

Referrals happen. Nobody manages them.

THE GAP

Marketing Approach Section 4 low. Items 18 (tracking) and 19 (activation) rated 2. Growth Readiness items 17 and 20 rated 3.

16 / 50

COMPANY LEVEL OBJECTIVE

Owner: Managing Partner · Target: Dec 31, 2026

Referral introductions become a managed system, not a by-product of good service.

KR1 60% of Q4 net new clients originate from a tracked advocate or COI introduction. **KR2** Referral close rate measured monthly and at or above 70%.

MARKETING

Advocates can describe who we serve without us in the room.

KR1 One-page Ideal Client Type and value-promise sheet in the hands of every advisor by Sept 15.

KR2 Four niche roundtables hosted by Dec 15, each with six or more client-invited guests.

BUSINESS DEVELOPMENT

Top advocates and COI partners are activated, not assumed.

KR1 20 Dedicated Introduction Meetings completed with top-20 advocates by Dec 15.

KR2 12 introductions made to COI partners before any ask; 8 partners on a quarterly cadence.

CLIENT ENGAGEMENT

We know by name who our Loyal Client Advocates are.

KR1 Advocacy screen run on the full client base; top 20 tagged in the CRM by Sept 30.

KR2 NPS fielded to all A and B households; three service changes adopted from the results.

Resulting workflow: Loyal Client Advocate Program build · Effort: Medium · Impact: High · Priority rank: 1 · Charter required

We are making growth decisions blind.

THE GAP

Growth Readiness Section I low. Items 2 and 4 rated 1–2. Six of fifteen dashboard rows came back “Not tracked.”

14 / 50

COMPANY LEVEL OBJECTIVE

Owner: Chief Operating Officer · Target: Oct 27, 2026

Leadership runs growth from one dashboard reviewed monthly — not from anecdote.

KR1 All 15 dashboard metrics carry an actual and an annual target by Aug 31. **KR2** Five consecutive Monthly Growth Reviews held with full leadership attendance.

MARKETING

Every marketing dollar is attributable to a channel.

KR1 Client acquisition cost calculated by channel across four channels by Sept 30.

KR2 Source field required on 100% of new CRM opportunities beginning Sept 1.

BUSINESS DEVELOPMENT

The pipeline is visible to the whole leadership team.

KR1 Every open opportunity carries a stage and expected close date by Aug 31.

KR2 Pipeline value and count reported to leadership for 12 consecutive weeks.

CLIENT ENGAGEMENT

Attrition is measured, not noticed after the fact.

KR1 24 months of attrition history reconstructed and reason-coded by Sept 30.

KR2 Attrition rate held below 5% annually and reported every quarter.

Resulting workstream: Growth Dashboard build and CRM field discipline · Effort: Low · Impact: High · Priority rank: 1 · Execute first

Everyone on the team describes our ideal client differently.

THE GAP

Marketing Approach Section 2 low. Item 6 rated 3. Five team members gave five different answers to “who do we serve best?”

22 / 50

COMPANY LEVEL OBJECTIVE

Owner: Managing Partner · Target: Sept 30, 2026

One documented Ideal Client Type governs who we pursue, what we build, and who we decline.

KR1 Written ICP approved by leadership and stated consistently by 100% of the team in a blind check. **KR2** Average AUM of new relationships rises from the current baseline to the stated target by Q4.

MARKETING

Our materials speak to one client, not to everyone.

KR1 Website homepage and presentation deck rewritten around the ICP by Nov 1.

KR2 Three pieces of niche-specific thought leadership published by Dec 15.

BUSINESS DEVELOPMENT

Every opportunity is scored before it consumes advisor time.

KR1 ICP scorecard applied to 100% of new prospects beginning Sept 1.

KR2 Two out-of-profile opportunities per quarter formally declined or referred out.

CLIENT ENGAGEMENT

The existing book is segmented and served accordingly.

KR1 All households tiered by Sept 30 with a written service standard for each tier.

KR2 Lowest-tier relationships transitioned or repriced by Dec 31.

Resulting workstream: Ideal Client Type definition and client segmentation · Effort: Medium · Impact: High · Priority rank: 2

We do not have the capacity to absorb the growth we want.

THE GAP

Growth Readiness Section III low. Items 12 and 14 rated 2. Advisors estimate under half their time is client-facing. No time audit has ever been run.

19 / 50

COMPANY LEVEL OBJECTIVE

Owner: Chief Operating Officer · Target: Mar 31, 2027

Create the capacity to absorb 12–15% organic growth without adding advisor headcount.

KR1 Advisor client-facing and growth time rises to 70%, verified by a repeat time audit in Q1 2027. **KR2** Revenue per advisor moves toward the high-performing firm benchmark of roughly \$1.35M.

MARKETING

Marketing execution stops living on advisor calendars.

KR1 The marketing calendar is owned by a named non-advisor by Sept 1.

KR2 Advisor hours spent on marketing production cut from six per week to two.

BUSINESS DEVELOPMENT

Growth time is protected before the week fills up.

KR1 Every advisor blocks six hours weekly for growth activity; adherence tracked at 80%+.

KR2 40 first appointments booked in Q4 across the advisor team.

CLIENT ENGAGEMENT

Service work moves to the right seat.

KR1 Time audit completed for every client-facing role by Aug 31.

KR2 Eight recurring tasks documented and moved off advisors to the service team by Oct 31.

Resulting workstream: Time audit and role redesign · Effort: High · Impact: High · Priority rank: 3 · Dependency: dashboard baseline