

Don't Miss This...



Of Mountains and Motivation

Jamie Clarke has summited Everest, crossed the Arabian Desert, climbed the Seven Summits and explored more than 40 countries. And the wisdom he has collected along the way might just be a difference-maker for your advisory business. Don't miss the always insightful, humorous and forward-thinking Canadian Clarke Thursday afternoon as he delivers a compelling message about change management, risk-taking, project management and team-building. "Real winning," he says, "has nothing to do with beating someone else, or crossing the finish line first, or standing on top. Winning isn't anything external at all. It is an internal satisfaction, a deep inner sense of pride and joy. Hear Clarke explain how to put those winning ways to work for your practice on Thursday starting at 3:45 p.m. in Palazzo Ballrooms I - P.

The 'Premier Alternative' to Wall Street

CEO Reilly Highlights Vision for Growth Amid Continuing Commitment to Core Values

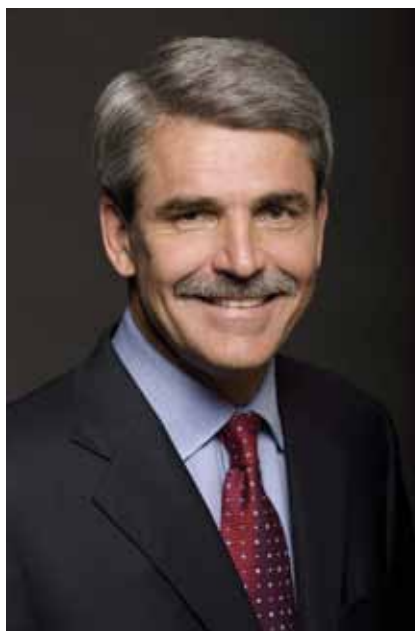
Integrity, conservatism, independence and client first. Economic conditions change, but an organization-wide commitment to those four core values will not, says CEO Paul Reilly.

"Our core values won't change, and there is opportunity in front of us," Reilly indicated during the Raymond James Financial shareholders meeting in February. "The power and placement of this firm is being realized, so we're in a unique position to thrive. Our advisors have been good to us, and people actually like working here."

Expect Reilly to reinforce and expand on those messages during the remarks he delivers to help close this year's RJFS National Conference for Professional Development in Las Vegas. Reilly will expound on Raymond James' plans for applying its core values in the effort to equip its advisors with the retail resources they need to thrive using the independent model, realizing that the fortunes of Raymond James and its advisors are inextricably linked.

"We share an increasingly unique market position, one in which we can offer advisors the benefit of personalized attention, with the scale and scope of the industry's largest firms. We are positioning ourselves as the premier alternative to Wall Street," Reilly asserts in remarks aimed at RJFS advisors.

The question is, how best to take advantage of the opportunities that come with that strong strategic positioning? One challenge Reilly cites is how to help each of RJ's businesses grow while staying true to the fundamental values that attracted people to Raymond James in the first place. Also front-of-mind,



he says, are such key strategic initiatives as niche acquisitions, strengthening the Raymond James brand, investing in people and leveraging synergies between business units.

Here's how Reilly envisions those initiatives dictating strategic priorities at specific RJ business units:

- **Private Client Group (PGG)** — Increasing advisor productivity; recruiting and hiring; expanding the company footprint; and training.

- **Capital Markets** — Deepening existing businesses; recruiting and hiring; and international activities.

- **Asset Management** — expanding product lines, increasing institutional efforts, expanding retail effort.

- **Bank** — Co-manager role on loan syndications; mortgage banking expansion; lending in Canadian currency; and securities-based lending.

- **IT/Operations** — Decoupling systems to improve flexibility; systematically assessing and upgrading key platforms; driving efficiency and service with operational platforms; exploring infrastructure requirements and solutions; and hiring talent to meet current and future needs.

