ALLIANCEBERNSTEIN®

ABAdvisorInstitute®

CURRICULUM GUIDE

Ways to Grow Your Business

Welcome to the AllianceBernstein Advisor Institute (ABAI), a practice-management resource for Financial Advisors (FAs). At ABAI, we use insights from the behavioral sciences to help you understand the emotional needs of your clients and team members.

Our core curriculum includes 55 programs and papers designed to help FAs improve their productivity and build their business. For ease of use, the programs are separated into three main categories and 12 subcategories. They each address a different aspect of practice management, from new business generation to managing your relationship with existing clients. Our guiding principle is that every program must be highly practical, easily executable and designed to meaningfully improve your commercial success. They can be used individually to address specific training needs and areas of weakness or can be combined to create a professional development process. Either way, our goal is to help you fine-tune your business for success.

If you know what areas of your business you want to improve, explore that category in our Curriculum Guide and select the program or programs you want to receive. If you're not sure what part of your business will most benefit from improvement, ask your AllianceBernstein wholesaler to use our Digital Coach℠. In less than 10 minutes, this online experience will focus your awareness about how to move your business to the next level and prioritize which of ABAI's programs will be most beneficial to you. With your improvement plan in place, you can then work with your AB wholesaler to execute the strategies you learn.

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Team Biographies

Ken Haman

Managing Director

Ken Haman joined AB in 2005 from a private consulting practice to the financial-services industry. In his current position, he develops and delivers consulting and training to FAs and key leaders at AB's partner firms, specifically in the areas of strategic marketing, effective communication with clients, and practice-management strategies for advisors, advisory teams and managers.

Mr. Haman's professional experience includes managing a practice in psychotherapy for 20 years in the Washington, DC, area and a consulting practice to large organizations, financial professionals and senior executives in the mid-Atlantic states. He holds a BA in business administration, graduate degrees in psychology and theology, and certifications in clinical hypnosis and neuro-linguistic programming.

Scott M. Tatum, CIMA, CFP

Director

Scott Tatum delivers consulting and training to FAs and key leaders at AB's partner firms, specifically in the areas of effective communication with clients and practice management.

Mr. Tatum came to AB in 2008 from MFS Investment Management, where he was a regional vice president. His 30-year career in financial planning includes two other important positions: he spent eight years in the Dallas area with OppenheimerFunds; earlier, he spent seven years as national sales manager for a financial planning firm based in Irving, Texas, where he coordinated marketing programs for a field force of more than 4,000 FAs.

In addition to being a Certified Financial Planner and Certified Investment Management Analyst, Mr. Tatum holds NASD Series 7, 24, 53 and 63 licenses. He is an honors graduate of the University of North Texas.

Ways to Grow Your Business

Grow Your Business	Connect with Clients	Build and Lead Your Team
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A successful retail FA faces the daunting challenge of managing a dynamic book of client relationships while maintaining a robust pipeline of new business, all in an increasingly competitive marketplace. Prospective clients are constantly bombarded with commercial messages, and competition for uniquely successful clients is fierce. This suite of programs is designed to help FAs continue to grow their business. Each program has been field-tested for effectiveness and is proven to offer an efficient way for a busy advisor to target and acquire new business opportunities. FAs particularly appreciate the practical guidance that is included.	It's well established that you cannot take existing client relationships for granted. Competition among advisors for new clients continues to accelerate, with thousands of advisors offering their services to a small number of uniquely successful prospects. In response to these pressures, this series of relationship-building programs helps advisors enhance trust, deliver more impactful conversations and create more satisfying experiences for their clients. The programs are designed to help advisors understand client needs more deeply, respond more intentionally and navigate each unique relationship with greater positive impact.	The complex issues associated with team formation and team management represent challenges for most FAs. Successful advisors have seen the value of building a larger organization that can capitalize on collaboration and specialization to offer a more robust value proposition to uniquely successful individuals and families. The programs in this category have been designed to address these topics. Each helps advisors overcome challenges that occur when forming teams and provides practical guidance based on insights from the behavioral sciences. These programs are most useful for team leaders and members who want to capitalize on the benefits of an effective team structure.

