YOUR SOCIAL NETWORK ADVANTAGE

The Transformative Power of Connection for Financial Advisors

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Your Social Network Advantage: The Transformative Power of Connection for Financial Advisors
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Introduction:
The Power of Your Social Network

AS A FINANCIAL ADVISOR, YOU ARE WELL AWARE OF THE IMPORTANCE OF BUILDING AND MANAGING FINANCIAL CAPITAL. YOUR ASTUTE FINANCIAL MANAGEMENT NOT ONLY HELPS YOUR CLIENTS ACHIEVE THEIR GOALS, BUT ALSO IS KEY TO GROWING YOUR BUSINESS AND ATTAINING YOUR OWN GOALS.

But what about *social* capital? Savvy financial advisors know—and extensive research confirms—that our connections to other people and the resources they can provide are just as important as financial capital in building our practices. As we will see, financial advisors' social networks are crucial to attracting clients—including affluent clients—and to helping address challenges in their practices. Correspondingly, many advisors have built robust social networks that are essential to their success.

What many advisors do not know, however, is that it is just as important to build and maintain the *personal* side of your social network as it is to nurture the *business* side of your social network. Close personal ties are not just a "nice to have"; they prove to be critically important when you or your family faces a personal crisis. The business side of your social network helps you get ahead in business, but the personal side helps you get through life.

But the time to build your social network (social capital) is not when you face a serious business or personal crisis. *Now is the time to build your social network*. Unlike financial capital, you can't borrow social capital when you need it; what you have at any given moment is simply what you have. The good news is that social capital is not finite; you can build it as much as you want and never deplete it if you manage your network well.

When many people think about social networks these days, they think about social media platforms such as Facebook and LinkedIn. But your social network is much more than your online connections. It includes all your connections, personal and professional, online and off—your friends, family members, colleagues, clients, neighbors and acquaintances all make up your social network. For most of us, our networks contain hundreds or even thousands of connections.

In this report, we draw on our research to explore financial advisors' networks: how they connect advisors to others, to whom they connect advisors, the resources they provide and how effectively advisors access those resources. Throughout, we will provide specific recommendations for boosting your social capital and using it effectively from both the business and the personal sides of your network.

As you peruse our findings, keep one important principle in mind: Building a powerful social network is not just about what you can get, but what you can give. It's not just who you know, it's who you know that is glad to know you. As you grow your network, you will bolster your business success, enrich your personal life and add great value to the lives of all those around you.

About our research

We gathered our data on social networks in September 2014 from an online survey of 1,009 financial advisors. Research participants included financial advisors from across the United States as well as members of CEG Worldwide's Elite Advisor Panel.

Getting Ahead: **Your Social Network and Your Practice**

A HEALTHY SOCIAL NETWORK WILL BOLSTER YOUR SUCCESS IN BOTH YOUR BUSINESS AND YOUR PERSONAL LIFE. THE CONNECTIONS YOU BUILD AND CALL ON TO HELP GROW YOUR PRACTICE ARE QUITE DISTINCT FROM THOSE THAT HELP YOU WITH PERSONAL ISSUES, HOWEVER. WE WILL DELVE INTO THE BUSINESS SIDE OF SOCIAL NETWORKS FIRST.

The range, diversity and resources of advisors' social networks

To help you build your business, your social network needs to have *range*. This means it needs to contain sectors of individuals who tend not to be tightly connected to each other. These network sectors allow you to reach individuals in a wide "range" of fields with diverse characteristics. Wide-ranging networks are characterized by *diversity*—they connect you to people who are different from you and/or different from one another. The more wide-ranging and diverse your social network is, the more likely it is to provide business resources and help when you need it, especially when it comes to building your practice.

One key reason a diverse social network will help you in building your business is that it will tend to contain a high proportion of your *weak ties*—people to whom you do not feel especially close, such as friends-of-friends or acquaintances. This reservoir of weak ties is important because of what researchers call the "strength of weak ties." Research has found that you are more likely to access non-redundant information—information that you do not already have—through weak ties than through strong ties.

Although this might initially seem counterintuitive, the reason becomes clear when we remember that close friends and family members—strong ties—tend to be connected to each other (thus, they are in parts of your network that lack range, but have high *density*, as we discuss later) Because of that property, their information and resources tend to overlap with each other's and with your information. In contrast, weak ties are more likely to connect you with new and different resources.

In our study, we measured the range of financial advisors' social networks by focusing on several types of diversity:

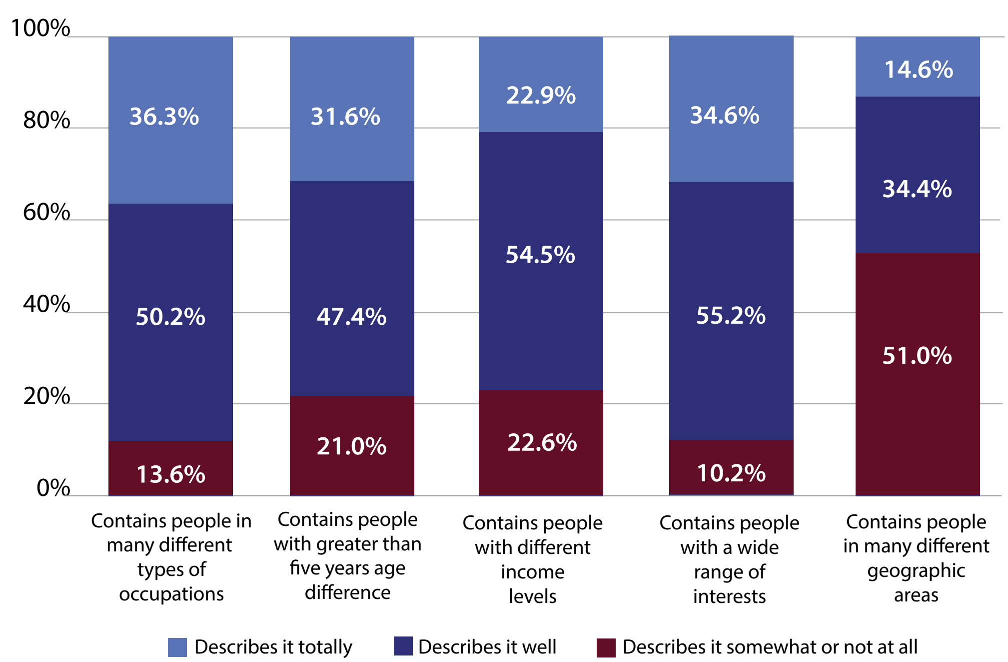
- **Occupational diversity.** Among the advisors responding to our survey, 86.5 percent reported that their social networks could connect them to individuals in a wide range of occupations.
- **Age diversity**. The advisors' networks reflect high age diversity, with 79.0 percent of surveyed advisors saying that most of the people in their networks are at least five years older or younger than the advisors are.
- **Income diversity.** More than three out of four (77.4 percent) surveyed advisors described their social networks as connecting them to people with different income levels than those of the advisors themselves.
- **Diversity of interests.** Their networks are especially diverse in terms of the interests of their network members, with 89.8 percent of advisors stating that their network connections have a wide range of interests.

