

## Conversations with Top Producers

Michael J. McLoughlin

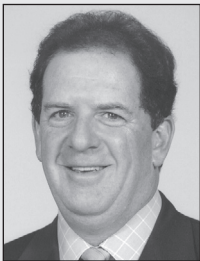
Marc A. Silverman, CLU, ChFC

Simon Singer CSP



**Michael J. McLoughlin** is an 11-year MDRT member with three Court of the Table and four Top of the Table qualifications. Currently a member of the Top of the Table Web Site Content and Communications Task Force, he has participated in MDRT's committee system since 1997 and is an MDRT Foundation Silver Knight. In 2003, McLoughlin received the following awards: Investment Business Writer of the Year, Pension Business Writer of the Year, Business Champion of the Year and Overall Business Writer of the Year.

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Question: Marc, could you describe for us your practice, your specialty and what your business is all about?

**Marc Silverman**

I am from Miami and we specialize in working with people that are retired or getting ready to retire. I have an office staff of five people, one sales person that works with me and three support staff. I started in the business with a pen, a piece of paper and some ideas and we started selling to anyone that was breathing; if they could fog a mirror, they were a prospect. That changed significantly over the years; retirement planning is where we are today.

Question: Who are those target clients? Who are you looking to do business with?

**Silverman:** There are a lot of first timers here and this is the progression as I see it in this business today: you start working with whomever you can get in front of, and you obviously all had success or you wouldn't be at this level, but then you want to move up to the Court of the Table then hopefully the Top of the Table. I made an about face, a hundred and eighty degree turn. I did not want to be on the treadmill the insurance companies wanted us on where I started each year with zero income and had to find bigger and bigger and bigger. I did an about face and I started working again with people that are retired or getting ready to retire but lower net worth. It's worked incredibly well because we don't have a lot of competition in that area.

Question: Is your office in Miami in a big building with an elevator?

**Silverman:** It is; we're on the 16<sup>th</sup> floor.

Question: What would your elevator talk be in a moment of opportunity?

**Silverman:** I would say, "My name is Marc Silverman and we specialize in working with people that are retired or are getting ready to retire. We do that by providing more income, hopefully having you pay less in taxes and have a much more enjoyable retirement.

Question: Simon, you are in a whole different type of business. Could you describe your practice, your specialty?

## Conversations with Top Producers *(continued)*

**Simon Singer:** We like to work with pretty much everybody's target -- old wealthy people who have faced their mortality and aren't afraid to talk about it. We don't have a retail client base at all; every single case and prospective case we get during the course of the year comes in a direct relationship created with a tax attorney and or a CPA. If we had an elevator talk, it would probably be, "go away, don't bother me because I don't work directly with the public. I'll only work with you if you come to us well referred from a very high quality referring source that we work with." I do that for a couple of reasons: the first reason is I want to appear different than most everybody that he's ever run into in our business; and I don't want to waste time if he has an advisor that's going to be a deal killer, as we call them in our business. I want to interview that client briefly on the telephone at no charge and then he is going to have to engage our firm to talk with his professional advisor so that we can share some ideas and concepts. I want to separate those people. I don't want to meet with them all at the same time.

**Question:** You are trying to identify truly the right people you want to involve in your business.

**Singer:** Not only that but I also make the client feel I'm doing him a favor by talking him as opposed to the reverse. Any time the client gets the idea that we need him more than he needs us, we have a problem. I'm trying to stage and create foundational data so that they are going to be not only happy but also grateful because a grateful client stays with you

**Question:** Simon, let me take you back a few years. How does someone with a green tag out there develop those relationships with accountants and attorneys so that the business comes to you?

