



# ADVISORY

## BEHAVIOURS FOR HIGH PERFORMANCE

MINDSHOP'S 2021 BUSINESS ADVISORY INSIGHTS REPORT

## Executive Summary

After a rollercoaster ride in 2020, 2021 will be an opportunity for business advisors to reflect, reset and take advantage of a wealth of new opportunities driven by evolving client advisory service demand, online delivery of advisory services, work from home arrangements and the lingering impact of COVID on businesses. The challenge will be ensuring any 'pivots' to capitalise on opportunities align to personal and business goals.

The insights from this report are drawn from the results of a global survey of Mindshop advisors undertaken in late 2020. It explores the capabilities, behaviours and traits needed for advisors to navigate 2021 successfully, inviting advisors to reflect on their own gaps through six key questions, and mapping their training and coaching needs to address each gap.

The survey results highlighted that advisors who had their resilience and models tested through 2020 are cautiously seeking to grow in 2021 but need to consolidate the important lessons learnt navigating COVID-impacted markets in order to embrace the right high performance behaviours for themselves and their teams.

Scaling their advisory businesses was identified as the number one capability advisors want to upskill in for 2021. This will involve efficient use of advisory technologies, building advisory capabilities in their teams and addressing their number one barrier, capacity.

Referrals are the most effective way 84% of advisors identified they will achieve their growth targets, yet many are not referral ready leading to self-sabotaging behaviours which prevent advisory growth.

Authenticity will also be a critical trait for advisors to cut through with prospective clients in 2021 as quality clients have very limited time or energy to waste on an advisor who doesn't deliver on their promises or is unreliable.

### Top 10 Key Capability Needs

1. Scaling your advisory offering
2. Discovering emerging insights and trends
3. Best practice in running a high performing advisory business from peers
4. Implementation skills
5. Facilitation & delivery skills (inc. online)
6. Marketing & growth strategies
7. Coaching skills
8. Sales conversion skills
9. Strategic planning
10. Advisory business model innovation

A November 2020 *McKinsey* article entitled 'Closing the capability gap in the time of COVID-19' draws attention to an evolved, blended way of building capability that focuses not just on learning but also the importance of behavioural changes that only come from regular, practical application of that knowledge.

To guide the development of these behavioural changes Mindshop has developed an evolved 'Five Phases of Business Advisory Success' model which ties together the report insights and lessons from 2020 to map the behaviours and traits for a high performing advisor.

Where are your gaps and opportunities for improvement?

The insights from this report have resulted in six questions advisors need to ask themselves in 2021 to drive higher advisory performance:

1. **Can you adapt quickly enough to take advantage of evolved client demand in 2021?**
2. **Are you referral ready?**
3. **Is your advisory business scalable?**
4. **Are you building the right high performance behaviours versus ticking capability boxes?**
5. **Are gaps in foundational traits your Achilles' heel?**
6. **How will you innovate your advisory model in 2021?**

In conclusion, you're invited to document the strategies as well as observable advisory behaviours and traits you want to improve in 2021 and identify capability building activities you need to undertake to achieve your goals. Mindshop's training, coaching, resources, technology and global community will be there to support this journey at all times for Mindshop advisors and their teams.

## 8 High Performance Behaviours

1. Technology Adoption
2. Questioning / Listening
3. Advisory Mindset
4. Facilitation / Coaching
5. Advisory Business Model
6. Marketing / Sales
7. Results
8. Niche Expertise

## 8 Foundational Traits

1. Reliability
2. Likeability
3. Tenacity
4. Authenticity
5. Core Values
6. Energy
7. Community
8. Change

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## About the Mindshop 2021 Advisor Survey

In late 2020, Mindshop surveyed over 200 business leaders and advisors from around the world to understand their thoughts on the impact on their business and themselves of the global pandemic, their thoughts on the business environment in 2021 and their training needs for the year ahead.

This report draws on the findings from the survey and Mindshop's 26 years of experience working with thousands of global business leaders and advisors.

## Mindshop Accreditation

Accreditation levels are a quality stamp of Mindshop members' mastery and application of the Mindshop tools and methodologies. Any active member of the Mindshop community can display the Mindshop Advisor logo. Any active member of the Mindshop community who has completed 10 Mindshop Online courses, either a strategic planning workshop or 6 months of client coaching and has sign off from a Mindshop Director is eligible to become Mindshop Accredited.

Mindshop Accredited members with Mindshop for at least 2 years, who have run a Growth Hub or has over 6 clients on 'Coach' tier for 12+ months and with sign off from a Mindshop Director are eligible to become Mindshop Experts.

