



THE RESET

RECHARTING YOUR PATH TO SUCCESS

Mindshop's Business Advisory Insights Report 2022



Executive Summary

Unrelenting change in 2021 brought wavering business sentiment and pressures all round for business advisors both personally and professionally. High client demand for help navigating challenges stress tested processes, resilience levels, service offerings, technology adoption and team culture.

Yet despite these challenges many business advisors had a financially strong 2021 and are cautiously optimistic about 2022, seeing it as a year for consolidation and profitable growth.

Advisors have learnt a lot over the last two COVID-impacted years about their team, clients, business and own capability. Most haven't 'wasted a crisis' to make critical changes, while others still haven't adapted and in turn continue to slowly slide backwards.

Concerns about capacity, leverage, marketing cut through and energy levels will be barriers to progress in 2022. Just 8% of advisors surveyed stated they are very well prepared to meet the evolving needs of clients in 2022 highlighting a 'readiness' issue that cannot be ignored. Fatigue will finally force many to release pressure by doing less, embracing new technologies, working smarter not harder as an ever increasing to do list becomes unsustainable.

All advisors will need to 'reset' in 2022. For some this will mean upskilling and reskilling in new advisory capabilities on strategic planning, implementation, virtual coaching and training neglected over the past two years. For others it will be more about the clarity of their business advisory model, implementing business health checks and accelerating referrals. Those that can demonstrate capability to deliver and harness the currency of 'trust' will cut through with clients no longer enamored with the latest new advisory technologies alone.

Advisors can't assume client needs in 2022 based on industry, region or size. Advisors will need to listen carefully, challenge with a contrarian mindset and tailor a solution that addresses a businesses' specific issues with a strong foundation in strategy, change and implementation.

Three reasons why an advisor should read this report

1. Discover global insights for business advisory success.
2. Harness practical strategies to embed into 2022 plans.
3. Inspire change in your firm's leadership and teams.

Overall, six key insights for business advisors in 2022 were identified from the survey results:

- 1. Poor capacity & leverage continues to hold back advisors**
Now is the time to stop putting more business through incapable systems, address capacity issues with appropriate technology and capability creation.
- 2. Profitable growth only**
Be mindful to focus only on profitable client opportunities that fit the firm's core values and work the way you want to with efficient technology.
- 3. Lock in new work/life balance habits**
Maintain energy levels by embracing new habits and learning strategies to efficiently balance client, team and family needs.
- 4. Scaled & digestible business advisory offerings**
An advisory model needs to be easily understandable by team members, referrers and target clients. It also needs to be scalable by harnessing one-to-many delivery models and virtual delivery technologies.
- 5. Referrals + social proof = marketing success**
Achieving marketing cut through will require a combination of demonstrating capability through social proof and ensuring you are referrable.
- 6. The currency of trust**
Fatigued clients don't have time for false starts with advisors so will be looking for those who demonstrate they are trustworthy through reliability, delivering great outcomes, understanding their business and industry and having an orientation towards the clients' needs, not their own.

Take on board these insights and combine them with the reset tips throughout the report plus the final eight step process containing practical strategies to develop your reset 2022 plan to rechart success.

Exclusive Mindshop Member Content

A [Mindshop Reset Workshop](#) has been developed exclusively for Mindshop members to run on their own business and use with clients. [Log in to Mindshop Online](#) to access this invaluable resource to hit the ground running in 2022.

Mindshop members can also access Performance Roadmaps for Accounting Firms and Independent Advisors through links in this report to Mindshop Online.

Findings from this report will form the basis of training topics delivered to Mindshop advisors through regional training days and conferences in 2022.

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About the Mindshop 2022 Advisor Survey

In late 2021, Mindshop surveyed almost 200 business leaders and advisors from around the world to understand their thoughts on the personal and business impact of the global pandemic on the business environment for 2022 and training needs for the year ahead.

This report draws on the findings from the survey and Mindshop's 27 years of experience working with thousands of global business leaders and advisors.

Mindshop Accreditation

Accreditation levels mentioned in this report 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 2½-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 alongside Mindshop's online coaching and training technology.

Why Reset for 2022?

MOST BUSINESSES DESCRIBED THEMSELVES AT THE END OF 2021 AS 'TIRED BUT OPTIMISTIC FOR A STRONG 2022'.

With sentiment rapidly swinging due to unrelenting change combined with little mental downtime, unstable economic markets, a highly transient employment market and personal stress from COVID restrictions, 2021 was a taxing time for all regardless of the financial impact.

High client demand and growth opportunities plus working from home continued to 'stress test' processes, technology adoption, teams, business models and leaders. But most didn't waste a crisis, instead embracing positive change from the lessons learnt over the past two years.

Three Approaches

Advisors around the world navigated COVID-impacted markets as if four-wheel driving through sand. Progress was slow with occasional bursts of traction. Many advisors took one of three approaches:

1. Stop/Start

Making little or no change to strategies and approach, this group got bogged down time and again. After a rest period they occasionally freed themselves, but growing fatigue eventually led to stagnation and a gradual backwards slide resulting in continual client losses or a change of career.

2. Acceleration

With their foot flat to the floor, this group accelerated their way out of trouble, trying new services, marketing tactics and team members. While they moved forward, they depleted reserves and have little in the tank for opportunities in 2022.

3. Reset by Releasing Pressure

Successful advisors briefly embraced the first two options then settled (as a conscious strategic decision or resulting from their natural style) on releasing tyre pressure to gain traction.

Mindshop recommends this final strategy to rechart a sustainable, successful path for the year ahead. Progressing in a slower, more deliberate manner to achieve greater success. Last year a 10-15% reduction in pressure gave advisors the time and space to make better decisions, say no to certain opportunities, embrace new habits, build new skills, be strategic and have more fun (easier said than done). Ultimately getting the traction to effectively implement change.

Early indications hint at strong opportunities in 2022 as the COVID fog clears over coming months and survey results indicate business confidence is at a record high.

An opportunity presents for you to adapt your advisory strategy and mindset from defensive (protect what we have got) to offensive (targeted, profitable growth). But worryingly, many advisors are unprepared for the emerging needs of clients with just 8% surveyed stating they are very well prepared.

'Work smarter not harder' will ring true, with a recalibration required to meet evolved client demands in 2022.

To kick start 2022 we suggest you reflect on some key questions:

1. Where should you 'release the pressure' in your own goals, daily schedule, role and delivery models to gain greater traction?
2. What capabilities will you need to upskill and reskill in?
3. How will your advisory services be marketed and sold differently to cut get through?
4. How will you free up greater capacity and leverage to achieve growth targets?
5. What emerging trends will have the biggest impact on your strategies and vision?

