

CREATIVE



INTELLEIGENCE

# Building a High Performance Team

By Steve Saenz

FA Business Solutions



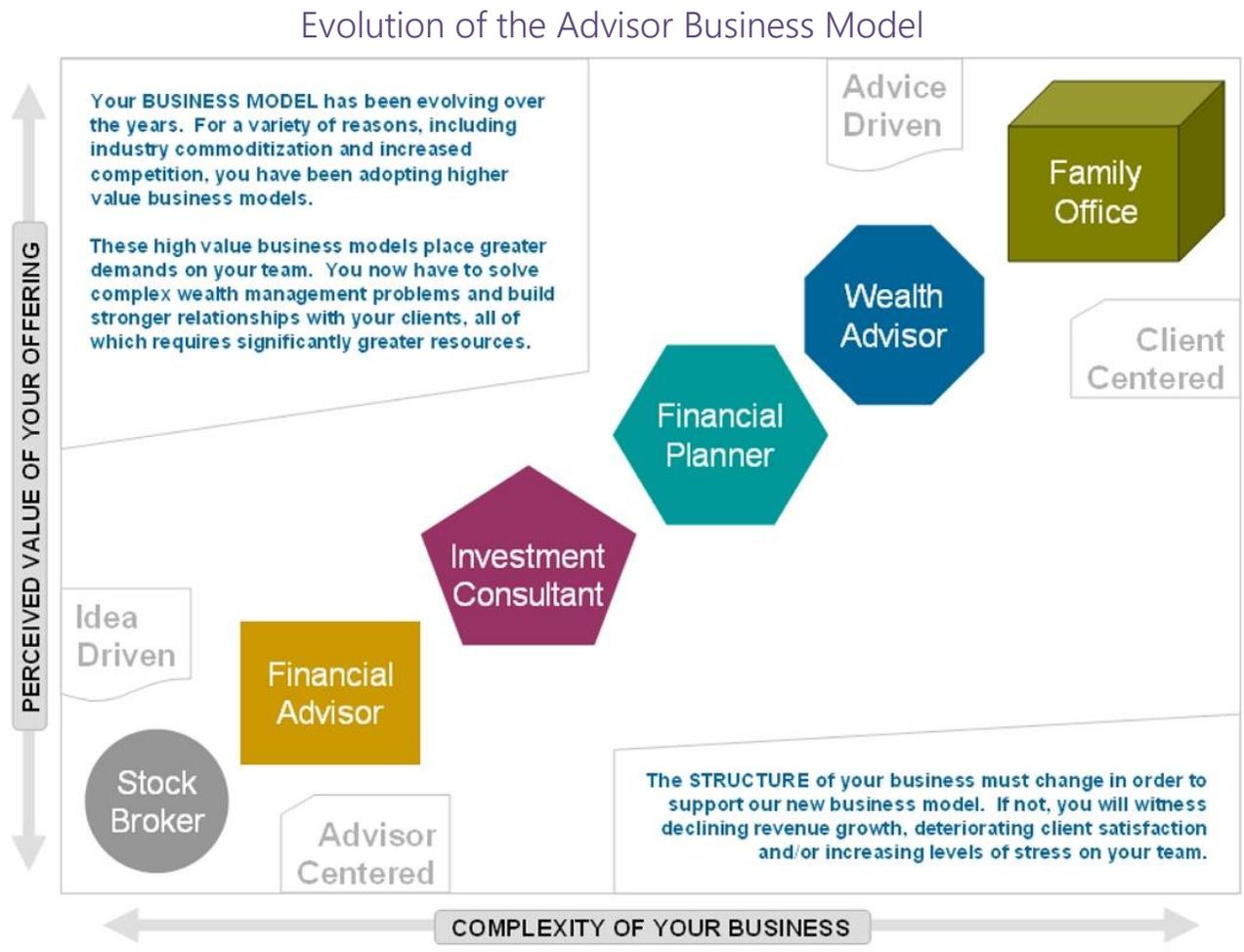
FA2020.com

This work is protected under U.S. & international copyright laws.



## STEP 1: Define Your Business Vision

The first and most important step in building a High Performance Team is to develop a clear vision for your business. Vision is a picture of what your business will look like when you have achieved your long-term goals and objectives. It answers the question, "Where is my business headed?" Vision development is the work of a strong leader. Having a vision implies an understanding of where you are now and where you have come from. Most importantly, it offers a road map for where you are going. Having a vision provides your team with a sense of purpose and direction, keeping the members on track. It also helps you and your team deal with unexpected change.





