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Special points of interest:

- Free your firm from the grips of your employees
- Junxure has a new look and feel
- Portfolio rebalancing can be easy
- A new training tool for your employees
- A great how-to on storing emails

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The Efficient Practice

Who's in Charge here? Managing the Unmanageable

Experience teaches us that allowing employees to manage themselves often leads to a chaotic, inefficient and uncomfortable work environment. First and foremost, employees cannot manage themselves, under any circumstances. Even managers cannot manage themselves. It is much like asking a dentist to drill his own teeth. The dentist, like the employee, lacks perspective. It is not possible for an employee to observe his or her own behavior, actions, timeliness, skill level and quality of work product with any amount of dependable objectivity. It is for this reason, that the role of manager becomes so invaluable.

However, having said this, there are firms that permit an employee or employees to “run their own show” so to speak. By this, they might have a particular job description that lends itself to workflow isolation. This is where a particular employee is nestled away somewhere in the building doing their own thing with others largely unfamiliar and/or unaware of it is that this person actually does from day to day. This sort of employee is generally intelligent and occupies a skill position, such as running trades or operating the portfolio management program. Because of the workflow isolation, this employee generally does not want others to know much about their work because the fear might be that someone else could take over the job. (job security) Therefore, the risks of having this kind of situation in your office are that, if this person were to be unable to do
(Continued on Page 4)

Junxure has a New Look

You are probably aware of Junxure (www.junxurei.com) from CRM Software. Junxure has look been known as the dominant choice of financial advisors for client relationship management. You may also know that Junxure won the Schwab best-in Tech award. But did you know

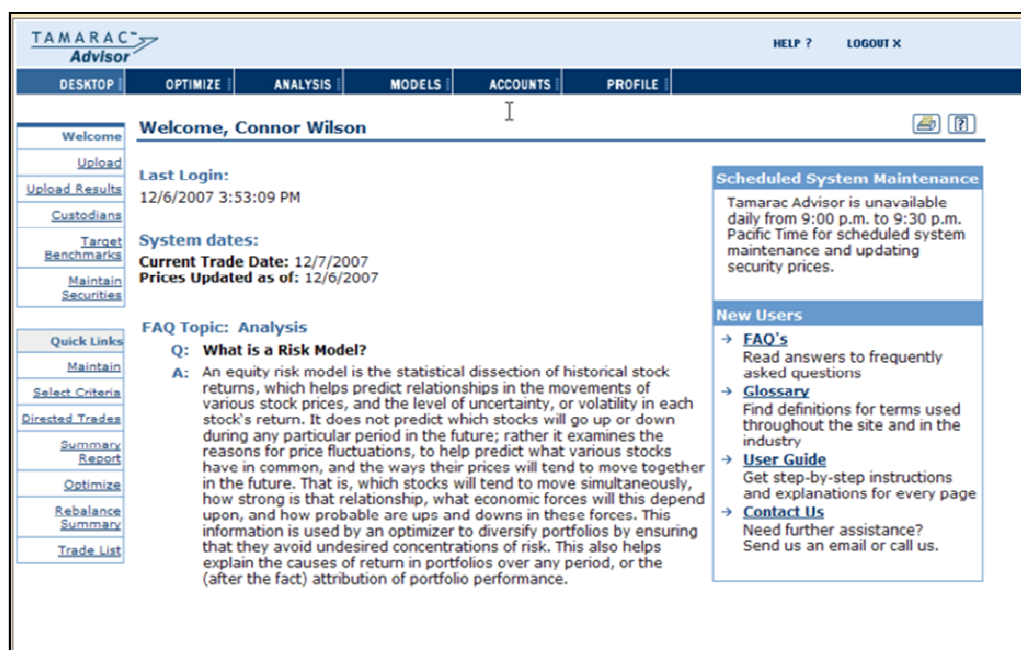
that Junxure has recently updated screens and built in additional functionality, such as emails with full integration into actions. Junxure alerts, often a source of complaints as it would cover the desktop preventing work until dealt with, now is more subtle with a small box appearing in the lower

right hand corner of your computer screen. Actions, themselves, have been greatly enhanced with the addition of templates and action sequences that can create dependencies (you have to do one before you do the next, etc.) Even with 6,000 + users, Junxure continues to innovate, leading the CRM pack.

