



SPECIAL REPORT

TOP 9 MISTAKES ADVISORS MAKE WHEN MOVING TO A NEW FIRM

By Rick Keast



Table of Contents

Introduction	3
Mistake #1: Not hiring an experienced attorney.....	7
Mistake #2: Not allowing sufficient time or having enough resources.	13
Mistake #3: Not understanding all the costs.	16
Mistake #4: Terminating before receiving their final payment.	21
Mistake #5: Do not have a comprehensive client communications plan.	24
Mistake #6: Do not have a discovery process for the new firm’s financials and succession plan.	26
Mistake #7: Do not ask enough questions, preferable at the new firm’s headquarters.	28
Mistake #8: Do not understand what is included in the technology stack.	30
Mistake #9: Do not know if the new firm will help them grow.	32
Why Redhawk?	36
Acknowledgements.....	37
About the Author	38



Introduction

The purpose of this special report is to identify the top nine mistakes financial advisors can make when moving to another firm. Moving to a new firm is a major decision and it should not be done without conducting detailed due diligence and getting answers to many of the issues we have highlighted in this document. At the end of the day, you are entrusting a firm that you hardly know to oversee the realignment of the most important asset to you and your family.

We felt that it was important to highlight these mistakes so you can be better informed when deciding to join a new firm.

The number of Registered Investment Advisors (RIAs) have increased steadily, primarily driven by a growing demand for personalized financial planning (see the chart below). Advisors seeking greater independence and control over their practices have left traditional brokerage firms to start their own firms or join an existing RIA. With this growth has also come greater maturity across the industry, provided by a rapidly expanding universe of vendors, technology, and solutions aimed at supporting independent advisors. As a result, advisors moving to independence now have a variety of paths they can tailor to their own needs, circumstances, and risk appetites.

Why do Advisors Move?

Advisors who change firms are typically leaving because they want to be with a firm that will increase their professional success and personal happiness. This shift toward independence is driven, by a desire for greater autonomy and the chance to build a business aligning with their values and vision. You can summarize why advisors want to leave their current firm because of the culture, compensation, control, and challenge. Enclosed below are some reasons we have heard over the years.

Growth in RIAs Since 2000

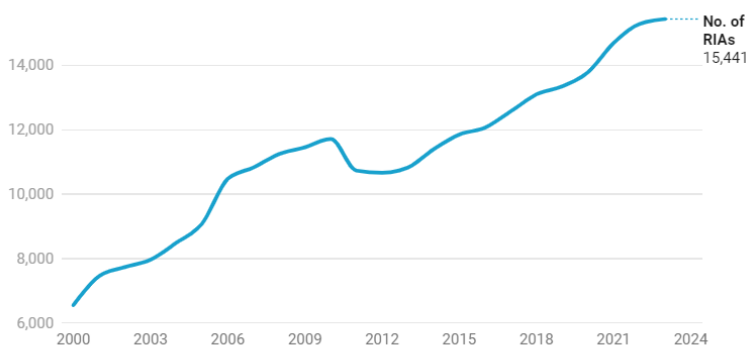


Chart: Investopedia/Peter Gratton • Source: U.S. Securities and Exchange Commission • Get the data • Created with Datawrapper

Culture

- They may want to pursue a certain market, targeting clients based on certain characteristics where they feel they can help that segment.
- They may believe that their firm is not supportive enough in realizing their full potential.
- They may want a certain work/life balance.
- They may be dissatisfied with their firm's culture because of a merger or acquisition.



- They may want more control over their careers instead of feeling like just another number at a large firm.
- They may want more of a voice in the strategic direction of the firm.
- They may want more growth opportunities and are not getting sufficient marketing help.
- They may want to join an innovative firm that has better technology to streamline their practice.

Compensation

- They may feel that their commissions or fees fail to meet their expectations.
- They may want a higher payout, up-front money, signing bonus, improved employee benefits, the ability to sell their books of business, or other forms of compensation.

Control

- They may want more flexibility in the types of financial products they can offer clients.
- They may want to control what they charge clients.
- They may want to expand into certain geographic areas.
- They feel they deserve to own their book of business, since they have built the relationships.
- They may want the flexibility to establish a brand for their business that is independent from the firm's brand.
- They may be looking for a succession plan.
- They may want a platform where they can do it their way.
- They may want to be with a firm that is in it for the long haul and is not for sale.

Challenge

- They may prefer the responsibility of running their own businesses.
- They may want to manage all their administrative and managerial tasks, even choosing their office space and furniture.
- They may want more one-on-one time with their clients.

According to a recent Fidelity study, there are multiple factors influencing an advisor's decision to exit a firm and move to another (see the chart above). Strong earning potential and a better





firm culture continue to rank at the top of the list. But the desire to deliver a higher level of client service and to act in their clients' best interests remain important drivers.

So, what are your typical options if you want to go independent¹?

Business Model	Description	Benefits	Drawbacks
Join an RIA as an employee	<i>You work for an established RIA as a salaried employee.</i>	<ul style="list-style-type: none"> • Get paid as a W-2 employee. • Less of an operational burden and fewer compliance responsibilities. • Do not own the client. • Access to the firm's resources and infrastructure. • Training and mentorship. • Financial security and predictable paychecks. • Immediate credibility to clients. 	<ul style="list-style-type: none"> • Less autonomy and control. • Compensation may be capped. • No equity ownership in the RIA. • Assigned to specific clients.
Affiliate with an RIA	<i>You have your own practice but leverage the RIA's compliance, technology, and other operational areas.</i>	<ul style="list-style-type: none"> • Get paid as a 1099 independent contractor. • Maintain independence and control over client relationships. • Typically own the client. • More focus on client facing activities. • Access to the technology stack, investments, compliance, and back-office services. • Potential cost savings from economies of scale. • Own your own company. 	<ul style="list-style-type: none"> • Must follow specific firm policies and processes. • No equity ownership in the RIA. • Rely on the quality and professionalism of the RIA.
Create your own RIA	<i>You create an independent RIA with complete control over all aspects of the business.</i>	<ul style="list-style-type: none"> • Full managerial control. • Ability to build clientele and investments offered according to your own vision. • Potential for increased long-term equity value. 	<ul style="list-style-type: none"> • Significant operational and compliance burden. • Need to build infrastructure from scratch. • Higher startup and ongoing costs.



According to the 2023 Fidelity survey, advisors that have made the move are overwhelmingly happy with their decision, citing both emotional and economic benefits. They are most likely to agree that they have more control over their future, have greater job satisfaction, and feel more confident about their future success. Client feelings about their advisor's decision to switch were predominantly positive as well. Nearly all advisors said their clients were supportive, with over 50% of their clients expressing support from the outset.

Additionally, advisors that have moved also foresee an increase in their compensation versus what they might have received at their prior firm, expecting a median \$100,000 more in earnings. Eighty percent of advisors reported an increase in assets under management (AUM) since switching firms. As for the percentage of clients that moved with them, they reported that an average of 80% of the clients they wanted to move with them ultimately transferred to the new firm.



Source: Fidelity's 2023 Advisor Research Movement Study.

Now that we have given you an overview of what causes many financial advisors to consider joining another firm and the options available, let us go over the nine mistakes to avoid when switching to a new firm.



Mistake #1: Not hiring an experienced attorney.

If you are looking to move your practice to a new firm, making the move is rarely a simple process. With so much at stake, there is a long list of complexities and considerations that must be considered, from compliance issues and fiduciary responsibilities to professional ethics and legal obligations. Understanding these complexities and handling the move with strategic deliberation is critical to mitigating risk and minimizing liability².

Make sure you get sound legal counsel and professional advice before your move firms. Planning ahead is critically important and engaging an attorney early in the process can help you avoid or resolve a lot of potentially costly headaches before they become a problem down the road. An attorney can assist with not only legal advice to make sure you are on sound legal footing, but also with the practical elements that are so often overlooked:

- Does your contract contain any restrictive covenants?
- Is your firm considered a Broker Protocol or non-Broker Protocol firm?
- What are the requirements or notice to resign?
- What is the timing of fees after you resign?
- Do you have any promissory agreements?
- Do you have any outstanding loans with your firm?
- Do you have any reimbursement arrangements?
- Who owns your clients, you, or the firm?
- Who owns the technology, you, or the firm?
- Does your agreement have a non-compete clause?
- Can you solicit your clients?
- What are you allowed to say to clients, if anything, prior to leaving your current firm?
- How do you handle client files (electronic and paper) that may exist in CRMs or other vendor platforms?
- Am I allowed to export all CRM data, including client meeting notes?
- Are there restrictions on the use of confidential information?
- Are there any restrictions on intellectual property (IP)?
- Will you receive a “cease and desist” letter from your current firm?
- Will your current firm immediately contact your clients?
- Will your firm shut down your access to all technology applications?

You also want to be aware of the types of conversations which are likely to be considered in breach of your contractual obligations³. For example:

1. Never discuss specifics around thoughts or plans of a move.
2. Never mention a list of firms and ask clients to choose.
3. Never tell clients when you are moving.
4. Never ask a client if they will follow.



