



Summer 2017



Our newest program:
“Think Straight—Talk Straight” . . . Guiding Principles for Leaders
<https://goo.gl/pfTqll>

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Fred Harburg
Executive Director of the Kellogg Executive Leadership Institute

Leadership: “The times they are a-changin’”

by George Amidon



George Amidon CRPC
Managing Partner

I’m sure most, if not all, of you began developing your leadership skills at an early age. For me it was a constant reminder from my father that you lead by example. That you don’t ask someone to do something you wouldn’t do yourself. That if you make a mistake you own it and that if you are a leader when things go well the credit goes to your team and if you fall short then the blame lies with you.

As I look around today, I can’t help but wonder if those basic traits my

father held so dearly and drove home with me still matter? Regardless of your political affiliation, I think we can all agree that we see more posturing than leading with our elected officials. That the blame game is easier to play than accepting responsibility and more time is focused on why we can’t get something done then how to make it happen. I read an article recently from Forbes on: **The One Essential Trait Leaders Fail To Master** the author is Glenn Llopis (<https://goo.gl/1RzK6q>) and I found this quote which

hit home with me, “Simply put, to build trust and have influence, **leaders must be courageous to be vulnerable and vulnerable to be courageous.**”

I believe that leadership at its core is about the decisions you make, and the better the decisions the better leader you become. So how do we become more effective with our decision making process and judgment? **(continue on page 3)**

The Three Dimensions of Executive Judgment

by Fred Harburg (<https://goo.gl/CB4V2X>)

Of the many skills required to serve effectively at the highest levels, none is more important than judgement. The judgment required to lead effectively and to act thoughtfully, beyond instinctual reactions, is a uniquely human capability. Neuroscientists call this competence, “executive function.” Executive function is your ability to think about what you think about, and to have awareness of your own awareness. While other animals may have a primitive form of this capability, scientists agree that humans have it in significantly greater quantity and quality than any other animal. **(continue on page 4)**



Is 'Reciprocity' Even A Thing Anymore?

By Kaleen Barbera



Kaleen Barbera CPC
Managing Partner

We all hope that people live by the Golden Rule: 'Do unto others as you would have them do unto you'. Would you say you live by the Golden Rule? Do those around you? For many of us who are 'seasoned' (aka, had his/her fair share of successes and failures over the years), if that were the case we wouldn't need to call people an endless number of times, send countless emails, leave exactly the right number of voicemails at the right time of day, and we would all be happy as clams because no one would have problems meeting their goals, teams would work collaboratively, etc.. We would feel validated for our efforts simply by the fact that others give back to us what we put out into the world. I'm talking about the act of reciprocity: taking initiative by countering one favor that we received with an equivalent favor in return. The authentic, well-intended, action/reaction cycle for the pursuit of helping one another in positive, career and business-building ways.

For any of you who read Robert Cialdini's book Influence, (<https://goo.gl/DzxnY7>)

he devotes an entire chapter to the concept of reciprocation. It is quite fascinating and there are many great points. One quote that he includes is from a French anthropologist, Marcel Mauss, "there is an obligation to give, an obligation to receive, and an obligation to repay." This seems to make sense, and I feel this statement applies to me personally. However, when I look back at my 20+ years in business, it's hard to recall when reciprocity seemed to be at work. In fact, my experience continually showed me the opposite: it was always about doing more for clients and accepting the fact that they clearly didn't feel obligated to return the hard work with anything in particular. You hoped that the more you did to support them, the more business they would bring you, and you couldn't help but be disappointed when that didn't surface. Instead of thanking you for the great rate you obtained for them, they always fought for a better deal. Many individuals I train find themselves in the same boat with clients- always having to prove their worth and yet still receiving nothing in return. In light of situations like these, the concept of reciprocity is frustrating. On the one hand, we

should all go above and beyond, yet at some point the rule of reciprocity says that those efforts will be returned in kind. There are multiple studies showing that people innately feel the need to repay a favor. GREAT!! But many times it's just not happening. Why is that? Moreover, how do we deal with the disappointment of others not reciprocating?

