

A!

Action!
Magazine

A MAGAZINE FOR
PEOPLE WHO GSD
IN WEALTH MGMT

Special Collaboration with
TradePMR's RIA Reflections
SYNERGY25 | May 2025

When launching an RIA becomes personal

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CEO of TradeWinds

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CONTENT AND
INSPIRING STORIES
FROM RIA THOUGHT
LEADERS



RYAN NEAL

SULEMAN DIN

RIA reflections
the voice of the RIA industry

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When I stepped away from journalism after 15 years – nine of which were spent covering the wealth management industry – I found myself grappling with a question that echoed from friends, and former colleagues: “What do you want to do next?”

The answer came from wanting to go beyond the daily news reports and deeper into the human of financial advisors and those who work with them. Throughout my career, I met advisors with incredible stories about how they entered the industry, the unique niches they serve, the challenges they've overcome, and the passions that drive them. These were tales of resilience, innovation, and authenticity that you just can't find in the traditional industry press.

RIA Reflections was born from the idea of creating a platform where these voices could be heard directly. It's a space for advisors, executives, marketing professionals, and thought leaders to share their experiences in their own words – without filters or intermediaries.

In an era dominated by algorithms and automation, the essence of financial advice remains deeply human. It's about building trust, understanding individual dreams, and guiding clients through life's financial journeys.

This publication is dedicated to those authentic connections. It's a celebration of the personal stories that define our industry and the individuals who make it thrive.

Thank you for joining us on this journey. Welcome to *RIA Reflections*. Let's continue to share, learn, and grow together.

Ryan

Ryan Neal
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This issue of *Action! Magazine* is a collaboration that's been years in the making. Almost a decade ago, Ryan Neal and I were reporters covering wealth management. Tech disruption in the industry had a different name then, but the challenges surrounding it – learning to adapt, evolving to reflect changing client needs – should be familiar. Now we both find ourselves on the industry side, but the work we're doing should be familiar: helping advisory firms see past the trends to adapt to today's challenges and showing the human heart and spirit of financial services. I'm proud to bring the stories of TradePMR's *RIA Reflections* together with *Action! Magazine*, as they reflect remarkable journeys of reinvention and purpose of professionals just like you:

- The Easter basket that helped Robb Baldwin, CEO of TradePMR, find his calling
- Tim Whitney's launch of an RIA while navigating profound personal loss
- Christine Benz's exploration of how legacy is about more than financial security
- How faith and family guided Robin Walker to reinvent his practice after tragedy
- The surprising parallels former pro golfer Greg Wells found between pursuing perfection on the course and in client relationships

We also dive deep into AI note-takers, showing how these tools are revolutionizing client meetings, and we've got essential cybersecurity tips to protect your digital fortress. Our RIA case studies challenge you to think critically about operational excellence, client segmentation, and acquisition complexity.

Recently, AdvisorEngine had the incredible opportunity to meet again with amazing clients at >drive25, and I was heartened by how much value was placed on learning and sharing knowledge among all those who attended. There's strength in community, and saying, 'I want to get better.' That's why our thought leadership network continues to grow – I invite you to join the forward-thinking advisors who understand that success in wealth management isn't just about getting things done – it's about doing them with purpose, innovation, and heart.

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ROBB BALDWIN

How an easter basket sparked my decision to build a custodian

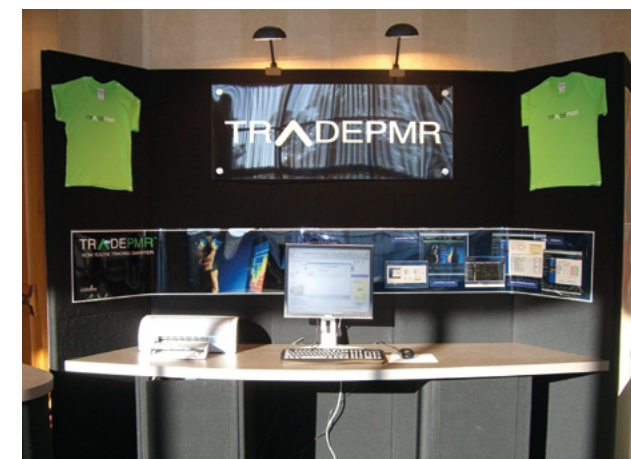
I believe that “registered investment advisor” is the greatest business model in the financial services sector, but it’s so much more than that. It’s a movement that, at its core, has always been about the entrepreneurial spirit. It’s about building a business where a financial advisor’s own success is tied to generating wealth for their clients.

I founded TradePMR to advocate for that belief. As a former RIA, I wanted to build a firm with a mission to exclusively serve the needs of RIAs; to help those advisors build a culture that empowers them to perform at their best.

The story behind that belief, and why I eventually made the leap to launch my own custodian, begins with an Easter basket.

There wasn’t anything unique or special about this Easter basket. I received it from Lloyd, a wholesaler for a mutual fund company, as an award for winning a mutual fund sales contest. It was filled with traditional swag like golf balls and coffee cups – you could tell Lloyd had just been to an industry conference.

But tucked into the back of that basket was the latest edition of an investment advisor magazine. Written across the cover in bold lettering was the lead story: “How to Become an RIA.”



I recognized that term. Back then, I would go to the library to read prospectuses of successful money managers. I studied guys like Peter Lynch, who averaged a 29.2% annual return between 1977 and 19901, as the manager of the Magellan Fund at Fidelity Investments. The perception that I had as a young broker was that investors like Lynch were successful because of the firms they worked for. But in his prospectus, I encountered the phrase, “registered investment advisor.” It turned out that Lynch was actually an RIA that Fidelity contracted out to run the assets in the Magellan Fund.



As I studied the prospectus I thought, “Wait a minute, I sell those funds and I get a trail of 25 basis points and then take home even less than that. This guy is making 1.8% managing these funds. What is this registered investment advisor thing?”

I’m dating myself a bit, but in that day and age, no one had ever heard of RIAs. As a matter of fact, there were only about 480 of them in the country and most of them were hired to run mutual funds.

Well, there was about to be one more.

Imagine my excitement when poking out of that Easter basket was a guide for getting into this new business model. I read it cover to cover and realized that it was the best opportunity in the financial services sector that I had ever laid my eyes on. It was the chance to create a company for myself, something that I owned and controlled and could eventually sell or transfer to my kids. I absolutely fell in love and knew right then and there that breaking away and becoming an RIA was my next move.

That Easter basket changed my life. It was my springboard to dive into independence. I resigned and got to work starting my business.

At the time, there were only three custodians: two of the large companies you know today, and a little firm called Jack White & Co. I contracted with all three, but I quickly recognized that the smaller company was so much better at servicing me than the other two. They knew my name every time I called. My guy, Ian, did a great job and I’ll never forget him.

When Jack decided to sell to a much larger, well-



known firm, I trusted that this transition to a large custodian, which included the movement of hundreds of thousands of accounts, would be seamless.

Big mistake. Overnight, a large portion of my book of business – to the tune of \$10 million – was misplaced. Clients were calling. They were upset. They were confused and would ask me, “Robb, I had \$400,000 in my account last month, and now it says \$0. Can you explain what’s going on?”

I had a real black eye in my local community. It took more than 2 months of me faxing statements and calling the firm to get things straightened out. I had to tell them to look for certain holdings in an omnibus account. I had to walk them through which funds belonged in which of my clients’ accounts.

This merger was supposed to be a non-event. In hindsight, my mistake was not taking control of this transition on my own terms. I realized that the people in charge of these transitions had never walked a day in my shoes. They just didn’t get it.

