

HURLEY WEALTH

MANAGEMENT GROUP



The 7C's to Work-Life Harmony

Finding Your Rhythm to Finishing Strong!

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Executive Summary

Let's be honest: You've reached the pinnacle of your career, and now you are asking yourself, "Is this it?" Finding satisfaction in your personal life, outside of your career, long ago slipped to the back burner. This paper is for the busy executive or entrepreneur who has reached the peak of professional life, only to realize that the corporate ladder you have been climbing is leaning up against the wrong building.

Tom Brady, a future Hall of Fame quarterback, was quoted as saying:

“Why do I have three Super Bowl rings and still think there's something greater out there for me? I mean, maybe a lot of people would say, 'Hey, man, this is what is. I reached my goal, my dream, my life.' I think 'God, it's gotta be more than this.' I mean, this can't be what it's all cracked up to be. I mean, I've done it. I'm 27. What else is there for me?” (Brady, 2005)

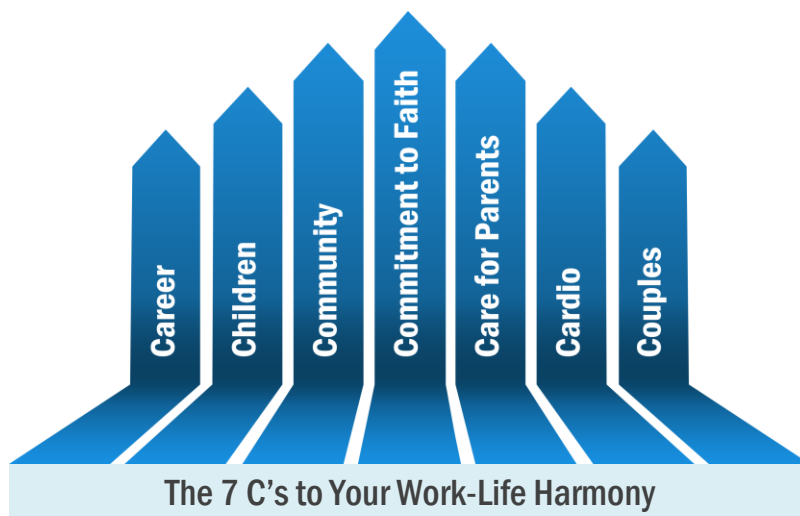
Here at Hurley Wealth Management Group (HWMG), we help you take the next steps to move “from success to significance.” (Reeb, 2004) We developed the Chief Financial Advocate platform to provide honest opinions about how best to manage your net worth so that you can lead the life you have yet to dream of. It is our job to free up your time so that you can find fulfillment in your whole life, not just your career. Work-life harmony leads to a strong finish.

So if you are truly interested in leaving a strong legacy, as more than 90 percent of our survey respondents indicated, keep reading. If you are in the other 10 percent, please stop here and consider passing this paper along to someone whom you believe might benefit from it.

Now, let's get started...

This white paper is structured to help you evaluate the areas of your life that affect how you will make decisions regarding your time, your talent, and your treasure. Our research for this whitepaper was conducted through personal interviews and/or surveys of 75 executives and business leaders in both the public and private sector from October 2010 till January 2012. The online survey was developed and data anonymously

collected by HWMG in January 2012. As a result of this effort we have identified seven areas that impact these choices and labeled them *The 7C's to Your Work-Life Harmony*.



I had three father figures in my life. All died unhappy, without ever considering their 7C's. I continue to see this same lack of planning and reflection played out in the lives of many around me. It's now my passion to help anyone who God brings into my life to break the cycle. We are all in this together. Our goal is to finish life strong.

Before I started this paper, I probably spent more time planning a vacation than taking the hard steps to ensure that I have any kind of harmony between my personal and professional life. But as part of my newfound commitment, I recently sat down with my wife, Nicole, and did a simple exercise. I asked her to write down these 7C's and put a number from 1 (poorly) to 10 (mastered) next to each that best described how I was doing in that area. I did the same.

We then compared notes, and the results were startling.

One of the most eye-opening comparisons was in the Couples area. When it came to spending time with each other, I rated myself an 8. Nicole rated me a 2. I was failing miserably. What I learned from this exercise was that how I define something is clearly different from how she does. More important, I learned that even though I thought we were doing well, I needed to make changes immediately. I was either in denial or living an illusion, or perhaps a combination of both.

What I also learned is that finding this harmony is an ongoing task that I must commit to daily. Will I ever get it perfectly right? No ... but life's just not that simple. What we can do, however, is understand our deficiencies and our strengths, and find alignment between our mission, our priorities, and our schedule. Each person's picture will be unique.

Many times, when I was talking with our interviewees, they would recite a form of the following quote from Barbara Bush:

“At the end of your life, you will never regret not having passed one more test, not winning one more verdict, or not closing one more deal. You will regret time not spent with a husband, a friend, a child, or a parent.” (Bush, 1990)

But when I dug further, it became clear that although this was the ideal, many had not made the hard choices necessary to make it an absolute reality. While many of you are well on your way to having more money than you will ever need, there's also a desire for a way to free up your time, think less about your money, and begin to live your ideal life.

That's what the pages that follow are all about. I encourage you to approach and read these pages with an open mind and heart. Take the time to explore and define the perfect version of your life. It will be the start of your journey from success to significance.



The 7 C's to Your Work-Life Harmony

Career



Life is so much more than just a career

Because my mom struggled financially when I was growing up, it's now one of my passions to help others make better financial decisions and ultimately make work less important. Life is so much more than just a career.

This can be a huge challenge, especially for men. We've been conditioned by society to associate our success as husbands and providers with the level we reach in our chosen careers. Many sacrifice so much until they make it. To get those promotions, we will work long hours, miss family dinners and milestones in our kids' lives, and even begin to neglect our spouses – all in the name of providing a better life. Sound familiar? The question I try to ask throughout this white paper is: What's the point?

Let's take a look at what the executives and entrepreneurs we interviewed shared with us regarding their career.

Research Findings

It's difficult for most executives and entrepreneurs to define when they've had enough. Many continue to work long after they've reached their prime. This is a growing but silent epidemic; for various reasons, no one is willing to talk about it.

You have power, prestige, and financial success, but at what cost? Why not begin winding down your career between the ages of 50 and 60 instead of between 60 and 70? Doing so allows you time to begin planning activities that will create true significance.

If you were to take an honest look at your life and just how much time you've spent pursuing your career, would you be able to answer the question "What is it all for?"