As a Registered Representative (RR) with a broker-dealer or an Investment Advisor Representative (IAR) with an RIA, you are subject to regulations regarding your activities and use of client information when you move firms. These impact your ability to bring your former clients with you without fear of litigation and even regulatory penalties that could have implications for both you and the firm you are joining.

Broker Protocol

In 2004, three large wire house firms, Smith Barney (now Morgan Stanley), Merrill Lynch, and UBS formed a Protocol for Broker Recruiting “The Broker Protocol” that was established to reduce the frequent litigation that was occurring between the firms whenever registered representatives left one of the firms to move to one of the other major firms. As of May 2024, 2,500 RIAs and broker-dealers were members of the protocol.

Before the protocol was established, advisors of these founding firms and the firm they were switching to were often hit with litigation, cease and desist letters, temporary legal orders, and other various “tactics” by the advisor’s former firm to restrict the efforts of the advisor and the new firm to contact and invite the advisor’s now former clients to make the move with them. This form of client contacts by a departing advisor usually happened with an intense urgency, almost immediately following the resignation of the advisor from their original firm to inform clients and offer to work with them at the new firm, all before the original firm had a chance to reassign clients and attempt to retain their business⁴.

The increasing time spent as well as the financial cost associated with the frequent litigation among the three major firms led to the formation of a set of standards or ground rules that the participating firms agreed to follow. The intention was to allow for the cross-recruiting and transition of the advisors from one participating firm to another participating firm, so long as all parties adhere to the established rules.

Also, while the Broker Protocol technically was formed to apply to broker-dealers and the registered representatives under them, a growing number of RIAs have joined the protocol with many of them joining to break away from a broker-dealer or other RIA and form their own independent firm.

The Broker Protocol details the specific standards and ground rules that must be followed to take advantage of what it offers to avoid litigation and potential liability issues when advisors take certain client information with them when they leave a firm for another firm⁴.

For further insights and information on Broker Protocol, [click here](#).



Why is Broker Protocol important?

In general, there are usually a few material risks associated with taking client information with you when you leave a broker-dealer or RIA as the clients you worked with are technically clients of the firm and not yours, regardless of how the relationship is viewed from a practical standpoint. The common risks include legal action by your former firm, Form U4/U5 disclosure events, and potential FINRA sanctions resulting from a privacy breach under Reg S-P if you are leaving a firm registered with FINRA⁴.

When both the former firm and the new firm are members of the Broker Protocol, and as long as the advisor and joining firm substantially comply with the protocol leading up to, during, and following the move between firms, the risk of violating the non-solicit or non-compete sections of the employment contract with the former firm and of any litigation related to the transfer of permitted client information from that firm is generally mitigated⁴.

The Broker Protocol allows advisors to move between participating firms and take the following five pieces of client information with them subject to several requirements and restrictions which will be discussed in more detail below:

1. Client Names
2. Physical Addresses
3. Email Addresses
4. Phone Numbers
5. Formal Client Account Title (not the Account Number)

How do I comply with the Protocol?

As mentioned above, to rely on the protocol when changing from an employing broker-dealer or RIA to start your own firm or join another firm, both the firm you are departing from and the firm you are joining need to be a member of the protocol before you leave or even provide notice of your resignation to your employing firm.

If you are intending to launch your own RIA and you know that your current firm is a member of the protocol you would need to sign the joinder agreement on behalf of your new firm to become a member of the protocol. There is nothing in the protocol or from a regulatory perspective that explicitly prohibits you from signing the joinder agreement before your new firm is registered, however, you must have your business entity established.

It is highly encouraged that you seek the support of experienced legal counsel when considering relying on broker protocol during the transition out of one firm and into another or as part of forming your own RIA as the timing and nature of various steps from joining the protocol, providing notice of resignation to an existing firm, taking specific client information, and contacting clients must all be carefully considered to ensure substantial compliance.



To take the allowed client information with you when you leave your current/previous firm, first verify that both the firm you are departing from and the one you are starting or joining are members of the protocol, several things must take place to pursue a successful move under Broker Protocol (see the chart to the right).

Following the move to another firm under broker protocol, it is important to note that the use of client information must be limited to you as the transitioning advisor and that your new firm must limit the use of that information to only you and only for the solicitation of those clients to your firm and no other purpose. This is to help ensure compliance with SEC Regulation S-P concerning client privacy and the use of client information.

Advisor Actions for Protocol Protection



Prior to resigning, you should prepare two lists:

1. List one - clients' names, addresses, telephone numbers, email addresses, and account types.
2. List two - all the information in the first list, plus client account numbers.



You must submit a written resignation letter to your current firm.



You must provide the customer list containing the account numbers to your current firm.



You can take the list without account numbers to your new firm.

Which clients and what client information can I take under the Protocol?

Depending on your employment situation at the current firm, determining which clients are covered under the Broker Protocol may not be as straightforward as you may hope.

Clients that you introduced directly to the current firm are generally covered under the protocol with the least likely chance of interference by your current firm.

You can take:

- Client names
- Account registrations
- Client addresses
- Account names
- Telephone and fax numbers
- E-mail addresses



You cannot take:

- Account numbers
- Financial statements
- Client files or screen prints
- CRM notes or electronic files
- Planning documents
- Confidential information (SSN and DOB)
- Any information that is considered confidential or proprietary



If you are part of a team or partnership at the current firm that is governed by a team or partnership agreement, the terms of the team/partnership agreement will govern which clients



and what client information the departing team members or partners may take, and which clients the departing team members or partners can solicit.

If you are part of a team without a formal agreement, the protocol indicates:

1. If the departing team member or partner has been a member of the team or partnership in a producing capacity for four years or more, the departing team member or partner may take the client information for all clients serviced by the team or partnership and may solicit those clients to move their accounts to the new firm without fear of litigation from the former firm with respect to such information and solicitations.
2. If the departing team member or partner has been a member of the team or partnership in a producing capacity for less than four years, the departing team member or partner will be free from litigation from the former firm with respect to client solicitations and the client information only for those clients that he or she introduced to the team or partnership.

Another situation in which the firm's agreements may still govern the permitted or prohibited solicitation activities may include instances when the firm introduced the clients to you as part of an internal referral or retirement program. Specifically, in a case where client accounts were transferred to you by the firm as part of a retiring advisor or from another division of the company, the firm's contract terms in connection with these arrangements will govern your rights to solicit those clients which may preclude them from the protocol.

How can Redhawk help?

Many advisors are leery of the repapering process for good reason. If the move to a new firm is not approached in an efficient and methodical manner, it can present a significant time drain. However, a dedicated and experienced transition team using a streamlined approach to gather client records and prepare accounts for repapering can greatly minimize, and potentially even eliminate, disruptions to your business.

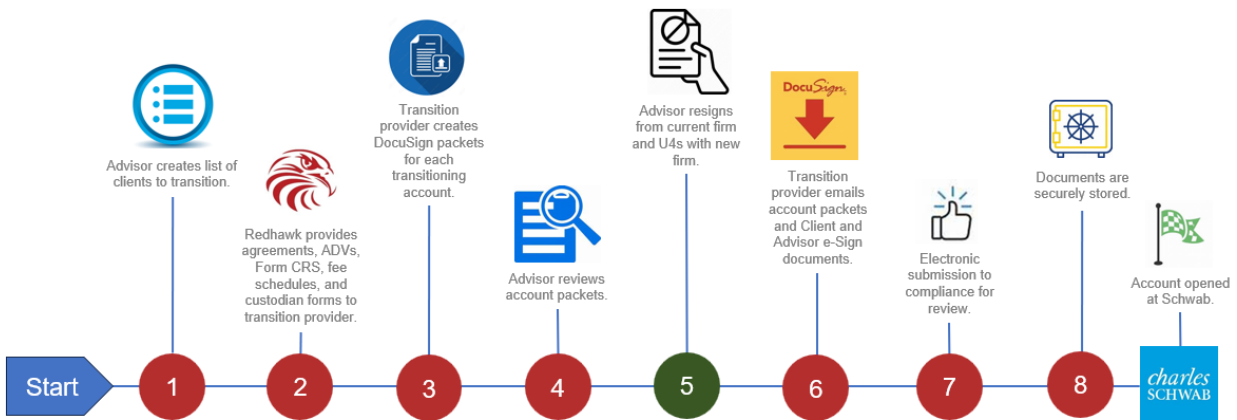
Redhawk is a member of the Broker Protocol, and we utilize an application designed specifically for advisors switching to a new firm. It allows advisors to efficiently process every client account through an innovative cloud-based system customizable and scalable for any size office. It helps advisors' "re-paper" all client accounts, at one time, as they are switching from one firm to another.

Currently, due to SEC/FINRA regulations, the new firm cannot have access to the advisor's client information until the advisor has moved their U4 to the new firm and the client has signed an investment management agreement and account setup forms with the new firm. This application allows advisors to efficiently create the new account paperwork.



As shown in the diagram below, Redhawk has developed a process that significantly reduces the amount of manual work involved when moving clients. The process follows a well established workflow, and the transmission and completion of the documents and forms are completely digital.

