

FAMILY WEALTH

*Being Strategic About
Your Family Legacy*

TONY JEARY - The RESULTS Guy™
&
JOSEPH J. JANICZEK, MSFS, ChFC



Clovercraft Publishing



PUBLISHING

Family Wealth

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Published by Results Faster! Publishing, in association with
Clovercroft Publishing, Franklin, Tennessee.

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Cover Design by Brooke Hawkins

Interior Design by Suzanne Lawing

Edited by Nonie Jobe

Printed in the United States of America

978-1-945507-37-3

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Foreword

PAIGE JEARY (AGE 20)

I am very thankful for my dad, Tony Jeary, who helped guide me in decisions and direction in my life. He did a great job at pouring a great amount of knowledge into my life. He is very knowledgeable and always there to answer a question or suggest that we Google to find the answer. For example, a few weeks ago I had a question on taxes and he sat me down and summed up taxes in about thirty minutes.

One of my favorite things that he did was show me the world. Our family has traveled all around the United States and to other countries such as Australia, Costa Rica, Puerto Rico, Mexico, France, Greece, Italy, and many more. This exposed me to multiple cultures that I really appreciate now. I think it is very important to see the world from others' perspective, and traveling was a great way to do that. He encourages me to continue to travel throughout my life.

I feel blessed to have received a good education. My dad paid for me to attend a Christian college preparatory school, Liberty Christian, from pre-school through my senior year. Then, he paid for me to attend Baylor University. The mission trips I went on to Guatemala, El Salvador, and Panama were paid in full by my parents. These trips and schools helped transform and strengthen my walk with the Lord.

Connections were a theme that my dad taught me. A quote my dad said that stuck with me is, "It's not about the grades you make, but the number of hands you shake." I have learned the power of personal connections. He has helped one of my best friends from college line up an internship with a large international company. When we travel he always gives away free books that he has personally signed to the managers or concierges. Each year, my dad helps me set goals for the next year to help me improve each year.

Growing up in a Christian home built a strong foundation for my

life. I knew my parents always had my back and the best intentions in mind. I have learned a plethora of things from my parents throughout the years.

*Love,
Paige Jeary*

JOHN J. JANICZEK AND MARGARET L. HANNUM

Our parents never helped us with homework. Then again, we never asked! From our parent's example, which we were able to observe from the periphery, we both had a strong sense of what it meant to be doing our own work, taking pride in it, learning on our own, and taking advantage of our time in school from a very early age. We feel very grateful that our parents encouraged education, independence, and autonomy. The legacy our parents left us has supported us in forging our own path!

While most of our early memories of dad's financial advisory business are literally sugar-coated (we have very fond early memories of his bringing home treats from seminars he put on while building up his business), we were also able to benefit from what he learned helping hundreds of families he encountered in a financial capacity. Through hearing about his work throughout the years, we think some financial lessons were just naturally transferred over to us (for example, both of us have successfully avoided any form of credit card debt).

Overall, there has been a respect on both sides of the person each of us in our family has become, as well as encouragement on the pieces we are still figuring out. It hasn't been perfect, of course—no family is—but developing open communication with our parents has been an essential and treasured part of our lives, and we will be happy to carry on their legacy of hard work, kindness, generosity, and love.

After all, there is something about family that is spectacular. Our mother's extended family, including second-cousins-twice-removed, get together every so often for an event known as "McNerneyfest." We look back at our family gatherings, impressed that so many peo-

ple who see each other once every two years can feel so comfortable together as to have a talent show of singing, dancing, and even circus tricks.

We hope this book will help the readers think about the things they care most about and open some wonderful conversations with their own families to help them grow closer.

John J. Janiczek

Margaret L. Hannum

Children of Joseph & Mary Janiczek

Introduction

We all have a legacy, and yet many of us fail to intentionally and strategically plan what our legacy will be, especially as it pertains to our families. Is your legacy important to you? Do you know what you will be passing down in terms of legacy to your children, your grandchildren, and even beyond? Are you taking the steps now to ensure your legacy plays out the way you want?

Making an indelible, positive mark on your loved ones, an impact so profound that it naturally lives on, is an honorable goal and the laser-focused subject of this book. We want everything you've done—building a successful life and meaningful fortune, persevering through great challenges and opportunities, and making the world a better place—to continue when you're gone from this world, and you probably do as well.

We want this book to be a tool that will open your mind to the idea of being strategic about how you want to pass on your wealth to the following generations. It's about much more than money. Wealth, under our definition, includes:

- Monetary items, such as:
 - Investments
 - Companies
 - Interests
- Non-monetary items, such as:
 - Wisdom (including thinking, principles, and standards)
 - Reputation/brand
 - Contacts (business contacts and your “*Life Team*”)

- Intellectual property
- Philanthropy
- Methodology
- Capabilities (including skills, knowledge, processes, and systems)
- Spiritual understanding and formation
- Mindsets
- Values
- Work ethics
- Beliefs
- Other desirable advantages, such as:
 - High levels of confidence
 - Trust
 - Self-esteem
 - Humility
 - Connections
 - Commitments
 - Habits

Families who see financial resources as only one part of an abundant life are more likely to pinpoint and transmit essential, life-enhancing values and wisdom over time and successfully pass down their all-encompassing wealth.

In this book we'll be talking specifically about the family aspect of legacy, which we've defined as a gift handed down to your family that could include all the things we listed above.

Legacy can certainly be looked at in a much broader way than family. In addition to your family legacy, you may in fact make an indelible mark in your community, industry, profession, church, or even world. Steve Jobs, famed founder of Apple and Pixar, for example, made profound, long-lasting marks in computers, smartphones, apps, animated movies, and the music industry. In this book, we decided to purposely isolate the topic to family legacy so you can concentrate on this very important and often-neglected dimension of legacy building.

At this point, you may be wondering why you should listen to us about how to build your family legacy. First, we would not be able to

offer you advice on how to build a legacy for your family if we had not lived out what we are saying. We asked our children to write the Foreword for this book so they could share their perspective of how the truths and techniques we present in this book have been passed down from us to them. Second, we want you to know that we've both dedicated a large part of our lives to helping people be better, influencing their lives, and sharpening their thinking, including thinking strategically about their family legacies. We've both been in the trenches with people for decades; and when you're in the trenches as an advisor, you're in a very honorable position where people share their most intimate life situations and problems and goals and achievements. We've been there with them through the different stages within the timeline of the family—births, childhood, college, adulthood, marriage, early career, mid/late career, early-retirement, long-retired, assisted living, end of life, and everything in between. Our goal with this book is to help you be better positioned to make strategic legacy decisions at each of these stages.

BACKGROUNDS

Tony grew up in an entrepreneurial family, and as a young man he began establishing and operating a number of extremely profitable entrepreneurial ventures. He actually beat his goal of becoming a millionaire by the age of twenty-five by two years. Then when the market changed and he lost it all, he stepped back and asked, *What do I truly want to do with my life?* As he explored the various possibilities and continued to challenge his own thinking, he realized that he actually wanted to be an advisor to impact people and help them be more successful, using as a launching pad the experiences and lessons he had learned. That's when he started on his life's journey of studying, accumulating, and learning best practices.

Years of focus from his early-adult experience enabled Tony to become a highly successful executive coach, public speaker, and author of over forty-five books, including several best sellers. After he started coaching the president of Walmart, others began saying, "He must be good!" Tony's clients include the presidents of Walmart, Sam's Club, Samsung, Ford, Firestone, and TGI Fridays, and even people from the

Forbes Richest 400, as well as the Sergeant-at-Arms of the US Senate.

Today, top performers and their teams from around the globe fly to Tony's headquarters in Dallas, Texas, to be coached. Tony helps them shape their visions and develop focus so they can more efficiently execute. His signature book, *Strategic Acceleration* (Perseus 2009), is the best-selling book that teaches how to get accelerated results through his proven formula: Clarity, Focus, and Execution. Another of his books, *Life is a Series of Presentations* (Simon and Schuster 2004), was recently recommended by Daymond John from *Shark Tank*. From John's perspective, Tony's book ranks right up there with *Think and Grow Rich* and *Who Moved My Cheese*.

In many respects, Joseph's life has paralleled Tony's. He, too, was very interested in business success from a very young age, wondering in particular why some people were more successful than others. Like Tony, he pursued opportunities ambitiously. He had not one, but three, paper routes at a time as a child. He founded an oil company when he was seventeen, and in his early twenties he invented the first conventional motor oil with high-endurance features, designed for annual oil changes. In his mid-twenties he went on to found and lead (to this day) a wealth management company that has been named multiple times among the top, best, and most exclusive wealth advisors and managers in the nation.¹ Janiczek Wealth Management, headquartered in Denver, Colorado, serves high-net-worth investors

1 Ranked/Named among Top, Best, and Most Exclusive Advisors sources: Barron's March 2017, 2016, 2015, 2014; Advisory HQ March 2016; Financial Times June 2015; Five Star Professional November 2015, 2013, 2012, 2011, 2010, 2009; Mutual Funds Magazine January 2001; NABCAP September 2010, 2011, 2013; Worth Magazine July 2002, January 2004, October 2004, October 2008; Wealth & Finance International, October 2014. Rankings and/or recognition by unaffiliated rating services and/or publications should not be construed by a client or prospective client as a guarantee that he/she will experience a certain level of results if Janiczek & Company, Ltd. is engaged, or continues to be engaged, to provide investment advisory services, nor should it be construed as a current or past endorsement of Janiczek & Company, Ltd. by any of its clients. Rankings published by magazines, and others, generally base their selections exclusively on information prepared and/or submitted by the recognized adviser. A copy of the Janiczek & Company, Ltd. written disclosure statement discussing our advisory services and fees is available upon request. Go to www.janiczek.com for more details or call 303-721-7000.

(those with \$2 million to \$20 million portfolios) and ultra-high-net-worth investors (those with \$20 million-plus portfolios) across the country and remains Joseph's ever-growing enterprise, of which he remains as the CEO and majority shareholder.

An avid inventor, Joseph holds the patent on Systems and Methods for Optimizing Wealth and has many trademarked and copyrighted tools, techniques, and processes for mastering wealth. He is the award-winning author of *Absolute Financial Freedom* (Prosperity Press 2001), and he also authored *Investing from a Position of Strength* (Prosperity Press 2010). He is a pioneer in the disciplines of Strength-Based Wealth Management and Evidence-Based Investing and a long advocate for individual investors, dedicating his firm to the high standard of fee-only, fiduciary advice.

When Joseph and Tony connected, both realized that their individual visions and life work shared much common ground, especially when it came to helping other people build a legacy for their families. This book is the result of their collaboration.

WHO THIS BOOK IS FOR

We want to be crystal clear from the beginning about who this book is tailored toward. As we collaborated in the formative stages, we came to the realization that the ideal candidate for reading and gaining the most out of this book has eight mindsets and/or life circumstances that happen to match our own:

1. You have a strong, noticeably unquenchable desire and sense of duty to help others—first and foremost the next generations of your family.
2. You have decent, open, honest, and respectful relationships with all or most of your children.
3. You feel pretty strongly that your perseverance, hard work, lessons learned, and life experiences resulted in some uncommon knowledge and wisdom that you would hate to see lost (not passed on for the benefit of your loved ones).
4. You've built some excess financial resources, contacts, and

knowledge that you want to utilize in your lifetime to strategically help your kids and grandkids without spoiling them or taking them away from their own life ambition and healthy struggle.

5. When you and your spouse pass on, you would like for your heirs to be optimally prepared and equipped to be good, resourceful stewards of the wealth and other assets you pass down to them.
6. You feel outright horrible when you see a family member battling with things you have acquired some life lessons and wisdom around, and you seek to better share such learning with them so they need not waste time and resources finding every solution on their own.
7. You recognize your mortality (you will not live forever), and you seek to make a long-lasting, indelible mark on your loved ones' lives.
8. You have a faith life and seek to integrate this in with all of the above. Note: We both have deep Christian faith beliefs, and in this book we unabashedly and openly share how we integrate this component into our family legacy activities.

MENTORING

In Tony's book *Advice Matters*, he talks about the wisdom of listening to people who have successfully gone where you want to go and are willing to share their advice and counsel with you. We have both intentionally sought out mentors and coaches over the years who have guided us and helped us do life and business better. Through this book, we want to mentor you, if you will, by sharing the concepts and principles we've developed over the years that will help you devise the best plan to pass on to your family the things that are important to you.

Tony teaches that his *Strategic Acceleration* formula—Clarity, Focus and Execution—are the three legs of the stool of getting the right results you want faster. It certainly applies here. You must be clear on the outcomes you want. You must focus on the things that matter, and of course you must take executable actions accordingly. Being clear and

focused about what you want for your family will help you execute the specific things you could or should do that we talk about in Part Two of the book.

Joseph's wealth of knowledge and experience in helping clients build optimal levels of financial strength and security can also be applied to *living* from the position of strength and passing that strength down to your family. Similarly, becoming "unleashed from the complexity of wealth so you can flourish with your good fortune" is a desirable outcome for the family patriarch and matriarch and each generation beyond. He will teach you how to harness and utilize wealth in the right ways—to fuel your family legacy—and how to guide your kids to be super-resourceful stewards of what they have, whether that's a small, mid-sized, or large amount. Equally as important, you'll learn how to do this in a way that doesn't take all of your time and effort. We are both proponents of finding what Tony has coined as *Elegant Solutions* (and what Joseph calls the Essential 15%), achieving multiple objectives with the least amount of effort.

As we live life, we learn and we course-correct; and as we course-correct, we get more definition and intentional commitment. Then we continue refining, because the world, our lives, and our family stages are constantly changing. Because we've both been around this for so many decades, it is our hope that putting this book together as a tool for you to use in building your family legacy will make a significant impact on you and your heirs. Your biggest obstacle to building the legacy you've always wanted is simply not being aware of what it takes to do so.

COMMON MISTAKES/EXCUSES FOR NOT STRATEGICALLY BUILDING A FAMILY LEGACY

As critically important as it is for families to successfully preserve all aspects of their wealth for future generations, there are some who don't understand the significance of building a family legacy and who offer up mistaken ideas or excuses why it can't or shouldn't be done. Maybe that's where you are. As you read this list, you may say, "Yes, these are legitimate objections that have stopped me or held me back," or "Yes, these really hit home; they're some of the same things I'm concerned about."

General Excuses:

- Our parents didn't focus on this, and we all turned out fine.
- I believe our children need to learn how to solve problems on their own, and any help from us just makes them weaker and/or more dependent on us.
- I don't have a clue about how to go about this.
- I don't have enough wealth to really worry about this. Family legacy matters are for the ultra-high net-worth.

Excuses during your kids' childhood:

- I think parents who try too hard to impose their beliefs on their children end up raising either rebellious kids or brainwashed kids, and neither are desirable to me.
- Between church, school, activities, and family time, we cover quite a bit of our values, religion, and work ethic. This is plenty; I don't see why we should go any further.

Excuses when kids are adults and out of the house:

- I did all I could during their childhood, and that was enough.
- Our adult kids are so busy with their own jobs, careers, kids, etc. that they have no real time or interest to learn from or listen to us.
- They are married adults living their own lives now. It's not my place to impose.
- Any financial help I have sent their way has been quickly blown. I'm quite concerned that they are not resourceful with gifts of money—or knowledge.
- They have left our church, joined the exact opposite political party, and think we are off base in all we do. We don't see the opportunity to gain traction in building a family legacy with them.
- I simply don't have the ear or respect of my kids anymore.

If we're articulating some of the things you've felt, then take heart. With the book you have in your hands, we'll help you not only get excited about the beautiful legacy you can build (or further shape) for

your family, but we'll also give you specific steps you can take to make it happen.

HOW THIS BOOK IS ORGANIZED

The book is divided into three parts. Part One is the “What and the Why.” As we delve into the concept of family legacy and how you can build a meaningful and lasting legacy for your family, we encourage you begin with the end in mind and start thinking about that golden nugget you want to pass down to your heirs.

Part Two, Best Practices for Creating a Great Family Legacy (The How), has five chapters. Chapter One will highlight the strategic impact of proactive communication within a family. Communication is truly a cornerstone of family legacy. High-level, thought-filled communication is the foundation of trusting relationships. Communication leads to collaboration, and collaboration leads to new ideas and better preparation for the impending wealth transfer to the next generation. We'll discuss the powerful influence that family mission statements can have on your legacy, especially when they are intentionally and strategically discussed and lived out on a daily basis. Tony will personally share how he and his wife built a family mission statement when his kids were four and seven, and how that's had such a positive impact that you may want to consider modeling it.

In Chapter Two we address the people aspect of your family legacy. We'll talk about the importance of having the right people in your lives. We also discuss the wisdom of building a *Life Team* to support you and your family, and the power of passing along to your kids the contacts and relationships you've spent a lifetime nourishing and developing. Also, we will address the nuances of expanding your legacy to new additions to your family, such as inlaws (the spouses of your kids) and, of course, grandchildren.

Chapter Three will cover the intellectual capital you can pass on to your children as you define, model, and pass on your values; create and implement strong family standards; find your family's rhythm of success through traditions and rituals; and capitalize on truisms and models that can impact your family.

In Chapter Four, we'll cover the all-important financial aspect of

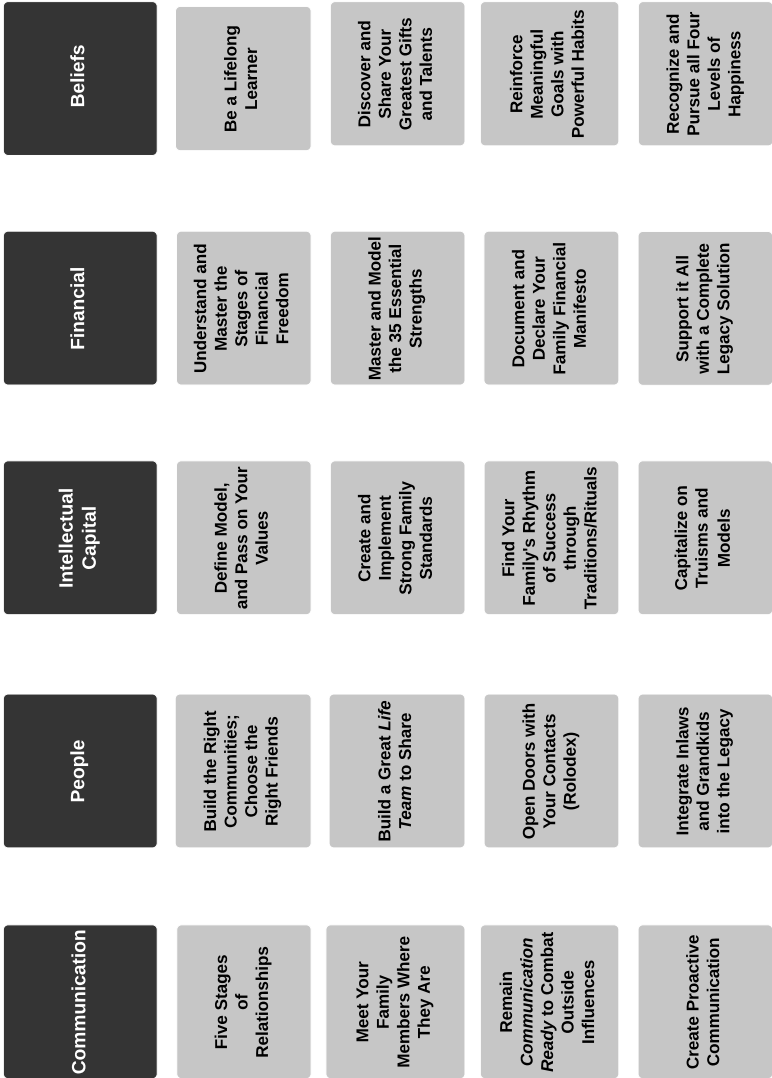
family legacy. Here you will learn more on how to best utilize your financial resources to support and fuel your family legacy mission. We will share simple dos, don'ts, dead ends, and fast tracks. You'll discover how financial wealth is the equivalent to powerful, stored-up, highly transferable, and explosive energy and capability. When harnessed and utilized in the right way, it can inspire, cultivate, and ignite greatness. When not, it can create mass destruction and actually negate all other goods and efforts. We will candidly explore the "shirt-sleeves to shirt-sleeves" threat (how the advantages of wealth are commonly squandered in three generations or less) and how to avoid this tragedy. We'll discuss how to master money at all levels, and we'll cover highly refined tools like the Stages of Financial Freedom, the 35 Essential Strengths, and the Family Financial Manifesto, all of which provide the system of success needed to effectively transfer financial resources and wisdom to best serve your family and others.

And finally, in Chapter Five, we'll talk about the importance of passing along your deepest and most important beliefs (spiritual and otherwise) to bring purpose of life, tradition, and unity to your family. We'll look at the impact you can have by modeling lifelong learning, creating positive habits, and using the talents you've been blessed with to live an effective and efficient life. Then we'll take an indepth look at the four levels of happiness, properly ordering the things we desire and pursue by their pervasiveness, endurance, and depth.

In Part Three, the Conclusion, we're going to filter down everything we shared and give you a review of the main points of the book that you can use to rate yourself as you go forward.

By the time you finish the book, we hope you have not only crystalized your thoughts and ideas, but that you have also intentionally and strategically formulated your plan and started acting on it to instantly begin benefiting you and your family.

Graphic Overview



PART ONE:

The Family Legacy (The What and Why)

The Family Legacy (The What and Why)

Our legacy is basically the indelible footprint we leave on the earth with those we were able to touch and influence in a certain way—our family members (immediate and extended), friends, co-workers, customers/clients, community, and church.

In this book we will focus specifically on that footprint we leave on our families. As parents, we want the best for our children and their children, and on down the line. We want them to be successful and resourceful in all aspects of their lives. We want them to make good choices. We want them to be good citizens. We want them to be happy and to lead their families in a way that will nurture happiness and success. We want them to benefit from the best of what we learned, grew, stood for, inherited, accumulated, stewarded, and built, and we want them to responsibly steward, build upon, and transfer it to the next generations themselves. And in the process, we would also like for them to make meaningful contributions to the family, to their communities, and to our world, making it a better place for all.

Any discussion on legacy must begin with the end in mind. It's critical to know what you're after as you plan your legacy—what that golden nugget is that you want your legacy to be and how you want it to impact your family members. Consider this, for example: If you could only pass on selected assets, would you choose any of these? If

so, why and in what order?

- Money
- Values
- Wisdom
- Connections

What other treasures would you like to pass down to your heirs? Exactly what would you like for your family legacy to be?

As we got together to talk about and put a strategy in place for this book, this is how we described our “golden nugget” for what we want to convey: When you’re passing on a strong legacy, you’re essentially passing on all of the advantages, all of the hard work, all of the short-cuts, and all of the wisdom that have helped you live a meaningful and successful life, through thick and thin. You’re passing all of that on so that the next generation can leverage it and grow from it. It’s like the old saying, “Give a man a fish, and you feed him for a day. Teach a man to fish, and you feed him for a lifetime.” You want to teach your children and future heirs how to fish rather than just give them the fish; you want to help teach them

When you’re passing on a strong legacy, you’re essentially passing on all of the advantages, all of the hard work, all of the short-cuts, and all of the wisdom that have helped you live a meaningful and successful life.

how to operate in life by knowing how to pursue opportunities and solve problems, and how to course-correct quickly when they need to. They need to know how to change and grow and learn and transform across life domains. And it’s not just about teaching them what transformation does and how we got there in our own lives; it’s also about modeling to our children, grandchildren, and maybe even great-grandchildren, how to powerfully grow and transform throughout life so they intuitively know how to do so themselves. We must do

all of this, not in any forced, coerced way; rather, we must do it in a way they willingly seek, embody, and live. We've done it right when they very naturally take our best work, combine it with their own education and life experiences, and go much further with it all than we have.