**Singer:** Let me ask the audience a question: how many of you have been in the business more than 5 years? It has only been the last 10 years where I really knew where my client was coming from. How many of you wake up January 1<sup>st</sup> frightened at not knowing where your business is going to come from? There was an old gentlemen working in an office with me when I was first beginning and he used to say to me that nobody subtracts from his paycheck the

people that tell him "no." His goal was to get as many no's during the course of every single week as he can possibly get because he knew he was going to get to the yeses. Since we're talking to people about things that typically they don't want to face, rejection is a major part of the business. You have to figure out some way to be able to create some type of value added so people are going to be interested in talking to you. Ben Feldman said along time ago, the premium isn't the problem, it's the solution. The problem is where are we going to find enough money to send our kids to school, or pay our estate taxes, or allow our wife and family to live in the house they become accustomed to living in. I would try to prospect in a level above you as opposed to a level below you. Above you is a little bit harder, but it's a little bit more rewarding. I would try to create some kind of mentoring relationship so you could borrow somebody else's credibility. Get involved in joint cases so if you don't feel competent in dealing in a particular subject, your 800 pound gorilla could come along with you and could give you the competence that was necessary. I must have started as an opener in maybe 100 different cases. I made the introduction; I thought I was trying to establish the relationship, but the reality is I had to rely on somebody who had more experience and more expertise in this business. That is how I overcame that fear; a lot of the fear for me was I wasn't really sure I knew what I was talking about and I didn't want to look foolish.

**Question:** Who are your target clients?

**Singer:** My target clients are the very select group. We're typically looking for people over 70 years old with a net worth in excess of \$5 million with discretionary income of something in excess of \$500,000. You may not think there are not a lot of those folks around, but if you network and create strategic alliances correctly, the professional advisors can lead you to them with great ease.

**Question:** Let's hear from you, Mickey Mac. Let's hear about your practice and your specialty. What is your business all about?

**Michael McLoughlin:** I work for Canada Life Insurance Company in Ireland. I have approximately 500 clients. My business is mostly in the small to medium enterprises and

## Conversations with Top Producers *(continued)*

companies. I'm involved in a lot of retirement planning. We have very innovative pension schemes in Ireland today. I'm also in the investment business because over the last 3 or 4 years, all of the money has gone into bunkers; in other words it has been deposited in the banks because of the way the market has gone. I'm actively pursuing getting that money back into mutual funds, and with quite a deal of success over the last 8 or 9 months. Finally, I'm a great believer in the critical illness product. I'm on a mission at the moment to get my existing clients to buy it if they haven't bought it before or to buy more of it. I think its extremely important product in anybody's health or financial portfolio.

Question: Mickey Mac, who is your target client?

**McLoughlin:** My target market would be the AB sector as we call it in Europe -- Judges, Architects, Lawyers, Barristers, Accountants. I get referrals from obviously CPA's as well. This has all come about because of my contact level in Ireland. I was involved in playing rugby 30 years ago and now I'm involved in committee work. I've been president of my rugby club and I'm going to be president of Dublin region of rugby. That all leads to a large amount of networking. I have a lot of friends who own property in Connemara (that's something like the Hamptons but it rains). I go down for the weekends, maybe a four day trip, and I wind up playing golf. Being around your twenty or thirty clients who are there on holidays, you can talk business with them in a non threatening way. I have property in the south of Portugal and I spend a lot of time there. I was down there about three weeks ago and, to be honest, my phone never stopped ringing all week. People who are there call to say, "Can I see you when I go back?" I'm around and so I remind them they are clients and referrals come from them.

Question: Thank you, Mickey Mac. I'm actually a little bit embarrassed to ask you: are there any buildings in Ireland that have elevators?

**McLoughlin:** No, to be honest we are a very poor country. We don't build skyscrapers; we actually sent the Irish to New York to build the skyscrapers and to Chicago and to Boston, we sent them to Savannah.

Question: If you could just imagine having an elevator in your building and you were riding down and you just had that momentary opportunity to describe what you do, what would your elevator talk be?

**McLoughlin:** I'd simply say I'm in the life insurance business. I don't say anything other than that, there's no other way to dress it up. "What do you do, Mickey Mac" "I'm in the life insurance business," and that's all I say.

