

Financial Leadership

Leading the Retirement Transition

Financial Leadership

1. Retirement is change
2. Change is hard
3. Major reason is lack of leadership
4. We need to lead
5. What leaders do – a model

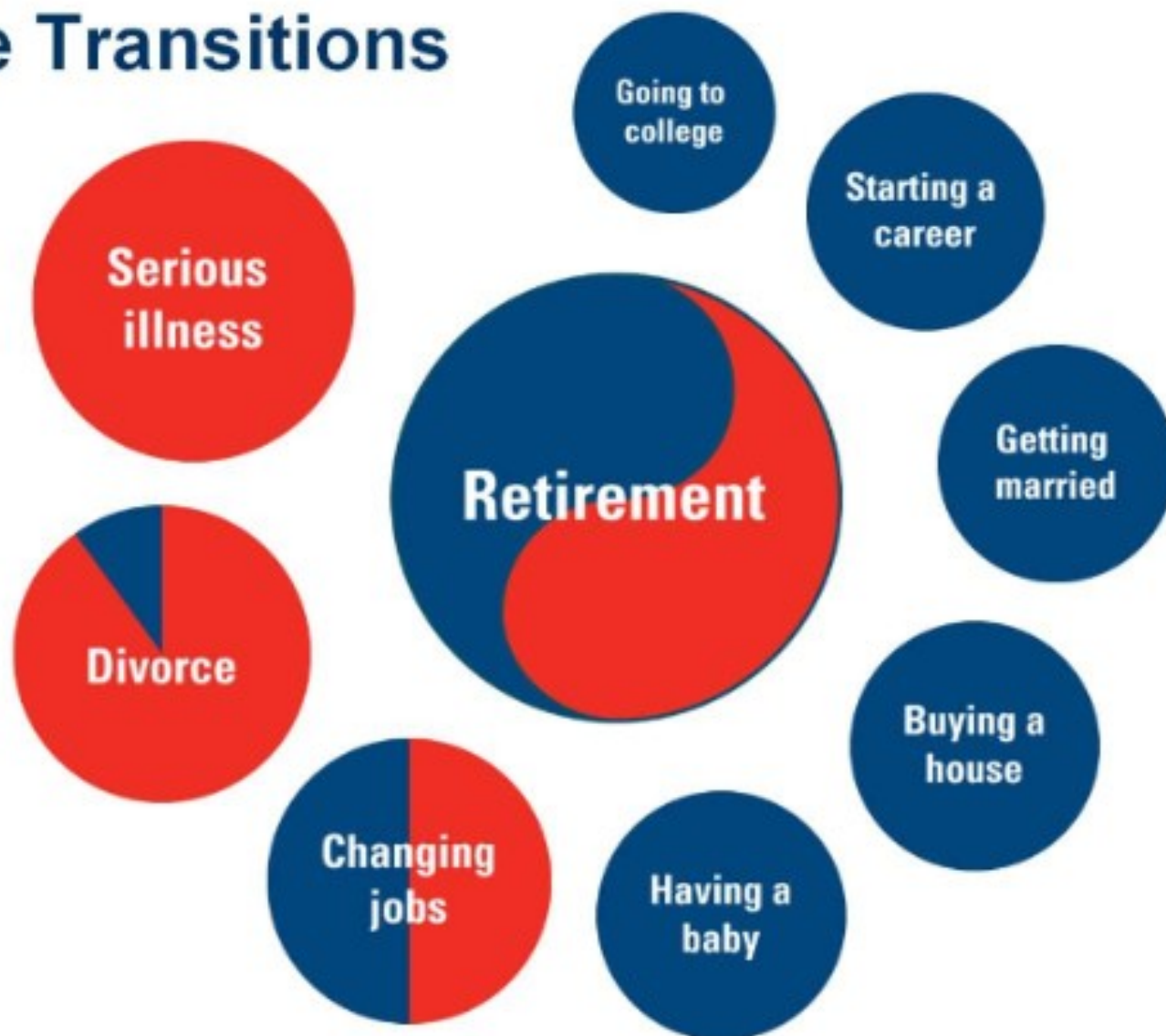
Retirement is Change

- Life is about beginnings and endings
- Change is challenging
- Loss
 - loss of a role
 - loss of a person
 - loss of a place
 - loss of a sense of where you fit in the world
- Change forces us to let go of the familiar and face an uncertain future

