

[< Back to The Advisor Institute](#)

Coach's Corner

Our latest commentary to help you elevate the success of your practice

Disclosure

The views expressed in these posts are those of the authors and are current only through the date stated. These views are subject to change at any time based upon market or other conditions, and Eaton Vance disclaims any responsibility to update such views. These views may not be relied upon as investment advice and, because investment decisions for Eaton Vance are based on many factors, may not be relied upon as an indication of trading intent on behalf of any Eaton Vance fund. The discussion herein is general in nature and is provided for informational purposes only. There is no guarantee as to its accuracy or completeness. Past performance is no guarantee of future results.

LATEST INSIGHTS

[Attracting Clients](#)

[Turn First Encounters into Follow-Up Phone Calls](#)

By: [David Richman](#) | May 16, 2024

[READ THE BLOG POST](#)[After-Tax Advisor | Elections](#)

[Talking Tax Reform? Stick with the Facts](#)

By: [Holly Swan](#) | May 15, 2024

[READ THE BLOG POST](#)[Attracting Clients](#)

[Prospecting Calls: Reframe Your Mindset on the Purpose](#)

By: [David Richman](#) | May 8, 2024

[READ THE BLOG POST](#)

[Search our insights by topic category or author](#)

All Articles (47)

[Attracting Clients](#)

[Turn First Encounters into Follow-Up Phone Calls](#)

By: [David Richman](#) | May 16, 2024

Today's dynamic markets should make for interesting first encounters in the weeks ahead. Consider harnessing the power of a *curiosity gap*—the space between what someone knows and what they're intrigued to know. A pithy *ism*, timeless sound bite conveying your financial beliefs, or *thesis*, timely statement about market conditions, can help you create a curiosity gap that leaves people wanting to learn more in a follow-up phone call.

[READ MORE](#)



David Richman
Managing Director
Advisor Institute

[After-Tax Advisor](#) | [Elections](#)

[Talking Tax Reform? Stick with the Facts](#)

By: *Holly Swan* | May 15, 2024

As the 2024 presidential election ushers in a renewed focus on tax reform, how do you talk about potential changes with clients without the conversation turning to political views? Stick with the facts by discussing tax reform in the broader context of the federal budget.

[READ MORE](#) ♥



Holly Swan
Executive Director
Advisor Institute

[Attracting Clients](#)

[Prospecting Calls: Reframe Your Mindset on the Purpose](#)

By: *David Richman* | May 8, 2024

When you call a prospective client, would you say that your purpose is to get a meeting? What if you reframe the purpose of your call to determine if a meeting makes sense? You might think there's a subtle difference—hardly. We think the benefits are considerable.

[READ MORE](#) ♥



David Richman
Managing Director
Advisor Institute

[After-Tax Advisor](#)

[What to Do When Tax Bills Catch Clients by Surprise](#)

By: *Holly Swan* | May 1, 2024

Have you ever met a client who feels undertaxed? No? Neither have we. Paying a tax bill can be even more painful when the amount is larger than expected. Even carefully calculated withholding amounts can be insufficient if clients receive supplemental wage income, investment income or other payments during the year.

[READ MORE](#) ♥



Holly Swan
Executive Director
Advisor Institute

[Attracting Clients](#) | [Chasing Positivity](#)

[Replace the Commonplace: Start Conversations Without "How Are You?"](#)

By: *David Richman* | April 30, 2024

Consider the cost of asking this question rather unwittingly, without a moment's reflection at the start of your follow-up phone calls: "How are

you?" While cordial and somewhat deferential, it's oh so commonplace.

[READ MORE](#) ♥



David Richman
Managing Director
Advisor Institute

[Attracting Clients](#) | [Concentrated Positions](#)

[Cocktail Parties, Concentrated Positions and the CAR Framework](#)

By: *Holly Swan* | *April 24, 2024*

Let's say you meet someone at a cocktail party who, upon hearing what you do for a living, confides they don't know what to do with a highly appreciated concentrated stock position. How can you respond to lay the groundwork for a potential follow-up conversation? Use the CAR framework: Celebrate. Ask. Remind.