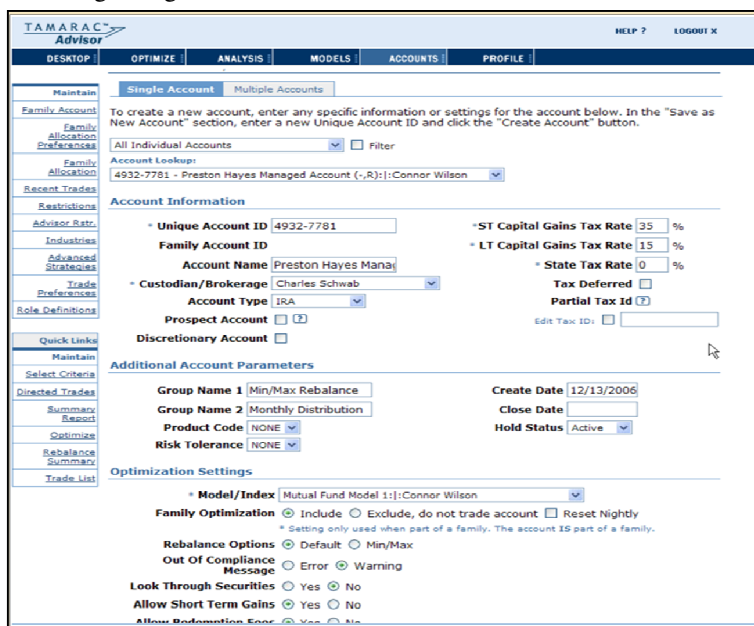
Tamarac Advisor

Tamarac Advisor (tamaracinc.com) is a full-featured, powerful Asset rebalancing software platform ideal for financial professionals who manage upwards of \$150 million or more. For those practitioners, Tamarac offers powerful tools to help keep up with portfolio rebalancing. For most practitioners, rebalancing is a time-consuming, labor intensive part of the practice. To automate parts of this process can save countless hours of staff time and your time in keeping with your clients needs. The main screen of Tamarac Advisor is shown below:

Tamarac offers powerful tools to help keep up with portfolio rebalancing.



The easy to understand interface shows why this is the preferred platform of high-end wealth managers. Entering a single account is shown below:



Tamarac offers economy of scale, by being capable of setting up multi-tiered portfolios. It uses daily uploads to ensure that your information is fresh and accurate. Although it integrates with most software, one notable exception is dbCams. Unlike other, less sophisticated platforms, Tamarac offers no pre-built models. Each model can be custom configured to the clients (or type of clients) specific needs.

Advanced strategies are a snap with the advanced strategies screen. Optimizing results is also a snap and can be accomplished by individual portfolios or globally for all portfolio.

TAMARAC Advisor

DESKTOP OPTIMIZE ANALYSIS MODELS ACCOUNTS PROFILE

Product Flags [X] User: Connor Wilson Current Trade Date: 12/7/2007 Prices as of: 12/6/2007

Family Account: Advanced Strategies

Certain strategy settings used during optimization may be customized for each account. Default settings may also be customized and will apply to any new accounts added. By adjusting the strategy settings the system will provide revised strategies when an account is re-optimized, which will have different results for turn over, tracking error, and taxes.

Defaults for Connor Wilson displayed below.

Set Strategies:

Use Risk Factors: All Strategies Yes No [X]

Non MF Min Trade Size: \$ 100 [X]

MF Min Trade Size: \$ 100 [X] NTF Funds: \$ 1000 [X]

Min Trade Size Buffer: \$ 0 [X]

Non MF Min Holding Size: % 0 [X]

MF Min Holding Size: % 0 [X] NTF Funds: % 0 [X]

Transaction Cost: % Strategy 1: 0 Strategy 2: 0 Strategy 3: 0 [X]

Tax Sensitivity: 0 2 5 [X]

Save Strategies

Save as my defaults: Settings will be stored and set to all new accounts. [Apply]

Apply to selected accounts: Settings will be applied to accounts chosen in the accounts list. [Apply]

Apply to selected accounts and save as my defaults: Settings are applied to accounts chosen in accounts list, stored and set to all new accounts. [Apply]

Highlighted Account: Account (D - Account Name) (#.1)