When that firm finally gathered every advisor who had been affected by the transfer issue in a small room at an industry conference to apologize, I stood

up to let them hear my frustration. “You have no idea what this has done,” I told them. “This should have never happened, and I wasn’t communicated with properly. This will never happen again because I’m going to start my own firm.”

That’s when I decided to start TradePMR. I knew advisors needed a partner that understood the ins and outs of running their own business. I wanted to build a business based on relationships and trust, and one that didn’t conflict or compete with the advisor’s goals.

I had no idea that starting a custodian would be such a large undertaking, and it took a long time for this endeavor to turn profitable. Seven years, actually. It became abundantly clear that advisors need reliable technology, so I quickly made the decision that we would be a firm that built, not bought, technology.

But I believed then that RIAs deserved better. I built a firm to serve RIAs the way I wanted to be served. The TradePMR story is about never forgetting where I came from; why I built a firm centered around RIAs and relentlessly fighting for their success every single day. Because that’s what RIAs do for their clients.

“That Easter basket changed my life. It was my springboard to dive into independence.



Here we are 25 years later, still doing that exact same thing. Our number one focus is on helping RIAs grow and we plan to keep doing it for the next 25 years. This is my life’s work. I am extremely proud of the work we do every day on behalf of advisors for their clients.

All thanks to that one Easter basket.

¹ <https://web.archive.org/web/20160305012538/http://theguruinvestor.com/2009/09/18/garp-pegs-and-peter-lynch/>



Contributor bio

Robb Baldwin CEO and Founder, TradePMR

Robb Baldwin is the Founder, President and CEO of TradePMR, a growth-minded, service-oriented technology and custodial services firm built by RIAs for RIAs. Robb became a fee-only advisor in the 1990s. After a problematic transition occurred following his custodian’s acquisition, he envisioned a custodial services provider uniquely focused on offering technology tools and extraordinary support to RIAs. In 1998, Robb founded TradePMR. Today, TradePMR continues to fulfill Robb’s goal of helping advisors find their true independence by providing what he believes is the absolute best technology and service in the industry.



TIM WHITNEY

Launching an RIA isn't just professional, it's personal

Going independent is challenging enough, but life (and death) doesn't pause for it.

As financial advisors, we help support our clients through major life transitions – marriage, divorce, retirement, long-term care, and death. What's often left unspoken is how emotionally, physically, and spiritually draining these experiences can be.

Taking my firm independent was a milestone that ranks as one of the top challenges in my life.

For many RIAs, going independent means leaving the safety of a larger enterprise – and a steady paycheck – for the uncertainty of doing everything yourself. Alongside that uncertainty come personal fears and anxieties about whether you'll succeed.

And life doesn't go on hold for you to figure it out. Just months after officially launching my RIA, TradeWinds, my father passed away. Emotionally, it felt as significant as becoming a husband and father.

Our job is to guide clients through their life transitions – some difficult, some joyful – but I didn't anticipate going independent would become one of my own life-altering events. If an advisor is considering this transition, they need to be doing it for the right reasons. They must believe it will improve what they offer their clients, because sometimes that belief is the only thing that will carry them through the storm.

MY DAD, MY BOSS, MY MENTOR

I'm a second-generation financial advisor, and my career began when I was just a kid. My father, Fred, started in the business in the 1980s with J.C. Wheat & Co. out of Durham, N.C., which eventually became part of a much larger firm.

When I was in college, I showed interest in finance and joining his firm. His advice was to go out and make your mistakes first, then he would mentor me. After graduation, I took a job at an insurance company, selling policies and annuities in Kansas City. I learned the hard way – getting hung up on countless times – but those lessons proved invaluable.

In 2001, my wife Kate and I moved to Raleigh, N.C., where I joined my father as a junior financial advisor. Though I had natural sales skills and a knack for statistical analysis, I had a lot to learn. My father was patient, allowing me to make mistakes while teaching me how to genuinely serve clients and become a trusted advisor.

A CRISIS STRIKES

As I advanced to partner, I cherished the opportunity to work alongside my father in what felt like a deeply rewarding professional partnership. But when the 2008 financial crisis struck, everything changed. Due to another merger at the time, we found ourselves transitioning from a regional brokerage to part of a massive global bank. Even the change in our office's color scheme – from a calming blue-green to a bold red and gold – symbolized the broader shift.

It wasn't just the look of the place that changed; it felt like we were losing the very core of who we were. The new corporate environment stifled my natural curiosity and creativity. Conversations about emerging markets like cryptocurrency or marijuana stocks were shut down. I felt disconnected, disenfranchised. Higher account minimums were implemented, which clashed with the business my father had built – one rooted in community, not exclusivity.

At this point, my father was ready to retire, and we

planned a seamless transition. But I knew that once I took over, our firm would begin to lay the groundwork to go independent.

ON MY OWN

In 2019, I began assembling a team for the transition. Stephanie Williams, now the President of TradeWinds, and Tracey Nobles, our Vice President of Finance and Operations, became my core support. Together, we brought in two other advisors who had also felt the cultural shift at our current custodian.

We gathered in a conference room and started whiteboarding the future of our company. What mattered most to us? How would we run things?

In 2021, we committed to the transition. The process was daunting: I had to find an office space, navigate regulatory hurdles, name the business, and implement a marketing structure—all while managing client expectations.

Through it all, my team and I were determined. We shared roles, leaned on each other, and pushed through every challenge, including the unexpected ones.

OUR TRIAL BY FIRE

My father was able to witness the birth of our independent firm, which brought him immense pride. Just a few months after our launch, he passed away. The loss was profound, but I was ready. We had built this firm together, and I felt his guidance every step of the way.

As the market dropped 20% while client money was still transferring to our new firm, I faced immense pressure. But my team and our clients believed in what we were doing, and that belief carried us through the chaos.

My father's legacy – his dedication to clients, his wisdom, his unwavering consistency – became the foundation of my leadership. His passing strengthened my resolve to build something meaningful, both in business and in life.



Courtesy of the Whitney family

DAD'S LEGACY: THE POWER TO CHANGE

I honor my father's hard work and dedication, which laid the groundwork for what TradeWinds is today. While I've taken the business into its second generation, its roots remain firmly planted in the principles he instilled.

Looking back, I know the move to independence was the right decision for me. Many of the advisors who joined us wish they'd made the leap years earlier. But the truth is, we change as individuals over time. Who I was as a junior advisor in my 20s isn't who I am now in my 40s. I've embraced the value of consistency – something my father taught me – that clients need in turbulent times.

As a CEO, my role is to empower my team to grow, even if progress isn't linear.

For other advisors considering the leap to independence, know that this transition will change you. But that's the opportunity: to grow and become something better.



Contributor bio



Tim Whitney
CEO,
TradeWinds

Tim Whitney is a Raleigh native and began his career with Wachovia Securities in 2003. Before opening TradeWinds, he served as a Managing Director and private portfolio manager at Wells Fargo Advisors in Raleigh, NC. He obtained his CFP® in 2011 and received certifications in Family Wealth Advising and Family Business Advising from the FFI Global Education Network, as well as his Blockchain and Digital Assets certification from DACFP. Tim graduated with a degree in International Business from the University of North Carolina Wilmington and studied at Nagoya University in Japan.

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CHRISTINE BENZ

Rewriting retirement: remodeling my own relationship with legacy

A book is a great way to put something permanent-ish out there, in a world where everything is increasingly ephemeral. A book has a bit more heft to it. It's got a bit of staying power.