Let me give you another example. You meet with someone who you feel could be a good center of influence. You have good rapport, both of you work hard, and you serve many of the same clients, yet are not competitors. This COI is working hard to build his business, as are you. You meet to discuss areas of intersection between your businesses. You leave feeling good that you're both on the same page about helping one another. Several weeks later, you send him a client. What do you feel should happen next? (continue on page 5)

Intention & Retention. COURTING Clients For The Long Term

By Greg "Heff" Heffington



Greg "Heff" Heffington RCC.
Managing Partner

An article ran in the RIABiz Today, March 23 2017 issue titled "'Approachability' Continues to be the One Word Descriptor of What Separates good RIAs From Those Who Struggle." (<https://goo.gl/Skn2fVW>) In it, Abby Salameh talks about the idea of "Approachability" and some of the challenges facing RIAs and ideas on how to increase yours. I have read this article several times now and have now settled into an opinion

on the topic that I would like to share. Everything Abby touches on holds true value for anyone who would like to improve relationships with existing clients, or be more successful in attracting new ones.

I think the principles apply to more than just RIAs. It applies to all advisors. I will broadly include many in the description: anyone who provides advice within a business relationship. (continue on page 6)

Leadership . . . The times they are a-changin'

(continued from page 1)

It begins with better understanding oneself. Harry Kramer, author, professor, and leadership expert has said "How can I know myself if I don't self-reflect. How can I lead myself if I don't know myself? How can I lead others if I can't lead myself?" The better you understand yourself the more effective leader you become.

As a leader your ultimate responsibility is maximizing the performance of your team and to get there we need to follow a path that creates the greatest opportunity for success. That path begins with knowing yourself. It's that self – awareness that allows you to think more accurately which brings your judgment and decisions closer to correct. This makes it easier to communicate more clearly and confidently which in turn builds credibility and trust within your team. This then creates alignment and accountability which finally trans-

lates into maximizing performance. The path seems simple enough but the key, the core to this taking place begins with self-awareness.

In this newsletter you'll have the opportunity to read a short article from Fred Harburg who we have had the opportunity to collaborate with. Fred along with Daven Morrison, who has developed AJIL which is a self-assessment - Assessing Judgment, Insight and Leadership and is the key driver in beginning to better understand oneself. Our program Think Straight – Talk Straight Guiding Principles for Leaders is really 2 programs. Think Straight focuses on Self, better understanding the attributes that help us or possibly hurt us with our judgment and critical thinking. Talk Straight looks at the team and how we communicate, build credibility and trust, and finally creating alignment and accountability.

While, like the title to the Bob Dylan song "The times they are a-changin'",



I still believe that we still look for leaders that inspire us, that make us want to be part of something that's bigger than ourselves, that have vision and clarity of purpose, but with qualities that match our core beliefs of honesty, integrity, empathy and the courage to be vulnerable.

I'm including a link to our Think Straight-Talk Straight program and the short video that goes with it.

<http://jamconsultinggroup.com/think-straight-talk-straight/>

As always – Good Luck and Good Selling!

George

Coach's Corner by Jim Morel

WHAT DO YOU GET PAID TO DO?

As a leader, your organization, clients, and employees depend on you for many things. Certainly guiding their growth is one of them. Is it fair to say you also get paid to make judgments that are closer to correct and less dependent on luck?

Peter Drucker says "the goal of leadership is an alignment of strengths making weaknesses irrelevant". JAM

agrees in part with Peter; certainly the strengths of an organization must be inventoried. However, we believe the personal strengths, attributes, and weaknesses of the leader in charge collectively are as important. In short, we believe the *People Plan* comes before the *Business Plan*.

The question: What are the attributes or saboteurs of top leaders that allow for judgments to be closer to correct and less dependent on luck?