> "The Digital Coach℠ tool is a new practice-management resource that leverages AllianceBernstein's deep practice-management expertise.
>
> —Ken Haman—Managing Director, AB Advisor Institute

Grow Your Business

Inspiring Referrals

The Professional Referral Method: Becoming the Trusted Advisor

Today's FAs are marketing not only to clients, but also to professional intermediaries who serve as gatekeepers to wealthy families. This means that FAs must change their messaging approach from one that is valuable to one that is referable.

This program is designed for FAs who want to receive more referrals from other professionals. We discuss the five-step process: inspiring referrals, delivering a referable message, managing the meeting, closing the meeting and how the entire process becomes part of the behaviors required for FAs to manage their business.

The Effective Case Study: Selling Your Superior Problem-Solving Value

Unless CPAs and attorneys clearly understand the value that FAs can deliver, they are reluctant to refer their clients. Therefore, advisors must provide clear and compelling examples of the value their services provide.

This program is designed for FAs who want to receive more referrals from other professionals. It teaches FAs how to present case studies that show ways they have solved a particular wealth-management or wealth-transference problem for their clients.

Inspiring Referrals from Clients, Acquaintances and Social Media

Experienced FAs know it's hard to convert a friend or social contact into a meaningful client—despite the fact that many investors are dissatisfied with their advisor. This difficulty shouldn't stop FAs from requesting referrals. The key is asking in the proper way.

This program is designed for FAs who want to improve the quantity and quality of the referrals they receive. It explores common mistakes that advisors make when pursuing a referral, offers messaging guidelines that help to avoid these errors and provides strategies for inspiring referrals.

Succession Planning/Acquiring Practices

Growth Through Acquisition: Managing the Effective Retirement Process

An unprecedented number of FAs are ready to sell their practice and exit the business. However, opportunity-conscious advisors may be unaware of the pitfalls and risks involved in acquiring a new practice.

This program is designed for FAs who are considering buying a Retiring Advisor's practice. We explore issues that Purchasing Advisors must consider, examine the obstacles associated with managing an effective retirement and offer a step-by-step exit model that can be followed by both the Retiring Advisor and the Purchasing Advisor.

Setting the Stage for a Smart Sale: Framework for Acquiring a Practice

Many advisors are thinking about retiring and selling their business. For FAs who are interested in acquiring a practice, navigating the conversation with Retiring Advisors can be time-consuming and frustrating. Importantly, even when an agreement is reached, there are challenges when integrating the practice.

This program is designed for FAs who are considering buying a practice. It offers a 13-factor decision-making model to help the Purchasing Advisor understand how the Retiring Advisor is susceptible to built-in behavioral-finance vulnerabilities, which often undermine the decision to sell. The program includes scripts to help the Purchasing Advisor quickly and clearly navigate conversations with the Retiring Advisor.

Succession Planning: Beginning with the End in Mind

Advisors who have invested much of their lives building a thriving business often find ensuring business continuity or planning an exit strategy to be one of the most painful personal decisions they have to make. Many avoid being proactive and thereby risk undermining client confidence, devaluing their business, causing team discord, or leaving suddenly because of health or other unexpected events.

This program is for FAs who are considering retirement. It helps them grapple effectively with business continuity and teaches them how to build a successful exit strategy. The goal is to make an advisor's process of exiting as creative, manageable and smooth as possible.

Improving Your Basic Skills

Guidance on Managing Seminars

This paper offers practical guidance on how to achieve greater impact with seminars. It begins by offering seven steps for getting started and then explores how to title educational seminars for greater response potential, how to begin a seminar more creatively so that participants become engaged with the program, and how to close with an offer that increases the likelihood of participants scheduling a follow-up meeting with the presenter.