A vision is a picture of what your business will look like in the future. Your vision should include quantitative things like revenues and assets under management. It should also include qualitative things like the type of business model you would like to build and what your business infrastructure will look like. This should include a profile of the type of clients you want to serve, how many clients you can serve, and the team members needed to deliver your services.

## Keys to Developing an Effective Vision

When defining a business vision, you should start by determining which business model you want to have. This Evolution of the Advisor Business Model chart provides an overview of the different business models.

Your goal should be to commit to one of these business models and do an exceptional job for your clients. Instead, we find many advisors dabbling in 3 to 4 models, attempting to service many different types of clients. It is very difficult to be all things to all people and still offer good service and have a profitable business. You may feel challenged to build your business around a single model, but you should at least have one primary model and then maybe one secondary model.

Once you understand your ideal business model, you can structure your team and resources (knowledge, time, tools, etc.) around that model. You should also be able to answer questions like: What do you do for your clients? How many clients do you have? How many clients do you need to bring on every year? What size clients do you service?

As your business evolves, the makeup of your team must also evolve. For example, in the first three models there is no need to have a financial planner on your team. But in the higher business models, you will need one, or at the least, you will need someone outside your immediate team to perform that function for you. We are not telling you that you **MUST** evolve upwards on this chart. The higher business models are also more complex.

If you enjoy being an investment management consultant and do it well, you should focus your time on creating an extraordinary business in that model and let others do the financial planning or wealth management. All we want is for you to have a clear commitment to your business so that your vision can be easily understood by everyone on your team. Your vision should establish a purpose so people will know why they are being asked to support it. Most importantly, your vision should let your team know what they will gain by helping you achieve your goals. In other words, it should answer the question, "What's in it for me?"

## STEP 2: Define Your Business Functions

This work protected under U.S. & international copyright laws. Additional resources available at [FA2020.com](http://FA2020.com)



To Identify Your Business Functions you need to DEFINE all of your work BEFORE you can determine what your team should look like. The goal is to look at every detail of your business so that you are acutely aware of what it really takes to run your business. Only when you are aware can you develop. Identifying Your Business Functions is critical because:

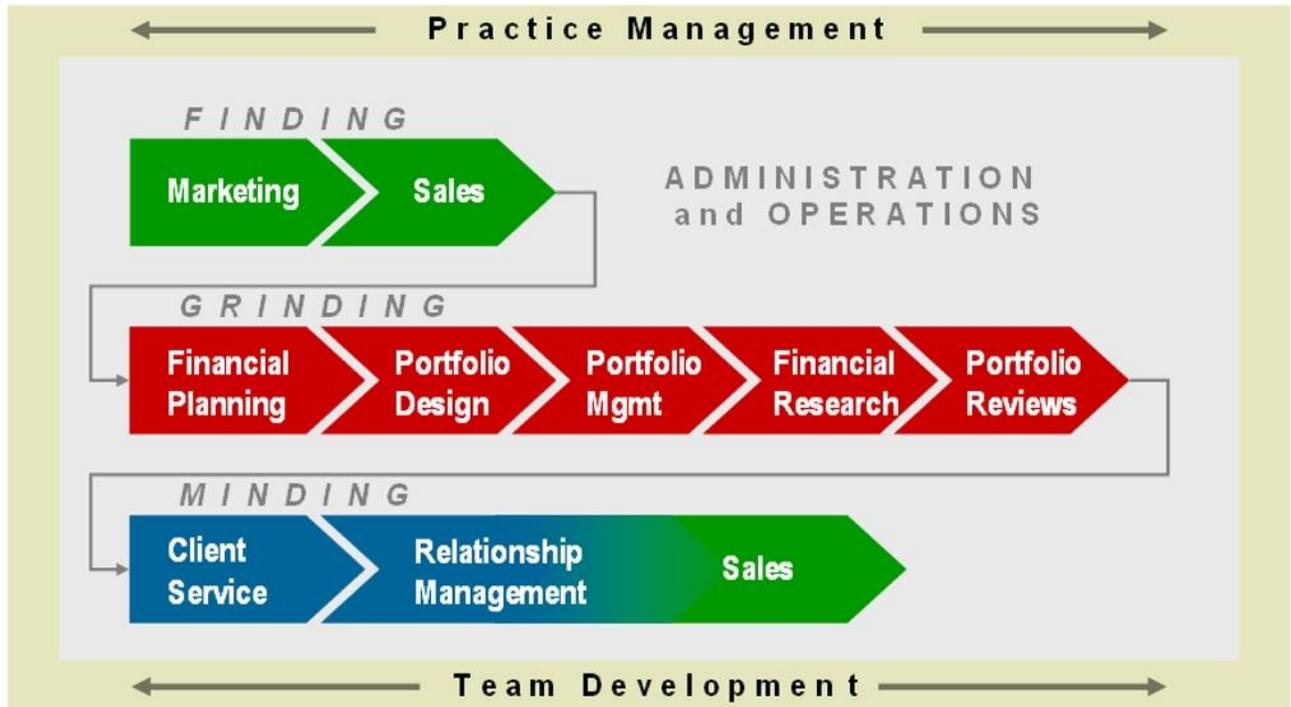
- In order to deliver CONSISTENT service, you need to understand the flow of work in your business
- To understand the gap between what you do for your clients and what you SHOULD be doing for your clients so you can deliver QUALITY service
- You need to understand what it really takes to operate your business at its OPTIMAL level so it is ATTRACTIVE to your ideal client
- In order to determine how many people you need for your team, you need to first understand WHAT needs to be done and HOW LONG it takes to do the work
- Having a clear UNDERSTANDING of all the functions in your business leads to clearly defined ROLES and RESPONSIBILITIES for your team members