- **Geographic diversity.** Although geographic diversity is somewhat lower than other forms of diversity, nearly half of advisors (48.9 percent) said their social networks connect them to people in many different geographic areas.

Overall, our research found that financial advisors' social networks tend to have wide range, which means they connect the advisors to people different from themselves and from one another. (See Exhibit 1 for an overview.)

As the principle of the "strength of weak ties" makes clear, the amount of range your network has is important because it affects the level of *resources* your social network offers. To build your practice effectively, you need *instrumental resources* that can help you achieve specific business goals. (These stand in contrast to *social support resources*, which we will discuss later.)

EXHIBIT 1
The Diversity of Networks
How financial advisors describe their social networks



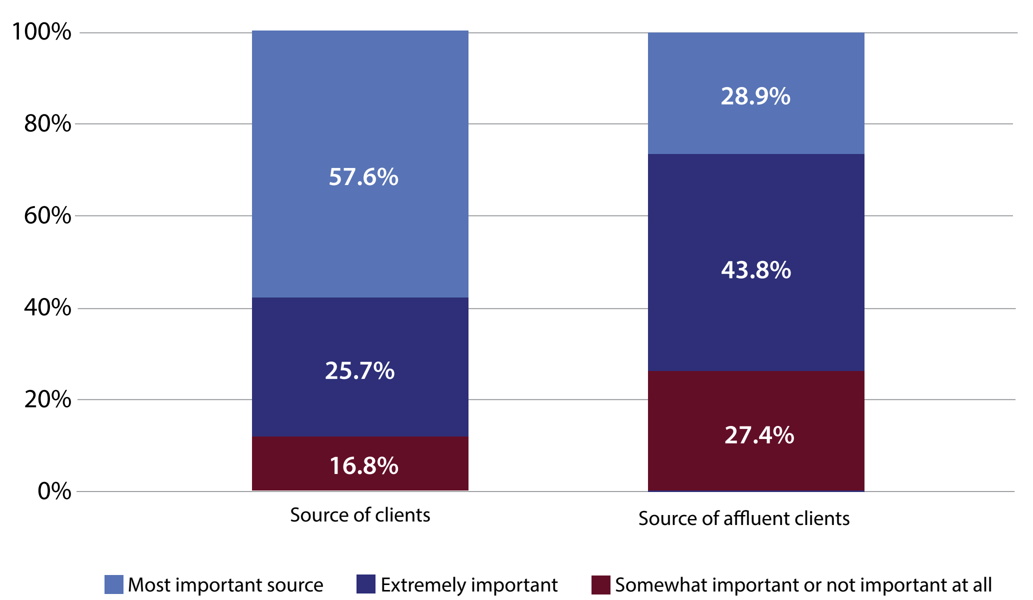
Source: CEG Worldwide.

In our study, we used education as a key indicator of resources. Because most financial advisors are highly educated, we looked for low rather than high diversity on this measure. When using education as an indicator of resources for financial advisors, then, you need people who have at least the same level of education you do. We found that about half of the advisors we surveyed (48.3 percent) do indeed have networks high in educational resources.

The success of social networks in attracting clients

How well are advisors' connections working in terms of attracting clients? According to our survey respondents, quite well. More than eight in ten (83.3 percent) reported that their networks serve as an important source of clients; the majority (57.6 percent) said that their social networks were the most important source. (See Exhibit 2.)

EXHIBIT 2
Networks as a Source of Clients
How financial advisors rate the importance of their networks as a source of clients and affluent clients



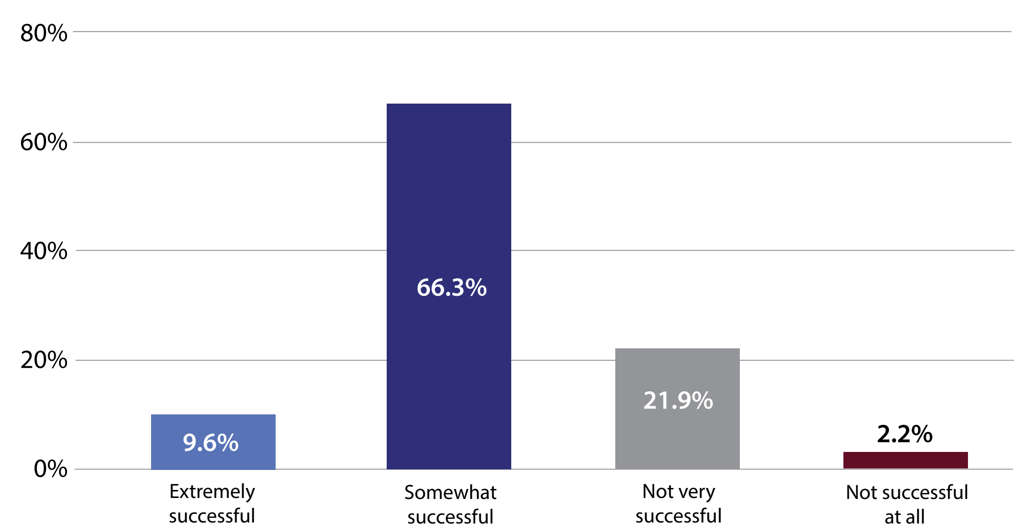
Source: CEG Worldwide.

Nearly three in four surveyed advisors (72.6 percent) also cited their networks as important in attracting affluent clients. Nearly three out of ten (28.9 percent) said their networks provided their top source of affluent clients.

Given that the most-successful financial advisors tend to have fewer yet more affluent clients than less-successful advisors, social networks clearly deserve a portion of the credit for this success by supplying affluent clients. And our data show that advisors recognize the importance of their social networks. Simply put, most advisors are good networkers.

However, at the same time, just one out of ten advisors (9.6 percent) rated themselves as extremely successful in attracting affluent clients. Two-thirds (66.3 percent) said they are somewhat successful, and the rest said that they are not very successful at all in attracting the affluent. (See Exhibit 3.)

EXHIBIT 3
Success in Attracting Affluent Clients
How financial advisors rate their success in attracting affluent clients



Source: CEG Worldwide.

