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The Outcome Advantage

by
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[outcome]

"a final product
or
end result"

OVERVIEW

The purpose of this article is to explain and illustrate how re-framing your role, deliverables and compensation can dramatically enhance your client relationships, while significantly differentiating your business.

The path to achieving these objectives begins when the advisor shifts focus away from goals, and, instead, emphasizes quantifiable client outcomes. In this process, clients come to measure the advisor's performance not on how their portfolio compares to the performance of arbitrarily selected indices like the S & P 500, but on how the advisor's solutions help them to stay on track to achieve their most desired outcomes.

Sounds simple, and, with focus and practice, it is. For the record, by the way, money is NEVER the final product or end result.

The advisor who is looking to build a more personally satisfying and professionally rewarding business should begin their journey right here.

INTRODUCTION

Many of the advisors with whom I consult have attempted to differentiate their services by means of positioning and marketing strategies that, in the long run, seldom work out. They are worn out after throwing tens of thousands of dollars at websites, mail campaigns and personal coaches without achieving the results they were looking for. Despite experiencing less than spectacular results for those efforts, however, they remain convinced that they can still take their businesses to greater heights. The question they bring to me is: what actually works?

You cannot fault the creativity of advisors in search of that answer. Some go out into the marketplace touting their ownership of "proprietary tax or investment strategies," as if to suggest that they and they alone work with a different tax code and investment universe than the other 297,515 advisors in the business.[1]

Others promise to deliver "excellent service" as their core outreach message. That's a winning strategy–especially in markets where competitors are advertising that they deliver average or poor service.

And then, of course, there are advisors who hire consultants or marketing companies to help them perfect their "elevator speech" so they can quickly differentiate themselves from all the other advisors looking for clients to convert between floors at the conference hotel.

It is not necessary to change; survival is not mandatory.
W. Edwards Deming

The examples above are given not for the purpose smacking down anyone's preferred client acquisition strategies; in fact I've tried all but the proprietary tax solution route myself, only to find myself more frustrated, less wealthy and way more tired. Nonetheless, in the work I do with advisors on three continents, the techniques above are most often cited when I ask advisors how they differentiate themselves.

For those advisors who promote their own home-brewed "proprietary" strategies as their key differentiator, watch out: nothing makes the sophisticated, successful client (the one we all want!) cringe as much as that promise does. The best prospective clients are successful because they are smart; they know that we all use the same tax code. Therefore, while Advisor A might be better at navigating the code's murky waters better than Advisor B, the smart client knows full well that it isn't actually possible for an advisor to be in possession of a scientific, patented, all-weather proprietary process known only to them. In fact, the advisor who holds out the promise of such a system may actually set off the prospective client's "scam alert" reflex, making the prospective advisor less trustworthy in their minds.

"Simply put, trust means confidence.
The opposite of trust – distrust – is suspicion."
Stephen M. R. Covey, The Speed of Trust

[1] Cerulli Associates Inc.

Yes, I'm poking a little fun at some of our profession's most hallowed canons, especially the "things every successful advisor should do to grow their practice" directive, but I can tell you that confidence and trust can be built in moments, in one meeting. It does not have to take hours, or multiple meetings. This is particularly true if you are clear from the start that the desired outcome of every meeting is to establish trust and confidence.

(Personal note about trust: I have had three major neck surgeries. I was introduced to my surgeons by doctors whom I trusted. I did not find them online, or through slick brochures, and I did not meet any of them in an elevator.)

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There is simply no marketing or sales technique or tool available that can compare to the lifetime value an advisor can experience by positioning him or herself, their services and the client deliverables appropriately.

I saw an illustration of this truth a few months ago when I spoke with an advisor who has been implementing an Outcome-Based client engagement process for three years. He regularly receives copies of another professional's newsletter in his Broker-Dealer. The topic of the newsletters, and therefore the phone calls he was receiving, had been all about market volatility. The client calls he had been making therefore were intended to ease their minds, to ensure them that they will be "OK" in spite of market volatility. "Wow," said the advisor who was relating this story to me, "he still gets those kinds of phone calls! I haven't had a client call to talk about volatility in over a year, I must be really lucky attracting clients who aren't as worried as his." Far from being lucky, he was reaping the rewards of positioning himself, his services and the client deliverables appropriately. His clients knew, because he had shown them, how to evaluate if they were on track or not, and had educated them that short term volatility is normal, therefore removing any need for a call outside of the regularly scheduled review interval.

