



Advisor Ascent: A journey ahead

Advisor Ascent is a journey toward your professional goals. Follow the roadmap, and you can reach the top.

The Ascent playbook is a step-by-step guide for growing your wealth management practice, built on successful tactics and strategies collected from our top-performing advisors. The playbook helps you identify client needs, and simplifies the process for transitioning tax clients into wealth management clients through the Ascent three-meeting workflow.

First, we'll introduce the wealth management client development process in the three-meeting workflow. Then, we'll take you through the tools and processes to support each of the three meetings. Thank you for joining the Ascent!



Welcome letter

Dear team,

Thank you for participating in the Advisor Ascent program. We believe this program has the potential to transform your practice and your client relationships, as well as deliver tremendous value to your clients.

Many times, I've heard advisors tell me they want to grow their practice, but aren't sure how to do it. That they don't have the time to figure out what it would take to grow, because they are focused on their tax business. That HD Vest gives advisors good support, but that the processes sometimes aren't specific or tangible enough to lead to action, or that they only address a part of the problem

Advisor Ascent is here to eliminate these hurdles.

At the heart of the Advisor Ascent program is a best-practice playbook that outlines a simple, step-by-step process for identifying and creating wealth management service opportunities among your tax clients. It is meant to be used when the client service opportunity is the greatest—during tax season. The playbook is designed require minimal additional preparation or mindshare. Informed by the tried-and-true workflows used by our most successful advisors, the information has been adapted to be relevant and applicable to practices of all kinds.

Over the course of the pilot, we'll ask you to try new things—and I know how hard that can be. I encourage you to give it a chance, and to try each thing more than once. You have a fantastic support team behind you, and we want to help you succeed. Your clients' lives will be better for it.

Thank you for your participation, and for being a part of the HD Vest family.

Best,

Scott Rawlins

President of HD Vest



Contents:

Ascending to new heights

Program overview	4
Three-meeting workflow	7
Prioritizing your tax book	10
Meeting one resources	11
Meeting one game-planning template	13
Icebreaker approach	15
Value propositions	19
Meeting two resources	25
Meeting two game-planning template	27
eMoney integration	29
Discovery checklist	31
Meeting three resources	34
Meeting three game-planning template	36
Solution selector	38
Pilot week plan	39

Program overview

Our most successful advisors can look back to an inflection point in their wealth management client service career that led to significant growth and client impact. We wanted to understand what changed to make this happen, and learn how we could help other advisors get there faster. After months of analysis, observation and advisor discussion, our research revealed three things: Mindshare, Prioritization, and “At bats.”

What it takes to reach your peak

Mindshare

- Be **intentional** about setting goals to grow your wealth management practice.
- **Prepare** to talk to clients about wealth management.

“For a long time, I expected my clients to come to me when they had an issue, but it wasn’t until I was intentional about addressing my client’s needs, that I saw an impact in their lives.”

Prioritization

- **Proactively** scan for clients who you are well-positioned to help with wealth management.
- **Identify specific ideas** for individual clients, and talk to the client about them.

“I felt as if I was underserving my clients until I made my clients’ holistic financial needs a priority.”

“At bats”

- Be willing to **just try** and **use the HDVest resources** available to you.
- Learn from wins and losses.
- **Keep trying.**

“I emailed my clients marketing materials all the time, but it wasn’t until I started bringing it up in every client meeting that my clients finally grasped my ability to help them.”



PROGRAM OVERVIEW

The Advisor Ascent pilot will test a set of tools and processes designed to accelerate your growth.

