



FINANCIAL PLANNING
ASSOCIATION *of* AUSTRALIA

**2018 PROFESSIONALS
CONGRESS
SYDNEY 21–23 NOV**

UNDER 100 EMPLOYEES

**GREAT
PLACE
TO
WORK®**

2018
BEST PLACES TO WORK
AUSTRALIA



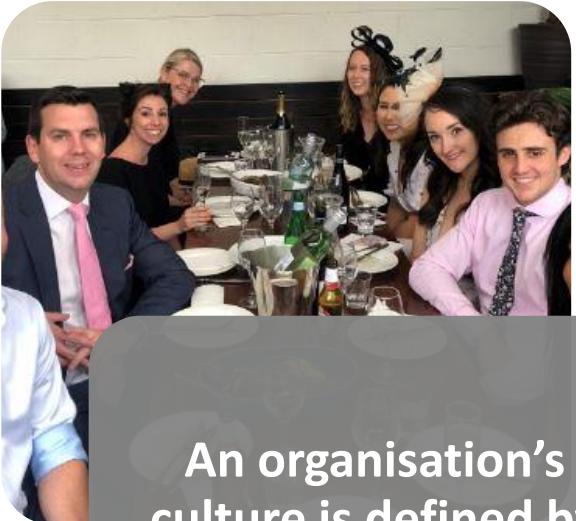
(SB)

Is there anything unique or unusual about this company that makes it a great place to work?

A word cloud centered around the word "family". Other prominent words include "work", "day", "people", "training", "care", "staff", "employees", "always", "Everyone", "need treated", and "within". The words are colored in shades of red, orange, and yellow, suggesting positive and active concepts.

Hand know every deal even career like fun easy able balance huge living positive financial services Team EOFY
juggle business services imposes
qualify quality events taken might given create competent everything amazing colleagues 2-3 recognise
office ethical mid picnic member session automatically
Pleasant Night Partners/family helping progressive
facing provide days respect monthly day Santa
work/life encourages eg Genuinely personal training long truly
encourages approachable management staff culture employees
mile Openness employee opportunity innovation community opportunities always
kids welcomed office All efficient grown lunchtime considerate contributions ie
become another Bowls average output excellent Leadership need treated within
may feels assist get basis young Culture individual members boutique encourage
gifts runs lend year size issues number merely exciting promoted managers 2
individuals Good meeting honest rewards

What is great work culture?



An organisation's culture is defined by the worst behaviour its leaders are willing to tolerate



A place where people come to work inspired by the day ahead, feel safe when they get there and leave fulfilled after a hard day's work



A place where people feel free to ask for whatever they want, in the knowledge the answer may be no

(SB)

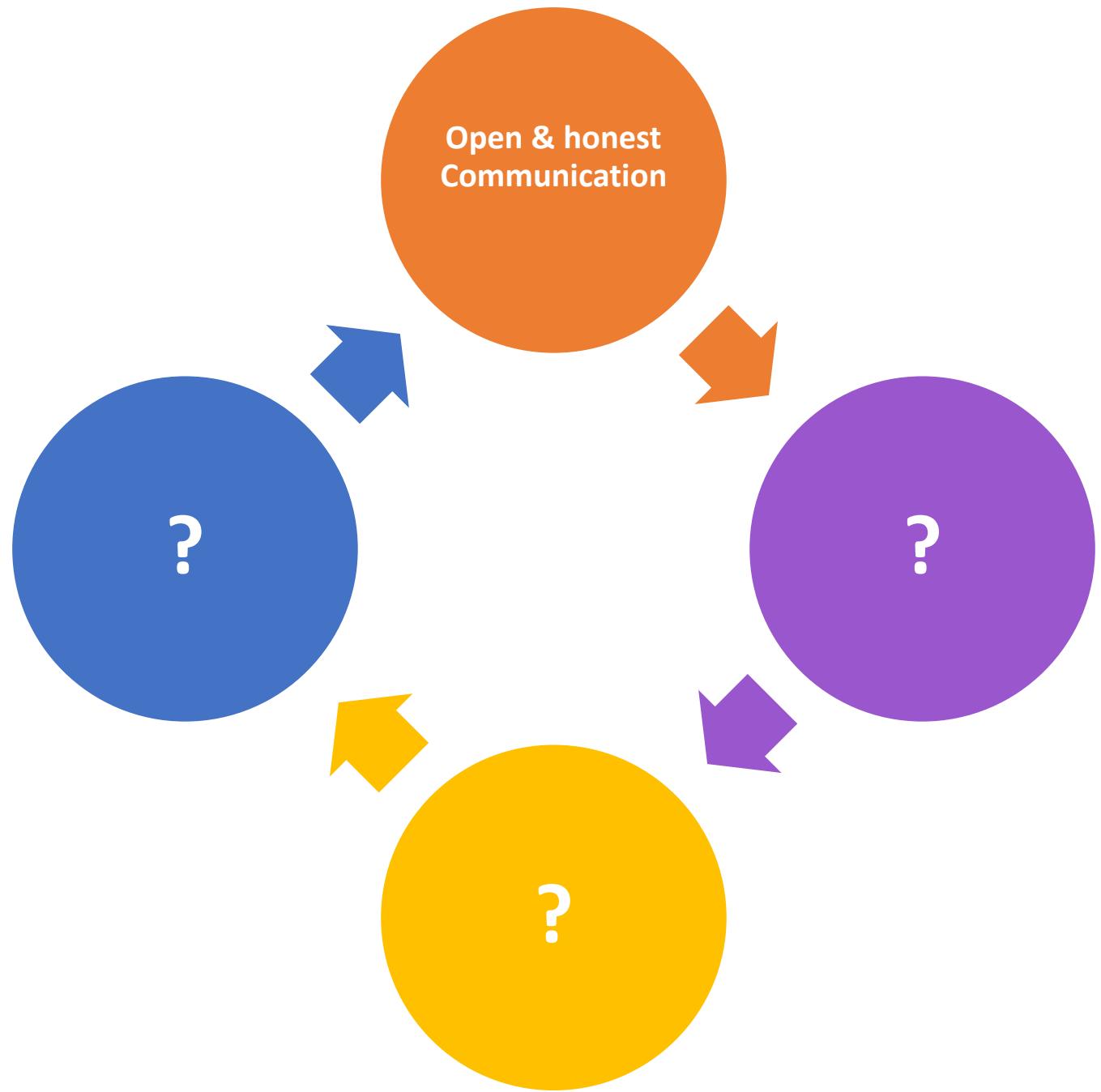
(SB)