For those who are more visually oriented – here is a simple example of real life client desired outcomes:

Outcome	Measurement	$$ Needed	By when?	Strategy	Confidence 1-10
Lifestyle continues in retirement	Family trips, meaningful and significant experiences	$100,000 per year	2020	Appropriate allocation in 401K and IRA	6
Fund Long Term Care	Afford the facility you choose, children pay nothing	$80,000 Per Year	Uncertain	Partially self fund, plus life insurance with accelerated death benefit rider	7
Provide for my spouse should something happen to me	Income and professionals to help make decisions	$100,000 Per year	Uncertain	Investment accounts, life insurance proceeds	8

These are fairly typical outcomes; the measurements differ depending on what is fulfilling to a certain client, and having them score their confidence tells you where you need to spend your time as an advisor. Also, money is never an outcome, it is always a conduit or mechanism to achieve an outcome. Don't be mislead by the *"if I only had $X million in the bank I'd be fine,"* comment. I have had clients who needed a certain amount of cash in a reserve account to sleep at night, but the money itself was never the outcome, all the cash reserve did was to increase their confidence.

I can name five advisors affiliated with our firm who will experience a 'crisis' next January. I say this with such confidence because they have positioned themselves to have a crisis each January, and have had a crisis in all the Januaries I've known them.

For example, at the beginning of 2014 many of their clients wanted to take on more risk simply because the S&P 500 had about a 32% return in 2013. Entire books of business, magically more inclined to take risk at the same time. Who would be so foolish to position themselves for crisis you might ask? It has nothing to do with being a fool, and everything to do with intentionality. Those who do not position with precision suffer from crisis because their clients can pick just about anything from which to compare and evaluate their advisor. Most clients evaluate performance relative to the S&P 500, or some other arbitrary benchmark that likely has no meaningful bearing on their desired outcomes. Or, they have a best friend whose advisor just had a great quarter. One of our advisors has two families who happen to be very close friends; one of them is invested very conservatively, and the other more aggressively. Surprise! The friends compared notes, and before you know it the conservative client flew into his advisor's office demanding to know why the advisor had done such a great job for his friend, and a lousy job for him.

That could be a very troubling, and potentially relationship-ending conversation. However, if at that moment you pull out a single sheet of paper on which your client's desired outcomes and quantified cash-flow needed to achieve the outcome is listed, along with detail on whether or not they are on track, the conversation changes very quickly. After all, to create that single sheet of paper you would have had your client's complete participation and approval.

If you did not have such a document, as was the case with the advisor in this example, then the advisor's only default conversation is about risk tolerance. *"In your application,"* the advisor would say, "*you stated you were conservative, and your friends were more aggressive - blah blah blah blah blah – so you didn't make as much money as your friend did last year."*

I have yet to see a client walk away from that particular conversation feeling good about their advisor.

This is not to suggest that advisors shy away from the performance conversation–performance absolutely matters. Instead, it underwrites the fact that there is a better way to engage your clients, and to help them to more accurately evaluate your performance.

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Outcomes

Confidence

Certainty

When clients achieve clarity on the Outcomes they desire, coupled with a plan that produces the greatest degree of Confidence and Certainty possible (including a way to illustrate if they are on track or not on a regular basis), they are loyal, and they will tell others about their experience, which will grow your business. The more we embrace this, and change our language and client engagement to reflect this, the faster clients will make decisions and implement.

One of the challenges advisors face is that clients must decide whether or not to hire them without the immediate satisfaction of being able to take something tangible home with them, right on the spot. They don't drive home a great-smelling new car, they don't have a big screen to watch the next game or movie. In all likelihood what they have in hand is a plan, strategy or various recommendations that they may or may not even understand at that moment that are supposed to improve their financial situation– at some point.

In the absence of a shiny, tangible goody in hand that leads the client to engage with you, it is clear that their decision was made (somewhat subconsciously) because they have a "feeling" or greater level of confidence or the hope of a higher probability of success if they have a relationship with you, rather than with someone else. This is a difficult process and mindset to quantify, even for professionals who work with numbers all day.

Many advisors who make the first call to my office want to talk about improving their business, finding and implementing a new marketing strategy, adding a service line, or about how they can attract the next level of client. The next level of client is almost always someone with double the assets of those with whom they are working right now, of course. And usually they have no access to said client, which is why calling a consultant to help seems like such a great idea.

