NASC Annual Conference

March 17, 2020

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Leadership: The Financial Professional’s ‘Waterloo’?
Management...
The directing of resources, i.e. human, informational, financial, technological, etc. to foster the accomplishment of largely operational goals.
Leadership.

The behavioral influencing of others to persevere toward a higher, often aspirational level of performance....
....This level of performance incorporates ingenuity, initiative, collaboration, risk-taking, accountability, and outcome orientation...
Leadership is supported by others-centered motive and values.
A prerequisite for being a good leader is being a good manager.
The general role of the financial professional…

1. Protect

2. Account with Accuracy

3. Partner in Production
The problem is that... 
#1 and #2 can get in the way of #3
Tactical operational initiatives are seductive because they yield tangible results.
The typical Personality Type for the financial professional is:

“S” - Sensing / Factual

“T” - Thinking / Analytical
Reasons We May Not Delegate Very Well
1) Desire to maintain Control – ‘I have to do this myself…..’
2) **Perfectionism** – ‘No one can do this as well as I can, so I need to do it…..’
3) Compassion – ‘They already have so much to do – how can I give them any more…’
4) Concentrated, or Skewed Competencies – There is strong competency with subordinates, but that competency is concentrated in a narrow range of subordinates: – ‘I’m so glad I have ______________ on my team, I can really rely on them.’
5) Competency Deficit - Lack of competency in subordinates: ‘My people just don’t have the abilities to do it…’
Overcoming these delegation obstacles requires:

1. Self-awareness
2. Self-development/adjustment