Many investment professionals find this step in our process both eye opening and overwhelming. The awareness that the financial consultant is wearing most, if not all, of the hats in the business completely explains their desire to build a team to minimize the stress that they feel in their business. But, if you do not clearly define and quantify all of the work that needs to be done AND hire people who can do specific functions, you will just create a team of stressed out people wearing too many hats that you don't feel confident delegating work to. Since you now know your business vision, you can now determine what work there is to do. It is time to develop your Functional Organization Chart.

A Functional Organization Chart is a high level overview of your business, breaking each part of your business into FUNCTIONS. It tells you WHAT work has to be done. Right now we are not concerned about WHO is doing the work. This exercise will help you realize that one person cannot do everything and do it well. To help you get started, we break the business into three core parts – FIND, GRIND, and MIND. You have to find the business, grind out the work, and mind the relationships and team. To take this step further, FINDING is about Marketing and Sales, GRINDING includes Investment Management and Portfolio Analysis, and MINDING includes Client Service and so on. The sample below will get you started in developing your own Functional Organizational Chart. The GREEN boxes are what we define as your FINDING functions, the RED boxes are what we define as your GRINDING functions and the BLUE are your MINDING functions.



## Functional Organizational Chart



As you work on your own chart, you will gradually be able to identify the gaps in coverage, or areas where things are not getting done. You will also probably see that one person is covering too many areas - that person is probably YOU. As a reminder, we are only asking you to document WHAT work needs to be done in the business, not WHO is doing it. You may be thinking of the "who" right now and asking yourself, is Paragon Resources saying I need 11 people on my team? Absolutely not! When we get to the next step of the process, you will see that people will perform more than one function. We will say now, though, that in order to have a High Performance Team and a business running at its optimal level you will need a minimum of 3 people – a FINDER, a GRINDER and a MINDER.

Now that you understand your business at a high level, you should DEFINE what takes place in EACH CORE FUNCTION. Only you and your team can define each task that occurs or should occur in each function of YOUR business. You may realize that you do more for clients than you thought or that your team is actually stretched too thin and cannot take on any more clients until things are reorganized. To do this right, you need to document EVERYTHING you do in your business. The best way to understand something is to commit it to writing.



The best way to form a new team or restructure a current one is to organize it around function rather than specialty or expertise. You need to organize the team by the functions or duties that they will perform rather than putting them together because of personalities or skills that they possess. When you do this, you can achieve a higher level of efficiency and synergy. Many teams are made up of people who are good at the same types of things. To have synergy, you need the members of the team to be good at different things so that they can balance each other's weaknesses.

## STEP 3: Design Your Optimal Team Structure

During the third step of the Building a High Performance Team Process, you will determine the resources needed to do all of the work in your business.

### How many people do I need in my business?

This question is one of the most common questions we hear from financial consultants. Everyone hopes there is an easy formula for determining this, but there isn't. Every business is different. How many people you need is primarily a function of what you DO (and SHOULD be doing) for your clients and HOW many and WHAT type of clients you do it for.

In order to understand how many people you need for your practice, you will need to start with your work from Step 2: Identify Your Business Functions. During this step, you were asked to develop a Functional Organization Chart for your business like the sample above.

Once you identified the core functions of your business, you then defined every task that is done within each core function. When you review this work, you will see that some functions do not require a full time person, whereas others may require more than one person. Some of these functions contain activities that are practice based, which means that you perform that function for the whole business.