Our Revenue Growth



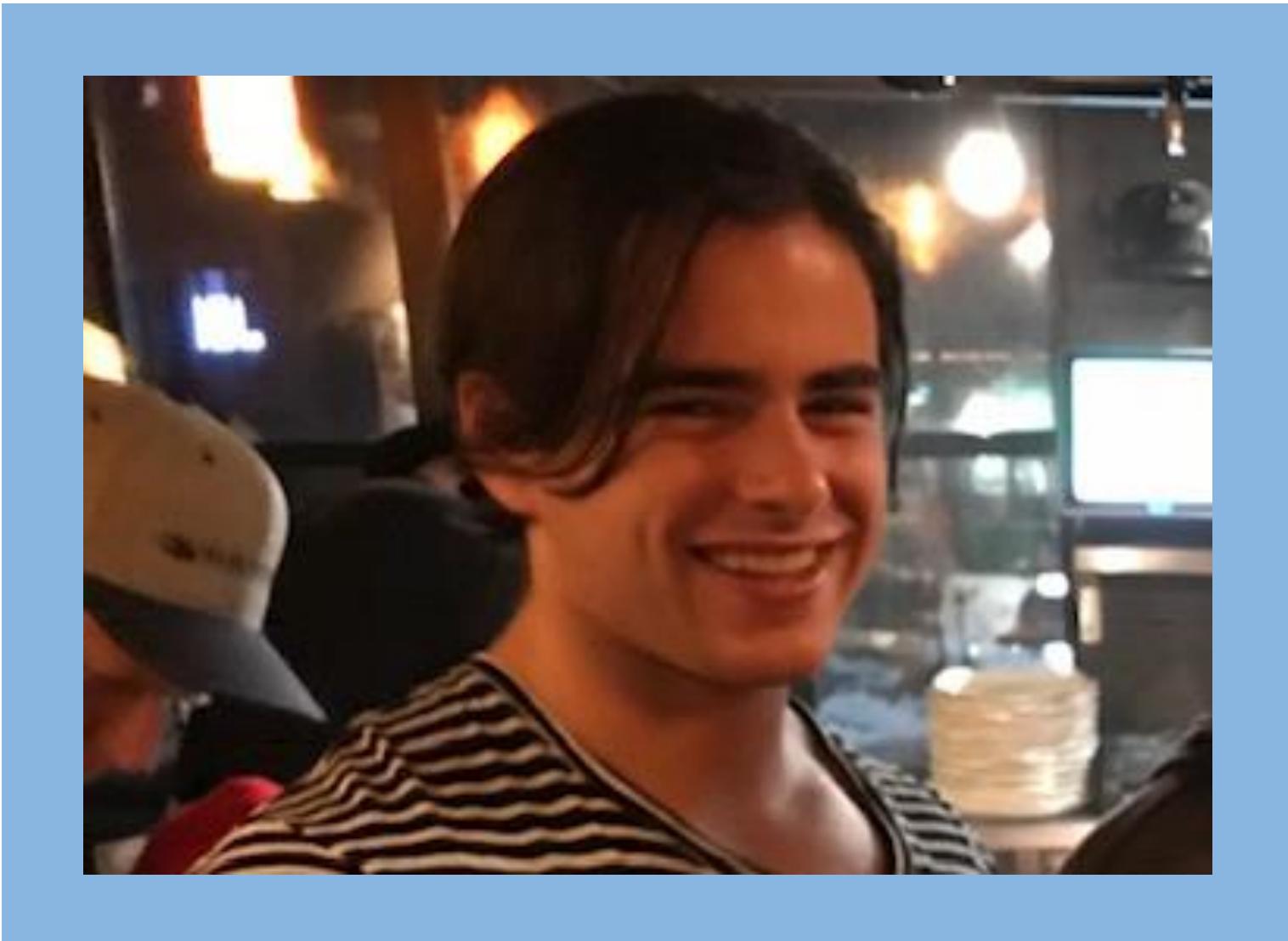
The 5 dysfunctions of a team



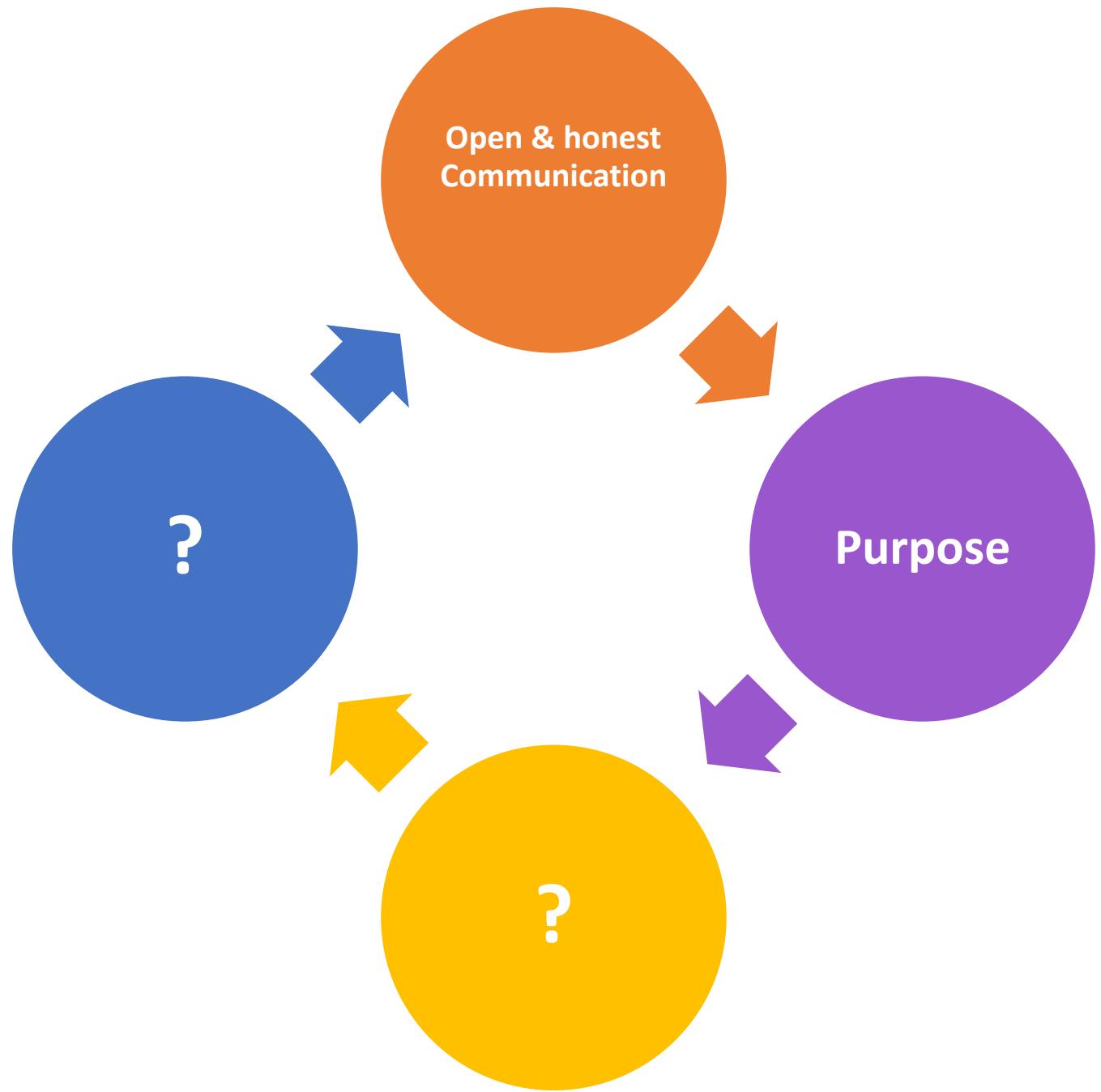


The 4 magic ingredients

(SB)



(SB)



The 4 magic ingredients

(SB)



(SB)



Statement of Principles

At Stanford Brown we believe:

The financial well-being of people drives, to a large extent, the quality of their lives.

Our clients have the right to expect us to put their interests and their future before anything else.

Mutual respect and trust are critical to any ongoing relationship. Each party to the relationship deserves the utmost respect and trust - anything less than that inevitably ends the relationship.