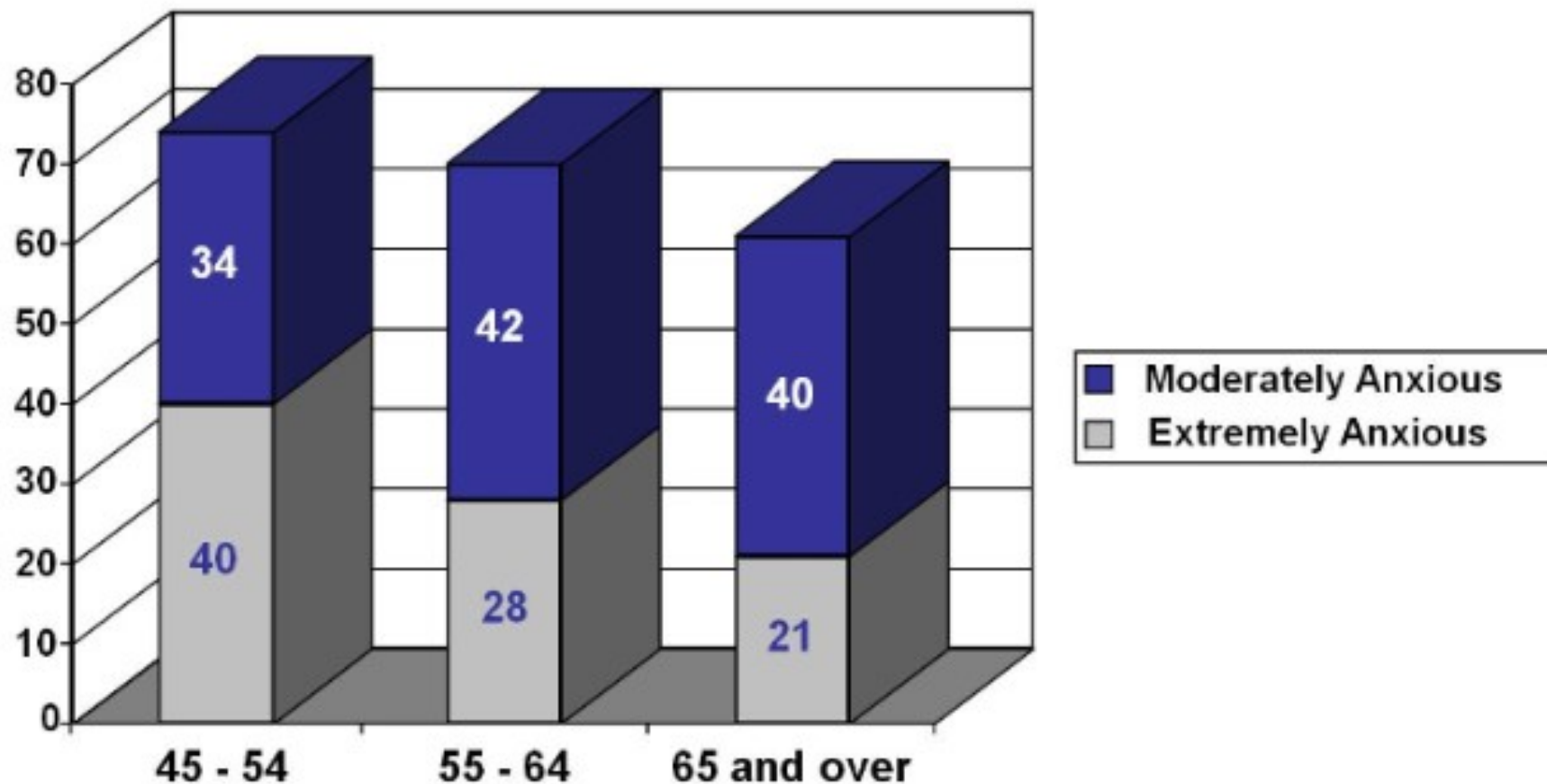
VULNERABILITY



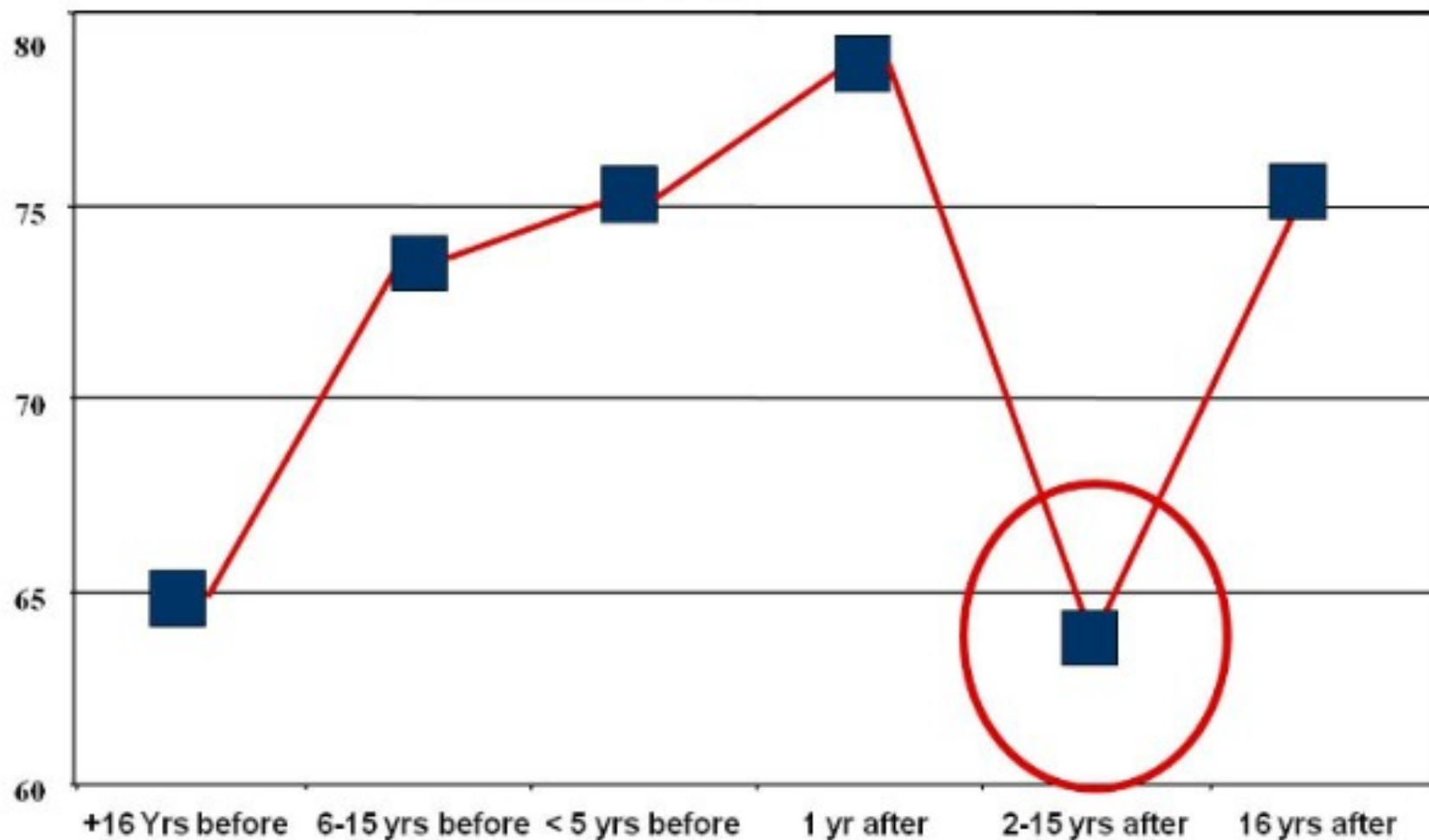
Life Transitions



High Anxiety



Percentage of people who expect or currently enjoy retirement “a great deal”



Source: Ameriprise Financial New Retirement Survey 2005

Change is hard



Change is Usually Mis-managed

Misled

Advisor Evolution

Salesperson
"Buy something"

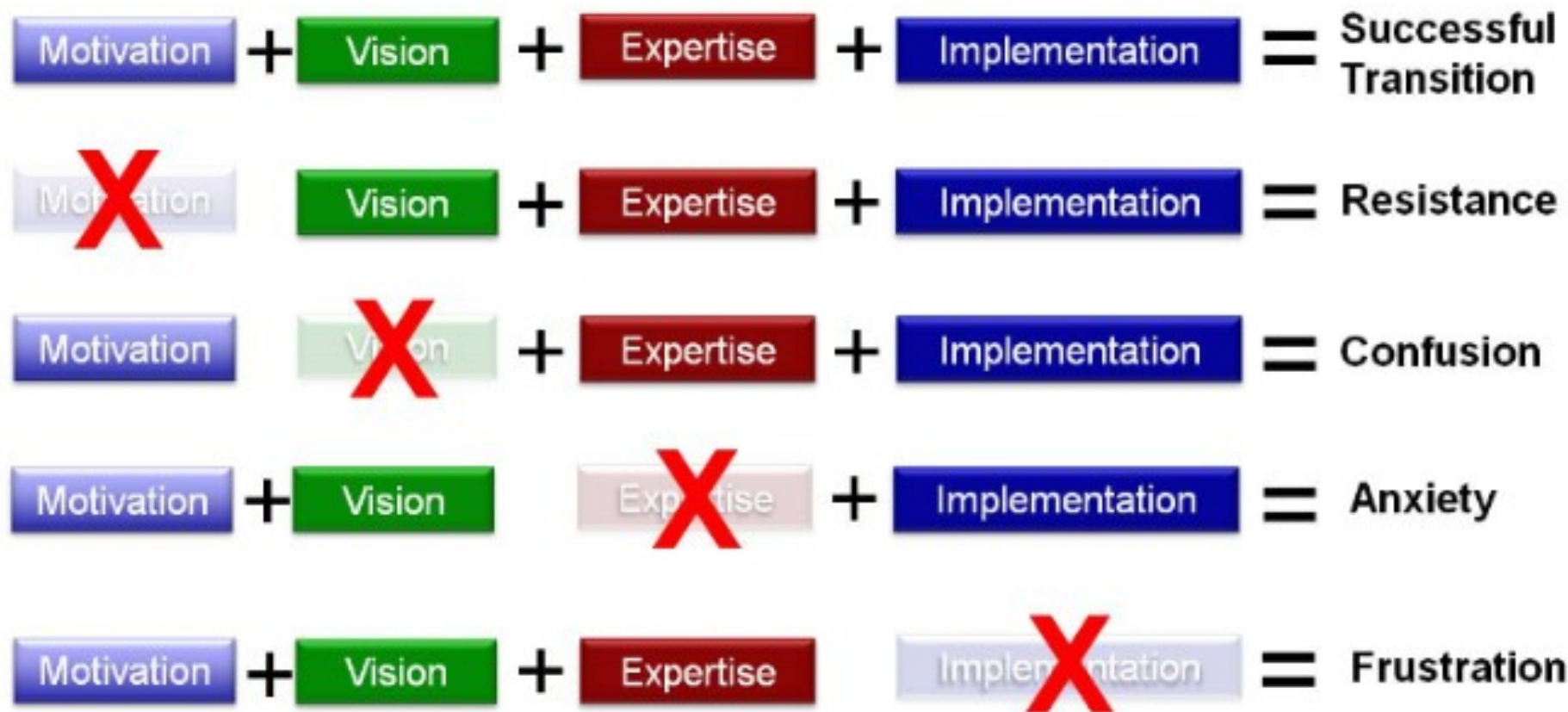
Leader
"Fulfill your potential"

Consultant
"Buy into something"



A Framework for Leading the Retirement Transition

Leading the Retirement Transition



Leading the Retirement Transition

~~Motivation~~ + Vision + Expertise + Implementation = Resistance

Motivation

- What is the value?
- What's in it for me/my family?

Motivation



Retirement Risks

- Longevity
- Inflation
- Health care costs
- Market

Financial Leadership



Within the Financial Leadership section you will find strategies that will help you become an effective leader for your clients during times of uncertainty.

The presentations and tools in this section will show you how to manage clients' emotional reactions to the markets, help clients avoid common investment mistakes and lead clients through their retirement transition.