"Overall," concludes Reilly, "we're focused on how and where we will grow, and we always remember that PCG represents the majority of our business. And, we are focused on being your firm of choice...the place you want to be." ■



View more pictures from the Resource Center and cocktail reception on pages 9 and 10

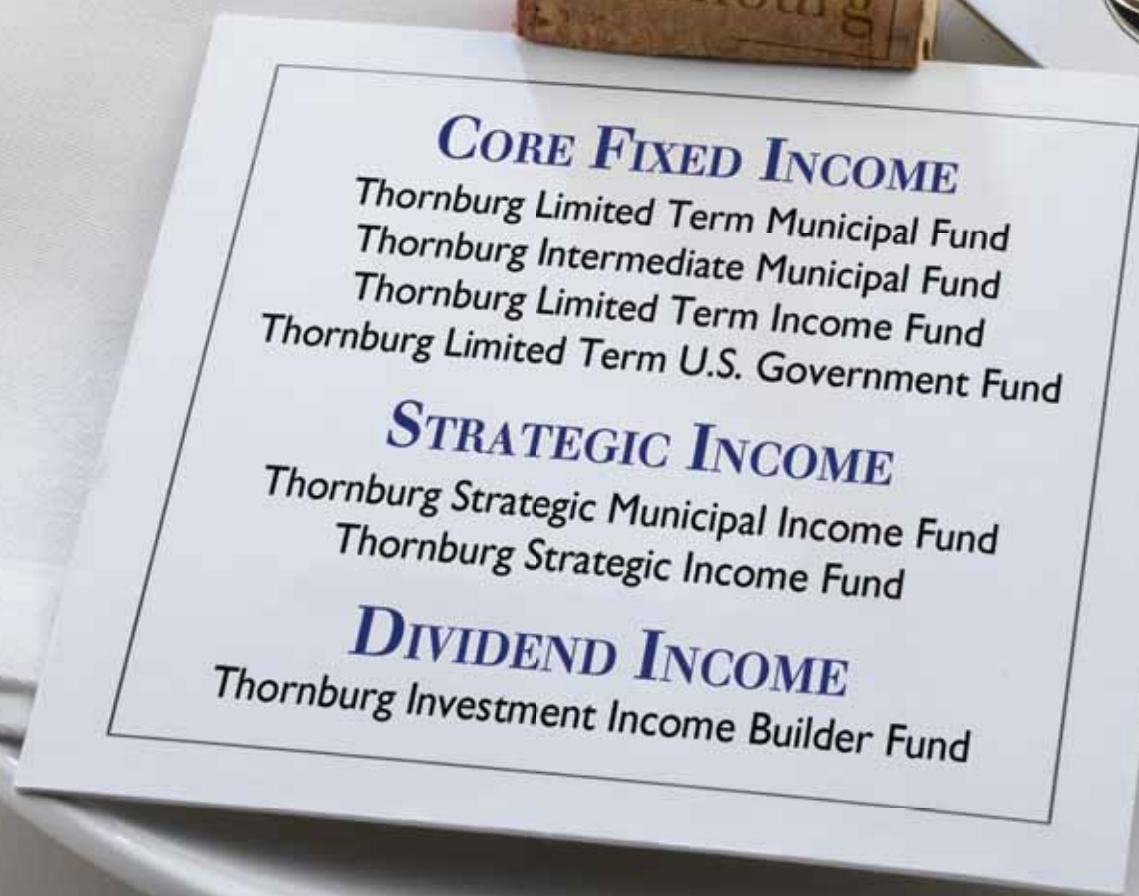
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New Regs a Blessing in Disguise?

How Advisors Can Use Cost-Basis Reporting Requirements to Boost Business

It may seem counterintuitive, but more regulatory red tape might actually mean new opportunities for advisors, at least in the case of new regulations requiring cost-basis reporting to the IRS.