As you start with the end in mind and consider the golden nugget you want to achieve in building your family legacy, here are a few important questions that we hope will challenge you to strategically think about your legacy on a higher plane:

- Do you have clarity on what you are really pursuing?
- Is lifelong, even eternal, happiness a part of your goals and belief system?
- How do wealth, values, capabilities, and advantages, financial and otherwise, fit into your desired end for your family?
- Can your desired end be obtained by focusing on happiness, achievement, or money alone?

Buckminster Fuller (1895-1983), an American philosopher, architect, humanitarian, visionary, inventor, and author, conceived the idea of the universal Law of Precession, which says that when we pursue a goal, the real reason is in the peripheral (ninety degrees from the target). In other words, there are always side effects at a ninety-degree angle from your actions, which produce results equal to or greater than your original action. Thus, a honey bee goes through life pursuing nectar and making honey, when in fact its true higher purpose is cross pollination.

If you looked at your family legacy in this way, would your thinking be transformed in a way that might lead you to a higher degree of purpose? What if you saw it as though it were intended for a greater good? What would you then want to pass down to your heirs that would both achieve your objectives for your family *and* benefit mankind? Would that alter the choices you make in building your legacy with your family?

We both think beyond worldly success (and even think worldly success, if put in the wrong perspective, could take away from eternal

success). What we're saying here is that we all must get crystal clear about our priorities as a part of the process so we don't fall short. And when we do so, beautiful (and yes, unexpected) by-products will materialize in our families and in our world in unanticipated ways. This is one of the fascinating mysteries of a well-lived life and legacy.

Part Two of the book gives specific "how to's" in five different areas that we believe will help you be more effective in building your family legacy. You may already be doing some of them, and there will be others that you may not have considered. There may be some suggestions that are not a fit for you and your family, and that's okay. We hope you will take those that do fit and put them to work to make a great family legacy that becomes the culmination of a life well-lived.

VIPS

- Any discussion on legacy must begin with the end in mind. It's critical to know what you're after as you plan your legacy—what that golden nugget is that you want your legacy to be and how you want it to impact your family members.
- When you're passing on a strong legacy, you're essentially passing on all of the advantages, all of the hard work, all of the short-cuts, and all of the wisdom that have helped you live a meaningful and successful life.
- It's not just about teaching your children and future heirs what transformation does and how we got there in our own lives; it's also about modeling to them how to grow and transform throughout life so they intuitively know how to do so themselves.
- Looking at your family legacy as though it were intended for a greater good could impact what you would want to pass down to your heirs—things that would both achieve your objectives for your family and benefit mankind. (See much more on this in Chapter Five: Beliefs.)

PART TWO:

Best Practices for Creating a Great Family Legacy (The How)

CHAPTER ONE

Communication

Success comes from being specific and proactive; failure often comes from being vague and reactive. That bit of wisdom applies to all pursuits of success, of course, and it's especially true when you're building a family legacy. Communication truly is a cornerstone of family legacy. Being proactive, strategic, and intentional about communicating those things you want to pass down to the generations below you will enhance your chances of success.

FIVE STAGES OF RELATIONSHIPS

Your family environment is constantly adjusting and changing, which obviously creates new opportunities and challenges for communication. There are potentially five stages of relationship with your children, and each stage requires adjustments in the way you communicate:

- When they are living in your home under your parenthood
- When they are transitioning into adulthood
- When they are adults, taking full ownership of their own lives
- When you have grandchildren and are grand-parenting the next generation
- When you start declining in your own ability to manage things

and your children take over and start supporting you

Tony: When my kids were growing up, we looked at driving them to school as a great fifteen-minute opportunity to talk one-on-one about whatever subjects were appropriate at the time, and we also found that there was great power in just listening during those one-on-one experiences. As the relationship changed when they went off to college, we kept the lines of communication wide open, and we trusted that they would be guided by the legacy we had already poured into them. By this time we had lived out our family mission statement (which we will talk about later in this chapter) for over a dozen years in their lives, and we were grateful that they turned out to be exceptional young women.

When my oldest daughter got married, she and her husband borrowed money from our family bank to buy their first house. When we went to the closing company, the closer wanted to seat me in front of the table so he could explain the documents to me, and he was just going to bring up chairs for my daughter and son-in-law. I said to my daughter, “No, you two are buying the house. You sit here in front of the closer, and I’ll sit over here.” Then I asked the closer to just involve me if they had a question. My daughter was now an adult, and I wanted the communication here to be directed to her and her husband. I was transferring ownership to them, both literally and figuratively.

A few years ago I was with one of my mentors who had been advising me for years on how to raise my daughters, and I asked if he had any advice to share as his two daughters were getting older and having kids. He shared with me that one of the big mistakes he had made for years was running over and hugging his grandkids first when they would come into his presence, and skipping much communication with his daughter. He said that was a *Blind Spot* for him; and he urged me not to make that mistake, because our children still want and need that love and connection, even at that stage when they have their own families. I thought that was a pretty powerful communication *Blind Spot* that many people may be missing, and I was grateful for the reminder.

Joseph: When the environment you’re operating in as a family is adjusting and changing, which essentially is always, it creates new

challenges and opportunities to make subtle and not so subtle changes in approach. For instance, my wife Mary and I noticed our need to adjust our approach as our children advanced through grade school, then high school, then college, then gainful employment, then marriage, then parenthood, and so on. Each transition point required delicate adjustments in our approach and style as they accepted and demanded greater and greater levels of personal responsibility, ownership, independence, and consequence.

As an example, early on in their college years, we made the decision to immerse our kids in the real-world ways of being responsible and resourceful. They—not us—were the ones who had college tuition due; so even though they had the advantage of college funds already set aside, we engaged them fully in the payment and management process by having them write the checks to the university. It worked so well in a small way with our first child Margie, that with John, our second child, we literally transferred an account with thousands of dollars in it fully under his control and told him, “This is your money; use it as you wish for room and board expenses and so on. If you have a remainder after you graduate, it’s yours to keep as a cushion to get started on your own. If you spend it all, you’ll have less as you begin your career.”

Making subtle adjustments in our approach, as early as we could fully engage them, has played a major role in our good fortune of having personally and financially independent children. We now see how it has equipped them, right from their very first jobs through graduate school, to be highly responsible, skilled, and frugal stewards of their time, talent, and treasure. As they advance their careers and education, marry, and begin their own families, we see this ongoing need to modify our approach. We also see the opportunity to strategically contribute to their lives in various ways, such as funding special experiences or trips that they may otherwise not be able to afford early in their careers or family life.

MEET YOUR FAMILY MEMBERS WHERE THEY ARE

As your family evolves through those five stages and your family members are growing, learning, and adapting to prevailing life and

economic circumstances, it's important to meet them where they are in life—and to be sure to keep the focus on building and nurturing a rock-solid relationship full of unconditional love, radically honest communication, and mutual respect.

Joseph: I was contacted by a client whose father had built a very successful company worth over \$50 million. His father had already nailed first-generation to second-generation family legacy goals that most would love to replicate. He had taught him how to run a very successful business, and they had had great continued business success, now two generations strong.

However, when our new client's father passed away and he took over running the family business, he began noticing that he had great difficulty engaging his own children (the third generation) in life the same way his father had engaged him. He suspected the sheer complexity of his wealth, which now included a rapidly growing liquid portfolio worth \$20 million, was taking its toll on his time and relationships.

We dove into the case; the easy part was diagnosing what was missing and putting in place the proper systems, structure, support, and disciplines to optimally manage his liquid wealth in a fraction of the time it formerly required. This elimination of time-consuming complexity was low-hanging fruit. But as in all of our most favorite cases, the most rewarding part was when we saw the light go on in our client's eyes when he realized that new possibilities were on the horizon for his relationships with his children. Nothing was as important to him; and, in this case, all he needed in order to focus on these precious relationships was to

The moral of the story is this: Do whatever it takes to build and nurture a rock-solid relationship with each family member you want to be a part of your family legacy.

Great communication begins with trusting and loving relationships that meet them where they are in life.

eliminate a nagging time-consuming distraction and complexity.

The moral of the story is this: Do whatever it takes to build and nurture a rock-solid relationship with each family member you want to be a part of your family legacy. Great communication begins with trusting and loving relationships that meet them where they are in life.

Tony: Here's another example of meeting your family members where they are. My youngest daughter loves sports. She started out playing basketball, and then she switched over to volleyball. We supported that, and we built a sand volleyball court on our property. She was tracking to do exceptionally well in volleyball. When she was a freshman in high school, she was even selected as one of the top fourteen-year-old girls to train at the US Olympic volleyball training center in Chula Vista, California. Then the next year she wanted to switch to track. In fact, throughout her high school years, she bounced around among the different sports. We were okay with that. We could have said, "No, we've spent all that money on a volleyball court, so you have to play volleyball and get a college scholarship." We didn't; instead, we said, "We want you to discover where your talent and your passion meet. We're here to support your happiness and to help you become a successful adult."

REMAIN COMMUNICATION READY TO COMBAT OUTSIDE INFLUENCES

In today's society, there are many outside barriers that combat our efforts to build strong families. Authentic, intentional, and ongoing communication often creates a durable bond that can help shield your family members from those outside influences.

When you maintain a mindset of strategically building your family legacy, you're able to be more intentional about communicating at the moment events happen in your family, in life, and in the world around you. Immense benefit can be gained when you're able to be *Communication Ready* to respond and course-correct in real time when events happen, as opposed to reacting to the circumstances. We can't always protect our family members from random happenings; however, we can use those happenings as opportunities to communicate the valuable lessons we want to help them learn. During those

times, the proper communication is not only specific, proactive, and intentional; it also has to loop back to what's relevant in life and work and in our families.

We both have stories to share from our own families that demonstrate the value of being *Communication Ready* when life events happen:

Joseph: The very week before my son John graduated from college with an Electrical Engineering degree, he applied for a full-time position with a prestigious spacecraft organization he had worked for part-time during college. The stars were aligned, as he had done a fine job for the same organization for two years working part time, had the support and testimonial of his boss (during the part-time position), and had what he felt were good interviews. He was called in by his supportive boss, and he thought he was about to get the nod for the new role, in a new department. Instead, his boss informed him that he did not get the new full-time position. It was a heart-breaking first rejection (though it was probably harder on us, as his parents, to see our son get rejected), but a perfect time to remain cool, calm, and collected.

We chatted with him about what had transpired, shared our own experiences of being rejected numerous times in our lives (identifying how natural and normal it is when stretching for rare gems), and listened. He had already gone through the process of reviewing the interview in his head so he could learn from the experience, and he began explaining that his supportive part-time-job boss was more committed than ever to getting him a great new full-time role at the same organization, with all the compensation and benefit bells and whistles. Long story short, a few days later he was interviewed by three other departments; and all three offered him a position. He went on to formally accept one of the positions, turning the series of events into a perfect example of cool-headed persistence in the face of adversity.

John was well prepared to handle all of this on his own; and, in fact, he did. For years, he has attended workshops we've put on in our company, like Pacific Institute's "Thought Patterns for High Performance" and other workshops that covered personal discovery and growth topics. Those workshops provided him and us with the perfect avenue

to talk about the best way to respond to challenges and opportunities. We were there to chat with him, adult to adult, at his discretion, and to help him remember one of our family values: maintain exemplary persistence in the face of challenge and obstacles.

When it came time to accept the offer and select benefits, John asked for our wealth management team's guidance in helping him select the right retirement plan options and begin aggressively saving to buy a home. Frugality, living under his means, and saving (three other family values) have been some of John's traits since early on. This is how legacies are built—interacting with current events and threading them back with lessons learned, expert team members, and best practices.

Tony: When my daughter Brooke was about 16, she backed her new car into the steps of our auto court. While everyone around me was saying, "That's terrible," my response to the accident was, "That's terrific!" My thinking was that, for just a few hundred dollars for a repair bill, a lesson had been forever embedded in her mind that she needed to be more safe and aware. I was *Communication Ready* and took advantage of the situation to pass on to my kids the idea of thinking ahead, being safe, and being smart. If you step back and look at circumstances when they happen, you may be able to see a good teaching experience when others only see it as being negative.

About six months ago that same daughter, who has now graduated from college, is married, and has her own graphics company, asked me to coach her on asking for a raise with her primary client. I walked her through how her client probably thought about things and how she could present it in a way that he wouldn't feel backed into a corner. I didn't just address the immediate situation; I gave her some really nice kernels of advice about communication that I thought she could use for the rest of her life. About a month ago, she had another client that she wanted to ask for a bump in her rate, and I suggested that the timing wasn't right. I said the business was really flowing from that client; it was working very nicely, and I thought she needed to have a longer run with the client before she asked for an increase in her rate. In both instances, I was *Communication Ready*—not just with advice for the situation she was facing, but with wisdom I wanted to pass

down to her for the years to come. In the second situation, she was able to course-correct and avoid something that could have put her in a losing position.

CREATE A FAMILY MISSION STATEMENT

One excellent way to combat outside influences from infringing on your legacy is to involve your entire family early on in creating a family mission statement, and then strategically and intentionally communicate it and live it out over the years so that it becomes a part of who you are as a family.

Tony: When my daughters were four and seven years old, I read an article that talked about developing a family mission statement. It pointed out that most of us spend time creating and living by vision and mission statements for our businesses, and yet very few of us take the time to create and live by a mission statement for our families. That really resonated with me.

Soon after that, my wife and I involved our two young daughters in creating a mission statement for our family, and it's had a powerful impact on our success as a family. After careful thought, prayer, and discussion among the four of us, this is what we came up with:

As a family, we will always support each other as a team. We commit to doing together these five things as much as possible: playing and having fun, worshipping God, teaching one another, walking (exercise), and helping others. We will show everyone, including ourselves, these five qualities all the time: sharing, supporting, love, being thankful, being nice.

We posted our mission statement on our refrigerator, we put it on our vision (results) board, and we laminated it on business cards that we could carry with us. All through our girls' lives, we have focused on it, discussed it, and lived it. As we've lived out our mission statement, it has truly helped our family become a tight-knit team, and it's been very instrumental in helping us build our family legacy.

I strongly urge you to create one with your family, and then live by it. Post it in a prominent place in your home, and then read and reinforce it over and over again, so that it becomes a mission that everyone

in the family is working toward together. It's a powerful way to help you keep the negative outside influences at bay while you're building your family legacy.

THE ROLE OF TRUST IN BUILDING A FAMILY LEGACY

Another great tool for minimizing negative outside influence is building trusting relationships with your family over the years that are open, giving, and loving. That's what facilitates good communication; ego-oriented relationships simply shut down communication. Nothing is gained from taking the stance of the "all-knowing, successful parent" who demands the attention and respect of the child. Rather, the legacy you want to build with your family flows naturally from relationships that are based on open communication and trust. Maintaining a foundation of trust and openness helps you to be real with your children, and that's the sweet spot that will carry you through the tough times and build the bona fide legacy you want.

Tony: I got a call from the vice-principal of our school several years ago, and he said my daughter, who was sixteen at the time, was in trouble for doing something she shouldn't have done. When he told me what she was accused of doing, I said, "No, she didn't do that. I know my daughter." He continued to assert her guilt and asked me to come to the school to discuss it. When I got to the school, I discovered that he had failed to get her side of the story. Sure enough, she really had not done what he thought, and upon our request he apologized to her. Through that whole learning experience, my daughter saw that I was always going to support her because I trusted her explicitly. She knew I had her back, and she knew that my (and my wife's) first reaction would be to trust her rather than immediately thinking the worst when the vice-principal accused her of doing something wrong. A large part of our family legacy is that we have a mutual trust among our family members. That kind of trust within a family is very powerful.

Along the same lines of openness and trust, one of my daughters called me on the carpet a few years ago when we were at a restaurant in California and I was too sharp with our waitress. I knew she was

right, so I called the waitress over and apologized. Besides the fact that that was the right thing to do, I wanted to reinforce to my daughter that she has an open line of communication with me that allows her to bring up anything she sees me do that doesn't line up with our values.

And here's how that legacy of trust works on the other side of the generations, as we get older and must start depending on our children to manage things for us. A strong level of trust had been built over the years between me and my parents. My dad passed away a few months ago, and my mom was getting to the point where it was no longer appropriate for her to write checks. My wife and I drove over to her home recently to discuss the issue. Before we could even broach the subject, she surprised us by saying, basically, "You know what? I don't need to write checks anymore. Here's my checkbook. If you don't mind, I'm just going to turn all of my finances over to you. I trust you to handle it all. Just bring me some cash every now and then." Tammy and I walked out of there elated that we had not even had to bring it up. Through the years she had poured into us, and we had enjoyed that relationship of open communication and trust. Now she had enough trust in us to ask us to handle everything in her estate.

CREATE PROACTIVE COMMUNICATION

As you're raising your family, there are many opportunities to proactively communicate with your children. We encourage you to be creative in finding those opportunities in everyday life. Here are some tips that we've found to be particularly helpful:

- Take advantage of holidays and events to create proactive communication and promote legacy with your children. Holidays and special events like birthdays, award days, and milestone achievements are built-in opportunities for communicating your love and appreciation in a special way through cards, letters, notes, or meaningful gifts.

Tony: My daughter Paige is a photographer. A few years ago I spent months selecting her best pictures, naming them, and building a photograph book similar to one a famous photographer

would have. On the first page was a picture I had taken of her photographing something, and throughout the book I told the story of how she is carrying out our family legacy of art and creativity. Then I presented it to her on Father's Day and told her that one of the greatest gifts a father can have is an incredible daughter like her. She was very moved, and it was a special time of bonding between the two of us that we will always remember.

- Create fun and exciting life experiences with your family members that allow you to communicate at a higher level. Commemorate those experiences with videos and albums that can be enjoyed and passed down through the years.

Joseph: A few years ago, I created a special three-generation experience when I took my son and my dad, along with one of my brothers, on a fishing trip to Canada, nine hundred miles north of the US border. On one memorable day, we were eating our lunch when a bear came out of the bushes. Needless to say, we quickly abandoned our lunch and hopped on the boat! The whole trip was an extraordinary experience, as it enabled bonding and communication at a deeper level than ever before. My son saw how my eighty-six-year-old dad was able to handle camping and fishing out in the middle of nowhere—bears, bad weather, and all—and it really strengthened our family legacy.

As I help my clients set goals to create experiences with their kids and grandkids, we're mindful that events like these are what all generations of the family really crave. It's not so much about "things" anymore—buying them a car or giving them expensive gadgets. It's more about having profound experiences where you can encounter and communicate at a deeper level.

- Engage with your children in an authentic way in things that interest them (such as sports, cooking, music, etc.), and create *Reverse Experiences* in which they are simultaneously teaching you and building legacy. Nothing creates bonding and communication more than allowing the next generation to get you involved in something they are excited about. There's something

about flipping roles—when they become the teacher and you the student—that intensifies their enthusiasm and creates prime experiences.

Joseph: My son John recently got me into mountain biking. Even though I grew up riding bikes, I had not been on a bike for decades. Suddenly I found myself researching mountain bikes and then buying one. The first time I put on those biking shoes with clips, I had them so tight I couldn't get my feet off of the pedals! Biking with my son has already created many fun memories and perfect opportunities for bonding and communication.

I've also had a wonderful opportunity recently to further bond with my daughter Margie. She is an exceptional writer, and I mentioned to her my goal to create an abridged version of my book *Absolute Financial Freedom* and a new edition of my book *Investing from a Position of Strength*. Margie, who is now in graduate school studying biostatistics, said she would love to help out with those projects and earn some extra money on the side, and she took them on with great vigor. Working together has been an absolutely amazing win-win father/daughter experience. In the process, she has come to know details about my work and how to master money that she otherwise would not have been privy to. I, on the other hand, have learned so much from her and about her as we collaborated, and it has been an amazing, rich experience for me. In my mind, it has been a perfect family legacy project—co-creating value together while also exchanging wisdom.

- Formal or informal family meetings (or both) can be a significant tool in communicating with your family and creating legacy.

Tony: Over the years we've occasionally had what I call "staff meetings" with our family, where we would plan vacations or talk about what's coming up in the next stage of life. In fact, I had such a meeting with our kids in Jamaica just this past Christmas. My new son-in-law was with us, of course, and I used that opportunity to talk about things that were related to the family trust and other family issues. I had even prepared a short PowerPoint in

which I laid out the information I wanted to talk about. Then after we talked, we went out and enjoyed our three or four days together. (That's an example of the *Elegant Solutions* we talked about in the Introduction—with that family vacation we achieved multiple objectives.)

Joseph: Facilitating family meetings is part of the Complete Legacy Solution, which is a multigenerational experience we provide for our clients. In our experience, we've found that there are certain points in time that are ripe for a family meeting, based on what is happening within the family. It could be triggered by an event that has happened or by the occasion to plan an event like a family vacation. Family meetings are a great tool for proactively communicating and interacting within the family. They can be formal or informal; and, depending on your family's needs, you can choose whether to involve an outside consultant—like a financial advisor, a psychologist, or a coach, for example, for a part of the meeting. You have many options available to you, and you can choose the right ones at the right time for your family.

In Chapter Four I outline the Stages of Financial Freedom, the 35 Essential Strengths, and the Family Financial Manifesto. These are three great topics for a family meeting, because every single family member can relate to how these concepts apply to them. Without going into confidential details, family members can openly speak about successes and struggles while pursuing these items. This is a perfect way to help family members avoid dead-ends, overcome obstacles, and learn elegant best-practices.

Though no two families are alike, we all have the same opportunities to utilize communication to our best advantage in building a legacy for our families. It's never too late to start, even if your kids are grown and have families of their own. In fact, grand-parenting brings built-in opportunities for starting and building family legacies. Whether you're new parents or grandparents or somewhere in between, right now is an ideal time to start being proactive, strategic, and intentional about communicating those things you want to pass down to your heirs.

VIPS

- Success comes from being specific and proactive; failure often comes from being vague and reactive. That bit of wisdom applies to all pursuits of success, of course, and it's especially true when you're building a family legacy.
- Your family environment is constantly adjusting and changing, which creates new opportunities and challenges for communication. There are potentially five stages of relationship with your children—from when they are small and living in your home to when they help you manage your affairs in your declining years—and each stage requires adjustments in the way you communicate:
- If you want to be successful in building an outstanding family legacy, meet your family members where they are in life as they grow and learn and explore their own places.
- Immense benefit can be gained when you're able to be *Communication Ready* to respond and course-correct in real time when events happen, as opposed to reacting to the circumstances.
- One excellent way to combat outside influences from infringing on your legacy is to involve your entire family early on in creating a family mission statement, and then strategically and intentionally communicate it and live it out over the years so that it becomes a part of who you are as a family.
- Building trusting relationships with your family over the years that are open, giving, and loving facilitates good communication; ego-oriented relationships simply shut down communication.
- Take advantage of holidays and events to create proactive communication and promote legacy with your children.
- Create fun and exciting life experiences with your family members that allow you to communicate at a higher level.