	What the pilot team will do for you	What we'll ask you to try
Mindshare	<ul style="list-style-type: none"> • Provide a prescriptive “playbook” to execute, with workflows, checklists, and client-ready materials. • Work within your existing meeting calendar. • Facilitate idea sharing across advisors in the pilot, and offer ideas you can take to your clients. 	<ul style="list-style-type: none"> • Set specific goals with your RM on how many times you will discuss wealth management in tax meetings. • Explicitly prepare wealth management topics for priority tax client meetings. • Share what you have learned with your cohort and the strategy team.
Prioritization	<ul style="list-style-type: none"> • Offer a framework and process for you to prioritize your 2017 tax book to identify potential clients. • Tee up the top wealth management needs for an individual client, in advance of priority upcoming meetings. 	<ul style="list-style-type: none"> • Identify your priority clients. • Prioritize personally speaking with your highest potential clients. • Prepare for meetings with specific ideas customized to the client’s needs.
“At bats”	<ul style="list-style-type: none"> • Provide customized meeting planning templates to help you prepare. • Offer coaching support as you try new things. 	<ul style="list-style-type: none"> • Commit to trying. • Share what works / doesn’t with your RM and the pilot core team.

Three-meeting workflow



THREE-MEETING WORKFLOW

What is the three-meeting workflow?

Many advisors have asked for a “playbook” for client development and client service. The three-meeting workflow is just that — a straightforward approach for engaging clients with their wealth needs. It’s based on proven best practices from the most successful HD Vest Advisors, and gives you an “off the shelf” answer for your own work process. That way you can focus your time on doing what you do best — serving your clients.

What advisors have said:

“I bring up investments with less than a third of my tax clients — it’s just not part of my routine. Where do I start?”

“I know others have figured out the process. Really be prescriptive with us. I just need the playbook.”

“HD Vest has given us a lot of ideas, but we need more structure.”

Throughout this playbook, we’ll go through the steps for each of the three different meetings. Once you get the hang of it, the process should feel natural, comfortable and emphasize your expertise — solidifying your business as a one-stop-shop for all of your client’s financial needs.

Best practices in action: The three-meeting workflow

	Meeting One Tax Bridge	Meeting Two Wealth Discovery	Meeting Three Wealth Implementation
What is it?	In your annual tax meeting, “break the ice” on wealth.	Identify needs and opportunities for clients.	Refine and confirm plan. Commit to execution.
Success means	<p>Schedule a follow-up meeting to discover wealth management needs.</p> <p>Complete tax-related deadlines and additional needs (e.g. IRA).</p>	<p>Client sees clear set of needs and has set specific financial goals.</p> <p>Agreed on high-level outline of a financial plan.</p>	<p>Aligned on specifics of plan and immediate action.</p> <p>Execute all necessary paperwork.</p>





Before the meetings start, prioritize your tax book

Each tax season, you interact with dozens, or maybe even hundreds, of clients. Many of them will have wealth management needs, but in the moment, it can be difficult to identify who you can help, and how to offer your support. In the Advisor Ascent program, we will ask you to identify the tax clients who have investment needs that make them high-potential wealth management clients.

Our research has shown that two types of factors indicate an opportunity to serve clients:

- Indicators of wealth (age, AGI, interest and dividend income), and
- Indicators of assets in motion (multiple W-2s, change in filing status, other knowledge of their personal situation).

The process of prioritizing the potential for your tax clients to also be wealth clients is more of an art than a science, but it often helps to have a set of steps to follow to jumpstart your thought process. We suggest the following:

- 01 Export your tax book into a .csv file.
- 02 Sort the top half of your book by AGI. Then sort by interest and dividend income (taxable, tax-free, or both). For the top half on interest and dividend income, then sort by age.
- 03 Review the clients at the top. Confirm whether they are a 2019 priority based on your experience and relationship with the client.
- 04 Additionally, scan the remainder of your book for indications of assets in motion, as indicated by multiple W-2s, a change in filing status, or other changes you are aware of through your tax relationship. Select additional priority clients with this method.

Once you've gone through these steps, review the full list of priority clients. Ideally this list will be between 10-20% of your tax book. These are the clients for whom you should prioritize face-to-face meetings. Before you have those meetings, you should explicitly prepare for them using the tools in the Advisor Ascent Playbook.

This level of focus on specific client needs is a critical part of your Ascent.

Meeting one resources



MEETING ONE RESOURCES

Meeting one: Tax bridge

When

5-10 minutes in your annual tax meeting.