Question: Isn't that refreshing? Has anybody in the audience lost a sale because they created some elaborate title for what they do and the person in the elevator never got it, never understood that you might be able to provide a service for them? Let's talk about some sales ideas. Simon, I think you have some wonderful concepts here for us.

**Singer:** The title of this is, "It's not what you say, but it's how you say it." There are a lot of applications to this thought process. This is not an issue of compliance either; we give plenty of disclosure, but sometimes if say things that people have heard before only a little bit differently, you might end up with some different results. For example, let's assume we have a couple of salesmen who have both been on the road for two weeks and they both very anxious to see their wives. The first salesman's wife greets him at the door wearing curlers in her hair, she's got on an old scuzzy housecoat and she's got cream all over her face. He's really disappointed and he says to her, "Your face would stop a clock." Chances are he is not going to make a sale that night. The salesman is a little bit sharper. His wife greets him in the exactly the same condition as the next door neighbor but instead of "your face would stop a clock" he says to her, "dear, when I see you all time stands still." He has said exactly the same thing only chances are he is going to make a sale.

Apply this thought process to some adversarial relationships you might have with clients or advisors. Have you ever had a client or an advisor insist on term insurance as opposed to permanent insurance because they know better? The first thing we have to do is get rid of our own prejudices and try to figure out what it is they're thinking. What are the issues? How can we overcome them? Can perceptions be changed? I believe we're in the business

## Conversations with Top Producers *(continued)*

of changing peoples perceptions. We're in the business of changing how people think about these things.

Let's pretend we're in an office with a potential client. I might say to him, "Mr. Potential Client, in order to help you I'm going to need to gather some additional information. You told me about your securities, your cash, your bonds and why you have what you have. You also told me that you own \$1 million of term life insurance. May I ask you, Mr. Client, why did you buy that term life insurance and why did you pick term as opposed to some other form. "Because it was cheap." "Ok, let me ask you another question, do you own a house?" "Yes" "How much did your house cost?" "\$200,000" "Do you own a car?" "Yes." "How much did your car cost?" "\$30,000" "And that term life insurance you were talking about, how much did that cost?" "\$30 a month \$360 a year" Isn't it interesting when I asked him how much the house cost, he gave me the total cost; when I asked him how much the car cost, he gave me the total cost; but when I asked him how much his life insurance cost, he gave me his monthly premium payment. He didn't give me the monthly mortgage payment or the monthly lease payment or the monthly payment on his car, he gave me the total; but when I asked him about the life insurance because our industry really doesn't want to tell people how much term life insurance cost, he didn't give me the total cost. Let's see if we can change the perception -- annual premium verses total cost. If we can reset their perceptions, we can increase our value to them and increase the value to us as well. "Let's explore how much your term life insurance really cost. Do you realize your term insurance between now and your life expectancy (I'm going to assume a 35 years old) the sum total of all the premiums paid over that 50 year time period is \$500,000 therefore the total cost \$500,000. And God help you if you live to 85 years and 1 day because the coverage isn't in force anymore. Did you know that you can buy universal life insurance for a cumulative total premium of \$300,000 and have almost \$600,000 surrender value for a gain of \$292,000; and if you went another step and bought whole life as opposed to universal life, the cumulative premium would be \$556,000 and the surrender value based on

current dividend scale \$2,500,000 and you have a gain of \$1,941,000. Which type of life insurance really cost the most: \$501,000 of cost for term insurance, \$292,000 of gain for universal life or a \$1,941,000 of gain for whole life? We can change the perceptions and when we change the perceptions, we can create additional value. Remember, it's not what you say but how you say it.

Question: Mickey Mac, I understand you do a lot of down hill skiing in Ireland, is that true?