CHAPTER TWO

People

Your family legacy is determined by how you guide and encourage your children (and ultimately your grandchildren) from early childhood, through their teenage years, into early adulthood, and even through their thirties, forties, and beyond. The impact you make on your family (your legacy footprint) is so affected by people—the friends you hang with; the people on your team; the relationships and contacts you choose to pass along; and the integration of your legacy efforts with spouses, grandchildren, and great-grandchildren. So let's explore each of these four areas.

BUILD THE RIGHT COMMUNITIES; CHOOSE THE RIGHT FRIENDS

We all build communities in life—those various groups of like-minded people we choose to invest our time with—that have a powerful impact on who we become, and ultimately on the legacy we leave. We build those communities with people who embody the different areas we share in life, and it's from those groups of people that we choose the close friends we hang with. The communities we build, and ultimately the friends we choose from those communities, probably have more influence on us and our families than anything else in life.

Joseph: I have an extremely deep and wide faith community that

continually encourages and nourishes my faith formation; I have a talented business community that continually challenges and informs my vocation and enterprise; I have a brilliant market intelligence community that provides me (and my organization) with quality perspectives on dangers, opportunities, and strengths across the globe; I have an inspiring intellectual capital community that keeps me updated in the latest best practices in creating, packaging, and distributing innovations; I have a super-talented productivity community that feeds me with constant best practices on being more orderly, effective, and efficient; and, in a smaller way, I seek out affinity groups when pursuing personal interests like travel, exercise, technology, and so on. Within each of these groups are people of great influence and insight who can connect me to the right people when I'm pursuing a big new goal that requires knowledge and capabilities I do not yet have.

The simple truth is, who you spend time with, you become. Ideally, the friends we and our children hang with will closely mirror our family values, because peer pressure—no matter what the age—can have either a positive or negative impact on the paths of our lives. If you truly desire to go to another level in being strategic about your family legacy, it's important that you understand this, that your kids understand it, and that you model it and guide them accordingly.

Think for a moment about who you hang around with—those you invest the most time with. Do they share your values? Is their influence positive or negative?

Tony: This is something my wife and I thought about the entire time we were raising our kids. For example, we found a private school for them that would not only provide the best teachers and learning experiences, but that would also have the kind of students enrolled that would be the best influence for our kids. We carefully guided them through the process of selecting the right kinds of friends; we talked about it constantly, and they took ownership of this principle early on. We helped them think about the type of friends they invited to parties at our home, those we invited to travel with us, and those who would be at places we encouraged our kids to go (like mission trips, track meets, cheer events, etc.). Of course none of us can shelter our kids all the time from being around the wrong type of people.

What I'm saying, though, is that as parents we can choose options for our kids that give them the greatest chances of being surrounded by people who encourage and influence them positively. And, by the way, that includes neighbors. I recommend that you choose your neighborhood carefully, as well as teachers (to the extent you can), coaches, and even the church you choose to attend. We even went so far as to purposefully spend time with families who had children a tad older than ours so they could model the right things for our kids and serve as their mentors. All of this matters if you want the right people having an impact on your kids.

Joseph: The communities that my wife Mary and I have built over the years have been solid, and it has been quite natural to see how they continue to benefit our children. But let me share a key tip we learned from a wonderful Iranian family we became great friends with through Rotary almost three decades ago. We went to their home for a business-type cocktail party and were quite impressed that they had their children, ages nine to nineteen at the time, fully participate in the party, including conversations. In short, it taught us to fully engage our children from an early age with all of our groups, and this has been an absolute game-changer. They learned very early in life how to interact with adults and professionals in interesting ways. This has served them well.

Beyond community involvement, we have also been fortunate to have opportunities to select private schools, church traditions and activities, piano and voice teachers, foreign exchange students (living with us for periods of time), and personal growth and travel experiences that contributed to the community surrounding our children. Frankly, we carefully co-selected activities with our children to avoid being overcommitted. We had no interest in being so busy with activities that there was no time for church or good old free time.

BUILD A GREAT *LIFE TEAM* TO SHARE

The ideal legacy mindset includes building an expert, trusted team around you that will support you and your family, as well as support the next generation's success. We call this your *Life Team*.

Tony: I have intentionally formed my *Life Team* over the years, and

Tony recently completed filming, in partnership with SUCCESS Academy, a sister division of *Success Magazine*, a seven-module, twenty-one-lesson on-line video course entitled *RESULTS Faster!* A compilation of his life's work and teaching, the course gives valuable advice when applied to living a masterful life, which, of course, includes leaving a great legacy.

Consider signing up for the course at www.tonyjeary.com/resultsfaster.

I recommend you do the same. Today, mine consists of more than sixty people I have purposefully placed around me who can execute and/or advise me and my family, on either an as-needed or regular basis, in all the different areas of my life. Some of those people are doers, like the handyman who takes care of my home. Others are advisors, like the wealth managers who manage my overall estate strategy. These are people

I trust, who can help me and my family on an ongoing basis. We have people who take care of our property, our estate, our vehicles, our health, our legal issues, and all the other different segments of our lives. And some of these people, like one of our CPAs, have been with us for over two decades. Part of the wealth I began passing on to my children years ago is the connectivity I have to many of these *Life Team* members.

We've listed below the top people who we believe are absolutely essential to have on your *Life Team*. As you look at this list, you may want to ask yourself these question:

- Are you aware of your need for these people?
- What are the characteristics of the right ones for your team?
- Do you have the right people in place?
- Have you started transferring these relationships to your family at the right time?

1. Financial Advisors:

- Wealth Manager

- Investment Advisor

Note: These are broad categories; sometimes these functions can be provided by one person, and other times it takes multiple people.

2. Certified Public Accountant(s)

3. Banker(s)

4. Attorneys:

- Trust attorney
- Family Attorney
- Deal Attorney
- Business Attorney

5. Insurance Agents:

- Property and Casualty
- Life
- Health

6. Bookkeeper/Bill Payer

Let me give you some examples of the importance of having long-term relationships with your *Life Team* members, and how those relationships can be passed down to the next generation. Our CPA, who has been on my *Life Team* for twenty-five years, has been doing my daughter's tax returns since she was twelve years old. She has now been married for a year and has decided to handle her own tax returns, using TurboTax. I obviously didn't want to force my whole system on her, so I told her I would be happy to make my CPA available to her, at my expense, to make the transition easier for her. She and her husband have their independence, and they also know they have a trusted family CPA as support and backup.

Here's another example of the value of having a *Life Team*. Last week our CPA was completing a transaction in my dad's estate; and in order to do that, he needed a quit-claim deed for one piece of property that was still in a trust that we had collapsed. Because of my relationships with certain *Life Team* members, I was able to basically send one

email and get back a verified document showing that the quit-claim deed had been already filed, all with burning very little energy. All the right *Life Team* members came together for the benefit of the family, with just a couple of clicks of an email.

You may make an occasional misstep in choosing the right people for your *Life Team*. (The likelihood of that diminishes if you inherit a proven team like I did from my dad, which I'm also passing on to my kids.) If you do choose the wrong person, step back, course-correct, and move forward on the right track.

Joseph: My wife Mary and I have a comprehensive *Life Team* across every aspect of our personal and business life. Because I am in the wealth management field and have clientele across the country, and because one of our services is to help high- and ultra-high-net-worth clients build quality teams, this team is quite large and consists of many specialists.

It's been a joy to engage our *Life Team* with our children. For starters, they know they can contact us for any financial, legal, tax, investment, or transaction-type need, and we will instantly give them access to the appropriate expertise. They understand that our team is their team (if they want it) and is available to help them with any need. Our hope is that they learn to collaborate with experts in an effective way, from small needs to large, getting the most value from every transaction.

Beyond financially-oriented *Life Team* members, we regularly share tips, articles, and resources from *Life Team* member organizations. Our aim is to model the process of identifying and utilizing experts across all aspects of life, whether it's a pro to help us build our wardrobe, maintain our home, or improve our presentation skills. Mary and I realize that we are in the financial position to have a larger team than our kids can afford this early in their careers, but we see how sharing tips can be beneficial. For instance, I receive a short weekly tip from one of my *Life Team* members that is so helpful that I frequently pass it along, and I often set the context of how I use the tip/technique myself. My aim is to continually model how I use such *Life Team* members and, of course, encourage them to utilize the same ones or find and build their own when the need arises. Tony's book

Advice Matters explains the benefit of having a broad network of pros and mentors.

Beyond my *Life Team* list, I think it is also important to share with my family how I lead and manage *Life Team* members for the greatest value. For instance, I have modeled numerous times how I have established success criteria for *Life Team* members and how I engage in check-ins from time to time to optimize our teamwork. My children also know I am not bashful about speaking up to improve teamwork, craftsmanship, or efficiencies with team members. I model this so they can learn to be active in gaining the greatest benefit out of such relationships. In short, it's no place to be passive or aggressive; the sweet spot is optimally collaborative and respectful.

Of course, it is necessary to keep certain team members informed of important information, ideally as easily as possible so that you do not get bogged down with paperwork. For example, as part of our legacy advising at my company, we give our clients tools for maximizing the collaboration of *Life Team* members. One such tool provides *Life Team* members a one-page concise summary of the client's circumstances, values, goals, key relationships, and so on. Our online client portal then allows clients to give *Life Team* members select access to up-to-date information and documents to facilitate collaboration. For instance, a client's CPA can see up-to-the-second realized capital gain, interest, and dividend income data (needed for tax planning and compliance), and the client's estate attorney can see accurate snapshots of who owns what in the estate (needed for estate optimization). Streamlined *Life Team* collaboration is essential, and today's modern technology supports such collaboration at a high level.

Beyond your trusted *Life Team*, you want to have systems in place that document where assets and data are custodied. Your family must have access to the wealth you will be transferring, so you want to surround yourself with people you trust who know what you have. If this information isn't communicated right, it can turn into a long and difficult legal battle. As a financial advisor, I often see people left with enormous estates who don't have any idea where everything is. In the opposite extreme, I've seen clients create elaborate notebooks or electronic vaults that document what they have and where their assets are

located. The more this information is documented and communicated, the easier it is to transfer your wealth in the proper manner and timing.

I designed a first-class digital vault system for my family, and I also have a manual backup. Everyone assumes the electricity and the internet will always be around or available when needed, and yet it's very easy to lose digital data, even with backup. So even if a digital cloud storage device were somehow corrupted, I (or my heirs, or people on my *Life Team*) would be able to find a manual backup of key documents in my safe.

I believe it's also important to map access to all this information. For example, I sent my kids very specific instructions showing where these digital and manual items are kept. It's literally a document that maps out exactly where everything is, including photographs of the safe and its location, to make it very simple for them to find.

I might add that it's important for the purpose of legacy to talk to your kids about who you have in what role on your *Life Team*, why that role is important, why you chose that particular person to fill that role, and what the best practices of that role may include. Since people retire, die, and leave their practices for other reasons, passing on to your heirs the name of a person isn't enough. Share with them the criteria to look for if they need to replace someone in that role, including the kind of best practices that person needs to employ. In estate planning, for example, there is an organization made up of elite estate attorneys (ACTEC) who really are the cream of the crop. If they choose any estate attorney who is part of that fellowship, they are assured of finding one of the best.

OPEN DOORS WITH YOUR CONTACTS (ROLODEX)

Today, everyone has a Rolodex; you may call it your phone list, your connections, or your list of contacts. With today's technology you have the electronic means to capture as many contacts as you want, and most successful people have thousands. Think of all the names you have on your lists, whether they are in a software on your computer, on your phone, or on your Facebook and other social media lists. Your contact list can be considered one of the most valuable

assets you have; and that's why we believe it's important to strategically set up and pass on that element of your wealth to your heirs. Even from an early age, your kids can benefit from many of the different relationships you have.

Tony: One of the best wealth components my family passed on to me—and one that allowed me to win big at a young age—was both my father's and my grandfather's list of contacts and relationships that they had built for decades. They both transferred to me the trust and credibility they had with their many contacts, which opened doors for me and allowed me to do things that most people couldn't do. Now, I certainly had to go out and do the work behind those doors; I realized, however, that my family's contacts afforded me advantages that most others didn't have. My dad had a system he passed on to me, as well. Back then, before computers, he kept stacks and stacks of business cards bound by rubber bands, and he could find someone to advise him or get something done in just about any area he needed. It's fun for me to look back now and remember his looking for and finding just the card he needed within a matter of seconds. I can just see him smiling after he found it and then dialing that old rotary phone to make things happen.

I've now invested over four decades of my life building relationships and adding on to what my parents and grandparents handed over to me. My contact list today is in the tens of thousands. Each time I make a new contact, my team logs it into our database and catalogs it with details. I know not everyone has a team and will take it to the level I do; however, I believe most everyone can be more intentional about transferring contacts and relationships to their kids as part of the wealth legacy puzzle. It's really

With each new contact, my team and I ask, "How can we nourish that relationship? How can we give this person something of value? How can we do more than is expected to help him or her win?" I'm a big fan of doing *Favors in Advance*.

important to me.

While we're on the subject, let me share another way I use my Rolodex. I also use it to identify people who can help me with specific issues. When I have a particular need, I call someone from my contact list who has the knowledge, expertise, or connections that can fill that need. Conversely, I am always ready to help them win in any way I can. In fact, we take it even further. With each new contact, my team and I ask, "How can we nourish that relationship? How can we give this person something of value? How can we do more than is expected to help him or her win?" I'm a big fan of doing *Favors in Advance* (FIAs), because you never know when you—or your kids—might need a favor in return. Because I enjoy great reciprocal relationships with almost every one of my contacts, I know I can call just about any one of them for help when I need their expertise, and they know the same about me. What a great asset to pass on to my kids, and I've been extremely intentional about doing that since they were very young! (While I'm writing this very paragraph, I'm in Waco, Texas, with my wife, both daughters, and my son-in-law. As we were going to my daughter's dorm room this afternoon to give her roommates a gift I bought them, I enjoyed watching my daughter putting to practice what I taught her about the importance of building relationships. She walked across campus hugging, shaking hands, and taking pictures with dozens of people. And now, as I'm getting ready to go to bed, I'm discussing with my son-in-law Bret an email connection I just made for him with a former CEO in the retail industry. The CEO just emailed back that he will be happy to help Bret with his Keep Exploring business [wekeepexploring.com].)

As you can see, perhaps more clearly after reading this chapter, there are many people involved in all our lives at so many levels. Being smart about opening doors for your kids and grandkids by sharing your relationships and connecting them with your contacts can truly pay big dividends and add to the wealth of your family.

INTEGRATE INLAWS AND GRANDKIDS INTO THE LEGACY

In our role as parents, it's important to guide and encourage our

kids in the choice of a mate. When Tony's daughters were young, he bought a bride-and-groom picture frame. On the bride side, he put a picture of his two girls; on the groom side he framed a list, compiled by his girls with the help of their parents, of the twelve characteristics they wanted to find in a future spouse.

They had many discussions about this list over the years, and they prayed about it together often. It was not something that was forced on them; in fact, just the opposite—it was just made a natural part of their everyday lives. Tony and his wife wanted to help their girls envision with clarity, from an early age, who they wanted to become and therefore what kind of person they wanted to attract. If it turned out that someone Tony's daughters dated for the first time did not meet the standards they had established together



early on, his girls politely moved apart from any future dating relationship. When his oldest daughter got married, her husband possessed virtually every characteristic listed in the frame.

Tony has taught this to many of his clients and audience members over the years, and with great response. Many have been intrigued and impressed by the idea. Tony teaches that, in order to help your kids attract an exceptional spouse, you need to show them that they themselves needed to become exceptional men or women. This prepares them for dating.

Tony: The person who will likely have the most influence on your life, other than your parents, is your spouse. We taught our kids that when you marry, you marry into a family. We taught them to look at the parents and family of the people they date, to envision the impact they will have when they are merged with our family. We are so fortunate that our kids selected wisely the young men they dated, and that our oldest daughter married an incredible man with an incredible

family. We all enjoy attending events together and even worshipping together. We held their wedding in our home. With hundreds of people moving around and multiple tasks to tend to, there was not one conflict with her new in-laws. Everyone was respectful and pitched in to help. We love and appreciate his family and feel blessed in joining our family with theirs.

As your family grows as a result of marriage and birth, it is going to be equally important to lovingly make your mark on the lives of your children's spouses, kids, and grandkids. When you can state that you successfully bonded with in-laws and grandkids and are able to contribute to their lives toward the ends defined in this book, that is when you have truly advanced to another level of legacy mastery.

All of your efforts to help your children grow, including modeling a loving marriage and family life, will have played a key role up to this point. Now, as you embrace spouses and grandchildren and form quality relationships, your efforts will need to be repeated to listen, accept, connect, and assist them all in the same way, albeit in less time, as you had with your children when they were growing up.

As with anything in life, we cannot force our beliefs, values, or assistance on anyone else. Clearly, when your children marry, they are adults of their own free-will and absolutely will decide for themselves how they will live their lives. This said, you will continue to have a relationship with them and can continue to make a mark on their lives via your contact and continued, yet evolving, relationship.

The key point is that the topics in this book continue to apply; you simply filter your efforts in respect of their personal freedom as adults living their own lives and building their own families. You want to lovingly support their development and advancement, and as they interact with you and benefit by your efforts and relationship, your legacy continues to expand.

Finally, it's important to recognize that your legacy and your life benefit greatly by the contributions your children, inlaws, and grandchildren add to your life. While most of this book is about making your mark on them, it is important to recognize and appreciate the profound mark they leave upon you. Yes, legacy is viral and flows in all directions, not just north to south.

VIPS

- The impact you make on your family (your legacy footprint) is so affected by people—the friends you hang with; the people on your team; the relationships and contacts you choose to pass along; and the integration of your legacy efforts with spouses, grandchildren, and great-grandchildren.
- Who you spend time with, you become. If you truly desire to go to another level in being strategic about your family legacy, it's important that you understand this, that your kids understand it, and that you model it and guide them accordingly.
- Clearly identify the top five to ten *Life Team* members who support your family legacy, and ensure that those external *Life Team* members have clarity about and are aligned with the actions to take in the transfer of your wealth when the time comes.
- Ensure that your children and grandchildren (or other heirs) have an understanding of who your *Life Team* members are and what their roles are, and how they can win by using their expertise in the transfer of your wealth.
- Passing on a name is not enough. Discuss with your heirs why you have those people in those roles and the best practices to look for if they need to replace that person.
- Be extremely intentional about transferring your connections and relationships to your heirs.
- Talk about and model how you look for ways to help others win so your contacts are more than just a list; they are reciprocal relationships that can and will be a great asset to your heirs.
- Expand your legacy-building efforts to in-laws and grandchildren, when the time comes. Legacy is viral and flows in all directions, not just north to south.

CHAPTER THREE

Intellectual Capital

A few years ago, when Tony's daughter was nineteen years old and home for the summer after one year of college, she and Tony had lunch together in downtown Dallas. During their conversation, she said, "One thing I learned during my first year of college, Dad, is that college isn't going to teach me how the world works. People in the world pay you to show them how it works; so I'd like you to take the next three years of my college, and, as time permits, show me how the world works." What she was asking for was intellectual capital.

The intellectual capital you have invested a lifetime capturing and practicing—within your family, in your chosen career, and in your life experiences—is a significant component of your legacy. We'll focus in this chapter on passing down intellectual capital to your family through the use of family values, daily standards, traditions and rituals, and truisms and models.

DEFINE, MODEL, AND PASS ON YOUR FAMILY VALUES

So much of what we pass down to our kids, and consequently to the generations below them, is imparted during the formative and fertile years of our children's lives. The values we instill in our children play a substantial role in teaching them to be successful in life and in passing down family legacy.

Over the years, Tony has coached his clients about values and the significant role they play in success, and he has developed a special deck of cards that helps them identify the values that are important to them. Each card shows a different value, and he has them pull out the ten that are most important to them. Tony and his wife played that out personally early on to help them be very intentional and definitive about their values as parents, and they communicated those values to their kids in various ways while they were young. Then once their kids got to be ten or twelve years old, they had them start using the deck to identify what they, as individuals, valued the most.

We've included a list of values in Appendix A in the back of this book. If you have not already defined your values, we encourage you to choose from the list those that are important to you; then prioritize them and start communicating them to your family and aligning your goals and your life with those values. We suggest that you then consistently lead your children and ultimately your grandchildren (from mid-childhood into adulthood) through the same exercise from time to time. As you continue to intentionally and strategically communicate to your children that values are a component of being successful in life, and as they mature and get to the point of choosing their professions and their spouses, it's more likely that their choices will align with their values.

Since each individual is unique, it's unlikely that everything your children value will exactly match yours, as parents; ideally, though, their values will closely align with the family values in the things that really matter. Tony's daughter, Paige, for example, aspires to be a teacher. She has a gift for teaching, and she teaches at church and on mission trips, and even volunteers each summer to teach at a camp for special-needs kids. Although Tony values altruism and loves teaching, his life's aim and gifts do not involve teaching special needs students. That's not who he is, and yet that's who Paige is. In fact, both of Tony's daughters have a heart for special-needs kids, and Tony is very proud of both of them for their contributions through volunteerism. Obviously, their family legacy of altruism and service was passed on to his girls. Sadly, many people live half of their lives or more before they align their lives with their core values—and some

never do—because no one has ever communicated to them the power of strategically thinking about what they really value and then setting their goals and living their lives accordingly.

We both take our values from God's plan for our lives. We strongly believe that our commitment to God and living in His will come first. Then our families come next, and then our vocations. Many people live their lives in reverse; they put their careers first, then their families, and then they give what time and effort and regard they have left, if any, to God. To us, loving God and loving others are very important values. And we believe that marriage, in God's plan, is a total giving of yourself to your spouse. Other values that are definitely intertwined in our spiritual beliefs are those of honesty, hard work, and value-added delivery to others.

Joseph: The easiest way for me to explain my search for and prioritization of values to pursue in my life and my family's legacy is this: *to earnestly seek and live the truth*. I don't limit my search to my own limited abilities; I seek out and learn from some of the greatest thinkers of all time, as well as those who have synthesized, interpreted, and explained such deep thinking into laymen's terms that I may be better able to understand and apply. As I do so, I can often relate to the insights and see if and where I have gone wrong (where I was unaligned with the truth), and this then serves as guidance to take corrective action to the best of my ability.

There is so much available in this realm that I can only scratch the surface. However, for the purposes of this book, I'll share one. A document I hold in high regard is a handbook called *Vocation of the Business Leader*, which was put together by business leaders, university professors, and experts from various disciplines that encourages business leaders to “engage with the contemporary economic and financial world in light of the principles of human dignity and the common good.”² Here's how the document's executive summary describes the challenge:

2 *Vocation of the Business Leader: A Reflection*, Pontifical Council for Justice and Peace, Vatican City, and John A. Ryan Institute for Catholic Social Thought, St. Thomas, MN, 2014, Pg. 1.

Obstacles to serving the common good come in many forms—corruption, absence of rule of law, tendencies towards greed, poor stewardship of resources—but the most significant for a business leader on a personal level is leading a divided life. This split between faith and daily business practice can lead to imbalances and misplaced devotion to worldly success. The alternative path of faith-based “servant leadership” provides business leaders with a larger perspective and helps them to balance the demands of the business world with those of ethical social principles, illuminated for Christians by the Gospel.³

A couple of years ago, we hosted Monsignor James P. Shea, president of the University of Mary in Bismarck, North Dakota, to make a presentation to a group at our office about *The Vocation of a Business Leader*. Monsignor Shea proposed that all beauty, including beautiful lives, is made up of three components—wholeness, harmony, and radiance. The idea here is that if we seek wholeness and harmony in life, rather than balance, the result will be a beautiful (radiant) life. In seeking wholeness and harmony, we have to look at how work and leisure interact to give us meaning and purpose to life.

