



ProVisors®

HOME GROUP LEADER GUIDE

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Overview

ProVisors has a rich history of bringing together experienced Trusted Advisors for meaningful networking. A Group Leader (“Group Leader” or “GL”) helps promote the organization’s mission to be a community of senior level professionals who serve their clients as trusted advisors and who also share the highest standards of integrity, performance, and accountability.

While not every detail can be anticipated, this document outlines key expectations of ProVisors members (“Members”), the ProVisors’s community and the general policies that all Group Leaders follow. By serving as a Group Leader, you acknowledge the expectations, policies and processes detailed in these pages, as well as those outlined in the ProVisors’ [Member Handbook](#) and [Code of Conduct](#). In addition to these documents, we have also created a separate [Group Leader Toolkit](#), which is intended to provide you with guidance, tips, and best practices to set you up for success.

Serving as a Group Leader is not intended to, and shall not be construed to, create an employment relationship of any kind with ProVisors. You sought to become a GL to lead and assist your peers in acting as trusted advisors. The goal of providing these materials is to identify for you the expectations of Members and provide you with an assortment of tools designed to benefit the community and enhance the Group Leaders’ relationships in their group and the ProVisors’ community.

A current version of this Group Leader Guide can always be found on the ProVisors Hub, and we ask that you review the most current version on a regular basis.

If you have any questions, please connect with your ProVisors Regional Director (“Regional Director” or “RD”).



Group Leader Benefits

Group Leaders receive a variety of benefits set forth below by acting as a GL. No other benefits are sought by GLs. The management of ProVisors appreciates the contributions of Group Leaders and provides the following:

- Free Membership in the group they lead. Should a Group Leader no longer serve as a GL, the Group Leader will continue to receive complimentary Membership for an additional six (6) months.
- Free Membership in a second group of their choice.
- Automatic annual Membership renewal in both groups.
- Complimentary attendance to Member paid events valued up to \$75, per event.
- Unlimited guesting permissions – may guest as many times as desired, to all groups, pending Group Leader approval.
- Annual Group Leader Appreciation Dinner hosted by ProVisors.
- Annual Group Leader Summit.
- Annual Group Leader Awards and Recognition Ceremony.



Group Leader Role

This Group Leader Guide explains the overall Group Leader (GL) role. This section provides high-level suggestions for effective leadership of your group. The Members become part of the community based upon these expectations of their GLs.

1. **Group Membership Numbers:** A healthy group typically has 35 qualified and diverse (with regard to profession, race, ethnicity, and gender) Members, with an annual retention rate of 80%.
2. **Meeting Frequency:** Each group meets monthly, for a total of 12 times each calendar year.
3. **New Member Orientations:** GLs typically support New Member Orientations. These are designed to help new Members maximize their experience and to understand the policies and procedures of Membership. These meetings are led by the ProVisors staff, who discuss best practices, company policies, and share examples of tips and techniques to enhance the Members' success. This is also a GL opportunity for greater exposure to new Members to enhance their personal brand and business network.
4. **Member Engagement:** On a regular basis the Regional Director will meet with the GL to discuss group Members and their level of success and participation in ProVisors. This information helps document a Member's engagement in ProVisors and allows the GL and Regional Director to identify potential issues and opportunities.
5. **Vacancy Checklist:** A vacancy checklist is created by the Regional Director and reviewed with each Home GL on a regular basis. The purpose of reviewing this list is to determine professional specialties that are missing from any one group and set priorities for group recruitment.
6. **Executive Committee:** Each group convenes an Executive Committee ("EC") to enhance Membership value within the group and to actively build the group to its fullest potential. *Please refer to the GL Toolkit for more information on building and leveraging an effective EC.*
7. **Management of Social Budget:** Each group is granted an annual social budget (based on the size of the group) that is intended to bring Members together outside of regular meetings. The GL coordinates the utilization of this budget with his/her EC within the terms outlined in this manual (pg 10-11).
8. **Succession Planning:** Each group should have a minimum of one (or two) Group Leader Associates (GLAs). They are nominated by the GL and the Regional Director will have final approval. A succession plan is important to ensure continuity in the event of leadership changes within groups. Should you wish to no longer be the GL, please provide at least 30 (and ideally 90) days' notice to your Regional Director to ensure a smooth transition.