Implemented this year as part of the Emergency Stabilization Act of 2008, the new rules could turn out to be a blessing in disguise for advisors who position themselves to embrace the new requirements, according to BriAnna McKee, project specialist for the Cost Basis Communication and Training Project at Raymond James. While complying with the requirements will necessitate more time of advisors and their staffs, she says, “the legislative changes can be used to build upon client relationships by being the knowledge broker and keeping them updated on changes that will affect them. It can also create opportunities [for advisors] to build their business by reaching out to their centers of influence.”

Raymond James, McKee notes, will be implementing a cost basis engine, updating impacted systems and will use an “as-required” phased approach to integrate updates, to minimize the impact on advisors and clients.

Getting a strong grasp of the new rules will require some homework and training on the part of advisors and their staffs. But the upside should make that effort worthwhile, maintains David Merriam, operations manager for portfolio reporting at Raymond James. “Advisors must take the initiative to learn as much as they can about the new brokerage firm cost-basis reporting requirements, and understand the differences between what their clients will have to report on. The bottom line is that the more we know about the nature behind certain client activities, the better off we’ll all be.”

As for how the new regulations might translate into opportunities for advisors,

Merriam explains: “The advisor is going to be at the center of a very unique opportunity to strengthen the relationship with clients across their entire book. They’ll be the focal point of client concerns, so they should let their clients know in advance what is coming.”

The new rules and resulting compliance effort will be rolled out in three phases, with the first phase already underway. “We’ve placed a strong emphasis on communication and training to provide actionable guidance to this timely issue,” McKee explains. “Through proactive measures and awareness, subtle changes can be integrated into daily practice instead of learning the legislation through costly mistakes.”

To support the effort, communications and training resources are available on the Cost Basis Changes Resource Center on RJnet – search: Cost Basis. ■

“The advisor is going to be at the center of a very unique opportunity...”

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Why Show Affluent Clients An Alternative Route

Keen Insight Into the Risk-Mitigating Power of a Diverse Lot Known as Alternative Investments

When a top-flight advisor with \$200 million in assets under management touts alternative investments, it might be worth pausing to listen.

That’s exactly what a roomful of conference attendees did as Philip Moses, Jr., a branch manager for First Federal Bank of Florida who runs a fee-only practice with 650 IMPAC accounts, listed the compelling reasons for advisors to

consider using alternative investments with their high-net-worth clients as a means of reducing portfolio risk and enhancing long-term performance.

“It’s been an interesting evolution for alternative investments. We’re now using long/short funds, structured products, private equity, real estate and commodities,” Moses said during his *Diversifying Portfolios Beyond Traditional Investments*



“We’re trying to take equity allocation and move to alternative investments to get an equity-type return, with the protection we want.”

session Tuesday at the Raymond James Financial Services National Conference. The \$200 million he manages includes investments in such alternative vehicles as U.S. equity callable yield notes and equity market-linked deposits (similar to CDs), which, according to Moses, are “a real popular product.”

Moses said he’s lately been moving more client assets into structured

products, along with equity-linked alternative investments and other vehicles. “We’re trying to take equity allocation and move to alternative investments to get an equity-type return, with the protection we want,” he explained.

Moses said his alternative investment strategy consists of four components:

- 1 Fostering an appreciation among clients for the value of defensive strategies that minimize risk.
- 2 Proactively bringing alternative investment and structured products opportunities to meetings with high-net-worth clients (an approach that has been extremely well received, he said).
- 3 Once clients have been educated about alternative products, presenting them with options for putting funds into

these vehicles.

4 Walking the talk — to buttress their recommendations, advisors purchase alternative products for their own portfolios. Without that personal stake, clients might question the advisor’s endorsement. “Purchase the products yourselves,” suggested Moses. “The client wants to know that you have them.”

When it comes to explaining alternative investment strategies to clients, Moses said he sticks to basic tech tools like Excel. “The Excel spreadsheet is what we use with new and existing clients. It helps us explain what we’re doing with their portfolios and with client reviews.”