[READ MORE](#) ♥



Holly Swan
Executive Director
Advisor Institute

[Attracting Clients](#) | [Bridge to Referrals](#) | [Chasing Positivity](#)

[Seize Opportunities Presented by Volatility with a Thesis](#)

By: *David Richman* | *April 22, 2024*

Recent volatility creates conversation opportunities with existing and prospective clients. Success is anchored to this fundamental tenet: **"We get paid to have an opinion."**

[READ MORE](#) ♥



David Richman
Managing Director
Advisor Institute

[Attracting Clients](#) | [Bridge to Referrals](#)

[Mine The BEAT to Help Make First Encounters Count](#)

By: *David Richman* | *April 18, 2024*

With so many economic crosscurrents and geopolitical tensions, do first encounters ask you what you're telling clients when they find out you are a financial advisor? Use an ism and, perhaps, a thesis as answers.

[READ MORE](#) ♥



David Richman
Managing Director
Advisor Institute

[After-Tax Advisor](#) | [Elections](#)

[Uncle Sam Can Provide Certainty in Uncertain Times](#)

By: *Holly Swan* | April 17, 2024

Is the uncertainty about tax reform resulting in tough conversations with existing and prospective clients? After-tax advisors can help clients navigate the uncertainty and provide clarity with a tax tenet: Uncle Sam can be a coach, not simply a referee.

[READ MORE](#) ♥



Holly Swan
Executive Director
Advisor Institute

[Attracting Clients](#)

[Discover the Power of the Disengage](#)

By: *David Richman* | April 10, 2024

Did you approach your last networking event full of intention with the hope of meeting new people, only to get caught up in conversation with one or two encounters? Perhaps it's time to discover the power of "the disengage" when it comes to making first encounters count.

[READ MORE](#) ♥



David Richman
Managing Director
Advisor Institute

[After-Tax Advisor](#)

[A More Effective Way to Measure Tax Impact](#)

By: *Holly Swan* | April 4, 2024

Many clients look to their highest marginal bracket when measuring tax impact, yet there's a more accurate way to understand tax impact—the effective tax rate.

[READ MORE](#) ♥



Holly Swan
Executive Director
Advisor Institute

[Attracting Clients](#) | [Bridge to Referrals](#)

[Leverage The BEAT to Spring Client Conversations Forward](#)

By: *David Richman* | March 26, 2024

The power of a well-developed thesis can spring conversations forward when existing and prospective clients are buzzing about today's market memes and potential implications to their financial decision-making.

[READ MORE](#) ♥



David Richman
Managing Director
Advisor Institute

[Working with the Wealthy](#)

[Five Tax-Aware Questions to Ask Before Major Wealth Events](#)

By: *Holly Swan* | March 20, 2024

Let's explore five open-ended questions you can ask clients undergoing major wealth events—such as an inheritance, business sale or large asset transfer. These questions allow for deeper discovery and can help you ensure their tax planning strategies and financial goals are aligned.

[READ MORE](#) ♥



Holly Swan
Executive Director
Advisor Institute

[Attracting Clients](#) | [Bridge to Referrals](#)

[Challenge Magnificent Seven Complacency with an Ism](#)

By: *David Richman* | March 19, 2024

What is your biggest competitor year in and year out? Client inertia.

[READ MORE](#) ♥



David Richman
Managing Director
Advisor Institute

[Teams](#)

[A Lesson from the Best Family Practices](#)

By: *David Richman* | March 13, 2024

Some of the most successful teams we encounter are family practices. This makes us wonder: what are the nuances of such high-functioning family teams that might be replicated in non-family practices?

[READ MORE](#) ♥



David Richman
Managing Director
Advisor Institute

[After-Tax Advisor](#)

[Optimize and Maximize: Tax Planning for Major Life Events](#)

By: *Holly Swan* | March 6, 2024

Life is full of significant moments that bring joy, change, and new responsibilities. You can bring value to your clients during these times by helping them navigate the income tax planning opportunities that accompany them.