This report will address these questions and more, helping you reset and rechart a successful strategy personally and firm-wide in 2022.

Key Insights

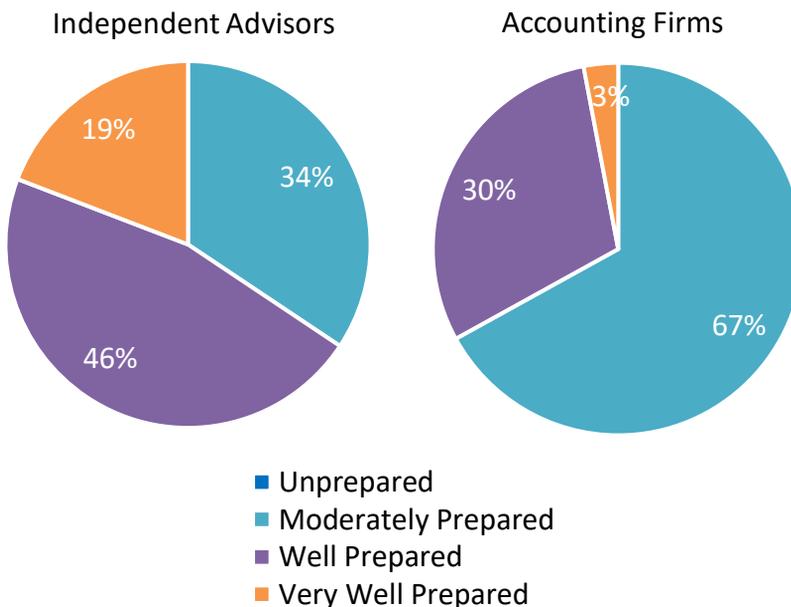
Let's reflect on the six key insights drawn from the results from Mindshop's annual survey concluded in November 2021, completed by close to 200 business leaders and advisors.

With only 19% of independent advisors and 3% of accounting firms feeling they are very well prepared to tackle emerging client needs in 2022, how will your reset plans address emerging trends? Where are your opportunities?

Six Insights for Business Advisors

1. Poor capacity & leverage continues to hold back advisors
2. Profitable growth only
3. Lock in new work/life balance habits
4. Scaled & digestible business advisory offerings
5. Referrals + social proof = marketing success
6. The currency of trust

How would you describe your level of preparedness to tackle emerging client business advisory needs in 2022?

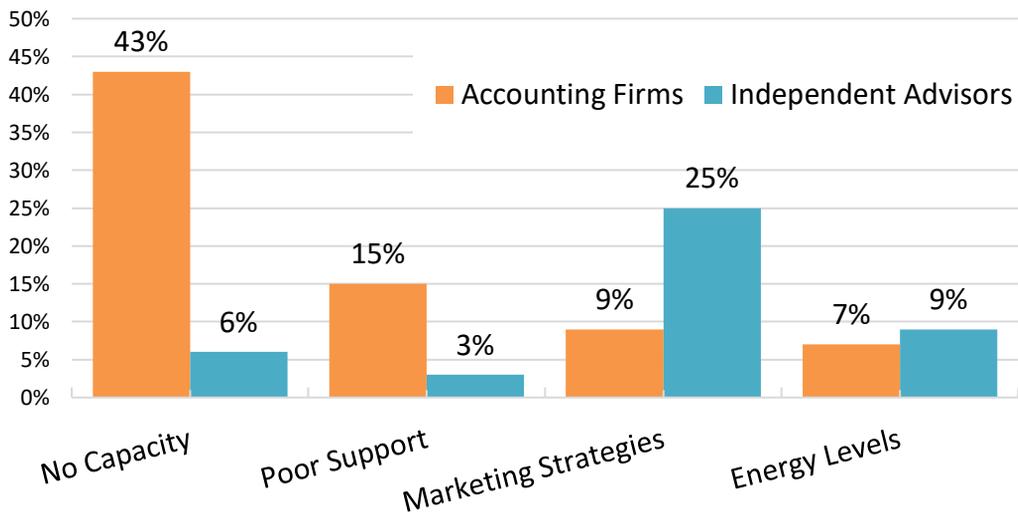


1. Poor Capacity & Leverage Continues to Hold Back Advisors

For accounting firms, a lack of capacity was the number one barrier to achievement of growth objectives. In contrast, independent advisors identified poor marketing strategies as the main issue holding them back. Other factors that rated highly were 'poor support' and 'energy levels'.

Given the high demand from busy clients, other distractions like technology adoption issues, social media marketing clutter, staff retention challenges and intermittent work from home requirements, these challenges are not a surprise.

What will be the biggest barrier to achieving your growth objectives in 2022?



RESET TIPS

1. Don't put more business through an incapable system. Make 2022 the year you make tough decisions to fix capacity and leverage issues once and for all. Embrace agile/lean principles to the way you operate.
2. Say no to opportunities that don't fit your 2022 vision, strategy or budget.
3. Trust intuition and don't wait for perfect. Make quicker decisions and don't 'gold plate' everything.

2. Profitable Growth Only

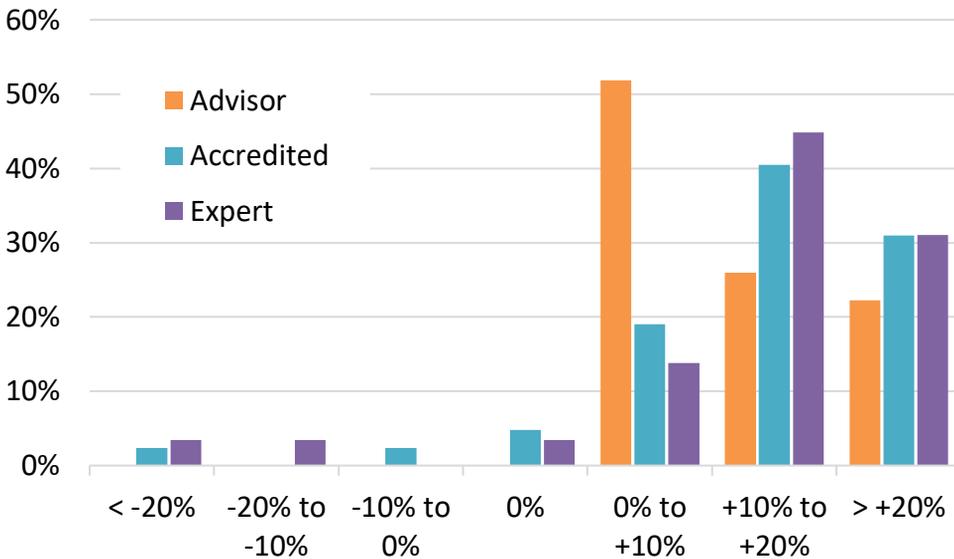
Survey results indicate advisors are setting targeted and manageable 2022 growth objectives in a market of record high levels of business confidence. Deciding what opportunities to say no to will be the challenge.