This suggests to us that although financial advisors' social networks are good, they are probably not as good as they could (or should) be. With a more strategic approach, we believe that advisors' networks could be even more effective sources of affluent clients than they already are. We will find further evidence of this later.

Recommendations: Don't let your social network just happen. Recognize its potential to drive your business success and be deliberate about the connections you cultivate. Keep in mind that the most effective business-building networks are diverse, containing people who are different from you and from one another. In particular, cultivate a social network with an abundance of *weak ties*—people to whom you do not feel close—because they are likely to add range and instrumental resources to your social network.

Advisor participation in voluntary organizations

We look next at the types of organizations in which financial advisors choose to participate. (See Exhibit 4.) As you review this list, remember that the best parts of your network for helping you build your business have significant range: the ability to reach out and connect with people you could not otherwise contact.

The highest level of advisor participation is in a church, synagogue, temple or mosque, with just over half of advisors (51.9 percent) reporting membership in those organizations. There is also a high level of participation in charitable groups (40.2 percent), chambers of commerce (29.0 percent), youth and adult sports leagues (24.9 percent and 24.6 percent, respectively) and trade or industry associations (23.5 percent).

EXHIBIT 4
Participation in Voluntary Organizations
Financial advisors reporting personal participation

Church, synagogue, temple or mosque	**51.9%**
Charitable group	**40.2%**
Chamber of commerce	**29.0%**
Youth sports league *(such as Little League, soccer, football or softball)*	**24.9%**
Adult sports league *(such as a bowling league, softball league, etc.)*	**24.6%**
Trade or industry association	**23.5%**
Civic or service association *(such as Kiwanis, Lions, Rotary, Ruritan or Junior League)*	**21.6%**
Neighborhood association *(such as a homeowners' association or neighborhood watch)*	**19.9%**
School organization *(such as Parent Teacher Association or Parent Teacher Organization)*	**19.0%**
Fraternal organization *(such as Shriners or Elks)*	**10.2%**
Political organization	**9.6%**
Mastermind group *(must attend in person)*	**9.2%**
Veterans' group	**5.7%**
Agricultural organization	**1.5%**
None	**7.4%**

Source: CEG Worldwide.

Research shows that voluntary organizations differ in their ability to offer opportunities to build social networks and in the kinds of network ties they offer. Involvement in charitable groups can definitely be beneficial to financial advisors in building their business networks, particularly if the advisors choose groups that connect them to market niches in which they specialize. Similarly, chambers of commerce, trade or industry associations, and civic or service associations can all be fertile ground for extending social networks that can provide business-building contacts and resources.

Other types of groups are more beneficial for building personal rather than professional ties. These include youth sports groups, neighborhood associations, school groups and religious organizations. Adult sports leagues are typically better for building personal rather than professional connections, unless those organizations provide access to affluent individuals or to market niches in which financial advisors specialize. As we will see later, these networks can best support your personal life because they contain stronger ties who are likely to be connected to each other. These are the sectors of your network most likely to provide the social support you need to weather a personal crisis.

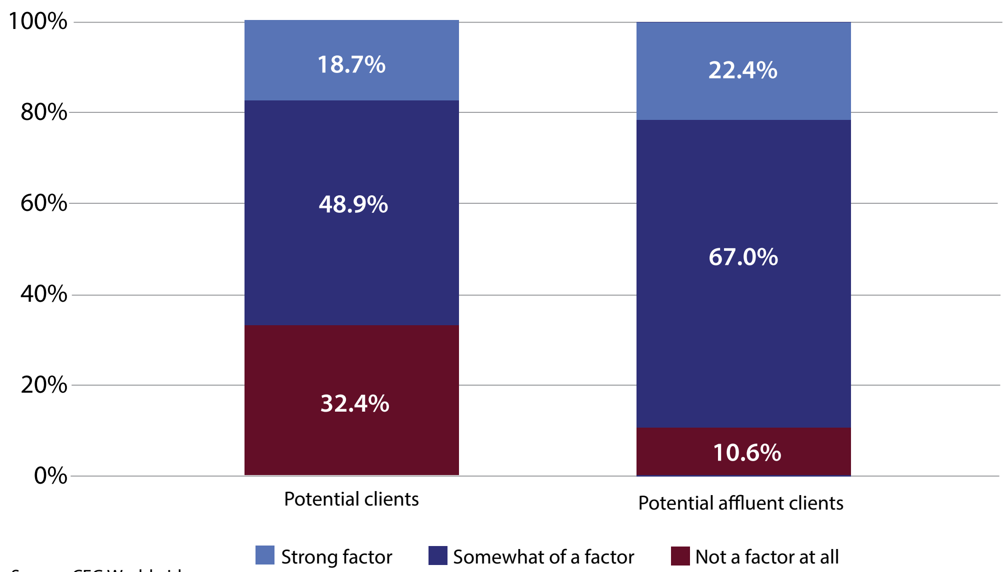
Mastermind groups—which have the potential to provide extensive business-building knowledge and resources—are overlooked by the great majority of the financial advisors we surveyed, with fewer than one out of ten (9.2 percent) taking part in a mastermind.

These groups, typically composed of successful businesspeople drawn from different industries (and often from different geographic areas), can greatly increase the diversity of social networks. Range—the ability to reach out and access needed resources—is thus substantially enhanced. In particular, masterminds can allow advisors to leverage the "strength of weak ties" because membership in a mastermind typically gives them access to the networks of others in the group. This can be a critically important form of *bridging tie,* in which one of your connections links you to his or her network—a network to which you would never have had access otherwise.

As Exhibit 5 illustrates, the potential to connect with clients is not a strong factor for most financial advisors as they choose organizations in which to participate. The ability to connect with potential clients was a strong factor in selecting organizations to join for just 18.7 percent of surveyed advisors; it was somewhat of a factor for roughly half (48.9 percent).

The potential to connect with affluent individuals was a strong factor for slightly more advisors (22.4 percent) and somewhat of a factor for 67.0 percent.

EXHIBIT 5
Choosing Organizations
How financial advisors rate the importance of connecting with potential clients and affluent clients when choosing organizations



Source: CEG Worldwide.

These data suggest that many financial advisors are not being particularly deliberate in considering the potential for building their practices when choosing voluntary organizations with which to affiliate. Or they simply may not recognize that this potential exists. Either way, they are missing the full potential of their social networks to provide access to potential clients and affluent individuals.

Recommendations: As you select voluntary organizations to join, factor in the potential to connect with prospective clients. Be deliberate and strategic in your choices. If you serve a particular type of client or market niche, join organizations in which these individuals congregate. Also, join a mastermind group; it is one of the most effective steps you can take to deepen the diversity and extend the range of your social network.