Prep

15 minutes per meeting to review the tax return and prepare game plan template.

Goals

- Initiate a conversation on wealth.
- Trigger your client's awareness of their needs, as well as your ability to serve them.
- Complete tax-related deadlines and additional needs (e.g. IRA).

Tools

- **Game plan**
 - Standardized prep sheets to provide the information you need in order to achieve success.
- **Icebreakers**
 - Four-step approach to smoothly transition a tax conversation into wealth management.
- **Value propositions**
 - Clear, memorable ways to articulate how you create value for clients.

Advisor resource: Meeting one game-planning template

What It Is

- Standardized prep sheets for each client meeting.

When To Use

- Fill out each morning before the day's priority meetings (~15 min to complete).

How To Use

- Advisor-facing reference material to guide meeting prep, and manage the client development process.
- Reference as needed during the meeting (not intended to be client-facing).



Meeting one: Tax bridge

Meeting preparation for: _____

Quick facts

Age:

AGI:

Filing status:

TSI score:

Priority Level:

Top three opportunities to discuss

- 1.
- 2.
- 3.

Outcome desired:

My plan

Tax topics to cover

Recognize progress

Establish need

Demonstrate credibility

Preview solution

Topic of follow-up meeting:

Next steps needed:

Advisor resource: Icebreaker approach

What It Is

- A four-step process for transitioning tax-only discussions to also include wealth management.
- Based on best practices harvested from successful advisors.

When To Use

- Reference each morning to help prepare your approach for the day's priority meetings.

How To Use

- Advisor-facing reference material to prepare for meetings.
- Adapt this approach to fit your personal style and the situation.





What does a good icebreaker look like?

Good icebreakers have three parts:

How to do it

1. Recognize the progress

Congratulate the client on something they have done well.

2. Establish a need

Identify a specific need your client has that also evidences your knowledge and familiarity with their tax situation.

3. Preview a solution

Share ideas for how they might solve needs and establish next steps to follow.

Let's take a look at some ready-to-use examples on the following page.

Scripting common situations

Potential client needs	Multiple W-2s	Taxable INT/DIV income	They crack the door to an investment topic	New dependent
Recognize progress	"It looks like you got a new job this year — how exciting. How is it going?"	"Congratulations on another good year. It looks like you had a lot of taxable investment gains."	"I'm so glad you brought this up."	"Congratulations on the new baby! Are you getting any sleep?"
Establish need	"Did you have a retirement program at your old job? Sometimes employer's programs don't offer the best financial products for your needs."	"But, because of this, you're going to have a significant tax bill on those gains. There could be a way to make these investments more tax-efficient."	"How do you currently manage your investments? Do you have a financial advisor? Are you happy with these accounts?"	"No one likes to think about this sort of thing, but have you thought about life insurance?"
Preview solution	"If you'd like, I could take a look at what you have and see if there is anything I could offer to improve the account."	"Because I'm both a tax and wealth management advisor, I am uniquely positioned to ensure your investments are as tax-efficient as possible."	"Are you aware that I can maintain these accounts for you? Would you be interested in consolidating everything with me as your advisor?"	"I started offering insurance products for my tax clients because I saw this situation again and again, and wanted to be able to help."

Potential responses to common questions

After the icebreaker, advisors sometimes get a handful of common questions. Here's how you can respond:

What clients may ask	What you might say	Supporting material
What can you do for me?	<ul style="list-style-type: none"> • “In addition to being a CPA, I am also a Certified Financial Planner (CFP). This means I am qualified to advise you on all aspects of financial planning, and can manage assets on your behalf.” • “I started offering investment services when I saw that many of my clients’ savings plans were tax inefficient, and [...]” 	HD Vest value proposition
Why/how is this different from what other wealth managers do?	<ul style="list-style-type: none"> • “Since I am also a tax professional, I am uniquely positioned to oversee your investments.” • “By ensuring Tax Smart Investing, many times my clients see 0.5-1% improvement in investment returns.” 	HD Vest value proposition
How are you paid for wealth management?	<ul style="list-style-type: none"> • “You never write me a check for my wealth management services. Its different from my tax practice that way- I don't charge an hourly or fixed fee” • “How I am compensated depends on which investment products are right for you: <ul style="list-style-type: none"> - For some products, I get a commission on the sale. - For most assets, I charge a percentage of the total assets held in your accounts.” 	Advisor fee schedule