Transition clients faster with less manual work and dramatically reduce NIGO rates.

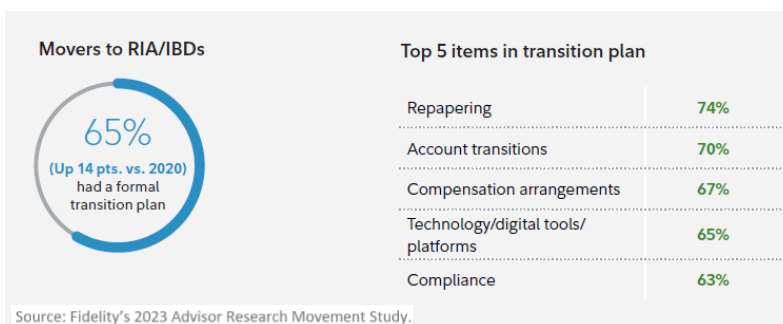




Mistake #2: Not allowing sufficient time or having enough resources.

It is critical that you allow enough time for the move and have sufficient resources to handle all the work that is needed. The decision to change firms should not be made lightly. A smooth transition requires a commitment from you, your staff, and your clients. There is never a perfect time to make a change and there is always some headwind that can make you reconsider the idea. It is imperative to find the right firm so you can establish a relationship that allows you to express concern if there is a feeling of lack of support. Working with people you trust and believe in will support you and your clients is a critical first step when weighing your options.

According to a 2023 study by Fidelity, more advisors moving to an RIA reported having a formal transition plan than in 2020 (65% vs. 51%), with a primary focus on the basics around operations, technology, and compliance (see the chart to the right).



Preparing for the move is like developing a financial plan or investment strategy. You do this for your clients, and you should spend the same amount of time, if not more, on a plan for yourself. Your plan should reflect the unique aspects, challenges, and needs of your business. This will enable the new firm to better meet your expectations and set you up for a successful partnership.

How can Redhawk help?

It is a major red flag if your new firm does not offer a team of resources to help guide you throughout your journey. At Redhawk, we pride ourselves on the transition support we provide to financial advisors. Moving your business is one of the most daunting decisions you will ever make.

We have you covered with a comprehensive team of professionals that cover every aspect of the move (see the diagram above). You will have an assigned

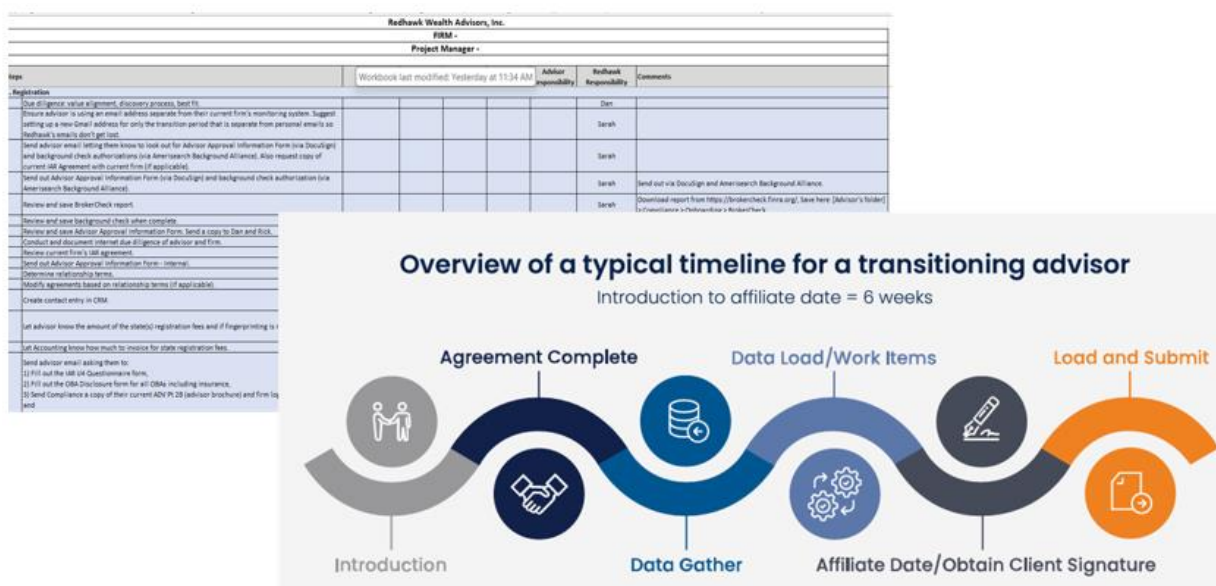




relationship manager that oversees all the key activities and deliverables. We bring the right mix of planning, support, and personnel to create a successful and timely move for you, your business, and your clients.

At the core of your move to Redhawk is a project plan that is customized and built just for you (see the diagram below). The transition relationship manager and team will:

- Create a customized project plan that tracks key milestone, including tasks, training, and other activities that removes all the unknowns.
- Support client retention efforts with easy-to-understand paperwork, e-signature capabilities, client communication templates, and a robust online experience for you and your clients.
- Aim to complete the entire move as efficiently and quickly as possible.



Our knowledge of transferring clients takes the worry away from moving to a new firm. Your assigned transition team will meet with you weekly until all clients have been transferred. These meetings are critical so that we are staying on track and any new issues can be addressed in a timely manner. Some of the critical planning activities that you want to make sure you cover include the following:

- Categorize clients as A-list or B-list to solidify communication plans and timeliness.
- Evaluate and segment current client relationships.
- Your move offers an opportunity to review your entire book of business. If certain clients are no longer a good fit for you or your new practice, a change of firm may provide a more comfortable and convenient opportunity to part ways with less-productive relationships.



- In segmenting your client base and determining the likelihood of clients moving with you, consider:
 - The length and depth of each client relationship.
 - The portability of the products clients are invested in.
 - The depth and breadth of clients' relationships with your current firm (do they utilize other products or services, such as loans, credit cards, checking/savings accounts, or property and casualty insurance?)

Redhawk has been experiencing the following when helping advisors change firms.

4-6 weeks

The number of weeks to fully transition clients to the new firm.

98%

Average client transition rate.

100%*

Percentage of client accounts that are transitioned electronically.

*Most advisors want to meet with their top clients and have them wet sign the transition documents.



Mistake #3: Not understanding all the costs.

The decision to move to a new firm requires careful consideration. Not having a full understanding of the costs can have a significant impact on the economics of your practice. You will want to make sure you are aware of the costs associated with doing business. Different costs may include E&O insurance, affiliation fees, compliance fees, and technology applications. Do your homework in advance so there are not any big surprises.

The purpose of this section is not to scare you away from moving to a new firm, but to educate on potential costs that you need to flush out before deciding. You do not want to find out about these after it is too late to change your decision.

Termination Costs

When leaving an existing firm, you want to make sure that you are aware of any termination fees. One of the first things you want to do is review your current agreement and see if you have any of the following:

- Do you have any promissory agreements?
- Do you have any outstanding loans with your firm?
- Do you have any reimbursement arrangements?
- Do you have any “clawback” provisions if you terminate?

A clawback is a contractual provision requiring money that has already been paid to you must be returned to the firm, sometimes with a penalty. Many companies use clawback policies in employee contracts for incentive-based pay such as bonuses. Most clawback provisions are non-negotiable and are typically used in response to misconduct, scandals, poor performance, or a drop in company profits.

All these contract related issues can end up costing you if you leave before the provisions have been fully satisfied. You can also discuss these fees with the new firm to see if they will reimburse you for these expenses.

Estimated cost of termination: based on your agreement.

Custodian Closeout Costs

If the firm you are moving to requires that you transition to a new custodian, you want to find out if the current custodian will impose a closeout fee to each account. This can be one of those costs that blind sides you when you are too far down the path of moving. We have seen custodians charge \$160 for an IRA account and \$125 for a non-qualified account. These fees can add up and the fee is deducted from your clients’ account. So, in effect, your clients are being penalized for you moving to a new firm.

As a fiduciary, you want to try to make the client whole. As the custodian marketplace consolidates (ex: Schwab acquiring TD Ameritrade), custodians are becoming more stringent in



covering all or a part of these closeout fees. If you have more than \$50 million in assets under management (AUM) that you are moving, most custodians will cover the full fee or most of the fee. If you have less than \$50 million, they may only cover a portion or none of the fee. You can also cover this fee as well or see if your new firm will cover it.

It is imperative that you work with your current custodian to determine the closeout costs before you make the decision to move to a new firm.

For example, if your book of business consists of \$50 million in AUM and 200 accounts (assume 100 IRAs and 100 non-qualified accounts), the current custodian may charge a total closeout fee of \$28,500.

Estimated cost of closeout fees: \$160 for an IRA account and \$125 for a non-qualified account.

Performance History

This is a conversation that does not get enough attention when moving to a new firm. Many firms use a third party to store and calculate performance. Some of the better known players include Albridge, Orion, Black Diamond, Envestnet/Tamarac, Morningstar, etc. This can be the most difficult and time consuming activity when switching to a new firm. What is even more surprising is that your current firm owns this data, thus making it extremely difficult to move with you.