Significance is defined by how we use the time, talent, and treasure that we've been blessed with to leave a legacy for family, friends, and

community. Let's briefly analyze what our survey respondents had to say about this.

One of our Career survey points was this:

“If I had to do it over again, I'd spend less time working at my job and spend more time with family/friends.”

The results are presented below in Figure 1.1

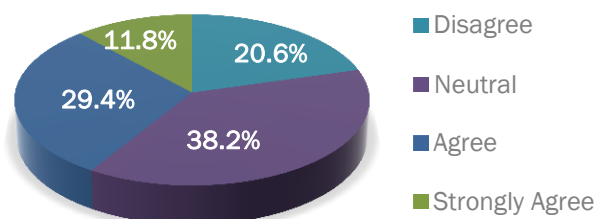


Figure 1.1

The responses didn't surprise me. Overall, most couldn't decide (38.2%) and when combined with those who disagreed (20.6%), this portrays a picture consistent with our culture, where work/career is the predominate component by which most people define their lives.

During the interview process, it became clear to me that most executives do not continue to work because they need the money. Most are still working because they simply "want to" (67.6%). Their reasons vary, but are centered on two main themes:

1. It makes them feel important. It's their identity.
2. It's out of concern for their children. They need to make sure their kids have enough. They don't really know how much that is, so they just keep going. Some may even believe that money will make up for time not spent with their children while building their career.

My question is: How's that working out for you?

Dick Cook, former chairman of Walt Disney Studios, put it best:

"You can love your company, you can love your career, and at the end of the day they are not going to love you back."

Former aerospace industry executive Jeff Abbott went further, saying:

"If you keep offering your soul to a company, they will keep gobbling it up. Find your boundaries and set your boundaries."

These are tough choices, but as I said in the beginning, I'm not here to tell you what you want to hear, and I'm not your typical financial advisor. I've written this paper not to become your friend but to change your life. Certainly we can't change the past, but beginning today, together, we can create a new future.

Here's an example from my own life that I think illustrates the point well. I was with Nicole's parents in Hawaii to celebrate their 45th wedding anniversary. Her dad is a successful entrepreneur, and as we sat enjoying a beachside dinner, he said something to us that I'll never forget. He urged us not to focus on how much money we will accumulate in our lives but instead to...

“ make sure you enjoy the journey ... otherwise, once you get to where I am, you just might be disappointed.”

I can say with certainty that the sense of fulfillment you expect from your career is not forthcoming. No matter what success you attain, it is all fleeting. Someone is always going to be better than you, have more money than you, or run a larger company than you. We all know or have read about friends or fellow executives being disillusioned with the outcome. So why do you continue to chase the wind?

Here is another way to think about it:

"One of my favorite stories," Dallas (Willard) continued, "is about the dog races in Florida. They train these dogs to chase an electric rabbit, and one night the rabbit broke down and the dogs caught it. But they didn't know what to do with it. They were just leaping around, yelping and biting one another, totally confused about what was happening. I think that's a picture of what happens to all sorts of people who catch the rabbit in their life. Whether it's wealth or fame or beauty or a bigger house, or whatever, the prize isn't what they thought it would be. And when they finally get it, they don't know what to do with their lives."

*This is a huge factor in finishing badly: **People need a rabbit that won't break down.** But that's not something the superficial values of this world can really give them."* (Buford, 2004)



Life Recommendations

My challenge to you today is to get out of denial. Realize that change is your friend, and embrace a new formula for life. Consider doing something for others. Make it something that doesn't require you to be recognized or repaid. Do something that will provide a higher level of satisfaction than chasing more rabbits.

Start with this exercise:

Have I attained a satisfactory level of financial success? Yes ____ No ____

How many more working years do I really need? ____

If money weren't an issue, what would my true passion(s) be and what would I do with my time?

Begin now to look at your life as a way to leave a legacy that will have an impact 100 years after you die. To do that, we recommend that between the ages of 45 and 65 (or earlier if possible) you pull back from your business pursuits and begin working on projects with lasting significance. In his book *Halftime*, Bob Buford suggests that you consider starting a parallel career. Buford encourages us to answer the following question:

"What would my life look like if it turned out well?" _____



Begin now to think about how to improve your relationships at the expense of your career, rather than the other way around.

If you spend enough time nurturing those relationships, those who are significant in your life will begin to **look forward with excitement**, rather than dread, to the next chapter in your book of life.

Children



There are two lasting bequests we can give our children. One is roots. The other is wings.

~ Hodding Carter, Jr.

We want the best for our children. Our greatest desire is that they are successful, get married, and provide us with grandkids. We want them to be joyful and live to a very old age.

Our hope is that they will grow up to be strong, independent, hard-working individuals, but every now and then they might need help. How do you help without it becoming dependence? Unfortunately, some have done their children a disservice by providing every material thing they “need.” These children grow up with a sense of entitlement, thinking that their parents’ money is their money.

The question becomes: How do I inspire my children to do great things without them needing my help all the time?

Start now to proactively prepare your children to manage their own money so that they will be prepared if and when they receive their inheritance. If your children are reliant upon you now for support and are enchanted with materialism, chances are that they will not be good shepherds of what you

leave them. Far more important than the inheritance we leave our children is our legacy. They learn from our actions far more than from our words.

Research Findings

While almost everyone is concerned about their children’s future – according to our research, this includes the majority of executives (89.3%) – fewer than 66 percent of our survey respondents have done the work to properly educate their children on their estate planning strategy and how much the inheritance will be. Here’s what one of our interviewees had to say about preparing his children:

“I started sharing the size of my estate when the kids were in their 20s. This was the beginning of teaching them good money management skills. In their 30s, it was time to share how much each would receive as an inheritance. I also told them that the amount would NOT be changing, unless there was a health issue with a member of their immediate family (e.g., premature death, disability). But the majority of the estate was going to the family charitable foundation.”

If effort is put into it, children can develop a balanced perspective on money. Sharing with your children the expected size of their inheritance and the reasons a portion is going to charity can help prepare your children to receive it and be grateful for it while you are still alive.

Life Recommendations

Actions always speak louder than words, and how you handle money will be reflected in your children’s approach. Let them see, understand, and learn from both your successes and your failures. If your children are young, give them the experience, through trial and error, to invest modestly. Help them understand now, before they attempt to invest the family fortune.