RATHER THAN GROWTH FOR GROWTH'S SAKE, PROFITABLE OPPORTUNITIES, ALLOWING FOR LEVERAGE AND IN ALIGNMENT WITH CORE VALUES SHOULD BE THE FOCUS.

Don't overlook doing more with quality existing clients as a great way to grow. If existing or prospective clients don't want to work your way in 2022 stick to your guns and move to the next opportunity. Clients need assistance from a trusted advisor who's a safe pair of hands.

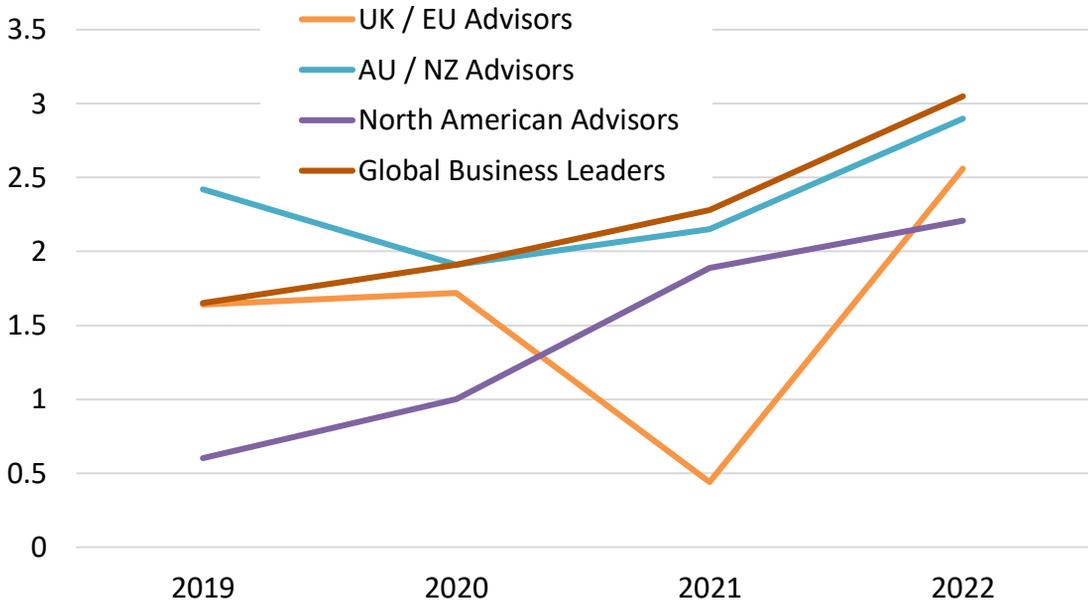
Reinforcing this growth narrative, our surveys showed 86% of advisors targeted growth in 2021, rising to 92% in 2022. Almost 76% of Mindshop Experts are seeking 10%+ growth compared to just 48% of non-accredited advisors, it seems skill level has a direct relationship to growth ambition.

What percentage of growth are you targeting as an advisor in 2022?



Advisor business confidence is up 57% compared to 2021. European advisor confidence leapt dramatically when the survey was completed in November 2021 (but may have lessened now in light of Omicron!). Business confidence is also at an all time high for business leaders.

On a scale of -5 to +5 please rate your level of confidence in the business climate for 2022 (where -5 is very poor, and +5 very good)



RESET TIPS

1. Focus only on profitable growth opportunities that fit core values.
2. Lift prices to filter out low quality opportunities.
3. Have a clear income matrix and budget showing sources of growth in 2022. Communicate this income matrix and targets to all team members and referrers to boost referrals of the 'right' clients.

3. Lock In New Work/Life Balance Habits

During 2021 advisors experimented with blends of working from home, online coaching, virtual team meetings and workshops. Some continue to thrive online while others have struggled and prefer the office.

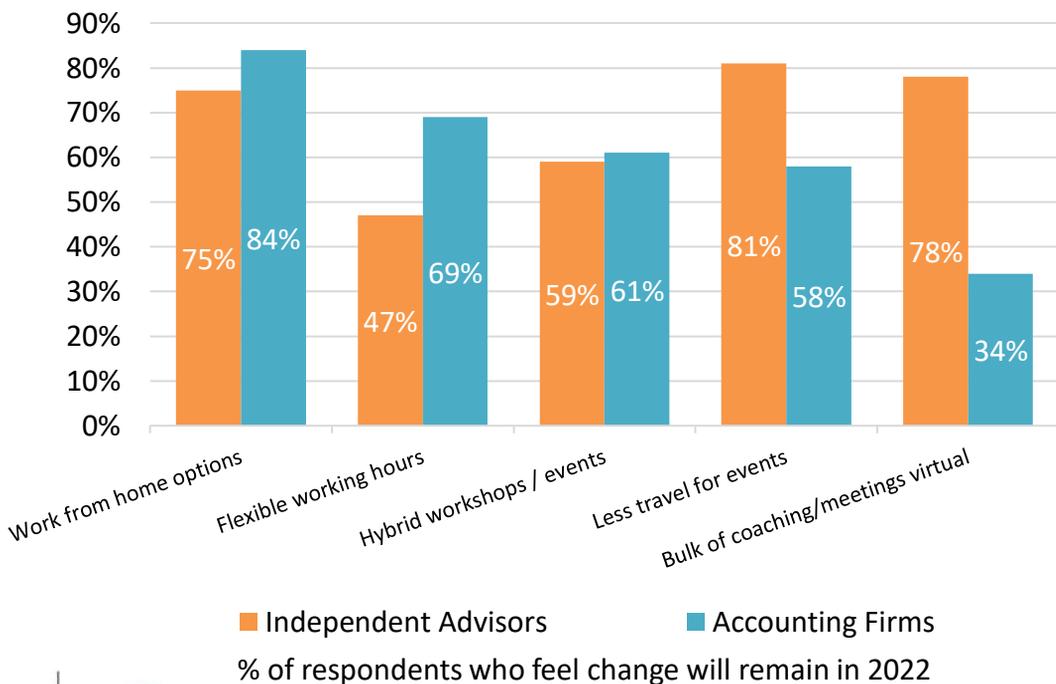
Reflecting on what has worked, what hasn't and best practice from peers will be key to drive a new work/life balance blend in 2022. 80% of advisors feel work from home options are here to stay and 65% feel they will travel less for workshops and events in 2022.

MANY ADVISORS WANT A SIMPLER LIFE IN 2022 AFTER A HECTIC COUPLE OF YEARS.