Please note, the GLA does not automatically become the successor to the group. The Regional Director will identify the best candidate for the role and will consider all options.

9. **Participation in ProVisors Events:** GLs regularly attend their two Home groups, guest at other groups to promote their groups and themselves, attend social events and attend all GL meetings.
10. **Group Leader Meetings:** GLs should attend and participate in regular GL meetings, which are scheduled and led by the Regional Directors. These meetings are scheduled well in advance to enable attendance.
11. **Annual Group Leader Summit:** Every GL is invited to attend the annual summit for all group leaders. The purpose of the annual summit is to network, exchange ideas, share best practices, and learn more about ProVisors. This event is hosted and planned by ProVisors.



Working with the Regional Director

All ProVisors staff is completely focused on Membership satisfaction, retention, and support. These hard-working employees understand they are here to support the Membership and its leaders. While all employees at ProVisors are committed to supporting its Members, the Regional Directors serve a special role: Regional Directors are here to assist the Group Leader in any way possible to enhance the Member experience and maximize the value to the Group Leaders.

It is the role of the Regional Director to work closely with GLs to ensure the health of each individual group. GLs should view their Regional Director as a partner and sounding board in supporting the success of their group.

This support takes many forms. The Regional Director may:

- Host GL Meetings to facilitate the sharing of knowledge and best practices among all GLs in the region.
- Conduct regular 1-1 meetings with GLs to provide individual coaching.
- Collaborate with each GL annually to assess their group's overall effectiveness and identify opportunities to strengthen it.

The Regional Director maintains a sharp focus on:

- Recruiting and retaining diverse Members.
- Maintaining a robust group size (striving for 35 Members).
- Ensuring commerce and collaboration is facilitated throughout the region.

If a group is struggling to meet the metrics of a healthy group (e.g., retention, active Membership count, attendance, etc.), the Regional Director will meet with the GL to help the GL create a plan for success for the group they lead. If, despite these efforts, the group continues to struggle, there may be a GL transition with the thought that sometimes a fresh perspective can provide the catalyst for change. In this instance, the Regional Director will identify the best successor to lead the group into the future and will work with the current GL to provide a smooth transition.



Policies and Procedures

The [Member Handbook](#) and [Code of Conduct](#) explain all ProVisors policies and procedures in detail. It is the responsibility of each Group Leader to be informed and understand ProVisors policies and procedures. For purposes of this Group Leader Guide, the following are key aspects or additional details related to those policies that GLs are most likely to need to reference.

1. Anti-Discrimination and Anti-Harassment Policy

ProVisors is committed to providing a safe and respectful environment at meetings and events. ProVisors will not tolerate any form of harassment, discrimination, retaliation, bullying or intimidation including, but not limited to, on the basis of gender, sex, race, ethnicity, religion, age, sexual orientation, gender identity, or disability. Good social conduct is a matter of common sense and basic principles of respect and fairness. Conduct or comments that contributes to an environment that is hostile or lacking respect and dignity will not be tolerated.

Despite common sense and the prevalence of anti-discrimination and anti-harassment policies and training, some people just don't get it. As GL, you should set an example of good social conduct and holding others responsible for any inappropriate comments or behavior. Petty slights or trivial inconveniences may not rise to the level of harassment but still violate ProVisors' principles and should be avoided or addressed.

Discrimination is not always blatant. Some discriminatory behavior can be subtle, perhaps unconscious. For example, studies show that women get interrupted when speaking more than twice as often as men. While meetings can get lively and Members may cut each other off, pay attention to who's interrupting whom. Is your group diverse in occupation as well as sex, race, ethnicity, etc.? Does your Executive Committee reflect such diversity? Does your Troika Manager tend to group Members and Guests together by a particular sex, race or ethnicity?