Over 70 percent of our respondents said they are planning to leave more than 70 percent of their estate to their children. If you are planning to do the same, you might want to ask yourself the following questions:

1. Why am I leaving this amount to my children? Is it out of guilt, because of societal influences, or for a valid reason? _____

2. Have I spent enough time looking at the options, understanding what my mission is in life, and deciding what I want my legacy to be? _____

3. Do you feel like Curtis Carlson? The Minnesota travel and real estate magnate who was interviewed by CNN Money in 1986. With a net worth of \$700 million and two married daughters, he said: "There's nothing people like me worry about more – how the hell do we keep our money from destroying our kids?" _____

The key to your legacy is much more than just financial. The wealth amassed for your children is not nearly as important as the time you have with them.

Imagine the life lessons you have learned and want to teach to your son or daughter.

Share stories from the past, and include good times as well as times when you faced adversity and triumphed. Tell your children how proud you are of them. Then think about how you can set aside the time and energy it will take to achieve this. Because time and distance can be a factor, we recommend using technology like video or Face Time to record and preserve those memories.

This type of activity will go a long way toward equipping your children for their future. In my own life, Nicole and I began a series of interviews with our parents to ensure that we captured the stories of their lives. We both found this time enriching, and it became a key part of their legacy.

Recently, we were asked also to create a list of qualities that we want to see in our 2 year old son, Luke. I looked at our list and realized that if we wanted him to have these qualities, we better show them ourselves. I intend to create a life with his end in mind – helping and shepherding our relationship so he achieves a life that is fulfilled and significant.

Community



"We make a living by what we do, but we make a life by what we give."

~ Winston Churchill

Being able to help others who can never repay you is one of the most significant joys a person can experience. This happens most often when people give of themselves without any regard to advancing career, business, or reputation. Helping your community requires an understanding of how you can leverage your skills and abilities to have the greatest impact. It also involves the strategic use of your most valuable resource: time. John Wooden, famed UCLA basketball coach, put it this way:

"You can't live a perfect day until you do something for someone who will never be able to repay you." (Wooden)

Your contribution to the community will reach its highest potential only after you realize that career isn't as all-important. Then you can deliberately reallocate your time to helping others.

Mark Zoradi, former president of the Walt Disney Studios Motion Pictures Group, put it this way:

"I knew that I was happiest and most fulfilled when I had other things in my life that weren't just focused on me, my career, or even my family."

Involvement in community is vital. Finding and getting involved with an organization that matches your values and goals is the best way to ensure that your contribution has impact and leaves you happier and more fulfilled.



What if you could get a glimpse now of what the press would say was your lasting impact upon your death? This happened to Alfred Nobel.

He made his fame and fortune as the inventor of dynamite. When Alfred Nobel's brother Ludwig died while staying in

Cannes, France the French newspapers mistakenly confused the two brothers and reported the death of Albert.

According to Jill Carattini, of Ravi Zacharias International Ministries in Atlanta, Georgia, "One paper's headline read brusquely: *Le marchand de*

la mort est mort-The merchant of death is dead."
(Carattini, Jill, editor and writer with Ravi Zacharias, 2011)

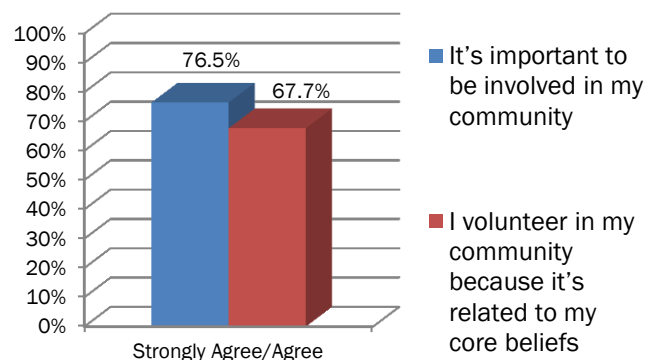
Carattini writes: "it was this event that ultimately led to his establishment of the Nobel Prize and subsequent change in his reputation." (Carattini)

Nobel made the decision to do something radical and worth remembering and today he's known as the man behind the Nobel Prize, the international awards for significant efforts in peace, chemistry, physics, medicine, literature, and economics.

What changes would you make today if you had the chance to read your obituary like Alfred Nobel?

Research Findings

Here are the results of the areas we surveyed related to Community:



During our interviews, many business leaders and entrepreneurs demonstrated that they are generous people. Those individuals and their families who have reached out to help in the Community are balancing success with significance. Those attaining the highest level of significance work with organizations that match their own values, priorities, and vision.

A great example is Dereck Wong, Southwest Regional Director for Links Players International, a Christian-based organization that brings golfers together to learn the word of God, encourage one another, and help spread Christianity. Dereck is a successful businessman who began by serving on Links national board. Believing in the mission of Links, Dereck made the decision to begin working part-time in his business and full-time with Links. He's helping to establish dozens of new Links groups throughout the southwestern United States.

We call this a “hybrid” – the parallel career that Bob Buford spoke of in Halftime. Dereck retains a part of his existing career but also devotes time to an organization that reflects his faith and values. As soon as you meet him, you realize there is something different about Dereck – he has a joy and a focused commitment in what he has been called to do. He is on his way to finishing well.

Life Recommendations

It all comes back to what you are trying to accomplish. As you probably know, many foundations have specific parameters surrounding the use of donations. At HWMG, we recommend something similar. Having well-defined priorities leads to better allocation of your time, your talent, and your treasure.

Assess any request for your time, talent, and treasure based on your priorities. If the request doesn't line up with your priorities, politely decline. Being more selective up front will help you avoid bowing out of a commitment because you are disillusioned or have other competing objectives. As Jerry Leachman, former chaplain for the Washington Redskins put it:

“Your priorities in life aren't just marginal options. They are life-determining. Your personality is molded inescapably in what you've given to be a priority in your life. You become what is most important in your life.” (Leachman, 2010)

Leachman went on to outline the following:

Live a life of pleasure: you become shallow and empty

Live a life of fame: you become haughty, arrogant, and rude

Live a life for power and influence: you become overbearing, oppressive, and insensitive

Live a life for wealth: you become greedy and selfish

Live a life for the will of God: you become selfless, loving, and caring

Leachman also recommends assessing your life using a simple **3 Question Test**. The answers to all three must line up in order for your life's contributions to be significant. If one element does not line up, he explains, you have to start over until it does. (Leachman, 2009)

1. What is my mission in life? What am I trying to accomplish while I am on this earth?

2. What are my priorities? How much am I willing to pay for it or suffer for it?

3. What is my schedule? Who or what is getting my time? _____

Now it's time to roll up your sleeves, and get to work...

