2 THIS SECTION IS WHERE THE RUBBER SHOULD MEET THE ROAD

I am going to introduce the process you can use with your advisors to bring about a different mindset with respect to financial wealth in your own family wealth plan and strategies. Working through the process is best done, if not should be done, with the assistance of an experienced advisor. We will spend some time on the characteristics of the advisor in the next section.

This is not intended to suggest that this is the one and only process.

"A GOOD IDEA IS JUST THAT UNTIL IT DOES SOMETHING BENEFICIAL FOR ANOTHER HUMAN BEING."

~ TIM BELBER, PARAPHRASING WILLIAM JAMES

Rather, it is a means of helping your wealth impact your family and society in the way that you want so that you can have peace of mind about the role financial assets have in your life and the lives of your family members.

You can find any number of books on the theory of empowering wealth. I'm approaching it from a more pragmatic point of view. To paraphrase William James in Pragmatism, "A good idea is just that until it does something beneficial for another human being."

The process we are about to explore is actually applicable to any decision-making situation. This process focuses on the human component objectives (qualitative) and then uses technical tools and skills (quantitative) to meet those goals. I have used the term Visionario for this process for three reasons. First, it is Italian for one who sees with vision. Second, it is a combination of the words vision and scenario. It captures the idea of basing your plan on a vision, and combining this with scenario planning to see how the plan might play out under different facts and circumstances. Finally, it puts visionary thinking front and center when it comes to the role and power of financial wealth where it intersects with your family.

The following page illustrates the Visionario process. I move through this four-part quadrant planning process with every client who engages my firm. It allows us to unbundle the Visionario process into four stages. This leads to a deeper focus on the impact financial wealth will have on the family and coming generations.

First though, I would be remiss if I did not thank my friend and colleague, the late Scott Fithian for introducing me to the quadrant planning process. I have heard other advisors claim they invented the concept, but Scott is the person who taught it to me.

just think, you could be writing down your thoughts, right here, right now...

Deconstructing the quadrant planning process begins by separating above-the-horizon activities from below-the-horizon activities, as shown on page 86. This is what Fithian referred to as “The Planning Horizon.” Above the horizon, we think about the people and causes we care about. This is *the why* of planning.

Below the horizon is where we think about the strategies, tools, and tactics that can move us toward satisfying our reasons (our why) for having a family wealth plan.

NEXT, we bisect the horizon with a vertical line. This creates the four quadrants needed to construct a plan that moves us toward our reasons for having a plan in the first place.

If you look at the top of the vertical line, you will see three words Why, People, and Function. These reflect the goals, dreams, and impact you want your plan to have. For example, reducing taxes is not a goal. It is a tool to preserve financial wealth so that you can better accomplish the goals you have for the financial wealth you want for your family and your community.

At the bottom of the vertical line, you see the words How, Tools, and Form. This is where the financial tools come into play: Will, trusts, philanthropy, tax strategies, investments, insurance, family meetings, financial education, and the thousands upon thousands of strategies. Given the Internal Revenue Code is now in excess of 5,000 pages—not counting regulations, instructions, rulings, and so on—it is no wonder the number of financial tools and strategies increases exponentially almost every year. Without thinking about your why for a wealth plan, it is impossible to meaningfully discern among strategies.

Moving through this four-quadrant process requires a good advisory team, and one advisor whose job is to facilitate the process. We will look more at advisory relationships in Part Three, but I want to point out that this does not have to be a complicated process if you have the right guidance.

The four quadrants can be summarized as follows :

Q1, DISCOVERy—This quadrant answers questions like:

- "Who are we?"
- "Where are we today?"
- "Where do we want to be?"
- "What is the impact and meaning we hope our wealth and success will have both now and in the future?"

Q2, DESIGN—This quadrant addresses the strategies, tools, and techniques that will best help us achieve the goals we discovered for our financial wealth in the first quadrant.

Q3, STRATEGIC IMPLEMENTATION—Once we have the design and strategy for our family wealth plan, we need a priority and well-thought-out plan for implementation.