Value propositions overview

What It Is

- Value propositions are clear statements that explain how you create value for your clients.
- There are two types:
 - Broad HD Vest value proposition (for all clients)
 - Tailored value proposition based on client archetype (pre-retirement, retiree, small business owner)

When To Use

- HD Vest value proposition:
 - In tax meeting, when explaining why you offer wealth management services
- Tailored value proposition:
 - To prepare for specific archetypal situations

How To Use

- HD Vest value proposition:
 - Client-facing reference and takeaway sheet
- Tailored value proposition:
 - Advisor-facing reference sheet, used to prepare for a client meeting (not intended to be client-facing)





VALUE PROPOSITIONS

A guide to sharing your value proposition

- **Our best advisors can succinctly tell their clients what they do, why they do it, and what makes them different from other financial advisors.**
- **On the next page you'll see the HD Vest value proposition which you can share with your clients.**
- **We have outlined a guide below for building this story, to use as you hone yours.**

What do you do?

"For many of my tax clients, I also serve as their wealth management advisor. This means I have a holistic view of their financial situation, and I help administer some or all of their investment accounts."

Why do you do it?

"I started offering wealth management support for my tax clients 5 years ago, after seeing client after client become frustrated with a higher tax bill than they planned for because their investments weren't managed with tax efficiency in mind."

What makes you different?

"I've found that I provide my best value to clients I serve on both tax and wealth management. By helping clients with both sides of the tax return (the inputs, and the outputs) I can help you minimize your tax bill, preserve the maximum amount of wealth, and ensure you're on the right financial footing to reach your goals."



VALUE PROPOSITIONS

HD Vest value proposition

Trust

I started investment support because I saw many of my tax clients struggle with it. As a fiduciary, I have an obligation to act in your best interest. I am supported by best-in-class infrastructure and financial products through my broker-dealer, HD Vest. My goal is to be someone you can trust to help you make the best tax-smart decisions.

Tax-Smart

Why tax-smart? Because every investment decision is a tax decision. We focus on tax-smart investing to help you preserve maximum wealth. By doing this, clients can see a tax value of up to 0.5-1.0% per year.

Holistic

As your tax and wealth management advisor, I have a holistic picture of your financial position. Managing both the inputs and the output of the tax return helps me lower your tax bill. And having a full understanding of your goals helps me understand what we're solving. By supporting your investment choices, I can help you get there.

Convenient

Managing your finances is hard — I want to make this as easy as possible for you. That's why I've taken a digitally-enabled "one-stop-shop" approach that handles both taxes and investments.

Tailored value proposition: Retirees

Market need	Our best value proposition	Competitive advantage
Wealth preservation	<p>"We focus on tax-smart investing to help you preserve maximum wealth."</p> <ul style="list-style-type: none"> - "Tax alpha" of up to 0.5-1.0% per year - Withdrawal strategy 	<ul style="list-style-type: none"> • "Most other advisors defer tax questions to your CPA." • "I can do both, and have an integrated view of your finances."
Estate planning	<ul style="list-style-type: none"> • "I can help you build a holistic estate plan that is tax efficient and comprehensive." • "Some of this needs to be done by lawyers, but I'll set you up with some good ones (of course I don't get a commission for that)..." 	<ul style="list-style-type: none"> • "Not all advisors do truly comprehensive financial planning, looking beyond your investment accounts." • "We focus on the 8 Wealth Management initiatives, to ensure you have a comprehensive plan."
Tax planning	<p>"By managing both sides of the tax return (both the investment inputs, and the tax outputs) I am best positioned to manage your tax burden and ensure efficiency."</p>	<ul style="list-style-type: none"> • "Most other advisors defer tax questions to your CPA." • "I can do both, and have an integrated view of your finances."
Low cost	<ul style="list-style-type: none"> • "Our fees are consistent with what other similar financial advisors charge." (If applicable) • "Doing your investments yourself will always be the cheapest option, but there is potential to miss a lot of upside, and it can cost you way more than my fees on your taxes." 	<p>"Our investment strategies will ensure tax efficiency, which can save you up to 1% a year."</p>