And remember that language matters. Do you use "guys" to address a mixed-gender group? To some, it is an informal greeting to a group of people. To others, it's a symbol of exclusion — word with an originally male meaning that is frequently used to refer to people who don't consider themselves "guys."

The vast majority of individuals accused of harassment aren't sexual predators or people seeking to harass others. In fact, they tend to think the opposite. They feel that what they're doing is bringing levity and humor into social interaction. But their state of mind does not matter. Any unwanted behavior that makes someone feel intimidated, degraded, humiliated or offended is harassment and has no place at ProVisors.

Also, just because the recipient of an inappropriate comment or behavior does not protest or voice his or her disagreement, or lodge a complaint, does not mean the exchange was wanted or welcome. If you see or hear inappropriate comments or behavior, address it. Prompt action will likely prevent it from being repeated or escalating in severity.

If you are not comfortable addressing the situation yourself, please follow ProVisors' "Complaints Procedure" set forth in the ProVisors Code of Conduct as soon as practicable. **ProVisors can only take**



action in response to known incidents. Complaints will be taken seriously, fully and timely investigated, and fairly resolved.

2. Membership

a. Membership Criteria

ProVisors has a specific strategy for growing and strengthening groups in order to improve the Membership value of ProVisors for all Members. The GL should seek Members (and Candidates presented to ProVisors for consideration) that meet the following criteria:

- Trusted Advisor
- Referral Maker
- Professional
- Connector
- Markets Served

b. Group Matrix & Vacancy Checklist

Each group should seek to attain the composition below while targeting 35 Members:

15+ Attorneys	2+ Financial Services Executives	2+ Investment Advisors
5+ CPAs	1 + HR Professional	1+ Marketing Executive
4+ Bankers	3+ Insurance Executives	2+ Real Estate Professionals
2+ Business Consultants		

To achieve this balance, GLs should maintain an accurate Vacancy Checklist which can be shared with their Regional Director and their Executive Committee. A copy of the Vacancy Checklist and the Group Matrix can be found in the GL Toolkit.

ProVisors does not promote exclusivity within a profession in a group. (*See Exclusivity Policy in the [Code of Conduct.](#)*) The GL should communicate with an existing Member if someone of a similar professional focus is under consideration for the group.

c. Membership Renewal

Member retention is key to a group's success. GLs should strive to retain a high percentage of the group's Members by leading effective meetings and leveraging the Executive Committee to support individual Members. GLs can meet regularly with their Regional Director to review Member engagement. The formal renewal process is detailed in the Member [Code of Conduct.](#)

d. Additional Membership Policies

1. Potential new Members must be introduced to the Regional Director for evaluation and vetting. The Regional Director determines if an invitation will be extended. *See GL Toolkit (Recruitment Process Overview) for the detailed process to follow.*



2. While some candidates may wish to belong to a group where they already have colleagues or friends, to ensure the most effective opportunities for referral sources and professional specialties, ProVisors reserves the right to determine group assignments when placing new Members.
3. Additionally, no two Members from the same firm or company may belong to the same ProVisors group.
4. ProVisors has strict policies for evaluating Member requests to transfer to another group or take a sabbatical. GLs should review the policy and work closely with their Regional Director to ensure these requests are resolved consistently across all regions.
5. If a Member cannot fulfill their Membership responsibilities (such as regular attendance and participation), the GL has the prerogative of notifying the Member that they will not be renewed. If a GL chooses not to renew a Member, they should notify their Regional Director at least 60 days in advance of their lapse date. The GL should work closely with their Regional Director to manage this process.