**McLoughlin:** I call my idea "ski downhill." I'm involved at Canada Life in a corporate campaign geared towards our credit unions. We have relationship builders, people who have the exactly the same status as myself but they deal with the credit unions. They go and organize a meeting, a business opportunity, followed by a coordinated head office campaign to market our customized credit union product. When the appointment is made, I'm brought along to do the presentation. At a recent meeting, the relationship builder told me that he expected we should ask for 1 million euro for investment purposes. I arrived, I did the presentation and pointed out the features and the benefits. The benefits included a guarantee of 2% per annum of 6 years and an opportunity to invest in euro stock that would give them another 2.5% per annum. I went through all that and then asked them for 3 million euro and nobody blinked. and two days later my relationship builder got a phone call to say that they were willing to invest 2 million. I call that skiing down hill.

Question: Terrific, they thought they'd buy a Chevy, you asked for a Mercedes, and they settled for a Lexus, is that what it was?

**McLoughlin:** That's exactly right.

Question: Marc, I understand you have a solid idea for us about a way that everybody in that audience can find themselves in the business market.

**Silverman:** I actually got this idea from MDRT and I was just crazy enough to try it and it worked. I don't know how many of you have lumber yards in your area, but I assume everyone does. We have Home Depot in Miami. I want to this store and I had the person cut the wood up into block the size of a postcard. People thought I was

## Conversations with Top Producers *(continued)*

crazy carrying all this wood under my arm. We went to Dun and Bradstreet and I selected businesses I wanted to get into. I had one of my assistance write on the front of the wood, "I have ideas that are stronger than this" and I mailed 15 of those every week when I was in my first three years in the business. I simply called and I would say, "This is Marc Silverman. I'm the gentlemen that sent you the block of wood in the mail." Now the wood is not put in an envelope in an envelope; it sent out just as is. You have to make sure you don't get any splinters. As the late John Savage once said, "All you have to do is one thing: laugh. Just work half days; either the first twelve hours or the last twelve hours." The blocks of wood worked incredibly well; we got to the owner of Windjammer Cruise Services through the block of wood; I got to the first Virginia Slims model through the block of wood. It works incredibly well as long as you're willing to work

I'd like to through out some real quick one liners that you all can take home with you.

How many of you sell disability insurance? When I started 21 years ago, that's all I did. I learned the product inside out, frontwards and backwards. To someone who says, "I don't need disability insurance because I have savings" respond, "If you save 10% of your income for ten years, one total year of disability will wipe out the full ten years of savings." To someone who says they want to think it over, I don't argue, never, never, never. What I say is, "You know, I can send you a check or a get well card; the choice is yours"

Question: Simon, what do you do with a really difficult client?

**Singer:** I'll fire them. Any time the client gets the idea that you need him more than he needs you, you have a problem. I have picked up and walked out of meetings, and remember, I'm sitting there working with strategic partner advisors. I can remember an individual who wanted to have a guarantee: "Can you guarantee that this defined benefit pension plan is going to work?" I said, "Well, I can't really guarantee you anything is going to work. You get a letter from the national office of the internal revenue service; that's about as close as I can get." He says to me, "Well, if

you can't give me a guarantee, what else do you have?" I said, "I really don't have anything else." The attorney says, "Well, what do you think we ought to do?" I said, "I think we ought to give him his \$1,000 hourly fee back" The attorney writes out the check, gives him the \$1,000 back, and I looked at the client and said, "Now I can give you the guarantee you were looking for." He said, "That's all I want, what's the guarantee?" I said, "I guarantee you that in each of the next five years, you're going to pay \$200,000 a year of additional taxes; and I have to leave." He says, "What? What do you mean I have to pay taxes?" "If you're not going to do something as plain vanilla as the defined benefit plan, there's nothing we can do to help you; and I have to leave." He said, "I just got here" and I said, "I know but you were 45 minutes late, and I have a tee time in a half hour." I'm gone and 15 minutes after I left, he signed the engagement agreement with the tax attorney.

Question: Does anybody have an idea or way to deal with a procrastinator?

