



# The Professional Referral Method

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Becoming the Trusted Advisor

AllianceBernstein Advisor Institute

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# The Three Big Mistakes Almost Every Advisor Makes



Gives a referral to get a referral  
(Don't turn clients into currency)

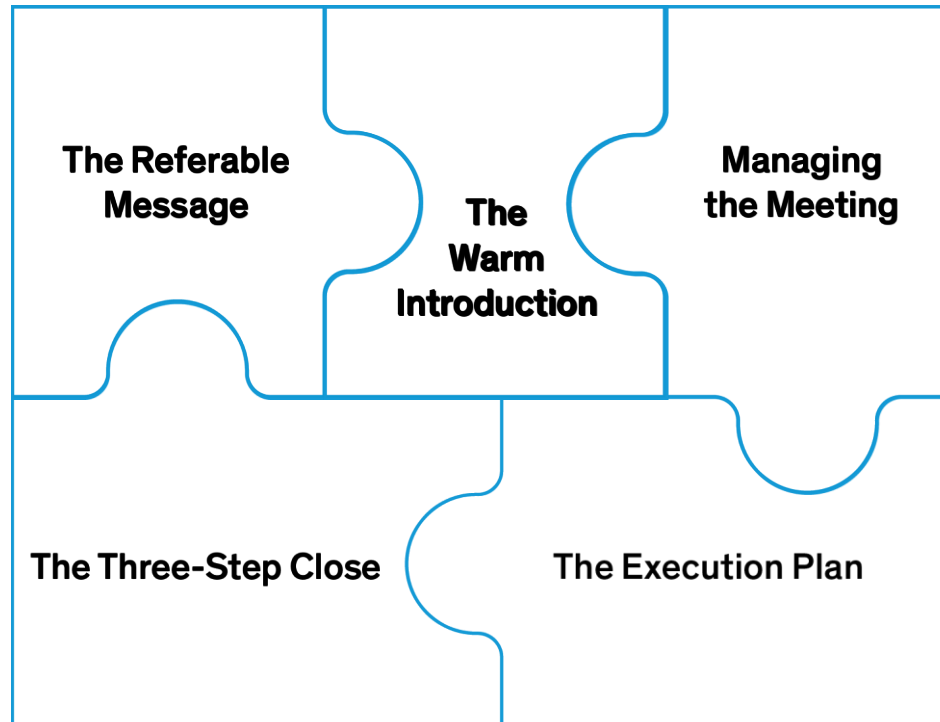


Explains, in detail, what he or she does  
(Your services are valuable, but not referable)



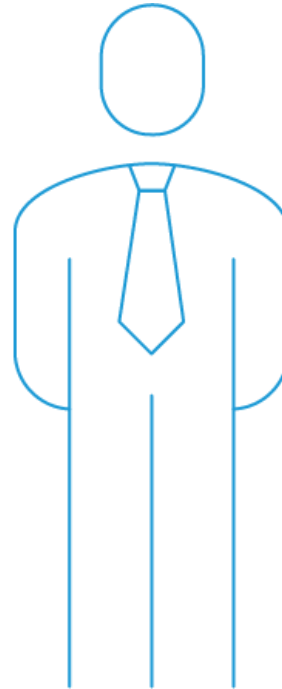
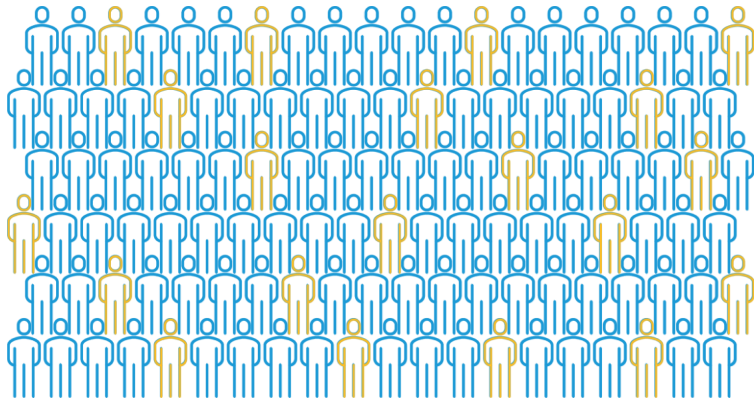
Stops arranging meetings too soon  
(Building a pipeline is a process, not an event)

# The Method: Five Pieces to the Referral Puzzle

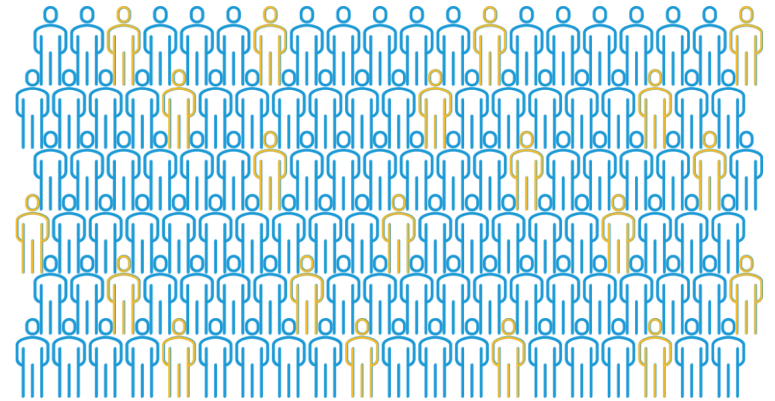


# You Already Have All the Access You Need

Friends and Acquaintances



Current Clients



# Managing the Request for the Warm Introduction

This is [name] from [firm]. I'm calling today to ask you a favor.