Our firm can best serve clients by hiring only high quality, highly intelligent people who are committed to continuous learning.

Documented goals, aspirations and wish lists are a powerful component of success and provide discipline to our relationships.

Every business has the right to make a reasonable profit in line with the economic risk and capital employed in the business.

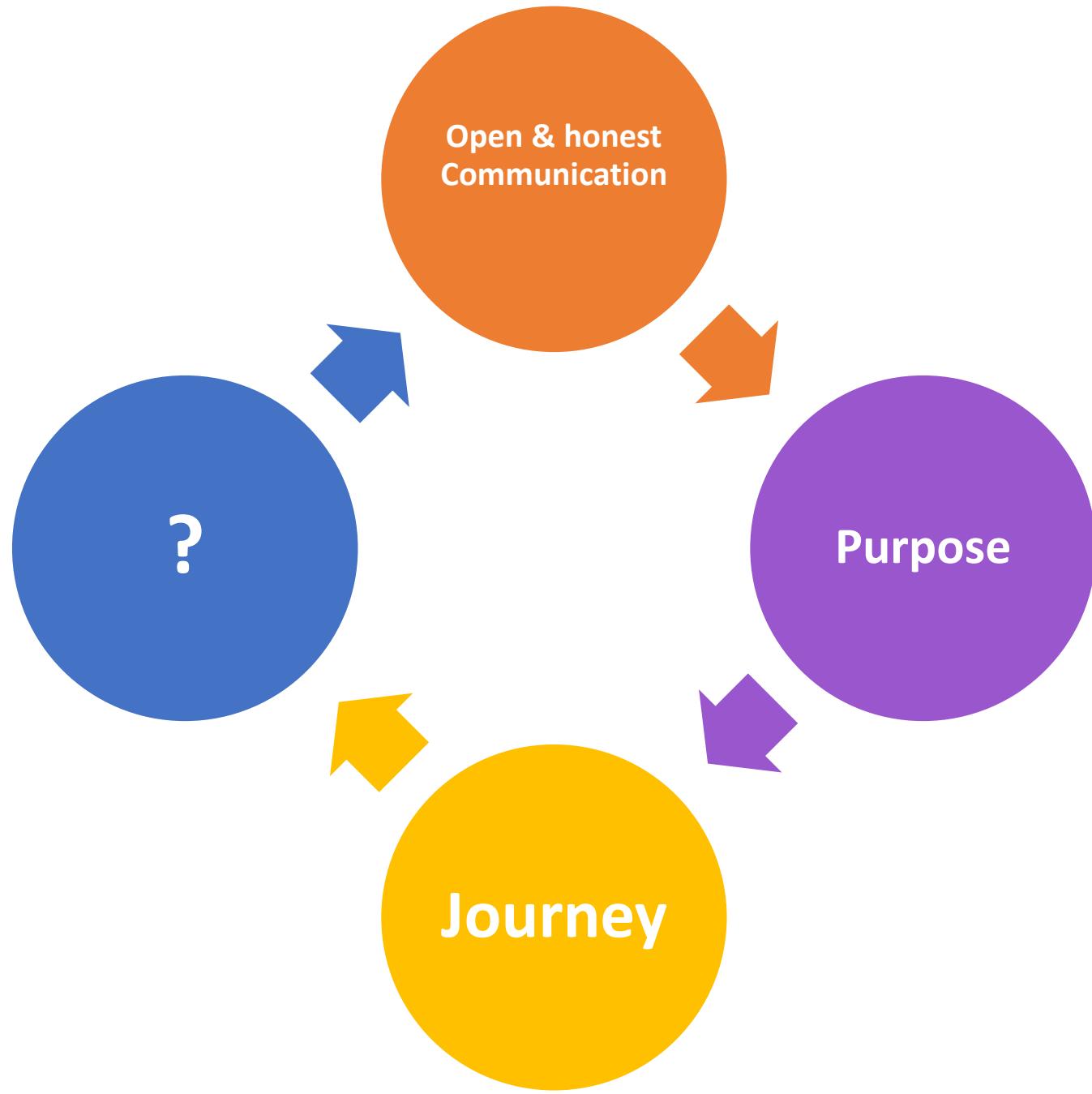
As a business that enjoys the support of the community, we have an obligation to put resources and effort back into the community.

The work environment we provide for our staff must be encouraging, supportive, satisfying and enjoyable.