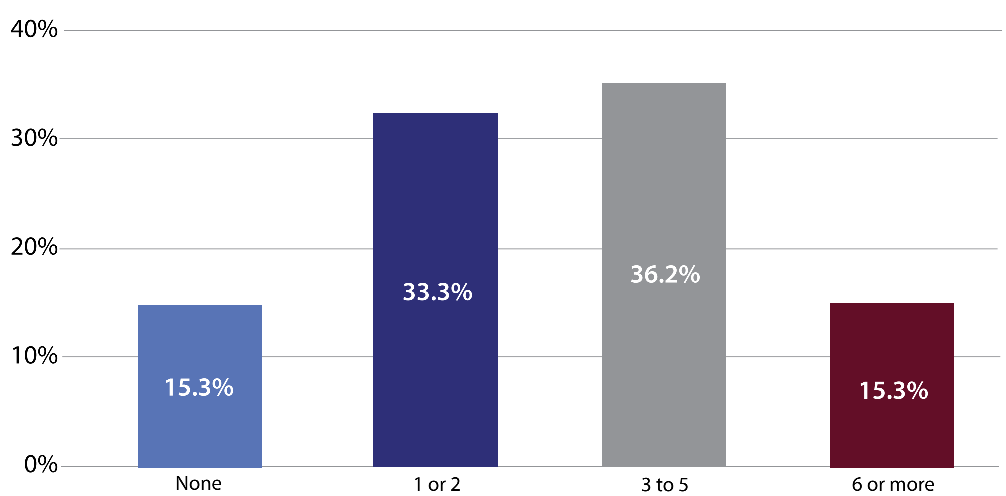
The efficacy of strategic relationships

The effectiveness of financial advisors' strategic relationships with other professional advisors in generating qualified referrals is an excellent indicator of their social networks' ability to provide business-building resources.

Among the advisors we surveyed, nearly one in seven (15.3 percent) had no strategic relationships at all; one-third (33.3 percent) had only one or two. Just over one-third (36.2 percent) reported having three, four or five strategic relationships, while just 15.3 percent had six or more. This relatively low engagement in strategic relationships immediately signals an underutilization of one of the potentially most important types of connections in most advisors' social networks. (See Exhibit 6.)

And in fact, our data show that the strategic relationships that do exist are not particularly productive. Among the advisors with at least one strategic relationship in place, 6.1 percent reporting receiving no qualified referrals at

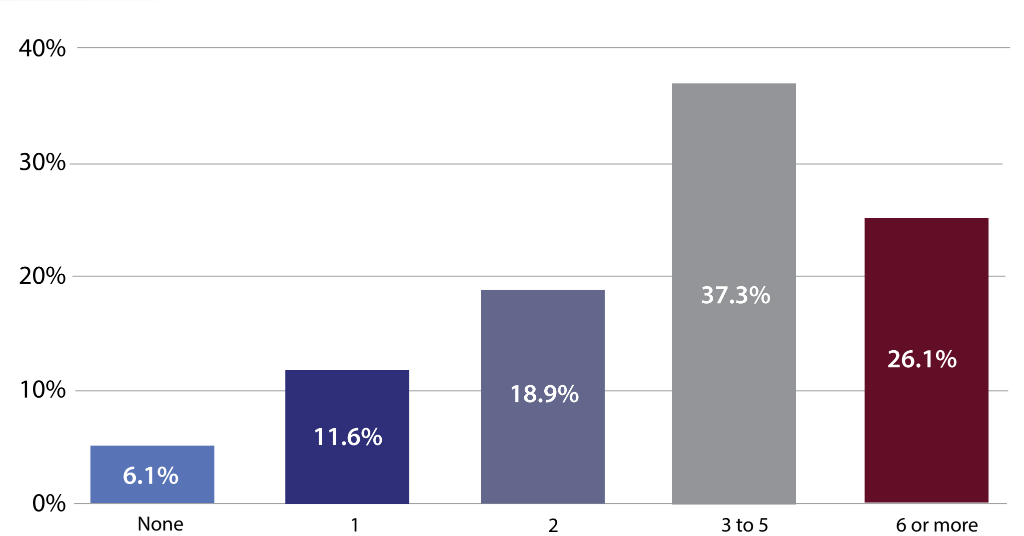
EXHIBIT 6
Number of Strategic Relationships
The number of strategic relationships financial advisors report having



Source: CEG Worldwide.

all from their relationships in the past six months. Nearly 12 percent received only one, while just over one-third (37.3 percent) received between three and five qualified referrals. All told, nearly three-quarters (73.9 percent) of the advisors received five or fewer qualified referrals from their strategic partners. (See Exhibit 7.)

EXHIBIT 7
Qualified Referrals from Strategic Relationships
The number of qualified referrals financial advisors reported receiving from strategic partners in past six months

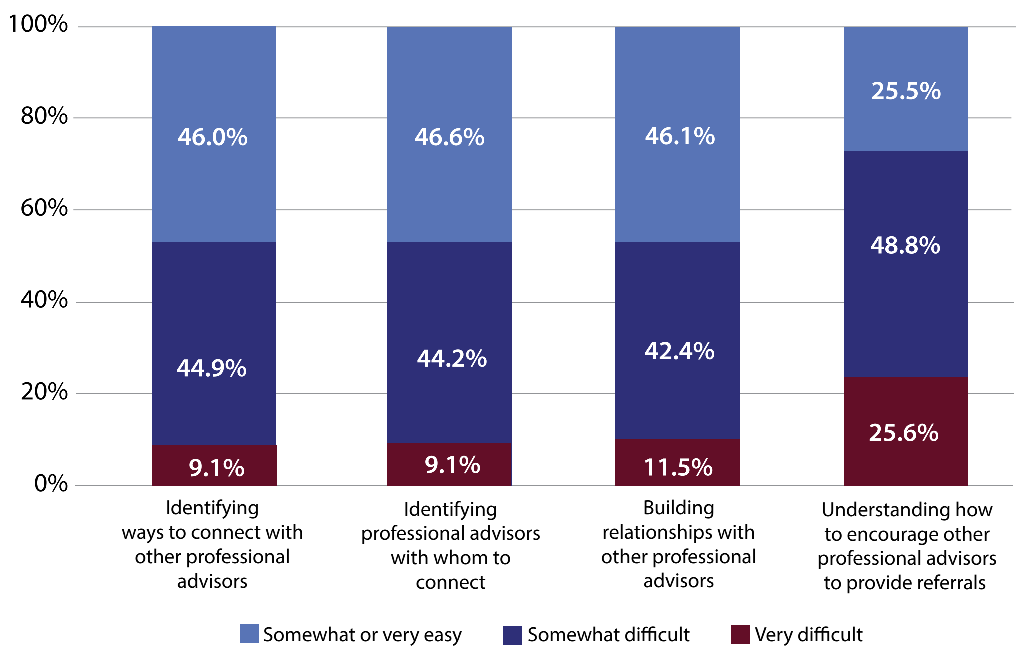


Source: CEG Worldwide.