All of us see work on one of three different levels, and each level integrates with leisure in a different way, as shown in the following matrix.

WORK	LEISURE	INTEGRATION
Vocation (Giving)	Contemplation (Receiving)	Integrity (Being)
Career (Taking)	Functional (Using)	Achievement (Doing)
Job (Getting)	Amusement (Escaping)	Gratification (Having)

Matrix taken from PowerPoint supplied by Michael Naughton, Director of the Center of Catholic Studies, Koch Chair in Catholic Studies.

3 Ibid, Pg. 2.

In the lowest level, we see work as only a job—an essential function for making money in order to live life; and in our leisure time we seek amusement (entertainment) in order to find “relief” from the day-to-day burden of our jobs. We embrace the idea that leisure is where real life takes place, because work is just a job. The resulting integration is gratification, which is steeped in consumerism, where “having” takes precedence over “being.”

In the next level, we see work as a career, a noble pursuit that produces self-esteem and personal satisfaction. I admittedly was in this space for many years of my life, not being aware of a higher truth. This does not mean it was bad—just that it was incomplete. In this level, we’re goal oriented and focus on the thrill of accomplishment. We put the emphasis on ourselves, rather than the needs of the world around us. Leisure, in this view, is functional. We see it as though it were a tool to make us more productive. Seeing work as a career and leisure as functional integrates into achievement (“doing” over “being”). The problem at this level is that when we are no longer achieving, life often loses its purpose.

In the American culture, we predominantly see the first two views. In actuality, though, our work is not about what we achieve; it is about who we become. In the third level, then, we view work as a vocation, in the sense that it is a calling to give of ourselves. We will only find purpose and meaning once we realize that our lives are about exercising our gifts in serving others. In this view, leisure is seen as contemplation—a time when we can consider our gifts and what we have to offer. The integration of work as a vocation and leisure as contemplation is integrity, or wholeness of life (“being”). Our work is meaningful, as we are offering ourselves to society.⁴

The hope, of course, is that as we teach our children to live by our family values—informed by such wisdom—and model them every day in all aspects of our lives, including our lives as business leaders, they will adopt similar values in their adult lives. This is one rich

⁴ Taken from a presentation by Monsignor James P. Shea on “The Vocation of the Business Leader,” Janiczek Wealth Management headquarters, March 2015.

source of my values. I encourage you to find a rich source that speaks to you and use it as your inspiration, updating it as you discover higher truths.

CREATE AND IMPLEMENT STRONG FAMILY STANDARDS

Daily performance standards are things we do every day that set the stage for minimal distractions and allow us to focus on the activities that will bring the best results we actually want out of each day. These performance standard activities provide clarity, direction, and inspiration for our days and serve as our touch point for the things that are important to us. In Tony's SUCCESS on-line *RESULTS Faster!* course, he shares his own personal way of writing down his twelve selected daily standards that help him guide his own day. He teaches people to use the simple formula of typing them into their phone and occasionally reviewing them until they become second nature. We want to make you aware of this concept, because it is an incredible tool that can be part of the wealth you pass on to your family. By creating and adhering to daily performance standards for yourself, teaching the concept to your family, and encouraging them to create and live by their own standards, you can help them live each day happier and healthier.

Tony: These are the twelve standards that I've carved out for myself to work on daily. If I do these twelve things well, then I've lived a good day.

1. Ask in prayer for smartness, Holy Spirit support, and alignment with God's will
2. Do team huddles and stimulate huddles
3. Glance at pipeline each morning to have actions fresh in mind
4. Determine VIPs for the day (from master list)
5. Touch team members inspirationally
6. Communicate appreciation to all those around me (personal and professional)

7. Strength, flex, and breathe with confidence, and think gratitude
8. Organize (rationalize) so more good things can come in
9. Visualize with further clarity our goals, direction, vision, and refinement
10. Model exceptional behavior, including enjoying life
11. Eat healthy
12. Do favors and help advance my clients' success

We also recommend that you create performance standards at work. One of the things we have as a standard at Tony Jeary International is to do things quickly. Our oldest daughter, Brooke, is now an independent graphic artist, and I often see her do things in lightning speed time. I'm so grateful that she bought into the fact that the world appreciates speed (as part of the intellectual capital I've passed down to her), and that she operates her business that way.

Joseph: I regularly reflect on and then attempt to succinctly write down what helps me live my life in a better way. Though it's taken a while to really zero in on those standards, their remarkable impact makes it worthwhile to capture them, get them down on paper, live them out daily, and pass them on. The one thing we don't want to do is just put them down into a stagnant document. What makes them come alive is regular implementation—personally and with our families. To me, this is what truly builds a legacy—living your standards, demonstrating them, reflecting on them, and talking about them.

In my role as a financial advisor, I have diligently worked toward identifying pithy guiding principles and standards of excellence that make it much easier for our clients to master money in a fraction of the time otherwise required. I have included in Appendix B summaries of the 35 Essential Strengths and Five Guiding Principles, which are examples of this technique.

FIND YOUR FAMILY'S RHYTHM OF SUCCESS THROUGH TRADITIONS AND RITUALS

Every family has a unique rhythm of success, which includes family

rituals and traditions as well as all the distinctions we've already talked about in this book—like shared values and trust, special family events and experiences, family meetings, *Reverse Experiences*, and being *Communication Ready*. Just as we create a rhythm of success in business, it's also important to intentionally create a unique rhythm of success for your family.

Family rituals are great tools for passing on a rich family legacy. Rituals can include anything from how you communicate at a Christmas dinner (or any dinner, for that matter) to serving the needy at Thanksgiving, to the way you celebrate birthdays or other special events as a family. Some families have special rituals in the way they say good night or how they pray together as a family.

Tony: One of the rituals we have as a family is what we call the branding or appreciation exercise. From time to time we go around the dinner table and talk about what we most appreciate about each other. We like to do those kinds of rituals that stimulate appreciation and support for each other. They bind us together as a family, and they build self-esteem as we hear how our family members see us.

Joseph: One informal tradition we share in our family is a thread of emails and texts in which we share articles and give insights about what we are reading and learning. Sometimes the messages contain bits of wisdom, and some are about interesting innovations that stretch our minds and thinking in a fun way. Because we all like learning, it's a great way to stay in contact.

CAPITALIZE ON TRUISMS AND MODELS

There are certain truisms that we all apply to our lives; they're not values, and they're different from standards. They are simply things that are so intuitively true that they need no evidence. For example, do you live by the truism, "You are what you eat"? How about, "A penny saved is a penny earned"? Sometimes a truism is so powerful and meaningful to us that we latch onto it, pattern our behavior around it, and teach our children to do the same. Such truisms are a rich part of the legacy we can pass down to our families.

Tony: One of the truisms I've taught my kids is, "Everyone loves to win." That's an indisputable fact. And because everyone loves to

win, we need to help ensure that everyone does win in whatever we're doing—whether it's in a marriage or in a sorority, or whether we're meeting new people or participating in sports. We need to do our best to look at the other person's situation and see how we can help that person win. Even when we're involved in something that will improve our own life positions, we want to make sure that we're advancing other people's lives, as well.

Models—concepts that have been proven to work well—are also great tools to pass down to your children. For example, Tony has taught his daughters since they were very young how to use the DiSC personality assessment effectively, to help them understand and re-

"A penny saved is
a penny earned. A
penny earned and
prudently invested is a
good fortune. A good
fortune elegantly
stewarded and
generously shared is a
great legacy."

—Joseph J. Janiczek

late to people according to their personality styles. Another model that we both endorse is the book by Gary Chapman called *The Five Love Languages*—a great transformational resource that helps you understand the different ways people show and receive love.

One thing we want to note is that you cannot and should not force your intellectual capital on your kids or grandkids. An effective transfer takes place when the intellectual capital is modeled and when they seek you out and ask questions about it, just as Tony's daughter did after her

first year of college. We both love it when our kids ask challenging questions about any of these things or even provide different input. Discussion is healthy; just ensure that the conversation is deep enough to be effective. The whole cycle of communication—when we're living it, reflecting on it, writing it down, speaking about it regularly, and getting input and feedback—is what helps get our intellectual capital ingrained in our kids to the point that it's intuitive. Writing it down in a flat document captures it and helps you retain it, to be sure. However,

the constant back-and-forth communication about it is where the real legacy handoff takes place.

Joseph: I like to say: “A penny saved is a penny earned.* A penny saved and prudently invested is a good fortune. A good fortune elegantly stewarded and generously shared is a great legacy.”

*This maxim is often attributed to Benjamin Franklin. However, Franklin’s actual 1737 statement was “a penny saved is two pence clear.” Then in 1758, his famous almanac noted “a penny saved is a penny got.” More on this is available at www.forbes.com/sites/realspin/2014/08/18/a-penny-saved-was-never-a-penny-earned/.

VIPS

- The values we instill in our children play a substantial role in teaching them to be successful in life and in passing down family legacy.
- Encourage each family member to develop standards that reflect the way they want to live each day, and pass that concept on as part of the wealth you transfer to your family.
- Every family has a unique rhythm of success, which includes family rituals and traditions, as well as distinctions like shared values and trust, special family events and experiences, family meetings, *Reverse Experiences*, and being *Communication Ready*. Just as we create a rhythm of success in business, it's also important to intentionally create a unique rhythm of success for your family.
- Sometimes a truism is so powerful and meaningful to us that we latch onto it, pattern our behavior around it, and teach our children to do the same. Such truisms are a rich part of the legacy we can pass down to our families.
- Models, like the DiSC personality assessment or the book *The Five Love Languages*, are great tools to pass down to your children to help them understand and relate to people effectively.
- You shouldn't force your intellectual capital on your kids or grand-kids. An effective transfer takes place when the intellectual capital is modeled and when they seek you out and ask questions about it. Discussion is healthy; just ensure that the conversation is deep enough to be effective.

CHAPTER FOUR

Financial

“Shirtsleeves to shirtsleeves in three generations.”

— PROVERB

What good is a book on legacy and family wealth if we do not address one of the most commonly observed, experienced, and quoted cycles about family legacies and wealth: “Shirtsleeves to shirtsleeves in three generations”? This proverb speaks to the worldwide phenomenon of a humble, uneducated first generation working very hard, breaking through barriers, and creating wealth while maintaining a frugal lifestyle. Then the second generation attends quality schools, becomes somewhat sophisticated professionals, and lives quite a high standard of living on the heels of the first. Then a third generation, who perhaps grew up in luxury, struggles with ambition and does little productive work, consumes wealth, and sets the stage for the fourth generation to go back to conditions very similar to where the first generation began.

Joseph: Having devoted decades in the trenches with multiple generations of wealthy families, I am here to tell you this wealth consumption cycle is real but can absolutely be avoided. Because it is my specialty and passion, Tony and I agreed that I would take the lead in this chapter.

My aim is to help you see how financial wealth is the equivalent of

powerful, stored-up, highly transferable, and explosive energy and capability. When harnessed and utilized in the right way, it can inspire, cultivate, and ignite greatness in your family. When not, it can create mass destruction and negate other strengths and advantages.

Financially related legacy goals are quite common. I know; I've personally interviewed and served hundreds of family patriarchs and matriarchs, their adult children, and their adult grandchildren; and in some cases, even great-grandchildren have entered the picture. In this chapter, I'm going to show you how to pass on valuable financial wisdom, judgement, habits, and resources. These are the raw materials of how each generation can be resourceful, responsible, and highly effective stewards of time, talent, and treasure. I'm going to challenge you to lead by example and to engage the next generations as early as you can in the same journey.

ONE AIM, THREE GOALS

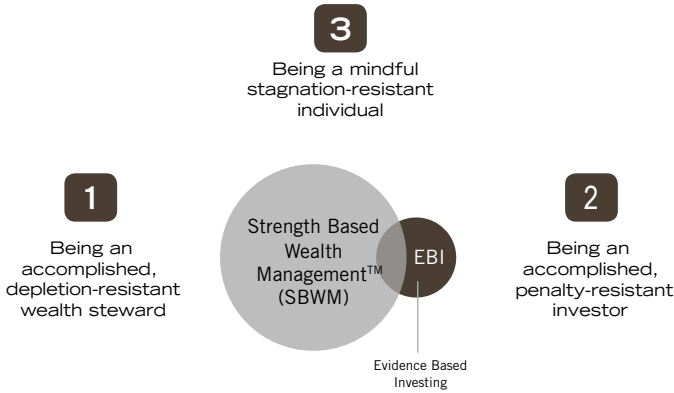
I think it's always healthy to begin with the end in mind. As succinctly as I can, I will convey the one aim and three aligned goals I want to encourage and challenge you to pursue related to your financial legacy:

Aim: Unleash yourself from the complexity of wealth so you and your family can flourish with good fortune.

Goal 1: Be a depletion-resistant wealth steward and encourage and teach each adult child and grandchild to be the same.

Goal 2: Be a penalty-resistant investor and encourage and teach each adult child and grandchild to be the same.

Goal 3: Be a stagnation-resistant individual and encourage and teach each adult child and grandchild to be the same.



3 Milestones for Becoming Unleashed from the Complexities of Wealth
(So you can soar with your good fortune)

While it is beyond the scope of this book to dive into every detail of what it takes to achieve these outcomes, I do think it is very possible to point you in the right direction and get you solidly started with four indisputable fundamentals that took me a quarter of a century to pinpoint and develop with family matriarchs and patriarchs and the generations of their families:

1. Understand and master the Stages of Financial Freedom
2. Master and model the 35 Essential Strengths
3. Document and declare your Family Financial Manifesto
4. Support it all with a Complete Legacy Solution

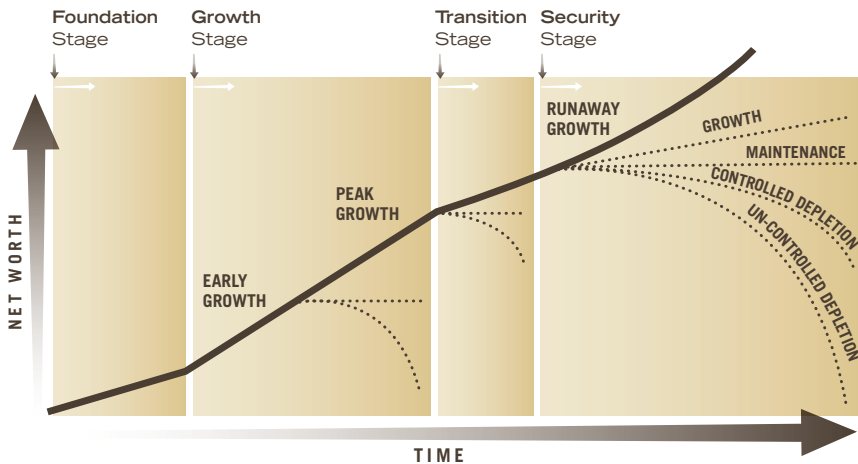
UNDERSTAND AND MASTER THE STAGES OF FINANCIAL FREEDOM

The Stages of Financial Freedom (the Stages) is a simple concept that illustrates the ideal and not so ideal possibilities everyone has with money. Regardless of your age, or the age of your children or grandchildren, or the level of income or financial resources, the Stages provides a glimpse of each family member's financial past, present, and future. It's powerful because every single person in your family will be able to instantly pinpoint where they are, where they want to

go, and where they are excelling or stagnating. In this way it opens up communication lines between spouses and the family as a whole about what it genuinely takes to navigate through each stage and achieve the aim and goals defined above.

As illustrated, there are five stages to be considered:

The Stages of Financial Freedom®



1. **The Foundation Stage:** The beginning point, typically in our early adulthood, where we focus on acquiring the basic necessities of life (employment, housing, furnishings, transportation, and other items) to establish a stable lifestyle upon which to build.

2. **The Growth Stage:** The typically long period of time when we grow our net worth and standard of living to the point where we accumulate the critical mass of assets needed to sustain a desired standard of living in the future with little or no dependence on earned income. This period is further divided into the Early Growth Stage (the first and second quartile) and the Peak Growth Stage (the third and fourth quartile). Notice how it is absolutely possible to stagnate or

even deplete wealth in the growth stage—an occurrence every family member will want to avoid.

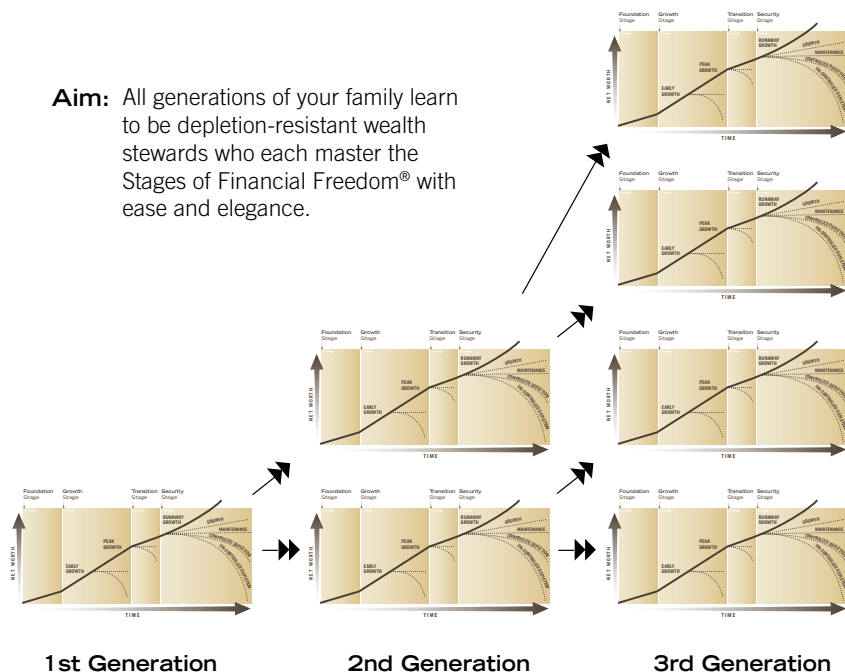
3. The Transition Stage: The three-year period before and after retirement when we transition from earned income to retirement income. This is a period of economic and life adjustment, where numerous tax, investment, lifestyle, and estate planning modifications and decisions are made.

4. The Security Stage: The time in our lives when we need or choose to primarily live off of what we have built and accumulated. As illustrated, there are five potential directions our finances can go during the security stage: the maintenance, growth, or runaway growth distribution modes or the controlled depletion or uncontrolled depletion distribution modes. Since people are living longer and longer and extended periods of flat, low-return, or even waterfall-decline economic periods are possible, maximum levels of financial strength, agility, flexibility, and endurance (SAFE) need to be built, with room to spare, in order to avoid a higher probability of depletion than advisable in the security stage.

5. The Distribution Stage: The time when we use the last financial acts we control, through wills, trusts, and other estate planning tools, to distribute our estate to the next generation(s). This is when we make our final impact on our loved ones and the world. Those who succeed in preparing their estates and heirs for this eventuality, so the threat of depletion is mitigated for the next generations, succeed in navigating the Stages and avoid the shirtsleeves to shirtsleeves in three generations (or less) cycle.

Much can be said about optimally navigating the Stages. This is the financial task you must model first and foremost, via your legacy efforts, so you can help your children, and ultimately your grandchildren, be highly informed and master these stages themselves. Some generations will have it easier than others, simply because of the economic conditions that exist during their adulthood. Success is achieved when each generation avoids long stints of stagnation or outright depletion (see illustration below).

Aim: All generations of your family learn to be depletion-resistant wealth stewards who each master the Stages of Financial Freedom® with ease and elegance.



For now, simply begin by bringing this tool into your lives. A detailed discussion of the Stages, Habits, and Seeds of Financial Freedom can be obtained in my book, *Absolute Financial Freedom*. Also, I created a video presentation and workbook called “The Big Financial Breakthrough,” which is available at www.janiczek.com/tbfb. I encourage you to watch it and then send it along to your adult children and grandchildren.

MASTER AND MODEL THE 35 ESSENTIAL STRENGTHS

I have dedicated three decades of my life and counting in the trenches with hundreds of families navigating the Stages of Financial Freedom. As I did this, it became quite clear to me that one financial advantage trumps all the others: operating from a position of optimal financial strength. This led me to develop and patent the Systems and Methods for Optimizing Wealth (United States Patent #8,903,739).



A key part of the patent is the 35 Essential Strengths I carefully researched, pinpointed, and fine-tuned. Your mission for your legacy should be to lead by example and make every single one an absolute strength in your personal finances. When you are well on your way, your mission will be to encourage and help each family member in the generation to follow to master and gain all thirty-five strengths.

In the introduction of this chapter, I mentioned one aim and three goals: **Aim:** Unleash yourself from the complexity of wealth so you and your family can flourish with good fortune. **Goal 1:** Be a depletion-resistant wealth steward and encourage and teach each adult child and grandchild to be the same. **Goal 2:** Be a penalty-resistant investor and encourage and teach each adult child and grandchild to be the same. (Go to www.janiczek.com/ebi for details on the merits of evidence-based investing.) **Goal 3:** Be a stagnation-resistant individual and encourage and teach each adult child and grandchild to be the same. The 35 Essential Strengths will take you far down this path; and in the process, they will best equip you and you next generations to successfully navigate the Stages through the ups, downs, and plateaus of life.

Appendix B outlines the 35 Essential Strengths and provides you with a glimpse of what a not-so-healthy and a healthy Wealth Optimization Dashboard looks like. Use this material to begin familiarizing yourself with the concept.

DOCUMENT AND DECLARE YOUR FAMILY FINANCIAL MANIFESTO

In working with many financially successful families, it has become quite clear to me that through time family members can easily forget what values, standards of excellence, and strategies got them to where

they are and what values, standards of excellence, and strategies the family wants to formally declare and adopt going forward. In short, I began seeing the need to prepare a fairly formal document the family matriarch and patriarch can utilize themselves and then selectively share with the rest of the family over time. This document turned into the Family Financial Manifesto, and I encourage you to develop one for your family once you are far enough along in the Peak Growth Stage (fourth quartile and beyond). An abbreviated example of a Family Financial Manifesto is provided in Appendix C. Here's a brief overview of what one should contain:

1. An introductory statement that describes the purpose of the manifesto (to establish specific standards of excellence) and who is to utilize it (family, trustees, advisors)
2. A crystal clear declaration of how your assets should be proportioned to achieve preservation, lifestyle protection, and continued wealth creation goals. This should include the purpose of safety, market, and aspirational assets within your net worth.
3. A clear declaration of investment standards you strongly believe in and want followed at all times, such as diversification, cost efficiency, and simplicity
4. A clear declaration regarding the aim of all generations becoming accomplished, depletion-resistant wealth stewards
5. Standards related to the overall qualities of your balance sheet, cash flow, and portfolio
6. An explicit list of don'ts/shall nots (from lessons learned from past mistakes made by you or others)
7. A listing of overall standards regarding wealth management
8. A listing of important financially related values the family is to follow

SUPPORT IT ALL WITH A COMPLETE LEGACY SOLUTION

As you get a glimpse of what it takes to successfully navigate the Stages, what it takes to master the 35 Essential Strengths, and the great need to document and educate family members on the standards of excellence you established through your Family Financial Manifesto, it should become abundantly clear to you how much sense it makes to have the proper systems, structure, support, and disciplines in place to achieve your family financial legacy goals. Putting all of these resources and techniques together in a cohesive solution for you and each generation of your family is what we call the Complete Legacy Solution. I advise you to select a professional advisor of your choice to authentically put these capabilities in place in a systematic way, along with the ongoing support needed to help each generation, beginning with yours, to achieve the overall aim and the three goals outlined at the beginning of this chapter. They will firmly put you and your family on the path of financial mastery.