The Science of the Effective Voice Mail

This highly tactical white paper is for wholesalers and other client-facing financial professionals who want to execute a more impactful voice mail. It explores six guiding principles for designing and delivering a more engaging message when a client cannot be reached directly.

The Science of the Effective Email

This paper explores six guiding principles for creating highly effective email messages. It explains the increasing use of a filter that busy professionals erect to protect themselves from too much information and then provides practical guidance for penetrating that filter and delivering a more impactful message.

From Pretender to Contender

FAs enjoy a great deal of autonomy and discretion in the way they manage their business. While there are many benefits to this freedom, too often advisors make decisions based on intuition or previous experiences.

This program teaches FAs how to use best practices when engaging high-net-worth clients and prospects. It teaches the essential differences between how contenders approach their business versus their less successful colleagues. The focus is on the best practices for designing a positive client experience, improving relationship management and learning the structure of highly motivating messaging.

Creating "Wow" in 5 Minutes (or Less!)

There are only 15 million to 20 million uniquely successful families in the US who need a full-service FA and roughly 300,000 client-facing advisors pursuing them. This leads to a significant challenge for advisors who want high-net-worth investors to consider working with them.

This paper offers FAs a set of tactical guidelines for delivering a more impactful introduction in a social setting. It provides a step-by-step model for managing a social encounter and teaches a three-step process for creating a truly unique value proposition that motivates the other person to become interested in hearing more.

Target Marketing: Developing Your Unique Value Proposition

FAs face intense competition from more than 600,000 other advisors who are all prospecting intensely within a small group of wealthy investors. This makes it imperative to clearly define a target market and develop a compelling unique value proposition (UVP).

This program is designed for FAs who want to create a better messaging strategy. It explains how to tightly define a target market and how to improve the impact of a message. It closes with seven steps and six simple exercises to help FAs construct a powerful and customized UVP.

Developing and Introducing Your Standard of Care

A Higher Standard of Care

The world has changed, and clients' expectations have evolved. Many advisors recognize that the methods they use to manage client relationships must change as well. But which methods need to change? And how should they change?

This program is designed for FAs who are ready to transition their practice to a holistic advisory model. We explain the concept of a Standard of Care and provide the executable steps needed to develop a logical, repeatable plan that delivers a satisfied engagement to each client.

Managing Client Satisfaction in the Age of Skepticism

An increasing number of cultural trends are forcing clients and prospects to examine every aspect of an advisor's services. FAs who face these challenges are likely to be rewarded, but those who don't may be disappointed.

This program is designed for FAs who want to take advantage of disruptions by developing a holistic practice. It focuses on the four essential questions today's skeptical clients ask and teaches FAs how to meet their clients' needs by building deeper levels of trust and providing evidences of personal goodwill and professional competency that secure advisors' working relationships with investors.

Using Checklists to Manage the Crisis of Skepticism

When markets are benign, performance is good and clients feel confident about the future, FAs tend to be confident about the stability of their relationships with clients. However, there are times when even longstanding, solid relationships may become stressed.

This program proposes a conversational model to help advisors manage difficult client interactions. It introduces the concept of the situational checklist to help organize the client relationship and helps advisors stay relevant with evolving client needs.

Practice-Management Tools

Wealth-Management, Financial Uncertainty, Age-Related and Situational Checklists

The fields of aviation and medicine both recognize the value of using checklists to interrupt the tendency of human beings to forget things. FAs can use "triggers" related to age, wealth or life events to create a checklist to guide their delivery of services to each client family.

These sample checklists are designed to help FAs define their professional point of view on issues specific to each life stage. The checklists ensure two things: clients receive the highest Standard of Care available, and the FA doesn't miss anything that all clients need to live their lives the best way they can.