Recently, after reassessing how I was spending my time, I decided to pull back from things that I used to think were important or that I did only to help advance my career. I have spent too much time “chasing the rabbit” and am now trying to create a life that has importance beyond my net worth.

I challenge you to take the 3 Question Test. Answer honestly then roll up your sleeves and get to work. Make the adjustments necessary so that your life makes a significant impact. It's the only way to live.

...to create a life that has importance
beyond your net worth.

Care for Parents



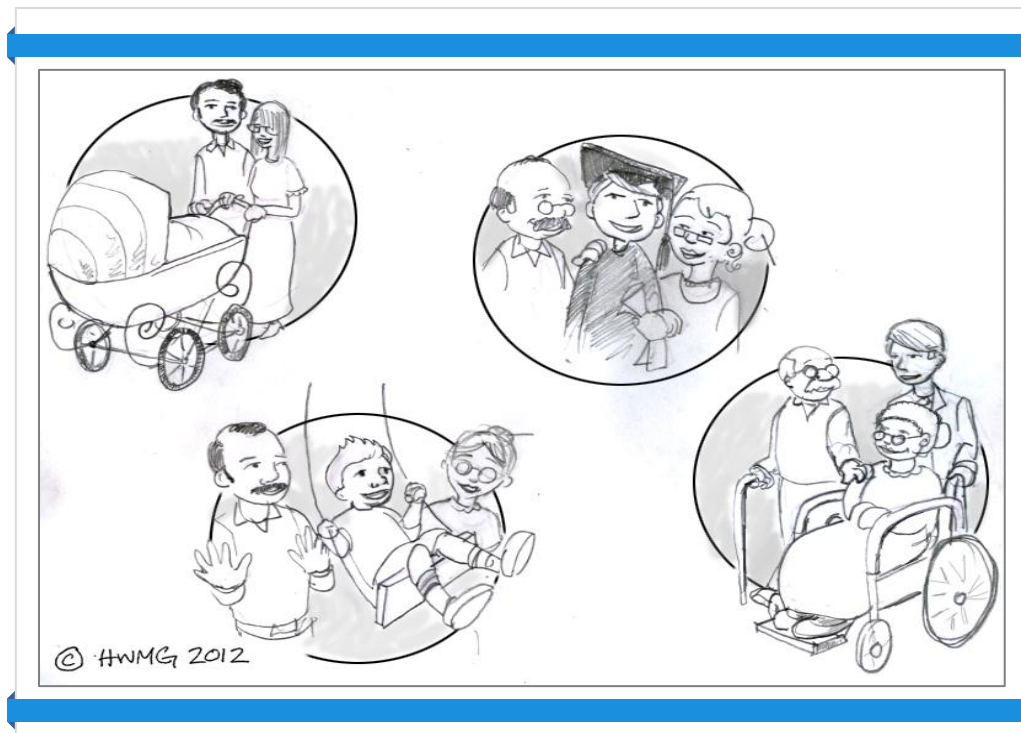
And this is the promise: If you honor your father and mother, "you will live a long life, full of blessing."

In some cultures, caring for parents is a top priority. In the United States, where youth is paramount, we don't always do such a great job with this. So what's the secret to finding the right balance? It comes down to priorities. Defining and balancing our priorities among the 7C's is the challenge. Remember: you can love someone, but are you making that person a priority?

One of HWMG's goals is to foster solutions to this problem and to help coach and educate this generation about the importance of caring for parents both financially and emotionally. If you've come to the conclusion that your parents need to be a priority, then adjustments in your schedule and your finances may be necessary.

For some, when we talk about caring for parents, resentment arises and there are issues from the past that must be worked through. If that's you, we strongly encourage you to find a way to forgive and move forward. Regardless of what occurred in the past, the way in which you choose to treat your parents, positively or negatively, impacts your life and your family.

Developing a manageable plan to care for parents and/or in-laws, and then executing it, will lead to a sense of accomplishment that you cannot experience in your career.



Research Findings

In our survey, we asked executives to assess a series of statements related to Care for Parents. Here are those results:

% of Executives Who Strongly Agree/Agree

I fully understand the costs associated with caring for aging parents	76.5%
I plan to spend the money/time required to honor my parents	67.6%
It's important to have a detailed plan to care for my parents	79.5%
I have a detailed plan in place	44.1%
I know how my parents want to be cared for in their last years	64.7%

What we see in these responses is that more than 76 percent of the respondents believe they understand the costs and believe it's important to have a detailed plan for caring for their aging parents/in-laws. More than 67 percent are even willing to spend the money and time to make that happen.

However, just less than 65 percent really know what their parents want, and just 44 percent have a plan in place.

If you fall into the other 35 percent, my question is: What are you waiting for? If you are unsure where to start, HWMG can help you create this plan. Our approach will help you allocate finances and, if necessary, identify other resources to make your parents and in-laws a priority.

Life Recommendations

Based on my own experience and the feedback received from our interviewees, it's clear that it is best to begin while your parents are in good health. That said, it's never too late to get a plan going. The process begins by developing a strategy to ensure that your parents will get the care they need and the love they so greatly deserve.

Answering these questions is a good place to start:

1. How can I make my parents and in-laws a priority? _____

2. Ask my parent(s) these three questions:

(1) How do you want to be cared for?

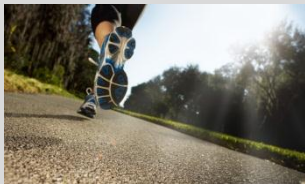
(2) Do you want to continue to live at home?

(3) What are your top three wishes?

3. Have I either met with my parent's financial advisor or had an independent advisor review their entire financial picture? _____

Bad financial advice can prevent you from realizing your parents' wishes. We strongly advise you to get a second opinion regarding your parents' finances and whether their assets will be able to support the care they desire.

Cardio



Physical fitness is not only one of the most important keys to a healthy body, it is the basis of dynamic and creative intellectual activity.

~John F. Kennedy

While genetics can be a factor in long-term health, we didn't all hit the genetic lottery, and so we must rely on cardio (exercise) to stay healthy. Of the executives we interviewed, most had some type of exercise regimen and felt it was critical to a successful career. In fact, more than 90 percent of the executives we interviewed agreed with this statement:

"I feel horrible when I do not exercise regularly."

