

FINANCIAL PROFESSIONAL CASE STUDY*

Senior Advisor: Brian



Brian is the veteran advisor at Ascent Financial. He joined the firm soon after serving in the military. He's been a District Manager. Later, a Division Manager. He's worked with dozens of new professionals and is seen as a helpful mentor by most.

He stepped out of management ten years ago. He was reasonably good at it but went up against "corporate" one too many times.

He's inherited 6 books of business from retiring colleagues. He's just brought his daughter in as a junior partner.

BRIAN'S PRIMARY GOALS:

1. Legacy → Succession
2. Control
3. Winding down

- Seasoned pro
- In final sprint of his career
- Super focused on transferring his practice to daughter
- Plans to stay on as "emeritus advisor"
- Marches to the sound of his own drummer

Brian has succeeded in his long career as a financial planner. He's done it all. He's been it all: advisor, District Manager, Division Manager.

He's eager and willing to "show the ropes" to the less tenured professionals, especially the newbies. His peers tend to be dismissive of Brian. They've heard his war stories before. And before. And before.

Brian's mostly inherited client base is huge. He puts in long days and many nights trying to see them all each year. With the little time he has left-over, he often misses signatures on his scores of applications.

Brian's business plans are, at best, thin. More like a paper napkin, with a giant 20% scrawled on it with a black pen. More than anything, he wants to hand-off his practice to his daughter. He likes the sound of dynasty. But his undisguised contempt for "corporate" puts his number one goal at risk, as well as his career.

OUTCOME:

Brian's admirable and lengthy career is now at risk because he resists the rules—his firm's, the state's, the Fed's—viewing them as arbitrary.

"If corporate would leave me alone, we could get this done!"

* Each case study is based on an actual professional we have worked with. Company names are hypothetical.

WHAT WENT WRONG?

Brian's Story

- ▶ Brian's entrepreneurial DNA is predominantly **Specialist**. What he doesn't recognize is that Specialist DNA *must* filter his business decisions because of the complexity of his huge practice. He can't avoid or manage his sDNA, as a result.
- ▶ With such an enormous client base to serve, Brian is flitting through 15-20 client review meetings, Monday through Friday. Saturday meetings are not unusual.
- ▶ Only a few time-blocks remain for onboarding new clients.
- ▶ There's "never enough time" to complete his applications correctly. So he rushes through them, submits them and blows his top when they are returned to him, deficient in some way.
- ▶ He has more Builder eDNA than most entrepreneurs and way more than other financial professionals.
- ▶ But with zero influence about what decisions get made at the home office, 7 states away, Brian's Builder eDNA is completely handicapped by his sDNA.
- ▶ bDNA is the lens he looks through when he sees and frequently complains about "corporate" impeding everything that matters to him.
- ▶ As a result, Brian's under *heightened supervision*, after again turning in incomplete paperwork after promising not to.
- ▶ At risk is Brian's 5-plan to change roles with his daughter, with her in the role of primary advisor to his clients, so he can play golf with his best client-friends each week and still get paid for it. He may not even have a practice in 5 years.
- ▶ He blames corporate.

FORMULA FOR SUCCESS = Playing to your *natural* business strengths. But first you must know what your entrepreneurial strengths are.



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