

# Exceptional Leadership

## WHY is this Important?

A significant amount of time, energy and resources goes into training a well-functioning team. When you have a great team in place, you want to do everything you can to keep that team intact and continue to progress and grow together as time goes on.



This concept will help you easily adopt a leadership model that guides, supports, and conveys your level of appreciation to your team in a professional, consistent, and inspiring way. Equally important, this concept will also allow you to acknowledge, support and celebrate who your team members are, both professionally and personally.

We know there are many factors that feed into how each person defines quality of work life. Many of these will fall into the aspects outlined in creating and implementing an exceptional leadership model.

## WHAT You Can Expect from this Best Practice

- Adopt an approach to guide and support your team that demonstrates exceptional leadership
- Provide predictable team and leadership activities that helps your team stay motivated, inspired and on track
- Initiate unexpected activities that show how much you appreciate and value your team as individuals
- Lead your team in a way that empowers them to be their best, both professionally and personally
- Through example, demonstrate the high priority you place on your team
- Through example, demonstrate the qualities you want your team to bring to the workplace
- Create a culture of continued growth and excellence.



# HOW to Get Started

## Identify Your Preferred Leadership Activities

1. Review Leadership Activities for Everyone to get a sense of the core activities related to exceptional team leadership.
  - Annual Strategic Planning Session
  - Annual Team Dinner/Event
  - Thanksgiving Acknowledgement
  - Quarterly Strategic Team Meeting
  - Weekly Team Meeting
  - Monthly Advisor Meeting
  - Monthly Operations Meeting
2. Review Leadership Activities for Individuals to get a sense of the core activities related to exceptional team leadership delivered on a one-on-one basis:
  - Annual Professional Planning Session
  - Annual Compensation Review
  - Mid-Year Professional Planning Meeting
  - Birthdays
  - Moments of Truth
  - Mentoring & Training
3. Think carefully about the activities you would like to initiate this year for your team.
  - Refer to the Leadership Model Sample to help you get a sense of what this might look like.
4. Start to map out each of the activities you want to implement throughout the year using the Leadership Model Worksheet.
5. Decide who will be responsible for each of these activities:
  - If you have a Business Manager or Operations Manager, you can delegate coordination of the Leadership Model to them and they will coordinate the setup, scheduling, delivery and ongoing implementation of the various Leadership Activities. Depending on the team structure and their responsibilities, they may own all, or parts, of the Leadership Model.
  - If you do not have a Business Manager, identify which of these you will 'own,' along with any others that can be delegated.

## Initiate Your Leadership Model

Once you've identified the Leadership Activities for the Team, and the Individuals on your Exceptional Leadership Worksheet, it is time to set it into motion.

1. Ensure preferred meeting days and times are identified for all regularly occurring meetings such as Monthly and Weekly Meetings and set these appropriately in the team calendar.
2. Ensure you have a plan in place for each of the other predictable, time-of-year Leadership Group Activities you are going to adopt.
  - This means identifying the who, what, when, where and how.
3. Next, ensure you have a plan in place for each of the time-of-year Leadership Activities for individual team members you are going to adopt.
  - This means identifying the who, what, when, where and how.
  - When it comes to Moments of Truth for individual team members, start looking out for these immediately.
    - Refer to Common Moments of Truth to get you started.
    - Use the Team Member Profile Template to begin documenting the important information about each of your team members.
4. The best way to ensure this is delivered flawlessly year-in and year-out, is to have all items triggered on the calendar and/or CRM in a way that allows for everyone to be fully prepared for what is coming up next.
5. Embrace an element of PLAY in your Leadership.
  - To learn more about some other great ideas you may want to initiate, review Energize Yourself & Others Through PLAY.

# Leadership Activities for Everyone

There are several leadership activities which involve and engage the entire team and intended for everyone:

-  Annual Strategic Planning Session
-  Annual Team Dinner/Event
-  Thanksgiving Acknowledgement
-  Quarterly Strategic Meeting
-  Weekly Team Meeting
-  Monthly Advisor Meeting
-  Monthly Operations Meeting

We highly recommend all teams initiate the **Annual Strategic Planning Session**, **Quarterly Strategic Meetings**, and the **Weekly Team Meeting**, previously described in great detail.

Depending on the size and structure of your team, it may also be beneficial to add **Monthly Advisor Meetings** and **Monthly Operational Meetings**. This will allow the respective groups to work on specific items together, in detail, keeping the Weekly Team Meeting more focused on items that everyone can discuss. If you have a Business Manager, Operations Coordinator, or Senior CSA they are often more than capable of running the Monthly Operations Meeting, so your presence is generally not necessary.

