Trusted Advisors

**SUMMARY KEYWORDS**

trusted advisor, next generation, accountant, relationship, wholesaler, bank, workgroup, knowledge, loyal, multi-generational

**SPEAKERS**

Paul Adams, Carey Berger

**Carey Berger** 00:00

Hello, I'm Carey Berger.

**Paul Adams** 00:01

And I'm Paul Adams.

**Carey Berger** 00:02

And we're The BSR Group, and this is a crossroads program. We're talking about trusted advisors today. And in many ways, the only message we're trying to give you here is that guess what? Your trusted advisors probably are going to live forever, just like you aren't, and that the advisors that you have for you may not be the same ones for the next generation. So, creating your circle of advisors, whether you're on the older generation passing it down, or the younger generation receiving it, yes, there needs to be respect the handoff between that previous generation of advisors, but there needs to be handoff. There needs to be a new set of advisors at some point that are going to serve that next generation. Ones that are loyal to that new leader, not to the previous one.

**Paul Adams** 00:48

Well, yeah, you hear that term trusted advisor, you say, what does that mean? Do they own stock in the business? No, not necessarily. They might though, serve as an advisory member of your board. They may not even have a vote, but they're there to give you advice. And you say, well, how do they get there? Well, number one, there's got to be a trust level. Often, it comes over time. And sometimes, believe it or not, your wholesaler may even recommend someone who would fit that role.

**Carey Berger** 01:19

And that is another topic is what would be the category of trusted advisor? The place would normally start is with the usual professionals. So, who is your attorney? Who is your accountant? Who is your banker? And those are the basics. I mean, when you think about it, dad knows so and so with the bank, and they've got a long relationship, that's great. But so and so at the bank doesn't know, daughter or son very well at all, and that relationship is tenuous, and we need to build a new relationship at the bank with the next generation. Same thing goes for the accountants and, you know, again, to some extent, it's just sort of the nature of life that we cycle through in terms of our capabilities and what we're doing in our era with our time. But some of it is also a sense of to whom we are loyal.

**Paul Adams** 02:07

That's right.

**Carey Berger** 02:08

So, with that in mind, whether they be those traditional group of fresh advisors, or we're talking about the people that you might put on an advisory board, or the people that you might be part of a, workgroup. Because you work with a lot of share groups.

**Paul Adams** 02:23

Well, I know one thing about a trusted advisor is they have to develop a level of competence, and trust with the owner, that if they tell the owner, overused term here, your baby's ugly, they mean it. And they don't do that, they don't say those words in a disparaging way, they say it because you've got some things here that need to be fixed. The trusted advisor is not necessarily the one who can always fix them. But that the person can help direct you and point you in perhaps the right direction to solve your problems. I don't care what the size of the business is, Carey. I've seen trusted advisors work with single stores, and I've seen them work with, obviously, with much larger companies. But they're certainly something that as your business develops, you should \ consider it. I think the other side of this is, if you're really new in and taking over the business, you know, maybe you're young, or maybe for some reason you've decided to come back in. Having that trusted advisor is really important. And I bet some people say, well, my dad will be here, my mom will be here, they're trusted advisors, but this is a role that's a little bit different from family. I don't know if you want to add to that, because it really is.

**Carey Berger** 03:43

Well, I think you've said it very well. When you look at your own situation, if there isn't, again, as well, you'll hear us say many times there's not an off the shelf solution that applies to everybody. That's not the way it works. You must have this many of this and these characteristics... doesn't work that way. But do look and ask yourself, okay, who will say the emperor has no clothes? Who will tell us the truth? At the same time, who has enough knowledge to be able to say that with some degree of certainty and knowledge as opposed to just an opinion? You know, it's a delicate balance. The person who's willing to share their opinion, that's great. They also need to have the knowledge that goes behind that. Just being opinionated doesn't really necessarily helpful.

**Paul Adams** 04:24

Usually, it doesn't work.

**Carey Berger** 04:26

Not very often. But anyhow, the point of this story is about the transitioning of that pool of trusted advisors, building it for yourself, and for the next or the future generation, with the idea that each will need their own set of trusted advisors. And certainly, start with at least that core of having a real relationship at each level with the banker, the accountant and the attorney. Thank you very much. I'm Carey Berger. And I'm Paul Adams. We're The BSR Group and this is the Crossroads program.

**Paul Adams** 04:58

Thank you.