In most cases, however, the best way to communicate with clients is either in person or by phone. Concluded Moses: “We email a PDF to a client that explains how a product works and how they can anticipate what the product will do.” ■

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Mahler's Advice to Advisors: Listen Better

Six years hosting a radio talk show on financial planning taught top advisor Carl Mahler some important lessons about client care. The first was how to listen.

"Buckle up, shut up and let them talk. They want you to listen to them," was part of the sage advice Mahler offered his peers Tuesday during his *42 Years in the Trenches and Still Learning* presentation at the Raymond James Financial Services (RJFS) National Conference in Las Vegas.

Mahler, a medic for six years during the Vietnam conflict who now heads the Pinnacle Group, a financial planning firm in Midlothian, Va., is a true pioneer in the financial services industry, having entered the fledgling business in 1969.

"Things have changed a little," he said with a laugh. "All the information in our industry was in a secret vault on Wall Street. Now, the public has it all."

But perhaps the biggest change, and challenge, for advisors is creating a differentiation strategy to separate themselves from the crowd. "A recent study group at RJFS found that today everyone is saying the same thing: What and how we're saying it isn't working. So, we need a differentiator to make people see us differently," he explained.

Coaching has been invaluable to Mahler in his quest to separate himself from the competition. He has gained valuable client-care lessons from numerous coaching firms, a course he strongly endorses for other advisors. "I've learned a great deal from coaching," he

“Clients want more from us than ever before. They want someone they can entrust their assets to and understand them.”



said. "It's a great resource and will make you a better player. Also, the Raymond James culture fosters a give-and-share attitude and the firm has great resources. Use them."

Mahler's fundamental strategy is five-fold:

1. Create a simple, elegant practice.

2. Act as the client's personal CFO.
3. Segment your clients.
4. Use a WOW! Factor approach. It's a differentiator.
5. Systematize your practice. Clients should know what to expect.

Mahler also learned that the most successful advisors spend 60 percent of their time in front of clients. The average is 10 percent. "I know I spend way too much time with emails and in the office, and not where I should be, with clients," he conceded.

That has led to an epiphany of sorts for Mahler. "Clients want more from us than ever before. They want someone they can entrust their assets to and who understands them," he told the audience. "But you can't be everything to everyone, so we have to work with select people and grow our business qualitatively. Our clients have to be the focus of our lives when we're with them." ■

Tactful Transition: the Right Way to Transfer Control of a Practice

Mary Carter has spent more than two decades building relationships and cultivating a client base. Now, as she hands the reigns of her practice over to partner Bruce Schilling, she's finding out that the process can be complicated and entails a long due-diligence process, not to mention some deft handling of long-time client relationships.

Carter and Schilling shared their thoughts on the transition process Tuesday during Carter's *Yours, Mine and Ours* top advisor session at the Raymond James Financial Services (RJFS) National Conference in Las Vegas.

"We're changing to an entity practice, so the transition plan takes many years and must be win-win. RJFS has been very professional in the way they've handled it," said Carter, who began practicing 26 years ago and is based in Jacksonville Beach, Fla.

The six-year partnership plan they have devised allows Schilling to buy into the business based on certain revenue targets. "We've structured it so Mary's objectives are met — less workload and no management. That allows her to work

less but stay involved at her own pace. For me, it's a win because I'm acquiring a large practice with a growing stream of income based on reasonable growth estimates. It's a custom document designed for us," Schilling explained.

Carter has built and operated her business with "humility, purpose and a sense of humor," all of which have contributed to her success, she said. "We've focused on above-line concepts like vision, commitment and goals, and below-line concepts of strategies, tactics and tools. I've always believed that if we take care of our business, our business will take care of us."

The partnership will allow Schilling to do just that: take care of the business. "The concepts we use are complicated,"



Mary Carter and Bruce Schilling

“She has so many clients, the challenge is to be introduced to them all and stay in touch with them.”

he said, "but the plans we deliver to clients are simple. We spend a lot of time on risk tolerance and the role of the advisor in their decisions. And we talk a lot about family."