Unfortunately, many advisors believe that if they just portray themselves differently, or gain access to that next level of client, their results will be dramatically (almost magically) different. The truth is that the next level client probably already has an advisor, one who most definitely was not hired simply because the advisor implemented a snappy new marketing campaign.

Implementing a new marketing or sales strategy is not the place to start. The starting point should instead be a personal reality check: you should ask: *What is actually, truly unique about what I am doing, and what isn't?* And as for the plan they design to grow their business, it absolutely must be one that is in alignment with their own personal desired time off and income needs.

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In my experience, many advisors need to come face-to- face with a good old-fashioned, full-blown identity crisis of major proportions before they will be prepared to do whatever is necessary to achieve truly different results. The more readily the advisor recognizes that they have created an identity, often one they really don't want, the faster they can move through the crisis to create (or as is the case in most instances) to properly frame their identity and deliverables.

I've written before one of my favorite business axioms is: *"Your business is designed perfectly to achieve the results you are getting."*

The first time I read that, it made me angry because my business was not producing the results I envisioned. What I learned, though, is that I had the ability to implement a different design and thereby enjoy different results.

Outcomes and Certainty

Every good son should quote his father, especially when they are right. One of my father's mantras is:

"What the advisor says is opinion.
What the client says is fact."
Rod Zeeb, JD, HDP, CEO The Heritage Institute

For as far back in history as anyone can remember (and no doubt, for as far into the future as anyone can imagine), the mantra of the commercial real estate business has been 'location, location, location.' Similarly, what advisors should focus upon first, foremost and always with their clients is 'outcome, outcome, outcome.' And, it is critical that the expression of all of the outcomes come directly from the client, which is the only way they can become fact:

1. The desired planning outcomes must come from the client.
2. The performance measurements must come from the client.
3. The priorities must come from the client.

If mutual agreement is reached on those 3 conditions, then it is probably a wise choice for the advisor to agree take on the new client.

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When the advisor leads the client along a discovery, planning and implementation path that is built upon those three client-derived pillars, the client will come to appreciate that the plan or strategies are in fact personal to them, and no longer a commodity. And the corollary of that realization, of course, is that the advisor is not just there to hawk products. Far from it–the advisor who focuses on client outcomes is becoming an indispensable resource to the client. When the advisor creates solutions and delivers outcomes and certainty that speak to the most important areas of their client's lives–everybody wins.

Almost every client wants to ensure they will have sufficient cash flow in retirement; they want to be able to pay their own medical expenses, and have certainty should something happen to them that their spouse and children will be provided for. Each of those outcomes is quantifiable, for some you can find very high degrees of certainty through insurance products, and others will take a carefully crafted portfolio to achieve the result. If the client has identified and created the outcomes, the performance measurements to know they are on track and the priorities, then they have created the facts.

To be sure, the advisor's job doesn't end there: a good advisor's job is to provide the client with the best options to achieve their desired outcomes. It also gives an advisor a great deal of information as to how realistic this client really is about their financial situation.

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Properly positioned, changes to plans, portfolio allocations etc. will have been anticipated, and that smooth continuity along the path they themselves chose provides the client the best reason to stay in relationship with their advisor. Client circumstances–from age to economic conditions–change over time, of course. Change is unavoidable. When you predict and position yourself to be there as changes occur (who says there isn't a little Nostradamus in each of us?), you become increasingly indispensable to your client. That way when an adjustmen– needs to be made–and adjustments always need to be made– the client will not feel that the advisor sold them something they didn't need. Should a client wish to make a poor (or even irrational) decision, this process also allows the advisor to refer the client back to the priorities they themselves identified to see what impact that potentially bad decision could have on their other desired outcomes. (Not that clients ever overlook the fact that investing really is a double edged sword between risk and return, of course.)

This is also a great suitability check. I've had many clients who have considered investing in private equity over the years. Many of those deals were not solid investments, and usually the client already knew that. However, when you have outcomes *along* with risk tolerance, it changes the conversation. If a client calls with a change– let's say, "*I'd like to reposition $500,000 to a private investment,"* I simply respond: *"Fine, let's take a look at how this will get you closer to your stated outcomes."* Since the clients created the outcomes–which makes them fact– putting an outcome in jeopardy becomes their call. I'm simply there to provide analysis and feedback.

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Some years back, I stumbled upon the outcome language and approach almost by accident. I have never looked back. Like most advisors, I had been taught to conduct a discovery interview, one of the first tasks for which was to identify the client's goals. A perfectly reasonable objective. After all, if you don't know the target you'll never hit it.