What are the barriers preventing most financial advisors from building effective strategic relationships? Among the advisors we surveyed, somewhat over half (54.0 percent) said that it was either very or somewhat difficult to identify ways to connect with other professional advisors. About the same percentage said it was very or somewhat difficult to identify the specific professionals with whom to connect.

A similar number (53.9 percent) found difficulty in building the relationship itself. And perhaps most telling of the failure of these relationships to generate significant referrals is the fact that almost three-quarters of advisors (74.4 percent) find it very or somewhat difficult to know how to encourage other professional advisors to provide referrals. (See Exhibit 8.)

EXHIBIT 8
Challenges in Building Strategic Relationships
How financial advisors rate the challenges in building strategic relationships with other professional advisors



Source: CEG Worldwide.

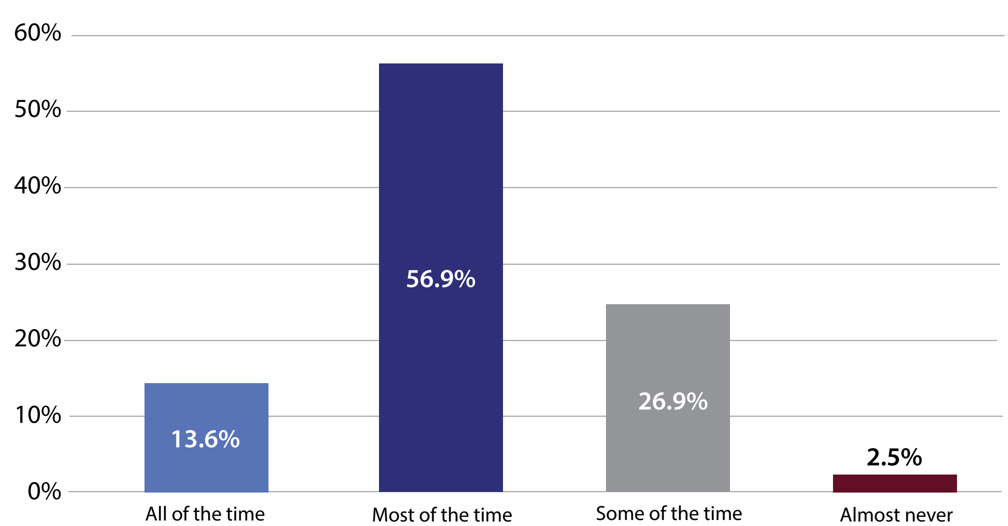
Recommendations: You have to give in order to get in nearly every part of your social network, and this is never truer than in strategic relationships. Too many financial advisors expect other professional advisors to simply provide them with referrals while they make little commitment to provide real value in return. To generate significant new business, your strategic relationships must be cemented with "economic glue"—a true sharing of valued resources that benefits both partners by attracting the right new affluent clients and/or sharing revenue.

The ability and use of advisors' social networks to meet business challenges

The relatively high range and density of most surveyed financial advisors' social networks suggest that they are structured to provide access to resources that will help these advisors solve problems in their businesses. To find out more precisely how well-equipped their networks are to address business challenges, we asked our survey participants how much of the time they personally know someone who can help them solve a problem in their practices.

As Exhibit 9 shows, 13.6 percent of the advisors reported personally knowing someone who could help all of the time, while 56.9 percent said they knew someone who could help most of the time. That seven out of ten advisors have this access to help in solving problems all or most of the time indicates that their social networks overall are in a fairly good position to supply needed resources.

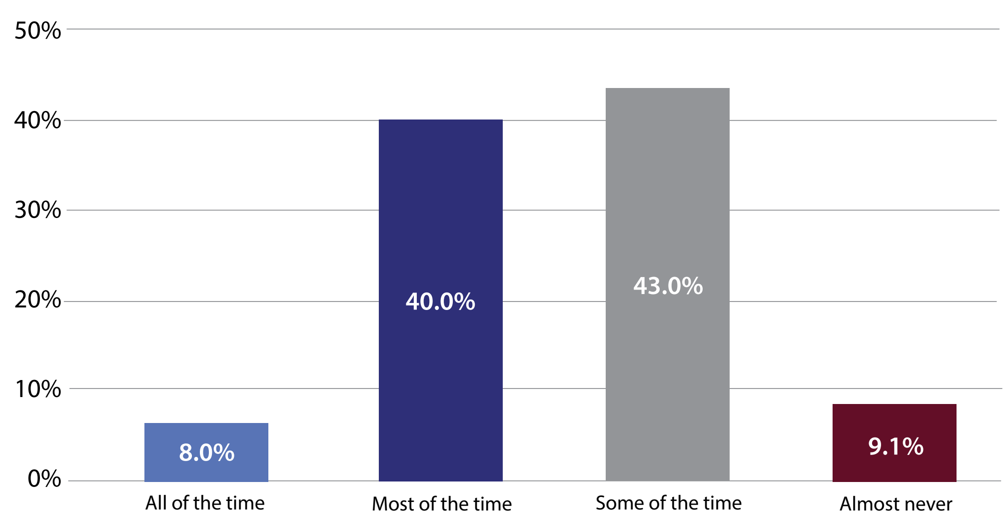
EXHIBIT 9
Access to Help Solving Business Challenges
How often financial advisors report personally knowing someone who can help solve a business problem



Source: CEG Worldwide.

Just as important as *having* resources when needed is actually *calling on* those resources. Here our data show that most surveyed advisors could do better. When asked how often they actually request help from someone they personally know when faced with a business problem, just 8 percent said they do so all of the time. Only 40 percent said they do so most of the time. This leaves more than half of surveyed advisors calling on their resources when needed just some of the time or almost never. (See Exhibit 10.)

EXHIBIT 10
Calling on Help to Solve Business Challenges
How often financial advisors report calling on someone they personally know to help when they have a business problem



Source: CEG Worldwide.

There are a number of possible reasons that less than half of advisors call on their resources at least most of the time. They may wish to avoid feeling like a burden. They may believe they will not be able to repay the favor. Or they may simply feel that asking for help will jeopardize the relationship. In short, they may think that reaching out for help will deplete their social capital.

However, research tells us that this is not the case. Rather than weakening ties, requests for help can often strengthen ties between people. This is due to the *norm of reciprocity*—the expectation that people will return benefits with benefits. The more benefits that are exchanged, the stronger the relationship becomes. As long as there is a balance in the give-and-take between the parties, the tie will usually grow stronger.