- Wealth-Management Checklist: a compilation of 12 checklists that cover asset-management, wealth-management and practice-management issues.
- Financial Uncertainty Preparedness Checklist: a great way to begin a collaborative relationship with a CPA or attorney. It is also useful for prospects who likely have taken a significant loss to their portfolio.
- New Parent Preparedness Checklist: use with clients who are expecting a child and need to be better financially prepared.
- Early Accumulator Financial Checklist: useful for clients who have reached or intend to reach the high-net-worth stage early in life and need to understand how to protect and grow their assets.
- Preretirement Preparedness Checklist: use with clients who are turning 60 and are within five to 10 years of retirement.
- Midlife Financial Preparedness Checklist: designed for clients who have turned 50 or who will be turning 50 soon.
- Pre-Divorce Preparedness Checklist: share with clients who are approaching or considering a divorce.
- Premarital Preparedness Checklist: share with clients who will soon be married.
- Eldercare Checklist: use for clients 70 and older who want to ensure they have a thoughtful financial plan and wish to clarify their intergenerational wealth-transfer and philanthropic intentions.
- New Widow/Widower Financial Checklist: share with clients who have recently lost a spouse and are faced with the task of reorganizing their financial life.

Right-Sizing Your Business

Some advisory firms have a few highly profitable clients, a large number of average clients who are less profitable and an even larger number of clients who produce very little revenue for the practice. The challenge becomes how to provide excellent service to clients who are generating substantial fees.

This paper is for FAs who have an out-of-balance practice. It offers a nine-step spreadsheet exercise for thoughtfully analyzing a book of business and ways to transition less productive clients to other advisors.

Connect with Clients

Talking to Prospects

The Art of the Effective Close

Whether the FA is working with sophisticated individual investors or with business professionals in institutional settings, the critical step of any new engagement is the propose-and-close strategy. Managing this step properly results in a new client engagement; handling it poorly means wasted time.

This program is for FAs who want to develop a consistent process for managing the propose-and-close conversation. It covers a basic understanding of the language patterns and the psychology behind an effective close meeting. It ends with a four-step propose-and-close strategy as well as specific scripts for becoming more effective at closing the sale.

How to Get Stuck Prospects Moving

Every FA has experienced a time when all contact with a prospect suddenly halts. Regardless of the outreach effort, the client is stuck, unable to move. Fortunately, there may be a solution.

This program is designed for FAs who struggle to close the deal with a client. It looks at key insights from behavioral finance, classic psychology and human neurology to understand why prospective clients get stuck and how an FA can communicate better and get things moving again.

The Art of Deep Discovery

Uniquely successful people want to be understood for their uniqueness. In fact, the primary goal of discovery is not to find out financial information (fact-finding); the real goal is to reveal the unique human being who is seeking advice and then demonstrate a profound understanding of that person.

This program is designed for FAs who want to learn how to conduct a deep discovery and develop better client relationships. Participants will learn the communication skills needed to uncover what truly makes each client unique.

Prospecting in a Virtual Environment: Skills for the New Normal

The COVID-19 pandemic has impacted every aspect of the financial-services industry in some way, but it has affected new business development the most. Efforts to develop new business have been curtailed, as many FAs lack a reliable method for prospecting in a virtual environment.

This program is designed to help FAs recruit new clients in the current climate. It explores the psychological forces that make investors more responsive to marketing messages during the pandemic and teaches practical ways of reaching prospects through current clients, centers of influence, friends, acquaintances and social media.

Advisor's Guide to Using Language Artfully: Practical Strategies for Influencing Clients and Prospects

The first and arguably biggest hurdle in new business development is overcoming the other person's internal story. To do this, FAs must intentionally control the narrative by differentiating their practice from more typical providers. Building a powerfully unique value proposition is the foundation of this strategy.

This program teaches FAs how to tell a story that differentiates their practice from more typical providers. We explore how to use simple drawings to create a more powerful introduction and to help clients get unstuck and move along with the engagement process. It offers practical guidance and steps to communicating with prospects and clients.

Communicating with Impact

The Effective Client Review

An effective client review is a formal conversation that requires thorough preparation and a well-crafted plan. It can build client satisfaction, strengthen or expand relationships, and spark referrals.