The answer: JAM has collaborated



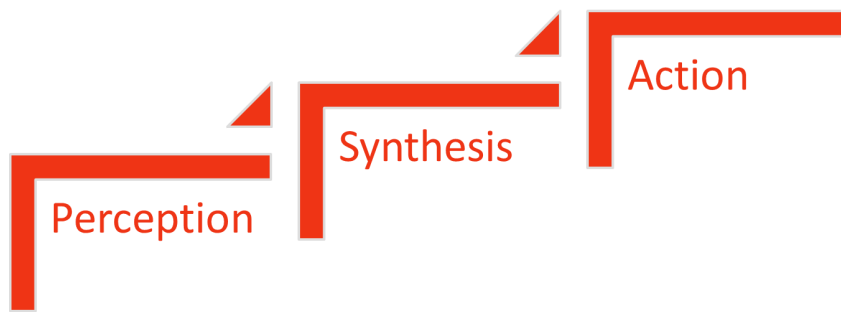
The "Coach"
James A. Morel
President

with Morrison Associates, a team of psychiatrists, that have conducted 2000+ executive consultations of top leaders assessing judgment, insight, and leadership (AJIL).

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The Three Dimensions of Executive Judgment

(continued from page 1)



Fred Harburg
Executive Director of the Kellogg
Executive Leadership Institute

If there is one thing that makes you uniquely human, this is it.

Executive function provides the basis for judgment of all types (moral, financial, business, social, physical, etc.). It provides the foundation for personal resilience, all types of planning and performance, and ultimately shapes the results you attain in challenging and changing environments. The more of this competence you have, the better. People with excellent judgment and executive function skills consistently get things done on time and produce excellent results. People lacking good executive functioning skills do not.

Healthy executive function and good judgment are so closely intertwined that they are essentially synonymous. Judgment capabilities go far beyond the executive ranks – children begin developing these skills soon after birth and continue to do so throughout life. The remarkable news regarding judgment is that it is never too late to strengthen it. Thousands of people have done so, and with deliberate practice you can do the same.

What? So what? Now what?

Research demonstrates that judgment can be best understood by

viewing its three main dimensions: perception, synthesis, and action. When considered together, these three dimensions form a process chain, each step of which is defined by a set of questions we can frame as: What? So what? Now what?

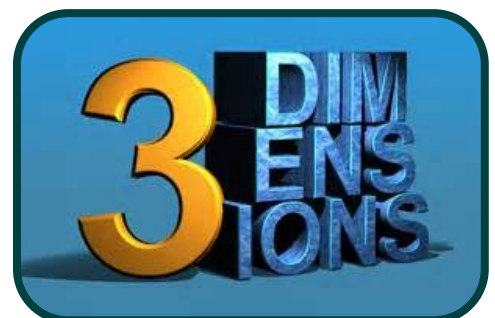
When an executive is exercising perception, the questions are, “What is happening, what is accurate, and what is a desirable outcome of action in this situation?” During synthesis the questions become, “So what are the key insights of your perceptions, and so what are the implications for action?” During the final dimension the question moves to, “Now what must you do to stay on track and avoid the traps that might derail you as you take action to reach your goals?”

The process for strengthening judgment is simple, but not easy. The first step is to identify, challenge, and change the narrative scripts that degrade good judgment. For example, impulsive actions are often driven by exaggerated catastrophe scripts. Challenging and changing exaggerated disaster scenarios is essential. The second step in strengthening judgment is to form deliberate practic-

es that move scripts to action. In the case of impulsivity, taking a moment to verify probable consequences is the kind of practice that can move decisions from reckless to thoughtful.

While it can be challenging to redirect narrative scripts and to cultivate deliberate practices that strengthen judgment, it is well worth the effort. As Euripides, the ancient Greek philosopher said, “Fortune truly helps those who are of good judgment.”

Fred Harburg is the Executive Director of the Kellogg Executive Leadership Institute and a Clinical Professor of Executive Education at the Kellogg School of Management. Previously, he served as the Chief Learning Officer and President of Motorola University, was the Senior Vice President for Leadership and Learning at Fidelity Investments and was Chief Learning Officer at Williams Energy.



Is 'Reciprocity' Even A Thing Anymore?

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A quick 'thank you' followed by a brief recap of what business surfaced from the referral? Most of us would say that would be a good start. Then the next logical action would be a referral from him; however, that never happens. What do we do? Where was our mistake?