And Carter counts many families among her client base. "She has so many clients, the challenge is to be introduced to them all and stay in touch with them," Schilling said.

For Carter, it's now about downsizing her involvement without exiting the business entirely — the best of both worlds, in her estimation. "I want to work happier," she concluded, "and keep my clients." ■

Want Information on succession planning services at RJFS? Visit RJPracticePlanning.com

Honors, Accolades for RJFS Advisors

From a big presence on “Best of” rankings to Hall of Fame inductions, dozens of Raymond James-affiliated financial professionals earned honors for their advisory work in 2010. Here’s a look at the honorees:

Bank Investment Consultant Magazine

May 2011 Ten FID branch managers earned spots on the magazine’s annual list of the Top 20 Program Managers, including four FID managers and three FID teams. They include: Ken Wren, Jr., of TowneBank; Janet Anna and Tommy Williams of Woodforest National Bank; Dan Anderson of MainSource Bank; Steve Sherrod and Don Foster of the Bank and Trust; Curt Anderson and Nancy Geubelle of Busey Bank; Jan Krug of Tri-Counties Bank; and, Gary Collier of Pinnacle National Bank.

On Wall Street Magazine

May 2011 Mike Hines (ICD), President of Consolidated Planning Corp., was named one of *On Wall Street’s* Top 10 Branch Managers for 2010. Hines was selected from among the magazine’s Top 100 Honorees, a list that also included Jeffrey

Dobyns (ICD), Paul Nickel, Patrick Keating, Stephen Kruchten, John Taylor, James “Terry” Utley, Gary Collier and Denise Togger (all FID).

Bank Investment Consultant Magazine

December 2010 Advisors from the Financial Institutions Division dominated the magazine’s Top 50 Bank Reps list, placing 17 among the rankings, including four in the top 10. Among them: Don Foster (ranked #2), Steve Sherrod (#3), Don Graeter (#6), Mike Voiles (#8), Rich Pilakowski (#12), Greg Driskell (#16), Bill Russell (#17), Chuck Sinclair (#18), Peter McFarland (#23), Greg Scott (#28), Philip Krupps (#30), Ron Campbell (#32), Philip Moses, Jr. (#35), Gregory Malin (#41), Brock Kidd (#46), Stephen Kennedy (#48) and Ron Anderson (#49).

Research Magazine

December 2010 The following were inducted into the magazine’s prestigious Advisor’s Hall of Fame in 2010: Stephen Johnson, Draper UT; Mitchell Kauffman,



Pasadena CA; and, Bryan Sweet, Fairmont, MN.

Barron’s Magazine

August 2010 Van Percy (#59), Gerry Klingman (#63) and Mal Makin (#72) were listed among Barron’s Top 100 Independent Financial Advisors.

Registered Rep Magazine

August 2010 Thirty-one RJFS advisors landed among the publication’s Top 100 Independent Advisors rankings, including: Gerry Klingman (#4), Brett Karras (#9), Van Percy (#10), Randy Carver (#13), Sal Flores, Jr. (#14), Mal Makin (#18), Don Campagna (#22), Mark Smith (#24), Jeff Sella (#25), David Tanner (#34), Thomas Hamlin (#35), Kalita Blessing (#38), Sherri Stephens (#46), Sally Law (#48), Todd Sanford (#49), Mike Hines (#50), Steve Johnson (#51), Chuck Morris (#56), Mike Slaggie (#64), Carl Stuart (#66), Charlene Carter (#67), Holmes Pettey (#74), Dudley Barnes (#75), Robert Bjork (#80), Judith McGee (#83), Daniel Boyce (#82), John

W. Moore (#90), Bryan Sweet (#91), Daniel Gavin (#92), Richard Wagener (#93), and Jon Wax (#99).

Barron’s Magazine

June 2010 Judith McGee (#74), Charlene Carter (#77) and Sherri Stephens (#82) were listed among Barron’s Top 100 Women Financial Advisors.