This program is designed for FAs who wish to communicate more consistently and effectively during a client review. It teaches how to prepare for a review, how to develop an effective capital-markets outlook and steps for conducting an effective client review.

How to Present Your Capital Markets Perspective

Everyone knows that markets are changing constantly and that predicting market behavior is impossible. However, only prudent advisors recognize the importance of developing and maintaining a current point of view about the markets and presenting it effectively to clients.

This program explains why an effective presentation of a Capital Markets Perspective is more important than ever before. It teaches communication techniques for sharing a point of view and convictions that will help clients regain a sense of order and confidence about their investments.

Prioritizing Discipline: Setting Priorities with Clients

It is critically important for FAs to maintain a consistent approach to how they react to client requests and market fluctuations. Consistency allows a standard to be set and a pattern to be established, and it ensures uniformity in client interactions among all advisors in a practice.

This program is designed for FAs who want to develop a fully repeatable strategy for client interaction. It teaches how to set guidelines for client interaction and provides a step-by-step formula for developing a prioritization strategy.

Inside the Mind of the Uniquely Successful Investor

Savvy advisors recognize that few families achieve enough financial success to need a full-service FA and that as clients become more sophisticated, the number of people who need the full range of services an advisor provides and are willing to pay the fee for those services gets smaller.

This program is designed for FAs who know that they need to create and sustain higher levels of client satisfaction to keep client attrition to a minimum. It explores the seven inevitable questions that indicate a client is likely to leave the practice. It teaches advisors how to answer those most fundamental questions and define their value to each client.

Building Trust and Creating Urgency with Prospects and Clients

During the COVID-19 pandemic, FAs have been forced to begin new relationships and sustain existing ones by using virtual meetings. This has made it much more difficult for an FA to move the conversation from an exploration to an engagement and to convince clients to take action in their portfolios.

This program is for the advisor who wants to increase feelings of trust and stimulate greater urgency within investors so that they are more inclined to follow the FA's recommendations.

How to Introduce a New Idea to an Existing Client

Disrupting an existing relationship by introducing a more holistic approach can feel daunting or even threatening. However, the reality is that the vast majority of clients are receptive to having their relationship with their advisor redefined.

This program is for FAs who need help in communicating their new service model to existing clients. It teaches how to introduce the new approach using an age-related Standard of Care.

> One of our FAs completed the Digital Coach℠ exercise, which led to us training the Effective Client Review program. The FA went from thinking of the client review as a "check the box" compliance activity to something much richer in delivery and interaction as a holistic client experience.
>
> —Jeff Kelly—Regional Manager, Pittsburgh, PA

Skills for the New Normal: Preparing for Re-entry

As companies reopen offices and teams come back together, there is reason to feel optimistic and imagine a return to normal in the near future. However, there's also important evidence that re-entry will not be smooth.

This program is designed for FAs who want to be prepared for the new normal. It combines insights from behavioral science with observations about how large groups deal with change. It also offers practical guidance and tactics for working more effectively with people who are navigating today's world.

Key Steps for Navigating the Transition to Advisory

The traditional brokerage model has been pressured by powerful external forces, setting the stage for a new standard of excellence. Forward-thinking FAs have already transitioned away from a brokerage focus and have migrated clients to an advisory model.

This program is designed for FAs who are ready to transition their practice to a fee-based service model. It teaches advisors how to define a new value proposition, how to analyze their book of business, how to organize the rollout of the new model, and scripting for safely and comfortably introducing the advisory concept to existing clients.

Building a Highly Resilient Practice in a Deeply Disrupted Industry: Another "Kodak Moment"?

There are 10 powerful forces disrupting the assumptions that advisors have traditionally held concerning how to work effectively with clients. Savvy advisors will see this as an opportunity to strengthen their perceived trustworthiness and redefine their clients' appreciation of their value.