I had been meaning to write my latest book, *How to Retire*, for years. But I wasn't necessarily expecting that writing a book about retirement would cause me to reconsider my own legacy.

In our industry, there's no shortage of great retirement guidebooks. Many are so comprehensive; they tell you virtually everything you need to know about the details of retirement planning.

Sometimes, however, all we think about when it comes to retirement is money and hitting a certain number. Retirement is not just a math problem. It's not even just financial.

When I set out to collect wisdom on what makes for a good retirement, I was doing so because I found that retirement is about more than just numbers.

It's intensely personal.

It's about purpose and relationships and identity. When I decided to write about retirement planning, I wanted to bring those aspects to life.

I'm at the stage – one that I think everyone gets to in their career – where you start to think more about legacy. You start to think about what people will remember you for. I'm not planning to retire any time soon, but it's only natural that writing this book deeply shaped the way I thought about my own retirement, too.

A FRIEND, A PUBLISHER, AN EDITOR AND A BOOK

The idea for my book, *How to Retire*, dates back to a conversation I had years ago with a friend and former colleague, Brian Portnoy. Brian had just published *The Geometry of Wealth* and was telling me about his experience with his editor, Craig Pearce. Brian eventually introduced us in 2018 during one of Craig's visits to the US from the UK.

At the time, my professional efforts were focused on retirement, wealth decumulation, and all the different

“Retirement is not just a math problem. It’s not even just financial. It’s intensely personal.”



tentacles related to that. Craig encouraged me to consider writing a book on the topic. I liked the idea, but I kept putting it off. I just didn't have the time.

FROM PODCAST TO PUBLISHED

In 2019, I began co-hosting a podcast called *The Long View*, where I regularly interview a variety of guests, from authors to professors to investment strategists. It quickly became one of the best parts of my job.

We talk about everything from crypto fraud to the F.I.R.E. movement to money personalities. It's great! Every week, I'm busy researching and reading and having conversations.

Craig, who I stayed in touch with over the years, encouraged me to expand on the relationships I had with my podcast guests and let them speak as the expert voices they are. He suggested that I write a book in an interview format. It would leverage the work I'd done on

the topic of retirement, but in a way that meshes with the work that I enjoy doing for the podcast.

At the time, I thought the format might make the process of writing a book a lighter lift. But in hindsight? I'm not so sure.

An interview-style book involves a lot of moving parts. There's the business of scheduling and recording the interviews. Even when the interviewees are incredibly articulate people, getting an interview into a shape that's well-organized and flows naturally can be a gargantuan task.

There were many, many moments while working on the book where I was just thinking, "God, it would've been so much easier if I were just putting this thing together on my own."

But Craig and I stuck with the original concept: an interview-style book that starts with the work I've done on the topic of retirement and leverages podcast-style conversations with experts on everything from Social Security to relationships to health to finding purpose later in life.

I'm not an expert in many of those areas, so including other experts helped prevent imposter syndrome from creeping in. Their different voices made the writing feel more human, and I'm very happy with how it all came together.

A BOOK FOR OTHERS BECOMES MY OWN GUIDEBOOK

I have increasingly come to appreciate the idea of phasing into retirement. My goal is to have my work-life composed of things that I really love doing and avoid the things that I don't enjoy. I don't love meetings anymore. I decided at a certain point I didn't want to manage people; I like to be in charge of my own work.

It's an active process and a work in progress. But the feedback I get, from the work I do, continues to motivate me. When people tell me that my work has meaning for them, it makes me want to keep doing what I'm doing.

My plan is to continue doing some version of my work for many years into the future. I may do less of it, and I may put fewer hours into it, but I want to keep helping others think about the broader implications of how their

money decisions affect what they're able to accomplish in their lives.

A FULFILLING RETIREMENT

Even though you might have various points in your career where you're feeling kind of burned out, you enjoy your leisure time that much more if you've actually accomplished something. After all, we need to relax from something. For me, that's an important aspect of a fulfilling retirement.

As long as some version of my life's work is helpful to people, I'm going to keep at it. Whether that's writing a book, working in a paid capacity, or volunteering. I want to keep looking for alignment in my activities and add value to the world. I want to keep doing that stuff for longer.

Contributor bio



Christine Benz
Director of Personal Finance
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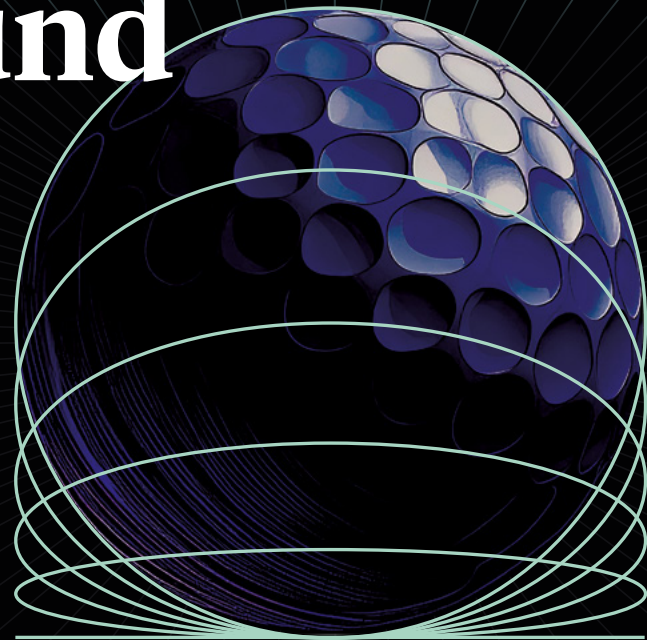
Christine Benz is an author, podcast co-host and the director of personal finance and retirement planning at Morningstar*. She recently published her third book, *How to Retire: 20 Lessons for a Happy, Successful, and Wealthy Retirement*, a collection of insights and reflections on successful, human-centered retirement planning.

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GREG WELLS

In pursuit of the perfect round



My introduction to the world of finance came at my hometown clubhouse in southern California. I was in my 20s, fresh out of college, and trying to raise funds for my budding career as a pro golfer. I needed cash for tournament fees and travel expenses, and a couple of guys - an accountant and a local businessman - agreed to help.

Together, they opened an LLC for me, helped me fundraise by selling a portion of my future golf earnings, and got me the cash I needed. Frankly, I didn't know what all of that meant. From what I understood, my backers earned payouts if I kept winning and, well, I wasn't worried about losing, so that part didn't matter. All I knew was that I needed money to go to Q School, the annual qualifying tournaments held on the pro golf circuit, and that these guys believed in me.

They were investing in my career. I was going pro.

For me, a career in golf didn't seem possible, it seemed probable. When you're playing golf like I was, you have to believe you're going to be the best in the world.

Whether or not it's true, it's what you tell yourself: "I'm winning. I'm good enough to go to the next level. I'm going to be the next Tiger Woods." As low as those odds are, you have to tell yourself that. Otherwise, why are you trying?

I believed I was going to make it. I was chasing perfection, and I was winning.



LIFE ON THE TOUR

At the pro level, golf is a game of failure. You're constantly losing. If you win one out of 20 tournaments, it's an amazing year. Tiger Woods, one of the greatest golfers of all time, won 23% of his PGA Tour starts.

Most people have no idea what it's like to be on tour. It's so hard. You're digging deep to grind it out, even when you think you have nothing going for you.

I started my professional golf career on the Canadian Tour, which is now called the PGA Tour Canada. It's kind of like AA baseball, but it is a real tour. Most of the golfers have sponsors and you get Official World Golf Ranking points. It's on TV and you're playing with caddies, just like on the PGA Tour.