**McLoughlin:** I had one this morning. I was at the Top of the Table booth and I was asked, "Why should I qualify for Top of the Table, why should I pay the money?" I said, "It's a different type of meeting with about 250 people attending. The networking is a lot better; the standard of presentations are at a level above what you're getting in the Main Platform in some cases; and it gets you ready for the winter, it recharges you." Again she asked, "Why should I pay the money?" And I again I said, "It's a different type of meeting and it's an opportunity to network." I said, "We have a CD here and we have an explanation." That person then took the stuff and turned her back and walked away. I think you just got to bite your tongue with a procrastinator and just bear with it. There's no other way.

**Silverman:** I would say with procrastinators, move on. Get a large list of people; you're not going to get them all, no one ever does. Stay busy. When we all started in the business, we didn't have a lot of people to call on. How do you get in front of those people? How do you see a large number of people? If you have someone I call a china egg that just isn't going anywhere, move on and find someone

## Conversations with Top Producers *(continued)*

else to do business with. Remember, it's their loss; they need you more than you need them.

**McLoughlin:** At my first annual meeting in Toronto in 1995, we had a Main Platform speaker, Rosita Perez, who had a great line: "If the horse is dead, get off." I'll always remember that.

**Singer:** I know you're frightened you're not going to have somebody else to go talk to. I'll tell you we have the greatest product that solves so many problems in this world and yet, for some reason or other, it's not perceived that way. You have to believe it before their going to believe it. Look at the number of sales you make; don't look at what you miss. Focus on the positive and not on the negative.

**Silverman:** Here's a great sales idea for you. How many of you keep calendar books? If I'm having a slow month, I will take this book and get a nice glass of Cabernet and I start going through it. Before you know it, I have a hundred people to call. You got to be in the business a while to accumulate these books and, of course, you would have had to save them; but there a simple idea.

How many of you make birthday phone calls? We use Easydata as a database in the office and every morning I run a list of everyone's birthday that day. It takes all of about 30 seconds. Then I pick up the phone, don't worry about voice mail, just leave a message. We want to get out of the sales mode and into the personal relationship mode.

**Singer:** It also helps to show the clients your own portfolio, whether it be mutual funds or life insurance. I'm not sure they realize we do buy our own products. It does help for them to understand that you might get a sizable commission the first year but after that you're writing the check every single year to take care of yourself if you live too long, or take care of your family if you don't.

**McLoughlin:** You're going to come across regulation and compliance. At our home office we had no compliance officers six years ago; we now have something like forty people in that department. Don't be afraid of what takes place; don't be afraid of your remuneration on a quote (this is what the sales representative earns) and I'll tell you why; your client isn't interested one single twist. When you turn to page 8 of a quote on a protective policy

and say, "I have to show you how much I earn out of this," they would say, "I don't want to know; I don't even want to see it." You prompt the compliance issues, you accept them and you move on. Believe you me, it's on the way to you, in the U.S. particularly, and were living with it in the U. K, in Ireland, in Australia, it's on its way in South Africa. Just park it and get on with it; trust me, the client will not care how much you earn at the end of the day.

**Question:** Who supports you in your business? What kind of office staff you have? What do they do? I'm hoping that one of you works out of your garage with one secretary and qualifies for Top of the Table.

**McLoughlin:** I have a PA who works for 4 hours a day, 5 days a week. My office is small but efficient for me and it allows me to see probably between 10 to 14 clients a week. I do make a lot of my own appointments because it's a personal business. Something I learned here at MDRT: plan, get somebody to get rid of the stuff you don't do well, and do what you do best, which is get in front of your client or your prospect

**Silverman:** We have 5 of us in the office. I have one main assistant who basically does everything for me. Dan Sullivan said it best: "Frank Sinatra did not move pianos for a living; he showed up and he sang." That's what Mickey Mac is saying, do what you do best. My main assistant has been with me for 8 years now and she does basically everything. I have one full time sales person who meets with clients, does fact finds and closes sales as well and is busy this week. We made a couple of sales today which is great. The greatest person I've ever hired is someone to make all of my appointments. I don't make appointments; and we see about 1,000 people a year, 20 people a week. Her responsibility is to put together our seminars and she makes all of my appointments. I have another assistant who puts together my audits and gets me ready to see clients during a given week. We are highly, highly organized in the office. There is no paperwork lying around. I will meet with her, and I've already gone through all of my appointments for Thursday and Friday of this week. You can do that if you're highly organized and you know what you're doing.