[READ MORE](#) ▼



Holly Swan
Executive Director
Advisor Institute

[After-Tax Advisor](#)

[Increase Interest in Split-Interest Giving for Tax Advantages](#)

By: *Holly Swan* | February 27, 2024

These are uncertain times for taxes. The combination of the Tax Cuts and Jobs Act sunset and an upcoming election has [tax laws hanging in the balance](#). Clients likely feel the uncertainty and wonder what they should do to prepare for different outcomes.

[READ MORE](#) ▼



Holly Swan
Executive Director
Advisor Institute

[Teams](#)

[There Are No Called Balls or Strikes with Succession Opportunities](#)

By: *David Richman* | February 21, 2024

Recent consults on the topic of succession have highlighted a shift reflecting the demographics of our industry. Mid-career advisors are now in the driver's seat with increasing numbers of older advisors looking for successors.

[READ MORE](#) ▼



David Richman
Managing Director
Advisor Institute

[After-Tax Advisor](#) | [Elections](#)

[Tax Laws Hang in the Balance: Preparing Clients for a Potential Sunset](#)

By: *Holly Swan* | February 16, 2024

Let's look past the typical 2024 election headlines and consider one issue that might not be in your election newsfeed—the possible sunset of the Tax Cuts and Jobs Act of 2017 (TCJA) at the end of 2025.

[READ MORE](#) ▼



Holly Swan
Executive Director
Advisor Institute

[Concentrated Positions](#)

[Solve the Concentration Conundrum with Exchange Funds](#)

By: *Holly Swan* | February 14, 2024

Investing in a single stock or concentrated position is both exciting and risky—offering the potential for substantial returns while simultaneously exposing investors to significant volatility. Therein lies the conundrum of concentrated positions.

[READ MORE](#) ♥



Holly Swan
Executive Director
Advisor Institute

[Working with the Wealthy](#)
[Timing Matters for ISOs and AMT](#)

By: Holly Swan | February 7, 2024

During tax season, you can be of great value to clients even though you're not a tax professional. This is especially true for your clients who receive employer stock. When it comes to incentive compensation, remember:

[READ MORE](#) ♥



Holly Swan
Executive Director
Advisor Institute

[After-Tax Advisor](#) | [Working with the Wealthy](#)
[Incentive Compensation: Let the Tax Code Be Your Guide](#)

By: Holly Swan | January 17, 2024

Many U.S. companies grant equity awards at year-end, and advisors come face-to-face with clients who might not know what their employer's stock is worth.

[READ MORE](#) ♥



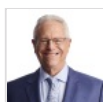
Holly Swan
Executive Director
Advisor Institute

[Attracting Clients](#)
[Your First Question to Clients in 2024](#)

By: David Richman | January 10, 2024

With the holidays behind us, now is the perfect time to reach out to both your existing and prospective clients with the following question: "What is the **one thing** you'd like to accomplish in the year ahead, and how can I help?"

[READ MORE](#) ♥



David Richman
Managing Director
Advisor Institute

[After-Tax Advisor](#)

[Start 2024 Strong by Being an After-Tax Advisor](#)

By: Holly Swan | January 8, 2024

A financial advisor's success in today's highly competitive market is dependent on high-touch, personalized services that make wealthy investors' goals more attainable. The three tenets of The After-Tax Advisor are a guide to deliver the added planning value your clients are looking for to achieve their financial goals.

[READ MORE](#) ♥



Holly Swan
Executive Director
Advisor Institute

[Teams](#)

[Make New Year's Resolutions with Intentionality, Not Intention](#)

By: David Richman | January 4, 2024

Why is it that the New Year's resolutions we make are rarely achieved? It's because we often make them full of intention, rather than intentionality.

[READ MORE](#) ♥



David Richman
Managing Director
Advisor Institute

[After-Tax Advisor](#)

[To Itemize or Standardize? Help Clients Choose the Right Deduction](#)

By: Holly Swan | December 28, 2023

Year-end is a great time for your clients to look at how their itemized versus standard deductions compare and determine if there are any changes they could make to optimize their tax outcomes.

[READ MORE](#) ♥



Holly Swan
Executive Director
Advisor Institute

[Chasing Positivity](#)

[Turn Reflections into New Year's Actions](#)

By: David Richman | December 19, 2023

Year-end is a time of reflection, and while reflecting can be a beneficial exercise, some clients and prospective clients may see it as an unwelcome overture while they are racing toward the holidays and a new year.