Presentations

Leading The Retirement Transition (LRT)

This presentation prepares you to help your clients deal with the emotional retirement rollercoaster.
[Multimedia](#) | [PPT](#) | [PDF](#) | [CE Quiz](#)

Mindful Investing: Avoiding common investment mistakes (MI) revised version

This presentation explores some of the most common mistakes investors make and illustrates ways to help your clients overcome the typical human reactions we all experience.
[PPT](#) | [PDF](#) | [CE Quiz](#)

Mindful Investing (MI) client version

This presentation will show you how to manage investors' emotional reactions to the markets and help them avoid common investment mistakes. It includes suggested speaker notes.
[PPT](#) | [PDF](#)

New Retirement Realities (NR) revised version

This presentation provides a look at the new realities of retirement and how the changing retirement experience will impact investors.
[Multimedia](#) | [PPT](#) | [PDF](#)

Restore Confidence, Regain Trust, Rebuild Wealth (RCRW)

This presentation explains that the key to rebuilding investors' wealth is to restore their confidence and regain their trust.
[Multimedia](#) | [PPT](#) | [PDF](#) | [CE Quiz](#)

Social Studies of the New Retirement (SS) revised version

This presentation deals with the shifting retirement needs and risks for Canadians and why you need to have the retirement planning conversation with investors now.
[Multimedia](#) | [PPT](#) | [PDF](#) | [CE Quiz](#)

Managing Your Business

Managing Your Clients

Managing Your Development

Financial Leadership

Tools

Financial Leadership

Workbook (LRT, RRT)

This workbook provides tactical ideas for implementing the Financial Leadership Framework into your practice.
[PDF](#) | [CE Quiz](#)

How to Develop Compelling Client Testimonials (DCA)

This tool provides a five step process for getting great client testimonials and shows you how to incorporate them into your marketing materials.
[PDF](#)

How to Motivate Your Clients (LRT, RRT)

This tool focuses on how to create an appropriate strategy to motivate your clients with seven suggested tactics.
[PDF](#)

Tip for Trust Equation (RRT)

This tool gives you practical tips for demonstrating your trustworthiness to clients and prospects.
[PDF](#)

Related Links

[Living to 100 \(SS\)](#)

[The Longevity Game \(SS\)](#)

[Young Retired \(LRT, RRT\)](#)

New Retirement Realities (SS)

[Client version](#)

This presentation provides a look at the new realities of retirement and how the changing retirement experience will impact investors.

[Multimedia](#) | [PPT](#) | [PDF](#)

Reconnect

Lobby

Exit

Help



Doug Towill
SVP Strategic Business Development



Contents



The New Retirement Realities - and how they affect you

Doug Towill
SVP, Strategic Business Development
CI Investments

Resources

 [Download Windows Media Player](#)

Discussion Points for Clients

- 7/10 investors concerned with short and mid-term spending
- “Surprise” retirement puts a big wrinkle in plans of many
- 7/10 expect to continue to work
- > 50% expect to use equity in their home
- Retirement income planning is not understood

Leading the Retirement Transition



Shared Vision

- A common, understood, compelling future state
- Provides direction and a sense of unity
- **A leader provides a “reframed future”**

The human being is the only animal that...

thinks about the future!

Shared Vision

1. We don't imagine or vision well

Presentism

“The tendency is for current experience to influence one’s view of the future”



“What do you want to be when you grow up?”

