



LEADERMETRICS
*What key decision-makers need to know
when serving in a critical leadership role*



**Don Trone, GFS®
Founder & CEO**

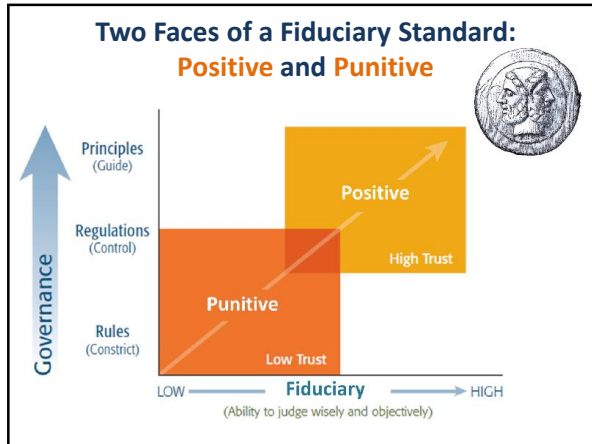
Three Objectives

- 1. Update on the fiduciary movement**
- 2. Introduction to LeaderMetrics®**
- 3. Rise of ethotic leadership**



Who manages your money?

“Raymond James. I’m [at] Raymond James, Birmingham, Ala. My guy’s name is Glenn Guthrie. I’ve been with him for 27 years and **I trust him with my life.**”



DOL's Reproposed Fiduciary Definition

What's included?

What's missing?

Fiduciary Evolution –

We're at the front of the **3rd Wave**

1st Wave (1985 – 1999) – What's a prudent process?

2nd Wave (2000 - 2012) – What are the best practices?

3rd Wave (2013 – Present) – What's our **leadership** role?

Rogers Adoption / Innovation Curve

Innovators 2.5% Early Adopters 13.5% Early Majority 34% Late Majority 34% Laggards 17%

7 Signs of a Profession

- 1. **Expertise:** A profession requires a defined body of specialized knowledge that is acquired only through additional education, training and experience; expertise that cannot easily be acquired by a person outside the profession.
- 2. **Competence:** The professional must be able to demonstrate that they can *do* the work, not simply that they have the expertise.
- 3. **Tradition:** A profession has history, customs and traditions. The professional needs to have a sense of vocation and feel drawn to their work; they need to have awareness that they have been called to serve a higher purpose.
- 4. **Ethos:** The Ancient Greeks used the word *ethos* to describe the distinguishing guiding beliefs of a person, group or institution. To have a profession, there must be a shared sense of a defined ethos.

7 Signs of a Profession

- 5. **Governance:** A profession must have a defined decision-making process, and research, training and testing should be focused on perfecting that process. Given a particular set of facts and circumstances, society must be able to expect and trust that every professional will engage with a similar approach and process.
- 6. **Stewardship:** A profession, by definition, exists to serve the best interests of society. The professional must demonstrate that they are passionate and disciplined about protecting the long-term interests of others. This includes the concept of service without the expectation of reward.
- 7. **Leadership:** The true test of a profession is whether society views the professional as a leader. Leadership, in this context, is defined as the professional's ability to inspire, and the capacity to serve others.

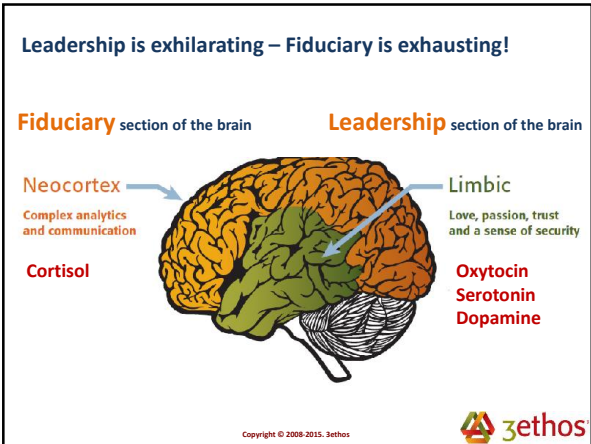
In terms of defining a higher professional standard of care, **Stewardship** is the new **fiduciary**

Fiduciary is a floor, not a ceiling – you should never be satisfied by being merely compliant with a **fiduciary** standard

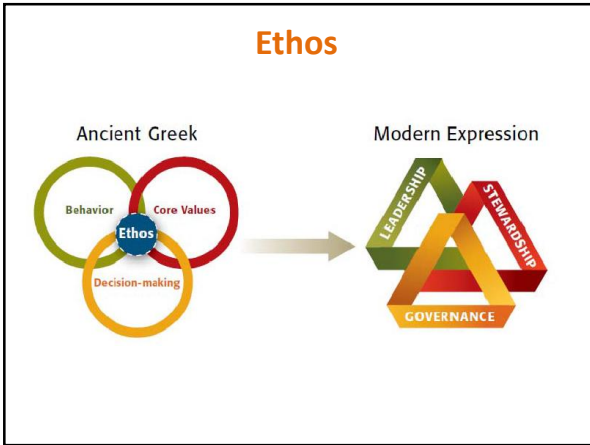
Leadership and **stewardship** evoke an even higher sense of purpose than **fiduciary**

Clients “get” **leadership**, they struggle with **fiduciary**

Leadership is exhilarating –
Fiduciary is exhausting!








96% of respondents indicated that there is a lack of trust in the financial services industry.