Lastly, I repeat the truism I shared in Chapter Three to wrap this brief but useful chapter on finances with a bow: “A penny saved is a penny earned. A penny saved and prudently invested is a good fortune. A good fortune elegantly stewarded and generously shared is a great legacy.”

VIPS

- Make it perfectly clear to your loved ones what success as a resourceful steward of wealth (no matter how little or much they have) looks like with the Stages of Financial Freedom.
- Share stories of success, failure, and course corrections. Zero in on wisdom learned from what worked and what did not.
- Acknowledge how external economic and creative destruction factors impact trajectories, and challenge each family member to learn how to successfully adapt to such conditions. (Conditions will differ between generations, and the best equipped families expect such change.)
- Utilize the 35 Essential Strengths, your own Family Financial Manifesto, and your own Complete Legacy Solution (with advisors of your choosing) to formally establish standards of excellence and support that can greatly aid you and your family members in mastering money.
- Tie in how items addressed in Chapter Five (be a lifelong learner, discover and share your greatest gifts and talents, reinforce meaningful goals with powerful habits, and recognize and pursue all four levels of happiness) influence your path on the Stages of Financial Freedom.

CHAPTER FIVE

Beliefs

*“Give a man a fish and you feed him for a day.
Teach him to fish and you feed him for a lifetime.”*

— PROVERB

As you read this book, you may come to recognize that making your indelible mark on the next generations comes from deep, loving relationships aimed at helping each family member confidently embrace life, truth, wisdom, challenge, and opportunity with dignity and fortitude. As much as you can and should share ways of thinking, acting, and being that have served you well in your own journey (as well as those that have not—so as to help family members avoid repeating the same mistakes), you come to a point of realizing that there are some basic, super-charged beliefs at the root of your being that gave you the ambition, perseverance, values, and course-correcting capability that led to all else. These super-charged beliefs are the most important to pass on, as they do not just feed the family for a day, a year, a decade, or a century; rather, they will feed them for their lifetime and eternity.

We encourage you to dig deep to identify these core beliefs that have served you and boldly make them the foundation of all of your legacy-building efforts. You will likely find that they are quite aligned with most or all of your other valuable tips and techniques. Frankly, if and when your family members embrace these root beliefs, they will

be equipped to rapidly discover or create all the rest. It's also likely true that if they do not embrace these core beliefs, all the other tips and techniques may be beneficial to them but will in some way be hollow and vulnerable. What root beliefs are so critically important to you and your success that they meet all of these criteria and thus are the most important for you to pass on?

We put our heads together and zeroed in on four root beliefs that are on the top of both our lists. We humbly share them with you here. Feel free to embrace them if they ring true to you. Some or all may match yours, or you may want to start from scratch to identify your own. The key is to genuinely drill into the core beliefs that help you continually grow, help you make good decisions from the start, help you make timely course corrections when you err, and, simply put, are the root beliefs that serve you best and point you to an ultimate level of happiness. It is likely that the root of the highest transcendent order of things, such as love, beauty, justice, truth, peace, freedom, wisdom, and knowledge, are in some way connected to your super-beliefs. Once you document them, you will want to continually model and share them with each generation of your family so they can either consciously or subconsciously adopt them, very naturally and with full personal freedom of choice.

Here are our four:

1. Be a lifelong learner
2. Discover and share your greatest gifts and talents
3. Reinforce meaningful goals with powerful habits
4. Recognize and pursue all four levels of happiness (the fourth being the most important and enduring)

Here's an explanation of each of our core beliefs:

BE A LIFELONG LEARNER

Both of us enjoy an unquenchable hunger and thirst for the truth, and this appetite has helped us both to become quite intense lifelong learners. When we sat down to reflect on what root characteristics,

beliefs, and values helped us the most, and which we would most want our children and grandchildren to embrace, being a lifelong learner made the top-four list.

Joseph: My wife Mary and I have modeled life-long learning so much that I believe it has naturally become quite ingrained in our family and legacy. It's been interesting to see how learning in our family manifests in different forms tailored to each family member by the type of structure that works best for each.

- I excel in experiential learning environments and in immersed self-study (books or recordings) that is quickly applied in real life situations.
- Our daughter Margie enjoys learning in the more formal structure of an academic setting or professional setting (self-teaching new skills when needed).
- Mary (who certainly had her full share of formal education all the way through to an MBA) now tends to excel by learning through groups (active group learning structure) and having an active reading regimen.
- John, an electrical engineer in an aerospace laboratory, seems to like the combination of formal and informal structures; and since he is so relationship oriented, he tends to go to those he respects and admires and asks for advice (the structure of informal mentoring).

The point is, with life-long learning as a strong belief, I think it is important to pursue the structure of learning that best fits each family member (and not force on them a structure that doesn't work).

In my research over the years, I have learned a lot from the work of Fred Kofman, a philosopher, author of *Conscious Business: How to Build Value through Values*, and now a vice president at LinkedIn. Among the jewels I found in his work, through a conference I attended, are the nine Enemies of Learning that I outlined with permission in my first book, *Absolute Financial Freedom* (Prosperity Press, 70–73). The first step to becoming a perpetual learner is to recognize and thwart the Enemies of Learning, which are essentially ill-conceived

attitudes about the process of learning.

THE ENEMIES OF LEARNING

- “I already know this.” Often at the root of this behavior is an insecure ego frightened of exposing an “expert’s” ignorance. The person who says this may quickly discount valid information to support current beliefs.
- “I don’t need to know this.” This narrow focus is often a way of avoiding personal responsibility.
- “I don’t want to know this.” People say this who may be too impatient to learn, who believe that new information will threaten a strong belief, or who fear learning will reveal ignorance and make them look bad.
- “I can’t learn this.” This attitude often characterizes those who suffer from low self-esteem and insecurity, and who believe they are unable to comprehend a topic.
- “I won’t give you permission to teach me this.” People who say this automatically discount an author’s competence or the relevance of the information.
- “I want to have it clear all the time.” Many people don’t enjoy the confusion that comes with learning and growing—often uncertainty and a required leap of faith on the front end and a sense of excitement, motivation, and clarity on the back end.
- “I want to be progressing all the time.” The learning process involves plateaus where learning is still going on but not as obviously as some would like. Enjoying both the plateaus and the breakthroughs can be powerful and fulfilling.
- “I want to be entertained.” Entertainment can lead to the debilitating instant-gratification attitude of, “If it’s not fun, I don’t want to do it.” In the end, learning will provide more value and enjoyment.
- “Just answer my questions.” Limiting yourself to specific, narrow questions stems from a posture of presumption. When you enter

a new domain, this stand is usually ineffective.

When you recognize these Enemies of Learning and see them coming, step back, realize they are not consistent with your long-term objectives—for your success and for your legacy—and move forward with a healthy learner’s attitude.

It’s important that you clarify your own thinking about learning and what it means for you and your family to be lifelong seekers of truth. Include in your thought processes the purpose for such learning resources as college, workshops, reading, YouTube, the world today, and electronic options for learning.

Tony: Most people at the time of this publishing believe it’s smart to get a college degree; and if that’s your belief, you certainly need to pass that along to your kids. I happen to believe that college isn’t for everyone and that *real-life learning* trumps getting a college degree. Of course, if someone wants to go into a career that requires a degree

or a specific discipline of learning, then college is for sure the best path of learning for them. However, if a person wants to learn skill sets about how to be successful in life, there are faster and more efficient ways to learn than college.

My belief is that
learning and
developing real-life
concepts in your
late teens and early
twenties can give you
a great jump on life.

—Tony Jeary

When my kids went to college, I told them, “I really don’t care about your grades; what I care about is your learning how to be successful in life. I want you to spend the most energy learning the things that you can really use.” When my oldest

daughter asked me after her first year of college to teach her how the world works, she was basically saying, “I’m not getting from college everything I need to know about how to be successful in this world, so I would like for you to teach me that.” Like me, she has an insatiable hunger for truth, and she really got the fact that I didn’t even care if she went to college to find it. However, since the college experience can be fun and it’s a place to gain maturity, I wanted her to have that

experience if that's what she desired. Your belief about learning may be similar to mine or you may have different beliefs; just know that it's important be clear on what you do believe so you can pass that along.

As a side note, when I hired coaches for my kids as they were growing up, I asked the college prep coach not to teach my kids using the word “jobs”; I asked the coach to teach them about careers. You may remember in Chapter Three that Joseph talked about how our lives are affected by the way we look at work—as a job, as a career, or as a vocation. I love his distinction, and it has transformed my thinking. Now what I want for my kids is for them to pursue a vocation rather than a career or a job.

It's important to understand that learning is a verb, not a noun. It's more than just acquiring head knowledge; it's applying what you've learned to your life. You haven't truly learned anything until you've acted on it. A perpetual learner maintains a constant state of wonder (curiosity) and a hunger and thirst for learning—a skill increasingly important with today's rapid changes. Continually expanding your knowledge can enhance your results infinitely into the future. Perpetual learning helps you consistently learn things that you're not seeing (your *Blind Spots*) and course-correct to adapt to the most absolute truth.

Continually
expanding your
knowledge can
enhance your
results infinitely
into the future.

DISCOVER AND SHARE YOUR GREATEST GIFTS AND TALENTS

Upon reflection, we both recognized that discovering and focusing on developing our greatest gifts and talents fairly early in life has had a deep impact on our success. In fact, we would both say our life journey has been a continual process of discovering our gifts and talents and finding the best ways to avoid being held back by our weaknesses. We both agreed that the more we can help our children grasp and live this concept, the more certain we can be that our kids are well suited to live a life of meaning, adventure, and mastery, rather than mediocrity.

Joseph: It's a little easier for me to see what worked in my life, now that I can reflectively weave together what I've read in great books, what I've learned from coaching, and what I've gleaned from a whole lot of experience (in our family and in many client families). What I discovered was that assessing and focusing on your natural talents, abilities, and competencies (not passions) is a very crucial, yet somewhat controversial, step in the process.

An important point is made in a book that came out several years ago called *So Good They Can't Ignore You: Why Skills Trump Passion in the Quest for Work You Love*, written by Cal Newport. The story behind the book is that Cal discovered a flaw in the conventional wisdom that so many profess: follow your passion. He made his case in the book and declared that approach to be outright wrong and dangerous.

In the book, Cal lays out a set of rules for focusing on craftsmanship and mastery (those areas where you have great talent and ability) and explains how passion is actually a byproduct of mastery. He got the idea while watching an interview of comedian Steve Martin on the Charlie Rose show, where Martin was talking about the advice he gives beginning actors and comedians when they ask him about career success. Martin said, "Nobody ever takes note (of my advice), because it's not the answer they want to hear. What they want to hear is 'Here's how you get an agent, here's how you write a script...' but what I always say is, 'Be so good they can't ignore you.'"

"Be so good
they can't
ignore you."
—Steve Martin

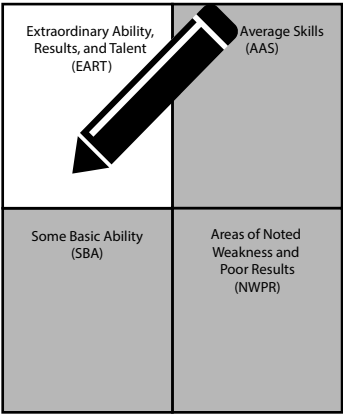
It's important to accept the fact that you and your children were born with many talents—just not in every domain of life. You excel in some areas and struggle in others. The secret to your success—and the success of your children—is to soar with the talents in which you very naturally and elegantly excel, and be so good with them that you can't be ignored.

It is actually very liberating to know you can let go of the areas where you struggle and embrace the ones in which you are gifted. Here's an exercise I first wrote about in my book *Absolute Financial Freedom* (246–252) that you can do for yourself and then encourage

your young adult and adult children to complete on their own and then openly discuss with you if they feel comfortable:

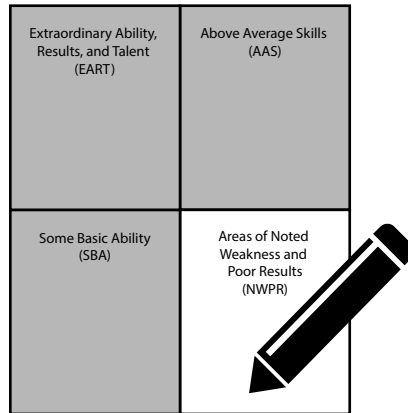
Here’s the process: Take out a sheet of paper and draw one line down the middle vertically and one across the middle horizontally.

In the upper left quadrant, write, “Extraordinary Ability, Results and Talent (EART).” These are the areas in which you absolutely demonstrate great promise and profound natural skill and ability, and in which you consistently achieve superior results when compared to all others. When these extraordinary capabilities are developed and combined with great skill, craftsmanship, and persistence, true passion, genius, innovation, and creativity will emerge and it will be clear that this is a valid talent to apply and pursue.



Your job with your children when they are young, when they are in the very formative early adulthood period, and when they go out on their own is to help them discover, challenge, and hone this extraordinary talent. It is here where you want to invest time, talent, and treasure the most to support and encourage, with everything from formal and informal education to helping them meet and regularly collaborate with others with similar and dissimilar EART (yes, amazing things happen when EARTs collide). Your goal is to provide a fruitful environment where they can learn to overcome obstacles, make course corrections, develop disciplines, and strategically think and act in ways that will maximize the EART opportunity at hand.

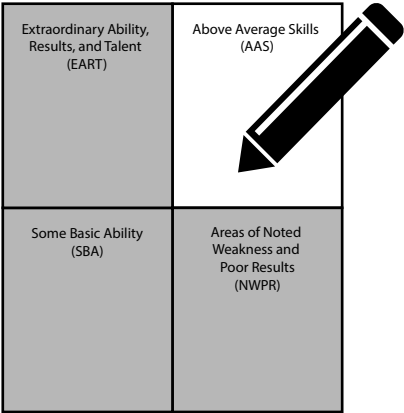
Now go to the bottom right quadrant and write: “Areas of Noted Weakness and Poor Results (NWPR).” I believe we all have weaknesses and should be open and honest about them so we can learn how to eliminate or mitigate them. A long time entrepreneurial coach of mine, Dan Sullivan, says, “All progress begins with the truth,” and I know this to be true. Simply make a list of what weaknesses show up from time to time and where you very consistently experience poor results.



Your job with your children is neither to ignore weaknesses nor to over-emphasize them. It is mostly about helping them face and learn to creatively mitigate or eliminate such weaknesses. *We all have them!* Sharing your own stories and stories of how others have successfully overcome weaknesses is a great way to model this success skill. Using strategic thinking, you will want to help them learn how to consider items in this category as they make important life decisions about such things as college, profession, trade, and ultimately vocation focus. Of course, the items discovered in the EART category will need to be the dominant lead, and items in the NWPR will need to be confidently and thoughtfully neutralized.

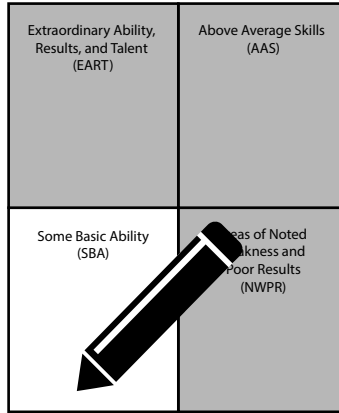
Now move to the upper right quadrant and write “Above Average Skill (AAS).” List here the skills you’re very good at, but not at the same level of extraordinary ability and results as those in the EART category. Frankly, it is this category that will help you separate very

good from exceptional. The best way to distinguish between the two categories is the level of creativity, innovation, and elegance involved in achieving results. EART items not only achieve exceptional results; creativity, innovation, and elegance are undeniably demonstrated in the process, as well. AAS-category items achieve above-average results and stop just short of the rest.



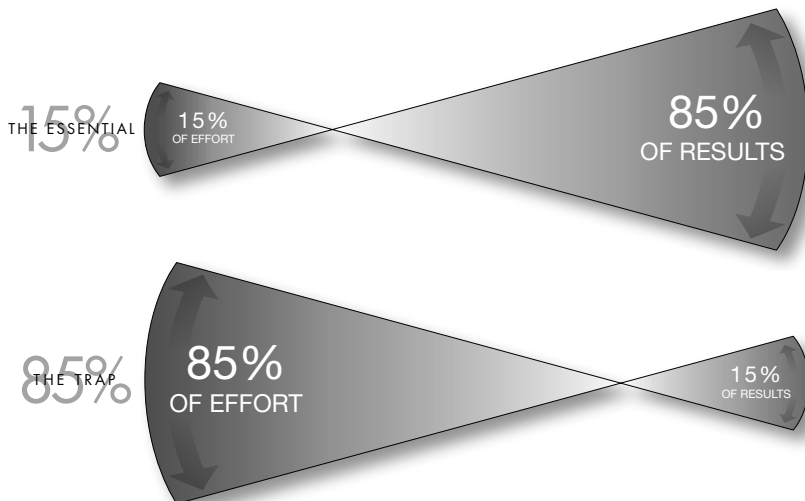
Your job with your children regarding AAS-category items is to acknowledge them and then support and develop them in a strong secondary capacity. Since opportunities will open up here, the more challenging part will be to help your child focus on the EART-category items and avoid pursuing AAS at the expense of EART. Simply put, be the parent/mentor that lovingly encourages them to pursue their EART and trust that they will naturally find the way. As for AAS, knowing they are above average in such talents will be an asset and will build their confidence. It's simply about not over-playing the AAS category and under-playing the EART.

Finally, in the bottom left quadrant, write: “Some Basic Ability (SBA).” In this quadrant list items where a basic level of competency exists—no less, no more. You might categorize these items as being in the mediocre level of skill and ability. Certainly any obstacle, challenge, or time constraint would greatly impact results (cause them to “fail”), and above-average results and creativity are out of the question with these items.



Your task here as a parent and mentor is very similar to your charge in the NWPR category. There is only one exception: There may be an area in which some proper training would move the item into the AAS category. Either way, some effort needs to be expended here to mitigate the item, as SBA is a category to avoid.

We all have things in all four categories. If you asked me to fix a car or physically build something, I'd likely break things, I'd be frustrated, I'd hate it, and I would avoid doing it. That's in my "Areas of Noted Weakness and Poor Results" zone. However, financial advisory is part of my unique ability. I'm able to capture the essence of what it takes to get the Essential 15% of things to succeed at the highest level. (The



Essential 15% approach, similar to Tony's *High Leverage Activities*, was inspired by systems and statistical expert W. Edwards Deming, who statistically proved that focusing on the first 15 percent of anything and getting that right gives you 85 percent of the results you want. In contrast, when any of us get the first 15 percent wrong [such as selecting the wrong strategy or approach], we doom ourselves to what I coined as the 85 Percent Trap. The 85 Percent Trap is akin to spinning your wheels in conditions where you only have the possibility to influence a maximum of 15 percent of results [see graphic]. The goal is to teach our kids to be effective and efficient. Effective is doing the right thing; and that, to me, is the Essential 15%. Efficiency is doing things right, which is basically the Essential 15% squared.)

When we help our kids discover where they truly have unique talents, skills, and abilities, it will help them create such a hunger and thirst and interest that they will go into that alpha state of their brain that erases time when they're working in those areas. Many of my days and even weeks and months have nothing to do with time whatsoever, because I'm working in this alpha state. It's where I have my greatest breakthroughs, and I would love for my kids to be able to enjoy the same advantage and privilege.

Of course, how you work with your kids to help them discover their gifts and talents will differ, depending on your stage of life—whether you're still parenting younger kids, they're coming into adulthood, they're out on their own, or they're newly in the workforce or long in the workforce.

I think it's important that we address here the negative pressure that our kids may get from high school or college counselors to choose a degree path under the wrong approach (follow passion instead of follow gifted talents). I believe our kids would be better served if guidance counselors would break away from current conventional wisdom and instead route them toward exceptional craftsmanship by working with them and their parents to assess their talents and incompetencies.

Most of us want our children to be effective (do the right things) and efficient (do things right) in life. By uncovering, observing, assessing, nourishing, and guiding their talents during each stage of their

lives, we can help them not only pursue the things that contribute to their happiness, but also support the best use of their natural talents to be both effective and efficient in the process.

Each individual is born with a unique DNA and personality; and a powerful thing you can do as a parent is to identify any of your kids' talents that might come as a result of your family's DNA, as well as those that are built into their unique personalities. Looking for early signs of talent and then nourishing those talents could help them discover their pathway to happiness and success.

Tony: As an example, we noticed when she was four that Brooke, our oldest daughter, would go into her closet and organize her shoes, and then she would organize her clothes. So, even though she was only four years old, I had a business card made for her that said, "Brooke Jeary, Organizer." I nourished that talent for years while she was young, and then I saw that organization morph into creativity. Then I began nourishing and highlighting that talent by finding ways to post and/or frame her paintings and drawings. Her passion and her gifting eventually led her to become a very talented and organized graphic artist.

As they grew older, I put my kids through different talent assessments and personality profiles so they could understand where their strengths were and so I could better route them accordingly. My youngest daughter, Paige, has a very special eye for photography, so I have encouraged and reinforced that talent for years, as well. I explained to both girls that those gifts and talents seemed to be passed down from my mother and grandmother, who were artistically gifted and who started a highly successful arts and crafts show (Affair of the Heart) ten years before my girls were even born that has grown over the last thirty-plus years into one of the largest and oldest in the world. I was happy to see them flourish in the talents that had been passed down through our family legacy.

We believe it's important, though, to allow your kids to follow their own path to happiness by pursuing the talents of their own choosing, rather than the talents you selectively point out or choose for them. I've seen several successful and wealthy parents who push their kids to take over their business, rather than letting their kids choose their

own pathway. Both of our daughters are leaders and have the perfect personalities to take over my business, and yet they currently have no interest in doing so. I realize that my life's work may not live on like it could if my girls had an interest in taking on the platform and connections related to my agency, and I'm really okay with that. My daughters won't find happiness doing something I might want them to do; they will only find happiness doing what they want to do.

REINFORCE MEANINGFUL GOALS WITH POWERFUL HABITS

As we thought about other super-beliefs that have served us well and also helped our children be successful in life, we knew that habits had to be the third belief we would recommend for you to model and teach to your own family members. We have both dedicated an enormous amount of time to developing powerful habits around meaningful goals in our lives, and we're convinced we would not be anywhere nearly as successful without this root capability. Both of us have also invested decades into developing a great body of work around habits.

Simply put, the results we get in our lives can be directly attributed to the habits we form. You can change your life to be anything you want it to be by changing your habits. Tony made habits the last foundational lesson of his SUCCESS course and book (RESULTS Faster!), because they are so important to success—period! Habits are a huge part of the legacy puzzle; they are powerful forces in your life that represent the combination of action and behaviors you execute on a conscious and subconscious basis daily. Developing good habits allows you to master the things in life that are important to you and helps you weed out bad habits. The bottom line is, good habits make you more productive and set you up to better succeed. So by developing, modeling, and then passing good habits along to your children, you give them many lifelong benefits.