Less time wasted travelling will free up availability for client work, education, family, exercise and other positive activities. This will however bring its own set of challenges - embracing new technologies, carving out quality time with family, evolving processes and managing a hybrid or remote system.

Dropping the ball with an ill-managed diary, slow responses to clients (or your team) or poor use of technology will negatively impact trust and employee retention. Clients have high expectations and little patience for those that still haven't mastered new technologies.

What changes brought about by the pandemic will remain for your business in 2022?



When working with clients, the blend (online versus face-to-face) will be heavily dependent on location, style of business advisory services delivered and how confident you (and your clients) are with technology.

Interestingly, 78% of independent advisors stated they will retain in 2022 the bulk of their virtual coaching and client meetings online compared to only 34% of those in accounting firms. However only 21% of business leaders surveyed said they would prefer to work virtually rather than face-to-face with their advisor in 2022. Be careful staying online for 100% of client interactions.

RESET TIPS

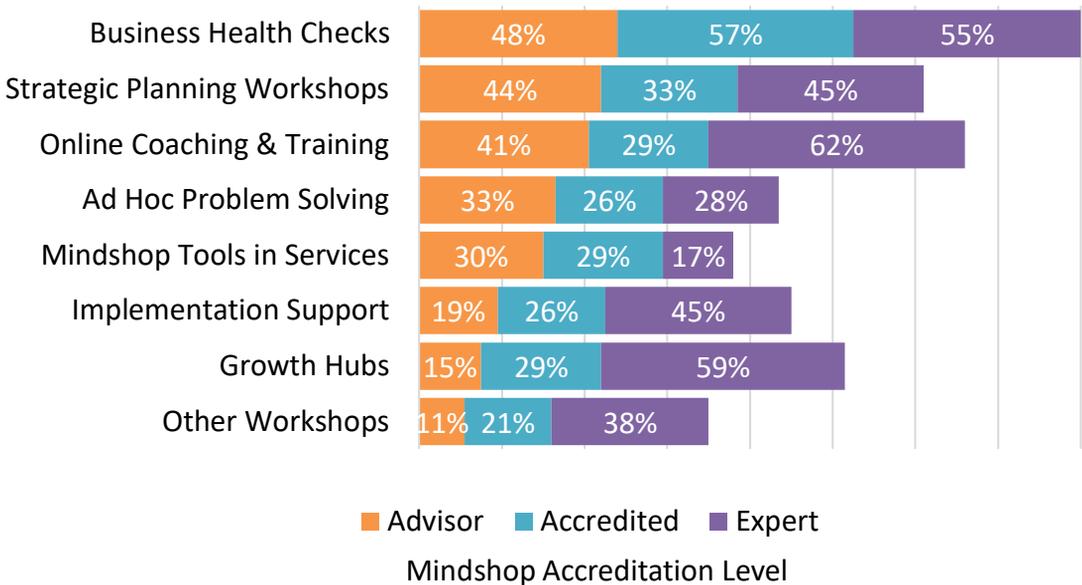
1. Default to online for all meetings under an hour with quick coffees or face to face meetings an exception to the rule.
2. Reshape the hybrid work week to provide more flexibility for family time, learning new skills, mental health breaks and quality collaboration with team members and clients.
3. Learn new capabilities and embrace new technologies to efficiently manage the team and clients virtually while staying attentive and responsive.

4. Scaled & Digestible Business Advisory Offerings

Advisors are most focused on delivering three business advisory services in 2022:

1. Business Health Checks,
2. Online Coaching & Training, and
3. Strategic Planning Workshops.

What Mindshop advisory service lines will you focus on improving in 2022?



While referrals were advisors’ number one strategy for attracting new business...

ONLY 5% OF ADVISORS STRONGLY AGREED THAT THEIR BUSINESS ADVISORY OFFERING WAS EASILY UNDERSTOOD BY CLIENTS AND TEAM MEMBERS.

A stark reminder that you need to invest time:

- a) making your business models more digestible, and
- b) ensuring you’re easily referrable by clearly communicating your services to clients and teams.

Advisory services need to address clients' changing needs while delivering a strong foundation of strategy, implementation and coaching offerings. Evolving leadership styles (81%) and up/reskilling (80%) were high priority for clients, highlighting a key opportunity for advisors in 2022 to help leaders boost their own capabilities and performance.

Fatigued clients crave a simple, digestible starting point when working with an advisor. A tailored Business Health Check or Reset Workshop fits this need and quickly uncovers key challenges and opportunities for 2022. 'Toe in the water' services demonstrate capability and value while shaping a tailored advisory solution to reset clients for the year ahead.

GREATER ACCOUNTABILITY AND BEING CHALLENGED ARE THE TOP CLIENT REQUIREMENTS OF ADVISORS.

Evolving your capabilities, reskilling to improve the impact of your face-to-face or online delivery is also essential to meet changing client needs. How can you make a step change to the impact you make when delivering advisory in 2022?

Only 57% of respondents feel they have the right tools in place when it comes to creating scale and connecting efficiently by leveraging technology. Lock in new processes and habits this year to seamlessly integrate technology into your business. Zoom meetings, recording quick explainer videos of diagnostic or report results on Loom and using Mindshop diagnostic tools are some simple examples. At the more complex end, use Mindshop Online coaching technology, leverage dashboard software or tap into Microsoft Power BI for data insights to inform strategy.

Any technology embedded in a service offering should be seen as 'just the way you do business' not an optional extra. In addition to technology, Mindshop Experts looking to create scale are heavily focused on Growth Hubs (communities of clients meeting quarterly), aligned with clients' stated preference for building new capabilities in 2022 through peer collaboration.

Top contributors to business advisory success in 2022

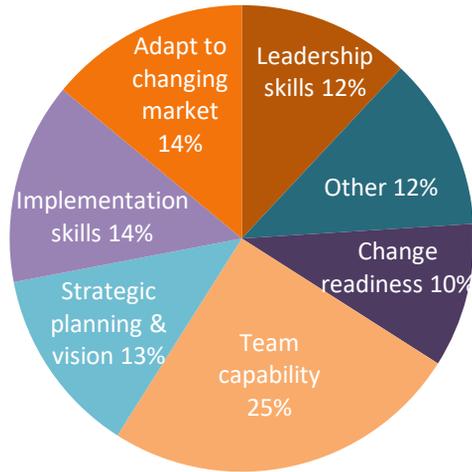
Independent Advisors

1. Coaching skills
2. Strategic Planning skills
3. Understanding emerging client trends & implementation skills

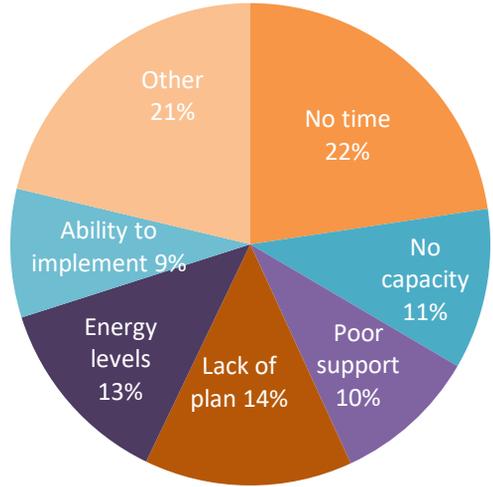
Accounting Firms

1. Implementation skills
2. Capacity management skills
3. Scaling advisory services

Advisor Perspective:
What do you see as your target clients' number one barrier to success in 2022?