This program assists advisors who want to learn highly practical strategies for executing a more resilient response to disruptions within their practice. It teaches how to have constructive conversations with clients about the expanded value proposition of an FA's services.

Managing Disruption and Doubt by Inspiring Trust and Communicating Value

Around-the-clock reporting and multimedia sources bring information to our eyes and ears almost instantaneously. This constant barrage affects how clients view an FA's services and compels advisors to change the way they manage their business.

This program examines the issue of trust and discusses how to build and nurture it in client relationships. It teaches communication techniques for building trust and confidence with each client that help the relationships survive even the most challenging market conditions.

Downshift: Strategies for Managing Client Experiences in a Mature Market

After several years of surprisingly robust returns, advisors who want to preserve their business must start preparing clients for the possibility of greater volatility, inflation and muted returns. Those who don't risk painful discussions with disappointed clients.

This program is for FAs who want to improve how they manage client trust during uncertain times. It discusses how a client experiences the markets and the role of expectations. The program teaches how common mental shortcuts influence the way clients approach decisions about investment volatility and four strategies for managing client relationships more proactively and intentionally in a mature market.

The Client Experience

All client-facing FAs know that a successful business is built on satisfying clients. But as clients become more sophisticated, as markets become more volatile and as competition intensifies, it becomes even more critical to intentionally and creatively manage conversations and meetings.

This program is for client-facing advisors who want to understand how people emotionally process the experience they are having and how an FA can intentionally design experiences that elicit consistently positive responses. It explores the five distinct types of experiences that a client can have and then looks at the eight basic conversations FAs have with their clients over the course of a working relationship.

> **"Many of the advisors we work with love our approach because it incorporates all their years of experience and knowledge and allows the FA to go from being reactive to proactive in growing their business.**
>
> Robert Brazofsky—Director and Regional Manager, New York, NY

Managing Client Emotions

Words That Change Minds: Steps for Managing Client Behavior

FAs are trained to understand the mechanisms and dynamics of the capital markets and how to navigate effectively within those patterns. Unfortunately, few FAs are trained to understand human emotions or how to address irrational or impulsive client behaviors.

This program is for FAs who want a better understanding of how irrational and impulsive behaviors impact rational thoughts and decision-making. Advisors can use this knowledge to better manage client relationships and communicate with highly agitated and emotional clients.

Managing the Hard Conversation: Working with Emotional Clients

When markets become volatile or when clients experience an unexpected setback, even the most rational investors can make irrational, impulsive decisions. This means that FAs must be as skillful at managing client emotions as they are at managing money.

This program is for FAs who want to learn how to work with emotional clients. It teaches FAs a simple, four-step conversation outline to use with clients that helps diffuse irrational thinking and restore a more thoughtful approach to decision-making.

How to Get Clients to Take Action Now

When faced with a complicated or challenging decision for which we cannot find an immediate answer, people use heuristics: mental shortcuts that allow us to answer a simpler question instead. These shortcuts often disrupt rational decision-making and prevent investors from taking action.

This program is designed to teach FAs how heuristics and natural biases interfere with good decision-making. It offers a six-step model for communicating with clients that helps them maintain a logical mindset toward investing.

A Practical Guide to Behavioral Finance

Observations of successful FAs and academic studies reveal that advisors find it hard to manage client emotions. To avoid breakdowns in decision-making, FAs must recognize that while they approach investing from a rational point of view, powerful nonrational behaviors can occur—even among the most seasoned investors.

This program is for FAs who want to be equipped to answer a client's deepest fears: "Am I going to be okay? And what steps do I need to take to protect myself from harm?" It also teaches advisors how to look out for potential breakdowns in their own decision-making.

Approaching Client Portfolio Reviews During Difficult Times

Clients are stressed, they've been isolated at home, their normal routines have been shattered, and markets are volatile. Despite recent buoyancy, many portfolios show negative returns for the first time in years, making clients impatient and more likely to react emotionally to daily events. And still, FAs must conduct portfolio reviews.