TAMARAC Advisor

DESKTOP OPTIMIZE ANALYSIS MODELS ACCOUNTS PROFILE

Detail Report Report Options Bulk Reports

Taxes

Long Term Realized Gains

Strategy	Total Amount	Total % of Account
+ [S1] Best Tracking	\$14,250.81	0.80%
+ [S2] Balance Tracking & Taxes	\$8,868.07	0.50%
+ [S3] Most Tax Efficient	\$3,730.50	0.21%

Long Term Unrealized Gains

Strategy	Total Amount	Total % of Account
+ [S1] Initial Account	\$391,819.85	22.12%
+ [S1] Best Tracking	\$360,447.64	20.35%
+ [S2] Balance Tracking & Taxes	\$365,830.38	20.66%
+ [S3] Most Tax Efficient	\$370,967.95	20.95%

Long Term Unrealized Losses

Strategy	Total Amount	Total % of Account
+ [S1] Initial Account	(\$5,967.00)	(0.34%)
+ [S1] Best Tracking	(\$5,967.00)	(0.34%)
+ [S2] Balance Tracking & Taxes	(\$5,967.00)	(0.34%)
+ [S3] Most Tax Efficient	(\$5,967.00)	(0.34%)

Realized Gains/Losses Summary

Type	Short Term	Long Term	Net
+ [S1] Best Tracking	\$0.00	\$14,250.81	\$14,250.81
+ [S2] Balance Tracking & Taxes	\$0.00	\$8,868.07	\$8,868.07
+ [S3] Most Tax Efficient	\$0.00	\$3,730.50	\$3,730.50

Bold = Default Trade Strategy
 [S0] = Strategy 0, Initial Account
 [S1] = Strategy 1, Best Tracking
 [S2] = Strategy 2, Balanced Tracking & Taxes
 [S3] = Strategy 3, Most Tax Efficient
 [S-D] = Default Trade Strategy (1, 2, or 3)
 [M] = Model
 [M-A] = Adjusted Model

Tamarac Advisor can also minimize tax effects through a tax aware feature that addresses prior asset allocations and cost factors.

Bonds are treated as alternatives in this platform. One potential drawback appears to be a lack of a tracking mechanism for maturities. However, this aside, Tamarac is a powerful, full-featured rebalancing platform that is ideal for the sophisticated advisor.

For more information and to learn more about it, visit www.tamaracinc.com/Welcome-Tamarac.asp.

TAMARAC Advisor

DESKTOP OPTIMIZE ANALYSIS MODELS ACCOUNTS PROFILE

Product Flags [X] User: Connor Wilson Current Trade Date: 12/7/2007 Prices as of: 12/6/2007

Family Account: Advanced Strategies

Certain strategy settings used during optimization may be customized for each account. Default settings may also be customized and will apply to any new accounts added. By adjusting the strategy settings the system will provide revised strategies when an account is re-optimized, which will have different results for turn over, tracking error, and taxes.

Defaults for Connor Wilson displayed below.

Set Strategies:

Use Risk Factors: All Strategies Yes No [X]

Non MF Min Trade Size: \$ 100 [X]

MF Min Trade Size: \$ 100 [X] NTF Funds: \$ 1000 [X]

Min Trade Size Buffer: \$ 0 [X]

Non MF Min Holding Size: % 0 [X]

MF Min Holding Size: % 0 [X] NTF Funds: % 0 [X]

Transaction Cost: % Strategy 1: 0 Strategy 2: 0 Strategy 3: 0 [X]

Tax Sensitivity: 0 2 5 [X]

Save Strategies

Save as my defaults: Settings will be stored and set to all new accounts. [Apply]

Apply to selected accounts: Settings will be applied to accounts chosen in the accounts list. [Apply]

Apply to selected accounts and save as my defaults: Settings are applied to accounts chosen in accounts list, stored and set to all new accounts. [Apply]

Highlighted Account: Account (D - Account Name) (#.1)

TAMARAC Advisor

DESKTOP OPTIMIZE ANALYSIS MODELS ACCOUNTS PROFILE

Product Flags [X] User: Connor Wilson Current Trade Date: 12/7/2007 Prices as of: 12/6/2007

Maintain Add or Maintain Custom Models

To add a new custom model, enter the information at the bottom of the page and click on the "Save Custom Model" button.