[READ MORE](#) ♥



David Richman
Managing Director
Advisor Institute

[After-Tax Advisor](#)

[Three Ways to Avoid the Year-End Tax Rush in 2024](#)

By: *Holly Swan* | December 14, 2023

How can you and your team avoid the year-end tax planning rush in 2024 and beyond? Explore reframing three areas from year-end opportunities to year-round strategies—tax-loss harvesting, charitable giving and annual gifting exclusions.

[READ MORE](#) ♥



Holly Swan
Executive Director
Advisor Institute

[Teams](#)

[Stop Before You Start: A Team Exercise for Year-End](#)

By: *David Richman* | December 12, 2023

You and your team are likely thinking about the highlights and low lights of this year and how they will shape new habits for 2024. Remember that habits are often shaped by the choices we make - or, more often than not - the ones we don't make.

[READ MORE](#) ♥



David Richman
Managing Director
Advisor Institute

[After-Tax Advisor](#)

[Help Turn Client Losses into Gains](#)

By: *Holly Swan* | December 7, 2023

No one likes to hear the word "loss" when discussing their investment portfolio. Many advisors have expressed concerns that prospective clients stop listening as soon as they mention the words "tax loss." How can you explain the concept of tax-loss harvesting to prospective clients in a way that will help them see the benefits?*

[READ MORE](#) ♥



Holly Swan
Executive Director
Advisor Institute

[Attracting Clients](#) | [Bridge to Referrals](#)

[Lesson From a Legend: Charlie Munger](#)

By: *David Richman* | December 6, 2023

What might you as a financial advisor and Charlie Munger have in common?

[READ MORE](#) ▼



David Richman
Managing Director
Advisor Institute

[Working with the Wealthy](#)

[Estate of Affairs: Improve Legacy Outcomes With Year-End Conversations](#)

By: *Holly Swan* | November 29, 2023

Year-end is a great time for your clients to discuss estate planning with their family as they gather to celebrate the holidays. Here are questions you can incorporate in your year-end conversations to get clients thinking about having, or starting, the wealth transfer conversation with their tax team and family members.

[READ MORE](#) ▼



Holly Swan
Executive Director
Advisor Institute

[Attracting Clients](#) | [Chasing Positivity](#)

[Pause Your Agenda. Turn on Agendaless Listening.](#)

By: *David Richman* | November 27, 2023

Year-end is an important time to hone your agendaless listening. People may be more busy or stressed than usual—perhaps in part due to recent global events—and the best way to meaningfully help someone during these times is to slow down your own thoughts and actively listen. So, drop your agenda and learn what matters most to existing and prospective clients right now. Here's how.

[READ MORE](#) ▼



David Richman
Managing Director
Advisor Institute

[Working with the Wealthy](#)

[Tis the Season to Talk Tax-Smart Charitable Giving](#)

By: *Holly Swan* | November 14, 2023

Did you know that almost one-third of all charitable giving in the U.S. occurs in December, and 10% of annual giving will occur over the last three days of the year?¹ Last minute giving often results in cash donations, which are rarely the most tax-efficient way for your clients to support their favorite charitable organizations.

[READ MORE](#) ▼



Holly Swan
Executive Director
Advisor Institute

[Attracting Clients](#) | [Chasing Positivity](#)

[Three Questions for Year-End Conversations](#)

By: *David Richman* | November 8, 2023

How can you use the weeks ahead to set the stage for meaningful planning conversations in the new year? Simply by asking intentional questions in your year-end calls with clients.

[READ MORE](#) ♥



David Richman
Managing Director
Advisor Institute

[After-Tax Advisor](#) | [Navigating the Curve](#)

["Compounding Erosion Is Driven by Tax Inefficiency"](#)

By: *Holly Swan* | November 1, 2023

How can you inspire clients to proactively look for opportunities to minimize and/or defer taxes to increase the benefits of compounding?