Business Leader Perspective:
What do you see the biggest barrier will be in 2022 to being an effective leader?



RESET TIPS

1. Ensure your advisory model is digestible and easily understood in layman's terms by team members and target clients.
2. Leverage online diagnostics, training and coaching in your advisory model to provide scale. Build new capabilities and habits to leverage it efficiently.
3. Help clients be more effective leaders with education in core Mindshop tools, leveraging Mindshop's suite of online courses and workshops as part of a tailored leadership program or Growth Hub.

5. Referrals + Social Proof = Marketing Success

Ask any advisor for the source of the majority of their new business and they inevitably say referrals. Survey results indicate:

TARGETED REFERRALS FROM EXISTING CLIENTS AS THE NUMBER ONE STRATEGY FOR GAINING NEW LEADS.

Interestingly this was followed by LinkedIn and other social media campaigns.

With COVID forcing many advisors to work from home it should come as no surprise that traditional networking and face-to-face lead generation activities were limited in 2020 and 2021, focusing advisors' energy heavily into increasingly cluttered social media channels.

Quality accounting firms picked up significant business through referrals over the last year even without marketing (and in some cases marketing was actively discouraged due to capacity issues).

For independent advisors it was different. Client referrals drove a steady stream of new business for quality advisors who regularly demonstrated capability via blogs, videos and social media. Many simply focused on retention and this could be why only 5% strongly agree they have a clear marketing strategy for 2022, 38% don't have advisory services listed on their websites and only 34% are regularly demonstrating capability, because they simply haven't had to! But this will change as things open up.

Further to this advisors often won't sell something they don't feel confident they can deliver. This 'low capability' should be addressed as a top priority in 2022.

Accounting firms are missing out on referrals because of the lack of clarity in their models.

My business offering is easy to understand by team members and clients.

Only 30%

Agree

Advisors are missing out on leads because they are not demonstrating capability.

I regularly demonstrate capabilities to target markets via webinars, videos & events.

Only 33%

Agree

Advisors are missing out on leads because they are not clearly listing their services online.

My business advisory services are clearly listed on my website.

Only 45%

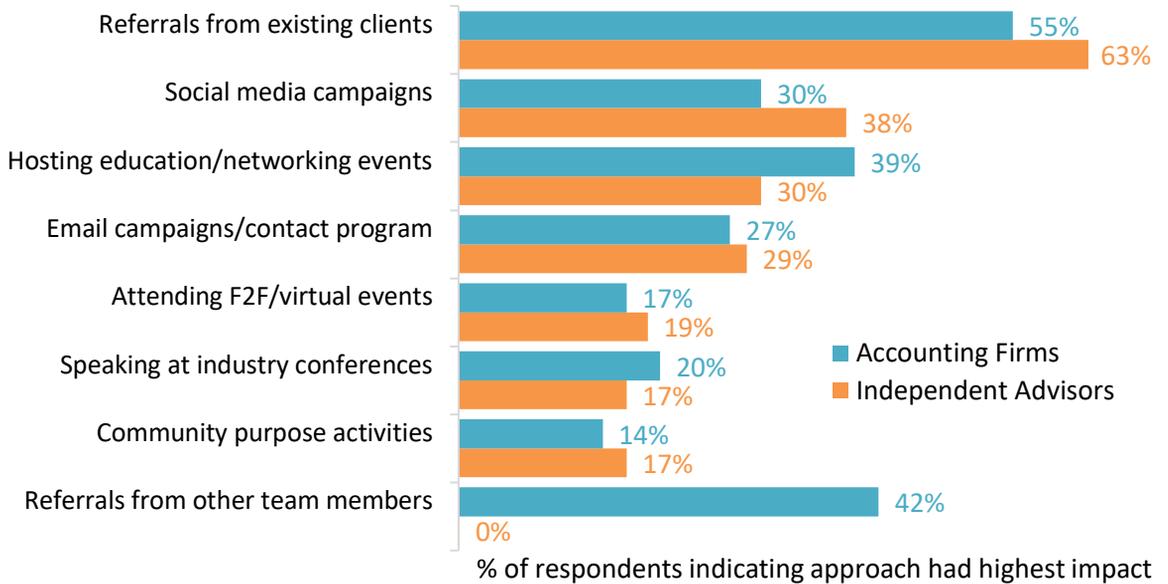
Agree

FOR MANY QUALITY ADVISORS THE SIZE OF THEIR MARKETING CHALLENGE IS A MIRAGE.

When breaking down an advisor’s targets for the year ahead often only a handful of profitable client opportunities are needed to achieve growth goals. Investing heavily in mass marketing campaigns is therefore a waste of time and money.

For success in 2022, doubling down on referrals, a targeted, authentic contact program and effective social media strategy focusing on 'fear of missing out' will be key. Social proof of your ability to deliver great client outcomes will be a critical strategy for success to gain new clients.

Reflecting on lead generation for your business in 2021, what were the top three marketing approaches that had the biggest impact?



RESET TIPS

1. If you are in an accounting firm, define your version of business advisory and ensure it is clearly articulated on your website and to your team. Don’t forget to demonstrate your ability to deliver with videos, case studies and testimonials.
2. Be clear on the client personas you are seeking to attract, have a clear income matrix to highlight sources of growth. Communicate to your team and referral partners these targets. It may be you only need three or four quality referral partners to achieve the growth you are seeking.
3. Develop an authentic contact program and social media strategy to demonstrate capability and prove you can deliver quality outcomes.

6. The Currency of Trust

Trust as highlighted by well-known author David Maister is an equation made up of several components:

- i. **credibility** (quality of results),
- ii. **reliability** (ability to deliver in a timely fashion),
- iii. **intimacy** (understanding of the customer), and
- iv. **self-orientation** (what priority do you place on yourself versus your customer when making decisions).