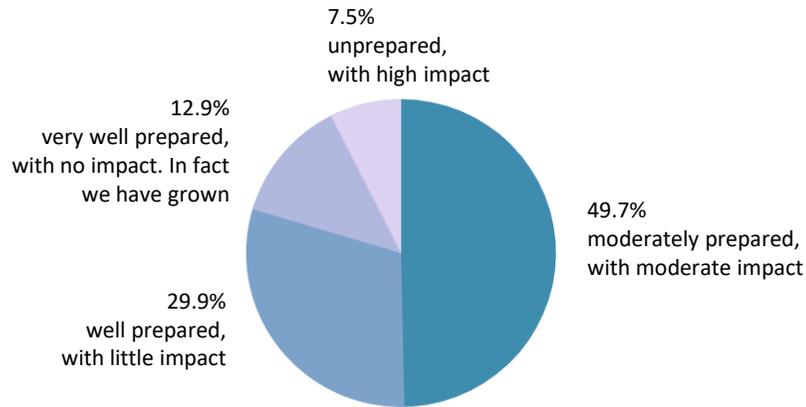


## Mindshop Growth Hubs

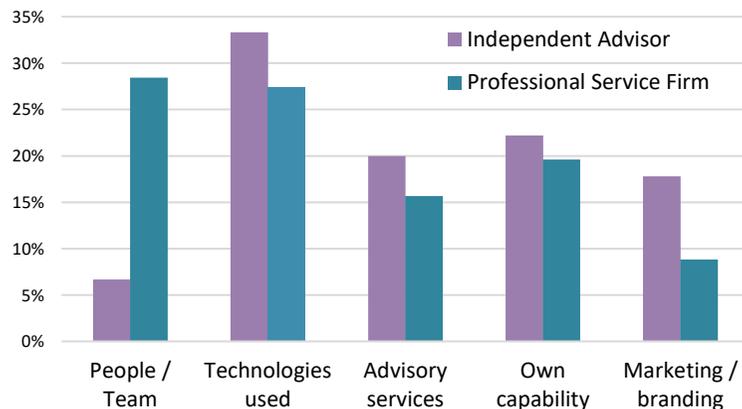
Adding a Mindshop Growth Hub to their advisory portfolio allows Mindshop advisors to build a community of like-minded clients, prospects and alliance partners with quarterly 4-hour face to face or 2.5-hour webinar workshops that focus on leadership and high performance business thinking, all created by Mindshop. Mindshop Advisors use Growth Hubs to build leverage and accelerate the growth of their advisory business.

# Mindshop Advisor Survey – COVID-19 Insights

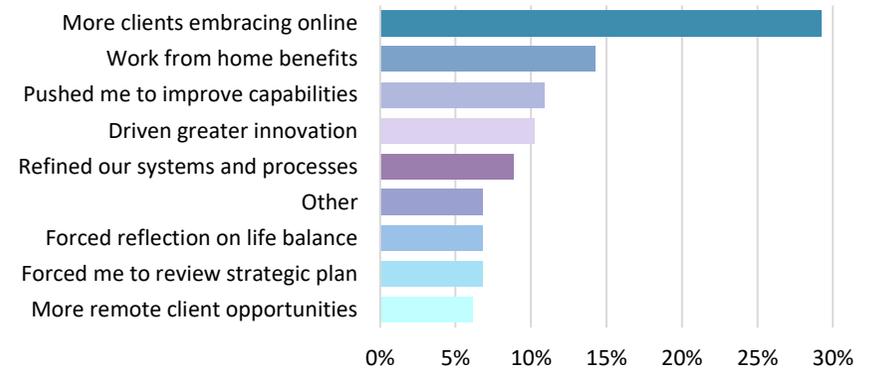
Q. Reflecting on your advisory business since the impact of COVID, which comment best describes your preparedness to tackle this period of uncertainty?



Q. Where you have you invested the most time pivoting or adapting during the COVID pandemic?



Q. If you needed to take one positive away from the COVID impacted period when reflecting on your advisory business what would it be?



## KEY INSIGHT SUMMARY

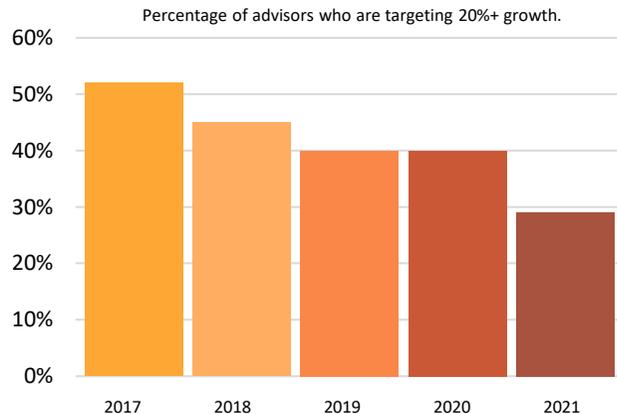
1. **43%** of advisors felt they well prepared for the crisis, feeling little to no impact.
2. **Technology** was the number 1 area advisors pivoted through the COVID period.
3. **11%** of independent advisors felt they were 'heavily impacted' by the pandemic compared to **6%** of professional service firms. Retainer revenue models helped many advisors weather the storm.
4. **'Clients embracing online delivery'** was the number one positive advisors took from 2020 by a considerable margin to other factors.
5. **79%** of advisors prefer to learn in 2021 from a blend of face-to-face and webinar training.