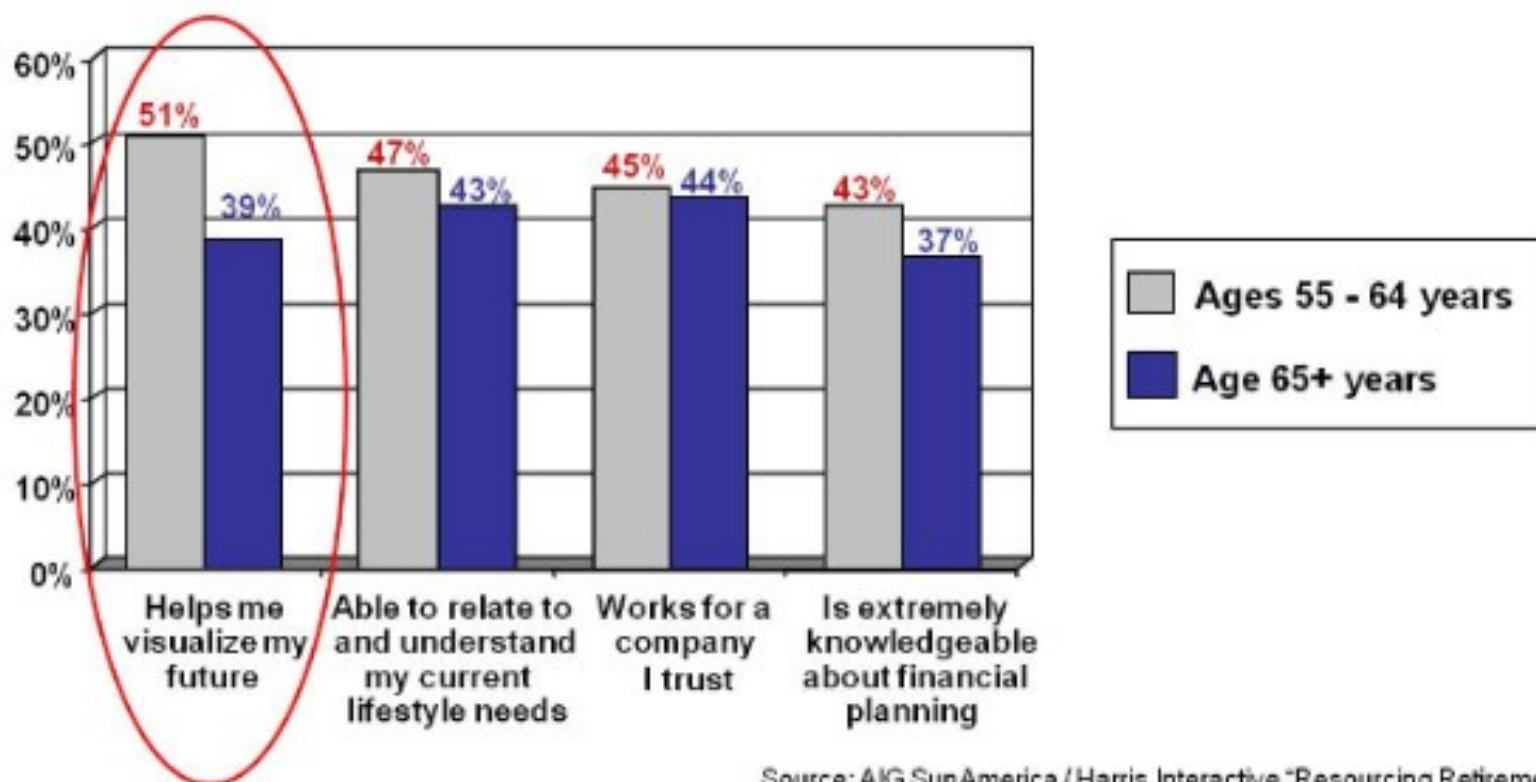


“What do you want to be **NOW?**”

The Ideal Financial Advisor

While older retirees and pre-retirees want a financial advisor who is trustworthy, those 55 - 64 seek life-planning guidance, especially help in visualizing their future.

Characteristics that best describe the ideal financial advisor



Shared Vision

1. We don't imagine or vision well
2. Seek out people who are actually experiencing the future events we are merely thinking about

Engage the Clients

- Set up and host retirement “Advisory Groups”
- Have clients of different ages share stories



The screenshot shows the homepage of YoungRetired.ca, a website for retired individuals. The header is green with the site name in yellow and white. Below the header is a navigation bar with links for Home, Terms of use, and Contact us. The main content area is divided into several sections:

- WELCOME, How will you enjoy retirement?**: A section with a sub-header "Don't know what to do in your retirement? You've come to the right place. Learn about:" followed by a bulleted list of topics: "volunteer opportunities at home and abroad", "travel opportunities with a difference", "retirement planning", and "getting into shape".
- 20 minute on-line transition to retirement course**: A section titled "Just beginning to think about retirement? Try the on-line retirement transition mini-course, four short videos about key issues in making the transition, with ideas on where to look next."
- Key things to do:**: A section with two sub-sections: "Get involved" (discussing virtual volunteering) and "Get in shape" (featuring a video of John Stanton, CEO of The Running Room).
- Virtual volunteering**: A text block explaining that virtual volunteering is growing fast and allows users to work from home, contributing a few hours once in a while or several hours a day.
- Get in shape**: A video player showing John Stanton, CEO of The Running Room, talking about starting a fitness program.

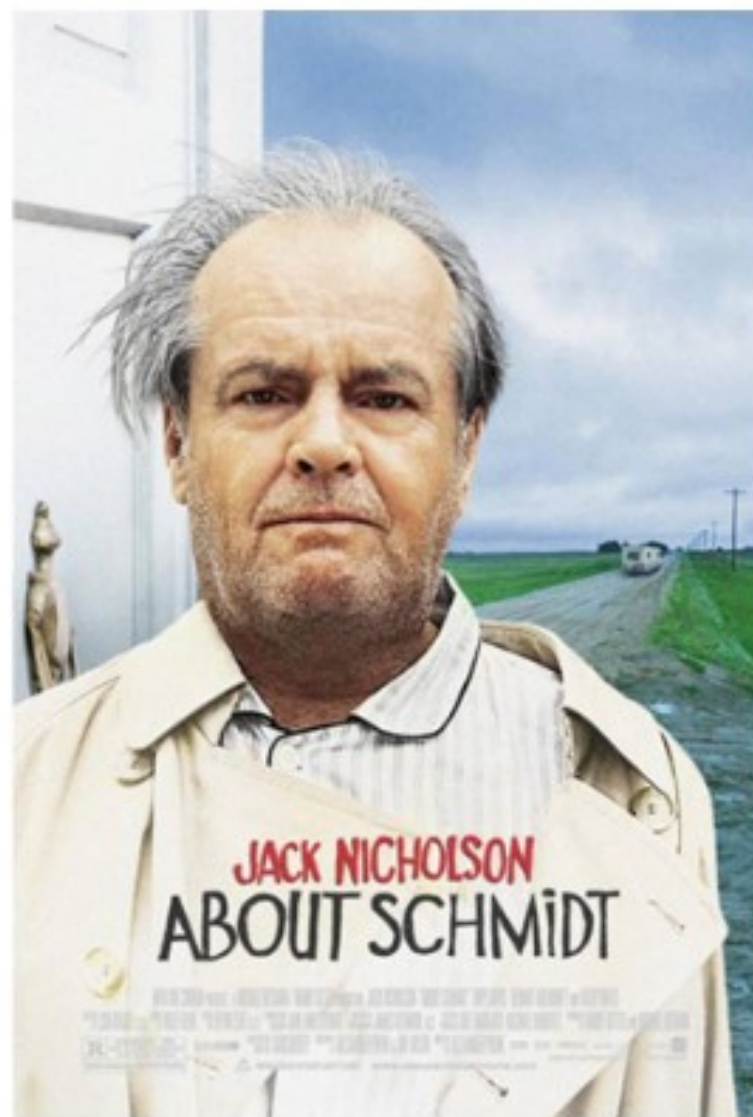
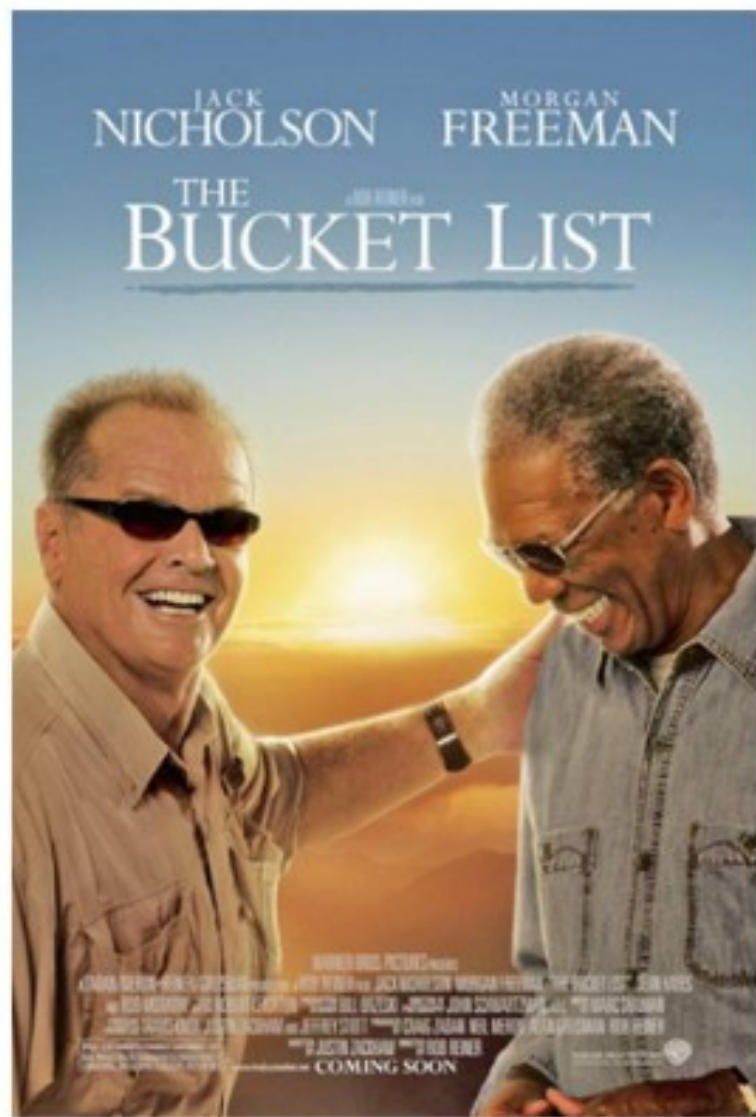
On the right side of the page, there is a search bar and several featured articles with titles like "Cluden Senior Living Visit Pine Ridge Golf", "Discounts For Seniors Help Savings For Canadians Over 50 Join CARRP Today and Save Big!", "The QMeek Senior Home Assisted Living in Vancouver and West Side, Independent Living", "Volunteers Needed Abroad Find the Right Volunteering Abroad Placement, 800+ Paid Volunteers", and "Save Your Retirement How to Enjoy a Fresh".