Tailored value proposition: Pre-retirees

Market need	Our best value proposition	Competitive advantage
Retirement	<ul style="list-style-type: none"> • “In planning for retirement, It’s important to think about the effect on taxes today, as well as tomorrow.” • “Your financial planning should include a decision on whether it would be best if you pay taxes now (and benefit from tax free earnings in retirement), or vice versa.” 	“Because I have the unique position of being a tax advisor and financial advisor , I can help you evaluate these strategies from both the investment and tax lens to see what would be best for your personal situation.”
Education	“There are some tax advantaged ways you can start saving now so that you can help to provide the best education possible.”	“Because I have the unique position of being a tax advisor and financial advisor , I can help you determine which of these options is best for your specific financial situation.”
One-stop shop: Taxes	<ul style="list-style-type: none"> • “Your investment return isn’t just the percentage that shows up on your statements—the true return is what you get after you pay the yearly tax bill.” • “There are ways to be more efficient: you can reduce your taxes by working with an investment advisor that uses tax sensitive strategies to maximize the returns.” 	“Because I am both a tax advisor and a financial advisor, I am uniquely positioned to match your financial goals with investment strategies that minimize the tax impact on your portfolio. ”
One-stop shop: Holistic approach	<ul style="list-style-type: none"> • “Many people think about market investment risk, but they overlook other risks—like the risk that that your investments will be overly correlated and lack diversification, which can be just as important.” • “It’s important to have a comprehensive view of your investments to make sure your investments performing well individually, as well as, performing well together.” 	<ul style="list-style-type: none"> • “Clients ask me to manage their assets so they I can be that extra set of eyes to oversee their portfolios risk from those angles people don’t typically keep an eye on.” • “We also offer some special tools that will allow you a more consolidated view of your finances that our clients really love (i.e., eMoney).”

Tailored value proposition: Small business owners

Market need	Our best value proposition	Competitive advantage
Retirement plan	<p>The key to any retirement is consideration of taxes. Not considering the impact of tax will cost you thousands.</p> <p>As a tax pro, objectivity is critical. Because we don't offer proprietary solutions, you can be assured we will only solve your needs with the right solutions.</p>	<p>"Because I have the unique position of being a tax advisor and financial advisor, I have a view into what will be most advantageous to your business to save on your tax bill, as well as what will be the best vehicle to put away the most money for you and any key employees."</p>
Business insurance	<p>"Many of my small business owner clients ask me to evaluate their business insurance to..."</p> <ul style="list-style-type: none"> - "Ensure the right type of insurance that you need, and make sure it's the right amount to protect you, your employees and your families." - "Identify any gaps that might be putting you at risk that you haven't seen because you are too close to it." 	<p>"The intricacy of business and taxes are great. Someone who understands taxes can save you thousands and a lot of time with attorneys when determining how best to structure risk management solutions to protect your business."</p>
Investments and financial planning	<p>"Many of my small business owner clients ask me to serve as their "personal CFO" overseeing their financial picture and allowing them to maximize the time they get to spend with their family outside of the daily grind of the business</p> <p>As your business is growing, new opportunities as well as new challenges will be developing financially."</p> <p>"It is more important for you now than ever to really understand your entire financial picture."</p>	<p>"Because I am both a tax advisor and a financial advisor, I am uniquely positioned coordinate the goals you have and match that with strategies to minimize the tax impact on your portfolio, your personal finances and business like no one else can."</p> <p>"We also offer some special tools that will allow you a more consolidated view of your finances that our clients really love (i.e., eMoney)."</p>

Meeting two resources



MEETING TWO RESOURCES

Meeting two: Wealth discovery

When

One hour during (or soon after) tax season.