# Mindshop Advisor Survey Insights

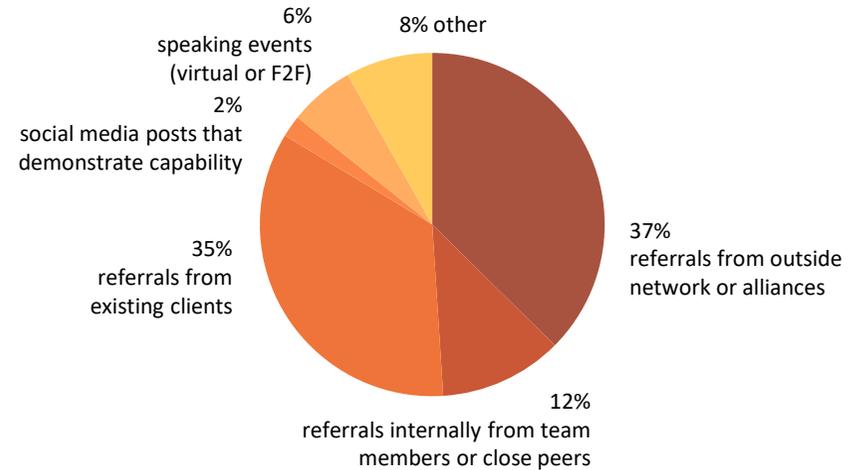
Q. Please indicate how strongly you agree or disagree with the following statements:



Q. As an advisor, what percentage of growth are you targeting for 2021?



Q. Reflecting on 2020 and winning new clients, what statement would best describe the marketing strategy that had the biggest impact for you?

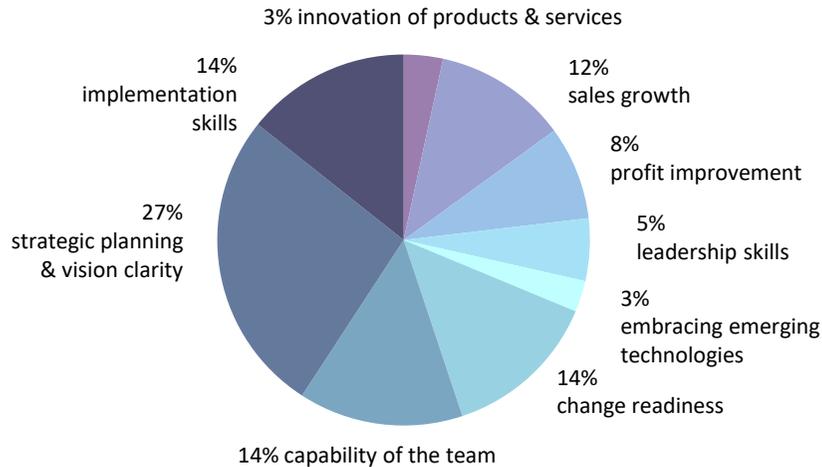


## KEY INSIGHT SUMMARY

1. Only 5% of advisors strongly agree they are regularly demonstrating capability to clients.
2. 32% of advisors don't have business advisory services clearly listed on their website.
3. Only 3% strongly agree that have a clear marketing strategy.
4. 84% indicated referrals from either inside their business or outside networks are having the biggest impact on attracting clients.
5. 29% of advisors are aiming for 20%+ growth in 2021, down on prior years.

# Mindshop Advisor Survey Insights

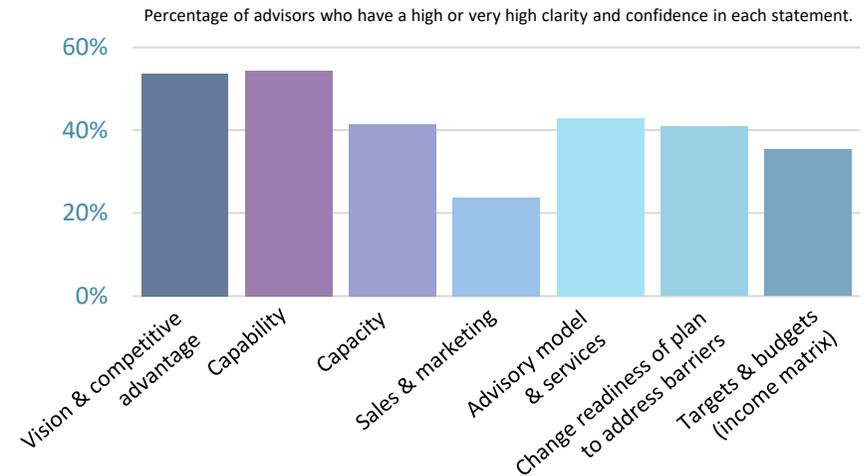
Q. What do you see as your target clients' number 1 barrier to success in 2021?



Q. How important are the following training needs to drive your business advisory success in 2021? Top ten responses from highest to lowest importance.

1. Scaling your advisory services (doing more with less)
2. Understanding emerging client business trends
3. Insights on best practice from other advisors
4. Implementation skills
5. Facilitation and delivery skills including online
6. Marketing and growth strategies
7. Coaching skills
8. Sales conversion skills
9. Strategic planning skills
10. Advisory business model innovation.