Bank Investment Consultant Magazine

June 2010 As it did in *Bank Investment Consultant’s* bank reps rankings, RJFS-Financial Institutions Division had a huge presence in the publication’s rankings of the Top 20 Program Managers, occupying the first six positions and 12 of the top 20, starting with top-ranked John Clemens. He was joined on the list by: Don Foster & Steve Sherrod (#2), Tommy Williams & Janet Anna (#3), Ken Wren, Jr. (#4), John McRae (#5), Dan Anderson (#6), Curt Anderson & Nancy Geubelle (#8), Jeff Ginnan (#10), Gary Collier (#14), Clem Wilkes & Peter Cholerton (#15), Bill Dietz (#17) and Frank Consalo (#19). Earning honorable mention were John Brenkovich, Larry Squires, John Taylor and Terry Utley. ■

Client Focus Key to Keeping a Competitive Edge

Helck pledges RJFS will help keep advisors on the vanguard

An unwavering commitment to the client and a willingness to embrace new technology tools will serve advisors well in a challenging, fast-changing regulatory environment, Raymond James’ President and COO Chet Helck told the audience at Wednesday’s opening session of the RJFS National Conference in Las Vegas.

Ongoing Post-Madoff regulatory reforms that hold advisors to higher, more uniform standards may be disruptive at times, making putting client interests first a top priority for advisors and for organizations such as RJFS that serve them, Helck said. Client focus “will be paramount. That’s why CRM is such a valuable tool. None of us can predict how this will play out. So my message to you is, ‘Don’t limit what you can offer clients.’”

Helck pointed out that Raymond

James has always been considered a growth-oriented company. With 90 percent of its assets being held by clients 55 years or older, however, he encouraged advisors to position themselves as experts in strategies that emphasize protecting and growing assets.

“Once they’ve retired, they spend money, and every firm in the industry knows it,” Helck explained. “The problem is that clients see you as a growth company and the banks are helping them spend it. Your job is to make sure the money is coming into the accounts and help them spend it. This isn’t optional. It’s huge.”

Consequently, Helck outlined a new tool in the offing that will help RJFS and its advisor network compete with banks. “We’re competing in a market of giant banks, but we have a bank and collateral in securities with these banks. We plan to



“We won’t say reform won’t bring more costs and changes, but we’ll be at the forefront.”

have an attractive offer for clients in the fall [of 2011] that will put you in a competitive environment.” That’s likely a reference to a new Securities-Based Lending program that RJFS plans to unveil later this year.

The company’s new Desktop technology is also part of the redoubled client-first effort, with system integration the theme. Said Helck: “Seventy percent of

you told us Investor Access reduced your workload, and we rolled out a new home page last week while investing in technology, so you can expect a big leap forward.”

Amid all the regulatory reforms,

many firms are in the process of redefining themselves. But for Raymond James, that’s not necessary, concluded Helck. “Our clients already come first. We’re not a distribution system, so we don’t have to change our business model or re-create ourselves. We won’t say reform won’t bring more costs and changes, but we’ll be at the forefront.” ■

Better UMA Payouts Highlight Enhancements for Fee-Based Advisors

Fee-based advisors have long sought a broader array of investment products tailored specifically to the way they do business. With a recent wave of enhancements to its fee-based product platform, Raymond James Financial Services is delivering just that.

Topping the list of enhancements (which became effective March 1 for new accounts and April 1 for existing accounts) is a substantial, across-the-board decrease in management fees on UMA accounts. The decrease comes as a result of reduced subadvisory fees and continued economies of scale. Here's how it breaks down:

Account Size	Past Fee (retroactive)	New Fee (retroactive)
<\$500,000	.80%	.55%
\$500,000 - \$1 million	.70%	.55%
>\$1 million	.65%	.50%

“With fee-based advisors in mind, RJFS also has introduced the No Transaction Fee platform for Passport and IMPAC accounts.”