Sprinkled on top of these various professional meetings are a couple of team appreciation activities that involve an annual **Team Dinner or Event** and a **Thanksgiving Acknowledgement**. The Team Dinner or Event is sometimes included with the Annual Strategic Planning Session so they can be covered off at the same time. Sometimes, however, they are completely separate, and at another time of year by choice. The Thanksgiving Acknowledgement is the perfect time of year for you to give each of your team members a beautiful handwritten card. The card would include a heartfelt message of your appreciation for their continued efforts, great attitude, and commitment to the advisory practice. You may also want to include a small gift or gift card to a store or service provider you know they would value and appreciate.

## Leadership Activities for Individuals

There are also several leadership activities which involve and engage the individual team members over the course of the year:



We highly recommend all teams initiate the **Annual Professional Growth Planning Session**, **Mid-Year Professional Growth Meeting** and **Annual Compensation Review**, both of which are described in detail in **Pillar 4: Create a Culture of Excellence**.

Sprinkled on top of these professional activities are a couple of enjoyable and highly personalized methods of connecting meaningfully with your team members: **Birthday Acknowledgement** and **Moments of Truth**. You can decide how you would like to acknowledge birthdays on the team: a beautiful birthday card, going to lunch, ordering cake, or providing a gift/gift certificate. Birthdays are predictable and therefore can easily be added to your Exceptional Leadership Calendar Worksheet.

Moments of Truth, unlike Birthdays, are often unpredictable. This means we must practice active listening and pay attention to what is going on in the lives of our team members. This should include both professional and personal things so we can be sure to acknowledge the significant events in their lives.

Lastly, be sure to include **Mentoring & Training** activities for your team, where appropriate, throughout the year. These opportunities may change from year to year but be mindful of them.

# Leadership Model Sample

The calendar below provides a sample of what the leadership model may look like over the course of the year. You will want to set up your timeframes which work with the rhythm of your business.

Items not included on this schedule are individual Birthdays, Moments of Truth, and commitments related to Mentoring & Training.

<p style="text-align: center;"><b>JANUARY</b></p> <p><b>Quarterly Strategic Meeting</b></p> <p>Monthly Advisor Meeting Monthly Operations Meeting Weekly Team Meetings</p>	<p style="text-align: center;"><b>FEBRUARY</b></p> <p>Monthly Advisor Meeting Monthly Operations Meeting Weekly Team Meetings</p>	<p style="text-align: center;"><b>MARCH</b></p> <p>Monthly Advisor Meeting Monthly Operations Meeting Weekly Team Meetings</p>
<p style="text-align: center;"><b>APRIL</b></p> <p><b>Quarterly Strategic Meeting</b></p> <p>Monthly Advisor Meeting Monthly Operations Meeting Weekly Team Meetings</p>	<p style="text-align: center;"><b>MAY</b></p> <p>Monthly Advisor Meeting Monthly Operations Meeting Weekly Team Meetings</p>	<p style="text-align: center;"><b>JUNE</b></p> <p><b>Professional Growth Mid-Year</b></p> <p>Monthly Advisor Meeting Monthly Operations Meeting Weekly Team Meetings</p>
<p style="text-align: center;"><b>JULY</b></p> <p><b>Quarterly Strategic Meeting</b></p> <p>Monthly Advisor Meeting Monthly Operations Meeting Weekly Team Meetings</p>	<p style="text-align: center;"><b>AUGUST</b></p> <p>Monthly Advisor Meeting Monthly Operations Meeting Weekly Team Meetings</p>	<p style="text-align: center;"><b>SEPTEMBER</b></p> <p><b>Annual Strategic Planning Session &amp; Team Dinner</b></p> <p>Monthly Advisor Meeting Monthly Operations Meeting Weekly Team Meetings</p>
<p style="text-align: center;"><b>OCTOBER</b></p> <p><b>Quarterly Strategic Meeting</b></p> <p>Monthly Advisor Meeting Monthly Operations Meeting Weekly Team Meetings</p>	<p style="text-align: center;"><b>NOVEMBER</b></p> <p><b>Thanksgiving Acknowledgement</b></p> <p>Monthly Advisor Meeting Monthly Operations Meeting Weekly Team Meetings</p>	<p style="text-align: center;"><b>DECEMBER</b></p> <p><b>Professional Growth Planning &amp; Compensation Review</b></p> <p>Monthly Advisor Meeting Monthly Operations Meeting Weekly Team Meetings</p>

# Leadership Model Worksheet

Use this worksheet to map out the Leadership activities you intend to initiate.