“We believe, our clients have the right to expect us to put their interests and their future before anything else”

“We believe, that the financial well-being of people drives, to a large extent, the quality of their lives”





The 4 magic ingredients

(SB)

Great managers do four things...really well



They hire the right person for the right role



They set expectations



They motivate and nurture



They develop their people

(SB)



The 4 magic ingredients

(SB)

Our Core Values



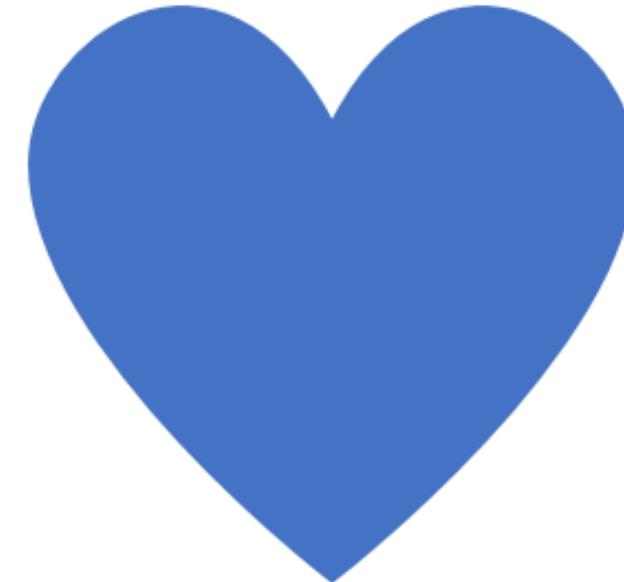
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Stanford Brown's 3 Workplace Guidelines

1. Treat adults like adults

2. Act like you own the place

**3. Treat your colleagues with the same respect, dignity
and kindness that you would wish from them**



Adviser Scorecard

Existing client
development (30%)

Teamwork &
contribution to SB
(20%)

Quality of Advice
(20%)

Compliance (10%)

Personal
development (10%)

Professional
network
development (10%)

(SB)



(SB)



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Why are we here?



From laying down the essential foundations to recruiting, on boarding & ultimately exiting a team member, in the ever changing Australian Industrial Relations climate & increasing regulatory focus on professional conduct & ethics, demonstrating a professional & productive culture & exercising effective leadership, in addition to staying abreast of HR best practice & the related legal obligations, is key to shaping an accountable & engaged culture - it is time for change!

And ..recent announcements from ASIC reinforce that they will be focusing their attention firmly on:

1. Behaviours
2. Ethics
3. Culture
4. Adviser remuneration/incentive structures

We all know to attract great clients, a great team is essential - but the pressing question is, how do we achieve this?

Introducing Jonathon Hoyle - Stanford Brown CEO





The Culture Wheel

It starts & ends with Leadership!



- | |
|---|
| → Clear Vision
Cohesive leadership team |
| → Clear leadership roles &
accountabilities for decisions
Organisational structure which
supports objectives |
| → Organisation & individual talent
necessary for success
Performance measures &
incentives aligned to objectives |
| → Superior execution of work
processes
Effective & efficient support
processes & systems |
| → 'High performance' leadership &
team values & behaviours
Capacity to change |



Get it Right & Keep it Right!

GET IT RIGHT

Supporting a professional, accountable culture & realising your business value



To be recognised as an 'Employer of Choice', ensure you are using 'best of breed' documentation & follow up with all the necessary performance management collateral & HR policies



Employer of Choice - Culture is the Key!



7 key action items to 'get your house in order' -

1. Know your 'EVP' & document what your firm stands for
2. Ensure your team is onboard & 'owns' the required group behaviours
3. Ensure all HR documentation is aligned & reinforces your culture
4. Recruit to your culture & adopt a robust validation approach
5. Lead by example & model your required behaviours
6. Manage to your culture & act quickly to address or exit if required
7. Ensure your HR/IR policies are compliant & 'lived'



Supporting Your Culture Stand out from the Crowd!



Supporting your modern & accountable culture:

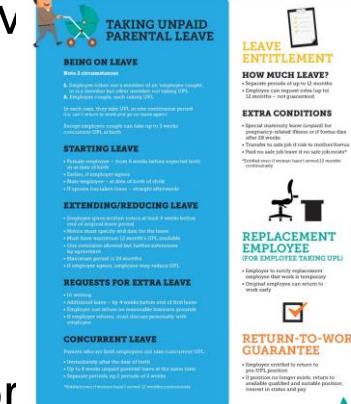
Wellness in the workplace is a real & significant, contemporary issue

- Consider implementing a positive policy - supported by a training program
- While being proactive, be aware of your business risks
- www.headsup.org.au/training-and-resources/educational-and-training/beyondblue-resource



Flexibility in the workplace can be considered a valuable employment benefit, however:

- While being responsive, be aware of your business risks
- <http://f3p.com.au/articles/what-are-my-responsibilities-to-employees-working-from-home>



Parental Leave if managed well, can be a strong indicator of a positive culture & encourage the team member to return to work, however:

- Ensure you are aware of your obligations & the team member's entitlements before you engage in a discussion



Supporting Your Culture

What is the Goal?