70 / 30 Custom Model: Connor Wilson

Indexes/Models:

- S&P 500/Citigroup Pure Growth
- S&P 500/Citigroup Pure Value
- S&P 600 Citigroup Smallcap Growth
- S&P 600 Citigroup Smallcap Value
- S&P 600 Small Cap
- S&P 600 Small Cap/Citigroup Pure Growth
- S&P 600 Small Cap/Citigroup Pure Value
- U.S. Large Cap Equities: Connor Wilson
- U.S. Large Cap Equities Min/Max: Connor Wilson
- U.S. Small Cap Equities: Connor Wilson

Model Members: Total (100.00%)

- Cash: (5.00, 0.00, 100.00)
- ETF Fixed Income Model: (50.00, 0.00, 100.00)
- U.S. Large Cap Equities: (50.00, 0.00, 100.00)
- U.S. Small Cap Equities: (15.00, 0.00, 100.00)

Edit Model Member

Goal Percentage: 15.00 [X]

Min Percentage: 10 [X]

Max Percentage: 20 [X]

[Update Row] [Remove Row]

Save Custom Model

Custom Model Name: 70 / 30 Custom Model

Custom Model Owner: Connor Wilson

Benchmark: [X] Select A Benchmark

Prospect Model [X]

[Save] [Save New Custom Model] [Delete Custom Model]

TAMARAC Advisor

DESKTOP OPTIMIZE ANALYSIS MODELS ACCOUNTS PROFILE

Detail Report Report Options Bulk Reports

Optimization Results

Optimize Type

Optimization Strategy: All Strategies

Account: Include | Security Restrictions: Exclude | Industry Group Restrictions: Exclude | Directed Trades: Exclude | Wash Sales: Exclude

Mutual Fund Settings: Buy: Dollars | Sell: Dollars | Mutual Fund Round Lot Size: \$0.00

Custom Cash Settings: None

Optimize Status Results

Strategy: [S1] Initial Account 17 Warnings 0 Errors

[S1] Best Tracking 0 Warnings 0 Errors

[S2] Balance Tracking & Taxes 0 Warnings 0 Errors

[S3] Most Tax Efficient 0 Warnings 0 Errors

Account Statistics

Category	[S0]	[S1]	[S2]	[S3]
Account Value	\$1,770,997.85	\$1,770,997.85	\$1,770,997.85	\$1,770,997.85
Cost Basis [\$]	\$1,320,145.00	\$1,327,989.30	\$1,327,501.96	\$1,326,781.65
Default Cash Reserved [\$]	\$0.00	\$0.00	\$0.00	\$0.00
Additional Cash reserved [\$]	\$0.00	\$0.00	\$0.00	\$0.00
Cash to Raise/Revised cash [\$]	\$0.00	\$0.00	\$0.00	\$0.00
Turnover %	0.00%	6.51%	5.75%	0.51%

Tracking Error

Model	[S0]	[S1]	[S2]	[S3]
70 / 30 Custom Model	2.40%	0.02%	0.13%	0.22%

Cross-training your employees makes good business strategy because it's a proactive way to keep your departments running smoothly in the event of a sudden empty position. If staff members have a strong knowledge on the jobs of others, it ensures daily processes can still be completed in a timely fashion and your clients remain satisfied.