The confidence clients, prospects and referrals have in you will be a critical success factor (or currency) in the year ahead. Fatigued, ambitious clients don't have the appetite for false starts or advisors that can't deliver. Be wary of delivering a 'one size fits all' approach and ensure you tailor a solution to fit the outcomes sought by clients. Help 'calm the chaos' in clients' businesses.

To build trust, you need to be reliable, demonstrate credibility and have intimate knowledge of your client's industry or challenges. White papers, videos and adding context to core advisory services are great starting points.

Build trust by focusing on topics that will challenge quality clients in areas they value in 2022 such as: leadership, personal resilience, attraction, retention, strategy resets, implementation, productivity and building team capability.

59%

of business leaders indicated they felt unprepared to tackle business needs

For the first time since Mindshop started annual reports in 2017, business leaders said that

Personal Resilience

will be the

#1 contributor to their success

RESET TIPS

1. Spend time building new capabilities in foundational areas: strategy, implementation and coaching while also expanding into areas of critical need for target clients in 2022. Where do you need to upskill and reskill?
2. If your personal brand doesn't scream 'reliability' boost your capabilities in this area with new skills and habits on time management and efficiency.
3. What two or three papers or videos will you write or record in 2022 to demonstrate your intimate knowledge of your target clients' industry or emerging needs?

Strategies to Rechart Success

In September 2021 Mindshop released its '[Navigating the Road Forward](#)' paper outlining over thirty potential actions to guide business leaders and advisors on strategies for success in 2022. Actions covered four key areas: people, growth, capacity and implementation.

To help you focus on the most applicable strategies, we have developed a matrix (below) which poses two questions:

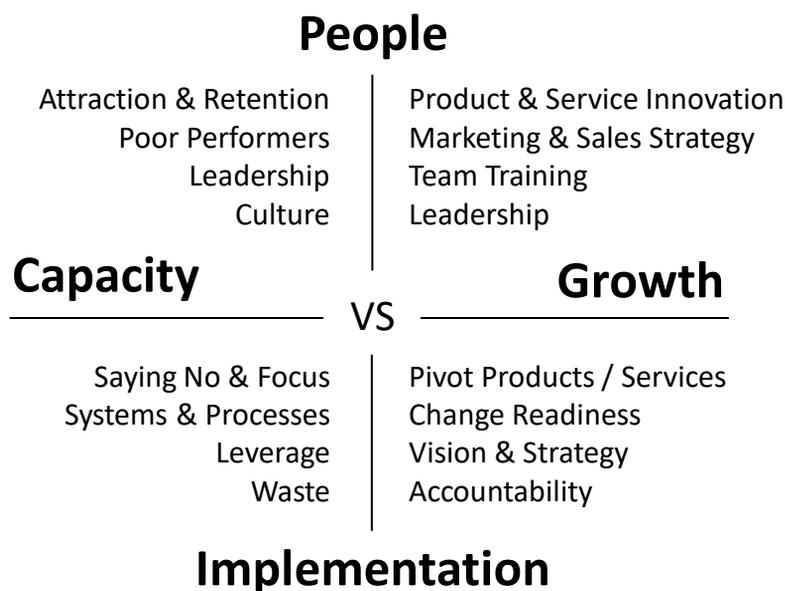
Q1 What's holding you back from successfully driving change?

Is it more an issue with *people* - leadership & team capability, or more your ability to *implement* - poor systems, processes and level of waste?

Q2 What's holding you back from achieving growth goals?

Is it more a lack of *capacity* - poor resources, lack of leverage, or more an absence of *growth* opportunities - ineffectual marketing, inferior product/service quality, unclear strategy?

Strategies to focus on in 2022 are then determined by the answers to these two questions. For example, if you answered *people* for Q1 and *capacity* for Q2 we suggest concentrating on strategies in the top left quadrant. Select the top three most relevant to you to focus on. Detailed strategies for each topic area can be found in one of the four areas of people, growth, capacity and implementation in the '[Navigating the Road Forward](#)' paper.



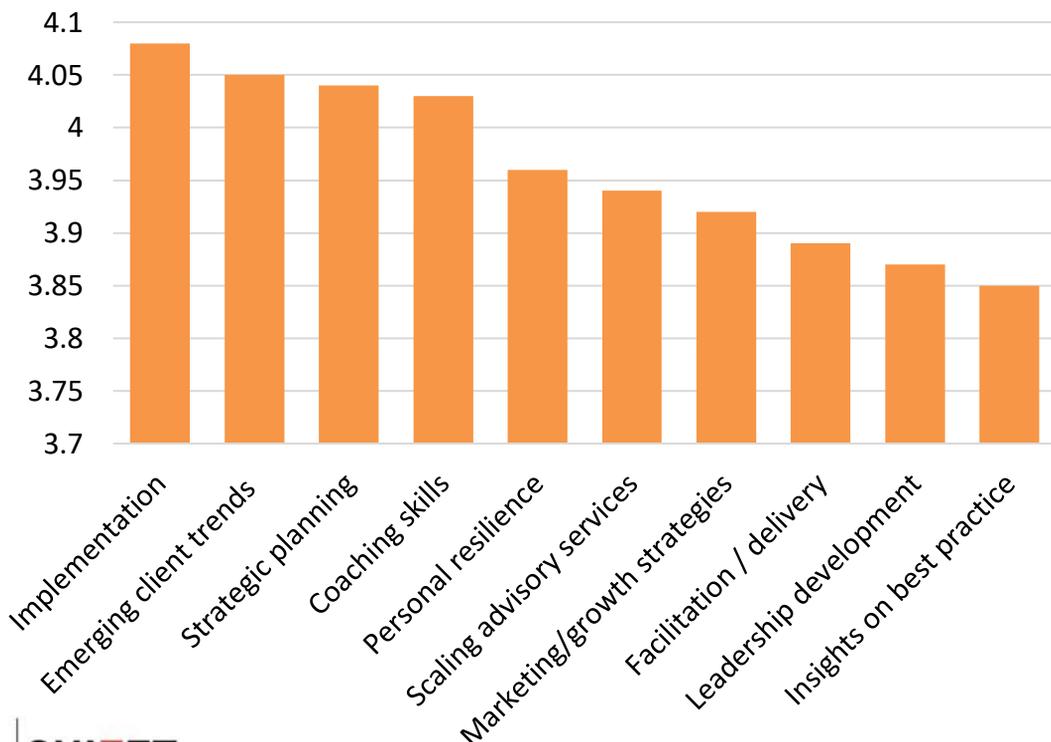
Building Advisory Capabilities

Where are your advisory capability gaps for 2022?