Recommendations: Be deliberate in building access to people who can provide help when needed—and to whom you can provide value in return. Identify specific individuals and cultivate those relationships. And when a problem arises, do not hesitate to call on the people who can help. Not only will you get the assistance you need, you will create opportunities to further strengthen those ties.

Getting Through: **Your Social Network and Your Practice**

FROM THE BUSINESS SIDE OF SOCIAL NETWORKS WE NOW TURN TO THE PERSONAL SIDE. THIS IS AN AREA WE SEE MANY FINANCIAL ADVISORS NEGLECTING. AFTER ALL, WHEN WE THINK OF "NETWORKING," WE THINK ABOUT OBTAINING USEFUL PROFESSIONAL CONTACTS AND BUILDING RELATIONSHIPS THAT WILL PROVIDE ACCESS TO POTENTIAL CLIENTS. BUT IF YOU FOCUS ONLY ON THE BUSINESS SIDE OF YOUR SOCIAL NETWORK, YOU SHORTCHANGE YOURSELF. THERE IS MUCH MORE THAT YOUR SOCIAL NETWORK CAN—AND SHOULD—DO FOR YOU.

A healthy social network will be there when you or your family faces a personal crisis, major life transition, natural disaster or any other significant challenge. During these times, it will provide something that a social network focused solely on business cannot: true social support. Research shows, for example, that individuals whose social networks are better equipped to provide social support suffer lower rates of depression and recover more quickly from natural disasters. And personal crises aside, your ties to the personal side of your social network can simply make your day-to-day life a lot more enjoyable and emotionally fulfilling.

The density of advisors' social networks

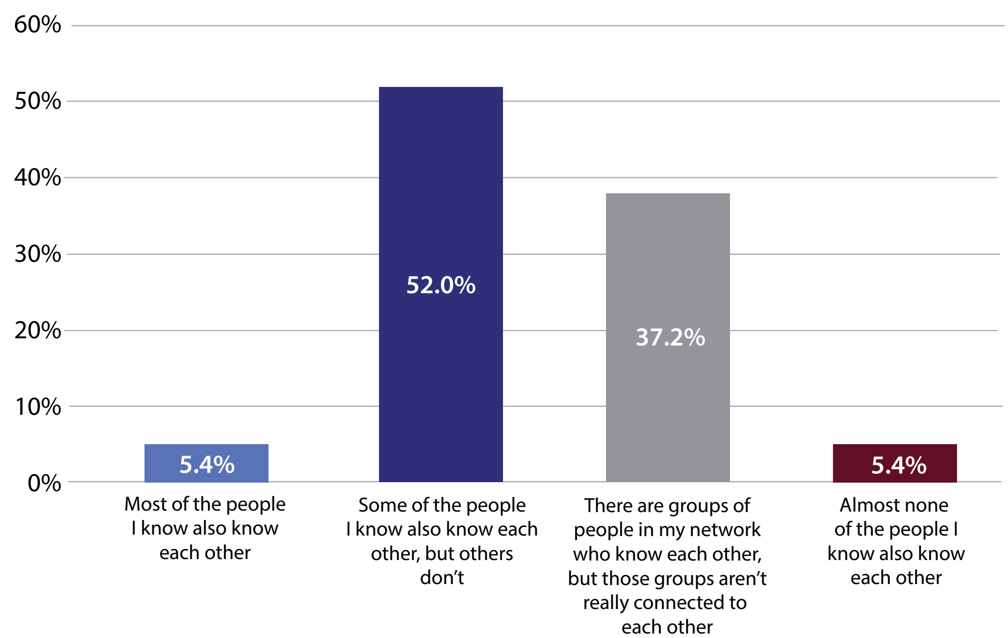
As you will recall, a social network needs range to connect you to the many different types of people who can provide resources for building your business. A wide-ranging, diverse network can connect you to people and resources you could not access on your own.

To help you get through, and not just ahead, your social network also needs *density*. A dense network sector tends to contain your stronger ties—those to whom you are emotionally close and who tend to be connected to one another. These strong ties tend to be similar to you and to one another. Typically, these are family and close friends, but this sector can also include people who have been through similar experiences, such as cancer survivors. The strength of the ties, the density of the network and the similarity of the people in this sector are what tend to make dense networks so good at providing the social support that gets us through tough times. People in this network sector tend to know one another, and when one finds out about a problem, they often work together to provide the help you need.

For financial advisors, the ideal social network is one that contains some dense sectors that provide emotional support as well as wider-ranging sectors that provide access to different people and resources. A highly dense network will provide social support but limited access to business-building resources. As shown in Exhibit 11, we found that less than 6 percent of the advisors responding to our survey have these highly dense social networks that are likely to limit their success.

At the other end of the continuum, having a social network that has little density means you might enjoy financial success but remain quite vulnerable when personal problems arise. Less than 6 percent of the advisors we surveyed fell into that category. The majority—nearly nine in ten, or 89.2 percent—described social networks that have a healthy mix of density and range.

EXHIBIT 11
The Density of Advisors' Social Networks
How financial advisors describe the connections between people in their social networks



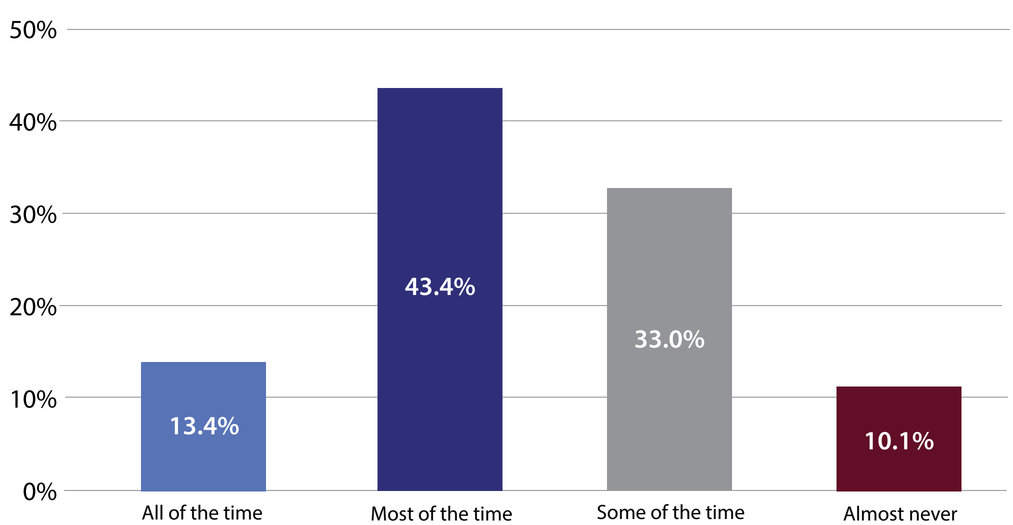
Source: CEG Worldwide.