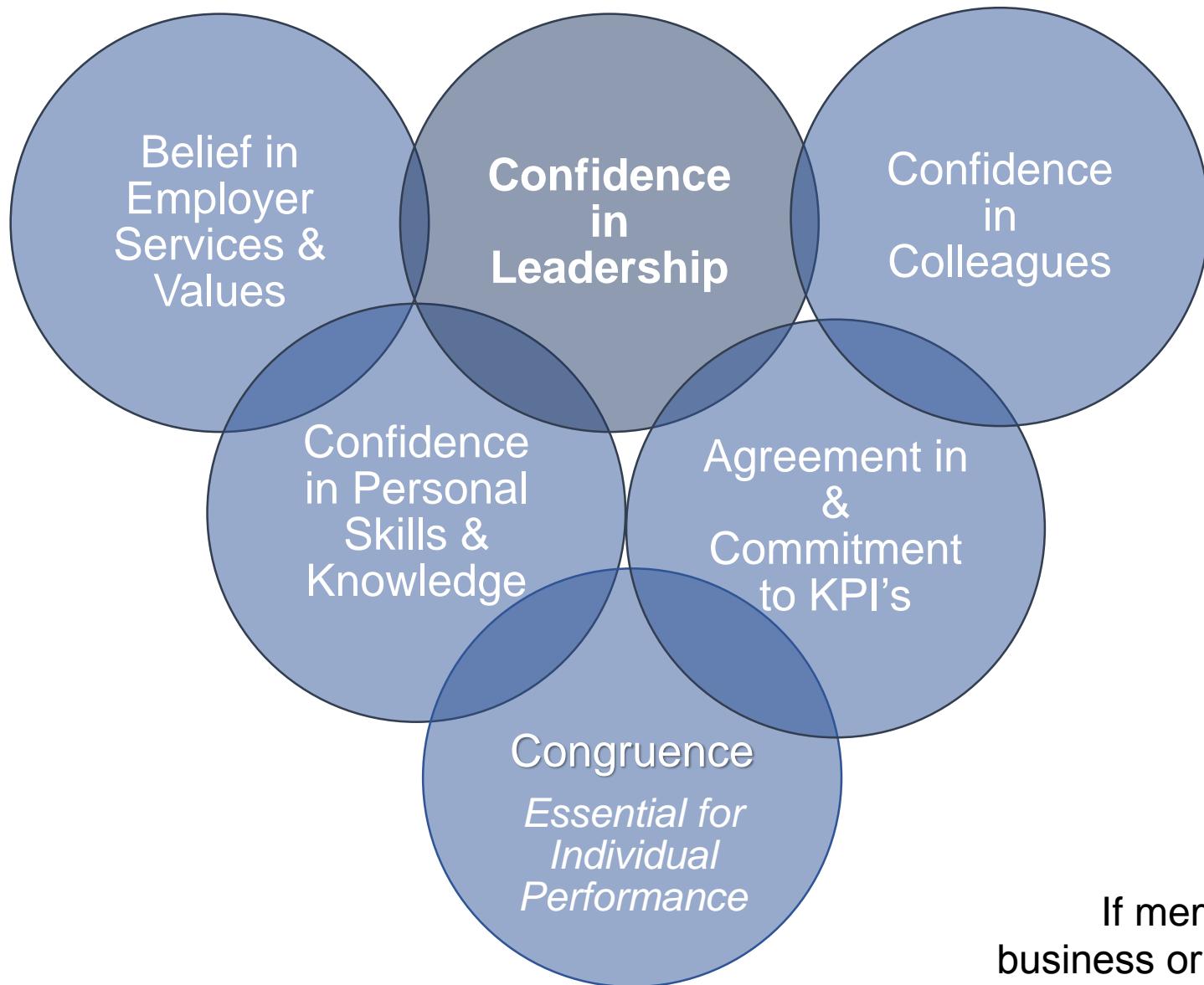


A Performance Based Remuneration structure, if designed & managed well can be highly effective & supportive of a professional & accountable culture, but everyone must know what is expected of:

1. The firm
 2. Their behaviour
 3. Their role outcomes
- ✓ A combined team & individual performance incentive program can also support personal accountability, performance & morale
 - ✓ Relating to RG246 - Balanced Scorecards 'should' be in place for Financial Advisers, so why not implement for everyone?

Tips for a Balanced Scorecard Approach

- ✓ Ensure everyone in the team (including the Principals) has a Position Description
- ✓ Ensure the group's KPI's are noted in Balanced Scorecard
- ✓ Ensure core team behaviours are noted in Balanced Scorecard
- ✓ Ensure incumbent contributes to their individual KPI's & they are measurable
- ✓ Ensure individual KPI's are noted in Balanced Scorecard
- ✓ *And ...*If a Financial Adviser, ensure compliance is featured & achieved before all other role based KPI's are reviewed

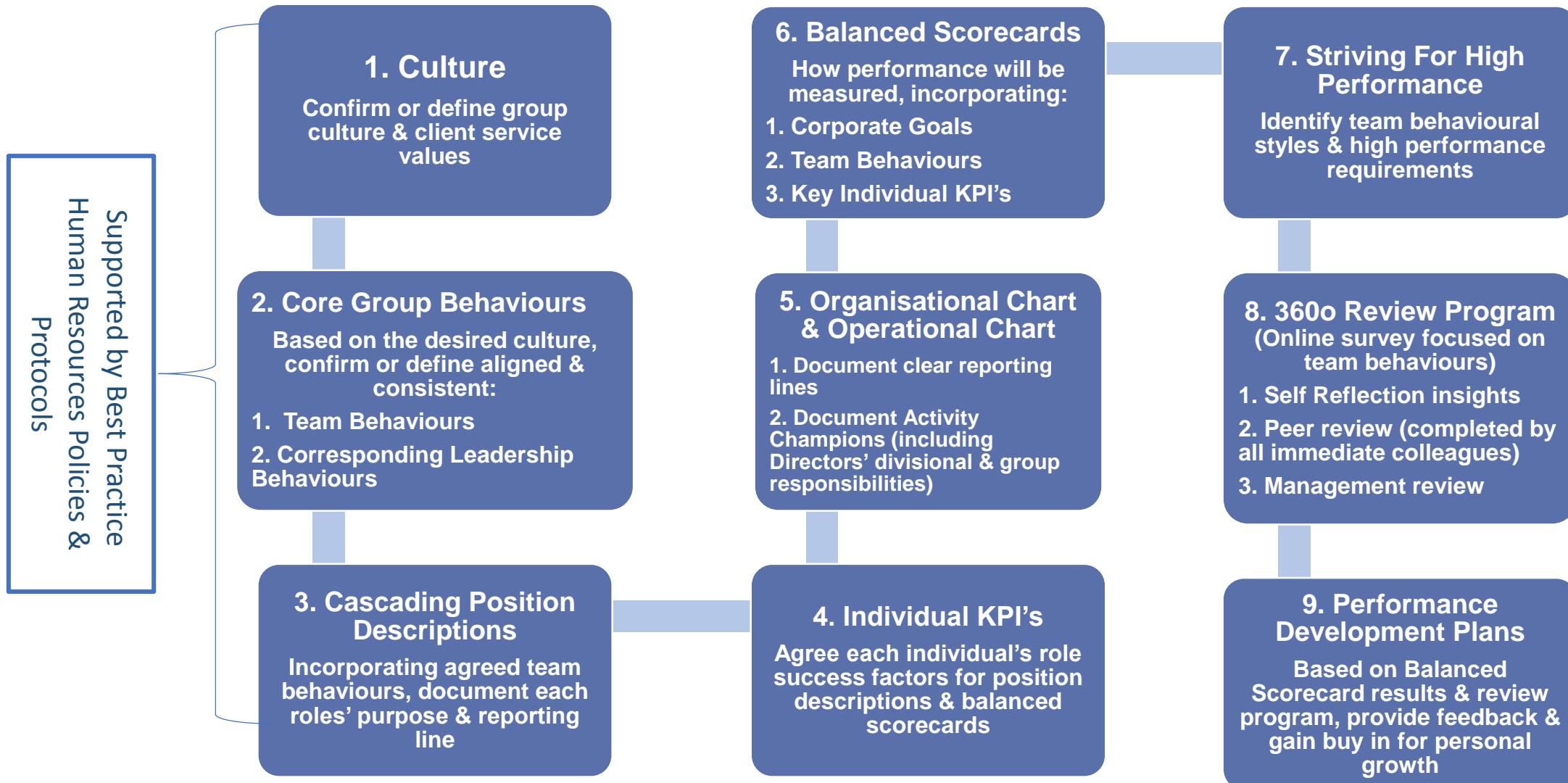


Congruence

If members of your team lack confidence in the business or you as a leader, there is a '*lack of congruence*' & they are unlikely to individually excel. Can you put 'hand on heart' & confidently say you 'practice what you preach'?

