Name: Date:

Talent strategy planner.

People are the greatest driver of capacity and often the largest investment. Use this worksheet to identify if the business is staffed relative to business objectives, metrics, and best practices.

Identify business objectives and challenges

Current business model Definition of models	☐ Solo ☐ Silo ☐ Ensemble ☐ Enterprise
Desired business model	☐ Solo ☐ Silo ☐ Ensemble ☐ Enterprise
Business objective(s) If more than one, prioritize	☐ Growth ☐ Balance / Lifestyle ☐ Maximize value ☐ Maximize revenue
Business challenge(s) If more than one, prioritize	☐ Capacity ☐ Consistency of experience ☐ Growth ☐ Succession ☐ Team performance

Review & compare key components

	Profitability revenue - expenses / revenue	**% of revenue** all staff, including owners and incentives	**Revenue per advisor**	**Revenue per staff** All staff, including owners	**# of clients per advisor**	**# of client per staff** Including advisors and partners
Current						
Targets[1]	25% - 35%	65% - 75%	$600K - $800K	$300K - $400K	<150 outsourcing <100 not outsourcing	<60, average is ~35
Action e.g. hire Things to Consider						

1 Target ranges are based on industry benchmark data from the Investment Pricing, Profitability, and Compensation 2022 Study. Ideal targets may vary by firm based on goals, business model, affiliation, and objectives, adjust as appropriate.

Name: Date:

Talent strategy planner.

Below are the core components of a strong talent strategy. Based on your business objectives, define and describe the changes you wish to see.

	Talent checklist	If applicable, describe necessary action
STAFF	☐ We have the right talent in the right roles and functions e.g. business development, operations, advice (talent planning worksheet)	
	☐ We have effective delegation of workload, based on skills and expertise	
	☐ All staff are aligned in attitude, effort, and are a good cultural fit	
MANAGEMENT	☐ We have a defined hiring and interview process (hiring checklist)	
	☐ We have a defined onboarding and exit processes (onboarding guide)	
	☐ All team members understand their objectives and key results for success in their roles (talent planning worksheet)	
	☐ We have a defined structure for individual check-ins, performance and compensation reviews	
LEADERSHIP	☐ We have an organizational chart of our current team and the next three years or more	
	☐ We have a defined and communicated compensation and incentive philosophy and plan that is sustainable as we grow	
	☐ We provide development opportunities and career pathing	
	☐ We have and effectively communicate our firm vision and goals	
	☐ We have a succession plan and pathway to ownership (if applicable)	