The Taylors




Shared Vision

1. We don't imagine or vision well
2. Seek out people who are actually experiencing the future events we are merely thinking about
3. Logical and emotional feedback



Discussion Points With Clients

- Factual motivation or crisis is not enough
- Fear of death  Joy of life
- Speak to people's feelings
- Help people see problems and solutions in ways that influence feelings/emotions – not just thoughts
- Positive, inspiring and emotionally resonant

Leading the Retirement Transition



Expertise

- The skills and knowledge needed to move into the new reality
- A range of expertise
- A holistic integrated approach

Expertise

What makes an expert?



- Straight talk/common sense
- Really cares about people
- Long term, patient view
- Communicates in stories and real life situations
- Helps people put finance in context of their lives

It Takes a Village....

- Team Approach



Retirement Transition Team

Life coaching

**Investment
management**

**Tax & estate
advice**

Philanthropy

Insurance

**Legal
guidance**

*Health care
coordination*

*Cash
management*

Building



The building phase of an advisor's practice requires a dedicated focus on growth activities to ensure success. This involves developing a unique personal brand, creating an effective marketing strategy, generating business opportunities, and establishing a sustainable client base. The presentations and tools in this section will help advisors in all of these areas.

Presentations

Client Discovery (CD) ****

This presentation will provide you with a number of innovative ways to uncover the critical client details that standard fact finding discovery processes inevitably miss.

[PPT](#) | [PDF](#)

Growth Imperative (GI) ****

This presentation will highlight some of the shifts in the financial services business and their potential impact on your practice. It will also introduce three growth strategies that you can use to build your business.

[PPT](#) | [PDF](#)

Personal Branding for Financial Advisors (BFA) ****

This presentation introduces a proven framework to assist you in developing the core messages you need to promote yourself effectively.

[Webinar](#) | [PPT](#) | [PDF](#) | [CE Guide](#)

Power of Social Networking (PSN) ****

The Social Networking phenomenon is growing and you need to be prepared for it. This presentation will explore the potential of Social Media as a marketing tool. It will also help you understand the risks associated with using Social Media and show you how to get started.

[PPT](#) | [PDF](#)

Managing Your Business

- [Building](#)
- [Sustaining](#)

[Managing Your Clients](#)

[Managing Your Development](#)

Tools

Brand Workbook (BFA) ****

This workbook helps you develop your personal brand strategy.

[PDF](#)

How to Develop Compelling Client Testimonials (BFA) ****

This tool provides a five step process for getting great client testimonials and shows you how to incorporate them into your marketing materials.

[PDF](#)

Life comes at us...Fast (CD) ****

A chart that you can use to help clients identify what issues and needs their family may face in the future and to help you discuss how your services can address their wealth planning needs.

[PDF](#)

My Life Events Worksheet (CD) ****

A worksheet that you can use with your clients to determine the probability and impact of the life events that apply to them.