Taking a Step By Step Approach In Pursuit of Excellence Framework

Change is
a Process
not an Event!



'Don't Say It - Do It'!

Exercise HR best practice & ensure you are up to date

To protect your practice & demonstrate 'Employer of Choice' behaviours, compliant employment contracts & HR policies are but some of your essential HR collateral requirements

There are a number of Australian online HR information services available for SME's & with the Industrial Relations legislation changing all too regularly, it is difficult for even the well resourced firms to stay abreast of the requirements so - please subscribe to one!



www.f3p.com.au

Delivers & maintains robust & fully tailored HR & IR collateral for the Financial Planning sector, backed by Australian Business Consulting (NSW Business Chamber) & Australian Business Lawyers & Advisors



Employer of Choice - Act Now!

7 key action items that will make a difference:

1. Model the behaviours you wish to see from your team
2. Engage your team & 'give' trust
3. Be prepared to provide & receive feedback - both positive & otherwise
4. Establish firm individual role expectations & empower your team to determine how they will deliver
5. Be prepared to consider new & innovative working rules
6. Commit to HR best practice
7. Be active leaders

Excerpt from recent Team Insights Survey
(A firm with a traditional culture, committed to change)

'By entrusting staff & involving them more, a stronger bond can be built between staff, management & clients. This would support a sense of ownership in the team member, which in turn would contribute to greater performance & the group's desired culture'



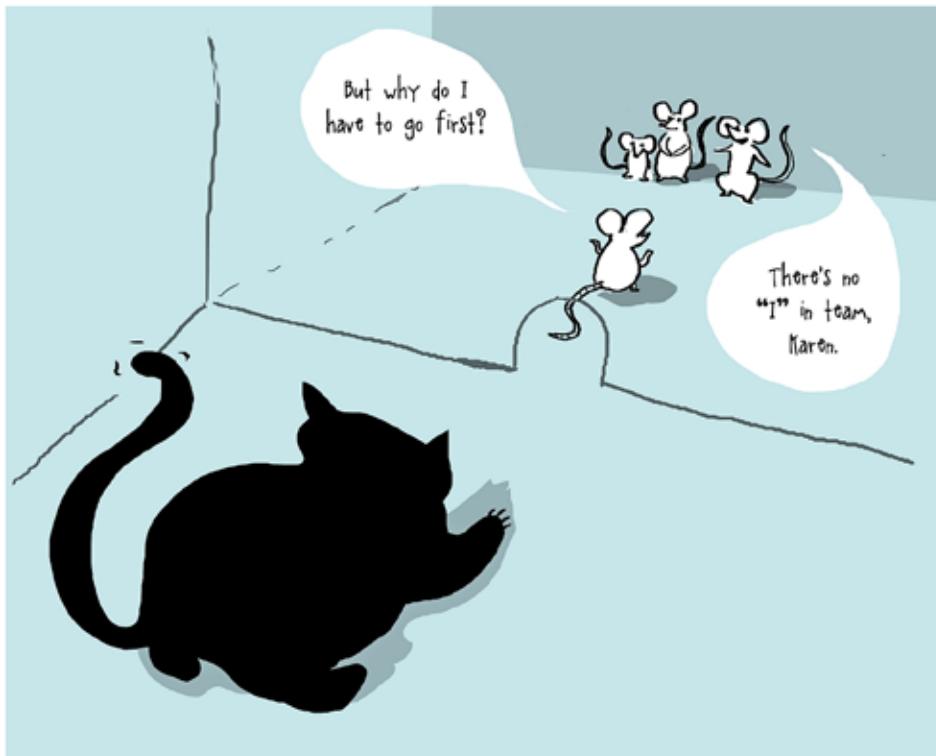
Stanford
Brown's
LITTLE
BLACK
BOOK



Sweep the sheds

Humility is an important part of life at SB. We don't do rigid hierarchies and authority. No one is above a teasing. Never become so self-important that you forget where you started.

'Let someone else praise your virtues.'



Pass the ball

We are a team. We train together, we work together and we celebrate together. Each one is as important as the other. We love winning team awards. The most important KPI for our managers is to hire, retain and provide an inspiring environment for truly outstanding people. Remember that you are standing on the shoulders of giants.

'The strength of the pack is the wolf, and the strength of the wolf is the pack.'

Jenny felt Pete's constructive criticism
was really getting out of hand.



In the belly, not the back

We love feedback. Feedback is a gift. A gift that enables us to improve so that we might become wiser parents, better advisers and stronger teammates. Treasure the feedback you receive. It may not always be glowing, but it will always be delivered in the belly and never in the back.

I told you Henry, no junk before dinner!



Forget what we say Focus on what we do

The true values of an organisation are shown by who gets promoted, who gets hired and who gets let go. At SB, we have great managers. They teach context, but they don't control their people. Great managers inspire, nurture, mentor and coach. They don't tell. Great leaders create more great leaders.

"And that's our sales manager Pete..
his idea of work/life balance is .. unique."



The office culture we strive for

A great workplace is not somewhere with ping pong tables and free sushi. A company with a great culture is a place you look forward to coming to on a Monday morning, you feel safe when you get there, and you leave tired after a fulfilling day's work. A company's real culture is the worst behaviour the leaders of that organisation are willing to tolerate. A great workplace is simply outstanding colleagues who have each other's backs.



We love loyalty... but not blind loyalty

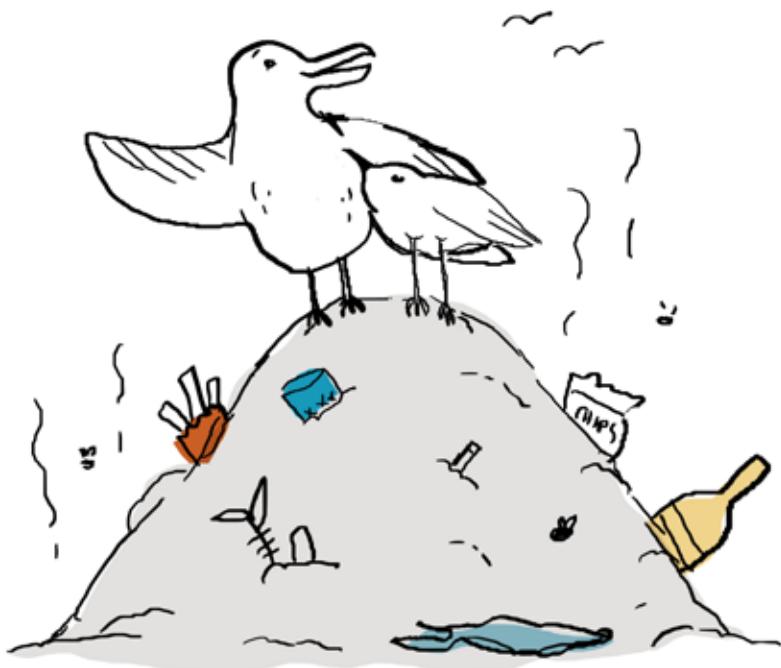
Our stars get a near-term pass if they hit a bad patch. We ask for the same – if we hit a temporary rough patch, we ask you to stick by us. However, we do not ask for unlimited loyalty to a failing firm or a company that doesn't live by its values.