For the executive and entrepreneur, stress is an everyday part of life. Unfortunately, if not properly dealt with, it becomes a major source of sickness and disease. One retired FBI agent has seen firsthand how stress and lack of exercise led to unhealthy habits and the early death of a close friend. During our interview, he said:

"I would give everything I have to be healthy."

Being healthy has several components. It includes not only our physical well-being but also our mental and spiritual health.

Research Findings

In our survey, we sought responses to the following statements:

% of Executives Who Strongly Agree/Agree

Taking good care of my body is important	94.1%
--	-------

Exercise is a mechanism for coping with stress	82.4%
--	-------

I feel my best and have more confidence when I exercise regularly	85.3%
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During my career, I believed it necessary to vigorously exercise more than 3x per week	61.8%
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The responses here were as expected. While a significant majority agrees that cardio helps in reducing their stress levels, only about 62 percent benefited from it more than three times a week.

Life Recommendations

There is something about exercise that takes us away from all of life's complexities and reduces our stress level. Without cardio, many of us would never become the people we are destined to be.

I saw this in the lives of my three father figures. Each died of a massive heart attack, all within three years. I attribute it, at least in part, to their lack of exercise. It's why cardio is so important to me. It's part of my core beliefs, and so I make sure to allocate sufficient time and effort to it.

It seems foolish to tell anyone that they need to exercise more, rather I'd have you consider the following questions and decide for yourself:

1. Do I feel energized? If not, when did I last feel energized? _____

2. Do I have a positive outlet for stress?
Yes _____ No _____

If you answered "no" to either of these questions, consult your family and friends and find a way to reduce the stress that is sapping your energy and stealing years from your life.

Couples

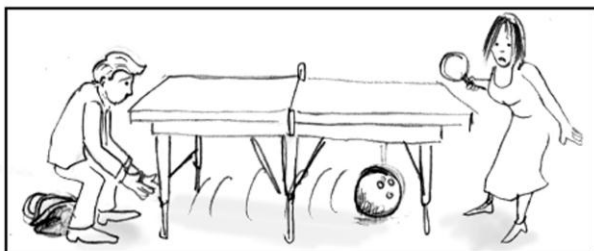
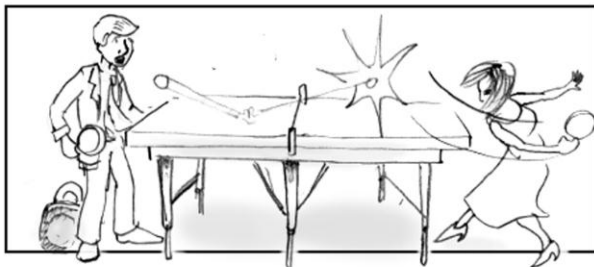
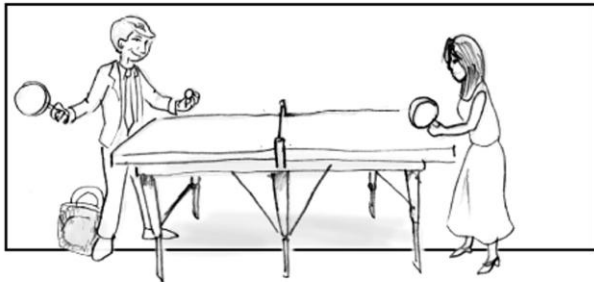


“...create a masterpiece together, a Van Gogh.”

A successful marriage takes time and effort. Words like *love, respect, honor, patience, forgiveness, tolerance, and support* describe what can be found in the ideal marriage.

At my wedding, my dad gave a toast about what he hoped our marriage would look like. He described a blank canvas being filled with vibrant colors, and dark ones too, all portraying our marriage. His toast was that Nicole and I would create a masterpiece together, a Van Gogh, for others to see. It's become one of my life's goals. But there are times when I'm using those dark colors on our painting due to my own arrogance. What kind of painting would a marriage be if one person was always right and insisted on having things his or her way?

Try thinking of disagreements with your spouse in terms of Ping-Pong where each player hits the ball back and forth, at times even slamming the ball to score a point. We all have different strategies or skills when playing, but what if in the middle of the game, your spouse rolled a bowling ball under the table that took you out at your ankles? This seems unfair, right?



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This sketch is a metaphor for relationships, and especially marriage. The game represents arguments, and the bowling ball represents bringing up things from the past. The person who is being bowled upon has no defensive tools since he or she did not know it was coming and cannot change the past.

Nicole and I learned about this idea of avoiding bowling balls and have kept it as part of our rules when arguing. Here's how it works: If one of us starts bringing up things from the past, the other calls out, “**Bowling ball!**” It keeps us focused on the current problem without dredging up things from our history.

We find it a great tool to use in building and maintaining our relationship.

One of the easiest things to disagree with your spouse about is money. Having financial resources complicates a marriage. Financial decisions become difficult when you and your spouse cannot agree and the stakes are higher. In order to prevent discord, some couples have one person take primary responsibility for handling the finances. While that can reduce short-term disagreements, it can leave your spouse in the lurch if you should become disabled or pass away suddenly.

Research Findings

Our survey respondents assessed the following statements regarding what would happen if they were to suddenly die or become incapacitated:

% of Executives Who Strongly Agree/Agree

I have adequately prepared my spouse to handle finances	76.5%
I have adequately prepared my spouse emotionally	47.1%
It's important to have a trusted advisor to handle the finances	73.6%

What we can see from the data is that our busy executives and entrepreneurs may be providing financially, but emotionally they have a long way to go.

Just providing enough financial resources may not be the biggest issue.

Can your spouse handle those finances without you? The stress that comes with making decisions after you are gone or incapacitated can be monumental, and depending on your children to be there might not work out the way you expect. That's why more than 73 percent of our respondents believe it's important to have a trusted advisor in place to help.

Do you have this person in place? We advise against looking to your CPA or estate planner because, while these people may be trusted professionals and good at what they do, they often lack the acumen to help the surviving spouse make the right financial decisions.

In the next section, we'll look at some recommendations for better preparing our spouses and ourselves for the future.

Life Recommendations

Let's look at Exec Peter in the figure 2.1:

He's demonstrating a simple philosophy that I think all couples need to follow in order to prosper. This can be difficult though, especially if one spouse engages in an expensive hobby or has

a shopping habit. The more a couple can plan and talk about the future, the less potential there will be for conflicts over money. Financial decisions are easier because there is agreement and a plan.



