And stop. How are we doing? Who has managed to get down to answer question 5 which is how do you actually articulate, communicate this stuff that’s going on inside of you and your business? who has managed to do (5), express some thoughts.

*We haven’t got ... we’ve all answered it, we haven’t got there as a group, we’ve got to (3) actually.*

Do you want to carry on to get (5) or do you want to move on?

*Give us a template for (5)!*

I think it’s time for me to sit down! I think we’ll learn to articulate some of this during the workshop. So, who here has got to (3) and think they’ve answered it reasonably cohesively? How about your table Craig, you on (3).

*We were just talking generally about all of it, we didn’t actually...*

Answer the question? What kind of workshop is this.

*We just had a chat about it.*

Give me some thoughts and feelings on (3). Craig, your table, just thoughts on question 3. Hilary asked the question what do you mean by define the purpose? And then I had to define my own question better, which was define the purpose of the business? So, what is the purpose of your business? Give me an idea that you think is really exciting that could really excite and knock the socks off prospective clients and prospective team. Share an idea with me you’ve written down.

*With me what I like to... obviously I want to make money, but apart from money what I want to feel is the reassurance that we have actually provided reassurance to our clients by challenging them to dare to dream and then showing them what those dreams could be and that they can be achieved, just what can’t, so that we can leave them with reassurance and they know exactly where they are and then continue knowing exactly where they are. That leads to reassurance.*

Remember, if you start communicating this, because when you move to marketing which is future workshops, I’ve got four new marketing workshops for you instead of three or 2.5. I’ve taken Simon’s advice and cut them down to size so they’re a bit more relaxed, you are going to have to be able to articulate, communicate these things that you are now talking about and feeling so that they get it out there and they are excited by it because you are going to have to attract the best clients you can and this had better be exciting, otherwise, you are just going to have nobody gravitate towards your business and it’s going to be hard work building the next 50 or 30 clients or whatever it is you want to attract. I’m trying to stop you working unnecessarily hard by having something exciting to articulate.

*Now I understand what you actually wanted, worked out thinking, taking the fear out of finance.*

Taking the fear out of finance, ok. That’s interesting. Taking the fear out of finance. That’s succinct. Nicolas, any thoughts?

*Well, I’ve written to assist which is a derivative thing, to assist clients in achieving a full and complete understanding of their finances and, thus, their lifestyle.*

Ok, full and complete understanding of their finances and their lifestyle. One from this table.

*I think it’s more deep and meaningful. Anyone on the table?*

*I’ve put, put clients in control of their money, let them know how much they can spend.*

Control of their money and let them know how much they can spend. Good. One more.

*I was just saying, coming away from the money thing the what, when and why we do to help them with what they really want.*

The what when and why we do to help them with what they really want. All right. Turn back to Page 13 just for a minute. I think you’re beginning to understand why this took us 15 hours to come up with something so ridiculously simple. Have a look at that page. Eventually Andrew, Martin and myself are going to have to craft this so that it is exciting, so that when it goes to press or to website people think “I can buy into this” and people are you, financial planners, and your clients.

So, I don’t want to work with anybody anymore, because I’ve had enough, this is me making a statement of the future, I don’t want to work with anybody anymore that simply wants to create a profitable business. If that’s what you want to do there are other coaches out there and they’re really good and they will help you do it. I want to work with financial planners and other industries that we’ll be moving back to where your business is designed with the clear intent to make a change in clients’ lives.

So, when you work with me that’s what I’m going to help you build into your business and the way it behaves and works with human beings and what it says on the website that your whole intent of your business is you’re here to make money anyway, and lots of it and have whatever lifestyle you want for your loved ones and your family, and you, and to be fulfilled and to think it’s worthwhile going to work but for you to create a business which will leave its mark on your community by, even if it’s just 150 people, designing the business so it makes, say, demonstrable difference in their lives.

That’s the kind of human being I would like to work with from now on. I’m in a position now where I can choose. Three years ago I wasn’t but I am today. I’m not rich, I’m not ready to retire yet but I have sufficient and enough to get by where I can choose to work with that kind of human being. To me, I could get out of bed in the morning to work with a person like that, who wants to create a business of that nature. Does that make sense?

I want to work with financial advisers who recognise that they’re running a small business and want to learn what it means to be a really fascinating entrepreneur that just changes things, that people say “blooming heck, look at what they’re doing, that is exciting!”

There are a couple of guys up north, in the northern team, Nigel and Paul Woods. They’re not geniuses, they’re just ordinary financial advisers. They’re not even financial planners, yet, they’ve still got to get there but they just got excited about this word “imagine”. Imagine if you could... imagine if you could create a plan, a structure, that would support what you’ve just told me. Imagine if you could do that, what would life be like then. So, this whole question has begun to haunt them in every day of their working life.