If you have been with your current firm for many years, you may want to keep the performance history for your accounts and import it to the new firm's performance and reporting application. If you have been with your current firm for less than two years, it may not be worth the effort and potential costs to transfer the historical data and starting performance tracking from scratch may be the best decision.

If you are okay with two years of historical performance, most custodians like Schwab and Fidelity keep this readily available to download that then can be imported to the new firm's performance reporting system. This is available if your current firm does not restrict the download. If you want more than two years of historical performance, you will have to get the data from an Albridge, Orion, or other company mentioned above and your current firm will have to approve it.

Regardless of which path you choose, there will be a hard dollar cost. If you decided to move the two years of data from the custodian, the new firm's performance reporting company will most likely charge a consulting fee to massage the data and get it in the right format to load to the new performance reporting system. The cost for this will typically be in the \$2,000 - \$4,000 range. If you decide to move more than two years of data, you will most likely have two costs, one for the existing reporting company to extract the information and a second charge for the new reporting



company to massage the data and import it into the system. The costs for this path will be in the \$4,000 - \$7,000 range.

Again, you can cover these costs or see if your new firm will pay for them.

Estimated cost of historical data: \$2,000 - \$7,000.

Transferring Client E-Signature Packets

The quickest and most efficient way to move your clients from one firm to another is to do it electronically. You can still meet face-to-face with your most important clients to get a wet signature. The remaining accounts should be done via e-signature.

You want to make sure who will be doing the most work to put the client packets together. Remember the packets will typically include a cover letter from you, the investment management agreement of the new firm, the new firm's ADV Part 2A and Form CRS, your ADV Part 2B, and the custodian's forms to establish the account.

There is a lot of work that must take place to create these packets and get them ready to be sent via email. You want to know who will be doing most of this work, you, the new firm, or a third-party. You want to find out if there is a cost to put these packets together, send them via email, and track them. Sometimes the costs will depend on the number of accounts you are moving. Typically, if you are moving more than a 100 accounts, there may be a cost for this activity. The fee may include a hard dollar cost for the work, which is typically based on the resources and time to complete the activity. Additionally, there may be a per transaction fee to cover the e-signature envelope, e-signature authentication, OFAC verification, and document storage costs.

As an example, let us assume that you are moving 300 accounts and want to do it electronically. You may be subject to an out-of-pocket fee of \$7,000 plus \$5/account e-signature fee. Again, you can cover this fee, or see if your new firm will cover it.

Estimated cost of e-signature client packets: \$7,000 - \$8,500.

Technology Stack

Having the right technology can save you hours of time and reduce overhead employment costs. The critical question to ask is how the technology offerings integrate with each other. If you have seven technology applications and none of them communicate with each other, you are likely to become very frustrated and your practice may quickly become disjointed. Some firms do not offer much in the way of technology. Others offer an "à la carte" approach and some firms have a bundled approach to their technology offering.

You also want to know if there are any licensing fees that you will be responsible for paying. Some firms charge a monthly technology fee. Some firms include it in their asset based platform



fee. It is important to note that firms cover these costs in many ways. You want to make sure you know what is included and what is not. Also, you want an understanding of how they will structure additional costs if they add a new application down the road.

Estimated cost of technology: dependent on the firm.

E&O Insurance

Errors and omissions (E&O) insurance is a type of liability insurance that covers claims against your business for mistakes you made or services you failed to provide. E&O insurance covers your business from claims by clients for negligence, malpractice, errors, or omissions you allegedly made while providing a professional service. The insurance helps pay for your legal fees and any owed damages or settlements.

You want to make sure that the new firm has E&O insurance that covers their financial advisors. From a cost standpoint, some firms require that the advisor pays for the insurance premium and some firms will pay for it.

Additionally, find out if the E&O policy covers prior acts. For example, if you switch firms, and a year goes by and one of your clients from three years ago files a complaint. If your E&O insurance with the new firm covers “prior acts,” then it would be covered. If the E&O insurance offered by your new firm doesn’t have “prior acts” coverage, you will not be covered.

Estimated cost of E&O insurance: \$500 - \$1,000/year.

Cybersecurity Insurance

Cyber insurance is designed to help businesses mitigate the risks associated with cyber-attacks and provides financial support in the event of a cyber-attack or breach.

As few as a couple of years ago, cybersecurity was typically an included rider in the general E&O insurance policy. However, many E&O carriers are not bundling this type of coverage with the general E&O policy anymore because of the surge in claims. Also, traditional insurance is not built for today’s cyber risk. Consequently, you want to make sure that the new firm has a stand-alone cybersecurity policy that includes coverage for advisors.

It is one thing to have cyber insurance coverage, you also want to make sure that the company provides innovative technology and in-house support to help minimize the impact and frequency of cyber incidents a business experiences. The cyber coverage should include the following:



Separate limit for breach response

During a cyber incident, breach response expenses can add up fast. With cyber insurance, Coalition preserves policyholders' limits for other important coverages.



Pay-on-behalf for cyber extortion

If a policyholder is required to pay a ransomware request, Coalition offers "pay-on-behalf" coverage that can minimize the associated out-of-pocket costs.



Recovery for Funds Transfer Fraud (FTF)

Coalition is often able to claw back stolen funds thanks to our unique partnerships with government and financial institutions.



Lost income for business interruption

When a cyber attack brings a business offline, cyber insurance may cover those losses — even if it's unintentional.

Estimated cost of Cyber insurance: \$1,500 - \$2,500/year.

State Registration Fees

Depending on your practice, you may have clients in multiple states. It is important to note that if you have five or more clients in a certain state, you must be registered in that state. Annual state registration fees can add up if you have a far reaching practice. You need to understand who will be paying for these fees, you, or the new firm.

Estimated cost of state registration fees: \$40 - \$500 per state.

How can Redhawk help?

Redhawk will go through these potential costs with you during the discovery phase. We will make sure that you understand all the costs before you make the decision to join Redhawk. We are big believers in transparency and want you to be fully informed. Once the costs are known, we will work together to see which parties will cover the fees. We may offer financial assistance measures based on your business needs and future outlook.



Mistake #4: Terminating before receiving their final payment.

This is another “gotcha” moment that you want to avoid. Review your agreement, or better yet, have an experienced attorney review your agreement and see if it is explicit as to what fees you are entitled to if you terminate. Most agreements are vague and do not have language that clearly states if you will receive your final fees after you terminate.

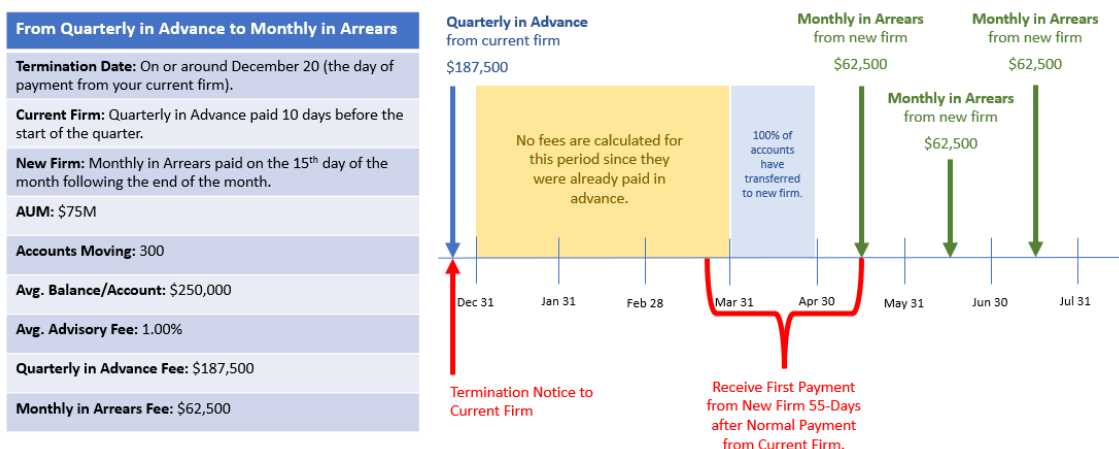
Some agreements will pay you for the services rendered through your termination. For example, if you are paid monthly in arrears and you terminate on the last day of the month, they will pay you for that month. Conversely, some firms will not pay you anything after your termination date. If your agreement is silent on payment after termination, assume the worse and do not resign until your final fees have been deposited into your bank/savings account.

You will want to give this some thought and plan out the best course of action based on the frequency that you are paid and whether it is in arrears or in advance alongside how the new firm will pay you. Below, we have detailed some of the options to consider. We will only cover the options for when the new firm will pay you monthly in arrears.

The most important concern for you is how this will disrupt your cash flow and will it have any impact on your revenue during the move.