Other activities are client based, which means that these are done on a per-client or per prospect basis. Some of these activities may require expertise or extra training. You may outsource certain tasks or rely on your firm or a strategic partner to do some of the work. When reviewing all the work that is done in your business, you should first ask yourself "Is this activity essential or important to my business?" Financial consultants sometimes do work like customized reports or mail research that their clients don't find valuable. Doing work just to say that you do it is not effective. Second, you should ask "Does this activity get the results I need?" For example, is your marketing strategy putting you in front of the right people? Just because you have always done seminars doesn't mean you have to continue doing them if they don't fill your pipeline with ideal prospects. Be sure to challenge everything you do for client value and effectiveness.



Another factor to consider when designing your optimal team structure is to understand and clarify the future direction of your business. Do you want to elevate your \$1MM business to a \$3MM business in 5 years, or do you want to maintain your current business with a modest 5-10% growth so that you can take more time off to spend with your family? Those two different objectives need two very different team structures. You must define and commit to a vision for your business BEFORE you build or rebuild a team.

Once you have identified everything you do (and should be doing) for your clients and understand your objectives for the future of your business, you need to QUANTIFY all of the work that takes place in each function. Most financial consultants have a very incomplete understanding of how much time it actually takes to do all of the work in their business, let alone what it really takes to run their business at its optimal level. Without this understanding you can have a chronic tendency to over commit and under deliver, which causes stress on your most valuable resource – your people. This makes you and your business highly inefficient and explains why so many businesses hit a plateau.

To better understand your business, it is a good idea to have everyone on your team (including you) complete a two week TIME STUDY on the important tasks of each function of your business. We are looking for estimates here, not total, accurate times. Once you know what you do and how long it takes for you to do it, you can then determine what resources you need to define the structure of your team and business. Resources for any business include man hours or people, technology, skills, knowledge, external support, etc. When you have this information, you can then determine how many people it currently takes to run your business, and what, if any, changes need to be made in order to fulfill your vision. You can also define your optimal client load based on the available resources of your business.

This step brings clarity to what you need to run your business and helps you make smarter decisions for the organization. For example, you may learn that you cannot offer your level of service to anyone with less than \$1MM, so then you would redefine your ideal client profile and give away clients that do not fit. You do not necessarily need to add to the total number of clients to increase revenues; you need to have the RIGHT clients for your business model.



## STEP 4: Determine Your Optimal Team Type

During the fourth step of the Building a High Performance Team Process, you will determine the type of team for your business and the positions needed to do all the work. What is Your Optimal Team Type? To be competitive in today’s market, you must build a team. A team is defined as “a group of individuals organized to work together to accomplish a specific objective.” A team could simply be two people working together or it could mean a complex equity arrangement between two, three, four+ partners and support members. For our purposes, we will categorize three types of teams:

1. The VERTICAL team is characterized by one single Financial Advisor. It can have 2, 3, 4 or even 5 people total. The key is that there is one Financial Advisor and one FA number. Everyone else is an *employee*.
2. The HORIZONTAL team (also known as a “partnership”) is characterized by two, or more, Financial Advisors. All of the revenue can be run through one FA number and then split among the various “partners.”
3. An ALLIANCE team is a hybrid of a vertical and a horizontal team. The alliance team is characterized by two or more Financial Advisors who share certain resources. Those resources could be a person(s) or a color laser-jet printer. The key is that the businesses are separate. Each Financial Advisor retains his/her own FA number. They simply share the cost or investment of certain resources and in some situations have revenue splits on business that they may have closed together using the shared resources.

VERTICAL	HORIZONTAL	ALLIANCE
<b>BASIC CHARACTERISTICS</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> One FA number</li> <li><input type="checkbox"/> Other team members are paid a salary or salary + bonus</li> <li><input type="checkbox"/> WA might bring on a TFA or AWA to handle smaller clients, which would free him/her up to pursue HNW clients</li> <li><input type="checkbox"/> WA might form Alliance Team(s) with other WAs or FAs on certain accounts (see Alliance Team)</li> </ul>	<b>BASIC CHARACTERISTICS</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Two, or more, FA numbers. This gives rise to the concept of a “partnership.”</li> <li><input type="checkbox"/> All or part of revenues flow through a common (pooled) FA number. Revenues are then shared among the various “partners” according to some predetermined split.</li> <li><input type="checkbox"/> Partners may move preexisting assets into the pooled FA number OR keep preexisting assets separate and put all NEW assets into the pooled number.</li> <li><input type="checkbox"/> FAs may or may not introduce their respective (preexisting) clients to their partners.</li> </ul>	<b>BASIC CHARACTERISTICS</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Two, or more, FA numbers. FAs do NOT pool assets, which makes these different from Horizontal Teams.</li> <li><input type="checkbox"/> FAs do create separate FA numbers to share certain accounts or types of business on a one off basis.</li> <li><input type="checkbox"/> Each FA continues to run their separate business and collaborates mainly for marketing and/or product specialization purposes.</li> <li><input type="checkbox"/> Alliance Teams may form as a result of two, or more, FAs sharing certain resources such as a CSA or a CFP.</li> </ul>