Q. How clear and confident are you that the following areas of your advisory strategic plan or thinking for 2021 will deliver your growth targets?

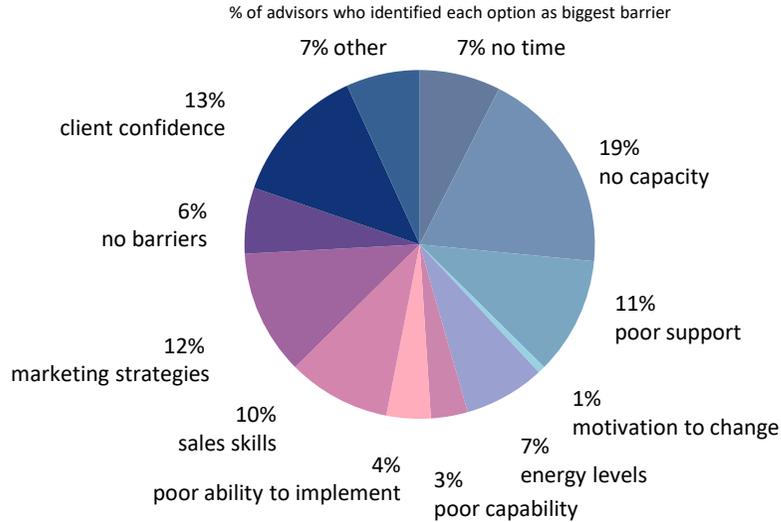


## KEY INSIGHT SUMMARY

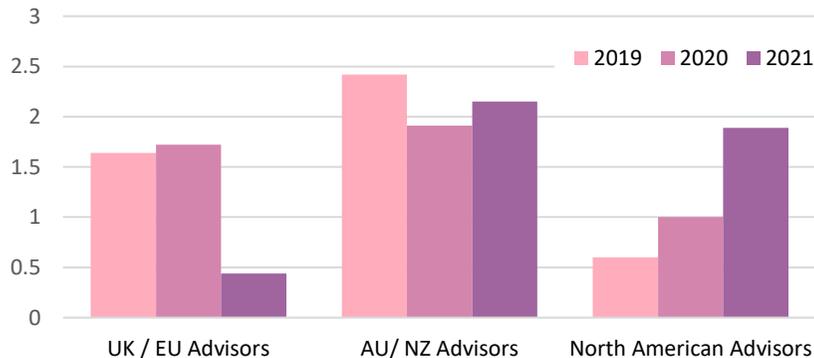
1. **'Strategic Planning & Vision Clarity'** are seen by advisors as their clients' number one barriers in 2021, reinforced by **40%** of surveyed clients saying they don't have a clear vision or strategy.
2. **'How to scale advisory services'** is advisors' number one training need for 2021 followed by 'gaining insights on emerging trends' and 'best practice from other advisors'.
3. **'Sales & marketing'** are areas in which advisors lack the most confidence in their strategic plan.
4. **'Accountability and challenging thinking'** was the number one aspect clients surveyed wanted more of from their advisor. Clients also stated the number one aspect they wanted their advisors to do less of was **'Less talking and more listening'**.

# Mindshop Advisor Survey Insights

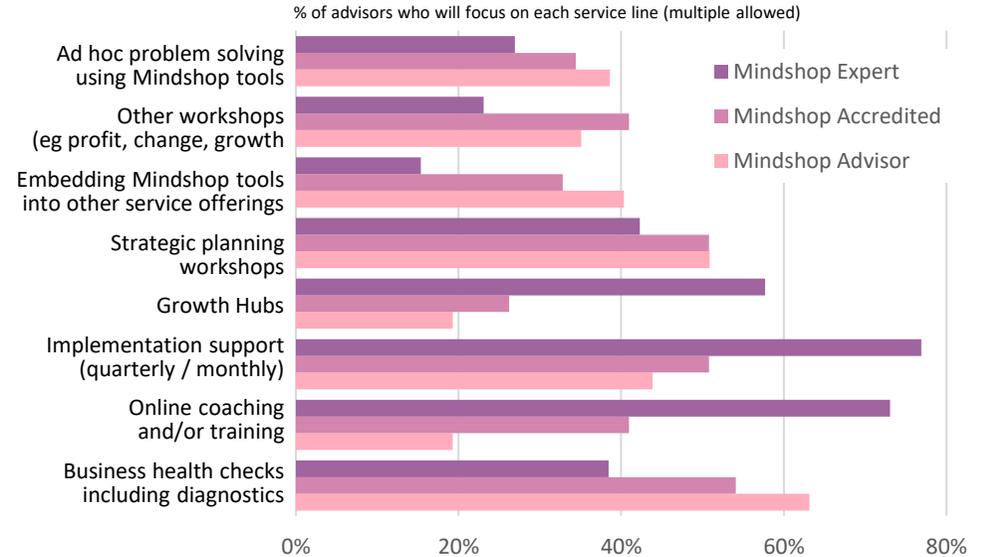
**Q. What do you see the biggest barrier will be in 2021 to achieving your growth objectives?**