[PDF](#)

Strategy Implementation Plan (CD) ****

A worksheet that you can use to develop a plan of action to incorporate any new initiative into your practice. It will help you to detail all of the necessary steps to succeed.

[PDF](#)

Reconnect

Lobby

Exit

Help



Doug Towill
SVP Strategic Business Development



Personal Branding for Financial Advisors

Doug Towill
Senior Vice-President

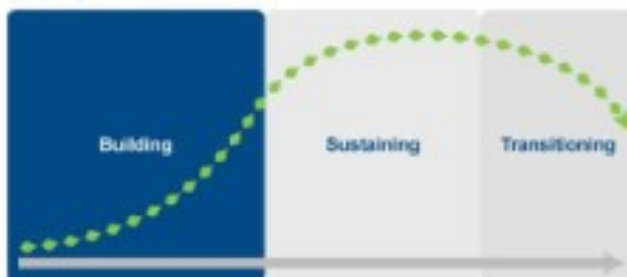


Playing : Audio Only

Resources

-  [CE credit quiz](#)
-  [Download Windows Media Player](#)

Building



The building phase of an adviser's practice requires a dedicated focus on growth activities to ensure success. This involves developing a unique personal brand, creating an effective marketing strategy generating business opportunities, and establishing a sustainable client base. The presentations and tools in this section will help advisers in all of these areas.

Presentations

Client Discovery (CD) PDF

This presentation will provide you with a number of innovative ways to uncover the critical client desires that standard fact finding discovery processes inevitably miss.

[PPT](#) | [PDF](#)

Growth Imperative (GI) PDF

This presentation will highlight some of the shifts in the financial services business and their potential impact on your practice. It will also introduce three growth strategies that you can use to build your business.

Personal Branding for Financial Advisers (PFA) PDF

This presentation introduces a proven framework to assist you in developing the core messages you need to promote yourself effectively.

[Multimedia](#) | [PPT](#) | [PDF](#) | [CE Quiz](#)

Power of Social Networking (PSN) PDF

The Social Networking phenomenon is growing and you need to be prepared for it. This presentation will explore the potential of Social Media as a marketing tool. It will also help you understand the risks associated with using Social Media and show you how to get started.

[PPT](#) | [PDF](#)

Managing Your Business

- Building
- Sustaining

Managing Your Clients

Managing Your Development

Tools

Brand Workbook (BFA) PDF

This workbook helps you develop your personal brand strategy.

[PDF](#)

How to Develop Compelling Client Testimonials (BFA) PDF

This tool provides a five step process for getting great client testimonials and shows you how to incorporate them into your marketing materials.

[PDF](#)

Life comes at us...fast (CD) PDF

A chart that you can use to help clients identify what issues and needs their family may face in the future and to help you discuss how your services can wealth planning needs.

[PDF](#)

My Life Events Worksheet (CD) PDF

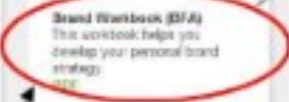
A worksheet that you can use with your clients to determine the probability and impact of the life events that apply to them.

[PDF](#)

Strategy Implementation Plan (CD) PDF

A worksheet that you can use to develop a plan of action to incorporate any new initiative into your practice. It will help you to detail all of the necessary steps to succeed.

[PDF](#)



Brand Workbook

-
- Section 1 – Overview
Introduction and sections
1
- Definition of brand
2
- The BRAND Framework
5
-
- Section 2 – Developing your BRAND
6 – Steps to a business
6
- 6 – Reasons for why you do and how you act
14
- A – Actions you take and your process
16
- B – Behavioural
21
- D – Differences
24
-
- Section 3 – BRAND summary
26
-
- Section 4 – Implementing your BRAND
28

BRAND



■ Section 1 – Overview Introduction and Welcome

Welcome to the personal branding workbook for Creative Financial advisors. It has been designed to help you develop and establish your brand in the marketplace.

CI Investments has developed the Personal BRAND Framework in consultation with financial advisors across Canada. For an overview of the BRAND Framework, please watch the Personal Branding for Financial Advisors presentation at www.cfi.com/professionals/development. It provides an introduction to:

- A definition of brand
- Why building a brand is important
- The Personal BRAND Framework

After reviewing the presentation you are ready to begin the workbook and start applying your knowledge. By the end, you should have the ability to build and deliver study messages – ones that clients and prospects can understand, remember and trust. Defining your brand will enhance your professional and will should help you win business.

Workbook objectives

Upon completing the workbook, you should be able to:

- Describe your personal and professional strengths, plus your business model
- Articulate your beliefs and how they impact your business and behaviour
- Explain how you create a reasonable, realistic client experience
- Identify your niche – the people you serve and how you are qualified to work with them
- Differentiate yourself by demonstrating how you and your business are different from others
- Implement a personal BRAND strategy

Workbook methodology

This workbook has been designed as a stand-alone document that can be customized to your needs. You can work through the entire BRAND framework, or just complete segments. On page 5, you will find an exercise to help you identify your level of readiness to articulate the various components of your brand.