## Conversations with Top Producers *(continued)*

**Singer:** I'm not even close to highly organized. We do work out of my house, it's a big house but we work out of the house. Without question the best investments I've ever made is in staff, staff, staff, staff. There are things we're good at and things we're all not so good at and things that we really suck at. For the first 15 years in this business, I tried to do all of them, and no matter how hard I try and no matter how good I am at doing something, it doesn't necessarily mean it's my best value. I don't mow my own lawn. I don't make my own appointments. I don't fill out my own applications. I don't do anything but interface with the advisors or the clients. I have three marvelous people back in my office; they cover my back, they do things in a detailed oriented and organized way.

**Question:** Could you draw a distinction between sales and marketing and where do you see yourself fitting in to that?

**Silverman:** That's an excellent question. When I started in this business 21 years ago, I was taught to sell; you needed to learn to sell first. If you were to ask me, 21 years later, "What do you really do?" we're in the marketing business. I know how to sell, that's easy for me. Getting them in the door is a challenge. There are no plaques in my office; I have pictures of our last trip to South Africa. We serve hot cookies every day; the office smells great. When someone retires, I spend about \$80 and send a gift basket to their place of business, and I make sure it's really, really tall. Why would you possibly want to send a very tall gift basket to their place of business a week before they retire? Because I want everyone else at the place of business know who sent it to them. The desk in my office is round because, when I grew up, who sat at the head of the table: the authoritarian figure, generally your father. I wanted everyone to be on an equal playing field so that the tables in the office are round where you can lean back and be comfortable. We found out what seniors like, what kind of books they like, wine, golf, all kind of leisure things; and we went to Amazon.com and spent \$1,000 on books. How many of you have thank you notes from your clients? If you don't, ask for them. We have tons of them in the office. I take those thank you notes and put them into a blue book

and that's the first thing a client sees when they walk into my office. I purposely make people wait about 4-5 minutes before I see them because I want them to pick up the book that has all the endorsements from all of our clients. It's a brilliant way to market.

**Question:** Mickey Mac, I'm here in the U.S. and I have to tell you that I'm mystified by this critical illness insurance. I have disability insurance, I have health insurance, Why I need critical illness insurance. What's going on over there in Ireland?

**McLoughlin:** The critical illness product was conceptualized and brought into being by Dr. Marius Bernard in South Africa in 1983. Our company was the first to do it in Ireland in 1989 and subsequently Canada Life was the first to launch it in 1997 in Canada. You heard Jim Barry, my colleague, this morning. He was the opening speaker and he talked about his daughter having cancer and the money that accrued. It basically covers around 40-42 illnesses that is paid out on survival after 14 days whether it be cancer or a cardiac or whatever. It is not tax deductible in our country, but the money paid out is tax free. It has helped an enormous amount of people. My first ever claim on critical illness was a chap who was leaving a major firm of quantity surveyors and going out on his own. I insisted he buy 100,000 critical illness cover and he agreed to that. The premium was about 138 euro at the time. When he did his medical, he was rated so it was now the premium was 276; it had doubled and he said, "I can't afford this." I said, "I'll tell you what we'll do; you could afford the original price of 138 so let's buy 50,000 critical illness cover." Three months later he had triple bypass in one of our hospitals in Dublin. We paid out 50,000 euros to him and to his family. He was out of work for nine weeks, his disability never kicked in. His wife Mary rang me up and said, "Michael, you have saved our lives, you have saved our economic lives" because he had started in business and he was missing for two and a half months. It's a really, really effective product. I know that there are pockets in the U.S. that are beginning to wake up to it; Canada is alive and well. I'm on a mission to get my existing clients to buy more of it or those who don't have it, to take it on board in their portfolio.