This work protected under U.S. & international copyright laws. Additional resources available at [FA2020.com](http://FA2020.com)



Each team type has its advantages and disadvantages, and there is not one comprehensive solution for all. In a vertical team, the Financial Advisor keeps 100% of the equity, and the business is easier to manage since there are fewer people's opinions to deal with. But with a vertical team, you don't get any intellectual or emotional "synergy", and succession planning is more difficult. With a horizontal team, you may get the synergy, but you also have to share the equity and have a greater possibility for personal conflicts on the direction of the business. Alliance teams deal with the same issues as the other teams, but can benefit by sharing resources that they otherwise could not afford. They may also be able to offer more services, especially in areas like financial planning or wealth management. But, to really make this type of team work, there should be someone on each team committed to making the alliance work by actively building the shared relationships and maintaining the resources. If ignored, the original vertical or horizontal teams may dissolve their agreed relationship due to lack of commitment, interest or results.

Having worked closely with many successful practices over the years, we prefer the vertical team structure. We like to keep things simple and a vertical team does that by allowing the Financial Advisor to keep control and guide the direction of the business. With horizontal teams or partnerships, the splitting of revenues (equity) adds complication to the partnership relationship often resulting in conflict on who "deserves" more equity. The partners have a tendency to compete with one another rather than build synergy. The competitive drive that makes Financial Advisors successful at gathering assets and closing business often is not a positive characteristic for a successful partnership. If you do decide that a partnership is what you want, then we encourage you to do your due diligence.

In the next step, you will learn how to determine your compatibility with a potential partner, as well as what we have seen to be the factors needed for a successful partnership. Until then, be sure to define your business and personal goals and share those with your potential partner(s). You will also want to analyze the client relationships and each person's business philosophy.

Alliance teams do work, but when they don't it is often due to issues regarding when and how the resources are being utilized by each of the teams. For example, if both teams need the CFP at the same time, how do you determine who gets his/her time? If teams share resources, it is critical that you understand you are SHARING the resources and have clearly defined the arrangements of the agreement. It is also important that the communication be very strong amongst all the members of the alliance. Without constant communication, you have the potential for conflict.



## FIND, GRIND and MIND

With whatever team type you decide on, you need to address the three primary functions in the business – FINDING, GRINDING and MINDING. As we have previously mentioned in our newsletters, you need to have a FINDER to go out there and get the business (gather assets), a GRINDER to do the business (asset allocation, financial plans, trades, etc.) and a MINDER to maintain the clients (client service, proactive relationship management, etc.). Depending on the maturity and complexity of your business and the vision you have for your business, you can determine the positions needed within the FINDING, GRINDING and MINDING model. For instance, if you have a business with a couple hundred established clients and you want to quickly ramp up revenues, you may need to bring on a MINDER or Relationship Manager to take care of the client relationships and free up the FA's (Rainmaker's) time to do what he/she does best. Or, if you have committed to the Financial Planning or Wealth Management Business Model, with its complexity, you may need additional capacity in the GRINDING area and have a team member do all the plans, research and technical aspects of the business so the FINDER again is doing what he/she does best – make rain!

## STEP 5: Evaluate Your Current Team

During this step of the Building a High Performance Team Process, you will identify the right person for each job of your business. How do I know WHO should do WHAT? One of the most common requests we get from our clients is "I need someone to tell me who should be doing what, I can't do it all anymore". In this industry we often see teams where EVERYONE has to "wear all the hats". Structuring your business (or should we say not structuring your business) where everyone has to wear multiple hats leads to inefficiency, unnecessary stress for the team members, and limits the growth of the business and its ability to reach its potential. Clearly defining each person's roles and responsibilities is critical to the success of your business.

The answer to this common question varies greatly from one practice to another and is related to your business structure. This is why you were asked to complete all the work on understanding what business you are in by defining your business vision and identifying the core functions of your business PRIOR to determining who should do what. Now that you know what work needs to be done, you can now identify the needs of each job on your team.