Currently Paid Quarterly in Advance

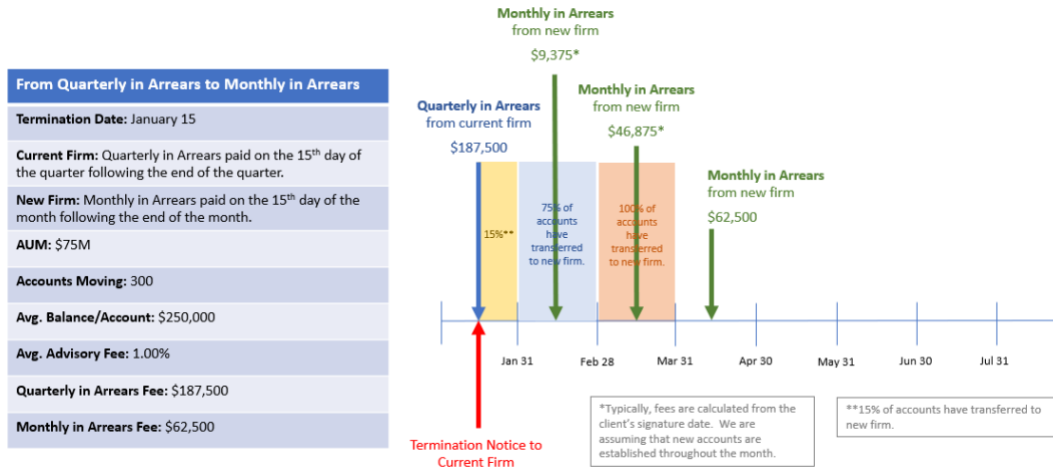
The main concern you need to be aware of with this option is that you will have to go an extra 55-days from when you would normally be paid by your current firm. Because of this, you want to make sure you have planned to accommodate the change in your cash flow. The good news with this option is that you will have 14 weeks to transfer clients to the new firm, so most of your clients will have been moved when the first monthly in arrears fee is calculated (see the chart below for an overview).





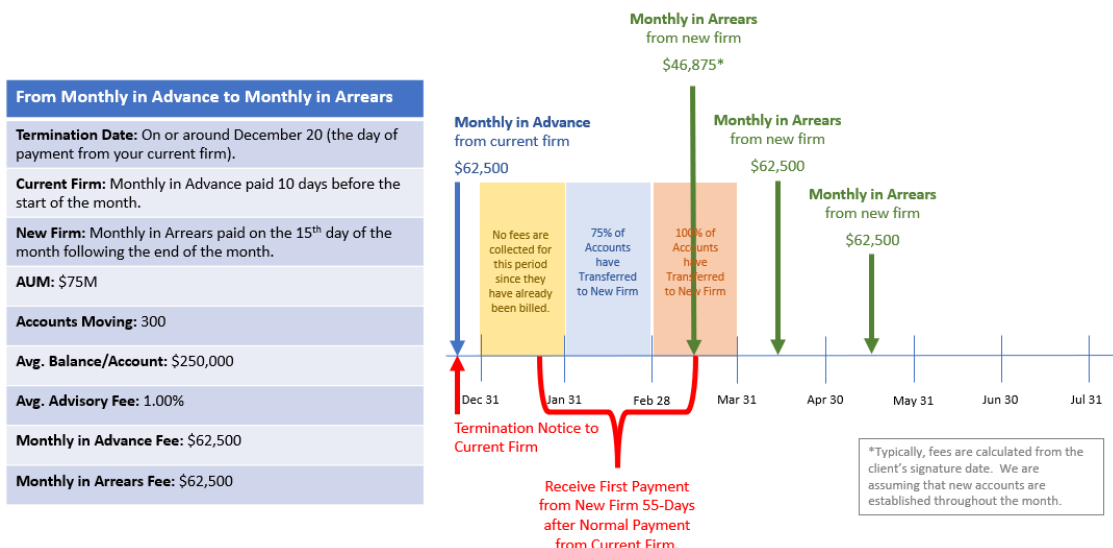
Currently Paid Quarterly in Arrears

The main concern you need to be aware of with this option is that your monthly payments will be smaller for the first two months as your clients are moving to the new firm. It will take three months before your cash flow is back to normal. Because of this, you want to make sure you have planned to accommodate the change in your cash flow (see the chart below for an overview).



Currently Paid Monthly in Advance

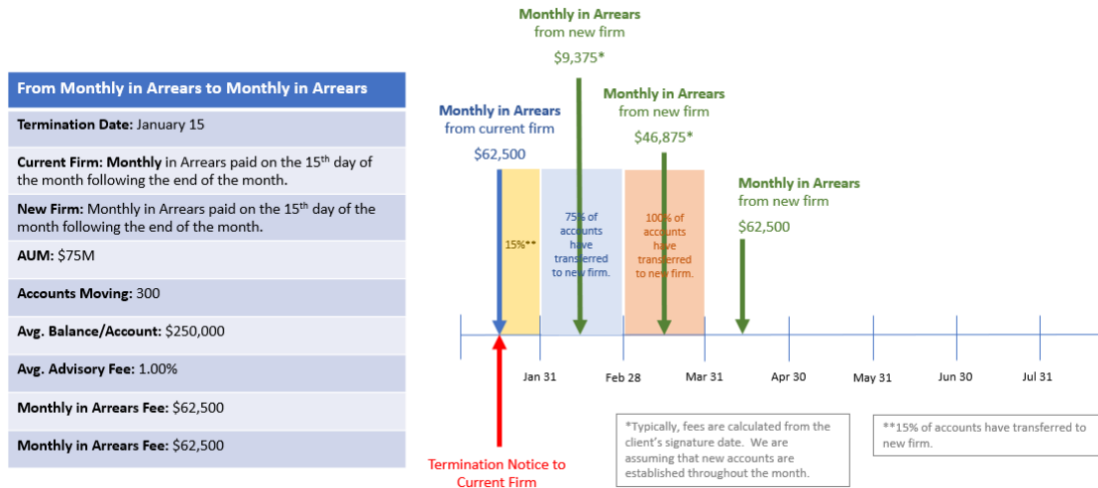
The main concern you need to be aware of with this option is that you will have to go an extra 55-days from when you would normally be paid by your current firm. Because of this, you want to make sure you have planned to accommodate the change in your cash flow. The good news with this option is that you will have 10 weeks to transfer clients to the new firm, so most of your clients will be moved when the first monthly in arrears fee is paid (see the chart below for an overview).





Currently Paid Monthly in Arrears

The main concern you need to be aware of with this option is that your monthly payments will be smaller for the first two months as your clients are moving to the new firm. It will take three months before your cash flow is back to normal. Because of this, you want to make sure you have planned to accommodate the change in your cash flow (see the chart below for an overview).



How can Redhawk help?

Redhawk will go through the timing of fees during the planning process. We understand how important this part of the move is to you. We will help with the following:

1. Make sure the client transition packets are ready to be sent on the day you terminate from your current firm.
2. Track the status of each packet daily.
3. Discuss with you the packets that have not been completed for you to follow-up with. We will hold a morning meeting every day until the packets have been processed.
4. Make sure that the custodian assigns a dedicated service team to make sure they process the forms as quickly as possible.
5. We may offer financial assistance measures based on your business needs and future outlook.



Mistake #5: Do not have a comprehensive client communications plan.

As you go through a major change for you and your business, you will want to carefully guide your clients through it. This means communicating with them regularly to let them know why you have chosen to move, how it benefits them, and what to expect along the way.

There are important touchpoints and milestones that occur with any change to a new firm, and you will want to be prepared for these. Remember though, timing of when to communicate and what can be communicated can vary, so you will want to include your legal counsel for advice.

Touchpoints for communicating switching to a new firm often include:

- A multi-channel campaign (meetings, calls, and emails) to let your clients know that you are moving firms and how that affects them. You will want to inform them of key points such as:
 - Your relationship and support of their goals remains the same.
 - You will have more freedom and flexibility to serve their needs as an independent advisor.
 - Your new firm is committed to helping you prioritize their best interests.
- Emails informing them about account transition and letters they will receive from your new firm.
- A multi-channel campaign to collect missing information for repapering accounts, if applicable.
- Emails with details about your new firm's name, office location, and contact info, if applicable.
- A multi-channel launch campaign welcoming them to the new firm and answering important questions about fee changes, new products, service options, potential tax implications of selling assets, and privacy and security measures of your new firm.

Consider personal outreach for top clients.

How you communicate, especially with top-tier clients, is paramount. You should meet with your top clients face-to-face to initially explain the change and benefits. This also gives you an opportunity to continue to strengthen your relationships. Throughout the move, additional meetings may be warranted, and at minimum, you may want to call these clients ahead of email touchpoints.

While not every client will require in-person meetings, calls will go a long way to making sure clients are comfortable with the change. Be prepared to answer their questions and concerns throughout the process, and proactively communicate with them before your new firm sends them any emails or letters.



You can probably take a less targeted approach with smaller client accounts, but all clients will appreciate being kept in the loop at every stage of your move. Make sure you cover key client concerns in the communications (see the chart to the right).

Make sure you cover these client concerns.