[READ MORE](#) ♥



Holly Swan
Executive Director
Advisor Institute

[Attracting Clients](#) | [Bridge to Referrals](#) | [Elections](#)

[Beware of Partisan Bias](#)

By: *David Richman* | October 24, 2023

It's election season and the 2024 presidential race is certainly ramping up. Something else may be ramping up as a result—the tendency to have a favorable economic outlook when your own political party is in office and a pessimistic one when the opposing party is in office.

[READ MORE](#) ♥



David Richman
Managing Director
Advisor Institute

[After-Tax Advisor](#)

[Remind Clients: Local Elections Matter, Too](#)

By: *Holly Swan* | October 19, 2023

With all eyes already on the 2024 presidential election, this year's state and local elections are worthy of your attention too as the results may have a lasting impact on client portfolios.

[READ MORE](#) ♥



Holly Swan
Executive Director
Advisor Institute

[Attracting Clients](#) | [Bridge to Referrals](#) | [Elections](#)
[Talking Politics: Have a Thesis, Not an Opinion](#)

By: David Richman | October 10, 2023

With much political theater anticipated in the months ahead, we recommend taking this opportunity to share your thesis, not your opinion, on tax policies with existing and prospective clients.

[READ MORE](#) ♥



David Richman
Managing Director
Advisor Institute

[After-Tax Advisor](#)
[Asset Location Can Be as Important as Asset Allocation](#)

By: Holly Swan | October 4, 2023

While clients may know the importance of asset allocation and how it can impact pre-tax returns, many overlook asset location, which can strongly influence what remains after taxes. A comprehensive investment plan should help improve after-tax outcomes by coordinating asset allocation with asset location.

[READ MORE](#) ♥



Holly Swan
Executive Director
Advisor Institute

[Working with the Wealthy](#)
[Prepare Your Clients for What Happens After an IPO](#)

By: Holly Swan | September 27, 2023

A common misperception about initial public offerings (IPOs) is that they are an immediate liquidity event for both the company and its shareholders. Yet, more often than not, shareholders can be subject to sale restrictions and holding periods, and, if they have the ability to liquidate, they may not plan to do so.

[READ MORE](#) ♥



Holly Swan
Executive Director
Advisor Institute

[Working with the Wealthy](#)
[Simplifying QSBS: Tax Benefits and Questions To Ask](#)

By: Holly Swan | September 20, 2023

One of the best examples of Uncle Sam being a coach, rather than a referee, is the qualified small business stock (QSBS) exclusion. While you don't need to know the ins and outs of the Internal Revenue Code (IRC), understanding the benefits of QSBS from a tax perspective can help you ask questions to spot issues and opportunities that should be addressed by your clients' tax advisors.

[READ MORE](#) ♥



Holly Swan
Executive Director
Advisor Institute

[Concentrated Positions](#)

[What Lies at the Heart of Concentrated Positions?](#)

By: Holly Swan | September 13, 2023

Often, deeply held biases inhibit rational decision-making and lead to an unwillingness to diversify. Understanding common biases you may encounter and asking the right questions can help you move the concentration conversation toward diversification.

[READ MORE](#) ♥



Holly Swan
Executive Director
Advisor Institute

[Attracting Clients](#) | [Bridge to Referrals](#) | [Teams](#)

[4 Steps to Capture Referable Moments](#)

By: David Richman | September 6, 2023

Imagine an exercise that can help align team messaging, unlock your differentiated brand, make first encounters count AND increase the odds of capturing referable moments. That exercise is "ism" development and articulation.

[READ MORE](#) ♥



David Richman
Managing Director
Advisor Institute

[Attracting Clients](#) | [Bridge to Referrals](#) | [Navigating the Curve](#)

['The Trend Is Your Friend, Until It Isn't'](#)

By: David Richman | August 29, 2023

We always say an advisor's biggest competitor is inertia. Every first meeting with a prospective client has a pivotal "why us" moment—the moment you inspire them to overcome their inertia and choose you as their advisor.

[READ MORE](#) ♥



David Richman
Managing Director
Advisor Institute

[Working with the Wealthy](#)

[Keeping it in the Family: Business Transition Planning](#)

By: Holly Swan | August 23, 2023

Regardless of whether a family business has apparent heirs or children working in management roles, you can help business owner clients understand their options for passing the company on to the next generation.