CE Quiz



1. What is BRAND? (Required)

- a) Background, Relationships, Actions, Niche, Differences
- b) Biography, Reasons, Actions, Niche, Differences
- c) Biography/Business, Reasons, Actions, Niche, Differences
- d) Biography/Business, Relationships, Actions, Niche, Differences

2. Why are many people unable to sustain their brand? (Required)

- a) Not enough market research
- b) A boring logo
- c) Brand statement is too long
- d) Many people don't understand what branding is

3. Your BRAND is defined by: (Required)

- a) Audiences
- b) Companies
- c) Market segments
- d) Individuals

Discussion Points With Clients

- Consolidation of advice – with you as the LEADER
- “Quarterback” the team of professionals
- Relationship manager is key role

Leading the Retirement Transition



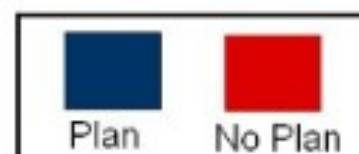
Implementation

- Making sure things that are supposed to happen actually happen
- Translate big thoughts into concrete steps for action
- Following through with accountability

Leaders Are Passionate About Getting Results

- Involvement of all key players
- Details on the “hows” of execution
- Milestones for progress with strict accountability
- Contingency plans to deal with the unexpected

Written Financial Plans Work



Living my dream retirement



Retirement worked out as planned



Feel very/somewhat prepared for retirement

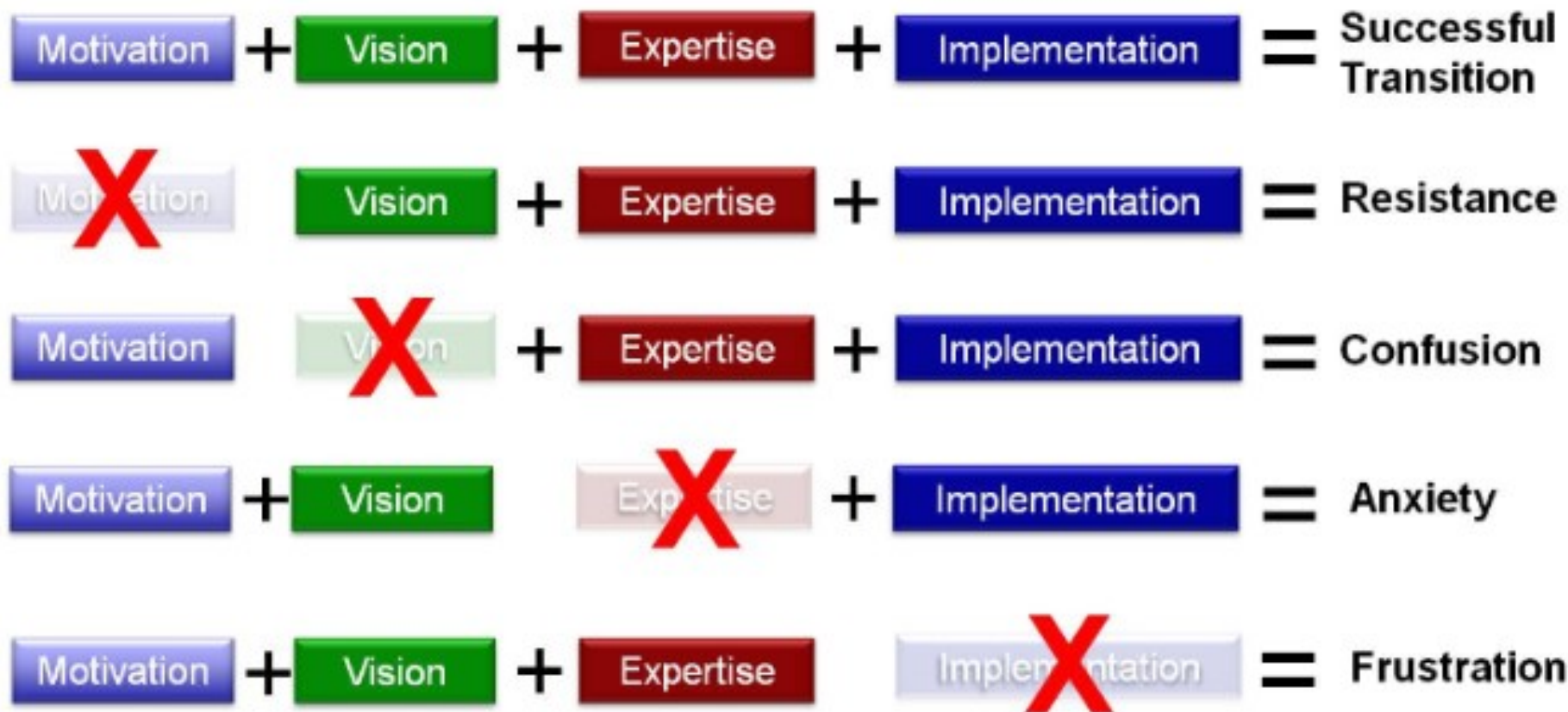


Anticipate feeling optimistic in retirement



Leading the Retirement Transition

Leading the Retirement Transition



Helping Clients Deal with the Emotional Rollercoaster

Motivation + Vision + Expertise + Implementation = Successful Transition

~~Motivation~~ + Vision + Expertise + Implementation = Resistance

Motivation + ~~Vision~~ + Expertise + Implementation = Confusion

Motivation + Vision + ~~Expertise~~ + Implementation = Anxiety

Motivation + Vision + Expertise + ~~Implementation~~ = Frustration



All Types of Leaders

- Visionaries
- Deal makers
- Administrators
- Enforcers
- Transformers
- Laissez-faire leaders

Servant Leadership

- Begins with the natural feeling that one wants to serve – to serve first
- Then the aspiration to lead
- Different from one who is “leader” first – for power or to acquire possessions

Servant Leadership – Characteristics



- Listening
- Empathy



- Stewardship
- Commitment to people's growth
- Building Community



- Persuasion
- Conceptualization
- Foresight

Thank you

Please email pd@ci.com if you have any questions or concerns.

All charts and illustrations in this guide are for illustrative purposes only. They are not intended to predict or project investment results.

[®]CI Investments and the CI Investments design are registered trademarks of CI Investments Inc.

[®]SunWise is a registered trademark of Sun Life Assurance Company of Canada.