Why did you decide to leave, and why did not you tell me it was going to happen?
Why did you choose the new firm, and what can you tell me about its track record?
Where will my accounts be held? How will I access my accounts?
How will my accounts transfer?
How long will my accounts take to transfer over, and how will I know it is done?
What happens to my account history? Will my cost basis transfer?
Will my performance history transfer?
Why do I need to provide all my personal and financial information to you again?
Why are advisors from your prior firm calling me? Is what they are saying true? What should I tell them?
Will my periodic contributions and distributions be interrupted?
Will my fee change? How and when will my accounts be billed?

Keep in mind these critical communication guidelines.

Enclosed below are several key communication practices to keep in mind during the move:

1. Be honest and upfront about the change and why it is happening. Your clients will appreciate your insights, particularly if it is a change in your control, like moving firms.
2. Tell clients how the change benefits or impacts them. Some conversations and communications are easier than others. Make sure that you position the move as positive for the long term.
3. Set expectations and communicate frequently as new information arises. Let them know that you will provide more information frequently over the coming weeks or months, and then stick to a consistent schedule to ensure that not too much time goes by without any touchpoints.
4. Ensure you take time to hear their concerns and meet with top clients. No matter how well you communicate and how proactive you are, some will want to meet with you, and some will have additional questions. In times of change, setting aside extra time for in-person, phone, and video conference calls are crucial.
5. Use a variety of communication channels to keep them in the loop. Err on the side of over-communicating during a major change, and you can use your website to post blogs, video updates, post weekly updates, send emails, meet with them when necessary, and leverage other approved forms of communication like social media to get your messages across.

How can Redhawk help?

As part of our transition assistance process, Redhawk will help you create communication timelines for the move. We also have communication templates you can leverage. Lean on Redhawk's team of experienced specialists to help you effectively manage the move, letting clients know they are in good hands.

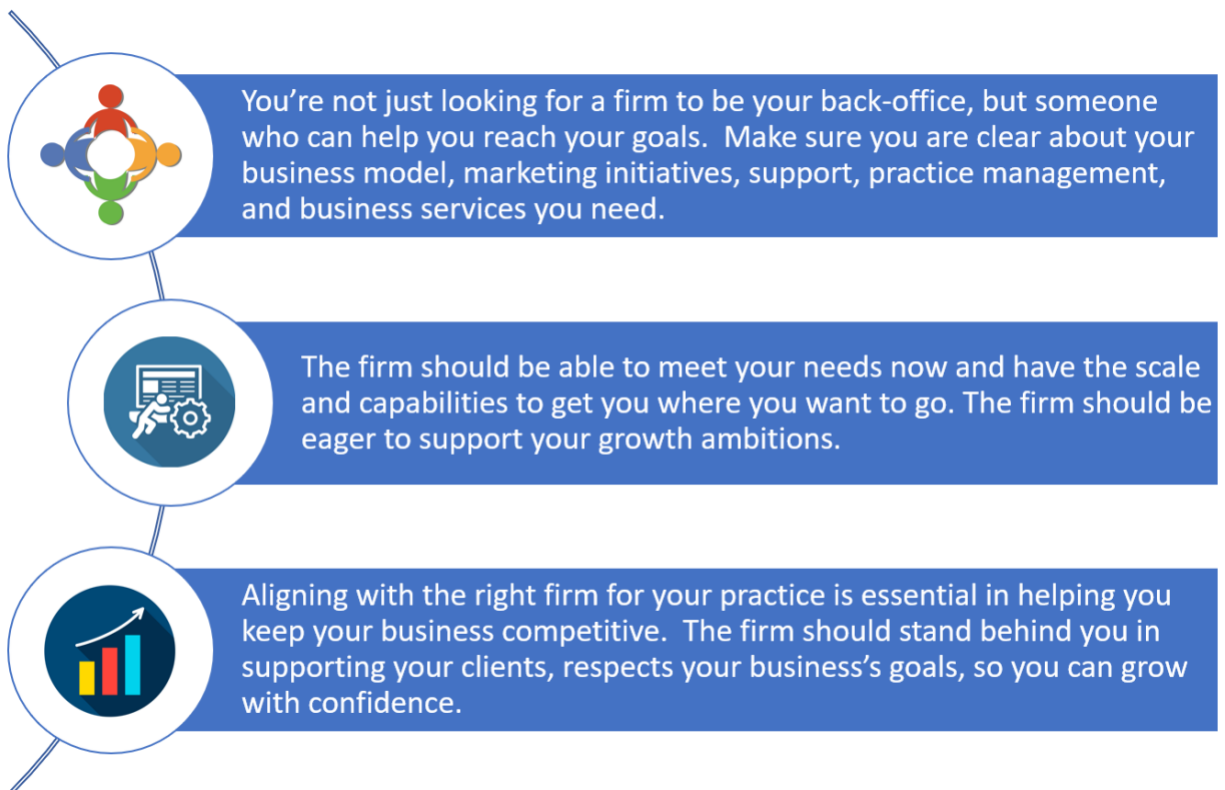


Mistake #6: Do not have a discovery process for the new firm's financials and succession plan.

Your new firm is critical in providing the business model, resources, and guidelines that allow you to maximize your business experiences. While multiple factors will affect your decision, there are some key characteristics all firms should share. You can get a sense of a potential firm's fit through preliminary discovery.

- Visit BrokerCheck, FINRA's free, online resource to help you research each firm's regulatory actions, arbitrations, and complaints.
- Reach out to industry professionals, recruiters, and affiliated partners of each firm and ask about their respective experience.
- Review press coverage and feedback to get a sense of each firm's reputation and track record with financial advisors and affiliates.
- Review each firm's website, marketing materials, and mission statements to get a sense of their values, offerings, and recruiting strategy.

Regardless of which firm you choose, you should feel confident in their ability to help you stay competitive. If they cannot give you access to the valuable tools, experience, and support that financial advisors of similar size, scale, and operational model are accessing, your practice will struggle to retain and attract clients. Make sure the firm is in alignment with your core values and your vision of the business (see the diagram below).





If you are interested in moving to a smaller boutique firm (for example, a privately held company versus firms like LPL, Osaic, Raymond James, or Goldman) you need to ask the tough question regarding exit strategy directly to the owners of the firm. You want to make sure that they do not sell to one of the mega rollup firms and then you become just another number in a large organization without a voice. You also want to make sure that the firm has a succession plan and that they are in good shape financially. You want to make sure they have the financials to keep investing in technology, marketing, and good support people.

Some of the financial questions you should ask include:

Financial Questions

1. Who are the owners and their ages?
2. Is there a selling agreement/key man insurance amongst the owners?
3. What is the succession plan of the owners?
4. Is the firm for sale in the next 5-10 years?
5. Is there a source of capital if needed?
6. What is the annual budget for technology and marketing?
7. What are the current margins of the firm?
8. Does the firm have any outstanding loans?
9. Does the firm have any regulatory issues or disclosures?

How can Redhawk help?

Redhawk will answer all these questions during the discovery phase. As mentioned earlier, we are big believers in transparency and want you to be fully informed. We want to make sure that you are confident in the direction of Redhawk and its sustainability.



Mistake #7: Do not ask enough questions, preferable at the new firm's headquarters.

RIA firms are consultative by nature and want to be a trusted partner you can rely on throughout your career. They successfully transition advisors like you every day and are well versed in the details of the process and can easily draw on their deep knowledge and experience. You want to make sure that you cover the following topics with the new firm.



You should visit with the firm at their main office to witness the culture and meet the team members. Make sure you ask the tough questions. Remember, you only want to go through a move once, so you want to be 100% confident that you selected the right firm.

Long before you commit to a new firm, there are a number of significant questions you should get answered. We listed some of the financial questions to ask in Mistake #6 and in this section, we will review many of the general questions to ask the firm.

General questions to ask the new firm.	
1.	What is the culture of the firm?
2.	How long has the firm been in business? AUM? Number of clients? Number of advisors?
3.	What is the average advisor at your firm?
a.	AUM



General questions to ask the new firm.	
b. Number of accounts	
4.	Do you provide access to legal counsel if I need help?
5.	Is the firm actively acquiring practices? i.e., a rollout?
6.	What is the business mix of the firm?
	a. Number of managed accounts
	b. Number of retirement plans
	c. How much insurance business
7.	Can I have my own brand and DBA?
8.	Can the technology and reporting contain my logo?
9.	Do I own my clients?
10.	Can I monetize my practice?
11.	Can you help me with my succession?
12.	Which custodians do you work with?
13.	Can you demo your technology capabilities?
14.	Can you help build my business? What are your marketing programs?
15.	What is the length of tenure and experience of the employees?
16.	Will I have a dedicated servicing team?
17.	Do you offer practice management and coaching?
18.	Does the E&O cover prior acts? Who pays for the E&O coverage?
19.	Do you have cybersecurity coverage that includes the advisor? Who pays for it?
20.	Does the firm have selling agreements with the third-party money managers I use?
21.	Will the firm accept my OBAs?
22.	What is the average review turnaround time from compliance?
23.	Will your firm keep me informed of new regulatory issues?
24.	Will you help me get testimonials that I can use?
25.	What is the average retention rate of clients that go through a move?
26.	What type of investment products are available on the platform?
27.	Can I manage my own model portfolios?
28.	Can I trade client accounts?
29.	Can you aggregate held-away accounts?
30.	Can you accommodate multiple fee schedules (flat, linear, and tiered)?
31.	Can you accommodate fee splits for multiple advisors servicing an account?