It's important to model for your children that any of us can achieve mastery in any area of our lives if we're truly willing to commit our habits to it entirely. We continue in our habits because we crave and reward the outcomes. Think about it. How often do you keep a bad habit because you crave what it gives you? Here's a profound truth:

You have to strategically lift up and see the big picture, and then make whatever changes are necessary to improve your habits. If you're intentional about developing good habits, you will eventually replace the bad habits. It's like growing grass. If you grow grass, it chokes out the weeds. If you put good habits in, you can choke out your bad habits.

The truth is, habits are so powerful that you are 100 percent disciplined to them, good or bad. Whatever your habit, you execute it with great consistency—over and over into the future. For example, people with poor eating habits often remain loyal to them even when they know they will likely lead to weight or health problems.

You have habits both by design and by default. Your habits by design are those you purposefully implant to align your consistent behavior with your goals. If your goal is to have healthy teeth and fresh breath, for instance, your habit of brushing your teeth multiple times a day is a habit by design. On the other hand, you form habits by default out of chance and environment—like washing your hands before each meal because your parents ingrained that habit in you. By creating an awareness of which habits you formed by design and by default, you will be empowered to discover how to develop habits by choice.

The good news is, the enormous power of developing good habits can actually be considered a shortcut to success. You can program yourself for success by selecting and mastering desirable habits at will. There is actually no such thing as “successful” or “unsuccessful” people. Rather, there are people with successful habits and people with unsuccessful habits. The key is aligning your habits with your goals, your values, and the natural forces in life to create your desired outcomes.

By modeling and teaching your children to align their habits and goals with their values, you will help them have a much more congruent and masterful life. Think back to Chapter Three when we were talking about values, and we asked you to identify the values that are most important to you. If you'll pull out that list right now, we'll show you how to connect habits to each one of them.

Tony: In my 2017 book *RESULTS Faster!* I shared my top ten values to show the reader the power of correlating your habits with your val-

ues. I'll share a sampling of that exercise here so you can really grasp what we're talking about and model this exercise for yourself and your children.

1. One of my top values is personal faith. One of my habits, then, is to constantly pray throughout the day.
2. Another of my top values is altruism. One of my ongoing habits is to look for ways to be of value to others, and I have strategically built my life-long value arsenal that helps me do that.
3. Good health is another of my top values. I apply my strategic health habit by training virtually every day and eating healthy (approximately every ninety minutes). I'm even strategic about my snacking. Another habit is to go to bed early and sleep eight hours a night. All of these are habits that lead to my good health.
4. My family is obviously one of my top values, so I developed the habit of scheduling activities of interest, fun, and learning with my family members. Another habit I developed is carefully asking questions and listening to my kids. My daughter often says to me, "Dad, I love it that you listen to me." If you're around your kids and you're not listening, maybe that's a habit you need to pick up. Another habit is that I give sincere compliments to my kids, encouraging them and building up their self-esteem.

I think you get the picture. Now, using the values and habits I shared as a model, you can go through the same exercise and identify the habits that will support your top values. Then make those values and matching habits part of your legacy to help your children be the best they can be.

Joseph: The best way I like to put it is that I love putting things on automatic. In fact, once I learn how to do something that is extremely effective (doing the right thing) and efficient (doing it right) I immediately begin looking for ways to put the success on automatic via powerful habits.

I dedicated a good portion of my book *Absolute Financial Freedom* to the power of habits, and I talked about the Habits of Financial Freedom I've identified in my work. In short, I discovered three cat-

egories of financial habits that, when mastered, put a person on the path to financial mastery:

1. The Control Habits
 - a. The Point of Reference Habit
 - b. The Saving Habit
 - c. The Short-Term Security Habit
 - d. The Debt Habit
 - e. The Spending Habit
 - f. The Giving Habit
2. The Optimization Habits
 - a. The Income Optimization Habit
 - b. The Balance Sheet Optimization Habit
 - c. The Investment Optimization Habit
 - d. The Estate Optimization Habit
3. The Integration Habits
 - a. The Financial Freedom Habit
 - b. The Unified Goal Habit

I recognize that when someone looks at the quantity of these habits, they may think, *I'm just not that interested in money matters*. Here's my response to that, as surprising as it may sound (coming from a financial advisor): I am not that interested in money, either. The reality is that my interest is in unleashing people from the complexities of money so they can flourish with good and great fortunes. My interest comes from absolutely hating to see people struggle with money (money mastering them instead of vice versa). The Habits of Financial Freedom are really about ways to make money mastery automated and less time-consuming so you can dedicate your time to much more important pursuits.

My work on the Habits of Financial Freedom led to an even more elegant way to put these habits on automatic via the 35 Essential Strengths and the Wealth Optimization Dashboard that is a part of

the system I patented. (See Appendix B for an example.)

Both Tony and I strongly believe that you need to consciously focus on the action leading to a habit for a long enough period that it becomes automatic—both consciously and subconsciously. This requires focus, because until the new habit is burned in, any drifting outside of the focus goes straight back to old habits, sabotaging your success in implanting new desired habits. In my book *Absolute Financial Freedom* (118-127), I list seven rules to follow that are crucial for your success in developing new habits. See Appendix D for a listing of the seven rules.

RECOGNIZE AND PURSUE ALL FOUR LEVELS OF HAPPINESS (THE FOURTH BEING THE MOST IMPORTANT AND ENDURING).

Okay, we deliberately saved what we both believe to be the most important belief for last. No, not because it is last on our minds (actually, its first and foremost on both of our minds), but mainly due to the fact that it gives very natural order to the other three, as well as everything else in the book. Yes, this fourth belief can be considered the super-belief of super-beliefs because it ties in basic human desires with the transcendent desires (love, beauty, justice, truth, eternal life, and God). Nothing is as important to us as passing this wisdom on to our family members (and, of course, others).

Joseph: I first learned about the Aristotilian four levels of happiness from Fr. Robert Spitzer, SJ, Ph.D., who has written and spoken extensively about them. Fr. Spitzer points out that throughout the centuries philosophers (and later psychologists) have written extensively about four major kinds of desire and happiness (discussed below), so a tremendous body of work exists in support of this material.

Here is my paraphrased and borrowed (with permission) explanation of the four levels, organized on the basis of their pervasiveness, endurance, and depth:

1. Level One: Immediate Gratification (External Pleasure). These are bursts of mostly pleasure-inducing pursuits that are connected with biological instincts for survival and propagation (food, drink,

shelter, physical stimulus, procreation, and safety). While not bad, in and of themselves; they are shallow and relatively short-lived. If we over indulge or fixate on these pursuits, they will lead to a crisis and unhappiness (over eating, addiction, etc.). Most move to the second kind of happiness, and then to the third and hopefully to the fourth.

2. Level Two: Achievement (Ego-Comparative Desires). Because we are human and have the ability to be aware of ourselves and the outer world, it doesn't take long for us to become competitive. The competition goes beyond winning and losing, and we begin to seek advantage in anything from achievement to popularity, status, beauty, intelligence, control, power, and every other form of honor or prestige. It's the desire for happiness at this level that leads us to make money, have a nice house, achieve fame and fortune, win over someone else, gain a new degree, etc. Yes, these quests can create longer enduring happiness and pleasure than the pursuits in Level One; however, if you pursue comparative achievement as an end, once you look harder, you soon discover that someone else has more, is smarter, is more popular, healthier, younger, stronger, etc., and an existential crisis will be created. Again, there's nothing wrong with pursuing achievement goals; it just becomes an issue when our search for desire and happiness artificially ends here. Most of us learn that we can apply our self-awareness in a new way that is less about us (and our achievement) and more about others, giving rise to the third level of desire/happiness.

3. Level Three: Giving/Charity (Contributive-Empathetic). Once we recognize we have the ability to enhance the outer world—even to the point of self-sacrifice—and make others' lives better, we enter this third level. Since you're reading this book and interested in making an indelible positive mark on the lives of your family members, it's probably safe to say your motivation comes from this empathetic desire. Both Tony's and my motivation for writing this book is strongly tied to this third level of happiness (and yes, no doubt there are Level Two elements at play as well). Empathy (a radical openness to the goodness of another) moves us from the self-centeredness and competition of Level Two and opens the way to sympathy (caring about and caring for others), which is the source of charity. Giving to someone evokes great feelings of joy and happiness; and whether it's giving to our kids,

to our friends, or to the poor or sick, it's seen as a pursuit of the common good. Great thinkers throughout the ages have recognized that we each have a conscience that manifests in an attraction to and love of goodness-justice and an inner shunning and fear of evil-injustice. It is our conscience that leads us to adhere to the silver rule—do not do a harm to others that you do not want done to you—which is the foundation for human civility, common law, and social order. Empathy and conscience can not only prevent us from doing something negative; they can also move us toward great heights of good and give us a sense of purpose. Living a life of significance is related to this desire. However, as great as giving is, and as much as it makes the world a better place, if you stop here you hit a crisis point, because Level Three does not deal with transcendental desires (see below) and the yearning for the sacred that is inherent in all of us.

4. Level Four: Transcendental Happiness (perfect love, truth, goodness, beauty, home, and the sacred—God). According to a 2012 study by the Pew Center,⁵ 84 percent of the world's population identifies with a religious group that worships some sort of “divine other.” Some religions refer to this “divine other” as a personal God, some as a universal creative power, and some as a supreme consciousness that is both within us and beyond us. It's all related to the cosmic struggle between good and evil and our human desire for perfect truth, perfect love, perfect goodness, perfect beauty and perfect home. If these perfect things are not to be found in this finite world, then our nature must be transcendent (beyond the limits of ordinary experience) and our destiny beyond this world. If we want to live our lives to the fullest degree possible here on this earth, we will live it in earnest pursuit of this most enduring and pervasive level, with its highest rewards gained after we leave this life.⁶

While beyond the scope of this book to explore at length, Tony and I both profess the good news of Jesus in the sacred Christian Gospels

5 “The Global Religious Landscape,” Pew Research Center, December 18, 2012, <http://www.pewforum.org/2012/12/18/global-religious-landscape-exec/> (accessed 1/23/17).

6 Information in this section taken from “The Four Levels of Happiness” by Robert J. Spitzer, May 2014, Magis Center of Reason and Faith.

as the truth, the light, and the way (to Transcendental Level Four Happiness). We believe these Gospels and the Holy Bible (Old and New Testaments) reveal the truth of creation, the source of evil (twisted truth to be overcome), and the redemptive truth (salvation through following Jesus Christ) and earnestly seek to pass on this good news to our children and grandchildren so our happiness can be enjoyed, by the grace of God, for all of eternity together.

We believe ordering our lives centered on love of God and neighbor, which Jesus said are the two greatest commandments (Matthew 22:37-39), helps us to be humble and avoid being prideful (the root of evil). We further believe that God's plan for happiness is set out in the eight "beatitudes" found in Matthew 5:3-10 in the Bible. The first beatitude, "Blessed are the poor in spirit, for theirs is the kingdom of heaven (Matthew 5:3, NIV)," can basically be interpreted as a promise of happiness (being "blessed") for those who have a hunger and thirst for truth (are "poor in spirit"). The highest order of this truth is transcendental truth. Other beatitudes are about disconnecting to worldly things, which relates to not putting Levels One, Two, and Three above Level Four. The highest and best aim we have for our legacy is to pass along our Christian faith to our children and grandchildren and encourage their lifelong hunger and thirst for this truth.

Given that we believe that the most important thing we can do as parents is to guide our children on a path that will lead them to heaven, we want to share with you some great truths we discovered in the book *Families and Faith: How Religion is Passed Down across Generations*, by Vern Bengtson. The author points out that, "For religious mothers and fathers, transmitting faith to offspring is an important part of that [socialization] preparation. Their efforts at religious socialization in most cases are reinforced and amplified through religious organizations, most of which have extensive programs and activities directed toward training children and youth in practices and beliefs. *Still, parents are the key to religious socialization*" (emphasis ours).⁷ He went on to say, "In studying religious transmission, we wanted to examine

⁷ Vern Bengtson, *Families and Faith: How Religion is Passed Down across Generations*, (New York, Oxford University Press, 2013), 72.

differences between children who feel close to their parents compared to those who do not. In each wave of the study, we asked questions assessing intergenerational solidarity of both parents and children... *Close parent-child bonds are more conducive to religious socialization, and in the absence of close parent-child bonds, this transmission is less likely to occur*" (emphasis ours).⁸

Whatever your beliefs are, it's important to understand that the pursuit of perfect truth, perfect love, perfect beauty, perfect justice and perfect home is the most significant thing you can do to find happiness. You can debate many different things, and yet most everyone can agree that absolute truth exists and must be pursued if we are to find the truly meaningful life. We suggest you think about what's really important to your happiness and constantly filter your activities accordingly. Then pass along that understanding to your children and watch them flourish!

⁸ Ibid, 73-74.

VIPS

- There are some basic, super-charged beliefs at the root of your being that gave you the direction, ambition, virtues, perseverance, values, and course-correcting capability that led to all else. These super-charged beliefs are the most important to pass on, as they do not just feed the family for a day, a year, a decade, or a century; rather, they will feed them for their lifetime and eternity.
- Clarify your own thinking about learning and what it means for you and your family to be lifelong seekers of truth. Include in your thought processes the purpose for such learning resources as college, workshops, reading, YouTube, the world today, and electronic options for learning. Be sure to pursue the structure of learning that best fits each family member and not force on them a structure that doesn't work.
- Learning is a verb, not a noun. It's more than just acquiring head knowledge; it's applying what you've learned to your life. You haven't truly learned anything until you've acted on it.
- We all want our children to be effective (do the right things) and efficient (do things right) in life. By uncovering, observing, assessing, nourishing, and guiding their talents during each stage of their lives, we can help them not only pursue the things that make them happy, but also support the best use of their natural talents to be both effective and efficient in the process.
- Strategically allow your kids to follow their own path to happiness by pursuing the talents of their own choosing, rather than the talents and/or career paths you choose for them.
- The results we get in our lives can be directly attributed to the habits we form. Developing good habits, modeling them, and then passing them along to your children gives them many lifelong benefits and can put otherwise complex components of success on automatic.
- Model for your children that any of us can achieve mastery in any area of our lives if we're truly willing to commit our habits to it entirely.

- By teaching your children to align their habits with their values, you will help them have a much more congruent and masterful life.
- The four levels of happiness provide context, order, and priority to various life pursuits and explain the crisis you can or will experience if stopping short of Level Four (Transcendental Happiness).
- Whatever your beliefs presently are, it's important to understand that your and your family's pursuit of perfect truth, perfect love, perfect beauty, perfect justice, and perfect home is the most significant thing you all can do to experience eternal joy and happiness together.

PART THREE:

Conclusion:
Ensuring You Have the
Right Team and Tools

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To get the optimal results from any endeavor, it's best to think of form before function. After you get really clear on what you want to achieve, look at the form that's there to support you before you go on to execution.

When you started reading this book you signed up to expand your thinking about family legacy; and to help you do that we've given you some of our best thinking in five different areas: Communication, People, Intellectual Capital, Financial, and Beliefs. When you have the right team and tools in place (the form), you have the infrastructure to function masterfully in each of those areas, and the stars will align to increase your chances of success. The right team and tools are the key forms that will help you make the greatest progress.

In Chapter Two we talked about having the right team members in place to not only support our individual success but to also support our ability to transfer a big part of who we are to our heirs. And throughout the book we talked about a variety of tools that we have used personally and with our clients. Now it's up to you. If you really want to ensure that your legacy plays out the way you want, then you

must be diligent in putting your personal team together and making the best use of the tools we've suggested.

THE ESSENCE OF THE BOOK

This book is about being more strategic in creating the legacy you want for your family, and we've given you our best ideas on how that can be done. We realize that we've shared a great deal of information, and we know it can be overwhelming. One of the things we both do when we read a book and expand our own thinking is filter it down and really get the essence of it. So in order to make it easier for you, we decided to give you a review of the main points of the book that you can use to rate yourself as you go forward. If we've impacted you as a reader, you may want to take this little summary and make it your action plan.

PART ONE: THE FAMILY LEGACY (THE WHAT AND WHY)

- As you plan your legacy, know what that golden nugget is and how you want it to impact your family members.
- Strategically think about your legacy on a higher plane.

PART TWO: BEST PRACTICES FOR CREATING A GREAT FAMILY LEGACY (THE HOW)

Chapter One: Communication

- There are potentially five stages of relationship with your children, and each stage requires adjustments in the way you communicate.
- Meet your family members where they are in life as they grow and learn and explore their own places.
- Be *Communication Ready* to respond and course-correct in real time when events happen.
- Take advantage of holidays and events to create proactive communication and promote legacy with your children.

Chapter Two: People

- Who you spend time with, you become. Model this for your kids and make sure they understand it and live it.
- Build a great *Life Team* and share it with your heirs.
- Open doors for your children by transferring your connections and relationships.
- Expand your legacy-building efforts to in-laws and grandchildren, when the time comes. Legacy is viral and flows in all directions, not just north to south.

Chapter Three: Intellectual Capital

- The values we instill in our children play a substantial role in teaching them to be successful in life and in passing down family legacy.
- Encourage each family member to develop standards that reflect the way they want to live each day.
- Find your family's rhythm of success through rituals and traditions.
- You shouldn't force your intellectual capital on your kids or grandkids. An effective transfer takes place when the intellectual capital is modeled and when they seek you out and ask questions about it.

Chapter Four: Financial

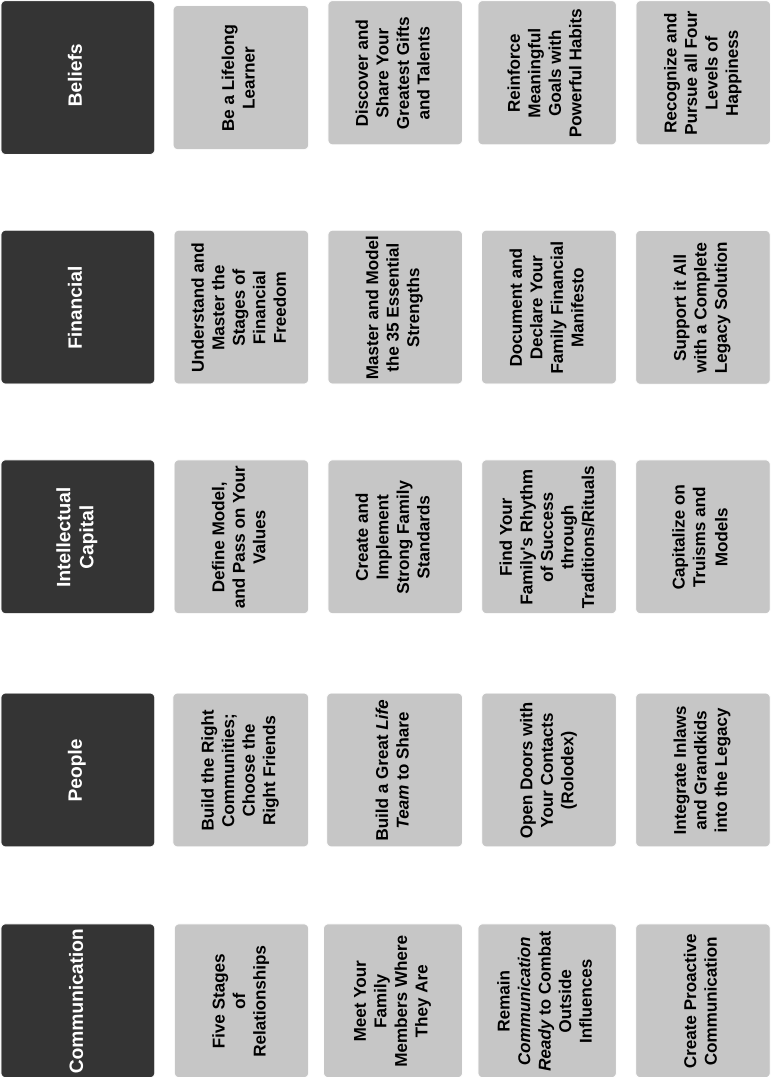
- Make it perfectly clear to your loved-ones what success as a resourceful steward of wealth (no matter how little or much they have) looks like with the Stages of Financial Freedom.
- Share stories of success, failure, and course corrections. Zero in on wisdom learned from what worked and what did not.
- Acknowledge how external economic and creative destruction factors impact trajectories, and challenge each family member to learn how to successfully adapt to such conditions. (Conditions will differ between generations and the best-equipped families expect such change.)

- Utilize the 35 Essential Strengths, your own Family Financial Manifesto, and your own Complete Legacy Solution (with advisors of your choosing) to formally establish standards of excellence and support that can greatly aid you and your family members in mastering money.

Chapter Five: Beliefs

- There are some basic, super-charged beliefs at the root of your being that gave you the direction, ambition, virtues, perseverance, values, and course-correcting capability that led to all else. It is these super-charged beliefs that are the most important to pass on, as they do not just feed the family for a day, a year, a decade, or a century; rather, they will feed them for their lifetime and eternity.
- Learning is a verb, not a noun. It's more than just acquiring head knowledge; it's applying what you've learned to your life. You haven't truly learned anything until you've acted on it.
- We all want our children to be effective (do the right things) and efficient (do things right) in life. By uncovering, observing, assessing, nourishing, and guiding their talents during each stage of their lives, we can help them not only pursue the things that make them happy, but also support the best use of their natural talents to be both effective and efficient in the process.
- The results we get in our lives can be directly attributed to the habits we form. Developing good habits, modeling them, and then passing them along to your children gives them many lifelong benefits and can put otherwise complex components of success on automatic. Model for your children that any of us can achieve mastery in any area of our lives if we're truly willing to commit our habits to it entirely. By teaching your children to align their habits with their values, you will help them have a much more congruent and masterful life.
- The four levels of happiness provide context, order, and priority to various life pursuits and explain the crisis you can or will experience if stopping short of Level Four (Transcendental Happiness).

Graphic Overview



Whatever your beliefs presently are, it's important to understand that your and your family's pursuit of perfect truth, perfect love, perfect beauty, perfect justice, and perfect home is the most significant thing you all can do to experience eternal joy and happiness together.

We sincerely pray that you can use the ideas we've shared in this book to shape an incredible legacy for your family. If we've made that kind of impact on you, we hope you will pass along a copy of this book to each of your adult children and grandchildren and make it a part of your legacy.

About the Authors

Tony Jeary, known as The RESULTS Guy™, is a strategist, thought leader, and prolific author of over forty titles, multiple best sellers, and hundreds of courses.

Tony is unique and sought after by the world's best. His client list has now exceeded one thousand organizations in over fifty countries. He truly is a special resource that delivers and is a “secret weapon” to many business savvy leaders.

For more than two decades, Tony has coached the world's top CEOs, entrepreneurs, and high achievers. He has personally advised the presidents of Walmart, SAM's Club, Ford, Shell, Samsung, New York Life, American Airlines, Texaco, TGI Fridays, and Firestone, as well as entrepreneurs from Forbes Richest 400 and even the US Senate's Sergeant-at-Arms.

His specialty is compressed time. He partners with selected clients to clarify their visions and ensure they stay focused so they execute with extreme accountability, resulting in carving years off most client's strategic visions. He delivers “Vision to Reality” in time frames many can't even believe.