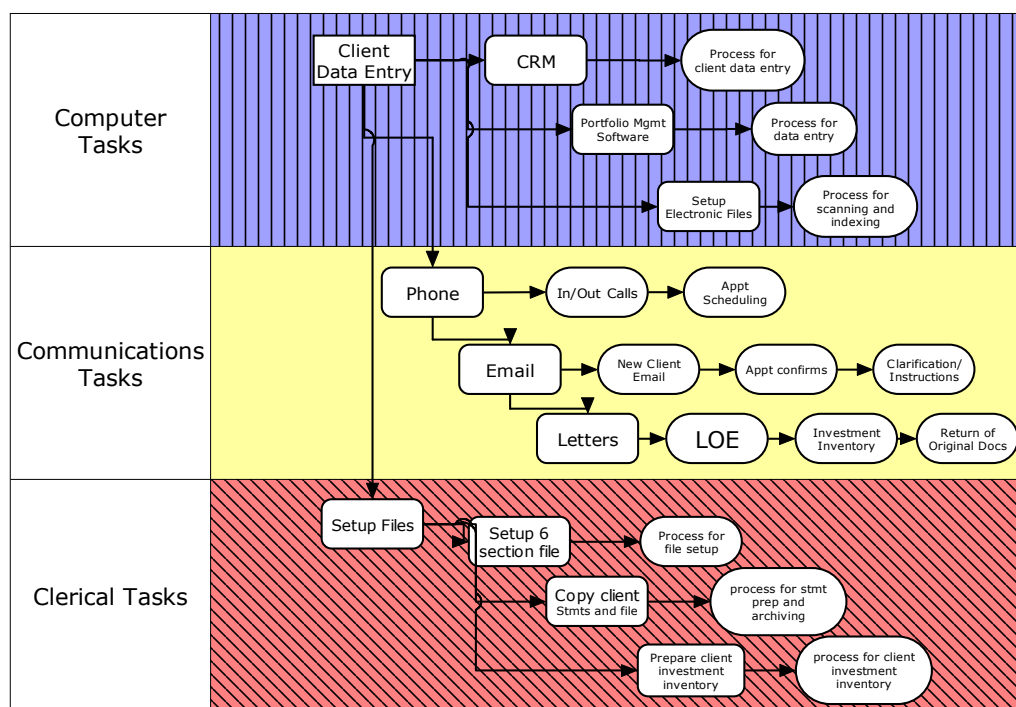
Who's in Charge here? : Continued from Page One

the job for a period of time (owing to illness or injury for instance), the firm would be in real trouble.

Therefore understanding the complex interweaving of tasks that your employees do each day is a critical first step to protecting the firm from the risks associated with having a situation as described above.

One way to approach this is to built a cross-function chart that illustrates the various types and tasks assigned to a particular employee. This might look like the following:

Employee Cross-Functional Flowchart - Investment Management



As you can see from the above chart, the workflow is divided across three types, from computer tasks to communications tasks to clerical tasks. The order of the task types could be different, depending on the specific set of tasks involved, but this gives a fairly representative view of how to use the cross-functional chart to better understand what is involved with a particular set. The importance of this chart is in the understanding of what goes into the workflow and what should be the result. This has dual benefits. It helps the employee understand what is expected of him/her. It also helps the manager of this person better understand what that person is doing and/or expected to do. This provides a framework for oversight. Generally speaking, the situation created by an isolated workflow type employee lends itself to a lack of oversight, as the





When employees are cross-trained, it gives them more opportunities to work.

manager cannot manage someone if they do not know what they are doing from day to day. The cross-functional flowchart also provides a framework for cross-training, an important technique to overcome the risks associated with the isolated employee.

The isolated employee may have created the situation they are in, believing that it is a way to protect their job. The reality is that the opposite is true. This type of employee represents such a risk to the firm that they may be the first to go, if a company shakeup were to occur. Therefore, it is important to convince your staff that there are many solid benefits to cross-training, among them job security.

For the most part, employees want to feel useful and valued, and by training them in other areas, they will feel more empowered and more capable. It will also help the employee to gain knowledge that they can use when looking to move up within the company. Additionally, when employees are cross-trained, it gives them more opportunities to work. Often companies slow down in some areas but stay busy in others. An employee who knows how to do more than just one job will have a better guarantee of working in another area if their current area doesn't have enough work for them.

As beneficial as cross-training is to the employee, it is just as beneficial to the company. If the employee can perform multiple jobs and tasks, they can fill in for people who have called in sick or quit. It is also helpful to have someone already working who can pinch hit in an area that requires extra help.

Absenteeism is a continuing issue for employers and could fill an entire article or more with ideas and techniques. But, generally speaking, cross-training can help deal with this issue in your firm.

When cross-training employees, make sure they know what the benefits will be to them. How will it help them in the long run as well as the short term? if the job is something the employee doesn't want to do, offer an incentive of some kind to entice them.

Cross-training is an excellent way for the company to utilize the talents they have within their current employee pool as well as save money. The more jobs an employee can perform, the better it is for both them and their organization.

Giving your employees the chance to learn new things will keep them interested and from a business perspective it makes good sense. Looking at all the positive impacts cross training has on your organization, there are really no disadvantages.

-David L. Lawrence, AIF®

Imagine using this to teach employees how to perform a specific task on the computer.

High productivity, time saving smart features

It can record mouse pointer, sound from your speaker or voice from microphone.