How can Redhawk help?

Redhawk will answer all these questions during the discovery phase. As mentioned earlier, we are big believers in transparency and want you to be fully informed. We want to make sure that you know everything about our culture, people, technology, and capabilities.



Mistake #8: Do not understand what is included in the technology stack.

Running a practice requires an enormous amount of time. Today's technology can help you become more efficient and streamline your practice, so you can spend more time with your clients. Further, with the right application of technology, you can keep "ahead of the curve" in meeting the ever-more demanding needs of your clients.

It is critical to understand that technology does not replace you, however it can both enrich the delivery of advice, and automate back-office tasks. Make sure you understand the technology available, how is it integrated, and most importantly the costs!

RIAs typically build their technology around four main functions: CRM, financial planning software, investment management (including the portfolio management and performance reporting functions), and document management. Adoption rates for all these functions are over 80%⁵.

From these main functions, other technology applications fill out narrower functional roles that include⁵:

- Specialized planning tools (from 11% adoption for student loans to 68% for tax planning).
- Compliance functions (54% for dedicated compliance software).
- Marketing or business development technology tools (used by 12% of advisors).

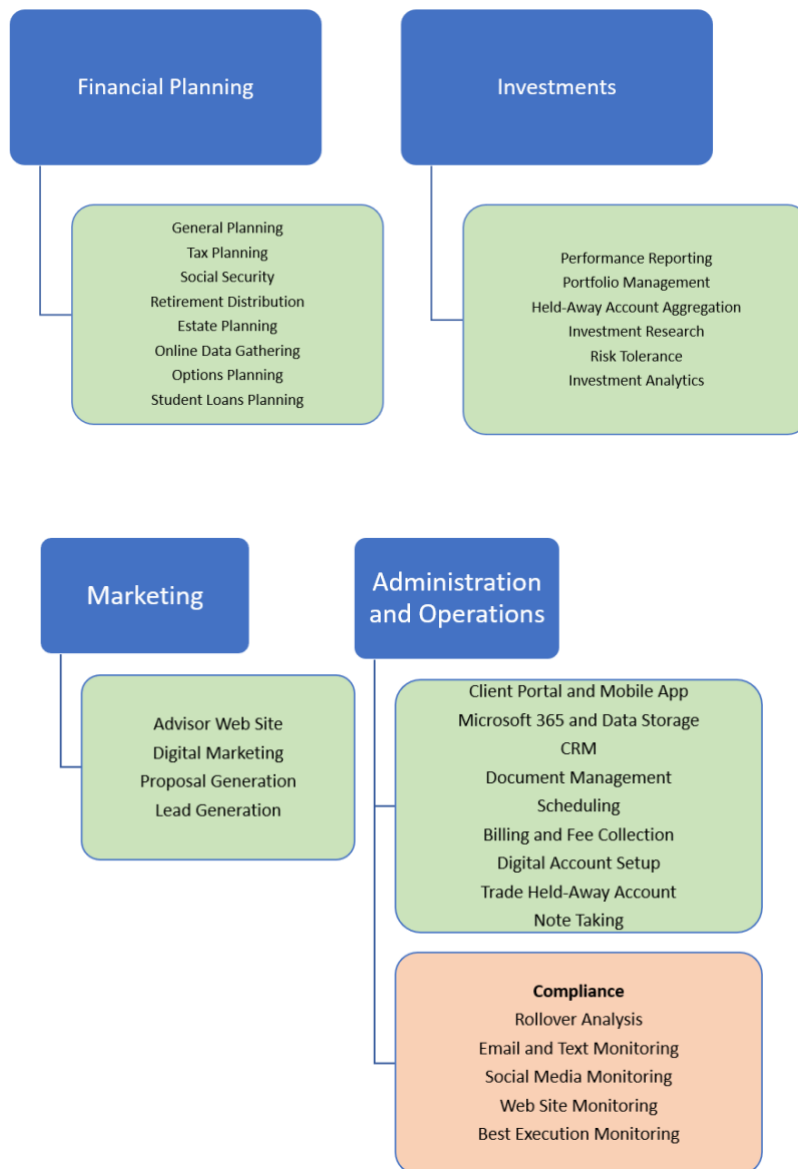
Overall, advisor adoption of technology is on the rise; based on advisor responses, technology adoption is projected to increase over the next twelve months in each of the business functions surveyed. Adoption is projected to grow fastest for estate planning, with a 16% increase in usage expected in the year ahead. Ongoing advice engagement follows, with a projected 11% increase. Tax planning, social media archiving, and meeting scheduling, respectively, round out the top five advisor functions where adoption is projected to increase most rapidly⁵.

In a Kitces study conducted in 2023, technology spending represented the biggest line-item expense outside of people costs⁵.

Advisors are now applying technology to most of their key business functions. When it comes to tying applications together, a CRM application is by far the most used hub for an advisor's technology stack, with nearly half of advisors claiming their CRM system is a focal point⁵.



When looking at a new firm, make sure they have technology that covers financial planning, investments, marketing, administrative support, and compliance (see below for details).



How can Redhawk help?

Redhawk will answer all these questions during the discovery phase. As mentioned earlier, we are big believers in transparency and want you to be fully informed. We will demonstrate the technology applications and discuss the integration between applications. We have also developed processes that utilizes the technology and will make your practice more efficient. We have a dedicated IT support team that will assist you with the technology to make sure it is working properly and address any questions you might have.

Mistake #9: Do not know if the new firm will help them grow.

Having several turn-key proven marketing programs to leverage can save you time, money, and headaches so you can focus on other activities to grow your business. To succeed in today's competitive landscape, you need to adopt a multi-channel marketing plan (see the diagram to the right).

Good marketing matters because it can help you build a foundation of success as an advisor. After all, you cannot expect clients to show up out of nowhere if no one knows what you do or that your business even exists. Marketing is how you capture prospective clients' attention and attract an audience for your services.



You could rely on referrals or word-of-mouth to generate leads, but those types of things may only take you so far. Actively marketing your business, both online and offline, allows you to⁶:

- Communicate your unique value proposition to your target audience, i.e., the people who need to hear the message you are delivering.
- Develop your brand image and increase its visibility amid a sea of competition from other advisors.
- Gain a better understanding of what your ideal client needs so that you can deliver it in the most efficient way possible.
- Establish credibility and your overall reputation in the financial advisory landscape.

Most importantly, marketing can help you to capture new leads, which is vital to running a sustainable business.

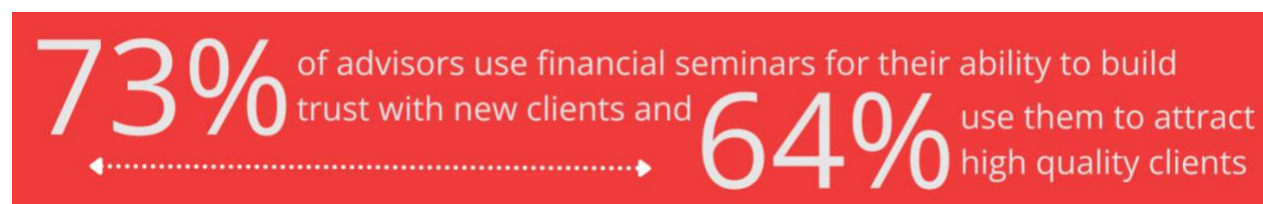
Seminar Marketing

Financial seminars have become an essential marketing tool for educating clients and building valuable connections for decades. But that does not mean they are outdated marketing solutions.

Financial seminars are organized events where financial advisors present information on a range of financial topics to an audience. These seminars can vary from intimate gatherings in conference rooms to large, formal events in hotel ballrooms, or virtual settings. The primary aim is to offer valuable insights, address attendees' questions, and forge strong relationships with potential clients⁶.



Financial seminars are multifaceted and they serve as educational platforms, networking opportunities, lead-generation tools, and revenue builders. By providing actionable advice and addressing complex financial questions, advisors can establish themselves as knowledgeable professionals in their field (see the callout below)⁶.



Source: "How do Financial Seminars Work," Leading Response

Digital Marketing

Digital marketing can help advisors more effectively generate prospects and nurture them to become clients. The technology can also strengthen retention, by helping advisors more efficiently stay in touch with current clients. The focus of these applications can range from engaging on social media to drive more traffic to an advisor's website, converting website traffic to an advisor's email list, developing marketing content, and managing email marketing campaigns.