## Conversations with Top Producers

Question: Simon, with your office in your home, how do you have your reception area set up? Is it easy for your clients to find your location? How do you create a strong business message out of your home office?

**Singer:** That's it's a good question but I might be the wrong one to ask because we don't have a single client meeting in the house. Our offices are the CPA office, the Tax Attorney's office or something like that; but I do have about 2500 sq. ft of the house that is a set of offices. The whole west section of the house is allocated to the office; then there are three kids' bedrooms and a family room on the kitchen side of the house and the living room and the billiard room and guest and the master suite etc. on the other side of the house.

Question: Simon, you made about the half million dollar term sale; at what point did you make that transition where you said I'm not going to take that type of case at all anymore and did you suffer for a time period in that transition of giving up?

**Singer:** Sure, there was a time when anything that was fogging the mirror was a prospect and I was going to get them in some way, manner, shape or form. I found I was actually doing myself a disservice because I wound up wasting a lot of time on what I would call chase cases. The last 15 years, maybe the last half of my career, I basically just said, "you know, that's not what I do; this is what I do" and the more I did that, the more unavailable to do everything that came my way, the more it appeared that I thought of myself and my abilities, the more the advisors wanted to work with us. It was a very interesting dynamic and it was by accident. At first I just got angry, and the guy said, "oh, ok fine, that's not what you do. That's ok. What is it that you really do? All of a sudden, I had to start making things up on the spot. We know what we do, we know what we want to do, we know what were good at.

Question: Do you use an ideal week and ideal day?

**McLoughlin:** I'm extremely well structured on that point; on Wednesday afternoons I play golf at my club from May to the beginning of September without fail. Other than that, I will have four client meetings a day. During the summer time, perhaps I'll probably take off to the country for the weekend on a Friday afternoon. Winter

time I'm at work; I do go to work every day. I much prefer having client meetings in the morning, at 7:30 – 8:00 there are no interruptions, so I try to have to have two hits by 10:30 – 11:00 every day.

**Silverman:** I worked 191 days last year. I generally work about 190 day each year; I get to the office about 8:15-8:30 and my week is already set before I get there. I know who I'm seeing that week. We space the appointments about 1hr 15min to 1hr and a half depending on what the appointment is; and I'm generally home by 6:30 in the evening.

Question: When you just met the advisors, the CPAs, the attorneys, do you tell them you would like to split commissions with them to get them on board or do you just try to offer your services?

**Singer:** First of all, I never go to meet an accountant new on my own; in other words, I want to come in with all my guns. I want to come in as well introduced as I possibly can. I'm either coming into an accountant via another accountant or I'm coming into an accountant via tax attorney because we still don't have a bunch of credibility as an industry. Individually you might, but as an industry we don't have a lot of credibility with the advisor community. So when that tax attorney picks up the telephone and he calls the CPA and he says to him, "I understand you've been trying to get into the financial services business, how's it doing?" He's going to get a typical answer of, "not so well, we don't have the time, we haven't found the right people." The attorney responds, "Well, I'm sitting here with a gentleman who's been working for us the last half a dozen years, he increased my net practice revenue by a million and a half dollars a year in each of the last four years while reducing four hundred thousand dollars of expense. I trust him, he's bright and I think you ought to talk to him." Now when I walk in, I don't show him my wares; I want to find out CPA. When you interview your clients, you gather all kinds of information and data, don't you? That's what makes your sale. When you go visit with a new advisor, find out what that CPA wants, just like you do with the client. Find out what he likes, what he dislikes, what his goals and objectives are, then you can craft a plan. Help him accomplish what he wants to accomplish; but don't have that conversation without being well introduced.