**Q. On a scale of -5 to +5 (where -5 is very poor and +5 is very good) please rate your level of confidence about the business climate in 2020**



**Q. What Mindshop advisory service lines will you focus on improving in your offering to clients for 2021?**



## KEY INSIGHT SUMMARY

1. **'No Capacity'** is the number one barrier to success for advisors in 2021.
2. **77%** of Mindshop Experts will focus on improving implementation support as an offering in 2021.
3. **74%** decline in advisors' business confidence in the UK / EU for 2021, against a lift for Australia / New Zealand and North America.
4. **Mindshop Experts** are focused on scaling up by leveraging online coaching, training, implementation support and Mindshop Growth Hubs as service lines in 2021. **Mindshop Advisors** are focused heavily on Mindshop Business Health Checks as a service line in 2021.

## Six questions key to advisory success

Based on the survey results, six questions have emerged to guide the success of business advisors in the coming year. Reflect on these insights and questions in the context of your own advisory business, and use the table in this report to identify the observable behaviours or traits you need to work on in 2021 to achieve your desired goals.

**1. Can you adapt quickly enough to take advantage of evolved client demand in 2021?**

The world has changed, are you ready to adapt the way you go to market to keep up with how your clients want to engage with you?

**2. Are you referral ready?**

84% of advisors say referrals are their number one source of leads, do you have a referral program in place?

**3. Is your advisory business scalable?**

Do you have the capacity and the right mindset to take advantage of opportunities that come your way, or are you just busy?

**4. Are you building the right high performance behaviours versus ticking capability boxes?**

Anyone can complete a course, but do you have the right habits and traits behind you, practising what you have learnt and taking advantage of your learnings in the real world?

**5. Are gaps in foundational traits your Achilles' heel?**

You can have all the capability, capacity and technology in the world, but if you are not authentic and likeable you will struggle to succeed.

**6. How will you innovate your advisory model in 2021?**

Your clients are time poor and looking for a different approach that harnesses virtual technologies and greater accountability from their advisor, how will your advisory model adjust to meet their needs?

## Q1: Can you adapt quickly enough to take advantage of evolved client demand in 2021?

Every global market post 2020 and continuing through 2021 will be impacted differently by COVID-19.

While there are considerable negative impacts to mental health, social connectivity and disruption to some industries in different countries there are also many areas of high growth, opportunities and brighter times ahead as vaccines are rolled out through the year.

Advisors need to continue to be the 'wise heads', helping their clients navigate challenges, pivot strategies and take advantage of emerging opportunities. There will be a wealth of opportunities in 2021 for advisors. In good times clients can afford advisory services and in challenging times clients need you urgently. The key to success will be having an advisory model relevant to the pressing needs of each client (evolving throughout 2021) and ensuring the services you provide have been adapted to deliver the outcomes they want in their ever-evolving environment. This includes:

- working online with delivery, support, coaching and training.
- being agile and responding rapidly.
- packaging a bespoke support solution tailored to each client.
- delivering services they value (and that are market dependent) to help them survive, pivot/adapt and thrive.

Services in high demand will include:

- business health checks.
- strategic planning and visioning.
- problem solving meetings on key areas of need.
- implementation and coaching support.



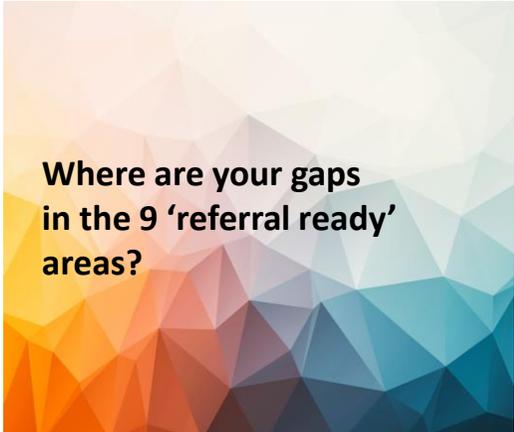
**How do you need to adapt your model and services to take advantage of client demand in 2021?**

## Q2: Are you referral ready?

Referrals continue to be the number one source of new business for advisors but are you truly 'referral ready'?

Many advisors would say 'yes' but at the same time could unknowingly be losing opportunities. Those advisors that are 'referral ready' have:

1. a clear income matrix, client target numbers and personas.
2. a good understanding of the conversion rate needed to achieve targets. How many referrals do you need to ask for?
3. capacity already in place to scale up to achieve revenue goals.
4. demonstrated capability on their website and social channels (videos, testimonials, case studies).
5. good outward messaging on capacity. 'I have a lot on but always looking for quality clients' versus 'I'm so busy and have no time spare at all'.
6. very strong and continually improving foundational advisory capabilities.
7. good advisory model and range of advisory services (with clear listing on their website).
8. a clear One Page Plan and vision for their advisory business.
9. regular discussions with alliance and referral partners on targets and gaps they need to fill with quality new clients.



**Where are your gaps  
in the 9 'referral ready'  
areas?**

### Q3: Is your advisory business scalable?

'Scaling your advisory business' was the number one training need for advisors in Mindshop's annual survey report.