Each advisor is at a different stage of their business advisory journey with diverse goals for 2022 and beyond. The hectic nature of the last two COVID-impacted years has for many put structured education on the backburner in favour of 'just-in-time' learning. Time available for education will still be in short supply in 2022 so we recommend you:

1. reflect on areas to reskill (as approaches have evolved), upskill to improve capability, or unlearn to change bad habits.
2. identify traits or capabilities in peers you want to emulate to drive step change.
3. set learning goals for yourself for the year ahead tied to performance goals, using the Mindshop performance levels and behavioural models as a guide in this exclusive content for Mindshop members: [Independent Advisor Roadmap](#), [Accounting Firm Roadmap](#).
4. build bite-sized learning habits, putting aside 20-30 minutes to learn a tool, review a 'how-to' resource on Mindshop Online or do a couple of course modules.
5. have accountability loops in place with peers or your coach to keep you on track.

How important are the following contributors to your business advisory success in 2022? (weighted average results shown)



Build capability aligned to business advisory phase

Not every advisor or firm wants to provide the same type of advisory service. Reflect on Mindshop's Five Phases to determine the appropriate advisory capabilities to build based on your personal focus in 2022.

Phase	Capabilities & Attributes
<p>1. DATA</p> <p>Facts & figures provided about clients' business. Industry trends.</p>	<ul style="list-style-type: none"> • Basic interpretation of key information leading to management of client tasks • Using business advisory technologies • Meeting agenda structure & management • Questioning & listening skills • Business advisory mindset
<p>2. INSIGHTS</p> <p>Insights, research & analysis relating to data on the business or industry.</p>	<ul style="list-style-type: none"> • Identify levers to pull in a business to drive change • Simple problem-solving skills • Ability to have challenging client conversations • Moderate business acumen • Win new business through provision of insights
<p>3. PROBLEM SOLVING</p> <p>Guidance & advice relating to a specific minor business issue or opportunity.</p>	<ul style="list-style-type: none"> • Good problem-solving skills • Good business acumen • Ability to run regular client meetings to address minor business challenges and opportunities • Adaptability of approach to suit needs of each client
<p>4. STRATEGY</p> <p>Developing strategies for a business, specific major issue or opportunity via workshops.</p>	<ul style="list-style-type: none"> • Strong problem-solving skills • Ability to tackle major client issues and opportunities to provide focus and clear actions • Strategic planning skills • Facilitate a workshop with confidence
<p>5. IMPLEMENTATION</p> <p>Ongoing guidance for the successful implementation of strategies within an organisation.</p>	<ul style="list-style-type: none"> • Addresses complex strategic challenges for clients • Unconsciously competent in a broad range of business advisory tools • Supports implementation of projects via teams • Very strong facilitator • Coaches well using technology

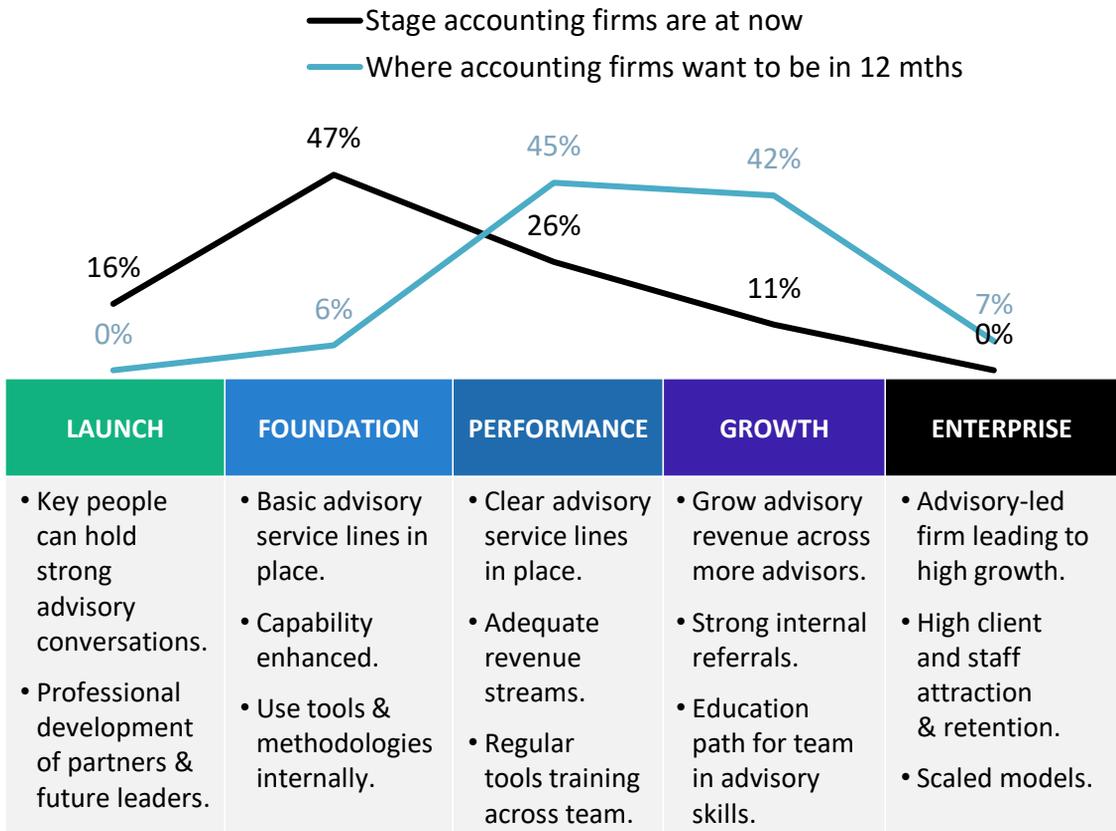
Continuous improvement is still very much on the agenda for all. The following graphs show the growth in performance independent advisors and accounting firms seek to achieve on Mindshop’s Business Advisory Performance Level Model. Our advice is to move just one level at a time (so if you’re at Foundation move to Performance) in 2022.

The best way to learn is to teach. Accept opportunities to train team members and take on client projects that challenge and improve your abilities and confidence.

Gaps in high performance behaviours and foundation traits are easy to spot when you have identified goals. Review the complete model in this exclusive content for Mindshop members: [Independent Advisor Roadmap](#) & [Accounting Firm Roadmap](#).