Even so, money was a constant worry for almost everyone. Out on the tour, four of us would be splitting a hotel room with two beds, we would pile into one rental car, share meals, and none of us were traveling with a coach. We'd have to print off MapQuest directions to get from tournament to tournament and hope we didn't make a wrong turn.

Each of us was on our own.

Every tournament mattered. You had to make the cut, to make a check, to make it to the next tournament. Miss a cut? That was it. You had to go home. There was no money for mistakes.

When I was on tour, I would write my shareholders a letter every week, telling them where I was and how I was playing. It was basically my start in sales.

It was also a reality check.

In one of my best tournaments, I beat 130 people and came in 10th place. I made \$1,800, but I still spent \$2,400 for the week. I started to realize that no matter how much hard work I put into my golf game, everyone else was putting in the same hard work, too.

My pro career stretched for three years, but my sponsors dried up with the 2008 financial crisis. Some of the tours folded. It was the worst time to be asking people for money to go play golf.

I had to look for something else, even though I had zero job experience and was looking for work in the worst possible market.



“I realized that there are some similarities between golf and financial advice. Both deal with the pursuit of perfection without achieving it.”

FROM THE FAIRWAY TO FINANCE

I heard about an opportunity in San Francisco. I drove north, got the job, and started working. It was a job nobody really wanted: 50 door knocks a day, and 100 telemarketing calls a day, selling retirement and payroll plans.

As an athlete, though, it was easy for me. A manager was basically the same as a coach. My manager would say, “Do this, say that, and you’ll do well.”

I worked my way up for two years before Brian Parker, one of the founders of EP Wealth Advisors, asked me to come work with him. He wanted me to get my CFP® certification right away, so I passed that along with my Series 6, 63 and 65. I was off and running.

I realized that there are some similarities between golf and financial advice.

Both deal with the pursuit of perfection without achieving it. Whether it’s a tough round of golf, a down market or a meeting that’s not going well, you have to

grind it out. You’re trying as hard as you can and giving 110%.

With financial advice, you do all you can to mitigate the rough patches. You diversify, try to beat the indices, move to cash, set up a retirement plan or do tax-loss harvesting. You set up a donation plan and exhaust everything you can to earn your keep. It’s not fun for anyone when the market is cratering, but people respect the effort.

My experience with sports also taught me something about financial advice: If you make 50 calls a day and I make 100, I’m probably going to do a little better. With financial advice, hard work pays off. Everyone wants a magic bullet, but the harder you work, the better you get. It sounds basic, but it’s true.

I still love golf. One of my friends is a pro golfer, so I’ve been to Augusta National a few times and stayed in the Butler Cabin. I’ve stood at those prolific greens and



looked out over the course. When those things are happening, you’re stunned. It feels surreal. Both of us realize how far we’ve come from those mini-tour days.

There’s a closeness that sports have brought to my life. Whether it’s playing with my dad at the country club, getting the support of my local club when I went pro, or enjoying a round of golf with a client or a colleague, it’s taught me how to face adversity and how to succeed.

A lot of advisors will talk about their golf game. But golf represents so much more than bragging rights or a strategy for dealmaking.

Golf is the discipline that comes with good habits. It brings people together. It’s about constantly looking for ways to improve.

It’s a game where there is a constant pursuit of perfection.

Sports and advising aren’t easy. They take a lot of hard work, but they also reward those who put in the effort.

Contributor bio

Greg Wells
Regional Director & Partner,
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Greg Wells is a former pro golfer and a regional director and partner at EP Wealth Advisors. He works with a wide spectrum of clients in California and across the country, including many professional golfers and other athletes.

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AI note takers 101: The advisor's guide



SULEMAN DIN

Among the emerging crop of Generative AI-powered tools being offered to advisors are note takers. But don't let that description fool you: These are more than just digital stenographers.

What began as simple transcription services is quickly evolving into sophisticated meeting assistants that capture not only what was said, but also the sentiment behind it, according to a new study from industry consulting firm The Oasis Group and AdvisorEngine Inc.

"These aren't just note takers – they're meeting assistants," explains John O'Connell, founder and CEO of The Oasis Group. "It's quickly gone from just capturing the transcript to now, 'OK, help me analyze this conversation.'"

“These aren't just note takers – these are meeting assistants.”

John O'Connell
The Oasis Group, Founder & CEO

The first-of-its-kind study into Generative AI tools for financial advisors tested them with a script of a client scenario drawn from daily advisor practice. The study measured a dozen factors, including transcription, accuracy and intuitiveness of use. (Generative AI, simply explained, uses algorithms to analyze content and create new content.)

The study looked at six AI note-taking apps currently available on the market for advisors: Jump, Zocks, Mili, Zeplyn, FinMate and GReminders.

What Oasis Group's research found was that all these tools deliver impressive accuracy in capturing factual data – most achieving accuracy rates of 95% or higher – but still struggle a bit with the human nuances of client interactions.

"The greater value of these tools at the moment is how they free financial advisors and their staff from time-consuming tasks such as transcription and organizing follow-up activities," said AdvisorEngine CEO Rich Cancro.

"It allows an advisor to focus on the prospect or client instead of taking notes," Cancro said. "So now they can fully participate in the conversation – that in itself makes the dialogue more accurate, because they're fully engaged. The depth of the conversation will be better."

Cancro explained that AdvisorEngine conceived and sponsored the study with The Oasis Group, partly to gain a better understanding of the potential AI software partners it can work with, and partly to provide investment advisors with an objective, rigorous analysis of emerging AI tools.

"There's a lot of industry interest in AI, and we wanted to initiate and support research that fleshes out how well AI performs in certain ways to aid firms," said Rich Cancro, founder and CEO of AdvisorEngine. "AI Note Takers allow advisors to focus on the client instead of taking notes. So now they can fully participate in the conversation – that in and of itself makes the dialogue more accurate, because they're fully engaged throughout the conversation with prospects and clients. The conversation will be better."

FACTS VERSUS FEELINGS

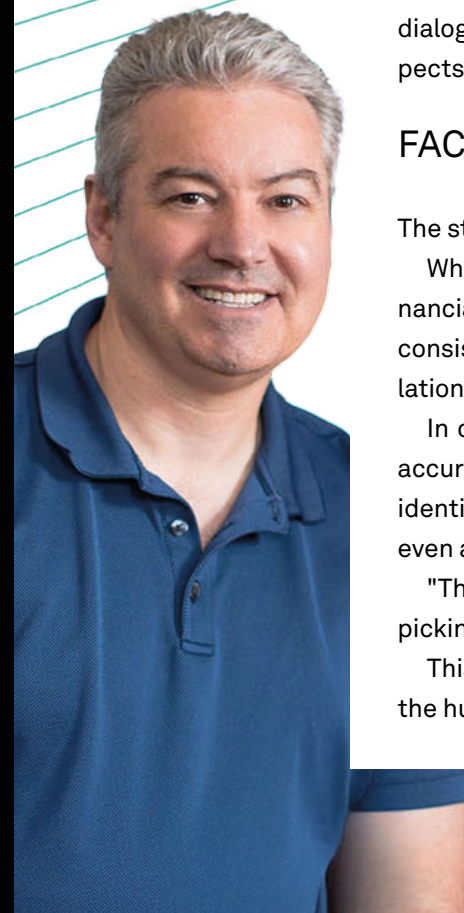
The study revealed a significant gap in how AI tools handle factual versus emotional content.

When processing numerical data such as portfolio values, income figures, and specific financial goals, almost every AI note taker demonstrated precision. However, the technology consistently missed opportunities to flag personal moments that could strengthen client relationships.