The UMA enhancements are good news for advisors. For example, advisors will see a 37% UMA payout improvement on accounts of \$1 million or more (for the average fee of 1.75%) and a 41% payout improvement on accounts of \$500,000 or more (for the average fee of 1.92%). Comparisons are based on five managers for a \$1 million account and three managers for a \$500,000 account.

With fee-based advisors

in mind, RJFS also has introduced the No Transaction Fee (NTF) platform for Passport and IMPAC accounts. Purchases of shares from NTF-eligible mutual fund companies will no longer incur a \$30 processing fee. More than 40 mutual fund companies (representing about 70% of fund assets held in Passport and IMPAC accounts) have committed to participate in the program, and that number is expected to grow in coming months. Check the NTF Participation Commitments RJnet page for an updated list of participating fund companies.

Also this spring, RJFS lowered clearing fees on Freedom, Russell and Managed Completion Portfolio accounts as follows:

	Clearing Rate	Clearing Minimum	Clearing Maximum
Past	14.5-12 bps	\$150	\$500
New	10 bps	\$100	\$400

“Initial feedback on the enhancements from RJFS advisors has been extremely positive,” says George Raffa, CIMA®, National Sales Manager and Senior Vice President of Sales at Asset Management Services. “It’s proving to be a win-win. The new fee structure enables advisors to be extremely competitive for larger high-net-worth clients. And combining separately managed accounts and mutual funds into an institutionally-oriented asset allocation structure assists our advisors in building their fee-based business.”

For more information, visit www.amsfeechanges.com. Advisors who have comments or suggestions regarding the enhancements can contact their regional sales management team. ■

Power to Your Practice

New tools help advisors work smarter and their practices run smoother

Avoiding the dreaded “Good Idea Graveyard” while improving the productivity and efficiency of advisory practices tops the list of Practice Intelligence messages delivered at this year’s Raymond James Financial Services (RJFS) Conference in Las Vegas.

Attendees are getting a close-up, hands-on look at new methods and means to strengthen their operations through Practice Intelligence workshops, coaching, demonstrations and an array of new resources available via the Practice Intelligence website (practice.rjf.com).

“The bottom line is Practice Intelligence is our quiver of arrows that all users can draw upon. It’s our ‘weapon of mass instruction’ when it comes to helping advisors,” says David Lee, Director of Practice Intelligence at RJFS.

The quiver includes a number of workshops and resources. For example, a practice assessment tool, **Start Smart**,



is designed to analyze various areas of the advisor’s practice and creates an interactive report card showing potential improvement areas. Clicking on the “Fix” button directs the advisor to specific resources that help fix the problem.

In addition, the **Tool and Resource Center** is a virtual shopping mall of practice improvement specialty stores to help locate specific best practice solutions once the user has developed a plan but

needs resources to make it happen.

And, “**Conference on Demand**” records the content from workshops at the national conference, regional conferences and Practice Intelligence workshops and is available through its website as a YouTube-type video that can be viewed from home or office 24/7.

“Advisors are always looking for ways to improve efficiency, scalability, client deliverables and life quality,” Lee explains. “Our job is to make it easier for them to implement changes through Practice Intelligence workshops, coaching and our website.”

Lee’s Practice Intelligence sessions (see the conference agenda for locations and times) are designed to give advisors the tools needed to implement those changes, and will include a deeper dive into Conference on Demand, one-on-one coaching, Practice Perfect models, action plan generators, plan resources and more.

The Practice Intelligence workshops, he notes, are vital to advisors and will be a key session discussion at the conference.

“We offer three workshops a year,” says Lee. “They are by invitation only and are designed for advisors who are actively engaged with projects to improve their practices. We have advisors who have fundamentally changed their businesses, in part, because of attendance at these events.”