Why? Growth is good but... profitable growth is much better! 'Capacity' was also the number one barrier identified by advisors to achieving success. Many advisors can run an adequate advisory business but often struggle to reach their full earning or leverage potential without a number of elements in place to create scale. For scalability, advisors need to look at embedding into their models:

1. an advisory mindset and training across the wider team (if applicable) to build a baseline in advisory and problem solving skills. New opportunities will be generated through extra capacity, allowing others to generate advisory revenue.
2. one-to-many delivery models such as Mindshop's Growth Hubs to provide training through workshop groups with peer support.
3. leverage, becoming capable in innovative online advisory technologies (especially with more clients working from home or remotely in 2021) such as Mindshop's:
  1. Business Health Checks.
  2. online training via Mindshop Online Train Tier.
  3. online coaching via Mindshop Online Coach Tier.
4. Strong systems and processes to prevent reinventing the wheel.
5. A tailored overall solution or offer to suit the needs of the client but not the content (why not leverage Mindshop material?) This will stop you reinventing the wheel.
6. The ability to delegate more or make a 'stop doing' list.



**What is one strategy you will embrace to help you scale your advisory business in 2021?**

## Q4: Are you building the right high performance behaviours or just ticking capability boxes?

A November 2020 *McKinsey* article entitled '[Closing the capability gap in the time of COVID-19](#)' stated,

*'...the imperative to create more capable workforces has never been greater.'*

However in setting the tone on the challenges in a COVID-impacted market explained,

*'...the traditional approach to corporate training was broken long before the pandemic arrived'* and that there is now *'...a rising call from business leaders for a new kind of capability building that works in today's virtual environments and focuses not simply on learning but also on achieving the behavioral change that comes from the day-to-day application of new learning and skills across broad segments of the workforce.'*

In 2021 and beyond more organisations will embrace online learning for pure capability building and education. Using efficient, interactive webinars for learning and discussing best practice and ultimately leaving face-to-face for live problem solving and collaboration with peers. A blended learning approach is required to achieve success.

Organisations invest vast amounts of time, energy and money annually on capability building. However the majority of this effort is wasted - learning may not have resulted in a change of behaviour or accountability loops, practice and teaching opportunities aren't in place to 'lock in' behavioural changes to create ongoing habits. Often capability building has become a 'tick the box' exercise for accreditation or a certificate rather than genuine personal development. So more needs to be done by an advisor to reflect on the:

- outcomes and goals.
- observable behaviours required to demonstrate consistent implementation.
- capability building activities required to build new skills.

Mindshop has developed a five phase model (highlighted further in this report) that reinforces the high performance learning journey for an advisor but also outlines the eight observable behaviours and eight foundational traits that drive success.

**What are the top five behavioural changes you want to make in 2021? What capability building activities will you undertake to achieve those behaviours?**

## Q5: Are gaps in foundational traits your Achilles' heel?

For many years 'trust' has been one of the most important currencies in the longevity of a relationship between an advisor and their client.

Post COVID-19 this will be even more important as quality clients have very limited time or energy to waste on an advisor who doesn't deliver on their promises or is unreliable. While Mindshop has identified eight high performance behaviour categories for advisors, their achievement is only half the solution to a sustainable, successful advisory business. Alone they will not build the trust critical for success. To build trust requires strength in eight foundational traits that Mindshop has identified. These become the firm foundation on which to build new behaviours and capabilities. The eight are:

1. reliability
2. likeability
3. tenacity
4. authenticity
5. core values
6. energy
7. community
8. change.

Any successful advisor over the long term will be strong in each of these areas.



## Q6: How will you innovate your advisory model in 2021?

In Mindshop's annual business leader report, clients highlighted the number one thing they want their advisor to do more of in 2021 was to hold them more accountable and challenge them.

But clients also said they are time poor, lack clarity on their strategic plan and in many cases are working remotely. So this will be challenging and require innovation in approaches, delivery, services and technology from advisors. Acumen to be across emerging trends and changes in consumer demand for target customers will also be necessary to shape conversations and authentically challenge clients.

As an advisor what will you do differently? How will you innovate your 'go to market' strategy to cut through with time poor clients? Perhaps this could include:

- new service offerings such as Mindshop Business Health Checks to pin point key challenges for clients.
- more virtual facilitation.
- researching and learning from peers on emerging trends and changing consumer demand.
- the ability to be an agile problem solver, facilitating a solution to any problem with little preparation.
- online coaching.
- online or custom diagnostic tools.
- developing your own niche models to challenge clients.
- embracing scaled delivery models.



**What is the one innovation  
you will make to your  
advisory business in 2021?**

## Mindshop's Five Phases of Business Advisory

Success in business advisory means different things to different advisors. At Mindshop we have developed a table that outlines the five phases of business advisory and the learning journey advisors can progress through:

1. **data**
2. **insights**
3. **problem solving**
4. **strategy, and**
5. **implementation.**

Some individuals or firms may be content to specialise in one area, others may be on a journey to develop their skills and offerings to move up the value ladder with clients. On the next page you will find the full table, outlining each of the phases, the behaviours of high performance you will need to master to succeed at each level and the foundational traits that underpin success at every level.