This program is for FAs who want to improve how they prepare for and deliver an effective review meeting. It teaches how to address client concerns and improve the working relationship between the FA and the emotional investor.

How to Talk About Performance

Unfortunately, even great FAs sometimes have disappointed clients. Capital markets are volatile, and all investments represent some level of risk. When you factor in human emotions, it's easy to see why investors occasionally feel disappointment.

This program is for FAs who want to prepare for these types of conversations. It teaches FAs how to communicate in ways that help clients cope more positively and confidently with volatility and the occasional negative return.

How to Overcome Resistance

FAs who think strategically about transitioning their business to an advisory model and introducing a more extensive Standard of Care are often concerned about resistance from existing clients. These advisors forget that there is a marked difference between an advisor-client relationship and a customer-broker relationship.

This program is for FAs who need help managing a conversation with a client who resists a new approach. It includes an analysis of why clients resist new ideas, ways to respond when a client expresses resistance and scripts to encourage the client to accept the proposal.

Using Science to Become a (Much) Better Investor

Managing client emotions and impulsivity represents a large challenge for FAs. This is because professionals approach the business of investing from a rational and analytic point of view, while clients experience the full range of emotional reactions about their money even when they're trying to be as thoughtful as possible.

This program is for FAs who want a better understanding of how emotions and vulnerabilities get in the way of investing. It explores ways in which clients can become more rational investors and how working with a professional advisor can promote long-term financial success. The program is best suited for FAs who wish to showcase their practice by hosting a high-level client event with an outside speaker from AllianceBernstein.

Differentiating Your Practice

How to Explain What You Do: A Holistic Wealth Advisor

There are more than 600,000 client-facing representatives and brokers working in the US today. This is a significant problem for advisors who want to introduce their client-centered, holistic wealth-management value proposition.

This program is for FAs who want to learn a simple but powerful, step-by-step process for describing their holistic wealth-management practice and introducing their new Standard of Care to existing clients, potential referral advocates and prospects.

Growing Resilience: Unleashing Human Potential

Even a casual observer of today's business environment recognizes that the speed of change has accelerated and that disruptions are impacting virtually every business. Growth-oriented advisors will benefit by adapting to changing conditions and adopting new tools, processes and strategies.

This program is designed for FAs who are ready to keep pace with the changing environment and differentiate their practice. It teaches four guiding values that combine to create intentional resilience in the person who practices and develops these skills.

Using Behavioral Finance to Improve Decision-Making: Better than Buffett

An FA's success largely depends on avoiding mistakes. But like all humans, advisors are vulnerable to automatic decision-making mistakes. There are special tools that can be used to prevent errors.

This program is for FAs who want to improve the quality of their decision-making. It introduces the six-step pre-decision checklist as one easy way to avoid mistakes and to recognize critical data when making crucial decisions. Talking to clients and prospects about the checklist is also a great way for advisors to differentiate their practice.

What If You Could Talk with Anyone About ESG Investing

The popularity of investing in a manner that is sensitive to environmental, social and governance (ESG) issues is exploding as a new generation of investors brings an updated value system to the financial-services industry. Staying current on the new products can resonate with investors who want to intentionally manage the impact of their investments.

This program is for FAs who want to integrate an ESG approach into their business model. It offers a set of guiding principles for profiling and targeting clients and prospects who are likely to be responsive to this investment approach. It teaches FAs how to introduce ESG investing and how to answer the seven inevitable questions clients have in a way that provides evidence that advisors are aligned with clients' values.

The ESG Investing Checklist

An ESG approach to investing has expanded and accelerated across the industry for the past decade. This is an indication that, despite the added complexity, the approach is resonating with investors. Given the significant acceleration and growing popularity of this approach, prudent advisors will develop a well-informed, professional point of view about the role of ESG investing in their practice.

This checklist is for FAs who want to talk to clients and prospects about ESG investing. It teaches how to introduce ESG investing to people who don't know that they can tailor their investments to fit their personal value system. It also explains how to profile clients and offers an ESG awareness checklist to help determine a client's likely interest in the approach.

