

Excerpt from *The Supernova Multiplier*

High performers are the 20% who deliver 80% of everything that's good: new money, better clients sharper staff. It's no easy thing to guide them to an even higher realm. This push through encompasses three elements: coaching that's close and invested, a commitment strong enough to endure plateaus and even setbacks, and, most of all, it requires a model . . . a framework that builds success and tools that are precisely calibrated to the specific demands of exceptional performance. In the world of advising high net-worth clients, that model is Supernova.

Supernova emerged from the dual crisis of the bear market of the early 2000s and the growing dissatisfaction of the clients we served—or, more precisely, didn't serve very well. A group of phenomenal individuals and I built Supernova to answer a simple but surprisingly complex question: What does it take to deliver the ultimate client experience?

Evolution of Supernova

A bit of background to give those new to Supernova a quick overview of the model. I wrote *The Supernova Advisor* in 2007 and Wiley published it in 2008. While this book is written as a stand-alone resource, reading *The Supernova Advisor* may offer you broader and deeper understanding of the model. Heck, even if you did read it, take another look. Landing at just over 100 pages, it's not going to take long to reconnect with the core ideas we previously presented:

- It all begins with a financial plan. Implementing that plan is the key. It is indeed an ongoing process that never ends.
- The 80/20 Rule defines your book of business more effectively than any other principle. That is, 20% of your clients give you 80% of your income. Having more clients doesn't change that; it just means you're working more and delivering less.
- The ultimate client experience is not the result of great products or your brilliant investment strategy. Ultimate experiences are assembled, call by call, meeting by meeting, in the form of regular and scheduled contact. We call it 12-4-2. Twelve scheduled contacts, one per month, four of which include a quarterly review of the full portfolio, and two 60-minute, face-to-face meetings with a broad but specific agenda. This is not a suggestion. This is the bedrock from which Supernova originates.
- The only way to maintain a 12-4-2 contact discipline is to reduce your book from 300 or 400 clients to about 100. That's the maximum number of clients you can serve. (You can add more if you want to work nights and weekends.) Every one of those clients has assets that equal or surpass a minimum you set. It is called segmentation with a min/max. And despite how it looks, it's also how you grow.
- Supernova inverts the org chart. Top-down, command/ control is out. Administrators who set the calendar are now driving the day-to-day. Client files stay on paper and in folders. Everything is documented, which compliance just loves and so will you!
- A referable service model is not a certification you earn; it's a commitment you make. It's becoming the CFO for your clients, and it moves forward on expressing personal values, not just increasing asset value.
- New client acquisition happens organically, deliberately, and continually. A higher minimum is the first step, and exceptional service makes it possible. Pushing everything forward is a precise plan of networking specialization. And by "precise" we mean scheduled, and accountable.
- Leadership in a Supernova practice is about serving not directing. It's transparent. It's scheduled and measure every single day. Stewardship is a fine idea for a forest. In a

Supernova practice, however, change and improvement are the oxygen everyone breathes. Without it, the practice will stagnate.

That's a Supernova lightning round. Know where your income comes from and structure your practice around it. Contact your clients on a predictable schedule with meaningful content. Segment your book into a manageable number. Organize the practice around the rhythm of regular client contact. Plan with your clients versus reacting to them or the financial markets. Grow the practice with a series of acquisition techniques that are both expansive in nature and regular in frequency. Lead by serving and by propelling change. Supernova is a transformative model for most Financial Advisors (FAs), and it can literally change your life. Supernova delivers a more productive and deeper relationship between advisors and their most profitable clients and has the added benefit of also making them richer. This model results in, at the minimum, slow and steady growth without fear of plateauing and at the maximum, a doubling or even tripling of your practice.

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