The reality I see is that people have become increasingly busy, overwhelmed, anxious, and overall, under constant pressure to rely on themselves. Teams don't always function well, and gaining and keeping business is a challenge in our hyper-competitive society. The notion of going out of our way for someone without knowing if they will help us is difficult to accept, so establishing a reciprocal relationship is a challenge. We become jaded and we simply can't afford to constantly give, while others happily take and never consider helping us in return. When this happens, and we feel 'slighted', it creates a reverse reciprocal effect, whereby we develop negative thoughts and resentment about how we feel we

were treated. As you can assume, we will no longer go out of our way for that individual, or we may not consider helping others. This is then obstructing what Cialdini claims is the natural force of reciprocation. This is hard on us and diminishes our ability to be positive and enthusiastic about those around us. Overall, it's a cycle that we don't want to start, and we want to interrupt if it's in play. There is a disconnect happening in today's business world and we need to have an idea of what to do about it.

In managing my own experiences with reciprocation, in addition to counseling many others on the topic, I've arrived at several conclusions that have been helpful. My approach is reflection and then action, and the suggestions here are certainly not intended to be holistic solutions, but they can offer new or different perspective when you are at your wit's end about reciprocation, whether it's with clients, team members, or COIs.

1. Start with yourself. Establish your own mindset around helping others. Ask yourself, "do I naturally enjoy doing things for others? Is that part of my value system?" If so, then make up your mind that you will not expect others to return favors, despite the rule of reciprocation. Accept the fact

that your nature may be different from others that you go out of your way for. Whether they are taking advantage of you or not, or if/how/when they possibly reciprocate will no longer be an issue. Be in control of yourself and your actions and stop worrying about the actions of others. Your 'brand' includes being altruistic, regardless of the potential ROI. The ROI in fact, is the happiness derived from doing for others. Plain and simple.

2. Take a closer look at who you consistently seem to do things for and those with whom you continually try to build relationships.

Many of us are dependent on the rule of reciprocation, but perhaps we are not focusing our efforts on the right connections. For two years I coached dozens of financial advisors on a program that focused specifically on how to build a strong, highly selective COI network. The challenge was finding COIs that 1) didn't already have the rule of reciprocation (ie referral relationships) in play with a large group of other financial advisors, and 2) served the same target mar-

WHAT DO YOU GET PAID TO DO?

(continued from page 3)



AJIL is designed to identify personal attributes of critical judgment factors for aspiring or current leaders. Factors include flexible thinking, crisis management, perfectionism, excessive self-reliance and more.

The Outcome of the AJIL assessment...leaders' self-awareness, strengths, and saboteurs that can enhance or detract from performance.

For more on leadership, visit our website. THINK STRAIGHT, TALK

STRAIGHT, the guiding principles for leaders.

<http://jamconsultinggroup.com/think-straight-talk-straight/>

-Coach



Is 'Reciprocity' Even A Thing Anymore?

(continued from page 5)

ket or had other factors that were (continue on page 6) conducive to a reciprocal relationship. Therefore, although there might be rapport, etc., these COIs simply could not support yet another reciprocal relationship, or weren't presented with the right opportunities for there to be reciprocity. This is true with clients as well. Are you aware of all the other relationships that your client has from a business perspective? In the banking and advisory space, many high-profile clients can and do work with more than one institution. When was the last time you sat down and inquired as to what other service providers are doing for your clients that they appreciate? Is there an opportunity to improve what you do for them? You may be thinking that you're going out of your way for that client, but perhaps what you're doing is really of little value to them. Or perhaps they have such strong reciprocity with another, similar service provider that there is not a way to add value, or the few reciprocal efforts they can make are already spoken for. Maybe it's time to start building and looking for new and different relationships that can be 2-way.

Third, consider whether your inten-

tions and focus are clear. Going back to my earlier example of the COI that we seemed to be on the same page with, were we actually clear about helping each other? Many would say this takes the authenticity out of reciprocation, but my experience in today's world is that this is exactly what we should be doing more of. Setting the expectation upfront about a reciprocal relationship is tough to do. We don't want to come off as sleazy and salesy. I agree. This is where 'how you say it' becomes just as important as 'what to say'. The program I referred to earlier about building a strong COI network hinged largely on setting the expectation of reciprocity upfront. Otherwise, time was wasted for both sides. Additionally, you don't want to fall into what Cialdini refers to as 'the compliance tactic' whereby you seem to do a favor for someone, but it is expressly with the intention of making a 'sale'; a 'bait and switch' of sorts. If you offer so much up front, don't receive anything in return, and then go back to say "I did all this for you so that you would give me business", then you've fallen into the compliance tactic. To get around this and avoid confusion, set the expectation, and get feedback. Is this person interested in building a mutually beneficial relationship? You won't know unless you ask the question! I always warned my coaching clients that if they