Part of my job as a Financial Advisor is to maintain a file of resources for my clients, and I don't think I know your professional. May I ask you a few questions?

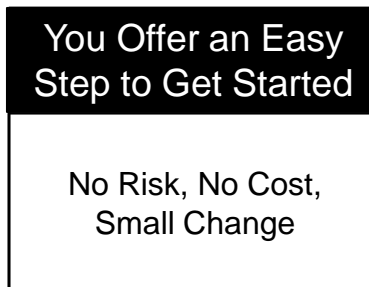
1. How long have you worked with this person?
2. Do you like working with this person?
3. Is there a focus or specialization to this person's practice?
4. What is the one thing you like best about this person?
5. Would you recommend this person to others?
6. Would I benefit from knowing this person?
7. Would you be willing to introduce me to this person?

Why don't I make it easy for you: I'll write out a few sentences about my practice and send them to you. You can paste them into your own email, add a few lines about your professional and then send the email to both of us.

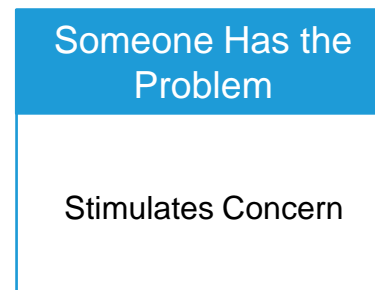
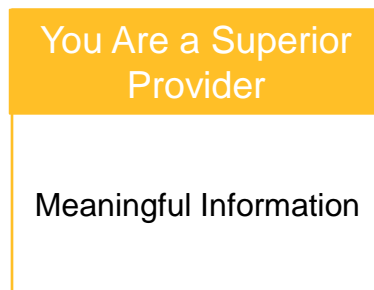


# The Referable Message: All Six Elements Are Necessary

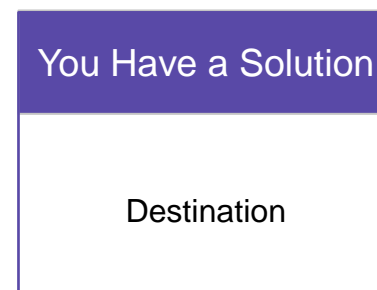
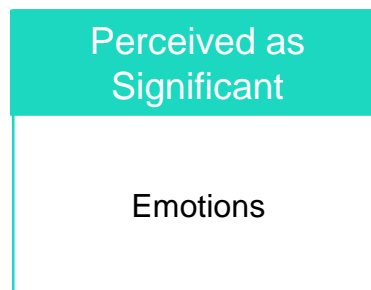
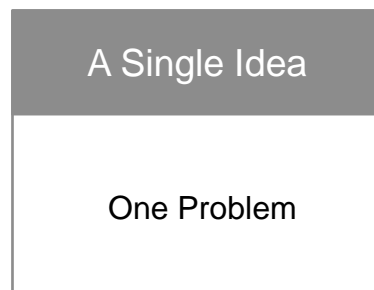
**The  
Destination**