Holly Swan
Executive Director
Advisor Institute

[Attracting Clients](#) | [Bridge to Referrals](#) | [Navigating the Curve](#)
['Forward Returns Are Best When Fundamentals Prevail'](#)

By: *David Richman* | *August 16, 2023*

In today's markets, are you capturing referable moments or squandering them? A referable moment is anytime the topic of financial markets, money, retirement, financial plans or legacy pops up in conversation when you are not in the room.

[READ MORE](#) 



David Richman
Managing Director
Advisor Institute



HEADQUARTERS
One Post Office Square
Boston, MA 02110

[Investments](#)

[Eaton Vance Funds](#)

[Parametric Funds](#)

[Calvert Funds](#)

[Separately Managed
Accounts](#)

[Closed-End Funds and
Term Trusts](#)

[Insights](#)

[Advisory Blog](#)

[The BEAT](#)

[Market Update](#)
EventsContent for
Investment Professionals
only

[The Advisor Institute](#)

[Taxes & Tools](#)

[Investment Tax Center](#)

[Tax Information](#)

[Investment Tax Calculator](#)

[Laddered Investing Interest
Rate Scenario Tool](#)

[Concentrated Stock
Position Calculator](#)

[Tax-Equivalent Yield
Calculator](#)

[Resources](#)

[Forms & E-Delivery](#)

[Mutual Funds & Unclaimed
Property](#)

[DST Vision](#)

[Active Advisor](#)

[Corporate Filings](#)

[Annual Reports](#)

[Press Releases](#)

[Diversity and Inclusion](#)

[Accessibility](#) | [Business Continuity](#) | [Privacy & Cookies](#) | [Your Privacy Choices](#)   | [Terms & Conditions](#) | [Careers](#) | [Contact](#) |
[Investor Account Access](#) | [Morgan Stanley Investment Management Terms of Use](#)

To report a website vulnerability, please go to [Responsible Disclosure](#).

Eaton Vance is part of Morgan Stanley Investment Management, the asset management division of Morgan Stanley.

For USA PATRIOT Act Disclosure Notice please click [here](#).

 This image indicates content designed specifically for Financial Advisors / Investment Professionals. This material is not to be used with the public.

Before investing in any Eaton Vance, Calvert or Morgan Stanley Investment Management Inc.-advised fund, prospective investors should consider carefully the investment objective(s), risks, and charges and expenses. Read the prospectus carefully before you invest or send money. For **open-end mutual funds**,

the current prospectus contains this and other information. To obtain an **open-end mutual fund** prospectus or summary prospectus and the most recent annual and semiannual shareholder reports, contact your financial advisor or [download a copy here](#). For **closed-end funds**, you should contact your financial advisor. To obtain the most recent annual and semi-annual shareholder report for a closed-end fund contact your financial advisor or [download a copy here](#). To obtain an **exchange-traded fund**, ("ETF") prospectus or summary prospectus, contact your financial advisor or [download a copy here](#).

Before purchasing any **variable product**, consider the objectives, risks, charges, and expenses associated with the underlying investment option(s) and those of the product itself. For a prospectus containing this and other information, contact your investment or insurance professional. Read the prospectus carefully before investing.

NOT FDIC INSURED | OFFER NO BANK GUARANTEE | MAY LOSE VALUE | NOT INSURED BY ANY FEDERAL GOVERNMENT AGENCY | NOT A DEPOSIT

Eaton Vance does not provide tax or legal advice. Prospective investors should consult with a tax or legal advisor before making any investment decision. The information on this Web page is for U.S. residents only and does not constitute an offer to sell, or a solicitation of an offer to purchase, securities in any jurisdiction to any person to whom it is not lawful to make such an offer.

© Eaton Vance Management. All rights reserved.

Eaton Vance open-end mutual funds are offered through Eaton Vance Distributors, Inc. One Post Office Square, Boston, MA 02110. Member [FINRA](#) / [SIPC](#). Exchange-traded funds are distributed by Foreside Fund Services, LLC.

Publication details: Tuesday, March 5, 2024 10:49 AM

Page ID: 4600 - <https://www.eatonvance.com/advisor-institute-coachs-corner.php>