Figure 2.1

Based on our experience and research, here are some things to work through:

1. Ask yourselves, "What is our money philosophy?" For example: "We control our money; our money does not control us."

2. Ask yourself, "What is my mission for our family and what are we trying to accomplish? Think about the outcome you want to see and work backwards."

3. Set a regular monthly time to talk with your spouse about money issues. Don't use a date night or family get-together; that's a recipe for disaster. Set ground rules to ensure that emotions do not get the better of you both.

4. Set up parameters for your income and net worth. Ensure that an agreed-upon percentage falls into each of the categories below.

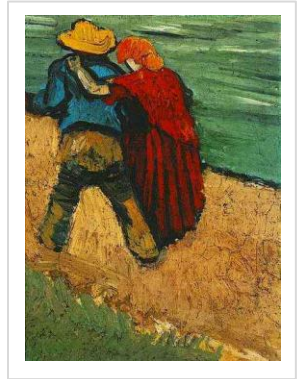
Income	Percentage
Living expenses	%
Recreational spending	%
Charitable donations	%
Savings for a rainy day	%
Savings for investment	%

Your Assets	Percentage
Cash/reserves	%
Recreational/entertainment	%
Charitable giving	%
Investment for growth	%
Investment for income	%

Setting up these parameters ahead of time makes decisions that come your way easier, because you and your spouse have already agreed upon the ground rules.

HWMG encourages you to have a lifestyle based on needs, not wants. Learning to live a lifestyle based on needs allows couples to implement other wealth creation strategies that are in line with their jointly held mission and vision. Then as income increases, you will not be swayed by the world (e.g., TV, society, your neighbors) to spend, spend, spend.

I think we can all agree there is much to learn when it comes to being a successful couple. I have decided that for the next 20 years I will read at least one book a year on marriage and one book a year on parenting to help me realize who I am supposed to become as a husband and as a dad.



Vincent van Gogh, Two Lovers, 1888

You can find some recommendations on my website: www.hurleywealth.com

Commitment to Faith



"It's about ingraining biblical principles into my personal and professional life and using the Bible as the final authority."

There is no more personal subject than one's faith. I am not going to lay out any extensive research or recommendations – only my story. It may look nothing like yours, but it's what works for me.

My commitment to faith is my top priority. In making that decision, I've recognized that there are aspects of my life that are being lived out far below their potential. Like most, I have a bent toward selfishness, and while I can focus on things like my career, my relationship with my spouse, my children, the community, and my fitness, if I don't change my heart, I will never finish well. Left to myself, I want things my way, and I am good at making up excuses or manipulating circumstances to my advantage.

What I realized was that I didn't want to live this way, but I didn't know how to change it. This desire led to my very personal search for a way to change my behavior. Here's a brief part of my story.

As Nicole and I prepared to marry, we also talked about raising children. I was going to be the head of the household. I was going to have to lead financially, emotionally, and spiritually. I recognized that in and of myself, I was unable to maintain this change. I needed help. Then I recalled some of the church teaching I had received when I was younger, and after 20 years I picked up my Bible and began reading it again. Through my struggles, both public and private, I came to realize that the promises of Jesus Christ were the answer, and I committed my life to Him. Some might say that religion isn't for them; it's not for me either.

What I'm talking about is an intimate and personal relationship with Jesus Christ. It's about ingraining biblical principles into my personal and professional life and using the Bible as the final authority in every aspect of my decision making. That's why it's now a passion of mine to ensure that none of my clients or friends has a life that no one remembers or that doesn't make a lasting impression.

Having a commitment to faith has enabled me to change the way I approach the other 6C's. In my career, it's changed my approach with clients. For most in my industry, it's about promoting their self-interest. The questions asked are not always the right ones: How much commission will I make?

To whom do I owe a favor? Do I make more money than my colleague does? There's little concern for the true needs of the client.

Having Christ in my life has compelled me to change my philosophy from simply doing well for my clients to focusing on how to act in their best interests. Doing business this way takes patience, love, understanding, empathy, and learning to communicate at a very personal level.

Having a conviction to "do the best I can or simply don't do it" has helped me become the Chief Financial Advocate for a select group of families. Having this relationship gives me the confidence, wisdom, and discernment to set forth advice that is completely in line with their best interests.

The lives led by my three father figures also reminded me of something said in a sermon by Dr. Greg Waybright, Senior Pastor at Lake Avenue Church in Pasadena:

“When we get old it is what is on the inside that matters.” (Waybright, 2009)

All of the “things” my three father figures had in their possession before they died really amounted to nothing. What they lacked was a personal relationship with Christ. They had not learned to selflessly serve others and lived the latter part of their lives without any joy.

Recently Gallup conducted a survey that was adapted from a sermon given by Greg Laurie, Senior Pastor of Harvest Christian Fellowship in Riverside, California. From the survey, researchers found that “Spiritually minded people are twice as likely to report being very happy than the least religious committed people.” Laurie goes on to conclude that: “Godly people are happy people.” (Laurie, 2012)

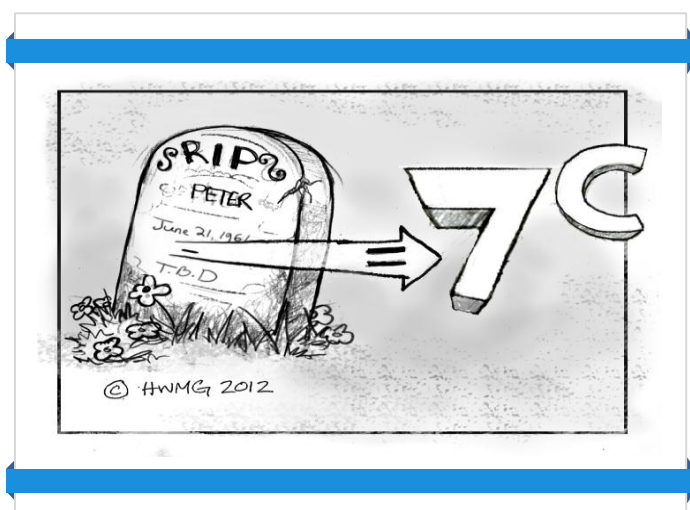
I’ve made a commitment to God to live a life that pleases Him. To maintain this commitment to faith, I’ve developed relationships personally and professionally. I have a Business Advisory Council to help promote, encourage, and brainstorm key initiatives as they relate to HWMG. I also have a professional network that helps me create unique financial solutions for my clients. Finally, my mentors and band of brothers help to ensure that I stay on track to achieve my own work-life harmony as well as helping me to finish well.