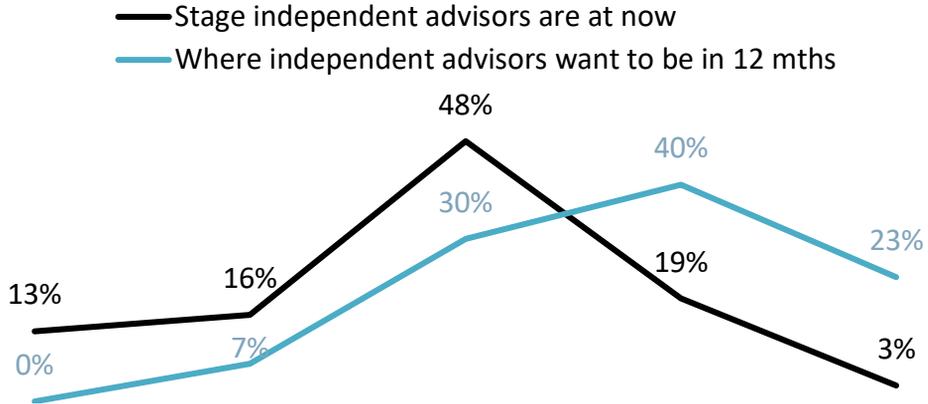
Accounting Firms

Mindshop’s Business Advisory Performance Level Model (see condensed Accounting Firm version below), shows how a firm’s team, led by internal champions will likely go through five distinct levels of business advisory performance over the years. Individuals may settle at a certain level depending on their goals and those of the firm. It’s great to see many firms setting goals to be at the Performance and Growth levels in 2022.



Independent Advisors

Independent advisors may also go through five distinct levels of business advisory performance over the years, settling at their preferred level depending on personal and business goals. It’s interesting to see strong growth at the Scale and Equity levels, illustrated in the condensed version of Mindshop’s Business Advisory Performance Level Model for independent advisors below.



START-UP	GROWTH	PERFORMANCE	SCALE	EQUITY
<ul style="list-style-type: none"> Starting a new coaching, consulting or advisory business. Focused on model, target market, capability, quick wins and marketing strategy. 	<ul style="list-style-type: none"> Foundations of advisory model and services in place. Growth through strong contact program. Capability and confidence building. 	<ul style="list-style-type: none"> Clear advisory model with good revenue streams. Advanced capability. Niche focused. Profitable growth. 	<ul style="list-style-type: none"> Strong, growing advisory revenue with higher value opportunities. Leveraging online coaching & training & Growth Hubs for scale. Thought leader. 	<ul style="list-style-type: none"> Highly scaled advisory model with strong, high value client base. Freeing up time to invest in equity opportunities. Industry thought leader.

Eight Steps to Recharting 2022

1. Embrace a growth mindset

- i. Pick a theme for you and your business in 2022 to drive greater success – is it growth, consolidation, pivoting or capability?
- ii. What will you do differently to improve yourself in 2022?

2. Free up 30% of time to get traction

- i. Improve your capacity. What strategy will address your capacity challenges? What worked in 2021? What didn't?
- ii. Create a stop doing list. Delegate 20% of what you do.
- iii. Move on low profit or frustrating customers.
- iv. Move on poor performers in your team or suppliers.
- v. Simplify your advisory model.
- vi. Review your work/life balance for positive change.
- vii. Stop gold plating all you do.
- viii. Default to no for opportunities unless they fit your vision.
- ix. Do a personal SWOT to look for improvement opportunities.
- x. Find a passion project for 2022 - outside of work!

3. Set a now, where and three reset goals for the business in 2022

4. Do a 2022 SWOT on the business

5. List the top five reset strategies for 2022

- i. Pick the focus: people vs implementation, capacity vs growth based on answers from the model above.
- ii. Make sure one of the strategies frees up 30% of your time.
- iii. Make sure another strategy addresses building advisory capabilities. What two or three will be most important?

6. Lift your probability of change success

7. Develop a 2022 reset one page plan

8. Make the most of leveraging Mindshop

Use the online platform, engage with your coach and peers and attend training days to implement strategies and achieve your 2022 goals.

A Final Word

The COVID fog will continue to clear in 2022 and reveal a landscape full of exciting advisory opportunities for those with the right technology, model, capacity, people and capabilities.

Make this the year to reset and rechart a way forward armed with valuable lessons from some of the most stressful and challenging times any advisors have faced in their career. Don't waste this opportunity.

If you have any questions on any elements of this paper, please reach out to your Mindshop support coach or the Mindshop team.

Don't forget to access [exclusive content](#) from Mindshop Online - download a special [Mindshop Reset Workshop](#) to run on your own business and use with clients.

All the best for 2022

The Mindshop Team

About Mindshop

Mindshop is the leading advisor to business advisors. Delivering everything accounting firms and independent 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 over 4,000 business advisors and business leaders in 12 countries.

Mindshop supports advisors with:

- prebuilt advisory services.
- experienced coaching support.
- innovative coaching and training technology.
- a comprehensive resource library.
- regular face-to-face and online business advisory skills training.
- access to a global community of business advisors.

Enquire or discover more information at www.mindshop.com

Who is Russell Cummings?



Russell works with dynamic family-owned businesses to assist in growing their businesses, people, and profits. He is the Managing Director of Shiftt Pty Ltd (www.shiftt.com.au) and operates the Horticulture – the Next Generation website (www.horticulture-next-generation.com.au).

Russell is a career consultant having spent 36 years as a consultant to business, government, and industry. His career has spanned working with agribusiness, family business, large commercial and government clients across Australia.

He moved to Bundaberg 18 years ago for family and a lifestyle change and took a 2-year “holiday” from consulting while he focused on other business and family interests. Since 2006, he has been actively building a consulting practice based in Bundaberg and more recently on the Gold Coast, Queensland.

Russell has expertise in strategic planning, business coaching and business leader development. Russell is a skilled workshop facilitator, known for structured processes that deliver workshop outcomes. He has also developed and delivered numerous training programs and seminars. His main areas of strength include:

- strategic plans,
- large group facilitation
- business growth and improvement programs
- business and leadership development and coaching, and
- change management plans.

These projects have been conducted across a wide range of industries and sectors. They have included agricultural, horticultural, manufacturing, food processing, export, Defence, public utilities, dairy, meat processing, IT, environmental, service industries, R&D bodies, Local Government organisations, and Industry Associations. Corporate clients have included Dairy Farmers, Caltex, Commonwealth Bank, Australand, Crop Care Australia and George Weston Foods.

His recent client mix includes Bundaberg Brewed Drinks, Paraway Pastoral Co, Auscott, Horticulture Australia, Crop Care Australia, Ironbark Citrus, AgSolutions, Farm Fresh Fine Foods, Protected Cropping Australia, Integrity Fruit, Steinhardt Farms, Plant Health Australia, Bioproton, Agripath and Mindshop International.

Russell is versatile - he is comfortable working one-on-one with CEOs and Board Members or in a workshop situation with small groups or up to 150 people. He is comfortable working with both small and large business owners and understands the issues facing businesses in regional communities.

Book a 30-minute call with Russ - <https://calendly.com/russellcumplings/30-minute-call>