In one test scenario involving a hypothetical couple planning for a new baby, the AI tools accurately captured financial discussions about college savings through 529 plans. Still, none identified the opportunity to send a congratulatory gift when the baby was born – something even a junior client relations assistant would naturally notice.

"They're great at picking up specific action items tied to financial advice. They struggle with picking up the soft skills stuff," O'Connell observed.

This limitation raises questions about whether over-reliance on AI could potentially weaken the human connections that form the foundation of successful advisory relationships.



FROM TRANSCRIPTION TO PREDICTION

The evolution of these technologies has been remarkably swift. What began as transcription tools focused on capturing verbatim conversations just a year ago has rapidly expanded to include meeting summaries, identifying action items, and now sentiment analysis. Some solutions can even track speaking patterns, showing which participant dominated the conversation.

“These tools will now tell an advisor if the meeting was positive or negative,” O’Connell said. “Who talked more in the meeting? It will track the most active person in the meeting: the husband spoke this percentage of the time, and the wife spoke this percentage of the time. If you’re an advisor, you can learn if you are effectively engaging both spouses.” Cancro said the next evolution of these tools will be their deeper integration with CRM systems to automate meeting preparation and suggest topics for future client conversations.

The technology is moving toward what the wealth management industry has long sought but rarely achieved: genuine “next best action” capabilities that recommend appropriate follow-ups based on client circumstances, sentiment and life events.

Rich Cancro
AdvisorEngine, CEO

OPERATIONS, COMPLIANCE IMPACTS

O’Connell and Cancro note that the advent of these technologies is changing operational structures within advisory firms.

Traditionally, advisors would either take notes during client meetings or dictate notes afterward to support staff who would then enter the information into CRM systems.

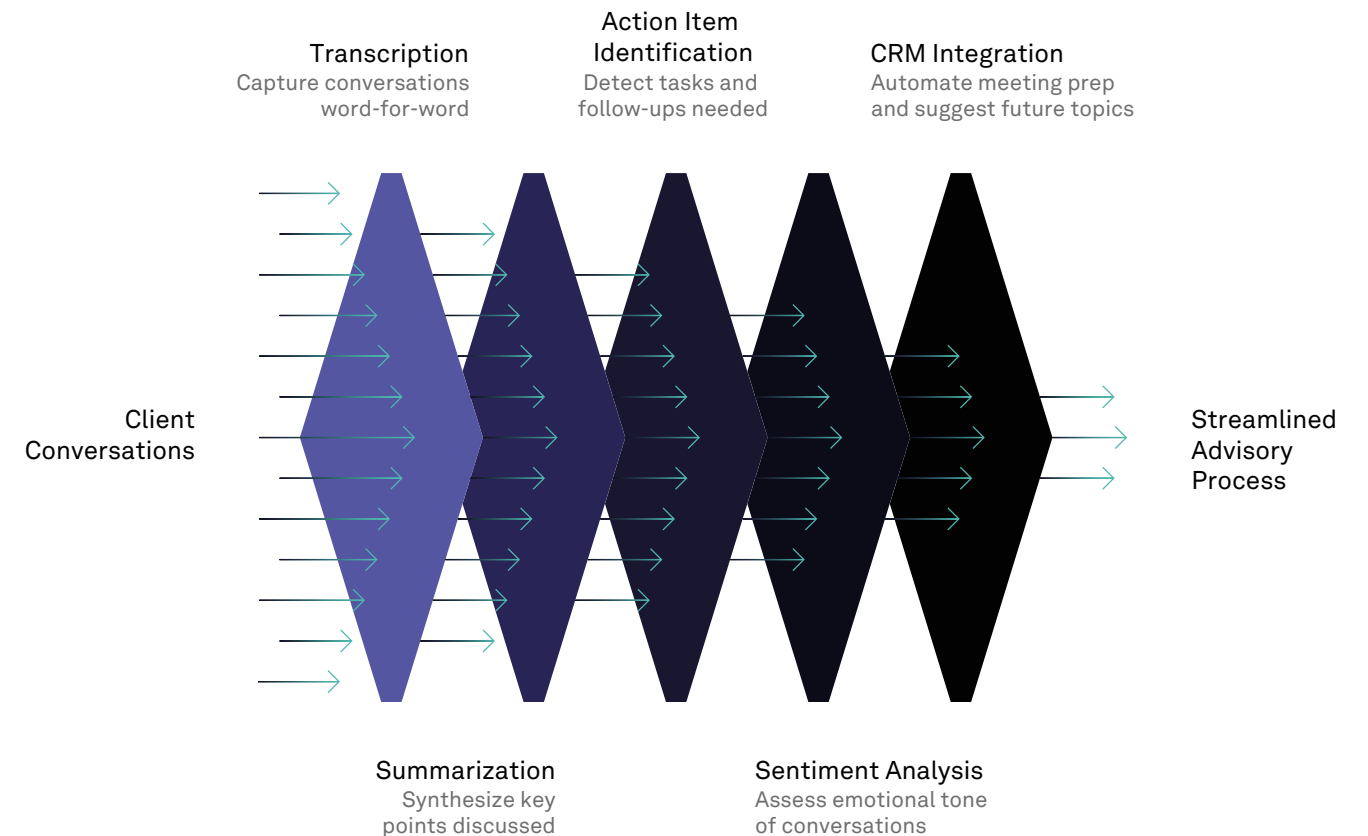
With AI handling the note-taking function, advisors can remain fully present in conversations while capturing more comprehensive information.

“It’s a significant level of prospect management efficiency and personalization because the information is being captured better and the tedious follow-up can be automated through deep integrations with modern CRM’s,” Cancro said.

Relying on human assistants is not exactly a foolproof process, O’Connell pointed out. “The advisor is expecting the CSA to capture all the notes and the CSA may not capture every key point, because they may not have the knowledge of the client relationship or the knowledge of the client’s prior interactions to capture all those notes really well.” The study also highlighted important considerations regarding data security when using AI note-taking tools. Firms must understand where client data is stored, O’Connell said, whether it’s used to train AI models, and how to protect sensitive information. O’Connell shared a cautionary example of an advisor who uploaded client financial statements to free AI tools without realizing the data could potentially be used to train the underlying models – a significant security and privacy concern in a highly regulated industry.

“The next evolution of these tools will be their deeper integration with CRM systems to automate meeting preparation and suggest topics for future client conversations.”

AI-Enhanced Financial Advisory Process



WHAT’S NEXT

O’Connell suggests that firms should push technology vendors to improve the capture of soft skills data while continuing to involve humans in reviewing AI-generated outputs. This human-in-the-loop approach ensures technological efficiency doesn’t come at the expense of relationship quality. He also expected that these tools will reduce operational costs for firms in the long run, specifically the need for support staff to attend client meetings.

“It’s a force multiplier for an individual,” O’Connell said. “Do I think that this technology is going to get so good that I can do a meeting by myself with it running on my phone and not have to pay for the cost of two or three people sitting in that meeting to help me? Yes. That cost will go away, 100%.”

Cancro said these tools should also solidify the expectation that the advisor remains focused on clients, rather than being bogged down in laborious tasks.

“Advisors should be spending their time on deepening their existing client relationships to turn clients into referral machines as well as doing activities to create prospects and ultimately converting prospects into clients,” Cancro said. “In an ideal world, their technology tools are handling tasks along with their operations and client success teams. They should be highly focused on engaging with their clients and prospects and automating as much as they can downstream.”

