry information can help to keep you informed, the most successful Financial Services Entrepreneurs[™] spend little time perusing information on the HOTTEST product or even attending product-based workshops.

The Financial Services Entrepreneur[™] educates themselves on what is important to their prospects and clients, and on how to improve their business skills as opposed to the hottest new industry trends.

Just like any trend, they come, and they go, but entrepreneur fundamentals stand the test of time.





26 CONSTANTLY UPGRADE YOUR CLIENTS/PROSPECTS

Einstein defined insanity as doing the same thing over and over again and expecting different results. If you are constantly working the same client and prospect demographic, and expect your business to grow, you are insane.

Successful Financial Services Entrepreneurs[™] are constantly evaluating their business and upgrading their prospects and clients. For example, when you started your business, you were no doubt excited when any sale was made. Now those minor sales stand in the way of bigger sales.

We all only have so many hours in the day. Those working hours need to be spent on generating the greatest profit potential. Now that isn't to say that you abandon your clients. What successful Financial Services Entrepreneurs™ do is hire junior planners to service these clients.

In any firm, there are A, B, C, and D clients. A successful Financial Services Entrepreneur™ is constantly upgrading their "A" clients and shifting C and D clients to be serviced by lower hourly generating employees or partners.





For example, if you are making \$100,000 per year or \$52 per hour and you wanted to make \$150,000 per year what must you do? You could work more hours, that is, work harder OR you could work smarter. To work smarter, you could focus on you're A and B clients, which is the clients that generate the most revenue per hour and determine how to duplicate those clients.

This will take some time and research to determine the exact characteristics of your A clients, how you obtained them and how you can find more (why not ask them to refer you to their friends that no doubt would be A clients). Once you have completed this market research, create a business plan to expedite the upgrade.

Once again, this does not happen overnight. You will need to set short-, mid-, and long-term goals to reach your destination. You must pay your dues to earn the right for a client upgrade. But, in time, if you constantly monitor the process you will progress to increasing your income not by working harder but by working smarter.





27 | IDENTIFY WHAT YOU ARE DOING WRONG AS SOON AS POSSIBLE AND MAKE ADJUSTMENTS

Jack Welch said, "knowing what you now know, what would you do differently?" You should be constantly asking yourself the same question. Knowing what you now know, what would you do differently? Once you have the answer to that question, DO IT!! Knowing what you now know would you have hired someone? If not, then let them go. Knowing what you now, know would you have taken on a client? If not, then politely disengage. Knowing what you now know, would you have embarked on a marketing campaign? If not, then stop.

One of the most recognized sayings in business is that you need to inspect what you expect. What does that mean? When we start a project, for example, a marketing campaign, we have an expectation. Often the project is started and not evaluated on an ongoing basis. The idea is to inspect what your initial expectations were and see if they are meeting up to those expectations.

This requires something else, that you need to be concise about your expectations. Write down what you expect and then you will have an appropriate way to monitor the program to see if the plan is living up to your expectations.

The quicker you can identify what works and what does not, the quicker you can adjust accordingly. If something works, do more of it. If it does not, then STOP and re-evaluate.





28 IN SUMMARY

Why is building entrepreneur skills so important? There are a variety of reasons. Most importantly, many individuals are personally affected by your success, you, your family, your clients, and their families, your employees, and their families. A lot is riding on your success, and the more successful you become the more that will be tied to that success.

In addition, running a successful business based on sound business skills and ethics will benefit all involved.

There are many individuals in the financial services industry that do not operate by sound business tenants. They do not have a plan to keep them in front of prospects and clients. These barely make it from one commission check to the next. As a result, they are under significant pressure to "close" when they are in front of a prospect.

This pressure often translates to inappropriate sales and sales tactics. They may "stretch" the facts to make a sale. All of this, because of poor business planning for themselves and their prospects and clients.

A successful Financial Services Entrepreneur™ has a plan and works their plan.

This plan enables them to do the right thing, give proper advice, and not pressure prospects and clients into buying an improper product or service.

So, make it your goal to be a successful Financial Services Entrepreneur™ by being a good businessperson first and sales will come.





About The Author

Jody Goss is the owner of The Producers Firm an Independent Marketing Organization that specializes in helping independent agents build thriving and sustainable firms. He trademarked the term Financial Services Entrepreneur™.

Jody entered the financial services business in 1991 at the age of 23. He started as an independent insurance agent and would walk door to door, business to business offering business owners opportunities to improve their worksite benefits, life, and health insurance.

He quickly became a top advisor for the firm he worked with. The firm owner asked if he would like to join him as a recruiter and trainer. He agreed and has spent the last 20 plus years recruiting and training top financial services entrepreneurs.

In his years of experience, he has found that it is not those that are perceived as best in sales, presenting, or closing that succeed long term. In fact, it is often just the opposite

The most successful financial services professionals perceive themselves as a business owner first. Applying the principles of successful entrepreneurship is what makes them and their clients successful.

It is Jody's mission to help advisors grow and maintain successful businesses. This helps to reduce stress on the advisor and in turn the advisor is not pressuring his prospect to "close" the business. It is truly a win win.