Prep

- Finalize eMoney mini plan.
- Define hypothesis on potential needs/solution.
- Select relevant question from discovery checklists.

Goals

- Identify specific needs of client and establish urgency to address.
- Define clean set of client goals.
- Gather critical information needed to develop plan.
- Agree on specific next steps and schedule final meeting.

Tools

- **Discovery checklist**
 - Checklist of potential topics to cover in Discovery based on 8 wealth management issues.

Advisor resource: Meeting two game-planning template

What It Is

- Standardized prep sheets for each client meeting.

When To Use

- Fill out each morning before the day's priority meetings (~15 min to complete).

How To Use

- Advisor-facing reference material to guide meeting prep, and manage the client development process.
- Reference as needed during the meeting (not intended to be client-facing).



Meeting two: Wealth discovery

Meeting preparation for: _____

Quick facts

Age:

AGI:

Filing status:

TSI score:

Priority Level:

Notes from last meeting:

My plan

Discovery topics
to cover

Hypothesis on
solutions needed

Support materials
needed

Outcomes
desired

Advisor resource: eMoney integration

What It Is

- eMoney is a personal finance aggregation system, document vault and financial goal tracker.

When To Use

- Before tax season: As a tax document vault.
- Client meetings: Review a client's financial position and progress.

How To Use

- Client-facing personal finance management system.
- Advisor-facing simplified financial planning tool.





**Need help setting
up eMoney?**

Ask us for client
set-up instructions!

EMONEY INTEGRATION

eMoney benefits everyone — both clients and advisors

Client benefits

- 1. One-stop shop:** Creates a single document vault to facilitate sharing with tax professionals.
- 2. Better tax planning:** Aggregated view provides valuable information to better identify tax-savings opportunities.
- 3. Safe, secure and private:** State of the art encryption technology keeps data safe, and HD Vest will never sell or share data with third parties.

Advisor benefits

- 1. Understanding client needs:** Provides a holistic picture of the client's financial health, helping identify potential areas of support.
- 2. More efficient planning:** Data aggregation cuts significant work out of the planning process.
- 3. More efficient document management:** Advisors can leverage a single "vault" for both tax and wealth management documents.

Advisor resource: Discovery checklist

What It Is

- A checklist of topics to cover in the wealth management discovery meeting, based on the 8 Wealth Management topics.

When To Use

- When preparing for a client's wealth management discovery session.
- During a wealth management discovery meeting, to ensure key topics are covered.

How To Use

- Advisor-facing reference material to prepare for a wealth management discovery meeting.
- Advisor-facing checklist to use during the wealth management discovery meeting.
- Pick and choose topics to cover, as fits the client situation.

Approach for the wealth management discovery meeting

It is important to deliver on the client's expectations in the discovery meeting.

If the client has an issue that is at the top of her/his mind, s/he may not be ready to engage until that topic is covered.

Set expectations for the meeting in advance, and prepare how you can connect their issue with the broader wealth management picture.

If the client is interested in a specific topic...

- 1. Identify the client's most pressing issue**, and understand where and how it fits into the 8 Wealth Management Initiatives.
- 2. Start with what is top of mind for the client**, and help the client get concrete resolution to their concern.
- 3. Test the waters for client receptiveness** to other wealth management topics .
- 4. Bridge discussion into other wealth management** topics using the Discovery checklist, if possible.