The Digital Coach℠ tool is a new practice-management resource that leverages AllianceBernstein's deep practice-management expertise to help advisors identify and prioritize their top business needs. The exercise typically takes **less than 10 minutes**. Once the exercise is completed, the FA receives a summary of recommended learning modules and access to coaching resources available from AllianceBernstein and the Advisor Institute.

—Ken Haman—Managing Director, AB Advisor Institute

Build and Lead Your Team

Managing People

Managing People Who Hate Being Managed

New business development is a key aspect of any successful business model, and most firms have dedicated staff who spend time looking for new clients. Experience has shown that few firms are satisfied with the results they get from new business specialists and that even large firms find it difficult to achieve high levels of productivity from junior staff.

This program is for team leaders who manage the new business activity of staff members who must perform independently and are resistant to being managed. It teaches a seven-step model for creating healthy accountability, accelerating training and increasing new business growth. Teams learn how to conduct accountability meetings that generate creative conversations and focus activity.

Defining Roles and Setting Goals for a More Productive Team

Many FAs believe that getting stuff done is a top priority. They even build multifunction teams based on this approach. However, an effective business plan approach shows that managing the business is more important. This concept focuses on creating structures that help the team to make more efficient choices about how to spend time.

This program is for FAs who want practical guidance for building a plan that can drive new, profitable business and help them deploy their time and other resources effectively. The program provides a model for three distinct types of team meetings to keep productivity on track.

Five Mistakes That Teams Make and How to Avoid Them

Building a team presents both opportunities and challenges. In particular, interpersonal dynamics contribute to instability within teams and are why so many financial advisory teams break down over time.

This program helps teams that are struggling. It examines the issues of compatibility, fairness, and defined roles and discusses how to make a business plan a meaningful part of team management. Additionally, the role of a team manager and metrics are discussed along with an explanation of how they create an effective, harmonious team.

Building Stronger Teams

Why So Many Advisory Teams Fight About Urgency: Boomers vs. Millennials

More and more advisory firms are developing team structures in order to scale their business and leverage efficiencies. But all teams—even small ones—are likely to experience some tension and conflict.

This program helps team leaders recognize and address the differences of opinion that will be expressed on a multi-person team. It helps members understand where their differences come from and provides insights for leaders about how to align values across the entire team.

Why There Is No Such Thing as Time Management

When a team sets out to solve the big challenges facing a business or to improve its processes, the result typically is an abundance of conversations, a wide range of problem-solving suggestions and some wonderfully creative thinking. Unfortunately, these activities are time-consuming and interrupt an already busy schedule.

This program gives leaders a practical perspective on time management. It offers implementation methods and helps teams create their own set of principles to guide members' behavior.

Power Tools for Hiring: How to Build a High-Performance Team

When interviewing a prospective team member, all too frequently the focus is on determining if the applicant will be compatible with other team members. However, high-performance teams require that the candidate's skills, not personality, naturally fit into the role.

This program is designed to help FAs who conduct interviews hire the right team members. It discusses why traditional interviews often don't produce good results and demonstrates how to clearly define a role and conduct a behavior-based interview that reveals the candidate's authentic personality traits and natural behavior style.

Winning the Race to Zero: Lead, Follow or Get Out of the Way

The news is full of daily concerns that make it difficult for FAs to look to the future and make strategic plans for their business. However, focusing on the near term means ignoring major disruptions in the financial-services industry.

This program is for business leaders who want to prepare for and adapt to specific aspects of today's interesting times—fee compression, digital competition and the Baby Boomer generation—that are redefining the way in which financial services are delivered in the US.

Practice-Management Tools

Healthy Team Checklist

FAs who form a team are increasingly aware of how challenging it is to build and effectively manage a healthy team. This 10-question checklist is for advisors who want to assess their team's health and target areas for further development.

Notes

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