**Credible and  
Relevant**

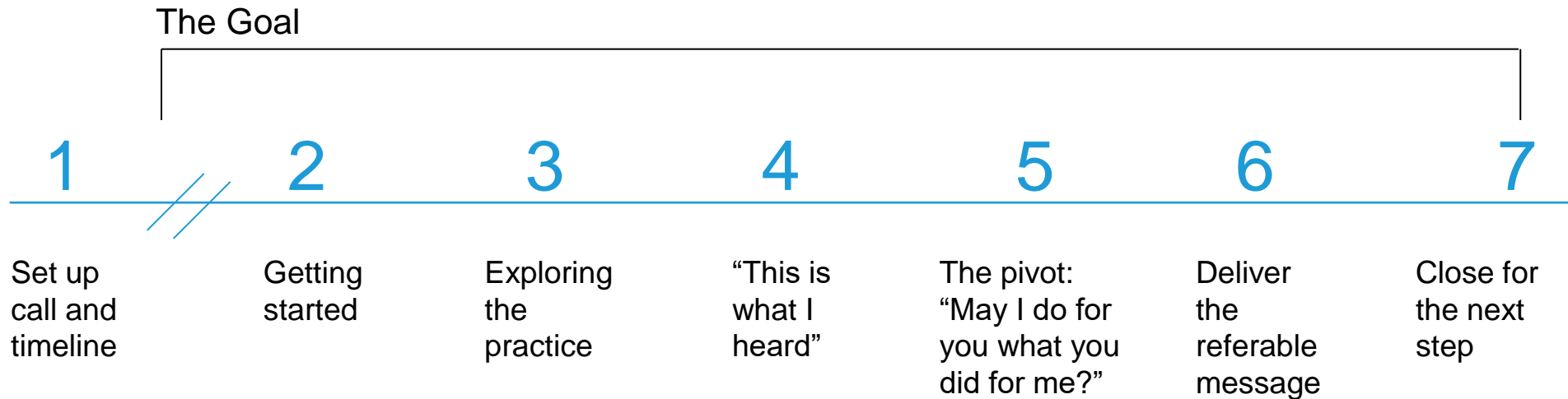


**The  
Foundation**

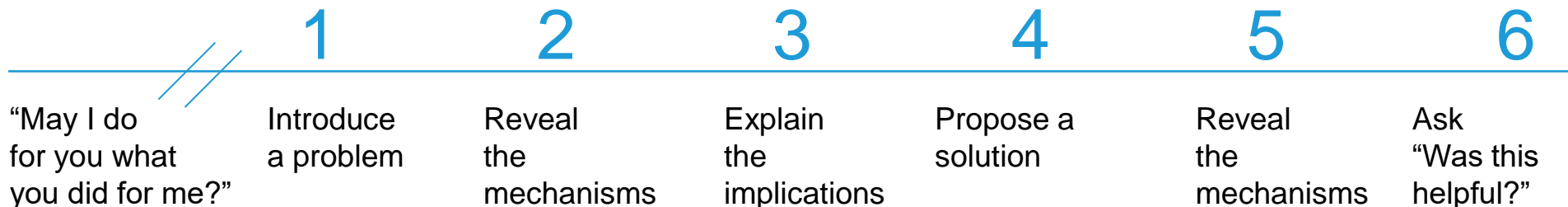


# Managing the Meeting: A Strategy Inside a Structure

## The Meeting: Seven Steps



## Delivering the Referable Message: Six Steps



# The Three-Step Close: The Destination for Every Meeting

Transition



**“Was this helpful?”**

Expand the focus



**“Would this be helpful for some of your clients?”**

**Yes**

Suggest a step  
(not a leap)



**“Let me make you an offer...”**  
**(Offer the easy, no-risk and no-cost step)**



# Examples of Effective Next Steps

## The Problem with Municipal Bonds: The Municipal Bond Analysis

There have been changes in the municipal bond market in the past 10 years that have led to a high percentage of bond portfolios becoming significantly impaired. Every investor will benefit from receiving a thorough analysis of his or her municipal bond holdings.

## The Problem with Making a Philanthropic Gift: The Gifting Capacity Analysis

Many uniquely successful investors want to make a significant charitable contribution but don't know how to determine the size of the gift they can afford without compromising their future lifestyle. These investors will benefit from receiving a gifting capacity analysis that clarifies the size and type of gift they can afford.

## The Problem of Preparing for Retirement: The Preretirement Checklist

There are numerous decisions to make and strategies to execute to implement a successful retirement plan. Investors preparing for retirement will benefit from a thorough Preretirement Checklist that defines the various issues and decisions that they must address.



# Designing an Effective Offer

## Features

- Delivers immediate, meaningful value
- Requires very little effort
- No cost
- No risk
- No requirement to change anything
- Reveals specialized/advanced knowledge
- Surprising or novel
- The professional imagines suggesting the experience to a client, friend or colleague

# Building a New Business Pipeline Is a Process, Not an Event

- Plan to conduct at least 10 meetings before changing anything (20 is better)
- Set a goal for meetings per week and per month
- Set aside the same time each week to work outside the office
- Expect to be uncomfortable at first
- It will take two months for the process to feel familiar



Successful people do what unsuccessful people are not willing to do.”

**Jeff Olson**

Source: Jeff Olson, *The Slight Edge: Turning Simple Disciplines into Massive Success and Happiness* (2013)



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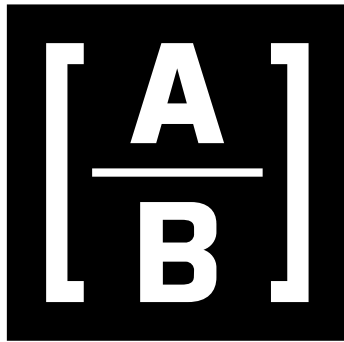
In accordance with their professional responsibilities, attorneys making such referrals must not allow the arrangement to interfere with their professional judgment as to making referrals or as to providing substantive legal services.

When referring clients to a Financial Advisor, any reciprocal referral agreement must not be exclusive and the attorney's clients must be informed of the referral agreement. Attorneys must be aware of any conflicts of interest created by such arrangements. Reciprocal referral agreements should not be of indefinite duration and should be reviewed periodically to determine whether they comply with these Rules.

If you are unsure of an attorney's obligations in recommending you to their clients, you may check with your state's Bar Association.

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