Finding purpose through loss: A journey of family, faith and financial legacy

SULEMAN DIN

IN THE ROLLING HILLS OF SOUTHWEST MISSOURI, ON FARMLAND THAT HAS BEEN IN THE FAMILY SINCE 1833, ROBIN WALKER HAS BUILT MORE THAN JUST A SUCCESSFUL FINANCIAL ADVISORY BUSINESS.



He has created a legacy of resilience, faith and service that has sustained him through life's most difficult trials – the devastating loss of his son, Cary, to addiction.

A FATHER'S PAIN, A FATHER'S LOVE

"It's hard when you family struggling with addiction," Robin reflects. "He was an amazing human being – he just had his issues."

The day they found Cary is etched in Robin's memory. After, when Robin's wife asked their grandson Andrew if he was okay, Andrew's response was profound: "I've been preparing for this day my entire life."

These words resonated deeply with Robin, highlighting the painful reality that loving someone with addiction often means grieving them long before they're gone.

Despite the challenges, Cary and Robin had begun to reconnect meaningfully in the year before his passing. Their relationship wasn't built on guilt but on "mercy and grace," as Robin puts it.

"The only way to get him from where he was to where he needed to be was with love," he explains. "I didn't believe he would respond well to guilt, anger, or anything negative."

FINDING PEACE

Six weeks before Cary passed away, he joined his family for church at Life Church in Rogers, Arkansas. He was there with his mother, Tammie, his sister Caitlin and her family and Robin.

That morning, when the pastor asked if anyone wanted to rededicate their life to Christ, Cary quietly raised his hand. It was a simple gesture, but one that now means everything. "Little did I know how important that was going to be," Robin says. "I have peace knowing that's where his heart was."

A LEGACY OF SERVICE

With over 42 years in the financial industry, Robin has built a substantial business, growing from \$70 million in assets to \$283 million today. But he sees his work as

more than just managing money.

"I have always said my job is my ministry," he explains. "The wealthy need Christ just as much as poor people do. This is my ministry."

His own experiences have deeply influenced his approach to serving clients. "I connect differently with clients who have lost a child or a younger niece or nephew. You just don't know what it's like until you've gone through it," he says. "I give God all the glory – His timing is perfect, whether you believe it or not."

THE SUCCESSION PLAN

At 67, Robin isn't thinking about retirement. "I don't want to retire – I want to keep riding my bike," he jokes. However, he has been thoughtful about succession planning, particularly after Cary's passing.

Enter Andrew, who joined the firm on June 1st. "I don't know if the catalyst was my son passing, but the celebration of life, with all our clients there, it was a celebration," Robin says.

For Andrew, the decision to join his grandfather's business represents both an opportunity and a responsibility. "I take this seriously," Andrew says. "He's worked painstakingly for 42 years building this business and all these relationships. I almost feel a sense of responsibility to do so."

Robin is confident in this plan: "When I mention Andrew, that's the best succession plan I could come up with yet."

TECHNOLOGY AS AN ENABLER

Part of what makes this transition possible is the advancement in technology. "Tech is so much better today than before," Robin notes. "We've doubled since starting our own company six years ago – the work hasn't doubled, that's due to technology."

Andrew particularly values their AdvisorEngine CRM system. "If I'm going to make it to half a billion in assets, I don't see how I can do it without it," he says. The system allows him to track every client interaction, review portfolios, and document all communications.



Courtesy of the Walker family

LESSONS FOR THE NEXT GENERATION

When young professionals ask Robin for career advice, his response is simple yet profound: "If you can find a way to serve others, you will always have employment."

He tries to convey this wisdom to those entering the financial industry: "If you're serving, you're always going to be in demand. But if you're simply in it for the money or excitement, you're going to be disappointed."

Today, Robin continues to work while dedicating time to his church, Camp Barnabas – a Christian camp for children with special needs – and various other outreach efforts. He has served on the Board of Camp Barnabas since its inception 31 years ago, and the experience has deeply shaped his understanding of love, mercy, grace and what it truly means to serve.

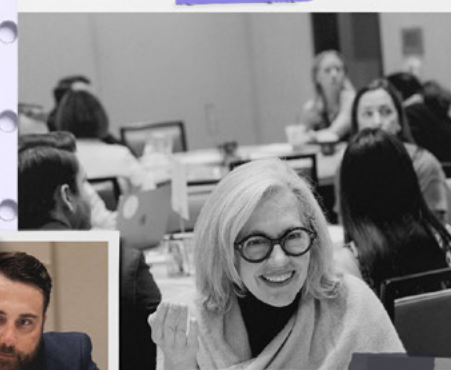
The family farm remains a source of connection to his roots and Cary's memory. "Taking up my father's

“If you can find a way to serve others, you will always have employment.”

mantle, working around the property, spending time on the tractor – it connects me to my father," Andrew says. Through music shared across generations, faith that sustains them through loss, and a business built on serving others, Robin and Andrew continue to build a legacy that honors Cary's memory while looking to the future.

"We think we can best honor Cary by the way we live our lives," Robin says simply.

In this philosophy, they've found not just a succession plan for a business, but a path forward through grief toward purpose.



RIA Case studies



OPERATIONAL EXCELLENCE

“Metrics that matter”

CLIENT EXPERIENCE

“Segmentation review”

REVENUE GROWTH

“Acquisition complexity”



This month, practitioners and industry consultants gathered at **AdvisorEngine's >drive2025**. They challenged one another — and traded best practices — while reviewing the following case studies. >>>



CRAIG RAMSEY

COO, AdvisorEngine
Founder, Action!

RIA
Case studies

**Fictional firms.
Real-world scenarios.**

Dear reader: the following case studies are designed to make you think.

One scenario focuses on operational excellence (“Metrics that matter”); one on client experience (“Segmentation review”); and one on revenue growth (“Acquisition complexity”). Regardless of your role, there is something here to consider.

If you have been in the advisory business for a while, I suspect that some of the characters and quotes will hit close to home...

So grab a coffee, flip the pages and reflect. **If you were in their shoes – what would you do?** Your answers might spark some new ideas for your team.

4

P.S. If you like this type of content, you will love the upcoming webinar series that is currently in the works. We are inviting industry practitioners to provide perspective on case studies like these. Subscribe to *Action! magazine* to be invited.

“Metrics that matter”

Establishing a culture of metrics-driven leadership

FIRM
HEMINGWAY WEALTH

FOUNDED
1981

ASSETS UNDER MANAGEMENT
\$1.8 billion

LOCATION
Key West, FL

SITUATION SUMMARY

When CEO Cheryl called him with a job offer, Jim jumped at the opportunity to join Hemingway Wealth as COO.

Jim had always respected the team and the brand at Hemingway - it was known in the community as a company of standup people.

Jim’s first order of business? Getting the firm organized by outlining ‘metrics that matter.’ Despite successfully serving clients for decades, Hemingway was not very diligent about setting business objectives or tracking performance metrics.

Jim was especially excited to lead the group in a strategic planning exercise to hash things out, build alignment and get to work.

He knew that the work would make a big impact. He filled up his coffee cup and got to work outlining next steps.

QUESTIONS TO CONSIDER

1. How should the COO go about getting input from his new team?
2. How might the team at Hemingway Wealth use technology to help in this endeavor, such as dashboards?
3. How does your leadership team set goals and track progress?
4. What are the ‘metrics that matter most’ to your firm? How do you measure them and manage your team to them?
5. Assess your firm’s “metrics-driven leadership” approach - where are you doing well, versus where would you like to improve?

QUOTES FROM THE TEAM



COO
Jim

Over time, this work is going to take our firm from ‘good’ execution to ‘great’ execution.