Tony practices daily the business mantra his father taught him growing up, “Give Value... Do More Than is Expected.”

Tony lives and works in DFW where, at his private RESULTS Center, he and his hand-picked team strategically assemble powerful game plans, inspire high performance, and encourage all those he touches, resulting in enhanced sales/profits, and raising companies' value. He has been happily married for over twenty-five years; and at the time of this publishing, he and his wife have three wonderful adult children—two daughters and a son-in-law.

Joseph J. Janiczek, ChFC, MSFS, is Founder and CEO of Denver, Colorado, headquartered Janiczek Wealth Management, which exclusively serves high-net-worth (\$2 million to \$20 million portfolios) and ultra-high-net-worth (\$20 million + portfolios) individuals and families across the country. He and his firm have been named among the top, best, and most exclusive wealth advisors in the nation multiple times.* Go to www.janiczek.com for more information.

Joseph spent decades in the trenches with families experiencing life-changing liquidity events (such as selling a business, exercising highly appreciated stock options, etc.) and ultimately developed and patented Systems and Methods for Optimizing Wealth. He is a pioneer in the disciplines of Evidence-Based Investing (EBI) and Strength-Based Wealth Management (SBWM) and an award-winning author of *Absolute Financial Freedom* and *Investing from a Position of Strength*.

Joseph and his wife Mary reside in Colorado, where they raised their (now adult) children Margie and John. They both feel quite blessed to have grown up in loving, caring, and relationship-oriented families and attribute the roots of their resourcefulness, work ethic, and faith formation to their parents and their robust Catholic church and faith community.

*Ranked/Named among Top, Best, and Most Exclusive Advisors sources: Barron's March 2017, 2016, 2015, 2014; Advisory HQ March 2016; Financial Times June 2015; Five Star Professional November 2015, 2013, 2012, 2011, 2010, 2009; Mutual Funds Magazine January 2001; NABCAP September 2010, 2011, 2013; Worth Magazine July 2002, January 2004, October 2004, October 2008; Wealth & Finance International, October 2014. Rankings and/or recognition by unaffiliated rating services and/or publications should not be construed by a client or prospective client as a guarantee that he/she will experience a certain level of results if Janiczek & Company, Ltd. is engaged, or continues to be engaged, to provide investment advisory services, nor should it be construed as a current or past endorsement of Janiczek & Company, Ltd. by any of its clients. Rankings published by magazines, and others, generally base their selections exclusively on information prepared and/or submitted by the recognized adviser. A copy of the Janiczek & Company, Ltd. written disclosure statement discussing our advisory services and fees is available upon request. Go to www.janiczek.com for more details or call 303-721-7000.

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6. We've Got to Stop Meeting Like This
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8. Speaking Spice
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14. Presenting with Style
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16. Too Many Emails
17. Winning Seminars
18. 136 Effective Presentation Tips
19. Complete Guide to Effective Facilitation
20. Training Others to Train
21. NLP Mastery
22. Neuro Linguistic Communication P.A.
23. 10 Essentials to Execution
24. One-on-One Presentations (Coaching)
25. Monday Morning Communications

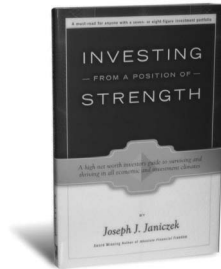
26. Speaking from the Top
27. Nervous to Natural
28. Images of Beauty
29. Presentation Mastery for Realtors
30. Presenting Learning
31. Life Is A Series Of Presentations
32. Purpose Filled Presentations
33. Negotiation Mastery
34. The 180 Rules
35. Ultimate Health
36. Leadership 25
37. Strategic Acceleration
38. We've Got to Start Meeting and Emailing Like This
39. Thinking Pays!
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41. Strategic Parenting
42. Living in the Black
43. Leverage
44. Rich Relationships
45. Advice Matters
46. Strategic Selling
47. Change—It's All About Mindset
48. RESULTS Faster

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52. Money Kit
53. Strategic Learning

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Investing from a Position of Strength

Many people fail to see and capitalize on the connection between optimal levels of financial strength, agility, flexibility, endurance, and investment success. This book identifies that the key to surviving and thriving in all economic and investment climates is financial strength. Joseph J. Janiczek, MSFS, ChFC, named among the top, best, and most exclusive wealth advisors in the nation multiple times,* pioneered optimal ways of measuring, building, and permanently maintaining financial strength; and he shares his many tools and techniques in this groundbreaking book.

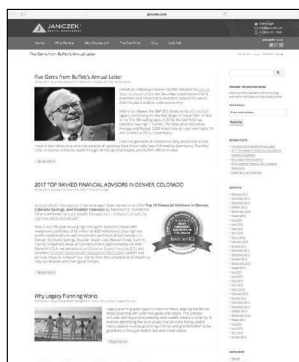


Absolute Financial Freedom

This book was named Best Business/Finance book of the Year by CIPA when it was first released (in 2000). It's Mr. Janiczek's extensive look into the Stages of Financial Freedom® (a detailed financial road map, including commonly experienced dead-ends—and how to avoid them), the Habits of Financial Freedom® (over a dozen key habits to develop and put on automatic), and the Seeds of Financial Freedom®

*See footnote on page 125.

(key attitudes and beliefs most compatible with financial success and mastery). Written to demonstrate the complete path from poverty to privilege, this book is designed to assist all generations of your family in learning to be exceptional, depletion-resistant stewards of financial resources (whether you have a small, medium, or large amount).



www.janiczek.com

Read timely blog posts written by Mr. Janiczek and other professionals at his highly specialized investment and wealth-management company. Keep up on the latest in Evidence-Based Investing (EBI) and Strength-Based Wealth Management® (SBWM).

Coming Soon:

1. MOST MISS: Ten Major Things Most High-Net-Worth People Miss—and How to Gain Them
2. SEVEN-, EIGHT-, AND NINE-FIGURE LIQUIDITY EVENTS: What Highly Successful Business Owners Need to Know to Prepare for an Optimal and Timely Exit
3. OPTIMAL FINANCIAL STRENGTH: The Ultimate Financial Advantage and How to Gain It
4. OPTIMAL FINANCIAL MOMENTUM: How to Generate the Traction Needed to Sustain Growth and Avoid Stagnation or Depletion
5. OPTIMAL FINANCIAL RESULTS: It's Easier Than You Think When You Focus On What Matters Most

Our Offerings and Services

TONY JEARY

Results Coaching

Advice Matters, if it's the right advice. Having coached the world's top CEOs, published over forty books, and advised over one thousand clients, Tony has positioned himself with a unique track record to take serious high achievers to a whole new level of results.

Interactive Keynotes

Tony not only energizes, entertains, and educates, he also has his team work strategically and smartly with the event team to make his part as well as the entire experience a super win. An hour with Tony often changes people's lives forever and impacts an organization's results immediately. He delivers value, a fun factor, and best practices people can really use.

Strategic Acceleration Facilitation Planning

Tony can do in a single day what takes many others days and even weeks to accomplish. He has refined a process so powerful the world travels to his private think tank (called the RESULTS Center) to experience clarity, focus, and the ability to synergistically execute. He provides at your fingertips two decades of best practices, processes, and tools for accelerating dramatic, sustained results in any organization.

Collaborative Relationships

We selectively partner with organizations in an annual collaborative engagement where we pour into an entire organization and help build a super-charging, motivated, and engaged *High-Performing Team*. We align with the C-Level management vision and become an extension of them.

See www.TonyJearyTheResultsGuy.com for five questions and answers every executive wants to know.

The bottom line is we help: CLARIFY Vision, FOCUS on What Matters Most—High Leverage Activities (HLAs)—so people EXECUTE and get the Right Results Faster!

www.tonyjeary.com

JOSEPH J. JANICZEK



www.janiczek.com

303-721-7000

cwegner@janiczek.com*

**New client inquiries will be directed to our Director of New Client Engagement, Cathy Wegner, who will begin the conversation, assist you in answering any immediate questions and put you in touch with a Janiczek professional advisor when the time is right.*

About Janiczek Wealth Management

Named among the top, best, and most exclusive investment and wealth advisors and managers in the nation multiple times,* Janiczek Wealth Management is a pioneer in the disciplines of Evidence-Based Investing and Strength-Based Wealth Management. Headquartered in Denver, Colorado, the 27-year old enterprise serves high- and ultra-high-net-worth clientele across the country with a concentration of clients in the Rocky Mountain region.

Who We Serve

We exclusively serve high-net-worth investors (those with portfolios of \$2 million to \$20 million) and ultra-high-net-worth investors (those with portfolios of \$20 million+). We have specific specializa-

*See footnote on page 125.

tion in assisting accomplished business leaders who have experienced or will experience a life-changing liquidity event (ideally beginning three years before, continuing right at and most significantly, continually after a business sale, stock-option exercise, transaction, etc.). Given the multi-generational aspect of our clientele, our Complete Legacy Solution (see below) is a natural outcome of significant work and proprietary tools and processes aimed at assisting multi-generations of a family in mastering wealth.

Five Standards of Excellence

1. **Fiduciary.** Legally bound to do what is in client's best interest 100 percent of the time.
2. **Fee-only.** No selling of products or earning of commissions.
3. **Full Disclosure.** No undisclosed arrangements.
4. **Full Breadth.** No narrow scope limiting advisor's perspective. Our Evidence-Based Investing and Strength-Based Wealth Management is our full-breadth approach.
5. **Free Agency.** No proprietary products; we offer comprehensive access to broad offerings globally.

Service Packages



The Complete Wealth Solution

Investing with Strength, System, Structure, Support, and Discipline

Our Complete Wealth Solution is our flagship service package. It provides the combination of Strength-Based Wealth Management (SBWM) and Evidenced-Based Investing (EBI) we find most needed by clientele seeking to be depletion-resistant wealth stewards and

penalty-resistant investors. Think of it as a comprehensive investment-management service integrated with our most popular financial, retirement, and estate planning services and techniques. Central to this service are our Five Guiding Principles, Wealth Optimization Dashboard, 35 Essential Strengths, and, of course, the Stages of Financial Freedom.

The Complete Legacy Solution

Investing with Strength, System, Structure, Support, and Discipline... for Generations

If your goal is to master all the elements of the Complete Wealth Solution (see above) for yourself and you would like your adult children, and perhaps adult grandchildren, to also engage in the process of learning to master money, this service package is for you. It includes the services of the Complete Wealth Solution for you and tailored services, including periodic family meetings (if desired) and coaching/advising of adult children and adult grandchildren. It is an ideal way to consider to make money mastery a part of your family legacy. Includes the Family Financial Manifesto and other tools, techniques, and processes aimed at maximizing the opportunity at hand.

The Complete Investment Solution

Investing with System, Structure, Support, and Discipline

Recognizing that in some cases, clients want to immediately engage our Evidence-Based Investing (EBI) services, and turn on other components of our services later, this service package offers our investment-management services only. It includes all our start-up and ongoing services related to building and managing an investment portfolio tailored to your time horizon, risk temperament, investment objectives, cash flow (expected portfolio distributions), and liquidity needs, as defined by you in our Investor Profile (IP) form. It includes the robust investment-management components of our services, but none of the financial, retirement, estate, or legacy-planning and advising services.

Discovery Session and Gap Analysis & Remedy Session Offer

The above is a summary of our service packages. We also have a variety of ala carte services that may be applicable in certain situations, such as business exit planning (services tailored to those who own a business and engage us before a liquidity event to prepare for such an event). *Call us at 303-721-7000 if you are interested in considering and evaluating where a match to work together may exist. We offer a Discovery Session and a Gap Analysis & Remedy Session to qualified prospective new clients as a great way to begin the conversation, evaluate needs and options, and determine if/where a best fit exists. Call us at 303-721-7000 to begin the conversation.*

See our ADV Part II disclosure brochure, available upon request and distributed to all clients, to see important disclosures about our fees, personnel, and services, before selecting and engaging in any services.

For more information:
Janiczek Wealth Management
www.janiczek.com
303-721-7000

* Ranked/Named among Top, Best and Most Exclusive Advisors sources: Barron's March 2017, 2016, 2015, 2014; Advisory HQ March 2016; Financial Times June 2015; Five Star Professional November 2015, 2013, 2012, 2011, 2010, 2009; Mutual Funds Magazine January 2001; NABCAP September 2010, 2011, 2013; Worth Magazine July 2002, January 2004, October 2004, October 2008; Wealth & Finance International, October 2014. Rankings and/or recognition by unaffiliated rating services and/or publications should not be construed by a client or prospective client as a guarantee that he/she will experience a certain level of results if Janiczek & Company, Ltd. is engaged, or continues to be engaged, to provide investment advisory services, nor should it be construed as a current or past endorsement of Janiczek & Company, Ltd. by any of its clients. Rankings published by magazines, and others, generally base their selections exclusively on information prepared and/or submitted by the recognized adviser. A copy of the Janiczek & Company, Ltd. written disclosure statement discussing our advisory services and fees is available upon request. Go to www.janiczek.com for more details or call 303-721-7000.

Acknowledgments

We want to thank Nonie Jobe, Madison Walker, Morgan Collins, Marlo Haft, Brooke Hawkins, and the entire TJI team for helping us assemble, sort, and organize the content of this book. We also want to thank the Intellectual Capital Teams at Janiczek Wealth Management and Wealth with Ease, LLC., especially Margie Hannum and Monty Jorgensen. And we are both grateful for those who helped us write our individual books in the past, as well, for those books have provided much of the content we share here.

We want to thank our remarkable kids for allowing us to prove out what we've attempted to do in our own lives to date, and we encourage them and others to keep spreading the word about the value of building a great family legacy. Writing this book has certainly been a dual process with our wives, who have been so instrumental in helping us build an extraordinary legacy for our own families. And we want to express our appreciation to our parents and grandparents, who have had such an important hand in mentoring and teaching us and our children and modeling the value of leaving a wonderful legacy. We're grateful for our church families, as well, for expanding our understanding of the real value of legacy.

We also owe a great deal to the many client families we've worked with over the years, who have entrusted us to go deep into their lives, their families, their finances, and their goals, ambitions, and passions. Through them we've had the opportunity to grow and learn how to achieve the issues we talk about in this book.

Glossary of Terms

COINED PHRASES /TERMS CREATED AND/OR ADOPTED BY TONY JEARY AND JOSEPH JANICZEK

35 Essential Strengths®: Thirty-five key financial strengths, backed up by over one-hundred proprietary standards of excellence, that greatly impact the elastic limit wealth threshold (how much stress your finances can withstand before being irreparably damaged) of your wealth. A summary of these are provided in Appendix B. (Go to www.janiczek.com/sbwm for more details.)

3D Outline™: A powerful outline format that includes the What, Why, and How aspects of a presentation or meeting; used for shortening the planning process and to insure every minute is maximized. (Ask about TJI's 3-D Outline™ Builder Software.)

85% Trap™: The 85% of activities that only influence 15% of results. When you work hard and yet feel like you are only spinning your wheels, it could be a sign that you are in the 85% Trap. It is the opposite of the Essential 15%™, which are the 15% of powerful activities that influence 85% of results. It's best to seek to avoid the 85% Trap™ and identify and focus on Essential 15%™ activities.

Accelerator Matrix: A TJI tool that includes the overall objective and generally three columns that list: 1) five to ten HLAs, 2) acceleration actions related to each HLA, and 3) potential roadblocks related to each HLA to bust before they happen.

ADOME: An internal mnemonic for the defined type of client we want to attract and do business with: Aggressive and Appreciative, they want to Do business with TJI, Open minded, Money is to be made, and there is opportunity for an Equity play or success fee based on extraordinary results.

Aspirational Assets: Assets that have the great exaggerated potential

to increase in value in multiples (2x, 10x, 100x, etc.) as opposed to more traditional investment market assets (stocks, bonds, mutual funds, ETFs) expected, in normal long-term economic expansion periods, to perform in the single to lower double digit return spectrum. Private companies/ventures, venture capital, angel investing, etc. can all fit into this speculative category.

Belief Window: A model of a filter through which you view the world and make decisions accordingly. It includes everything you believe to be true, false, correct, incorrect, appropriate, inappropriate, possible, and impossible.

Blind Spots: Things you miss and can't even see in terms of how things are, how they work, or what's even available.

Branding Matrix: A tool invented by TJI to help bring clarity to either your personal brand or your organization's brand.

Business Entertainment: Appropriate fun factor related to and inside a presentation or meeting. Includes the use of activities, games, role-playing, and even a video clip to counter a short attention span. Usually these activities are placed at five-to-seven-minute intervals.

Career Capital: Asking what worked and what didn't work with each step in your career development. It's also about making course corrections, decisions, commitments, and refinements based on the lessons, experiences, relationships, strengths, weaknesses, interests, and truly unique talents we discovered along the way.

Clarity: Defined understanding of your goals and/or your vision; in essence, clearly knowing what you want to achieve.

Elegant Solutions: Special activities that are created when you are so clear on what you want to accomplish that multiple objectives can be simultaneously met through a single action/activity.

Essential 15%™: The 15% of activities that influence 85% of results. Based upon the work of statistical expert W. Edwards Deming, who pioneered efforts in root cause analysis and quality engineering. The

opposite of the Essential 15%™ is the 85% Trap™.

Evidence-Based Investing (EBI): A highly disciplined approach to investment management that seeks to filter through noise, information, hype, and emotion in order to make reasoned investment decisions void of as much investor behavior penalty as possible. (Go to www.janiczek.com/ebi for more details, including white papers, on this approach.)

Execution: Action you take to get things done (ideally in strategic alignment with the vision).

Favors in Advance (FIA): Actions to benefit others. Instead of doing favors because you expect something in return, develop an attitude of paying it forward and giving value in advance.

Financial Manifesto™: A formal document, written and confidentially distributed to family members and trusted advisors, to specify standards, beliefs, and guidelines that can help keep the family in line with wealth preservation, mastery, and creation objectives. The document can also include explanations of what the family wants to avoid, such as becoming arrogant, spoiled, entitled, greedy, or fearful. (Go to www.janiczek.com for more information on the Complete Legacy Solution™ service package, which includes the formal creation and distribution of such a document for your family.)

Focus: Opposite of distraction; concentrating on what really matters and filtering out what doesn't.

Force Multiplier: A factor (tool/activity/action) that dramatically increases (multiplies) the effectiveness of something someone is doing.

High Leverage Activities (HLAs): Actions that are most relevant to your strategic agenda, success, and achievement, and that most directly impact the results you need and want. The ability to identify and focus on these significant activities is the major factor in improving and accelerating results.

High-Performing Team (HPT): A team that focuses on being as effec-

tive as possible while continually reevaluating to work toward quality processes; each team member has a high level of investment in the outcome and is individually motivated.

Intentionally Strategic: Deliberate, planned, and intended use of overall thinking/planning.

Leadership: One who sets a clear vision and shares that vision with others so they can willingly focus their efforts to ensure execution of the vision with the right information, resources, and methods.

Life Team: A group of hand-picked individuals who help you make decisions and or execute (examples could include your executive assistant, coach, mentors, colleagues, readers, driver, lawyer, trainer, CPA, etc.).

Low Leverage Activities (LLAs): The things that consume your time that have the least amount of return. They are typically task-oriented in nature and often become distractions to what your true focus should be.

Market Asset: Investment assets that are higher risk/reward than safety assets (bank accounts) and lower risk/reward than aspirational assets (venture capital). These can include stocks, bonds, mutual funds, and ETFs traded in traditional open public markets around the world.

Mastery: Performing at your top level.

Mastery Impact Curve: A model that demonstrates three basic levels: Good, Great, and Mastery; used to show that many stop at the Great level.

MOLO: A TJI tool to help an individual or organization identify what they need to eliminate so they can focus on what matters most; an evaluation of what should be done More Often and Less Often will ensure time is best invested on proactive, productive HLAs instead of on time-wasting, less effective tasks.

People of Influence (POI): Those individuals who are part of your life that can and do have a huge impact on your success

Planned Spontaneity: Being so prepared you can respond to an audience in impromptu fashion; the better prepared you are the more spontaneity you can bring to your meetings and presentations with confidence.

Preparation²: Preparing to the extreme.

Presentation Mastery[™]: Being at the highest level of presentation effectiveness.

Presentation Ready: Being in a state with the right tools to respond instantly to a request for a briefing or for insight on a particular subject or area of management.

Presentation Universe: All the presentation opportunities in your daily life, both personal and professional (i.e., staff meetings, speeches, and one-on-ones).

Production Before Perfection (PBP): A TJI principle that says you must not allow the fear of perfectionism to stop you from starting. You should most often start and perfect as you go.

Reticular Activating System (RAS): A set of nerves at the bottom of the brain that acts as a gatekeeper to allow or disallow information to come into your brain, based on what you care about or need.

Safety Assets: Assets which traditionally have the lowest probability of loss in value and greatest in terms of liquidity, even in times of extreme financial stress. This can include bank and money-market accounts (with SIPC or FDIC protections), short-term, high-quality US government or municipal bonds, insurance-type assets (with guarantees by high-rated insurers), or other liquid assets secured by organizations with very high credit ratings. See Market Assets and Aspirational Assets for an explanation of other asset categories.

Smart Reports: A TJI term that refers to a special researched briefing on a particular subject.

Stages of Financial Freedom[®]: A financial roadmap that depicts ideal and less-than-ideal financial trajectories through life. The image illus-

trates the foundation, early growth, growth, transition, security, and distribution stages of financial freedom. It also depicts what stagnation and depletion look like throughout life. Finally, it identifies the five distribution mode possibilities when you live (partially or fully) off of your financial resources (the maintenance, growth, or run-away-growth distribution modes or the controlled-depletion or uncontrolled-depletion distribution modes). (See Mr. Janiczek's *Absolute Financial Freedom* book for a detailed explanation of each stage and path.)

Stakeholder Matrix: A TJI tool that facilitates great clarity regarding all those impacted and what they most care about, to help insure everyone wins.

Strategic Acceleration: The ability to expedite change and increase effectiveness more quickly, powered by clarity, engaged with focus, and converted into superior results via execution.

Strategic Acceleration Studio: Tony Jeary's private think tank, named after his best-selling book, *Strategic Acceleration*.

Strategic Altruism: Being intentional about helping others short- and long-term.

Strategic Goal-Setting: Being intentional about planning for what you want to achieve (have, share, experience, give, and become).

Strategic Health: Being intentional about your overall well being.

Strategic IQ: Intentional balance between your strategic and tactical activities.

Strategic Mindset: A well thought-out set of assumptions pertaining to thinking and beliefs, as well as balancing tactical and strategic efforts.

Strategic Parenting: Being intentional about raising exceptional, successful children.

Strategic Presence: Your brand or reputation; how people perceive

you personally. If you have a powerful brand (strategic presence), people are more likely to execute on your behalf. Be intentional and strategic about your brand/reputation or strategic presence.

Strategic Procrastination: A smart handle on both positive and negative procrastination, first introduced in Tony Jeary's best-selling book *Strategic Acceleration*.

Strategic Selling: Being intentional in the art of persuasion in order to get people to take action on your behalf.

Strategic Thinking: Another term for *Intentionally Strategic* (deliberate, planned, and intended use of overall thinking/planning).

Strength-Based Wealth Management® (SBWM): A comprehensive approach to building optimal levels of financial strength, agility, flexibility, and endurance to gain a powerful investment and financial advantage in the marketplace. The tenets of SBWM include actions to increase the Elastic Limit Wealth Threshold™ of your wealth (amount of stress your finances can withstand before becoming irreparably damaged). (For more information, go to www.janiczek.com/sbwm.)