<b>JANUARY</b>	<b>FEBRUARY</b>	<b>MARCH</b>
<b>APRIL</b>	<b>MAY</b>	<b>JUNE</b>
<b>JULY</b>	<b>AUGUST</b>	<b>SEPTEMBER</b>
<b>OCTOBER</b>	<b>NOVEMBER</b>	<b>DECEMBER</b>

# Common Moments of Truth

## Joyous & Fun Moments to Acknowledge

- Getting Married
- Wedding Anniversary (milestone)
- Birthday (milestone)
- Birth of child (grandchild)
- Adoption of a child (grandchild)
- Child grown up and goes off to University (grandchild)
- Child grown up and moving on and out (grandchild)
- Academic, Art & Music or Sport accomplishments of child or grandchild
- Empty nester
- New pet welcomed into the family
- Promotion at work or other work accomplishment or change in career
- Graduation (Degree, Designation, Exam, Course, etc.)
- Retirement
- Purchase 1<sup>st</sup> Home or New Home
- Own Home (Mortgage Free)
- Purchase Vacation Home
- Purchase Recreational Vehicle (Sports Car, Sailboat, Motorcycle, RV, etc.)
- Purchase or Sell Business Assets
- Go on Significant Vacation
- Client well again after being sick or having surgery
- Other personal or professional accomplishments
- Client Account Anniversary or Account Milestone (ie. The Million Dollar Club)

## Other Important Moments to Acknowledge

- Client, spouse, child, parents or other loved one spending time in hospital [illness, disease]
- Death of spouse, child, parent or other loved one (including family pet)
- Divorce or other serious family issues
- Loss of Employment
- Other personal obstacles or tragedies that impact the life of your client

# Team Member Profile Template

## FAMILY

**Spouse** [Name, Anniversary date, etc.]

**Children** [Names, Ages, Interests & Accomplishments]

**Grandchildren** [Names, Ages, Interests & Accomplishments]

**Pets** [What types, How many, Names & Ages]

**Health Issues** [For client, spouse, or anyone in their immediate family]

**Other Important Family Information** [Specify]

## INTERESTS & RECREATION

**Personal Interests** [Hobbies, Interest, Passions]

**Travel** [Seasonal or other, Predictable, Favorite places to visit]

**Cottage, Vacation Home, Boat & Time Share** [Any travel related to these]

**Clubs & Professional Organizations** [Volunteer, Support or Board Member]

**Charities & Worthy Causes** [Volunteer, Support or Board Member]

**Sports & Recreation** [What do they Play, Coach, Watch]

**Music** [What do they Play, Listen, Enjoy Live]

**Reading** [Favorite types of Books, Authors, Topics, Genres]

**Other Personal Interests** [Specify]

## CAREER

**Current & Future Education, Goals & Aspirations, etc.**

# Energize Yourself & Others Through Play

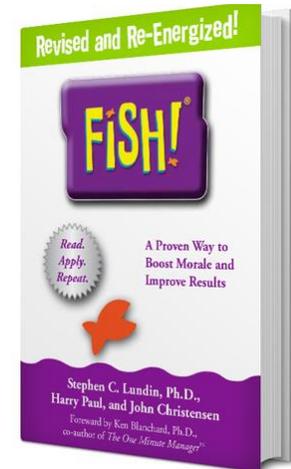
The financial services industry is fast-paced, demanding, unpredictable, challenging, and riddled with compliance and regulation – in other words, it does not readily provide a lot of opportunity for FUN. Play is an essential part of keeping people balanced, light-hearted, inspired, and energized.

Here are a few things you can consider adding to your Leadership Model to inspire Play.

## Go FISHing!

Have your team read the book FISH! This book covers four principles which create and maintain a positive, inspiring, fun, and energized team environment.

This easy one-hour read can be assigned to the team ahead of the Annual Strategic Planning Session. Everyone can come prepared with ideas on how to apply these four principles to the work environment.



## Have FUN Contests

There are many opportunities to have fun contents throughout the year which may be based on sports, current events, team achievements & goals, or even personal activities of team members! Some teams have annual pools for specific sports the team is interested in, while others have had contests around specific events happening locally or around the world. Some have put together contests around meeting specific team goals (when and where) or the baby's due-date of someone on the team who is expecting. You can even use an occasion like Halloween to encourage the team to dress up and/or decorate the office and have a contest for best prize.

Whatever it is, make sure it is light-hearted, involves everyone and has a quirky or fun prize that comes with bragging rights.

## It's a 'Secret'

Some teams draw names to engage in the well-known "Secret Santa" over the month of December which can be fun. Of course, the best part is trying to figure out who your "Secret Santa" is. Other teams draw names each year to determine who is responsible for 'making the day' of someone on their birthday that year. This means each team member is responsible for organizing the birthday card, gift, lunch and/or decorating the workspace of the individual celebrating the birthday. Again, it's fun to determine who it was.

## Be Creative

You know your team better than anyone, so be creative and introduce the element of PLAY into the work environment in a way you feel will be meaningful and fun.