What I tended to get from the client with those discovery questions was a list of activities, possessions, trips or retirement dates that were, for the most part, just made up.

There was nothing wrong with their stated goals, of course. It's just that I could tell they didn't believe those goals were attainable.

And, depending on how attainable the client thought the goals were, it seemed to correlate directly to the energy they put into implementing their plan. I don't have a degree in psychology, so I'm not going to attempt to explain how people are affected by not reaching their desired goals at some point in life. Most of us wanted to be an astronaut, neurosurgeon, actor or professional athlete at some point in our lives. Even though these professions are actually attained by a very small number of people, my clients had the same kind of unrealistic confidence in their "goals" because their past goal setting experiences had only set them up for failure. None had been to the moon, won an Academy Award, etc. (And, for the record, I have had multiple clients who actually were successful professional athletes, and a top neurosurgeon –and to be honest, those people actually had the toughest time. Once you have reached the top1% of anything, any dip in performance whatsoever feels like failure.)

In order to change the shape of the conversation I had to change my approach, my language and the kinds of questions I posed to clients. That realization was really brought home to me during one particular client encounter. They expressed their goals in vague, half-formed thoughts. It was clear that they didn't believe they would ever achieve them.

Then I confronted them with an entirely different kind of question than the usual, 'what do you see as your ideal retirement income' type of query. If all of these things you are identifying (possessions, experiences, time lines, etc.) came true, I asked them, what then would be true in your life? In other words, what outcomes would the achievement of these things bring about in your life; what would they give you the ability to do that you can't or aren't doing right now?

In an instant what had been a fairly typical, mundane discovery was propelled to an intimate and highly significant level–so high, in fact, that I could tell that the husband and wife sitting across from me had never experienced a conversation like it.

The more questions like that I asked, the more specific their answers became, the more clearly they described the experiences they wanted to have with their families, the more meaningful the detail about the kinds of activities that were deeply important to them became, the charitable causes they really wanted to support, and so on.

The best part? Once you as the advisor are able to identify their most desired outcomes, the better you will be able to quantify how much cash flow will be needed to make them a reality, and/or what time line is realistic to achieve the outcomes. In many cases you can even help clients identify a different path to an outcome than they could see for themselves.

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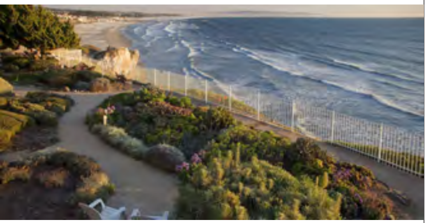
Here is an example of this kind of process in action. An advisor in our firm came to see me about a potential client who was an executive at a large firm. She was 62, and had just gone through a divorce. She and her ex-husband had been working towards retiring by age 62, and by the terms of their initial plan they needed seven million dollars to fund the retirement. They had reached the seven million mark, but, now that they were divorced, they each ended up with around three million after attorney's fees. The potential client was crushed, all that hard work to enjoy her ideal retirement, and now it would never be. Even if she stayed at her high paying job she did not think she could earn another four million dollars to fund the retirement experience she desired.

The advisor asked me how he could turn her from a prospect into a client, and bring hope to what she thought was a hopeless situation. What are her goals, I asked.



- She wanted to downsize her home, which would help her financial situation;
- She loved to paint, and wanted to take a painting class;
- She wanted to take her professional skills and volunteer at a couple of non-profit organizations that were important to her; and,
- She wanted to buy a vacation home on the ocean somewhere between Los Angeles and San Diego.

My first question was: "What does she want to do at the home on the ocean?"

The answer was that she wanted to have one month every summer for her children and grandchildren to spend at least a week, maybe two with her, and she also wanted time alone to paint.

"Does she need to own the home," I asked?

Why was that important, asked the advisor. I replied that there was clearly no way the woman could purchase the home given the realities of her divorce, but if she really only wanted one month out of the year in which to enjoy all her desired outcomes, after downsizing her home and with the right portfolio allocation the advisor could likely produce enough cash flow to for her to rent a home where she could have those experiences with her children and grandchildren, and paint– and without the headaches and taxes of owning another property. It was a perfect solution. With that simple change, she could afford everything she wanted in retirement right now, even with less than half of her previous net worth.

What happened differently in this example is that the advisor was now (properly, in my view) focused on the outcome and experiences that the client wanted, rather than the assets needed to achieve those outcomes. Once her most desired outcome was identified–one month with family and painting– many funding options became available. It had never occurred to this high ranking executive that some people rent homes for vacation rather than purchase them.