Play with flair

Results are important, and we are lost without good processes and solid systems. Conduct yourself with insouciant panache, play with childlike abandonment and deliver awe-inspiring beauty. Always.

One day this will all be yours, son!

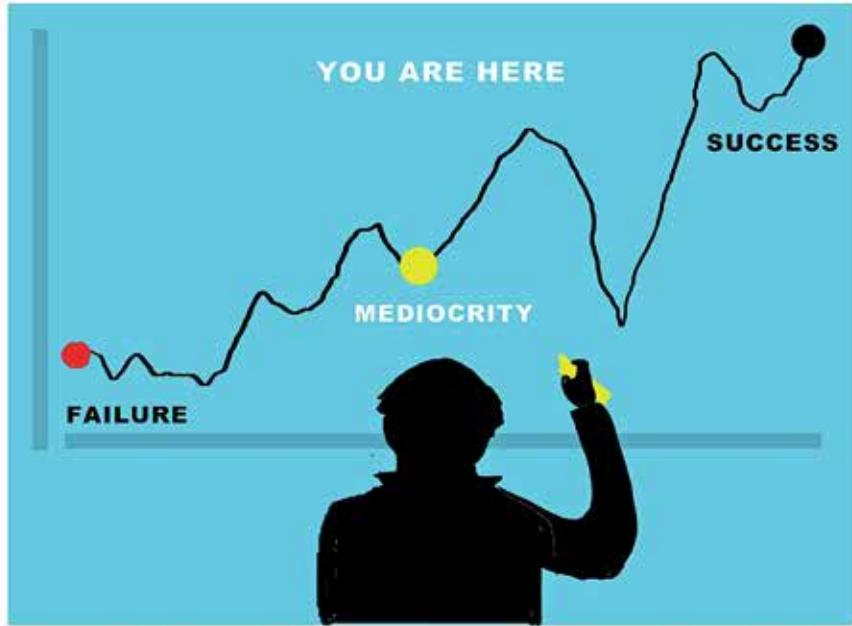


Leave the jersey in a better place

SB is a product of the cumulative efforts of many people spread over three decades. You are inheriting part of that culture, so contribute to it and make it even better by the time you leave. It's a great responsibility and comes with high expectations. One day you will say, 'I used to work at SB'. We want you to say this with pride. What will be your legacy here? How will you be remembered?

*'What you leave behind is not what is engraved in stone monuments,
but what is woven into the lives of others.'*

Sean Fitzpatrick.



Be so good they can't ignore you

We strive for excellence in everything we do. We are always looking to get 1% better...every day.

'Be fanatically intolerant of mediocrity.'



Have the backs of your teammates

There are no brilliant jerks here. But there are plenty of brilliant people. Mateship and loyalty are old-fashioned Australian values that we just love.

'For he today who sheds his blood with me shall be my brother'

Henry V.



Be beholden to no one

We have no alliances or hidden agendas. We only ever rely upon each other.
We prefer it that way.

'It's better to have a thousand enemies outside the tent than one inside the tent.'

An ancient proverb.



Provide your clients with heroic customer service

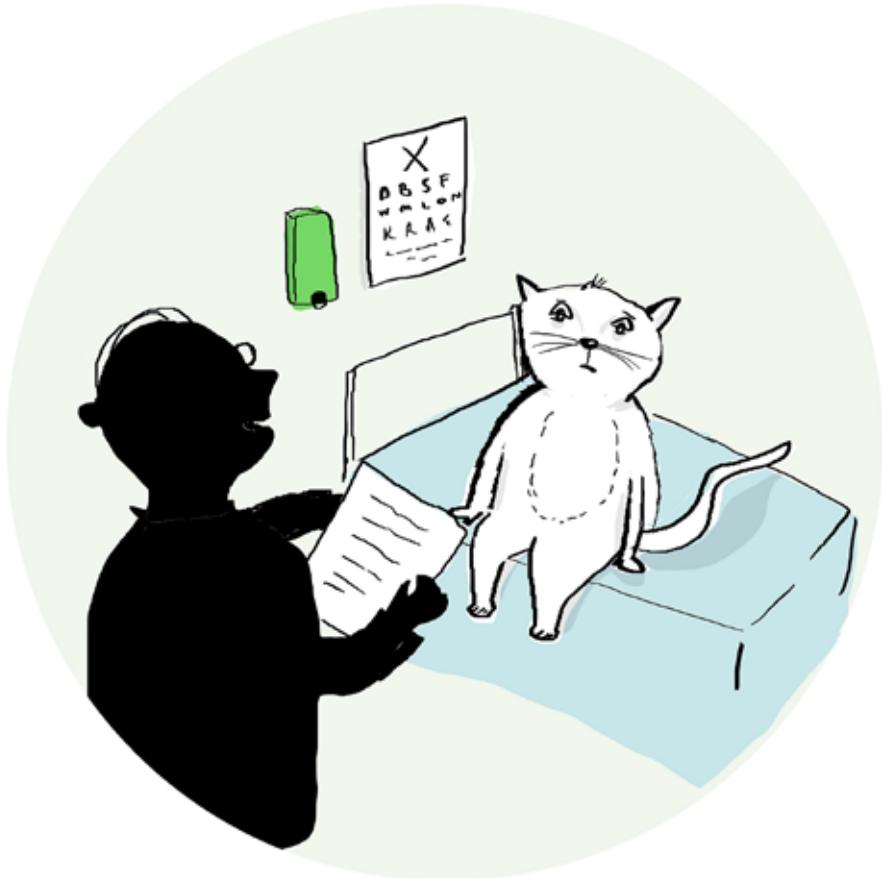
We obsess about the customer; we delight in surprising them; we are courageous in providing leadership to them; we are not afraid to challenge them; we strive to improve our service to them every day. We are immensely proud of what we do. We strive to be the best, not the biggest. Wake up every morning and figure out how you can create something beautiful for our clients.