CEO
Cheryl

It would feel amazing to get our metrics/results laid out clearly. I feel comfortable making gut decisions. But my broader leadership team would be more effective strategically if they were armed with data.



CLIENT
SERVICE
MANAGER
Chris

I have a general idea of how efficient we are. But I don’t have great numbers to back it up. For example, I couldn’t tell you our responsiveness times to client requests. Or how much time we spend on each household, per quarter.



BUSINESS
DEVELOPMENT
MANAGER
Barry

I’d like to get a better handle on reasons won/ reasons lost during our sales process.



MARKETING
MANAGER
Michelle

It would be great if we could see insights around where our leads are coming from. So that we can do more of what’s working and less of what is not.



CFO
Greg

Every time we have a management meeting, it takes a lot of prep. Anything we can do to automate/ simplify that work would be fantastic



IT
MANAGER
Ira

We need to think about roles, permissions and security. For example: which employees should get access to the data? Is there a way to restrict access to contain it to only designated people/roles?

“Segmentation review”

Refining service levels to elevate client experience

FIRM
FORT TILDEN
FINANCIAL

FOUNDED
2003

ASSETS UNDER MANAGEMENT
\$900 mm

LOCATION
Queens, NY

SITUATION SUMMARY

Fort Tilden Financial needs a ‘step back’ moment. Their leadership team recently made a realization while reviewing their business metrics through their CRM... They are spending an inordinate amount of time with certain clients – and not enough time with others. As they approach \$1 billion in assets, now feels like the right time to reconsider their approach to client segmentation and corresponding service levels. However: CEO Cal is dragging his feet. He is struggling with a simple question – can Fort Tilden evolve its client service model while still being proud of the experience they deliver for every client?

QUESTIONS TO CONSIDER

1. How should Fort Tilden Financial approach this process?
2. How does your firm think about meeting client needs? For example: do you serve everyone exactly the same way, or do you put more effort towards certain relationships?
3. As you grow, how might your firm benefit from more deliberate segmentation? How could you use technology to do so?
4. Do you use asset-based segmentation? What are the pros and cons to doing so? Have you ever considered doing it differently?
5. Has your firm ever done a ‘unit economics’ analysis to see how much it costs to serve each client? Do you use your CRM to gauge how much time / effort it truly takes to serve each client?

QUOTES FROM THE TEAM



COO
Sarah

We have a simple math problem on our hands. There are not enough hours in the day...if we don’t change how we do things, we simply cannot scale.



ADVISOR
Michael

We do not have the discipline to actually adjust our service levels based on the tiers. Every client gets the same thing.



CLIENT
SERVICE
Carrie

The squeaky wheel gets the grease.



ADVISOR
Aaron

Once per year, we sort an excel spreadsheet by household assets, put people into tiers, then call it a day.



OPERATIONS
Lenny

Our less profitable relationships actually require more effort. For example: it’s our next- gen clients who require hand-holding. Whereas our long-term relationships in retirement are on autopilot to some extent.



CHIEF
INVESTMENT
OFFICER
Chris

The needs of our \$10m+ clients are not the same as mass affluent. To pretend otherwise is disingenuous. So I am excited to re-think how we do things. Ideally, it frees me up to spend more time dealing with the complex needs of larger clients.



CMO
Julie

Depending on where we land with this...I could see us communicating it publicly as part of our value proposition.



CEO
Cal

I have never looked at people as walking wallets. So I’m a bit concerned about doing this, because I don’t want our client experience to suffer!

“Acquisition complexity”

Finding common ground and a new way forward

FIRM
SUMMIT PEAK

FOUNDED
1996

ASSETS UNDER MANAGEMENT
\$6.5 billion

LOCATION
Denver, CO

SITUATION SUMMARY

Summit Peak just finished its third acquisition in three years. To the outside world, the firm looks like a major success story. And from a growth perspective, they have been.

The problem is....internally, they are a bit of a mess.

Different advisory teams under the Summit Peak umbrella are essentially doing their own thing. They are operating independently, using disparate technology solutions and different investment approaches.

To cut through the chaos – and simplify things – they have hired a new COO Sydney. She is backed by the leadership team...but she knows that things won’t be easy. She wants to find some common ground across the teams and then chart a new path forward.

QUESTIONS TO CONSIDER

1. What recommendations do you have for the new COO in her first 100 days?
2. Has your firm ever made any acquisitions? Or have you been acquired yourself? What did you learn in those situations?
3. When you have a conflict at your firm, how do you resolve it? For example, have you ever had a situation where people disagreed on how to use your CRM? What happened?
4. Where is your firm flexible (allowing people to do things their own way), versus where is your firm locked-down (ensuring that people do things the same way)? Is there anything you would like to change in the coming year across these categories?

QUOTES FROM THE TEAM



CFO
Ernie

We have exhibited excellent financial discipline. But from an operational standpoint, we have work to do.



CEO
Charles

Sydney is empowered to use the carrot...and also use the stick when needed!



COO
Sydney

In my first 100 days, I’m mostly listening versus talking. Before I make sweeping changes, I want to understand the pros and cons of what teams are doing today. After that period, it is full steam ahead towards a unified vision for the firm.



ADMIN.
ASS’T
Oliver

When clients call in, it takes forever to get them to the right person. We need to rethink how we triage things.



CLIENT
SERVICE
MANAGER
Cara

It’s probably going to be a bit painful. But I know that this work will ultimately pay off in a big way, leading to a better client experience and tighter operations.



MARKET
STRATEGIST
Mary

I can’t wait until we simplify and consolidate our investment framework. It’s going to be a win-win-win... better for clients, better for our team operationally and better from a legal/compliance standpoint.



ADVISOR
Ava

When we joined, we were told we could continue doing things the way we have always done them. Candidly: I’ve been through this stuff before. Command-and-control from the center is a nightmare. So I would advise folks to take a light touch – what we have in place now works!



Cybersecurity: Level up your digital defense!

RAJ MADAN

Cyber threats are lurking around every digital corner. From data breaches exposing millions of passwords to sophisticated phishing scams that trick even the savviest users, the risks to our personal information have never been greater.

Protecting yourself online doesn't require a computer science degree. With a few essential practices and the right mindset, anyone can significantly improve their digital security. Here are fundamental cybersecurity practices that will transform you from an easy target into a hardened defender of your digital life.

1. **Strong passwords: Your first line of defense!**

- Ditch the defaults: "123456" or "password" are a hacker's dream!
- Go long & strong: Aim for at least 12 characters – mix it up with uppercase, lowercase, numbers and symbols.
- Password uniqueness: Don't recycle passwords across accounts. If one gets compromised, they all do!
- Why it matters: Strong passwords are the gatekeepers to your personal info. Weak ones are like leaving your front door wide open.

2. **MFA (multi-factor authentication): Double the lock, double the security!**

- Beyond passwords: Add a second lock. Usually, it's a code from your phone or an app.
- Even if they crack your password, they still need that second factor!
- Turn it ON: For email, social media, banking – anything sensitive!
- Why it matters: MFA is your safety net. It drastically reduces the risk of account takeovers.

3. **Password managers: Your password vault!**

- Stop the sticky notes: Forget writing passwords down!
- One master password: Securely store all your logins in an encrypted vault.
- Generate strong passwords: Let the manager create ultra-strong, unique passwords for you.
- Why it matters: Password managers simplify security and boost your password strength.