In the end, that’s what they’ve called themselves, Imagine, Financial Planning. They have only just kind of got it. it’s just, you know, they are just ex bank assurance, almost, people, or ex ... just ordinary guys, they finally got it, “yeah, imagine if we could change their lives!” So, if you go on imaginefp.com you find their new website, needs work to be done to it but it’s kind of exciting. Imagine!

Another guy called Brian Foster “Transcend Wealth” there is a similar sort of question. I think it goes something like “supposing you could...” on his business card, Transcend Wealth, “supposing you could...” I could get excited about a business like that. Supposing you could, Mr Client, Mrs Client, supposing you could and I could show you. What would that mean to you? The whole business, not just Brian, the whole business keeps asking that question, all through the relationship, every year, “supposing you could...” Imagine if, I could get excited about working with people like that and I want all of you to feel and articulate that to your clients now and in the future. You see where I’m going with this?

OK, so back at base I think your responsibility as a leader is to play with Page 14 until you crack something that you think “I could get excited about this and I think other people could too.”

Page 15. Framework 2, clarity. Can someone give me the three words that I have as a mantra in the way you run and design your business?

*Clarity. Simplicity.*

Simplicity, Craig pulled me up on this the other day, he said “that’s not simple!” and? Consistency. In all of your communication, all your marketing, all your websites, all your systems and processes back in the office and all your financial planning processes, clarity, simplicity, consistency. What is really exciting to me is really how unclear most financial advisers are. I sit and listen to some of you and it’s not simple. It’s really complicated. I think “I’m 20 years in the business and I’m struggling.” You ask me, “so why can’t I attract more of the right quality clients under my control?” Well because this is where we’re struggling, clarity, simplicity, consistency.

So, eventually, you are going to have to be able to articulate this stuff. So, let’s go to the clarity of your business vision, Page 15. Just go round clockwise and you be the teacher and you tell me what this page is saying. Tony, starting with you. Start at the top, just talk to me about that page.

*Requiring a clear vision. You’ve got to understand the way we go, you’ve got to understand what you want to achieve before you start pushing it out.*

Yes, if you were to use one word that we’ve talked about this morning, I’ve banged on about what would it be that you would have? What’s the one thing that you would have apart from a...

*Vision.*

A vision, take me higher than that.

*A dream.*

 I just want to ask you this question to ponder over lunch, do you honestly have a dream? Or are you simply copying what you see every other financial adviser doing on the market? Do you honestly have a dream about which you feel passionate which has got nothing to do with money?

I tell you, those that do will outperform those that don’t in the long run, they will just rise above the crowd like cream at the top of the milk and people will keep talking about them and pointing fingers at them saying “why? Why are they so... why is he so... why is she so...” they have a dream.

Barry Horner has a dream. He is one of the most generous men I’ve met in this profession. Whenever I send him an email he answers it almost immediately, and he is so busy, and I can’t stop saying thank you. Why should he answer my silly little email? He has a real dream for his little business. It’s not huge, it’s little but he has a dream for it and he has a real discipline as a leader too.

Who read the article on Jeremy Hoyland, the other day? Go back about two, new model advisers, maybe three, read about Jeremy Hoyland, 6.5 million business, financial planning. I met Jeremy and he saved my bacon when I was literally on my uppers in the gutter, I had lost everything. He had lost more than I had lost! He had lost his house as well. he got completely screwed on business, the financial planning business, completely and utterly legged over – I think the word is – he lost his house, he had three small children, I knew his wife, thought she was incredibly amazingly intelligent and beautiful and wish he hadn’t come back and married her but he did – joking – she was amazing, just this amazing woman he’s married to who’s like the heart of the family and she works with him in the business.

From nothing, and loss of house and business and everything he owned, car, everything, he climbed back up to create this 6.5 million turnover business and it is just a pukka business, gives masses to charity, it’s driven by a dream and he can articulate it. He wants to change the whole face of financial planning, quietly, without any fanfare.

Carry on, your table. Nominate someone, just take me round the page. What do I mean by those boxes? Take me round.

*Same again, clockwise here. Driven by both personal and impersonal dreams.*

Does everybody understand that, now, what that means? Them and you but mostly them. Carry on, Gary, explain it to me. What do I mean by living organisation, anybody want to take me?

*Continually evolving and change and moving on and not set in its ways.*

Ok, not set in its ways, continued change and moving on. What’s the phrase that we’re taught when we’re younger? If it ain’t broke...