Recommendations: Do not neglect your personal ties as you build your social network—they are just as important as your business connections. Focus on building stronger ties and creating greater emotional intimacy with close friends and relatives. To thrive, these relationships require quality, ongoing contact.

The ability and use of advisors' social networks to meet personal challenges

To uncover the ability of advisors' networks to provide social support, we asked our survey respondents about the availability of people who can help them when personal problems arise. We found that, compared with the business side, the advisors have fewer personal resources. Only 13.4 percent said that when a personal challenge comes up, there is someone they personally know who can help them solve the problem all of the time, while 43.4 percent said that they know such a person most of the time. This leaves almost half of surveyed advisors without someone to help solve a personal problem some or all of the time. (See Exhibit 12.)

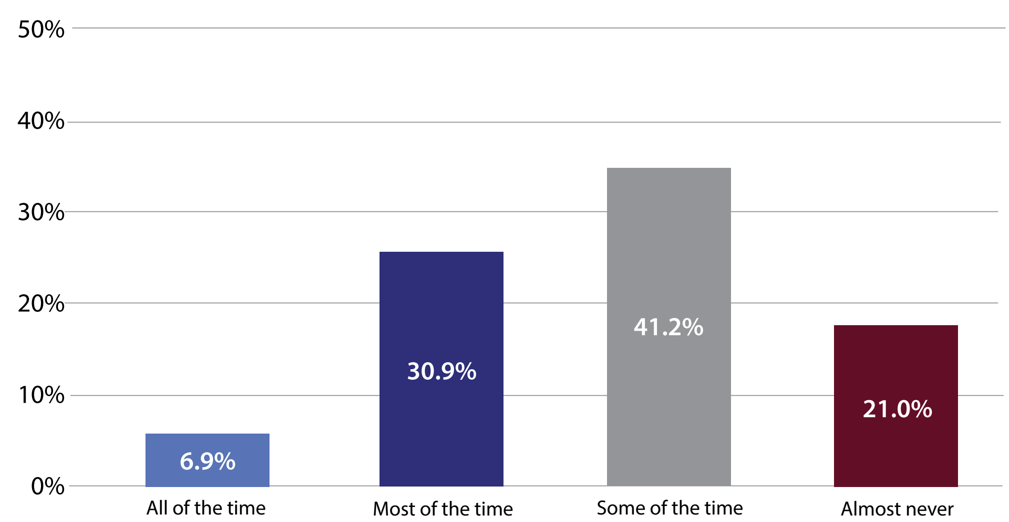
EXHIBIT 12
Access to Help Solving Personal Challenges
How often financial advisors report personally knowing someone who can help solve a personal problem



Source: CEG Worldwide.

When it comes to advisors actually calling on their resources to help solve personal challenges, we see even more reluctance to contact people who can help than we did on the business side. Only about 7 percent of surveyed advisors said that they call on people to help them solve personal problems all of the time. Just three in ten (30.9 percent) call for help most of the time. (See Exhibit 13.)

EXHIBIT 13
Calling on Help to Solve Personal Challenges
How often financial advisors report calling on someone they personally know to help when they have a personal problem



Source: CEG Worldwide.

Advisors who keep their personal problems to themselves for fear of taxing their relationships and depleting their social capital should bear in mind that the norm of reciprocity applies equally to business and personal relationships. Using ties does not mean using people, and asking for help can actually strengthen personal relationships. Further, research shows clearly that individuals who have adequate social support in stressful situations suffer fewer health consequences than do individuals with less adequate social support.

Recommendations: Assess the capacity of the personal side of your social network to help you solve personal problems. If you lack personal ties, consider joining the types of organizations that are good for building personal connections, including sports leagues, neighborhood and school groups, hobby/interest groups, and religious organizations.

Also assess how well you use your social network to solve personal problems. If you are among the majority of advisors who do not request help when needed, remember that you will actually build your social capital when you ask for help and then return that help later. Also keep in mind that you will be less effective in your business if you do not have adequate help to deal with personal problems when they arise.

Summary: **Your Key Takeaways**

AS EVIDENCED BY THEIR ABILITY TO ATTRACT CLIENTS THROUGH THEIR SOCIAL NETWORKS, MOST FINANCIAL ADVISORS ARE ALREADY GOOD NETWORKERS. BUT WITH A FEW KEY ACTIONS, MOST COULD BE EVEN BETTER. TAKE THESE STEPS TO HARNESS THE FULL POWER OF YOUR OWN SOCIAL NETWORK TO ACCELERATE YOUR SUCCESS.

Assess your social network. Is it helping you meet both your business and your personal challenges? Does it provide the right resources? Does it connect you to potential clients and, even more important, to potential affluent clients? Who is missing from your network? Are you calling on your network connections—both professional and personal—when you face a tough challenge?

Nurture both sides of your network. If you are like many financial advisors, you pay more attention to the business side of your network than the personal. Don't neglect the close personal ties that will help see you through life's most difficult moments.

Increase the effectiveness of the business side of your network through range and diversity. You need connections to people who are different from you (and different from one another) in terms of occupation, skills, age, geographic location, and hobbies and interests. At the same time, you also need people who have similar or higher education and income levels than you. Also, include numerous weak ties—those to acquaintances and friends-of-friends.

Be strategic and deliberate when building and maintaining the business side of your network. Valuable business connections won't just happen; you must cultivate them thoughtfully. The right voluntary organizations can be excellent avenues for establishing these connections. These include chambers of commerce, trade or industry associations, and civic or service associations. If you serve a particular niche, participating in groups frequented by niche members can also be highly effective. Once you establish connections, be deliberate about maintaining them. These people need contact on a regular basis—and online contact is typically not sufficient.

Join a mastermind group. In one swoop, a mastermind group can inject range, diversity and a wealth of weak ties into your social network. Many of the most successful businesspeople we know credit their mastermind groups as the single greatest driver of their success.

Deliver true value to strategic partners. Your strategic relationships with other professional advisors can serve as abundant sources of referrals for qualified prospective clients, but only if these relationships are two-way streets. To motivate your strategic partners to provide referrals on an ongoing basis, you must provide substantial value to them. This can include marketing to acquire mutual clients, sharing of your particular expertise and, in some cases, a share of revenue generated.

Make sure your social network includes some dense sectors to ensure you can get emotional support when you need it. Dense network sectors are made up of people who are close to you and to one another. Most generally, this means your family members and closer friends.

