

Index

- Ackerman Institute for the Family:
 Money and Family Life Project,
 47, 141
 training programs and resources of,
 182
- Advisor Fire Drills, 181
- Advisory clients, 66
- Agenda for family meetings, 81–83
- Alignment between value proposition
 and service model, 54
- Alliances:
 with family advisory system,
 146–147
 reorganizing in divorce, 106
- Analysis of human and financial data,
 149–150
- Anxiety, using, 19–20
- Assessment:
 of client strengths and
 vulnerabilities, 143–144
 of core values, 40
 of decision making styles, 59
 of skills, 131, 136–137
- Asset-based fees, 14, 124–125
- Asset management discipline, 10
- Assets:
 nonfungibility of, 29–32
 pathological attachments to,
 33–34
 personification of, 35–36
- Assets under management model,
 55
- Basic service model, 55
- Behavior, and values, 39–40
- Behavioral economics:
 blind spots and, 45
 findings from research on, 4
 overview of, 24–25
- Belsky, Gary, 24, 30
- Billability, 67
- Billing, tracking, 64
- Billion to baby case study,
 158–161
- Blanchard, Ken, 147
- Blind spots, knowing, 44–45
- Boyce-Abel, Olivia, 34
- Business ownership:
 cathexis and, 33
 differing views of, 31–32
 family meetings and, 73
 sale of business, 107–109
- Buying behavior, 25
- Career paths, 10–11
- Cathexis, 32–35
- Certificate in Family Wealth Advising,
 183
- Certified Wealth Mentor Program,
 180
- Charged money matters, talking about,
 140–141
- Charging fees, *see* Fees
- Children:
 death of, 109–111
 of high-net-worth clients, concerns
 about, 121–124
- CitiGroup Global Private Bank, 2
- Client-centric services, moving to,
 61–64

- Client profitability, 66, 70
- Clients:
 - education of, and referrals, 71
 - education of, in service model, 20
 - lifetime value of, 67
 - trust with, 19–20
 - types of, 66
 - up-market, risk of not being prepared for, 13–14
- Client systems:
 - assessment of strengths and vulnerabilities in, 143–144
 - conflict resolution and, 145–146
 - description of, 27–29
 - determination of optimal member involvement in, 145
 - ethical issues and, 170
 - mental accounting in, 30–32
 - overview of, 18, 142–143
 - strategic work with member subsets of, 144–145
 - See also* Family meetings
- Clock time, 94
- Close rates, increasing, 17–18
- Cognitive dissonance, 11
- Collaboration, ideology of, 146
- Commoditization of financial products, 4, 6–7
- Common-good approach:
 - in case studies, 160, 164, 168–169
 - description of, 156
 - screen for, 157
- Communication:
 - about compensation, 141–142
 - about money, 139–142
 - deep listening, 135, 137–138
 - delivering difficult and controversial messages, 138–139
 - of empathy, 138
 - with institutions and platform sponsors, 129
 - interpersonal communications training, 49–50
 - reporting and presentations, 139
- Compensation, talking about, 141–142
- Competition, new basis of, 9–11, 12
- Conflict in family meetings, 88
- Conflict resolution, 145–146
- Consultative problem-solving mode, moving into, 16–17
- Content-focused family meetings, 77–78, 79–80
- Countertransference, 47–49
- Cross-identification, mechanisms of, 44–47
- Cross-subsidization, 70
- Crying in family meetings, 89–90
- Cultures, quantitative and qualitative, 127
- Customer relationship management technology, 63
- Death:
 - of child, 109–111
 - of patriarch or matriarch, 97, 99–102
- Decision-making:
 - ethical, 156–158
 - optimizing, 155
 - styles of, assessing, 59
- Delivering difficult and controversial messages, 138–139, 140–141
- Demand-side outcomes, 55–59
- Demand-side technology, 71
- Dialogue with institutions and platform sponsors, 129
- Differentiated instruction, 80
- Dirty Sexy Money* (TV show), 3
- The Discovery Institute, 180
- Discovery process:
 - description of, 56–58, 59
 - family meetings and, 76
 - financial arrangements and, 69
- DISC Profiling, 175
- Divorce, 105–107
- Domineering person in family meetings, 89
- Education:
 - of children, 56–59
 - of clients, and referrals, 71
 - family meetings and, 79–80
- Elder care, 115–117