As a team, you should have an open and honest discussion about who should be doing what. This is an ideal time to revisit roles and responsibilities for the all members of your team. If you have hired several people over the years, you may find that some of your people are not doing what they were originally hired to do. Somewhere along the line, someone you hired to be your marketing assistant was forced into the role of administrative assistant because the person who

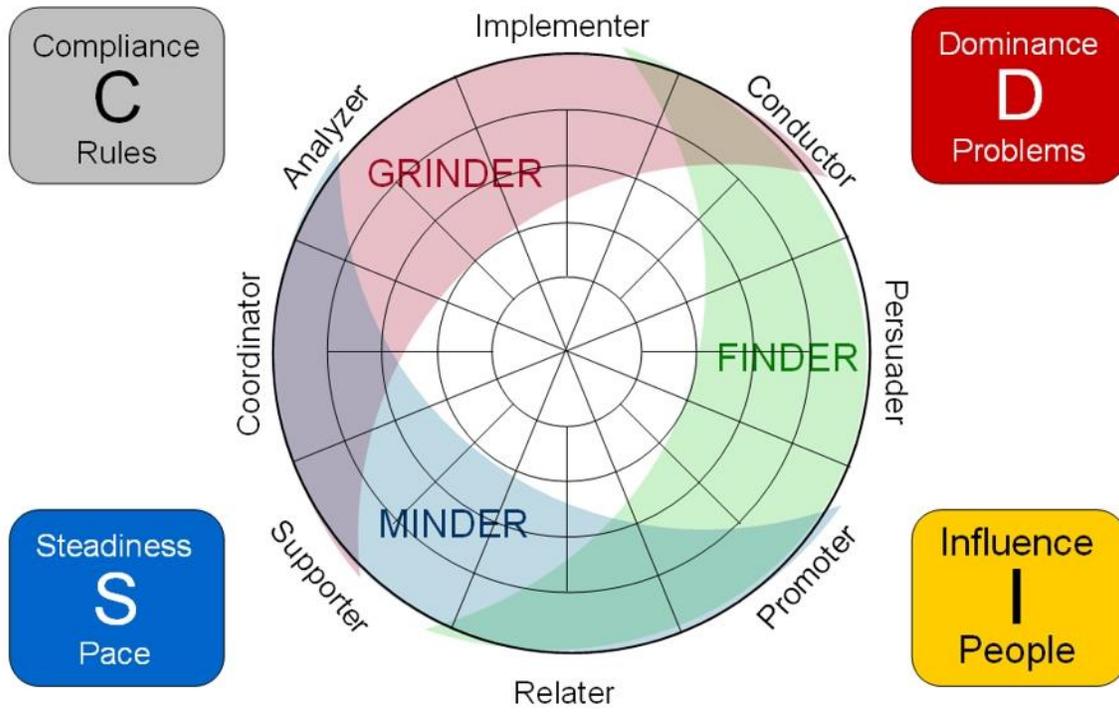


was doing that left your practice. Filling sudden voids with any “warm body” happens all the time and is a common cause of performance problems.

## Using DISC to Determine Team Structure

Besides having an open and honest discussion with your team, you should consider using tools to identify what each person’s core attributes are. One of the keys to building a high-performance team is to make sure everyone on your team is doing what they *should* be doing by taking advantage of what their natural strengths are. You can always try to guess what they are (which is what most people do through interviews or trial and error) but there is a more objective and accurate way. Utilizing well-researched and validated tools such as the DISC behavioral assessment increases your probability of successfully placing people into the right position. These assessments identify the core behavioral strengths of a person which in turn can tell you what type of work each person is inclined to do. For a team to be effective, each person needs to have DIFFERENT natural strengths.

As discussed above, you can look at your business at a high level and identify the need for a FINDER, a GRINDER, and a MINDER. FINDERS bring in the business by identifying prospects and selling to them. GRINDERS do the business by preparing the proposals, asset allocations, and financial plans. MINDERS maintain the business by providing exceptional service which solidifies the client relationships. The graphic to the right demonstrates how the DISC Assessments help us help you identify these three primary types of team members.



To be good at what they do, Finders, Grinders, and Minders need to use different strengths. These strengths can be identified and demonstrated in the DISC model using the Team Success Insights Wheel. The Team Success Insights Wheel gives an overview of a person's natural strengths in relationship to the four distinct aspects of DISC:

Dominance (D): How one responds to problems and challenges

Influencing (I): How one responds to people and influences them to their point of view

Steadiness (S): How one responds to the pace of their environment and how they handle change

Compliance (C): How one responds to rules and procedures set by others

FINDERS usually have HIGH D and/or HIGH I strengths. HIGH D people are energized by challenges, can overcome objections, and are very results-oriented, aggressive self-starters. HIGH I people are energized by verbal/social interaction, can motivate and inspire, and are very persuasive, enthusiastic, and optimistic.

GRINDERS usually have HIGH C and HIGH D or HIGH S strengths. HIGH C people strive for accuracy and perfection, have high quality standards, and are very detail-oriented, analytical, and well-disciplined. HIGH D people, in addition to the previously mentioned characteristics, have a strong sense of urgency, are decisive, and excel at problem-solving. HIGH S people have strong listening skills, will follow-up and follow-through on responsibilities, and are methodical, logical, and steady.