SWOT: An evaluation tool for the assessment of Strengths, Weaknesses, Opportunities, and Threats.

Targeted Polling: Calling on specific members of the audience and asking them to share their feedback, giving the presenter the ability to tailor the presentation to more successfully impact the audience; can be done before, during a break, or during an activity.

Trust Transference: The transfer of trust from one person's brand, reputation, and relationships to another.

Value Arsenal: A tool box of white papers, books, abstracts, and best practices of all kinds to help you be more valuable.

Values Clarification: An exercise that helps you define what matters the most to you.

Verbal Surveying: Asking questions of the audience during a presen-

tation to obtain usable feedback and then adjusting accordingly (i.e., speeding up or slowing down for more or less detail).

Vision (Results) Boarding: A visual representation of goals and vision that motivates you to action.

Appendix A: Values

- | | |
|------------------------|--------------------------|
| 1. Accomplishments | 36. Joy |
| 2. Affection | 37. Knowledge |
| 3. Alignment | 38. Lifelong Learning |
| 4. Altruism | 39. Lifestyle |
| 5. Appearance | 40. Loyalty |
| 6. Appreciated | 41. Loved |
| 7. Attitude | 42. Motivation |
| 8. Cleanliness | 43. Openness |
| 9. Congruence | 44. Organization |
| 10. Contentment | 45. Personal Brand |
| 11. Cooperation | 46. Personal Improvement |
| 12. Creativity | 47. Personal Salvation |
| 13. Education | 48. Philanthropy |
| 14. Effectiveness | 49. Power |
| 15. Efficiency | 50. Productivity |
| 16. Engagement | 51. Recognition |
| 17. Fairness | 52. Relationships |
| 18. Faith | 53. Respect |
| 19. Fame | 54. Results |
| 20. Family | 55. Routine |
| 21. Financial Security | 56. Romance |
| 22. Freedom | 57. Security |
| 23. Friendship | 58. See the World |
| 24. Fun | 59. Service |
| 25. Generosity | 60. Significance |
| 26. Genuineness | 61. Simplicity |
| 27. Good Habits | 62. Solitude |
| 28. Happiness | 63. Spiritual Maturity |
| 29. Harmony | 64. Status |
| 30. Health | 65. Thriving |
| 31. Honesty | 66. Truth |
| 32. Humility | 67. Wealth |
| 33. Inner Peace | 68. Wholeness |
| 34. Inspiration | 69. Winning |
| 35. Intimacy | 70. Wisdom |

Appendix B:

35 Essential Strengths®

WEALTH OPTIMIZATION PLAN™ FOR HIGH-NET-WORTH INVESTORS

What does a plan to continually build and maintain an ultimate level of financial strength look like? What does an automated system and structure for analyzing, measuring, and reporting strengths, weaknesses, and vulnerabilities look like?

In this nine-page folio, I provide an example of a Wealth Optimization Plan™ for high-net-worth investors. This plan includes the Five Guiding Principles™, 35 Essential Strengths®, and an intuitive Wealth Optimization Dashboard™ designed to provide sophisticated and unsophisticated investors alike with a precise overview of their strengths, weaknesses, and vulnerabilities. For information on a service that provides the system, structure, support, and discipline needed to master this process across generations on an ongoing basis, see About Our Services section of this book or go to www.janiczek.com or call 303-721-7000.

FIVE GUIDING PRINCIPLES

1. Make your balance sheet, cash flow, and portfolio your friend, not your foe.
2. Compare your finances to standards of excellence and utilize them to direct you to making optimal enhancements.
3. Back-test and stress-test your plan under various scenarios to further reveal strengths, weaknesses, and possibilities.

4. Know what is pulling you forward, holding you back, and serving you best—essentials to having optimal energy, confidence, and focus supporting your plan.
5. Be specific and proactive by identifying and implementing the strategic actions that will result in the best permanent changes and advantages going forward.

THE FUNDAMENTALS (3 STRENGTHS)



Balance Sheet

- Having a strong balance sheet with all weaknesses or vulnerabilities eliminated or mitigated.

Cash Flow

- Living comfortably under your means with cushion, surplus, awareness, and control consistently serving you.

Portfolio

- Having a well-allocated and performing investment portfolio generating current income and long-term capital appreciation commensurate with your circumstances, objectives, risk temperament, and time horizon.

LIFESTYLE PROTECTION (9 STRENGTHS)



Liquidity

- Having an optimal level of liquid reserves—no less, no more.

Insurance

- Having an optimal level of insurance coverages—no less, no more.

Estate Plan

- Having proper estate-plan documents available at a moments notice to optimally serve you and your loved ones.

Semi-liquid

- Having an optimal level of unencumbered fixed income and equity securities.

Cash-Flow Resiliency

- Having relatively low levels of fixed expense obligations such that your outflow is easily sustainable, even in crisis conditions.

Portfolio Resiliency

- Having optimal portfolio risk/reward characteristics matched to your needs and circumstances and the prevailing investment climate.

Portfolio Accumulation

- Having accumulated an optimal level of semi-liquid and retirement portfolio assets in proportion to your standard of living and predictable passive-income sources.

Passive Income

- Having an ideal level of predictable passive-income sources in proportion to your standard of living.

Portfolio Distribution Rate

- Having a portfolio distribution rate that is sustainable, even during extended bear markets.

ASSET OPTIMIZATION (4 STRENGTHS)



Portfolio

- Having an optimally structured and managed investment portfolio void of costly penalties, complexities, and inefficiencies.

Talent

- Putting your and others' endless energy, interest, and ability to work to optimally create wealth, multiply results, and better manage time.

Personal Property

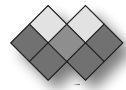
- Having the optimal level of personal assets enhancing your lifestyle, yet void of harming your balance sheet or cash flow.

Non-Liquid Assets

- Having an optimal level of high-performing business and/or real-

estate assets generating high levels of current income and long-term capital appreciation.

PORTFOLIO OPTIMIZATION (7 STRENGTHS)



Advisor

- Having a fiduciary, fee-only, full breadth lead advisor that provides the structure, system, support, and discipline necessary for long-term portfolio-management success.

Custodian

- Having investment accounts consolidated at a safe, efficient, unbiased, and robust custodian.

Efficiency

- Having optimal cost efficiency as an advantage in your portfolio management.

Diversification

- Having an optimal level of portfolio diversification—no less, no more.

Management

- Having an optimal level of value-added portfolio management, talent, and systems serving you.

Monitoring

- Having a consolidated monitoring system that provides you with performance, allocation, and tax clarity.

Customization

- Having your portfolio optimally customized to your needs and circumstances, on an ongoing basis.

ESTATE OPTIMIZATION (10 STRENGTHS)



Will/Trust

- Having well-prepared wills and trusts optimally customized to you, your current circumstances, and current laws.

Title

- Having optimal ownership and beneficiary elections that are coordinated with your overall estate plan.

Supplemental

- Supplementing your wills and trusts with other useful legal documents that serve you and your family in the event of disability, incapacitation, or death.

Protection

- Having optimal asset protection and family lifestyle protection commensurate with your risk and need profile.

Simple

- Having optimal, simple estate-planning techniques in place to minimize estate-taxation exposure to the fullest extent allowable by law.

Continuation

- Having an optimal continuation plan in place for your family and business(es).

Complex

- Further minimizing estate-taxation exposure to the fullest extent allowable by law by identifying, comparing, and implementing appropriate complex estate-planning techniques that build upon the success of simple techniques.

Family

- Assisting adult children and adult grandchildren in career development, personal development, and wealth mastery to the point of mitigating the risk of wealth depletion for generations.

Charity

- Enhancing your life and legacy and the lives of others with an optimal giving plan, structure, system, support, and discipline.

Blue Print

- Having a simple yet comprehensive document that provides you,

your spouse, and ultimately your legal representatives and loved ones with a complete schematic of your financial position, trusted advisor team, and estate plan.

BACK-TEST/STRESS-TEST (2 STRENGTHS)



Back-test

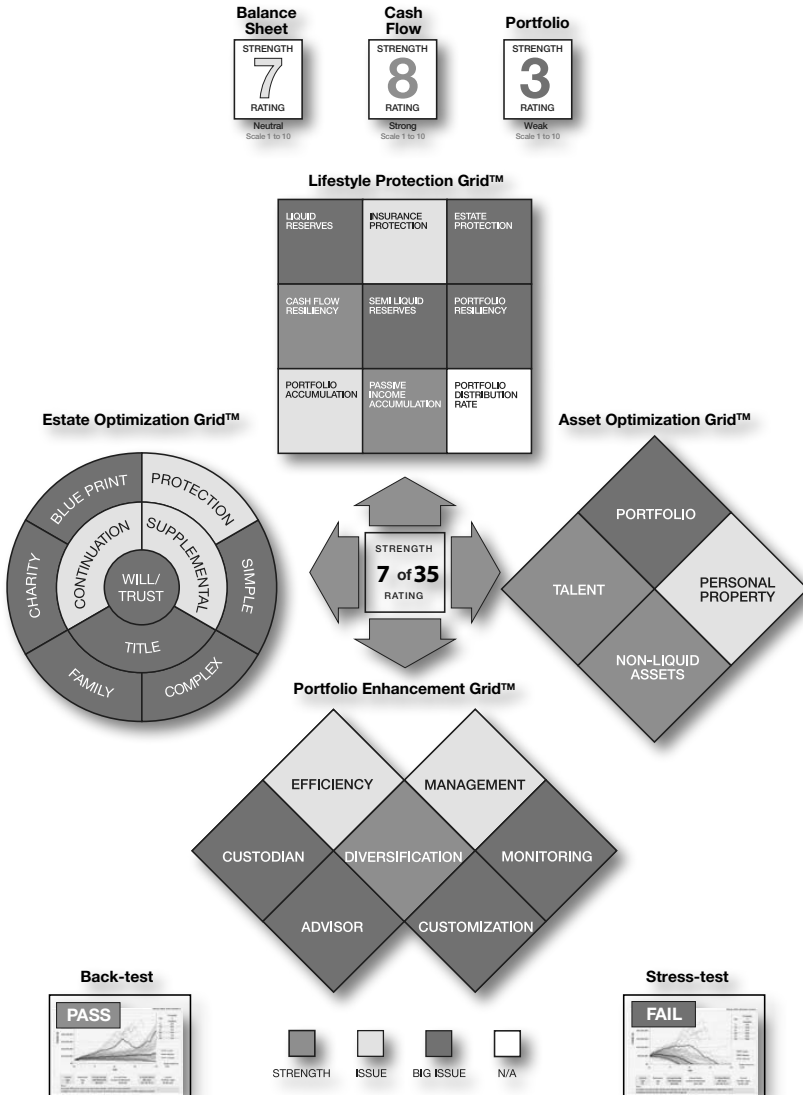
- Having back-tested your financial security to every forty-year period going back to 1900 with a 4 percent or less probability of depletion, even under worst 10 percent of conditions.

Stress-test

- Having stress-tested your financial security under challenging circumstances and still passing the above back-test.

WEALTH OPTIMIZATION DASHBOARD™ EXAMPLE

Following is an example of how this proprietary technology, exclusively available at Janiczek® Wealth Management, reports the results of an analysis of each client's finances in all thirty-five categories:



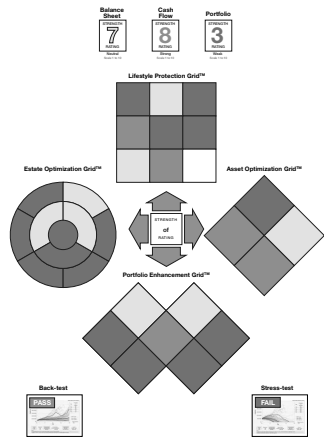
TM and copyright Wealth with Ease, LLC. All rights reserved. Some features identified may be protected by Systems and Methods for Optimizing Wealth (U.S. Patent and Trademark Office Patent Number: 8,903,739) or trademark or copyright laws and are the exclusive property of Wealth with Ease, LLC and/or Joseph J. Janiczek. For more information call 303-721-7000.

WEALTH OPTIMIZATION MAKEOVER

Here is a simulated example of what a Wealth Optimization Makeover might look like to a high-net-worth investor (\$2-million to \$20-million portfolio) or ultra-high-net-worth investor (\$20-million+ portfolio). Notice how the 35 Essential Strengths™ turn from vulnerabilities and weaknesses to strengths in a relatively short period of time.

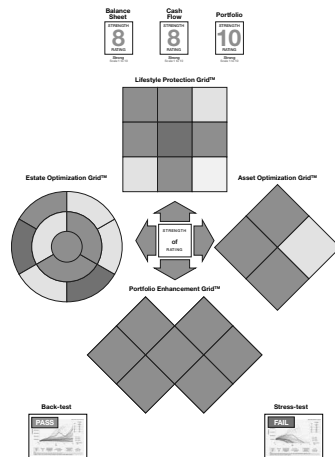
BEFORE

With less than one-third of the 35 Essential Strengths with a green (strength) rating, numerous issues (yellow) and big issues (red) are exposed, providing this investor with tremendous direction on eliminating vulnerabilities, weaknesses, and complexities that have been holding them back.



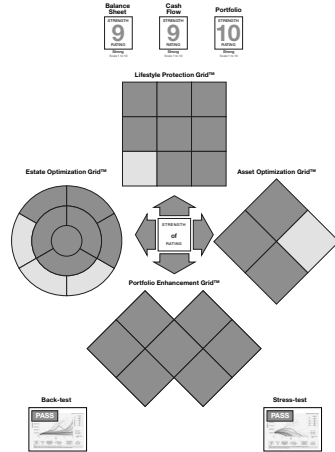
AFTER (6 months)

This investor took the analysis seriously and was highly motivated to bring their finances to a new level of optimization. They brought two-thirds of the categories into the green (strength) zone in just six months. This provided an even more focused plan of improvement for the year ahead.



AFTER (3 years)

This investor realized that mastering money is not as difficult as it seems when they have the right structure, systems, support, and discipline in place. Just three-years into the process they have 90 percent of the categories in green (strength) zone and are chipping away at the others. They know they are in a good place and know that they are Investing from a position of strength.



Please note that results will vary and no assurances can be made that an investor will achieve the same result depicted in the above simulation. See the Janiczek & Company, Ltd. disclosure document for more details. ™ and © 2017, Wealth with Ease, LLC. All rights reserved. Wealth Optimization Plan™, 35 Essential Strengths™, Five Guiding Principles™, Lifestyle Protection Grid™, Asset Optimization Grid™, Portfolio Enhancement Grid™, Estate Optimization Grid™ and Wealth Optimization Dashboard™ are trademarks of Wealth with Ease, LLC. Some features identified within this folio may be protected under a patent-pending application with U.S. Patent and Trademark Office. (U.S. Patent and Trademark Office Patent Number: 8,903,739) All rights reserved.

Appendix C:

Family Financial Manifesto

Here is a brief summary of what your Family Financial Manifesto can look like:

DOE FAMILY FINANCIAL MANIFESTO

(Date)

This Doe Family Financial Manifesto establishes specific standards of excellence we have thoughtfully considered and documented herein. It is to be utilized by us, our family, and our advisors in furthering our efforts to be exceptional stewards of wealth. Our hope is that these standards of excellence, written in the form of declarations, serves us and our family for generations.

1. We shall maintain a proper proportion of safety, market, and aspirational assets to match our lifestyle protection, wealth preservation, and long-term/ongoing wealth-creation goals and invest them under a prudent Evidence-Based Investing (EBI) approach.

- a. Our safety-assets proportion shall be adequately funded to insulate us from catastrophic risks, cash-flow crunches, and temporary waterfall-black-swan economic events.
- b. Our market-asset proportion shall be prudently funded and allocated to provide market returns (for a globally diversified equity/fixed-income portfolio) and take advantage of documented premiums that reliable research indicates may be predictably gained over long periods of time.

- i. We shall maintain a strict rebalancing discipline, as follows (insert rebalance discipline you and your advisor mindfully select here).
 - ii. We shall maintain a green “strength” rating on all seven Portfolio Enhancement Grid categories (see 35 Essential Strengths in the Appendix).
 - iii. We shall maintain an “efficient” investment management standard (desired results with least effort) and avoid time-consuming, mind-consuming, and complex investment schemes.
 - iv. In addition to traditional equity and fixed-income holdings, we shall allocate a modest amount of market assets for “satellite” investments like multi-family housing, commercial real estate, and/or other alternative asset classes that enhance market-asset performance and risk characteristics.
 - c. We shall set aside a small proportion of assets for special non-liquid aspirational ventures that have a higher payoff possibility (can multiply the amount invested). The amount allocated here, if any, will be an amount that if totally lost or down for years, will not critically impact our financial security, lifestyle, and/or mindset. We will practice discipline or greatly limit or avoid this category altogether.
2. When it comes to investing we shall not:
- a. (List here things you want to avoid like “chasing hot money” or being lured or swayed away from your disciplines by fear, greed, noise, etc.). This list should take in account lessons learned from all past mistakes that you or others you know have made.
3. When it comes to working with advisors, we shall only work with a lead advisor who is: a) a fiduciary (legally has to do what is in our best interest); b) fee-only (no selling of products or making commissions whatsoever); c) full-breadth (Strength-Based Wealth Management [SBWM] and Evidence-Based Investing [EBI]) combined; d) full-disclosure (no undisclosed conflicts

of interest); and e) open-architecture (capable of utilizing best vehicles across full spectrum, not limited by brokerage or other conflicts or constraints).

4. We shall mindfully and carefully build and maintain an eight, nine, or ten green “strength rating” across the three “fundamentals” of our Wealth Optimization Plan (Balance Sheet, Cash Flow, and Portfolio). (See Appendix B.)
5. We shall consistently act to maintain nine out of nine Lifestyle Protection Grid categories as green “strength rating,” swiftly identifying if/when we veer off track and course-correcting in a timely manner (inside one year).
6. Add more standards for wealth here that are related to being exceptional depletion-resistant stewards of wealth.
7. We shall diligently maintain a complete record of our finances on a highly secure online vault and maintain manually printed copies of important documents, our balance sheet, and our Life Team list in our physical vault.
8. Each Doe family member will be invited and encouraged to participate in the Complete Legacy Solution of our advisor; make progress mastering money; do the best with what they have, building rich, meaningful vocations and families; and avoid the pitfalls of arrogance, entitlement, over-spending means, under-developing/utilizing talent, and poor diligence.
9. The Doe family will generously give to charity under the following guidelines and standards:
 - a. List you charitable giving goals and standards here.

This Doe Family Financial Manifesto is formerly adopted by John and Lisa Doe on _____, 20_____.

Signed,

John Doe

Lisa Doe

Appendix D: Seven Rules for Developing New Habits

1. Focus on one new habit at a time. Choosing more than one new habit at a time defrays your focus, energy, and effort. Start by taking baby steps, one at a time. Then, as you see consistent progress and growing success, you'll develop confidence that you can achieve new habits in the face of adversity and chaos.
2. Break down a large complex habit into small sub-habits. As you master the smaller sub-components, the larger complex habit comes together. (Think about all the small habits you learned to help you master the automatic habit of driving a car successfully.)
3. Think of yourself as a pilot as you launch a new habit. During this burn-in period, you get results by muscling your way into them using considerable thought and effort. Like a pilot learning to fly, you turn on the full throttle to get airborne. You continue to exert tremendous energy to gain altitude, making it through turbulence and threats at lower altitudes. As you finally achieve the desired altitude and jet stream, you can turn down the throttle and achieve results with a fraction of the effort. You turn on the auto pilot (your programmed habit) and enjoy the rewards of the consistency it delivers.
4. Think forty days and forty months. Though some behavioral experts say it takes a minimum of twenty-one days of conscientious action to burn in a new habit, I believe the original burn-in period of a simple habit to be forty days, and for a complex/multiple habit to be forty months. Forty days takes you beyond a full month's cycle, and it's one-ninth of the year—plenty of time to make a habit

of whatever you want and test it beyond the initial novelty of the activity. Similarly, think of a complex habit made up of numerous sub-habits, such as financial mastery or healthy living. After forty months (a little over three years) of constant focus on building sub-habits, a high level of mastery is achievable for complex habits that would meaningfully change the course of your life.

5. To reinforce your effort, identify and build a team of mentors and peers to support you along the way. Going at a goal alone is the hard and lonely way; you need support and guidance to stay on course. Who do you know who has achieved success in the habit you are pursuing and would be a positive influence along your journey? What people can you read about who pursue excellence and will help you build your skills and confidence? What audios can you listen to that will reinforce your goals and habits?
6. Be a prime-time player. Make sure you devote quality prime time to master any new habit. That's when you have the energy, the concentration, the momentum, and the inertia to achieve great things—the time of day you are freshest and can focus on getting the result you want. If you give your prime time to everyone and everything else—and try to build a habit with the last ounce of energy you have at the end of the day—the odds stack up against you. Instead, wake up earlier and make sure you get your “habit” item into your day, first and foremost. You will be even more energized later in the day because of your success and confidence.
7. Eliminate, automate, delegate, and coordinate around your focus habits. When you focus on your habit, you will notice certain time-consuming activities you can eliminate or automate. For instance, if you're focusing on making a habit of saving, you can set up automatic savings out of your payroll check and into your 401(k) to free up time and achieve a habit. You can also use delegation effectively by building a value-added team around you, and you can coordinate your existing habits by attaching a new habit to one you already have.

By aligning your habits with your goals and values and following

these steps to develop new habits that will change your life and your results, you will be able to pass along to your children a veritable wealth of practices that will take them a long way toward success.⁹

⁹ Joseph J. Janiczek, *Absolute Financial Freedom* (Denver: Prosperity Press, 2001), 118-127.

RESULTS FASTER!



The Results FASTER! digital course gives you access to the tools, skills, and techniques utilized by top companies, CEOs, and super achievers who embrace Tony Jeary's revolutionary "more results in less time" approach to goal achievement.

Following Tony's Results FASTER! success framework, you'll learn, develop, and implement actionable strategies guaranteed to keep the "results needle" in your life moving forward faster than you ever thought possible.

Join Tony for 7 weeks of video lessons as he takes you by the hand and guides you toward more of the ideas, people, and attitudes essential to your success. During your RESULTS FASTER journey, you'll develop a long-term *Results Blueprint* and measure your progress following Tony's Personalized Results Audit.

PRODUCT OVERVIEW

Develop an "Extraordinary Results" Mindset

- Build a solid foundation for immediate results in your personal and professional life.
- Attract more of the ideas, experiences, and people who matter into your life and career.
- Learn to positively impact others and lead them toward helping you realize success.
- Master results-oriented thinking and multiply your overall effectiveness.

Approach Your Goals with Clarity and Focus

- Create a clear vision for your future and discover all the steps you'll take to get there.
- Learn to focus your energy on the high-leverage activities that matter.
- Use "Force Multipliers" to put more time back into your day, even as you achieve more.
- Follow your personal Results FASTER! blueprint and consistently move forward.

Stop Waiting and Start Seeing Results

- Immediately turn your long-term dreams into achievable short-term goals.
- Astound others as you accomplish more with less by "creating time out of thin air."
- Realize what really matters to you and approach your goals with feel-good focus.
- Uncover the secret to long-term success and constant personal and professional achievement.

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