- Emotions in investing, 34
- Empathy:
conveying, 17, 138
for management, 125–126
- End of life transitions, 115–117
- Enneagrams, 174
- Erosion of business, risk of, 13
- Estate planning, unilateral, 75–76
- Estate taxes, debates about, 45–46
- Ethical constructs, 155–156, 170
- Ethical decision-making process,
156–158
- Ethical framework:
billion to baby case study, 158–161
family farm case study, 162–165
financial outing case study,
165–169
overview of, 153–155
- Expertise, sourcing and integration of:
education issues, 58–59
mental health and substance abuse
issues, 148–149
- External review, 161, 165, 169
- Extranet capability, 63–64
- Facilitation of family meetings:
assembling and reframing fact
pattern, 87
connecting dots, 86
following language and story, 84
handling problems, 83–90
hypotheses formulation and testing,
85
leading by example, 85
less-is-more model of, 87
participation goals, 83–84
patience, bringing to room, 86
playing role not being played, 86
processed-focused, 81
promoting discussion, 87
reflecting, 87
small agreements, building, 85
staying neutral, 84–85
tracking reactions, 86–87
tracking speakers, 84
volume of information, 84
- Family
client systems and, 28, 74
intervening in service of, 150
tools for working with, 172–177
- Family advisory system, alliances with,
146–147
- Family Assessment: Tools for
Understanding and Intervention*
(Holman), 177
- Family business inventory assessment
tools, 172
- Family Business Survey, 173
- Family Development Matrix, 176
- Family Enterprise Leadership System,
173
- Family farm case study, 162–165
- Family financial dynamics, 1–4, 6–7
- Family meetings:
business ownership and, 73
content-focused, 79–80
description of, 73–74
elder care and, 115–117
estate planning and, 75–76
execution of, 82–83, 91
grief and, 99–100
on individual level, 75
as interruptions in typical flow, 75
post-meeting follow-through, 83, 92
preparing for, 81–82, 91
problems in, 88–90
process-focused, 77–78, 80–81
synchronizing purpose with design
of, 78–81
types of, 74
typology of, 77–78
See also Facilitation of family
meetings
- Family Office Exchange, 109, 184
- Family systems, *see* Client systems
- Fees
asset-based, 14, 124–125
competition and, 9–10
for Discovery and Solution
Development processes, 69
project-based, 14–15, 64–65, 67–70
value pricing, 141–142

- Feeling good about work, 20–21
Financial genogram, 37–39, 46
Financial Life Planning, 182
Financial outing case study, 165–169
Financial Planning Association,
153–155
Financial scenario planning, 93
Financial strategies as interventions,
150–151
Financial windfall, emotional reaction
to, 36–37
Fithian, Scott, 40
4MAT, 174
- Galbraith, Jay R., 61
Genogram, financial, 37–39, 46
Getting Along in the Family Business
(Hoover and Hoover),
146–147
Gilovich, Thomas, 24, 30
Graham, Benjamin, 34
Greenleaf, Robert, 147
Greenspan, Alan, 39
Grief:
at death of child, 109–111
family meetings and, 99–100, 101
at sale of business, 108
Ground rules for family meetings, 82
- Hawthorne effect, 26
Heisenberg effect, 26
Herrmann Brain Dominance
Instrument, 175
History, and psychology of money,
36–39
Holman, Adele M., 177
Holograms, 144
Home ownership, messages about, 39
Hoover, Ed and Colette, 146–147
Horizontal processes, 63
Hughes, Jay:
on cultures of financial institutions,
127
on failure in families, 123
personne d'affaires and *personne de*
confiance, 134–135, 166
on transformations, 94
on transitions, 109
Hybrid capital, 149
Hybrid clients, 66
Hypercathexis, 33
- IBM, 61
Implementation rates, increasing, 17–18
Individual level, and family meetings,
75
Infrastructure supporting
outcome-oriented business, 61–64
Institute for Private Investors, 109, 183
Institutional or platform sponsors:
open letter to, 120–129
roles of, 119–120
Integration:
of disciplinary parts, 149–151
of expertise, 148–149
Intergenerational Questionnaire:
Creating Pathways, 176
Interpersonal bully in family meetings,
89
Interpersonal Process Recall, 49–50
Investor Education Collaborative, 184
- Joint problem-solving mode, moving
into, 16–17
Justice approach:
in case studies, 160, 164, 168
description of, 156
screen for, 157
- Kagan, Norman, 49
Kahneman, Daniel, 4, 24
Kiyosaki, Robert, 39
Knowing self:
blind spots, 44–45
importance of, 51–52
interpersonal communications
training, 49–50
overview of, 43
peer supervision groups, 50–51
transference and
countertransference, 47–49
Kolbe A test, 59