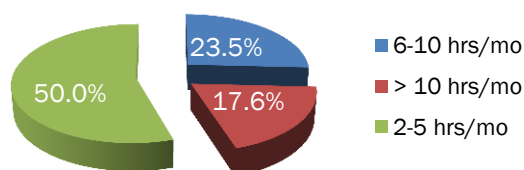
Attaining Your Work-Life Harmony

Attaining the work-life harmony that will help you finish strong is going to be a challenge. It will take knowing who you are, what you want to accomplish, and what you want the “dash” in your life to be.



This is going to take focused effort and time. And your time is limited. For example, our research found that a large percentage of executives' downtime is devoted to analyzing/evaluating their financial lives. Here's what they said:

Time Devoted to Financial Analysis



Over the years, that time adds up. HWMG encourages you to consider outsourcing this effort to a team of professionals interested only in driving your financial initiatives forward. Having someone who is a watchdog over your net worth is essential toward achieving the ideal work-life harmony we have been discussing. Now you can use this “free” time to pour yourself into improving the 7C's. Remember, no one can replace you as a husband, as a son or daughter, or as a parent or grandparent.

Let's look now at the resources available to help save you time and optimize your financial life.

It All Starts with a Financial Metamorphosis



I started my career in 1992, and for the first 15 years I played the game according to the rules of Wall Street and my brokerage firm. And while I was financially successful, I wasn't really looking at things from my clients' perspective. So I started to read and research as much as I could about our financial markets and the financial services industry. What I came away with were two hot-button issues that needed to see the light of day:

1. How financial advice should be disseminated
2. How money should be invested

I call this my Financial Metamorphosis.

For years I was a salesperson. I thought this is what we did in the financial services industry. We

talk to clients, find out their problems, figure out which product is best for them, earn a commission, and then repeat the cycle all over again.

I never once thought of doing “only” what was in the best interests of my clients. Sure, I lived up to the standard of conduct I was supposed to but I wasn’t putting my clients’ needs first.

When my financial metamorphosis began, I started asking a lot of questions:

Why analysts are paid so much?

Who pays their salaries?

Why do they offer mostly “buy” recommendations?

And when they are right on a recommendation, is that luck or skill?

How much do large broker dealers spend on advertising?

Does your average investor pay for the expensive commercials I see on TV?

Who pays for all of the trips that I have gone on to learn about different investment and insurance companies’ methodology and products?

These questions and others raise important, yet subtle, conflicts of interest that arise when working with people’s money. For example, I believe there are a lot of unnecessary fees in the financial services industry. You the investor are paying portfolio managers to try and “beat the market” and it’s my belief that this is almost impossible to do consistently.

So to better serve my clients I created my own Registered Investment Advisory (RIA) firm in November 2010.

Here’s what makes HWMG different.

.....► The ability to educate clients in a manner that is not restricted by “lowest common denominator” rules designed to keep salespeople in line.

.....► The freedom to offer products that are best for each client, not what’s best for the broker/dealer.

.....► Compensation comes directly from clients and no one else.

For me it is paramount that I make sure my clients’ dollars are being utilized in the best possible manner. If a conflict arises, I immediately discuss it with them. Doing business this way takes a great deal of time, so I purposely choose to work with only a few new clients each year.

Our Investment Philosophy

There’s an idea circulating that strategy and hard work produce above-average results. While that credo applies to most businesses, it simply isn’t true when we are talking about investing someone’s money. In fact, more money is lost than is made by investors buying individual stocks and then selling them a short time later. You’ve always been told to invest for the long term, yet few portfolio managers practice this.

Studies have shown that the allocation of money, not stock selection or market timing, affects more than 90 percent of an investor’s returns. Your money may be wasted by repeatedly overpaying for portfolio managers and hedge fund managers and everything that goes with their services, up to and including overpaid financial advisors. An article written by Professor Kenneth French of Dartmouth College details how investors waste more than \$100 billion per year trying to “beat the market.” (French, 2008)

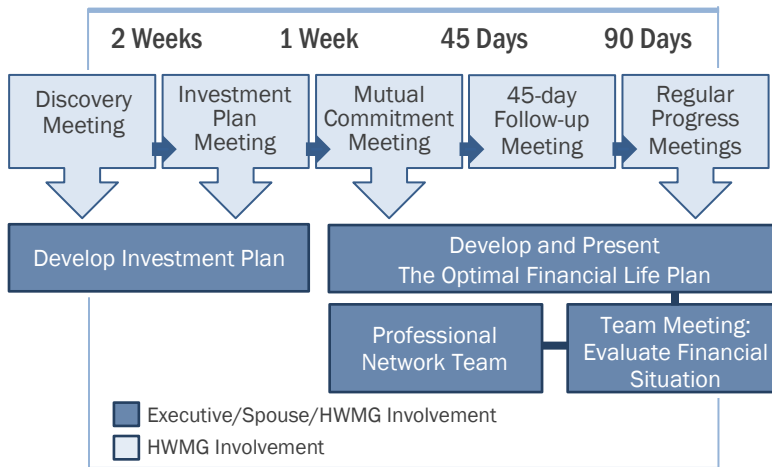
Even with the savviest of clients, I often find hidden gaps in their finances that leave them exposed. We work to close these gaps and focus only on achieving what is most important to you, your spouse, and your family.

Optimal Financial Life Process

We provide these services for a select group of families through our **Optimal Financial Life Process (OFLP)**. Through extensive analysis, we systematically uncover gaps in your financial plan and ensure that all your resources are being optimally utilized.

The OFLP begins with a series of up to five foundational meetings and continues with regular progress meetings.