Reflect on where in the five phases of business advisory you are now and where you would like to be. Use the tables following the five phases model to map your gaps and identify what training, coaching or resources you need to help you get there.

# Mindshop's Five Phases of Business Advisory Success

Select the advisory phase below that you are targeting for higher performance in 2021 and then reflect on the gaps you need to work on for success regarding each behaviour and foundational trait.

<b>Business Advisory Phases</b>	<b>1. DATA</b> ANY TEAM MEMBER Facts and figures provided about the business and industry trends.	<b>2. INSIGHTS</b> RISING STAR Insights, research and analysis relating to data on the business or industry.	<b>3. PROBLEM SOLVING</b> PROBLEM SOLVER Guidance and advice relating to a specific minor business issue or opportunity.	<b>4. STRATEGY</b> STRATEGIC ADVISOR Developing strategies for a business, specific major issue or opportunity via workshops.	<b>5. IMPLEMENTATION</b> EXPERIENCED FACILITATOR Ongoing guidance for successful implementation of strategies in an organisation.
	VALUE TO CUSTOMER 				

## HIGH PERFORMANCE BEHAVIOURS

<b>Technology Adoption</b>	Access to and basic use of applicable technologies to interpret client data.	Access to and adequate use of applicable technologies to interpret client data / insights.	Access to and good use of applicable technologies to collaborate with and advise clients.	Access to and very strong use of applicable technologies to collaborate with and advise clients.	Access to and expert level use of applicable technologies to collaborate with and advise clients.
<b>Questioning &amp; Listening</b>	Asks simple questions that allows flowing, constructive conversations. Adequate listener.	Basic problem solver. Asks good questions to better understand client challenges. Capable listener.	Good problem solver. Uses tools to dig deeper to discover root causes. Good listener.	Challenges clients with very good questioning and problem-solving using tools. Strong listener.	Challenges clients with expert questioning using advanced problem-solving tools. Strong listener.
<b>Advisory Mindset</b>	Seeks to understand client challenges and opportunities through problem solving.	Adequate business acumen. Seeks to understand both client challenges and industry issues.	Good business acumen. Good understanding of client challenges and broader industry issues.	Strong business acumen. Regular contributor on industry / client issues & opportunities.	Expert business acumen. Thought leader on industry / client issues, trends & opportunities.
<b>Facilitation &amp; Coaching</b>	Sets simple meeting agendas and can adequately manage a meeting through to actions.	Interprets insights for clients and can run an effective meeting through to clear actions.	Uses problem solving tools to facilitate 1-2 hour meetings with clients to drive to clear action.	Regularly facilitates workshops and coaches clients well as part of implementation support.	Weekly facilitation of complex workshops with project teams. Expert coach / implementer.
<b>Advisory Business Model</b>	Monetises conversations around client data using technology and tools where applicable.	Delivers business health checks and monetises client meetings using technology and tools.	Monetises 1-2 hour problem solving meetings. Business health checks. Simple strategy.	Systemised advisory model with health checks, strategic planning, coaching support, workshops.	Advanced, systemised and scaled advisory model / services. High leverage of time.
<b>Marketing &amp; Sales</b>	Demonstrates capability occasionally with internal team members or clients to win work.	Demonstrates capability well with internal team members, clients or peers to win work.	Adequate contact program, demonstrated capability, drives referrals. Asks for business.	Good contact program, industry speaker. Drives referrals from target market. High conversion rate.	Thought leader in industry. Highly referable. Sells through expert problem solving of issues.
<b>Results</b>	Consistently winning budgeted new 'Data' advisory work to complement other revenue.	Consistently winning budgeted new 'Data' and 'Insight' advisory work.	Achieving budgeted revenue from advisory income matrix of services.	Exceeding budgeted revenue / profit from advanced advisory income matrix of services.	Exceeding budgeted revenue / profit from advanced, scaled, systemised advisory services.
<b>Niche Expertise</b>	Understanding of handful of approaches in a niche (e.g. strategy) that are used intuitively.	Understanding of broad range of approaches in niche (e.g. strategy). Used periodically with clients.	Continuous learning and applying new niche tools in regular client meetings.	Continuous learning, developing and applying new niche tools in regular client workshops.	Regularly learning, developing and teaching others new niche tools / models. Market leader.

## FOUNDATIONAL TRAITS

<b>RELIABILITY</b> Safe pair of hands. Always punctual. Good life balance.	<b>LIKEABILITY</b> Very personable. Gets along well with people at all levels.	<b>TENACITY</b> Never gives up. Always striving for higher performance. Resilient.	<b>AUTHENTICITY</b> What you see is what you get. Self-aware. High emotional intelligence.	<b>CORE VALUES</b> Embraces value to others. Core values drive decision making.	<b>ENERGY</b> Provides energy to those around them. Strong self-belief.	<b>COMMUNITY</b> Strong connector with peers, team members and target customers.	<b>CHANGE</b> Strong level of change readiness. Embraces change. Growth mindset.
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## Map your 2021 high performance behaviours or traits

What behaviours or traits do you need to work on for higher performance personally or as a firm in 2021?