63% of respondents see deficit in ethical culture as lead cause.

The graphic features a night cityscape background. On the left, a vertical stack of colored bars contains the text: 'GLOBAL MARKET SENTIMENT SURVEY 2015'. The CFA Institute logo is in the top left corner.




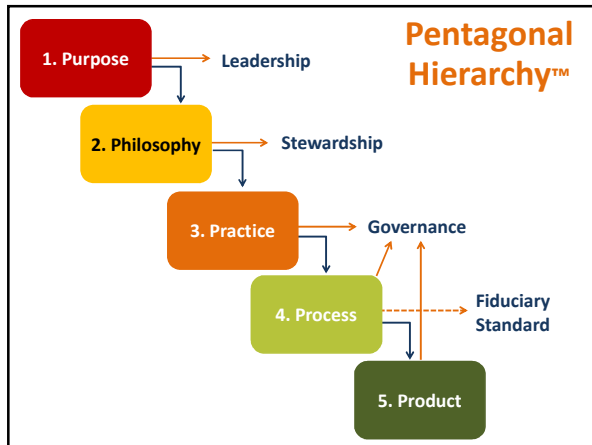
Trust and a well-defined ethos are inextricably linked with leadership.

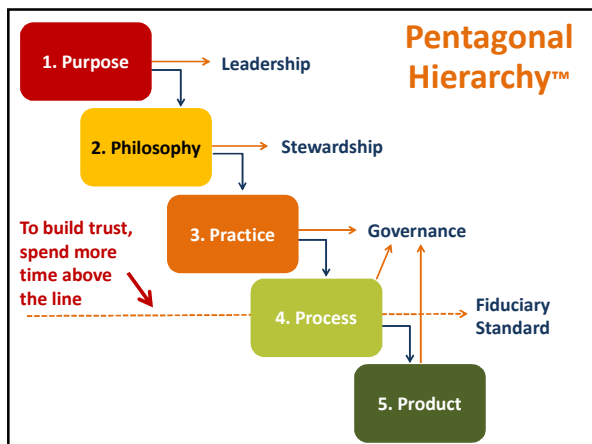
Ethotic leadership™

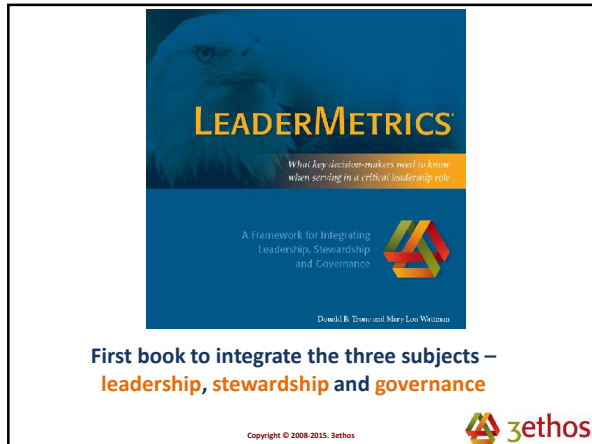
Is the ability to inspire and the capacity to serve others by having a well-defined framework that integrates leadership, stewardship and governance.

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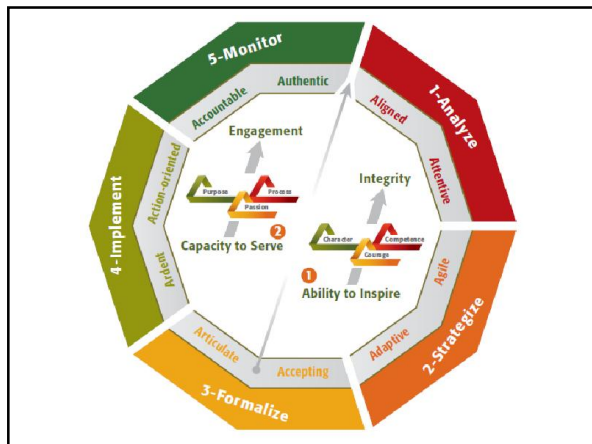


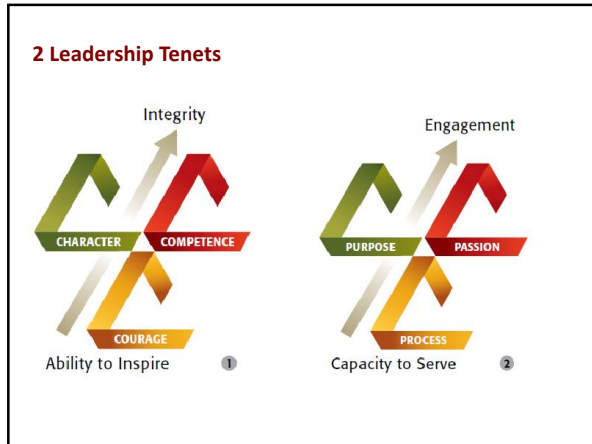
First book to integrate the three subjects – leadership, stewardship and governance

Universal Approach

One framework to satisfy multiple standards:

- ✓ Fiduciary
- ✓ Governance
- ✓ Project Management
- ✓ Global Wealth Management
- ✓ Life Insurance Stewardship










*The key to your success will be your
Ability to inspire and Capacity to serve.
You will be known by your
Character, Competence and Courage;
and, for the
Purpose, Passion and Process
you project when protecting the long-term
interests of others.*

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