The Practice Intelligence sessions are included in the professional development track at this year’s national conference, and offer advisors an opportunity to identify valuable resources. “Best practice resources are shared in many ways, including coaching sessions, study groups, our Practice Networking Center and through our conferences,” Lee notes. “We want to help our advisors navigate the constant challenges they deal with each year.” ■

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The Buzz

Insights, inside info and anecdotes from our conference eyes and ears

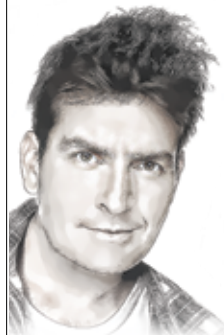


The terms “clients” and “client care” were heard everywhere and in every session. Almost as much as “Where’s registration,” and “When’s lunch?”

► **Daniel Pink’s** presentation received high praise — and from one advisor in particular. “He mentioned that Google News and Gmail were the result of Google allowing its employees 20 percent of their time to create new businesses. That really resonated with me. I do 401(k)s, so I’m going to use that strategy to improve companies. It’s a great sales tool that you can parley anywhere and can set you apart.”



A slide depicting the 1,200-pound hog “Hogzilla” provided a shock-and-awe moment during **Mary Carter’s** *Yours, Mine and Ours* Top Advisor session Tuesday. Seems the supersized hog was “discovered” by one of Carter’s clients. Not sure just how it found its way into the session, but it did generate some gasps from the audience, with one suggesting that the animal deserves a home in the Smithsonian.



And then there was the Charlie Sheen look-alike appearing in a compliance session discussing detailed compliance rules. Now there’s an oxymoron.

Overheard from one advisor during a technology session: “You can do everything with it (an iPad). If I had one I could practice intelligence.”

► **Mark Smith’s** pitchbook presentation got high marks as well, prompting one advisor to say: “It was very inspiring and is on the Raymond James’ website. I’m taking it back and applying it.”

Resource Center and Cocktail Reception



Tom Dillion, Therese Borhardt, Robert Borhardt, Kellie Cribbs and Jim Cribbs



Richard Saxon and Patrick Varney



Jeff Krall, Steve Campbell, Paul Stetter, Jr., Mark Dudash, Derek Goss and Dan Bakerman



Tom Harrington, Paul Marrella, Tania Purdy, Sam Marrella and Ken Long



Fred Bohlander, Jr., Craig Carlini, Ann Bohlander and Dave Humphries



Jim Bennett, Randy Romine, Hugh Gilmartin and Linda Zivney



Erik Zettelmayr, Lou D’Angelo, Danna Bermudez and Marty Kooman



Matt Oechsl, John Bruggman, Mary Powers, Tom Coffey, Alex Sarafianous and John Korn



Doug Forcheskie, Frosty Forcheskie, Darren Canada and Brent Thomas

Resource Center and Cocktail Reception



Pam Coleman, Cody Overstreet, Anne Stitts, Robert Millman, Chris Bucci and Ryan Van Weezel



Kathy Moran, Marcie Harris, John Dean and Lois Dean



Keith Huberman, Scott Congiu and Tom Ripp



Charles West, Art Smith, Jr., Richard DeVoe and Andrew Yee



Dick Averitt and Dick Basler



Lisa Hosti and Kathryn Malison



Fred Greene and Steve Campbell



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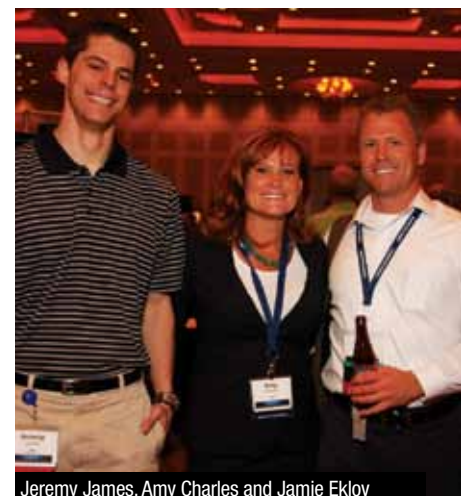
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