4. **Hover before you click: Spot the phish!**

- Don't fall for fakes: Scammers create emails and websites that look legit to steal your info.
- Hover your mouse: On a computer, hover over links without clicking to see the real web address. Does it look fishy?
- Think before you click: If an email seems urgent or too good to be true, verify it through another channel.
- Why it matters: Phishing is a top threat. A little caution can save you from big trouble.

5. **Keep your devices updated: Patch the holes!**

- Updates = armor: Software updates often include critical security fixes.
- Auto-update is your friend: Turn on automatic updates for your computer, phone and apps.
- Don't delay: Install updates promptly; those patches are there for a reason!
- Why it matters: Outdated software is an easy target for hackers. Updates are your device's security shield.

6. **Passwords vs. passphrases: Level up your login game!**

- Passwords: Shorter, can be a word or combo (e.g., MyPass123)
- Passphrases: Longer, like a sentence. (e.g., I love ice-cream!)
- Length = strength: Passphrases are generally stronger because they're longer and harder to crack.
- Why it matters: Passphrases add extra complexity, making it way harder for hackers to guess.

7. **Secure Wi-Fi: Your connection shield!**

- Public Wi-Fi = risky: Unsecured public Wi-Fi (like at cafes) is a playground for hackers.
- Use your data or secure networks: Stick to your mobile data or password-protected Wi-Fi.
- VPNs are a plus: A virtual private network (VPN) adds an extra layer of encryption.
- Why it matters: Secure your connection to prevent eavesdropping and data theft.

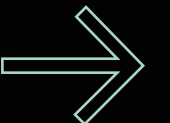
8. **Backup your data: Don't lose it all!**

- Imagine the worst: What if your computer crashes or your phone gets stolen?

- Regular backups: Use cloud services or external drives to back up your important files.
 - The 3-2-1 rule: 3 copies of your data, 2 different storage types, 1 offsite backup.
 - Why it matters: Backups are your lifeline to recover from disasters, big or small.
- 9. Burner email & phone: Spam busters!**
- Spam magnet: Giving out your primary email/ phone everywhere? Get ready for junk!
 - Burner accounts: Create a separate email (e.g., justsendmespamhere@email.com) or use a service like Google Voice for less important stuff.
 - Keep your main accounts clean and spam-free.
 - Why it matters: Burners help you control spam and protect your privacy.
- 10. Check for data breaches: Are you pwned?**
- Breaches happen: Companies get hacked, and your data can be exposed.
 - Have I been pwned?: Use sites like haveibeenpwned.com to see if your email has been in a breach.
 - Change passwords ASAP: If you find your info was compromised, change your passwords immediately!
 - Why it matters: Staying informed about breaches lets you take action to protect yourself.
- 11. Encrypted communication: Private chats only!**
- Privacy matters: Regular messaging and email aren't always private.
 - Encrypted apps: Use apps like Signal and WhatsApp (with encryption enabled) for secure messaging.
 - Encrypted email: Consider services like proton.me for private email.
 - Why it matters: Encryption scrambles your messages, so only the intended person can read them.
- 12. Private browsing & GenAI: Leave no trace!**
- Private browsing: Use browsers like DuckDuckGo to limit tracking while you browse.
 - Private GenAI chats: Explore tools like Duck AI for more private AI interactions.
 - Control your data footprint: Minimize the information you leave behind online.
- Why it matters: Protect your online activity and personal information from prying eyes.
- 13. Virtual credit cards: Shop safer online!**
- Card cloning risk: Online shopping can expose your credit card details.
 - Virtual Cards: Many banks let you create temporary, virtual card numbers for online purchases.
 - Limit the damage: If a virtual card gets compromised, your main card is safe.
 - Why it matters: Virtual cards add a layer of security to your online transactions.
- 14. Parental controls: Kid-safe online!**
- The internet jungle: The web can be a wild place, especially for kids.
 - Control access: Use tools like OpenDNS or your internet provider's parental controls to filter content and limit screen time. (<https://www.opendns.com/setupguide/>)
 - Don't forget mobile: Set controls on their phones too!
 - Why it matters: Protect children from inappropriate content and online dangers.
- 15. Credit freeze: Lock down your credit file!**
- ID theft alert: Identity thieves can open accounts in your name.
 - Freeze your credit: Contact Equifax, Experian, and TransUnion to freeze your credit reports. This makes it harder for criminals to open new accounts. (<https://www.usa.gov/credit-freeze>)
 - Temporary or permanent: You can temporarily lift the freeze when you need to apply for credit.
 - Why it matters: A credit freeze is a powerful tool to prevent identity theft.
- 16. GenAI risks: The new frontier of scams!**
- Deepfakes are real: AI can create incredibly convincing fake videos and audio.
 - Synthetic identities: Scammers use AI to generate fake IDs for fraud.
 - Verify, verify, verify: Be extra cautious of unusual requests, especially involving money or sensitive information.
 - Why it matters: AI is changing the scam landscape, requiring heightened awareness.

REMEMBER: CYBERSECURITY IS AN ONGOING PROCESS, NOT A ONE-TIME FIX. STAY INFORMED, STAY VIGILANT AND STAY SAFE!

Practice management tips from the Action! community



TRAINING EMPLOYEES



“We spend a lot of time figuring out how a new tool fits within the priorities we have, where it falls within the firm with where everyone else is today. A lot of our initial efforts are around understanding change management and adoption, and then we start focusing on the training aspect of the tool...then, find the win. If the employees can walk away with one or two nuggets on how they can improve their day, that’s a win. There’s only so much someone can absorb anyways.

Adria Rosebrock, Director of Wealth Management Operations & Training, Hamilton Capital

GOAL SETTING



“We created dashboards for each individual advisor’s growth goals for each year. Doing so changed the game for our onboarding process as well as our AUM goals. We now have the ability to access live data, look at it and update it every day. Advisors can see the progress they’ve made towards their goals. They’ve got various metrics of where leads and new client prospects are coming from. At the end of each year, our advisors do an individual session with their manager to develop a playbook. Maybe one advisor is really good at developing Centers of Influence, because they can see, based on their graph for last year, that’s where the majority of their clients came from.

Diane Gaines, Director of Client Operations, Petersen Hastings

CREATING CONSISTENCY



“In order to gain consistency and track investor profiles, our compliance department had to learn how to use the AdvisorEngine platform. Now, there are four actions designed specifically for compliance reporting. These actions include all the necessary steps to complete our process, and also links to required documents. Everyone knows now: they are mandatory. If you simply send me an email versus using these actions, it’s not going to get processed.

Sheila Epps, Applications Support Analyst, Sage Ruddy & Co.

CULTURE AND STRATEGY



“Be transparent and use your voice. A lot of people in this industry are scared to speak up. They know they need to make an improvement, but they settle instead. They just do what they’ve always done. It’s safer to just sit there and do your job. I’m not that person. I’m the person that looks for growth. How can we improve? How can we streamline our work? How can we make the jobs of our teams better? So my advice is just speak up. Be curious. Look to see what you can do to help others.

Natalie Wheeler, COO, Berkshire Money Management

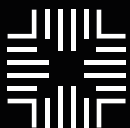
BETTER PROCESSES



“Have a thought out process about when you’re inputting information into your CRM and how you’re getting records out of it, because having clutter in your system is not helpful for anyone. Make sure that your workflows are clean and are easy to read. If you have somebody who just started at your firm, you need to make sure that every step of that workflow has enough detail so that they can do it. But, not so much that they’re going to be reading for 20 minutes and then say, ‘My god, I can’t do this.’

Carly Labrada, Director of Information Security, Koss Olinger

Your wealth management machine



Portfolio
Management



CRM



Digital
Onboarding



Client
Portal



Business
Intelligence

For more information
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