came to the table with the focus and conversation only being on what they could do for the other person, then they had to be happy with the other person interpreting their reciprocal stake in it—which was typically non-existent for various reasons already stated (hence why I'm writing this article). However, using language that changed it to 'how can we help one another' differentiated between who was willing to reciprocate from those that were not. This is not violating the reciprocal rule, it is simply, in my experience, providing clarity around how actions and energy can be focused to be most effective for all involved.

Our goal at JAM is about helping others to be their best, and finding ways to overcome obstacles that stand in the way of success. Hopefully you are able to employ some of these ideas into your own day to day and see better results. We welcome feedback of all sorts. If you have a success story or any story relating to this topic that you'd like to share,



Intention & Retention. COURTING Clients For The Long Term

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It is not meant to be so clinical sounding in nature, just descriptive. This definition can include the traditional "advisors" we all know and respect, be they RIAs or other investment professionals. It also includes as I see it; wholesalers, consultants, staff, coaches, even clients. Yes, clients. Do they not provide advice to the advisor (who is listening) in terms of goals, purpose, plans, principle, etc. in the context of a business relationship?

I would like to take stab at identifying those words that describe someone who is approachable. They are: cordial, inviting, open, frank, warm, accessible, etc. Now let me take you on the journey in the opposite direction. Here are the words that come to my mind when I think about unapproachable. They are: standoffish, closeminded, egotistical, aloof, guarded, inaccessible, etc.

The basis for the notion is very sound and backed up by significant research, (full dis-

closure, we have conducted significant research on this and many other topics relating to the idea of being more "approachable"). One of the ideas Abby submits is that the job of a financial advisor is made more difficult because of the taboo nature of discussing money. I had a long conversation with a very successful advisor last week in Northbrook, IL. This advisor has built a very successful practice (continue on page 7)

Intention & Retention. COURTING Clients For The Long Term

(continued from page 6)

primarily by being accessible and approachable (with significant credentials and designation and time in the business to back up the expertise). One of the most surprising ideas she talked about was that very real taboo. I wasn't surprised it was talked about, only surprised how aware this advisor was of its impact. No offense, you may all understand this idea. I am just not sure how much attention you give it every day.

Sorry, I didn't mean to lecture, just making a serious point. Back to my topic on approachability. In a Forbes study, accessibility made the top four most important traits in an advisor. It is defined as "able to be reached or approached", according to Ms. Salamet. She then goes on in the article to identify four ways to become (or remain) approachable. They include: Smile, Project an open posture, Make frequent eye contact, and Don't just

simply talk – listen.

There is really nothing earth shattering here nor is anyone reading this article seeing this information for the first time. We talk about these traits continuously. It seems simple, doesn't it? Do these four things and your clients will see you as more approachable. Yes, sort of.

There seems to be a consistent missing element to any of these ideas of formulaic approaches to building more effective relationships or ways to get closer to clients. In my opinion, the missing element is "intention".

If you want to increase your approachability, you must do more than smile, have an open posture, make frequent eye contact, and listen. You must do those things with the intention of really understanding the client and their needs and wants. If you are doing it simply because that is what the "experts" say to do, you are likely missing the

primary benefit in the ideas described. If you really want to be more successful in acquiring new clients and holding on to those you have, think about the ways you can be more approachable with the "intention" of really understanding the other party to the relationship. Contact us if you would like more information or assistance in increasing your approachability.

In some ways, it is as simple as being more human. Relate to them as people, not clients. Bring your expertise after they have brought theirs.

-Heff



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"Our clients say what they appreciate most is that we help them become the best version of themselves as professionals, creating greater success.

We believe in maximizing an individual's potential, which leads to both opportunity and differentiation in a highly competitive landscape.

We do that through coaching, developing, and delivering relevant and insightful programs specializing in executive presence, communication, sales, and leadership. Our extensive expertise in those areas and the additional resources we access provide a unique edge to our clients and separates us from the competition."

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