Put your top 5 desired advisory outcomes or goals in the table below followed by the relevant observable behaviours or traits. Finally reflect on the capability building activities you need to complete to build the skills around those behaviours and traits.

Outcome / goals	Observable behaviour or trait	Mindshop capability building activity
<b>Example: Grow revenue 10%</b>	Successfully implement a range of growth strategies and vision for the business.	<ul style="list-style-type: none"> <li>• Strategic Planning course</li> <li>• Growth course</li> <li>• Run team through Growth Strategy tool</li> <li>• Attendance at advisor training days</li> </ul>
1.		
2.		
3.		
4.		
5.		

## Map your strategies against six high performance questions

Reflect on the six high performance questions raised during this report and the strategies you can undertake to address each.

High performance questions	Reflect on...	Your strategies and actions
<b>Q1 Can you adapt quickly enough to take advantage of evolved client demand in 2021?</b>	How you need to adapt your model and services to take advantage of new client demand in 2021	
<b>Q2 Are you referral ready?</b>	Your gaps in the 9 'referral ready' areas.	
<b>Q3 Is your advisory business scalable?</b>	The one strategy you will embrace to help you scale your advisory business more in 2021.	
<b>Q4 Are you building the right high performance behaviours or are you just ticking capability boxes?</b>	The top 5 behavioural changes you want to make in 2021. What capability building activities will you undertake to achieve those behaviours?	
<b>Q5 Are gaps in foundational traits your Achilles' heel?</b>	Which of the eight foundational traits you need to improve on in 2021.	
<b>Q6 How will you innovate your advisory model in 2021?</b>	The one innovation you will make to your advisory business in 2021.	

## Mindshop's 2021 Advisor Training Agenda. Ensure you book your attendance

Mindshop's advisor training agenda 2021 is linked to the eight high performance behaviours and top ten capabilities identified from the survey insights. Mindshop members can register their attendance for training events on Mindshop Online.

Date	Round	Format	Theme	Capabilities	Behaviours
Feb / Mar 2021	1	F2F	Advisory sales	<ul style="list-style-type: none"> <li>Emerging insights and trends for business and advisors</li> <li>Hearing best practice in running a high performing advisory business from peers</li> <li>Marketing and growth strategies</li> <li>Sales conversion</li> </ul>	<ul style="list-style-type: none"> <li>Technology adoption</li> <li>Advisory business model</li> <li>Marketing and sales</li> <li>Results</li> </ul>
May / Jun 2021	2	Conference	Scaling your advisory business	<ul style="list-style-type: none"> <li>Scaling your advisory offering</li> <li>Emerging insights and trends for business and advisors</li> <li>Hearing best practice in running a high performing advisory business from peers</li> <li>Strategic planning</li> <li>Advisory model innovation</li> </ul>	<ul style="list-style-type: none"> <li>Technology adoption</li> <li>An advisory mindset</li> <li>Advisory business model</li> <li>Results</li> <li>Niche expertise</li> </ul>
Aug 2021	3	F2F	Agile facilitation	<ul style="list-style-type: none"> <li>Emerging insights and trends for business and advisors</li> <li>Hearing best practice in running a high performing advisory business from peers</li> <li>Implementation skills</li> <li>Facilitation and delivery (including virtual delivery)</li> </ul>	<ul style="list-style-type: none"> <li>Questioning and listening</li> <li>Facilitation and coaching</li> <li>Niche expertise</li> </ul>
Nov 2021	4	Webinar	Opportunities / Discovery Day	<ul style="list-style-type: none"> <li>Scaling your advisory offering</li> <li>Emerging insights and trends for business and advisors</li> <li>Marketing and growth strategies</li> <li>Strategic planning</li> </ul>	<ul style="list-style-type: none"> <li>Technology adoption</li> <li>Marketing and sales</li> <li>Results</li> </ul>

## About Mindshop

Mindshop delivers everything business advisors need to successfully build, grow, sell and deliver advisory services to any sized customer, anywhere in the world.

Founded in 1994 in Melbourne, Australia by Dr Chris Mason, Mindshop has now grown to support thousands of business advisors and leaders across 11 countries.

Mindshop supports advisors by providing:

- experienced coaching support.
- regular face-to-face and online business advisory skills training.
- hundreds of pre-built advisory solutions .
- global community of business advisors sharing best practice.
- innovative coaching and training technology to leverage with customers.

## Can Mindshop help solve your advisory problems?

[Connect with one of our regional managers](#) who will respond within 24 hours to answer your specific questions or arrange a time to have a 20 minute call to discuss your inquiry, hear more about your business and explain more about Mindshop. We look forward to hearing from you.

[www.mindshop.com](http://www.mindshop.com)

### Where are your business advisory gaps?

[Click here](#) to take **Mindshop's Advisory Success Diagnostic**, just 25 questions in 5 minutes will reveal where you need to focus your time and energy to improve your business advisory performance.