3. Meetings

a. Meeting Elements

Each ProVisors group will inevitably take on the personality of the GL and its Executive Committee. There are, however, meeting elements that are expected throughout the ProVisors' community. *For a sample agenda, please refer to the Group Leader Toolkit.*

1. **Welcome and Mission Statement:** Reading of the ProVisors mission statement: *ProVisors is a community of senior level professionals who serve their clients as trusted advisors and share the highest standards of integrity, performance and accountability. ProVisors promotes and enables relationship-building, information-sharing and collaboration among its Members for the benefit of their clients and one another.*
2. **Introductions:** Tee up self-introductions of the Executive Committee Members, Members of the ProVisors staff (including Regional Directors), visiting GLs, Guests from other groups, Home Group Members and – finally – Candidates, allowing them to go last so they can see how it's done. The GL introduces others, such as special guest speakers, etc.
3. **Testimonials:** A testimonial is a restatement of referrals of business, business introductions and commerce producing introductions. *See the Member Handbook for more details.*
4. **Needs/Deals/Wants:** At the end of each group meeting, Members have an opportunity to mention any professional needs, deals and/or personal "wants." Members should also be reminded to post their professional needs/deals/wants to Business Opportunities to distribute to all Members. *See the Member Handbook for more details.*

b. Guesting



As outlined in the [Code of Conduct](#), all Provisors' Members in good standing are allowed to request to guest at other meetings. They may guest at any group up to three times in a calendar year. (Should a Member wish to attend an additional group on a regular basis that exceeds this limit, additional Membership fees apply.)

The final decision for approving requests resides with the GL of each group. GLs should respond to guest requests through the Hub in a timely manner, and to accommodate as many requests as possible while still providing a good meeting experience. As a best practice, any Member whose request cannot be honored should be provided a reason and a suggestion for when they will be able to guest.

Additionally, it is recommended that GLs guest at other groups at least six times per year to learn from other GLs, promote their Home Group and show Members that guesting is a great way to form connections and build business.

4. Social Event Budgets

a. Group Social Event Budgets

If a GL has delegated the social event budget to a Social Chair of his/her group to manage, the GL should ensure the Social Chair is: a) using the funds in a manner that is consistent with these guidelines; and b) submitting receipts for reimbursement based on the terms above. ProVisors will only provide budget updates/messaging to GLs.

Each group is provided an annual social event budget at the beginning of each calendar year (if a group forms in Q4, that group is eligible for a Social budget starting Q1 of the following year). The intent of the Social Event Budget is to have the GL bring the group together on a quarterly basis, for activities outside of meetings, to encourage the "Know. Like. Trust." between Members in a social setting. As a result, social event budgets are restricted to social events that benefit ProVisors Members with two exceptions: 1). At the GL's discretion, up to \$150 of the group's annual social budget may be allocated toward Member gifts for special occasions such as births, deaths, etc. 2). Up to \$300 may be used for thanking guest speakers or special guests (details below).

Social Event Budgets are based on the total number of active Members* as documented here:

0-19 Members	\$750
20-24 Members	\$1,500
25-29 Members	\$2,500
30-34 Members	\$3,500
35+ Members	\$4,000

* The active Member count of the group determines the annual social event budget. Beginning social budgets are allocated based on active Member counts as of December 31 and will be reviewed for adjustment in July, based on active Member counts as of June 30. GLs can check their group social event budget balance by contacting the ProVisors' office. (Active Memberships are defined by the current number of active Members in the group. If a new Member joins between the first of the month and the 15th of the month, their Membership start date is the first of that month. If a new Member joins between the 16th of the month and the end of the month, their Membership start date is the first day of the following month. These Members – who joined after the 16th



b. Acceptable Social Event Budget Expenses

It is highly recommended to utilize the social budget for small events throughout the year and not retain the budget until the end of the year. The end of the year can get very busy. It's hard to book venues and hard to get attendees. The best idea is to utilize the budget for small happy hours - gather the group quarterly for small events including some appetizers and a drink. It's not about the "event", it's about building those connections!