- “Languages” of wealth management, 132–133
Leadership development, 146–149
Learning styles, 79–80
The Legacy Wealth Coach Program and The Legacy Wealth Coach Network, 180
Legacy Wealth Optimization System and Discovery software, 173
Liabilities, nonfungibility of, 29–32
Life events:
 death of child, 109–111
 death of patriarch or matriarch, 97, 99–102
 divorce, 105–107
 elder care and end of life transitions, 115–117
 reacting to, 93–94, 117
 retirement, 102–105
 sale of business, 107–109
 substance abuse and mental illness, 111–114
 transition framework, 94–97, 98
Life-outcome orientation:
 demand-side outcomes, 55–59
 overview of, 54–55
 service basics, 55
Lifetime value of clients, 67
Listening, deep, 135, 137–138
LSV Asset Management, 24–25

Management, empathy for, 125–126
Market research, psychographic, 25
Markkula Center for Applied Ethics, 157
Matriarch, death of, 97, 99–102
Meaning and Money (Peck), 114
Membership of wealth team, 147–148
Mental accounting, 29–32
Mental illness, 113–114
Merrill Lynch Advice and Planning Web site, 3
Messages about money, from parents, 39, 46
Mind Over Money (Schott), 26

Money:
 communication about, 139–142
 parental messages about, 39, 46
 See also Psychology of money
Money, Meaning and Choices Institute, 180
Money and Family Life Project (Ackerman Institute for the Family), 47, 141

Needs as financial advisor, 5
Neutrality, importance of:
 blind spots and, 44–45
 when facilitating family meetings, 84–85, 107
Nokia, 61
Nonfungibility of assets and liabilities, 29–32
Nonproductive silences, 89

Open product and service architecture, in client-centric service model, 64
Opportunities of new role, 16–21
Ordinary, risk of becoming, 11, 13
Outcome-oriented business, organization supporting, 61–64
Outcomes:
 converting assessment data into steps that affect, 150
 demand-side, 55–59
 See also Life-outcome orientation

Pacing conversations, 142
Parental messages about money, 39, 46
Parking lot issues, 91
Paradoxical interventions, 17
Patriarch, death of, 97, 99–102
Peck, Judith Stern, 114
Peer supervision groups, 50–51
People, in client-centric service model, 63
Personification of assets, 35–36
Personne d'affaires versus *personne de confiance*, 134–135, 166
Pilot project, suggestions for, 127–128
Postdivorce financial modeling, 107

- Post-meeting follow-through, 83, 92
- Power vacuum after death, 100
- Preparing for family meetings, 81–82, 91
- Presentations, 139
- Price and value, delta between, 124–125
- Process, in client-centric service model, 63
- Process-focused family meetings, 77–78, 80–81
- Product-centric clients, 66
- Product-centric services, moving away from, 61–64, 65
- Productive silences, 89, 137
- Products, need to connect advice with, 10
- Professional services automation, 64
- Profitability, 70
- Project-based fees:
 - moving toward, 14–15, 64–65
 - for wealth and management services, 67–70
- Projection, mechanisms of, 44–47
- Psychological time, 94–95
- Psychology of money:
 - behavioral economics, 24–25
 - cathexis, 32–35
 - findings “from the couch,” 26
 - history and, 36–39
 - nonfungibility of assets and liabilities, 29–32
 - overview of, 23
 - personification of assets, 35–36
 - psychographic market research, 25
 - values, role of, 39–40
- Recurring revenue, 64–65
- Referrals, making, 148–149
- Reflexivity, principle of, 45
- Regime change after death, 101–102
- Registered Life Planner, 181
- Reporting, 139
- Results Management process, 56, 60–61
- Retirement:
 - glide paths to, 104
 - identity and role changes with, 103–105
 - image versus reality of, 102–103
- Revenue in advice-based business:
 - changing mix of, 65–67
 - overview of, 64–65
 - services to charge for, 67–70
- Rights approach:
 - in case studies, 160, 163–164, 167–168
 - description of, 155–156
 - screen for, 157
- Risks of new role:
 - defensiveness about fees, 14–15
 - lack of preparation, 13–14
 - mitigating, 128–129
 - no change in service model, 15
 - practice becomes ordinary, 11, 13
 - technical infrastructure unchanged, 15–16
- Rogers, Greg, 142–143
- Role and identity changes in life events, 117
- Role considerations in transition framework, 97
- Role of financial advisor:
 - as changing, 1–2, 9, 129
 - drivers of, 4
 - opportunities of, 16–21
 - risks of, 11, 13–16, 128–129
- Roth, Evan, 114
- Sale of business, 107–109
- Schott, John, 26, 34
- Segmentation intelligence, 58
- Selectivity, 71
- Self-assessment:
 - benefits of, 131
 - worksheet for, 136–137
- Self-knowledge, *see* Knowing self
- Seminars, issues raised in, following up on, 121–124
- Sequencing conversations, 142
- Servant leadership, 147
- Service implications in transition framework, 97