“And this is when you close the deal..”

Results trump the process

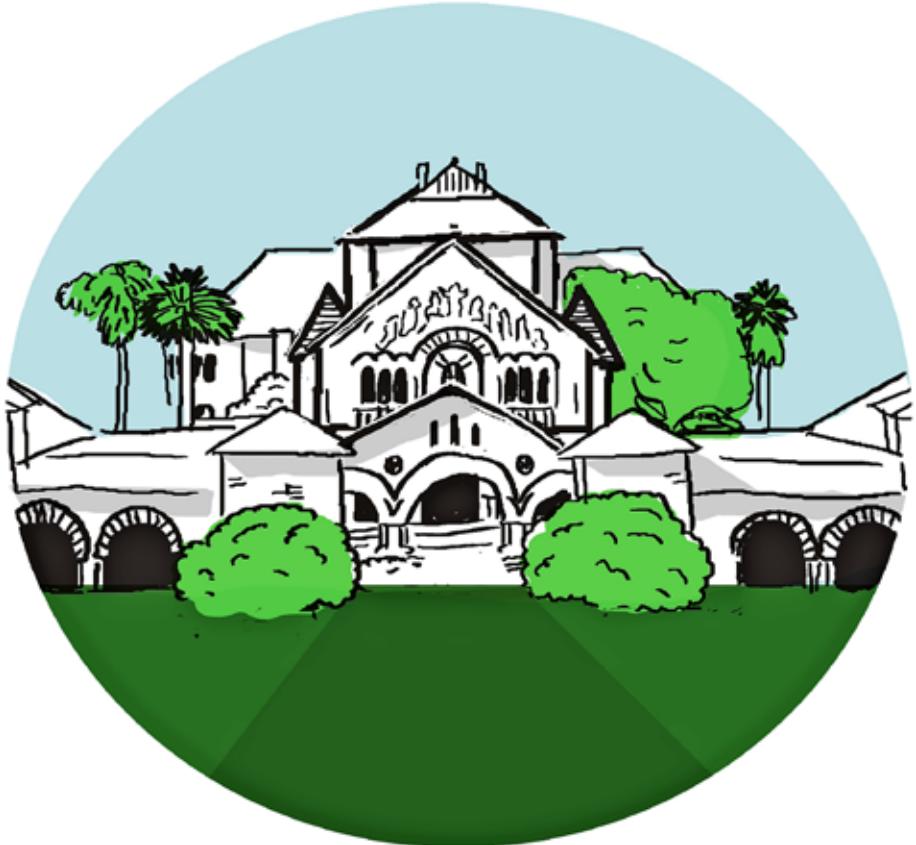
Processes are good, even essential, but results are better. A process-obsessed company will do fine... until the market changes. A results-driven company will spot the change and act swiftly. Never let the process become the thing. And avoid rule creep - one new rule in means one old rule out. Good processes help talented people get more done. Bad processes try to prevent recoverable mistakes.



“Results are in Mr Whiskers, I’m afraid it’s Curiosity..”

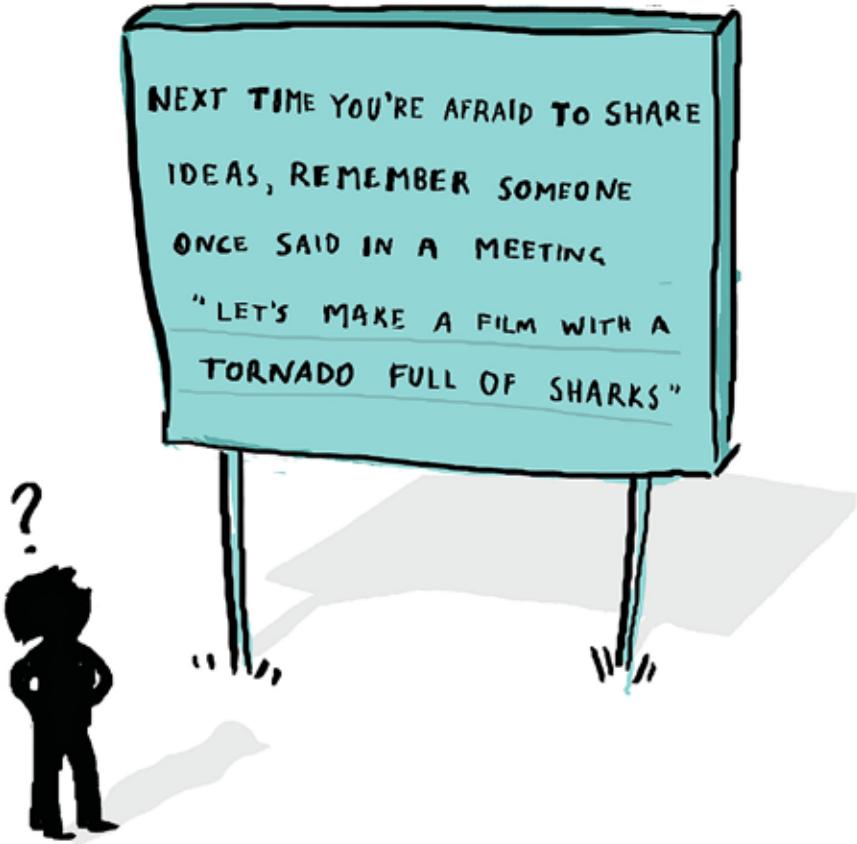
Curiosity did not kill the cat

We are always asking WHY. Why are things like they are, and why does it have to be this way? We want people who are curious about the way the world works. Contrary to popular opinion, curiosity never killed the cat.



Never stop learning

SB is named after Stanford University, one of the most prestigious institutions in the world. That is no coincidence. We place enormous store in teaching and learning. But we must take charge of our own education. Mastery - the difference between good and great - is what we strive for. It's only ever achieved by the sweat of deliberate practice, the blood of commitment and the tears of failure. Be prepared for 10,000 hours of blood, sweat and tears.



Make plenty of mistakes

It is only by pushing ourselves well outside our comfort zone that we improve. This means a heap of trials and numerous errors. That's ok. Embrace failure but learn from it. Make decisions... even when you don't have all the data. Have the courage to act in the knowledge that most decisions are reversible.

'Anyone who has never made a mistake has never tried anything new.'
Albert Einstein.



Remember there is more to life than work

We work hard and play hard (sometimes too hard), but spending quality time with our friends and families is what really matters. Leave that last email unanswered and go attend your daughter's school play.

GOOD LUCK!