1. Examples of approved events for the group or joint outings:
 - Happy hours
 - Luncheons
 - Summer socials
 - Hosted event at Member's home
 - Group Holiday party
 - Virtual events (cooking classes, wine tastings, etc.)
2. Meal expenses – only for Executive Committee Members, and GLAs. These meal expenses should be limited to a reasonable amount. The majority of the budget should be utilized for Member social activity.
3. Member gifts to recognize major life occasions (births, deaths, etc.) – at the discretion of the GL, not to exceed \$150 of the total annual Social Event Budget.
4. Gift cards may only be purchased for speakers and special guests only - gift cards may NOT be distributed to group Members or EC Members:
 - Gift card budget is limited to \$300 each year
 - Gift cards are purchased in \$25 increments (total of 12, \$25 gift cards/yr)
 - Again, gift cards may NOT be purchased for group Members or EC Members

c. Unacceptable Uses of the Group Social Event Budget

- Financial contributions to charities and/or charitable events.
- General gifts or gift cards for current Members or relatives (i.e. thank you, door prize, swag, etc.) outside of those already designated for major life events.
- Meals, cocktails, socials for Prospective Members (please speak with your Regional Director about this, if you have questions).
- Permits or room fees for regular home group meetings.

d. Social Event Budget Reimbursement Procedures

– will not be included in the active Memberships at the end of the month.) Information specific to new groups (including budget information) will be shared separately with GLs tasked with opening a new group.



- Receipts must be submitted to ProVisors within 30 days of when the expense was incurred to be eligible for reimbursement.
- Any items determined to be appropriate/approved expenses will be posted against the group's social budget and processed for payment within 15 days of receipt.
- Events must occur by December 31, and receipts received by December 31 of the current calendar year.
- Events must be posted on the Hub and attendees must be registered via the Hub (to track registration) to qualify for reimbursement. Use the Group Social Checklist to have the event posted and allow 2-3 business days for processing. (Please take that timeline into consideration when making a request.)
- There is no budget carryover or pre-paying for January events.
- **Venue deposit reimbursement process:**
 - Deposits will ONLY be paid in advance from the social budget for approved events.
 - We will not pay deposits that exceed the remaining social budget funds.
 - The group must have enough in their social budget to cover the deposit.
 - We will not advance funds from Member paid events.
 - A receipt of deposit is required for advanced payment.
 - The event must take place during the current calendar year.
 - **For paid events (where Member funds are collected by ProVisors via the Hub):**
 - Reimbursements will be processed once an event has happened to allow us to manage the collected funds and process all receipts accordingly.

ProVisors cannot collect funds owed for an event after the registration cutoff date. If a Member is permitted to register late or “walk-in” and attend a paid event on the same day, any funds owed should be paid directly to the event host by the Member.

e. **Social Event Planning**

GLs and Members of the EC plan group events, requesting events be posted on the Hub and ensuring payment for the events. ProVisors will not pre-pay for events but will reimburse receipts submitted by the GL or Members. GLs should exercise judgment when planning any event where alcohol will be available and/or other activities that may result in an unsafe or unhealthy outcome.

Group social events should be planned in advance and posted on the Hub at least four weeks prior to the event. To qualify for reimbursement, social events MUST be posted on the Hub for Member registration.

Groups planning an event must complete the Group Social Checklist and provide it to the event specialist at least four weeks prior to the event. *See last page of this manual for this form.*

For ideas on how best to use the social event budget, please review the Group Leader Toolkit.

f. **Regional Events**

In major regions (where ProVisors has 200+ Members), region-wide events will occasionally be offered. When this occurs, these events will be planned, organized and paid for by ProVisors. These events create an added Member benefit and a unique opportunity for more Member connections but may require



additional travel time since they are open to all Members in the region and regions can be geographically broad. GLs are encouraged to both attend these events and promote them to their Home Groups.

5. Executive Committee

a. Executive Committee Composition

GLs are encouraged to convene an Executive Committee (EC). The role of the Executive Committee is to enhance Membership value within the group and to actively build the group to its fullest potential.