- Service levels, 66
- Service model:
 - assumptions of, 46, 70–71
 - economics of advice-based business, 64–70
 - life-outcome orientation of, 54–61
 - opportunities in, 19
 - organization and infrastructure for, 61–64
 - risk of leaving alone, 15
 - three-tier approach to, 54
 - training clients in, 20
- Service-oriented architecture platforms, 64
- Service valuation, 141–142
- Shadow work, 15, 70
- Sibling dynamics in elder care, 115
- Silence:
 - deep listening and, 137
 - in family meetings, 88–89
 - tactical use of, 17
- Skill development:
 - collaboration and leadership, 146–149
 - comfort talking about money, 139–142
 - communication, 135, 137–139
 - family systems, 142–146
 - integration, 148–151
 - “languages” of wealth management, 132–133
 - personne d'affaires versus personne de confiance*, 134–135
 - plan for, 151
 - SMART objectives, setting, 133–134
 - themes of, 131–132
- SMART objectives, 81, 133–134
- Society, and client systems, 28
- Solution Deployment process, 56, 60
- Solution Development process:
 - description of, 56, 59–60
 - family meetings and, 76
 - financial arrangements and, 69
- Solution-oriented discourse, nesting
 - bad news in, 140–141
- Sourcing expertise, 148–149
- Staffing plan and billability, 67
- Stances taken by financial advisor, 2
- Static model, 55
- Structure of Intellect, 174
- Substance abuse, 111–113
- SunGard, 61
- Supervision sessions, 50–51
- Supply-side technology, 71
- Synchronizing purpose of meeting with design, 78–81
- Target of intervention, 53
- Technical infrastructure, risk of leaving alone, 15–16
- Technology:
 - in client-centric service model, 63–64
 - risk of not changing, 14–15
 - supply- and demand-side, 71
- Themes in transition framework, 96
- 360 Practices, 182
- Tige, 21, 109
- Time, tracking, 64
- Timelines in transition framework, 96–97
- Time management, 20
- Tools for working with families, 172–177
- Tracking time and billing, 64
- Training programs, 180–184
- Transference, 47–49
- Transition, and financial windfall, 37
- Transition framework, 94–97, 98
- Trustee-beneficiary dyad, 48
- Trust with clients, 19–20
- 12-4-1 service model, 55
- UBS marketing campaign, 3
- UIF Discovery, 175
- The Ultimate Gift* (movie), 3
- Up-market clients, risk of not being prepared for, 13–14
- Utilitarian approach:
 - in case studies, 160, 163, 167
 - description of, 155
 - screen for, 157

- Value and price, delta between, 124–125
- Value pricing model, 141–142
- Value proposition, 54, 69
- Values, role of, 39–40
- Values-Based Estate Planning* (Fithian), 40
- Values-Based Financial Professional, 181
- Values card sorts, 172
- Values 360, 176
- Vertical processes, 63
- Virtue approach:
in case studies, 161, 164–165, 169
description of, 156
screen for, 158
- Visibility, in client-centric service model, 64
- Wachovia Calibre unit, 3, 20–21
- Walk-outs from family meetings, 90
- Wealth:
assumptions of business model about, 46
definition of, 27
source of, 36–37
- Wealth management:
core processes of, 56–58, 59–61
definition of, 27
gaps in industry, opportunities of, 16–21
investment management compared to, 18–19
“languages” of, 132–133
opportunities of, 16–21
risks of, 11, 13–16, 128–129
service list, 69
- Whitaker, Keith, 20, 26, 70, 141
- White, Peter, 114, 138–139
- Why Smart People Make Big Money Mistakes* (Belsky and Gilovich), 24, 30
- Work, and client systems, 28
- Working with Families of Wealth, 182