Webinar Marketing

Webinar marketing can help financial advisors highlight their knowledge, engage potential clients, and provide valuable, interactive content that could help establish their credibility and build trust. Financial advisors can leverage webinars as an effective marketing tool to connect with clients in seven common ways⁷:

1. **Engagement:** Webinars can offer a dynamic platform where advisors can engage directly with their audience through live Q&A sessions, polls, and interactive features, which can help foster a deeper connection and trust with attendees.
2. **Accessibility:** Attendees can join webinars from anywhere with internet connection, eliminating geographical barriers and enabling advisors to reach a broader audience, including potential clients from different locations.
3. **Education:** Financial advisors can use webinars to simplify complex financial topics, offering valuable educational content in a structured and easily understandable manner, with the aim of increasing financial literacy among their audience.
4. **Lead generation:** By promoting webinars through various channels and requiring registration, advisors can capture attendee information. This can be used to follow up with webinar participants as potential leads in future conversions and other events.
5. **Establish authority:** Hosting webinars allows advisors to display their knowledge, and experience in the financial industry. This can help position them as thought leaders and trustworthy sources of information within their field.



6. **Cost-effectiveness:** When compared with traditional seminars or events, webinars typically have lower overhead costs. Advisors can save on expenses related to venue rentals, travel, printed materials, and catering.
7. **Analytics:** Webinar platforms often provide detailed analytics, offering valuable insights into attendee engagement, such as duration of participation, questions asked, and polls answered. This data can help advisors understand audience interests and preferences, which can guide them in refining future webinar content and marketing strategies.

Lead Generation

Lead generation technology assists advisors in finding interested prospects by providing not just centralized platforms for leads to flow through, but outright sourcing and driving those leads to financial advisors. More complex lead generation services also assist with vetting leads, customer relationship management input, and other marketing services⁸.

Lead generation for financial advisors is integral to growing your business. If you have a strong roster of existing clients, continuing to generate qualified leads should be at the top of your to-do list.

Clients are generated by delivering useful advice and solving problems. You can only convert someone to a client once you have shown your knowledge in the field by demonstrating your value. Whether this is done by offering a solution, showing your understanding of the industry, or impressing a lead in some other way. Once you have highlighted your ability, it is much easier to get leads to convert to clients.

Credibility

As a financial professional, your success hinges on credibility. It is not enough to possess the knowledge and qualifications in the financial planning industry. To gain new clients and retain existing ones, building a strong foundation of credibility is paramount.

Listed below are the key benefits of credibility⁹:

- **Establishing Trust:** Credibility serves as the bedrock of trust in the financial planning industry. Clients want assurance that their financial goals are in capable hands. By showcasing your qualifications, experience, and industry recognitions, you instill confidence and build trust with potential and existing clients.
- **Attracting High-Quality Clients:** In a competitive landscape, credibility acts as a magnet for high-quality clients. When prospects see your robust track record and reputation, they naturally gravitate towards your services. By positioning yourself as a knowledgeable professional, you become the trusted advisor that clients seek out for their financial needs.
- **Fostering Client Loyalty:** Credibility not only attracts new clients but also helps retain existing ones. By consistently demonstrating knowledge and professionalism, you



reinforce your value proposition and ensure client satisfaction. Satisfied clients are more likely to refer others, creating a positive cycle of growth for your business.

Enclosed below are the key elements of building credibility⁹:

- **Qualifications and Experience:** Highlight your educational background, certifications, licenses, and relevant training. Demonstrating your expertise and continuous professional development assures clients that you possess the knowledge and skills necessary to navigate their financial complexities.
- **Industry Awards and Recognition:** Industry awards and recognition serve as powerful third-party endorsements. Display any accolades you have received to establish yourself as a leader in the financial planning industry. These endorsements lend credibility to your reputation and differentiate you from competitors.
- **Client Testimonials:** Client testimonials provide social proof of your ability to deliver results. Share success stories from satisfied clients, emphasizing how your knowledge positively impacted their financial journeys. Client testimonials create trust and credibility, highlighting your value to potential clients.
- **Social Proof and Third-Party Credibility Indicators:** Leverage the power of social media and online review platforms to cultivate your online presence. Engage with clients and peers, share valuable content, and invite testimonials to highlight your knowledge. Utilize third-party credibility indicators, such as positive media coverage and guest appearances on podcasts, to increase your credibility further.

How can Redhawk help?

Redhawk has many marketing solutions to help grow your practice, such as:

1. Proven marketing programs that can be used in a seminar, webinar, or lead generation fashion.
2. Publish articles in leading news sites.
3. Books and e-books that you can co-author to increase your credibility.
4. Client testimonial opportunities through our communication channels with clients.



Why Redhawk?

Redhawk is large enough to deliver exceptional service and small enough to care about your success. We do not make you fit into our business model; we mold ourselves around your culture and business design. Our services are flexible, innovative, forward thinking and designed to provide the leadership, resources, and training you need to build the business you want. We want to help you accelerate the growth and success of your practice and allow you to better serve your clients. Everything that we do is focused on you and your business.

Our transition team has helped advisors throughout the country successfully move their practices. We put our specialized resources to work to help you navigate your move to our platform with ease and allow you to stay focused on your clients.

We have integrated our technology infrastructure and third-party partnerships to support a seamless digital experience for you and your clients. You can onboard new clients and open accounts seamlessly online. You can also manage client portfolios and execute transactions electronically using modern trading tools. Most importantly, client service specialists are always standing by to help.

Whether you are looking for marketing solutions, flexible investment platforms, integrated technology, or business consulting, you can leverage our teams' knowledge, experience, and creativity to bring your vision for your practice to life. With Redhawk, you get the best of both worlds, the flexibility to run your practice, your way, and the dedicated focus of a complete wealth management firm.

We hope that this special report has given you insights into some of the mistakes to avoid when switching firms. If you have any questions or want to talk to someone about joining Redhawk, please email us at sales@redhawkwa.com.



Acknowledgements

1. "Advisors are going independent, with no regrets." Donna Fuscaldo, Financial Management Practice Development, June 4, 2024.
<https://www.investopedia.com/news/why-more-advisors-are-going-independent-no-regrets/>
2. "Voices: How Financial Advisors Can Avoid Legal Troubles When Switching Firms," Mark Kowalsky, Financial Planning, February 21, 2021. <https://www.financial-planning.com/list/how-financial-advisors-can-avoid-legal-trouble-when-switching-firms>
3. "Considering a move? Here's what financial advisors can and cannot say to clients." Wendy Leung, Diamond Consultants, <https://www.diamond-consultants.com/considering-a-move-heres-what-advisors-can-and-cant-say-to-clients/>
4. "Leaving Your Firm? The Broker Protocol is One Detail You Can't Miss," Travis Johnson, XY Planning Network, November 28, 2022,
<https://www.xyplanningnetwork.com/advisor-blog/leaving-your-firm-the-broker-protocol-is-one-detail-you-cant-miss>
5. "The Technology that Independent Advisors Actually Use and Like, 2023 AdvisorTech Study." The Kitces Report, <https://www.kitces.com/kitces-report-independent-financial-advisor-technology-fintech-software-tools-research/>
6. "How do Financial Seminars Work," Leading Response, August 22, 2024,
<https://leadingresponse.com/blog/how-do-financial-seminars-work/>
7. "Webinar Marketing Strategies for Financial Advisors," Arturo Conde, SmartAsset, February 24, 2024, <https://www.smartasset.com/advisor-resources/financial-advisor-webinar-marketing>
8. "Lead Generation for Financial Advisors: 15 Tested Tips to Generate Leads," FMG Suite, <https://fmgsuite.com/insights/10-financial-advisor-marketing-ideas-for-finding-leads/>
9. "Unleashing the Power of Credibility in Financial Planning: Building Trust to Attract High-Quality Clients," Mike Saunders, Authorize Academy, October 19, 2023,
<https://www.linkedin.com/pulse/unleashing-power-credibility-financial-planning-trust-saunders-mba-fbeuc>



About the Author

Rick Keast is the President and Chief Compliance Officer of Redhawk Wealth Advisors, Inc. Redhawk is an SEC Registered Investment Advisor located in Minneapolis, Minnesota. Mr. Keast is responsible for the operations and overall performance of the firm, as well as oversees the regulatory and compliance functions and the investment committee for the firm. He has over 30 years of experience in the financial services industry and has worked with financial advisors throughout the country to help them build their practices.



Mr. Keast has a proven track record in the financial services industry for developing revenue-producing relationships and delivering key customer solutions. He developed the first 401(k) offering with exchange traded funds in 2005 working with Capital One ShareBuilder. He has also served as the lead consultant working with major Fortune 500 firms such as PepsiCo, Frito-Lay, Pizza Hut, Taco Bell, Continental Airlines, Merrill Lynch, State Street, CONAGRA, and Textron. Prior to joining Redhawk, Mr. Keast held various management positions with ExpertPlan, PAi, Merrill Lynch, KPMG Consulting, and William M. Mercer.

Mr. Keast earned his bachelor's degree from Northern Illinois University and an MBA from Lake Forest Graduate School of Management. He also holds the Accredited Investment Fiduciary ("AIF®") designation from Fi360. Mr. Keast is the author of the book "Freedom to Soar, Your Guide to a Better Financial Outcome" which was published in 2020 and The TSP Millionaire published in 2022.