Auto Screen Recorder

AutoScreenRecorder 2.1 Pro (www.wisdom-soft.com) is an easy-to-use and powerful screen recording software for recording screen actions into Flash movies (SWF) and AVI videos. It provides the edge you need to succeed in recording activities and movie streams, showing operation steps, making demos and videos for training and tutoring. It comes with a number of features that can deliver the highest quality video files. As well, AutoScreenRecorder 2.1 Pro offers easy-to-use user interface and flexibility for your interactive experience.

Save anything you see or do on your screen -- moving the mouse to click a button, typing some text, or select some menu -- and playback later. You can add recorded videos to your products or services to save your time to explain, and provide better experience for your customers. The Flash movie file can be published to the Web in no time. Imagine using this to teach employees how to perform a specific task on the computer.

KEY FEATURES

Easy to use, record exactly what you see and save to small-size Flash movies (SWF) AutoScreenRecorder uses the same user interface as the highly successful ScreenHunter's. With an array of recording options, combined with Zoombox and adjustable area, you can take any part of the screen precisely in flexible ways, including any window and full screen.

High productivity, time saving smart features

It can record mouse pointer, sound from your speaker or voice from microphone. It also offers timed recording including auto-stop and scheduled on any date and time. Recorded video files can be saved with automatically generated file names. So you don't have to stop each time to enter a file name.



The image quality factor and frame rate can be adjusted to ensure your maximum satisfaction. AutoScreenRecorder offers high quality recording. With smooth scaling, a Flash movie can be automatically scaled to any size, AutoScreenRecorder offers high price-performance value compared to other comparable products.

At \$49.95 AutoScreenRecorder offers high price-performance value compared to other comparable products in the industry.

How-To: Efficiently store emails for later Retrieval

Using Microsoft Outlook for email duties is a standard that most firms employ. However, without specific procedures for handling email, inboxes can overload, creating problems and potential loss of information. This can be avoided easily by making better use of PSTs or Personal folders.

Here are three reasons why you would want to use them:

1. **To free up server (or computer space):** If you are getting reminders from your system that your mailbox is about to reach its size limit, there is a good reason why; too many emails are stored there.
2. **Better recordkeeping:** use personal folders for messages that your keeping for professional or private reasons. PST storage can help you maintain a “paper trail”.
3. **Portability:** You can use personal folders to move or copy message from one computer to another or to back them up to a CD-ROM or data stick.

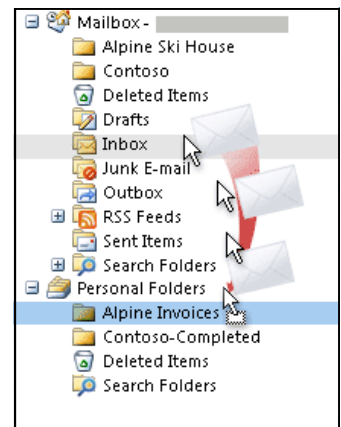
AutoArchive is a feature that automatically moves dated items from your inbox to archived folders on your hard drive or server. This feature is somewhat painless in that it automatically performs this task for you. However, this may or may not be the best solution to retrieve those items easily in the future. If you use the rules wizard, you can instruct Outlook to find and move items automatically into personal folders (and/or subfolders) that have been created to match other filing systems in your office. For instance, having client emails separate from vendors, personal, associations, etc. might make it eminently easier to locate and retrieve those items later.

The example at left shows how the personal folders can contain folder names that match what you would like to differentiate from your inbox items.

The Rules Wizard offers tools to handle all sorts of email issues, from junk mail to special items that need to be moved or responded to. To create a rule, follow these simple steps:

1. Open the folder that contains the message
2. Right-click the message you want to base a rule on
3. Click create rule
4. In the create rule dialog box, select the conditions and actions you want to apply (there are many to choose from)
5. To add more conditions, actions or exceptions to the rule, click Advanced Options, and then follow the rest of the instructions in the Rules Wizard.

To run the rule as soon as you have created it, select the Run this rule now on the messages already in the “folder” check box on the last page of the Rules Wizard.



The Efficient Practice

18313 Citation Street
Lutz, Florida 33549

Phone: 877-296-6876

Fax: 813-649-8755

E-mail: Info@efficientpractice.com

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Professionals



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Email:
info@efficientpractice.com