The advisor not only gained a new client with three million dollars to invest, but he was a hero because he helped to fund the meaningful and significant experiences she wanted most of all in her retirement.

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Redefining Yourself

What the advisor in the previous example did was engage his prospective client in a completely different way than her previous advisor had done. In so doing, he created a plan that gave her confidence and certainty that she could have the meaningful experiences she most desired in her retirement. All that remained for him to do in review meetings was to evaluate whether or not the cash flow she needed continued to be sustainable.

A new sales campaign would not have delivered that client to the advisor. A new website would not have delivered that client. Asking a different kind of question converted her into a client. I encourage fee-based advisors to recognize that their biggest client deliverable is confidence–it really is the most important qualification a client utilizes (in conscious and unconscious ways) in making the decision to hire them.

In the fee–based arena, we amortize our compensation over time, which means that we are there to help the client make decisions as their situation changes (and everyone's situation changes), and as the economic environment around them changes. If you as an advisor position yourself as the resource to help make sound decisions over time, you will no longer be measured based on the performance of a particular investment or product, in fact, if one under performs, it only enhances your role as you help your client to make the right decisions now and in the future. Also, you and your business will no longer be measured against arbitrary and inappropriate benchmarks like the S&P 500.

There is a formula for unlocking the opportunity that this perspective makes possible:

Outcome Discovery + Solution Based Plan = Outcomes and Certainty

Let's break the formula down:

Outcome Discovery:

The skills needed to conduct an effective Outcome Discovery are great questions, and an unrelenting advisor focus to continue the process until there is absolute clarity–as expressed in simple bullet points– about what success looks like and means to the client family. These bullet points can be short and simple, but they must be effective and compelling if they are to motivate the client to implement.

It is important to note that clients will often answer discovery questions with the symptoms of–rather than the root causes–of their desires. Skilled advisors are able to move through these symptoms to quickly illuminate a client's true desired outcomes.

To illustrate that point, here is the story of a client who was just beginning his estate planning. Like many affluent people, my client was afraid that the wealth he had accumulated would cause his children to lose their ambition should they receive it. (He was recently divorced, the children were 9 and 12.) He did not want them to retire the day they received their inheritance!

He told me as we began our meeting that he had already spent over $20,000 on a top attorney and still didn't have an estate plan he was happy with. At this point he had no intention of hiring another professional while he was trying to get things right with his attorney. He only agreed to the meeting because his financial advisor recommended me. I had one hour of his time, he said. No more.

In the course of discovery he was completely focused on all the things he did not want to happen:

- He did not want his wealth to cause them to fight;
- He did not want his wealth to cause them to lose ambition and retire while young;
- He did not want his children to end up on drugs; and,
- He did not want his children to think they were better than others because they came from money.

His list of 'don't wants' went on for thirty minutes. Finally, I stopped him, and simply asked: "Suppose we could design a plan that would prevent all the things you just described from happening. Given that, what is it that you DO you want for your children? If you could prevent all the negative outcomes you just described, and instead could give them opportunity, what would you hope your wealth could provide them?"

Those questions provided the first shift to a positive note in the meeting. Up to that point the entire conversation was negative, focused entirely on preventing bad things from happening. With the introduction of just a couple of new questions, the focus changed: now it was positive, and about opportunity. He stood up and went over to the white board in my conference room to begin his new list:

- He wanted his children to be educated;
- He wanted them to have successful careers;
- He wanted them to be involved in their community;
- He wanted them to have successful relationships; and,
- He wanted them to live a healthy lifestyle
    - o Physically
    - o Spiritually
    - o Emotionally

At this point the client had a very good list, not unlike the lists that come out of many advisors' discovery interviews. However, he was still not connected to the items that had been written down. He did not understand the outcomes that came from his desires, and the certainty of what could happen if his children had the opportunities and attributes he had just described.

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At this point the client had a very good list, not unlike the lists that come out of many advisors' discovery interviews. However, he was still not connected to the items that had been written down. He did not understand the outcomes that came from his desires, and the certainty of what could happen if his children had the opportunities and attributes he had just described.

Now it was time for an even more significant shift in the conversation. First, I worked with him to categorize the items on the list above and prioritized them. Then I began asking plain, straightforward questions:

If your children received good educations, what would that provide them?
"It would give them a sense of accomplishment knowing they had succeeded in school, and it would give them the opportunity to follow their chosen career path," he answered.