MINDERS usually have HIGH S and/or HIGH I strengths. HIGH S people have a drive for systems/processes, can build long-term relationships, and are very patient, reliable, loyal, and proactive. HIGH I people, in addition to the previously mentioned characteristics, have a desire to be seen as trustworthy and are natural mediators and negotiators.

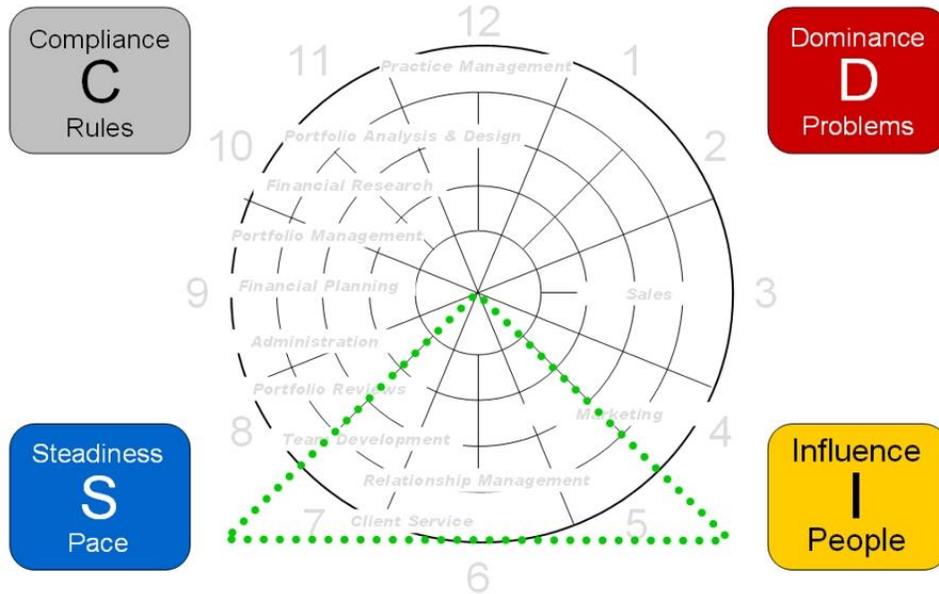


## STEP 6: Reassign / Add People As Needed

In step you will learn how to DEFINE/REFINE each team member's role by developing POSITION PROFILES, IDENTIFY any gaps of coverage, and PLAN for future team growth.

### Roles and Responsibilities

As discussed above, DISC assessments are a valuable tool for evaluating a person's natural strengths. With this information you can identify the right person for each function of the business, which in turn, clearly defines each team member's roles and responsibilities. There is flexibility when applying this model to your business - we call this the "3-Hour Rule". Referring to the diagram below, take the Relationship Management function in your business for example. Ideally a Relationship Manager is situated at the 6 o'clock position on the circle below. When determining who should do this function on your team, anyone between 4:30 and 7:30 would fit the behavioral needs of the position. This flexibility also takes into account that most teams need their people to be flexible in their positions, taking on additional responsibilities outside of their primary responsibility. Ideally team members will have primary and secondary responsibilities that fall into this 3-Hour Rule. For example, for the Relationship Management position, this person can also take on Service and/or Marketing duties if time permits.



## How do you develop a position profile?

After you have determined each person's function on the team, you should clearly define a POSITION PROFILE for each team member. The main reasons to develop position profiles for each person on your team are to encourage COMMITMENT to a position and define ACCOUNTABILITY in your business. Without a clear understanding of the needs of a position, you cannot expect a person to excel in their job, or understand how their performance will be measured. Position profiles define the exact expectations of knowledge, skills, and responsibilities needed to perform the job.

When developing position profiles for your business, consider these items:

- Start with a high level overview of the job. This should be a small paragraph that names the position and defines its purpose in the business.
- Refer to all of your previous work in the process, especially the work on DEFINING and QUANTIFYING all the workload in the core functions of the business. Group similar activities to develop a "task list" that will require like behavioral strengths to perform. With this task list, include the frequency and the amount of time it takes to do the tasks.
- Determine ESSENTIAL RESPONSIBILITIES of the job. Essential responsibilities are those main responsibilities that if not successfully performed, fundamentally affect the job and the other positions in the business. A position profile should define how this job affects all aspects of the business.