Best practices in effective discovery meetings

Take the lead

- Talking about personal finance often makes people uncomfortable
- Your clients look to you for wisdom and guidance when it comes to planning for their financial futures, and they need your help
- As their financial advisor, you have a responsibility to assist your clients with their finances

Be authentic

- You're in the business of building and managing personal relationships
- The most important factors in this discussion are you and the level of service you provide
- Use the blueprint, but be sure to tailor it to your unique personality and client base

Practice and fine-tune

- Before trying this out on your top clients, practice on your assistant, spouse, family members or clients who are good friends. This can help perfect your presentation and build confidence when presenting it
- Fine-tune the process as you use it, and document your changes so you can repeat them

Define, prioritize and recap

- Explain each topic in layman's terms
- Understand where their priorities lie, and how you can help. Skip topics that are not relevant to your client
- Play back what you've heard to ensure you understand
- Be clear about next steps- follow up with a recap letter or email

The Discovery Checklist

	Topics to cover	Questions you could ask
Investment management	<input type="checkbox"/> Goals	<ul style="list-style-type: none"> • “What do you want your money to do for you?” • “Have you ever thought about how much money is enough?” • “Do you think you are on track to meet your goals?”
	<input type="checkbox"/> Financial principles	<ul style="list-style-type: none"> • “What principles do you follow with your money?”
	<input type="checkbox"/> Risk tolerance	<ul style="list-style-type: none"> • “How much risk are you willing to take with your investments in order to seek a higher return?”
	<input type="checkbox"/> How to work together	<ul style="list-style-type: none"> • “What do you expect from a financial advisor?”
Cash flow and debt management	<input type="checkbox"/> Budgeting	<ul style="list-style-type: none"> • “Is budgeting important to you? How do you budget and forecast expenses?”
	<input type="checkbox"/> Debt	<ul style="list-style-type: none"> • “How do you feel about your current debt level?”
	<input type="checkbox"/> Emergency fund	<ul style="list-style-type: none"> • “What money would you access in the event of an emergency?”
Family risk management	<input type="checkbox"/> Life insurance	<ul style="list-style-type: none"> • “Do you have life insurance? If yes, how much? How did you determine this coverage level?”
	<input type="checkbox"/> Disability insurance	<ul style="list-style-type: none"> • “Do you have disability insurance? If yes, how much? How did you determine this coverage level?”
	<input type="checkbox"/> Medical insurance	<ul style="list-style-type: none"> • “Are you happy with your current medical insurance? Do you use pre-tax dollars to pay premiums and co-pays?”
	<input type="checkbox"/> Asset insurance	<ul style="list-style-type: none"> • “What other assets do you have insured (for example: car, house)? Do you have an umbrella policy? If yes, how much? How did you determine this coverage level?”
	<input type="checkbox"/> Long-term care	<ul style="list-style-type: none"> • “Have you considered long-term care insurance?”
Retirement planning	<input type="checkbox"/> Retirement Goals	<ul style="list-style-type: none"> • “How do you feel about your current retirement plan?” • “When do you hope to retire?” • “How much income do you think you’ll need to support your lifestyle?”
Education planning	<input type="checkbox"/> Education expenses	<ul style="list-style-type: none"> • “Do you expect to have education expenses in the future?”
	<input type="checkbox"/> Timing	<ul style="list-style-type: none"> • If yes,
	<input type="checkbox"/> Coverage levels	<ul style="list-style-type: none"> - “When and for whom?” - “How much do you think you’ll need to fund it?”
Legacy and estate planning	<input type="checkbox"/> Estate planning	<ul style="list-style-type: none"> • “What have you done so far to plan your estate?” • “Have you taken actions to minimize the tax burden on your estate?” • “Have you considered how to ensure estate liquidity?”
	<input type="checkbox"/> Legal documents	<ul style="list-style-type: none"> • “Do you have a will? Durable power of attorney? Living trust? Healthcare surrogate? Living will?”
Business planning	<input type="checkbox"/> Business planning	<ul style="list-style-type: none"> • “How does your business factor into your financial goals?” • “Have you considered a succession plan for your business?”
Special situations	<input type="checkbox"/> Special situations	<ul style="list-style-type: none"> • “Do you have any other financial goals or concerns? For example: wedding, vacation property, charitable giving?”

Meeting three resources



MEETING THREE RESOURCES

Meeting three: Confirm the plan

When

1-2 weeks following Discovery meeting.