Typically, an Executive Committee is composed of six to eight Members, including a Group Leader and Group Leader Associate. The local Regional Director is also part of the EC of each group and should always be invited to attend meetings. Other roles (some of which may overlap or be filled by the same Member) include:

- Recruitment Chair
- Mentor Manager
- Missing Member Chair
- Welcome Chair
- Host (if meeting in-person)
- Troika Manager
- Programming Chair
- Care Chair
- Social Chair
- Testimonial Tracker
- Social Media/IT Chair

See the Group Leader Toolkit for detailed descriptions/responsibilities for each Executive Committee role.

b. Executive Committee Responsibilities

The Executive Committee should meet at least once per quarter (monthly, sometimes weekly, in new regions) to identify and recruit new Members, plan group social events and discuss any issues with Members.

The Members of the Executive Committee should:

- Promote ProVisors and support the new Member recruitment process by generating Candidate suggestions.
- Invite Candidates to guest at meetings – after introducing them to the Regional Director.
- Meet with Candidates and make recruitment recommendations.
- Ensure the group has the appropriate number of professional segments and senior-level Trusted Advisors.
- Serve as a new Member mentor and advise new Members.
- Serve as a leader to others by encouraging and stimulating commerce among Members.
- Recommending monthly programs, guest speakers, joint group meetings and special events.



c. **Executive Committee Selection Process**

The Group Leader identifies and selects all Members of the Executive Committee, with the exception of the GLA role. Because of that role's importance, should there be a vacancy, the GL can nominate potential GLAs to the Regional Director, who has final approval over that decision. Members of the Executive Committee should be in the highest level of senior leadership within their respective industries with access to robust networks. A mix of experienced Members and new Members help round out the Executive Committee by bringing experience and new connections to the group.

6. **Group Leader Associates**

a. **Role Description & Requirements**

The Group Leader Associate (GLA) is the group's ancillary leader in the event the Group Leader is unavailable from time to time. Typically, the GLA makes all decisions traditionally handled by the GL, including accepting Candidates for Membership in the group, in the GL's absence. A GLA will have opportunities to lead group meetings and is a key Member of the Executive Committee.

A GLA should not currently be a GL of another Home Group or Affinity Group. This is an opportunity to groom a Member to become a leader and/or to be in a leadership succession plan for the group. GLAs receive other benefits in addition to the general Membership benefits they already receive. Additional benefits include:

- The opportunity to lead at least one group meeting each year.
- Enhanced visibility among the group and elevated status within ProVisors.

b. **Selection & Training Process**

GLs periodically evaluate all Members of the Executive Committee as potential GLAs. Once a Group Leader identifies a potential GLA, the GL works closely with the Regional Director to discuss the potential GLA's qualifications. The Regional Director makes the final decision who may become a Group Leader Associate.

7. **Mentoring**

The GL can designate 1-2 Members of the EC to serve as Mentor Managers. These Mentor Managers will assign mentors to new and struggling Members to help ensure they maximize their Membership benefits.

Mentors are responsible for:

1. **Professional Bio:** Making sure the new Member has their photo and bio complete on the ProVisors Hub.
2. **New Member Orientation:** Helping new Members register and attend a New Member Orientation within the first 60 days of Membership.
3. **Attendance:** Monitoring Member attendance. When a Member misses more than two



consecutive meetings, the mentor will contact them to follow up.

4. **Participation:** Tracking testimonials is a good indicator of commerce and participation within each group. Mentors work with the Testimonial Tracker EC Chair (if applicable) to identify who is giving/receiving referrals and who is not.
5. **Guesting:** Mentors encourage Members to guest in other groups. Guesting with a new Member at another group is recommended. Guesting is part of the value proposition of joining ProVisors.
6. **Coaching:** From time to time, a Member may require coaching and/or guidance. Mentors may coach Members who may have difficulty receiving and/or giving referrals.

See the GL Toolkit for more details on the role of the mentor.

In Closing

We hope that the information in these pages helps answer many of your questions and clarifies the processes we rely on to create a consistent Member experience. We appreciate your participation in the success of the group. If you have any questions, please reach out to your Regional Director for assistance and support!