*Don’t fix it.*

And we’ve got to knock that one on its head, if it ain’t broke you had better fix it because someone will come along and fix you, one of your competitors and change it, change the face and change the goal posts, then you need to fix it quick and it may be too late. If it ain’t broke keep fixing it. What else do I mean by living? What do you think, Simon?

*Reactive.*

To what?

*All the changes that are happening, continually. Nothing ever stays the same. It could be changes led by the FSA, could be many different changes, taxation changes, and you have to be able to react to different things.*

Good, ok. When you say living, what is the icon or visual that you use to represent living.

*The heart.*

Yes, now tell me by what I mean by living organisation.

*Soul. It’s got a soul.*

It’s got some sort of soul to it, it’s got something deep, rich and meaningful to it, something that’s more than figures, more than just systems and structure. It’s something passionate and beating about it. There’s something that is so attractive it magnetises people. Is that how your business is, is that how it feels to your staff, your wife, your husband, your co directors or partners or the people that engage with you as clients, is that how it feels? Does it have some sort of passion and soul to it? Is it just rich? Is it a living organisation?

I have a business strategy! Thank you so much, 250,000 people for joining me in Lincoln Square, or whatever it’s called. I just want to tell you I’ve got a business strategy! You can’t move anybody like that but you can move 200 clients by being a living organisation if you’ve got something meaningful, deep and rich about it. Your job as the leader is to create that.

Carry on.

*Have an organised structure and systems for everything. So, imagining the heart that would be systems that the heart supports and support the heart. So, a living organisation would also be unique so the heart can’t exist without the brain and the brain can’t exist without the heart. The whole thing has to work together.*

Yes, it does. Here’s a word I want you to think about, to ponder over lunch. It’s the question that works for me, the questions, not the answers. How could I automate my business so that it doesn’t need me? How could I automate my business? Push it as hard as you like. How can I automate my business so it needs very little people at all? I’m not saying you can, I’m just saying ask the question. Does everybody know... Tim.

*Aren’t we in danger when automating things to lose the soul because that’s what happens to a lot of businesses.*

Yes, that’s the danger, isn’t it? How do you have a soul and yet automate the stuff. How do you have a soul and a heart and yet automate the stuff so it doesn’t need your constant engagement? Here is what I’m trying to do with that question. I think it’s a great question, actually. Here is where we are today, most of us. We keep on getting involved in the management of this business. We keep managing stuff and I’m trying to help you see leadership so that automatically, behind you, this stuff is being managed. How could you create that, how would you do that if that was your remit? If I said to you, I’m the FSA and I’m doling out £1 million to every IFA business that shows me an automated internal system, you think I’d find a way. I would find a way. But, that’s management. Your job is leadership.

So, here is the question and it’s just the question, how could I so create a management situation where everything is automated behind me and yet retain my soul and the soul of this. How would you do that? it’s the question that I want to leave with you. your job as the leader is to find the answer because there are businesses that have those answers. It’s all managed.

I sat down with Rebecca Taylor, IFP, I think she’s on the board of whatever it is at the IFP, she’s all over the place, travels the world. I said, how do you get time to do that? I went up to see her in Peterborough, which I have to say is not one of my most favourite places but I sat down in her office and there was this screen, behind her. We were at this table, here, me opposite her, we had never actually met before so it was kind of an uncomfortable initial conversation and we gradually got to know each other and quite like each other. She’s a bright, spunky girl. Then there was this screen, there was all this hubbub going on behind. I said, “what’s going on behind the screen?” She said “I don’t know”. I said “what do you do?” She said “I just do this”. So, what do they do? “Well, whatever they do. I just set up the system and it just works so I have time to do all this and I travel all around the country, strutting the stage and giving my stuff because I love it and I love being on the board of directors of the IFP to shape the industry and make it, because I’ve got a dream for it.

So, it’s just kind of behind the screen, automated, can you see where I’m going with this? So, she is the soul and all the other stuff is, and the question is, how would I do that?

OK, let’s move over the page. Team work, five minutes on the top one and then five minutes on the bottom one. Team work is the top one. Just picking up on, Tim, your question, you know what, as a financial planner I find it’s the questions you ask that are the most powerful things of the clients, the quality of your questions will help them, you don’t persuade them, they will shift.

Just five and five on this. This should not be hard. So, the question is, what words get pushed into your mind as you think of their brand. Just gut reaction on this, guys, what words come to mind fast when you look at their brand, when you think of their brand. Don’t think too hard about it, just words, what words come, just like a word game, seconds, what happens to you when you think of their brand.