Prep

- Update the financial plan draft.
- Identify specific products needed by leveraging the Solution Selector, specialists and other resources.
- Prepare implementation paperwork to be executed.

Goals

- Review and finalize plan, including 2-3 actions to be taken immediately.
- Sign all paperwork and complete other account onboarding needs.
- Answer remaining client questions and ensure they feel confident and excited about plans.

Tools

- **Solution Selector**
 - Financial product recommendation engine identifies the right products to meet the specific needs of each client.

Advisor resource: Meeting three game-planning template

What It Is

- Standardized prep sheets for each client meeting.

When To Use

- Fill out each morning before the day's priority meetings (~15 min to complete).

How To Use

- Advisor-facing reference material to guide meeting prep, and manage the client development process.
- Reference as needed during the meeting (not intended to be client-facing).

Meeting three: Wealth implementation

Meeting preparation for: _____

Quick facts

Age:

AGI:

Filing status:

TSI score:

Priority Level:

Notes from last meeting

My plan

Products to
propose

Support materials
needed

Outcomes
desired

Advisor resource: Solution Selector

What It Is

- A financial product solution recommendation engine
- Uses advisor-input information about a client's needs and risk tolerance to propose a client allocation and specific products

When To Use

- To select the products to include in the client's portfolio
- Use to prepare for the Wealth Management Implementation meeting

How To Use

- Advisor-facing solution recommender
- ~20 minutes per client

Exploring the Solution Selector

We've provided you with an appropriate solution set to help you recommend the best types of products for your clients based on their specific needs, priorities and goals. Oftentimes, the solution may be self-evident, but if your client situation is new, or you just want to benefit from another perspective, the Solution Selector allows you to arrive at the most appropriate types of products.

Pilot week plan

Advisor Ascent: A week in the life

Use these steps and skills to fine-tune your ascent. Customize the questions to fit your clients and their specific situations, and you should be in a good position to fully serve your clients by addressing both their tax AND wealth needs.

To get you started with this pilot program, we've created an outline of a typical "week in the life." Use the chart below in conjunction with the rest of the Ascent playbook to perfect your approach.

	Time	Activity	Output
Before the week starts	5 min	<ul style="list-style-type: none"> • Send RM/WMC* a screenshot of your calendar, to see upcoming client meetings 	Screenshot of calendar
Monday morning	30 min	<ul style="list-style-type: none"> • 30-minute call with RM/WMC* to discuss goals for the week, including: <ul style="list-style-type: none"> - Five client meetings to prioritize for WM - Client needs identified for each meeting - Complete one right side game plan template 	Five meeting game plan templates pre-populated with client names, data, and opportunities - One full game plan template completed live in-meeting
Each week day			
Client meeting prep	15 min each (1 hour/week)	<ul style="list-style-type: none"> • Complete four additional game plan template for each high-potential client meeting 	Completed meeting game plan
Client meeting	n/a	<ul style="list-style-type: none"> • Execute against game plan • Create follow up 	Schedule next meeting
End of day	10 min/day (1 hour/week)	<ul style="list-style-type: none"> • Reflect on what worked • Codify meeting outcomes 	<ul style="list-style-type: none"> • Write down what worked / didn't • Track meeting outcomes
Friday	1 hr	<ul style="list-style-type: none"> • 1-hour cohort call to debrief on the week's: <ul style="list-style-type: none"> - Meeting outcomes - What worked/didn't 	Pilot learnings (captured by RM/WMC*)
	15 min	<ul style="list-style-type: none"> • Complete survey on your weekly activity 	Weekly scorecard

*Relationship Manager/Wealth Management Consultant



CONCLUSION

You know your clients' financial situations the best because you're good at what you do! Remember, all it takes is three meetings, determination and a passion to serve.

Meeting One

Annual tax review and signature-gathering meeting

In tax season

Meeting Two

Wealth management discovery meeting

During or after tax season

Meeting Three

Wealth management implementation meeting

After tax season

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