

Deal Structure

Discuss the various methods for deal structuring, pros and cons, and experiences with different methodologies so far. Here are some sample questions you could discuss:

- How are you valuing your practice?
- Financing options – Bank or seller financing, b/d, earn-out, etc. - pros and cons
- Selling stock, equity, etc.
- Pricing philosophy, chosen methodology and reasoning
- Partial book/tranche sales
- Earning of equity over time and how that impacts the future selling price
- Working with outside professionals for help
- Challenges and other areas pertaining to this topic

Finding, Attracting and Retaining a Successor

Discuss various strategies and challenges pertaining to finding, attracting and retaining a talented successor. Here are some sample questions you could discuss:

- Where are you finding potential talent?
- How are you attracting them to your firm?
- How are you screening them for right fit?
- How are you keeping them engaged with your practice?
- Have you lost a successor? Lessons learned.
- Mentorship arrangements for you and others
- Key areas you feel are most important to focus on
- Challenges are you experiencing and how you are dealing with them
- Any other areas pertaining to this topic

Family Succession

Discuss strategy and challenges pertaining to a succession with family members. Here are some sample questions you could discuss:

- How you are positioning the G2 as the primary successor with your clients and team members
- Perceptions and challenges faced with existing team members
- Managing fairness, attempting to avoid nepotism, and family dynamics
- Division of clients, splits, equity
- Dealing with challenges where other advisors on the team may have thought they should be your successor and will not be
- Any other areas pertaining to this topic

G1 Transition Best Practices

Discuss best practices and challenges as a seller (G1 Advisor) transitioning your business to the next generation (G2 Advisor). Here are some sample questions you could discuss:

- How do you want to be involved in the firm and how will that evolve over time?
- How does that potentially differ from your successor's perspective on how that should be managed?
- What challenges have you experienced emotionally as you think about phasing down or out over time? How are you dealing with this?
- What is your plan of action? Joint work, provide a list, the successor
- How will this evolve over time? When do you make the change to the successor as the lead advisor?
- How are you communicating the transition with clients?
- How are you transitioning responsibilities?
- Any other areas pertaining to this topic

G2 Advisor Preparing for Ownership

Discuss the strategy and challenges you are facing as you prepare to acquire and take over an already established business. Here are some sample questions you could discuss:

- What steps are you taking to prepare for becoming a business owner?
- How are you preparing to become a leader, CEO/business owner, mentor, manager and motivator, while also being an advisor and growing the business?
- How are you building confidence with the seller and with clients?
- Are you feeling ready to step in and become the rainmaker? If not, what are you doing to better prepare yourself?
- Financial readiness – How do you know you are financially ready? What steps have you taken to ensure that you know what to expect in your financial future as an owner, will qualify for financing, etc.?
- Any other areas you would like to discuss on this topic

Documenting the Details

Discuss strategy and challenges pertaining to documenting the relationship, future transition, and existing business. Here are some sample questions you could discuss:

- How you are documenting your relationship – teaming/partnership agreements, etc.?
- Terms covered in your agreement – What does your agreement cover, who owns what, what happens if you split, roles and responsibilities, expense management, criteria for ownership, level-setting expectations, buy-out terms, vesting, current or future equity earning opportunity, etc.?
- How it will the relationship work and evolve over time? Have you clarified expectations in writing? What are the expectations expressed by both parties?
- Are you working with consultants or other professionals that you have found helpful?
- Any other areas pertaining to this topic

Managing the Experience Gap

Discuss the strategy, challenges and solutions pertaining to bringing on and developing a less experienced G2 successor advisor. Here are some sample questions you could discuss:

- How is experience level fitting into your service model and segmentation?
- What is your training and development plan for your successor?
- How are you career pathing and setting expectations for development?
- What professional education and program resources are being leveraged?
- What challenges have you experienced and how are you dealing with them pertaining to differing work ethic, perspective, activity levels, etc.?
- How are you positioning various experience levels in client relationships and communication?
- Any other areas you would like to cover pertaining to this topic

Entity and Equity Structure

Discuss your strategy and challenges pertaining to your entity and equity structure. Here are some sample questions you could discuss:

- What is your current entity structure?
- How do individuals buy-into or earn equity in your firm?
- Do you plan to sell your portion of ownership?
- Are you issuing new shares, phantom equity, etc.
- Are you working with third parties you have found helpful?
- Any other areas pertaining to this topic that you would like to discuss