Be strategic and deliberate when building and maintaining the personal side of your network. You will simply inherit some connections on the personal side, such as family members. But you can and should cultivate additional personal connections to round out your support system. Voluntary organizations can again be very helpful here. The best types of organizations for building personal connections tend to include sports groups, neighborhood associations, school groups and religious organizations. As with your business connections, nurture your personal connections on an ongoing basis. Schedule regular calls or dates with close friends and family members to ensure that you keep in touch.

Never hesitate to use your network. You exert significant effort to build your social network—call on it when you need it. Never worry about depleting your social capital by asking for help. Over time and as you give back, your ties will only grow stronger.

Give to get. What you can give to your network connections is just as important as what you can get. Look constantly for ways to deliver significant value to your network members.

We wish you the best of success as you build a thriving business and personal life through a healthy and robust social network.

About CEG Worldwide

CEG Worldwide is the No. 1 coaching organization for the financial services industry. We coach financial advisors to achieve breakthrough results in their careers by substantially increasing assets under management, accelerating affluent client acquisition and growing personal net income—all while serving their clients well. We deliver insights garnered from empirical research on industry best practices and coach financial advisors to implement these practices in their businesses. The result: focused, energized and enriched financial advisors who build substantial economic value in their practices, deliver a world-class experience to their clients and ensure a high quality of life for themselves.

CEG Worldwide also works collaboratively with leaders of financial institutions to grow new net assets under management and the loyalty of their top financial advisors while attracting new top financial advisors. We provide insights, developed from empirical research, into what motivates top financial advisors, how to help them stay fully engaged and how to accelerate the achievement of their professional goals. Our services secure the long-term success and allegiance of top financial advisors who generate significant income for financial institutions.

About the Authors

John J. Bowen Jr.

CEO John Bowen founded CEG Worldwide in 2000, with the goal of bringing to bear the lessons he had learned during his career for the benefit of financial advisors and the institutions that work with advisors. His 26 years as a financial advisor and investment firm CEO had taught Bowen that many advisors lacked the high-quality empirical data and pragmatic business experience necessary to build hugely successful businesses. Bowen founded CEG Worldwide to fill that void, with the belief that providing financial advisors and institutions with research about the best practices of elite financial advisors—and the coaching to use these practices effectively—would help them achieve new levels of success while serving their clients extremely well.

CEG Worldwide represents the culmination of Bowen's unique financial services industry experience. That experience encompasses a career as a financial advisor, including eight years as CEO of Reinhardt Werba Bowen Advisory Services, where he was responsible for more than $1.6 billion in assets. Bowen sold that company and subsequently became CEO of Assante Capital Management, where he served as a member of the senior team as the firm more than tripled assets under management to more than $25 billion. Through these experiences, Bowen learned firsthand the best practices for substantial success. He also learned that the vast majority of financial advisors and institutions lacked a road map to build a simple and elegant practice—so he founded CEG Worldwide to provide other financial advisors and institutions the lessons his experience had taught him.

Bowen is widely recognized as a leader in the financial services industry. He writes a highly acclaimed monthly column for the leading U.S. financial services trade journal, *Financial Planning*. He is the author or co-author of several books, including *Breaking Through: Building a World-Class Wealth Management Business*, *The Prudent Investor's Guide to Beating Wall Street at Its Own Game* and *Creating Equity: How to Build a Hugely Successful Asset Management Business.*

Paul Brunswick

Paul Brunswick brings proven coaching and leadership skills to the CEG Worldwide team. He has extensive financial services experience and a proven track record working with both institutional and ultra-high-net-worth clients, as well as with financial advisors and branch managers. Brunswick has both field and corporate expertise in developing talent at all levels within a financial services organization.

Brunswick has had more than 20 years of success in the financial services industry. Most recently, he was the director of national business development for Smith Barney, where he provided strategic and tactical direction to the firm's entire private client distribution channel. He led campaigns designed to increase financial advisor net asset flow, grow fee-based revenue, and improve financial advisor competency in such key areas as investment and wealth management. He also had responsibility for internal communications, new product approval and the research strategy group.

Earlier, he worked at Smith Barney in a variety of management positions across the country. He started his financial career as a financial consultant for Merrill Lynch in St. Louis, Missouri.

Jeanne Hurlbert, PhD

Dr. Jeanne Hurlbert is CEG Worldwide's director of research and an expert in survey research and social networks. She earned her Bachelor of Arts from the College of William and Mary, where she was elected to Phi Beta Kappa. After earning a master's degree and doctorate at the University of North Carolina, she served on the faculty of Louisiana State University for more than 25 years, teaching hundreds of social science and marketing students how to read people's minds with surveys.

Jonathan J. Powell

Jonathan Powell's considerable expertise in developing top-performing financial advisors is a great asset to the clients he serves through CEG Worldwide. Working with many of the nation's top financial firms, he enjoys helping financial advisors transform their professional and personal lives by using CEG Worldwide's research-backed principles.

Powell has hired and coached hundreds of the industry's top financial advisors—in multiple distribution channels—for more than 25 years. After starting his career as an independent financial planner in the San Francisco Bay Area, he went on to spend more than two decades with Citigroup before retiring to pursue his passion for training and coaching.

In his lengthy career, Powell has managed branches for Smith Barney and led Citibank's West Coast brokerage business, overseeing 290 financial advisors and 20 managers. While at Citigroup, Powell was a sought-after speaker for national and regional conferences on topics including time management, financial advisor strategies for success and effective recruiting.

Powell earned a BA in economics from Stanford University and holds the CFP® certification. He is a co-author of *Breaking Through: Building a World-Class Wealth Management Business.*

Can one phone call dramatically improve your future?

In a word, **yes.**

CEG Worldwide's Best Year Ever Consultation will help you **accelerate your success** by identifying precisely what to do to attract and serve the right affluent clients extremely well—and to do well by doing so.

The Best Year Ever Consultation is a two-call process that will first sharpen your vision for your future and then show you how to achieve it.

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Recommendations
During our second phone appointment, one of CEG Worldwide's senior principals will provide specific strategies and tactics to help you achieve your desired future. You will find out precisely where to focus your energy for maximum results and gain new insights into your business to help find overlooked opportunities. And you'll get a detailed report containing your top three action items to reach your next level of success Our recommendations are based on both our empirical research and our experience coaching hundreds of the top financial advisors from around the world.

Qualifications
This consultation isn't for everyone. It's designed specifically for successful, experienced financial advisors who are serious about taking their practices even higher. If you have at least $200,000 in annual net income and a passion to capture your full potential, don't let this opportunity pass you by. Get started today—***schedule your private Best Year Ever Consultation now.***

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