Optimal Financial Life Process

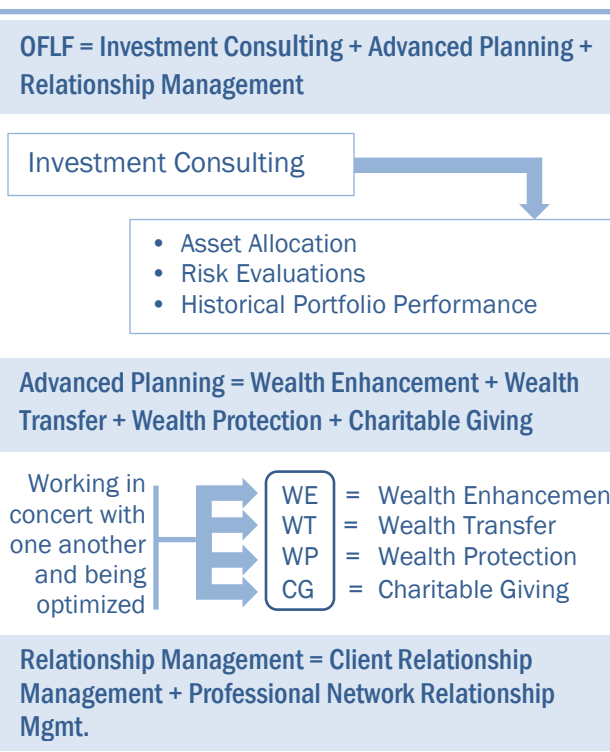


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Optimal Financial Life Formula™

HWMG is your partner to maximize every dollar put toward your most important financial goals. We call this having your *Financial Life Optimized™*. HWMG has a proven formula to make all of your financial solutions work in concert with one another.

Optimal Financial Life Formula™



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Professional Network Team

As your Chief Financial Advocate, I will uncover your needs, facilitate discussions with other trusted advisors, and drive the development of a plan to help you reach work-life harmony. Without counsel, plans can easily go awry. Surrounding yourself with a team of trusted advisors is the key.



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What to Look for When Selecting a Financial Advisor

I think it is imperative to ask tough questions of your existing or potential financial advisor. If your advisor is interested in truly helping you, that person will be willing to answer any and all questions you ask.

You owe it to yourself and your spouse to seek out the best for your personal financial life. It's also okay to have more than one financial advisor. No one advisor has all the answers. Asking your current or a potential new financial advisor some of the following key questions can really help you determine whether you are working with the right person.

**1. Are you acting in my best interest?
If yes, how do you do this?**

Every financial advisor should be able to answer this question as easily as if that person is answering his or her own name. If your financial advisor stumbles over the answer and/or has never thought about this question, this is a sign you might be with the wrong advisor.

2. How are you compensated? Do you accept gifts, trips, dinners, and other incentives from your broker-dealer or investment/insurance companies?

It's a conflict of interest for your financial advisor to be recognized and rewarded solely for creating a lot of production (revenue for the firm) off of your investment portfolio.

3. Do you love what you do?

4. If you had all the money you ever needed, what would you be doing?

Remember, you are trying to determine whether this financial advisor is driven by a paycheck or their passion.

5. Do you think I have a clear understanding of all the players involved in my financial life? Do I know of all of the conflicts of interest?

Knowing how all the people involved in managing your portfolio work together is important so you can determine whether you have the right team.

Selecting the right financial advisor is a very important decision. If done right, it could save or make you a great deal of money. If this key person in your life was selected for you, either through your employer or because he or she is a friend, chances are that you have not asked these questions. Turn the tables on your advisor. This person has asked you enough questions; it's your turn, so don't hesitate. Be open to hearing what the advisor has to say and to making the changes necessary to do what is best for you and your family!

It's our hope at HWMG that through the process of reading this paper, you've realized that we are different from any Financial Advisor that you have known. To summarize, here are the characteristics of HWMG that make us different:

A firm that is only compensated by its clients. Also known as a fee-only advisor.

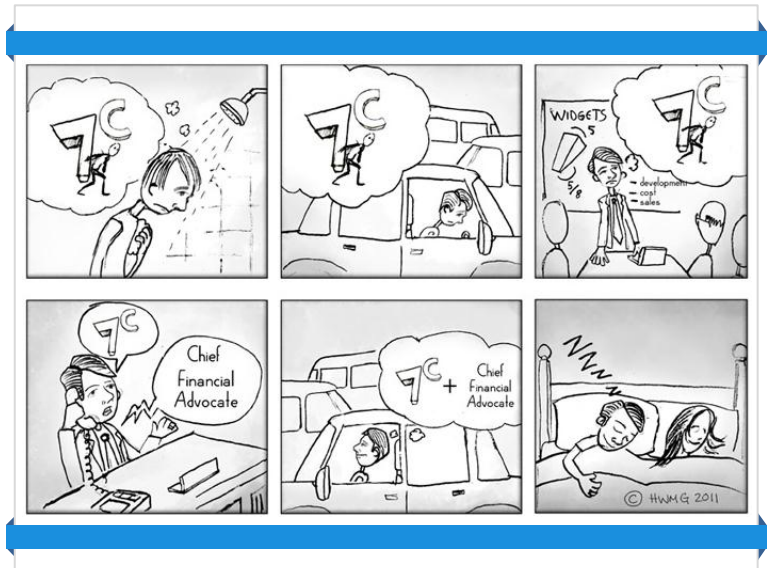
A firm that has a process (the Optimal Financial Life Process) to determine whether you have gaps in your financial plan and then proceeds forward only if we truly believe we can make a significant difference.

A firm that believes in transparency. This allows us to work with our clients and make decisions that are solely in their best interest.

A firm that is fully committed to continuous learning and surrounds itself with professionals who can offer superior solutions.

A firm that is dedicated to helping you finish well.

If you are intrigued by what you've read and would like to assess how your finances are affecting your work-life harmony, please contact me to schedule your initial **Optimal Financial Life Process** Discovery Meeting.



About Your Chief Financial Advocate

Greg Hurley operates Hurley Wealth Management Group with the goal of significantly impacting the lives of executives and their families while maintaining the work-life harmony he advocates, including allocating his time and resources among the 7C's: Career, Children, Community, Care for Parents, Cardio, Couples, and Commitment to Faith.

Greg has been in the financial services industry for nearly two decades. He has a passion for numbers and specializes in finding items that impede a person's ability to achieve financial goals. He then advocates for his clients to help ensure that the best possible outcome is realized – helping them to live out a life they have yet to dream of.

Greg's passion for numbers was sparked while he attended California Lutheran University when he began his career in finance as a teller at California Federal Bank in Thousand Oaks, California. He graduated from the University of Phoenix with a Bachelor of Science in business, while at the same time advancing in his career as a financial consultant for Great Western Financial Securities. By 2005, Greg decided it was time to open his own firm.

In 2008 Greg earned the CERTIFIED FINANCIAL PLANNER® designation.

Greg has been actively involved with nonprofits with a focus on causes that utilize his keen abilities as a leader and as a Christian. These organizations have included Rainbow Acres, Links Players International, and the Providence St. Joseph Foundation.

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