How would that sense of accomplishment and the opportunity to follow their chosen career path positively impact their life?
He replied, "It would increase their self-confidence, and likely help them to follow a career they would enjoy."

What would be the greater impact of increased self-confidence and a fulfilling career?
"It would likely permeate their entire lives, leading to greater health, stronger relationships, greater sense of self and they would likely be better parents to my eventual grandchildren," he said.

How would that benefit them when times become difficult?
"They would likely be more resilient, approach the issues in their lives head on and know they have succeeded in difficult environments before and can do it again."

I asked these questions for each of the significant desired outcome the client had identified. Many of the answers were similar, yet at times they had important distinctions. He was creating clarity, in his own words, around the Outcomes he wanted for his children. The final list, his list of what truly mattered, provided him with the motivation to take the next steps. As for the one hour, no more, that he had allotted for our meeting? We spent four hours together.

Investment in Outcomes and Certainty vs. Fees or Cost

With the client's most important desired outcomes clearly detailed, I knew that we could not only design a plan that would provide those opportunities, but that could also establish benchmarks and create opportunities for the client's children in such a way as to provide him with certainty about how they would take advantage of the opportunities he was prepared to provide to them.

With these understandings clear in mind, I summarized the discovery interview in bulleted fashion:
What I heard, I told him, was that you desire a plan that:

• Provides your children with the opportunity to gain an education resulting in:
  o A sense of accomplishment, knowing they had succeeded in school and the opportunity to follow their chosen career path;
  o Increased self confidence;
  o Better health;
  o Stronger relationships;
  o Greater sense of self worth;
  o Increased resiliency.

I summarized each of the client's major points in this fashion. The main bullets were the desired outcomes, the sub points were the desired mile markers to know we were on track.

The close was simple: "If we could design a plan that would create certainty that you could fund the economic opportunities you've just described, resulting in more personal growth options for your children, is that something you would like to continue to explore?"

The client replied that he would like to do that, and then, as clients will do, he asked what it would cost. I quoted my number. The client sat back; "That's too expensive," he said. "I'm going to have to pass." I was a bit surprised. On the other hand, I knew this man was a successful executive for a reason.

I responded, "Ok, we have the ability to lower the investment if you'd like. Which of the important outcomes for your children that you identified here today would you like us to remove from the proposal? I will adjust the amount of your investment accordingly."

My purpose with this comment was not to begin a compensation negotiation. Like most advisors, my fees are not negotiable. I could, however, negotiate with the client about an adjustment to his desired outcomes. We sat in silence for what seemed to be an uncomfortable amount of time, probably most uncomfortable for the advisor who had recommended me.

The client leaned forward: "Fair enough. This is worth it, when can we get started?" It was 7:00 pm and I told him I didn't fly out until 2:00 pm the next day for another engagement. "Great," he replied, " I'll meet you at 8:00, and we'll work untill noon." I had a committed client.

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In another example of the importance of focusing on outcomes, and not on the mile markers along the way, one of our advisors had a long-term client who had been laser focused for years on the need to get a 7% return. The advisor could never find out where that magic 7% number came from, especially because the risk it took to achieve it didn't align with the client's stated risk tolerance. Why don't you ask him what that 7% provided him, I suggested. It seems he had done the math himself, and, if he lived until age 60, that 7% return would take care of his wife for the rest of her life.

What he had forgotten along the way, however, was that he had already purchased a life insurance policy that provided the funds for her should something happen to him. With that knowledge (reminder) in hand, the advisor was able to reposition the portfolio in a way that was more suitable for the clients, with the added benefit of underwriting the client's sense of confidence and certainty that his wife would be provided for in the event of his death.

The advisor and his client had spent years focused on producing a 7% gain, when the real outcome the client desired– providing for his wife–was something else entirely. The clarity of that outcome, by the way, is about as certain as you can get.

Conclusion

The most immediate, and beneficial action an advisor can take is to get in the Outcomes business, measured by *Confidence* and *Certainty.* At our firm we always ask a client on a scale of 1-10 how confident or certain are they that the stated outcome would be achieved. By using different language, shifting the perspective of your discovery questions, and by getting your client to a place where they are evaluating your performance based upon whether they are on track and experiencing their most meaningful and significant outcomes, you–and your clients–will experience the Outcome Advantage.

To quote my good friend Doug Carter:

"Transformation doesn't come from doing something bigger, better, or more of it. Transformation comes from starting from a different place."

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