- Not only is it important to list the responsibilities, but there should also be references to resources in your business on HOW to properly do the tasks. This is usually defined in an Operations Manual of Standard Operating Procedures. The position profile should include the results of the tasks not the step-by-step instructions on how to do the tasks.
- Include consequences if certain responsibilities are not performed.
- Include the ESSENTIAL ATTRIBUTES of the job. Essential attributes are those characteristics that a person should possess to do their job well. These often include a foundational level of skills, knowledge, or competencies.
- List any educational REQUIREMENTS and PREFERENCES for the job including any degrees, certifications, or licenses needed. It is important to define the minimum requirements for the job versus what you prefer the person have. The one thing you can do is train or educate a person to fit your needs. If you have a person who is suited for the job (behaviorally), you can always train them on what you need them to do. You cannot force them to adapt their behavior to do the job. Defining this section helps you understand in which areas the person will need development.

Developing position profiles should be a team effort. Dictating what a person will do on the team usually does not work too well. If you collaborate and make decisions together, you will get more buy-in from the team members. Once position profiles are determined, they should be periodically evaluated for any changes in the position. As your business evolves, your position profiles may need to be updated to accommodate the growth.

## Gaps in Coverage

By this stage of the process, you should have a pretty good sense of whether you need to reassign some roles and responsibilities and/or bring on some additional people (capacity). The question is do you have any GAPS OF COVERAGE you need to fill in order to become a High Performance Team? In our experience, the answer to this question for financial consulting teams is too often YES!

Here is one of the most common GAPS we see in the industry. John, the great rainmaker, started out in the business doing everything. He started closing business, and when he hit the mark, was finally blessed with a Sales Assistant, Penny. John has taken on hundreds of clients and often does work that he shouldn't be doing and doesn't like doing. This includes admin, ops, service, and most importantly, all the technical work in the business (GRINDING). He looks to hire some more people because he is so overwhelmed with the business and his wife and kids hardly recognize him when he comes home because he's rarely there. He starts interviewing people and he likes two bubbly, outgoing people, so he hires Mark and Pam. Adding two people should surely free him up to go out and get more assets. WRONG.



Everyone gets along great as they are so friendly and enjoy all the people oriented aspects of their job, but when it comes to tasks, they procrastinate. John is still working 70 hours a week. How can that be? John is the only one who can put the asset allocation proposals together (which he hates to do) and things are falling through the cracks. He finds that he has to fill out the account documents, take phone calls, and doesn't delegate to the team as he thinks it's just easier if he does it himself. This team has a GAP – no one has a task focus on the team to do the detailed, analytical work. He's got great people that make the clients feel good, but everyone has to wear all the hats in order to get the work done and they are all working too hard. For John to take his business to the next level he must address this gap or he will continue in this vicious cycle.

If you have a serious GAP on your team, it is in your best interest to fill it, even if it means having to make an investment in your business. This is especially true if you or someone else on the team has to exert extra energy to do work that they aren't cut out to do. If you have a situation where an existing team member has to adapt his/her behavior style A LOT (more than three hours on the wheel) it is in *everyone's* best interest to have that person reassigned to another position within your team or within your branch. Failure to take action could result in poor job performance at best and illness (because of the stress that can be created) at worst. It may be hard for you to consider finding a new home for a team member, but it's usually in everyone's best interest to face reality and make the change. When this happens (contrary to what you might think) the person affected is usually relieved. They have probably known for some time that they have been miscast for their job. The move can actually be a very positive thing for everyone involved.

When filling your gaps, you may need to use some creative thinking. You may consider hiring a person with another financial consultant and sharing the resource. Interns are great additions to a team, especially if they are interested in a career in financial services. Outsourcing the work is becoming more viable these days. Making changes to your technology can make you more efficient at some tasks, and possibly eliminate the need to do some tasks. Using "virtual" people is also becoming very popular. Whatever you do, remember that you need to keep your business vision in clear sight and make decisions that will help you build the business of your dreams.



## About the Author

Steve Saenz is a marketing consultant with more than 30 years of in-the-trenches experience in the financial services industry. His career began in 1983 as an account executive with Merrill Lynch. After five years of production, he moved into training and development as a marketing manager for Merrill Lynch Business Financial Services. In 1991, Steve joined Harris Bretall Sullivan & Smith as the managing director for the Southeastern U.S. In addition to raising \$300 million of new SMA assets, Steve helped hundreds of commission-driven advisors make the transition to fee-based investment management consulting. In 1994, Steve founded Paragon Resources and became one of the industry's first practice management coaches. Over the years he has coached and trained thousands of financial advisors in the United States and Canada. He has written about and trained advisors in five key areas – business optimization, client advocacy, practice management, teambuilding and wealth management. His corporate projects include designing the practice management consulting group for a major financial services institution.

You can learn more about Steve and his current projects by visiting his website at [SteveSaenz.com](http://SteveSaenz.com)