



pfm

Trusted Advisor Program

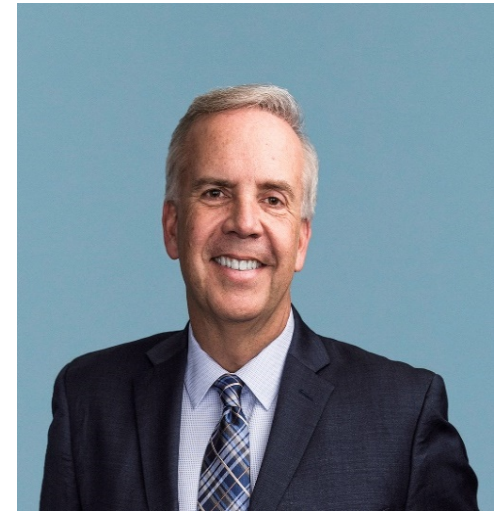
TAP I
Managing and Leading Self



Instructor Biography

Steven Alexander, CEC

Steven Alexander is a Managing Director and Partner in PFM's Orlando office, with over 30 years of investment and financial management experience. He is responsible for co-managing the PFM Asset Management LLC investment advisory and treasury management practice in the South. He currently provides investment advisory services to a variety of public and nonprofit clients. For over 20 years, Steven has been leading investment training seminars for finance officials across the nation.



Steven's wish to show others the importance of coupling the ideas of emotional intelligence and fiduciary responsibilities of financial and investment advisors with sales and keeping the client's needs first and foremost, led him to become a Certified Executive Coach (CEC) through the Center for Executive Coaching.



Instructor Biography

Steven Alexander, CEC

In addition, he is a Leadership Development Program graduate of the Center for Creative Leadership (CCL), and an active member of the Society Human Resource Management (SHRM). As a result, Mr. Alexander's education and training led him to create the Trusted Advisor Program (TAP) for PFM in 2015, in conjunction with the Center for Management & Executive Education at the Rollins College Crummer Graduate School of Business. TAP is a three-part program, focused on managing self, others, and relationships, and has been an overwhelming success. It continues to grow, most recently with Steven adding a previously developed in-depth training for senior executives that focuses on the CLOSE method of sales – success in the sales process by staying focused on the client's needs - based on Tom Pisello's book: *The Frugalnomics Survival Guide*. Mr. Alexander supports the delivery of the TAP Program, traveling the country to assist the instructors and attendees, as well as leading the CLOSE method training.

Mr. Alexander's finance training began at Stetson University, where he received a Bachelor of Business Administration Degree in Finance, followed by a Bachelor of Science Degree in Accounting from Florida Southern College.



Instructor Biography

Steven Alexander, CEC

He is a member of the International Business Honor Society Beta Gamma Sigma, holds the Mini-MBA from Rollins College Crummer Graduate School of Business, and is a graduate of the Rollins College Certified Financial Planner Program. He has also completed the University of Notre Dame Mendoza College of Business Nonprofit Executive Management Program and the Endowment Institute at Yale University's School of Management. Steven holds the designations of Certified Treasury Professional (CTP), Certified Government Finance Officer (CGFO), and Certified Public Pension Trustee (CPPT). He is a member of the Association of Treasury Professionals (AFP), among many other professional associations. He is also a Financial Industry Regulatory Authority (FINRA) registered representative and holds Series 6 and 63 licenses.

Steven was elected to the Stetson University Board of Trustees in 2012. He holds the Vice Chair position and serves on the Executive and Finance/Endowment committees. He is a member of the Board of Directors of the Orlando Regional Chamber of Commerce, the Board of Directors for the Central Florida Coalition for the Homeless and is a graduate of Leadership Orlando 2013.



Contents

- Section 1: Trusted Advisor Program Workbook and reference material
- Section 2: PACT ~ Personal Accountability Commitment Today



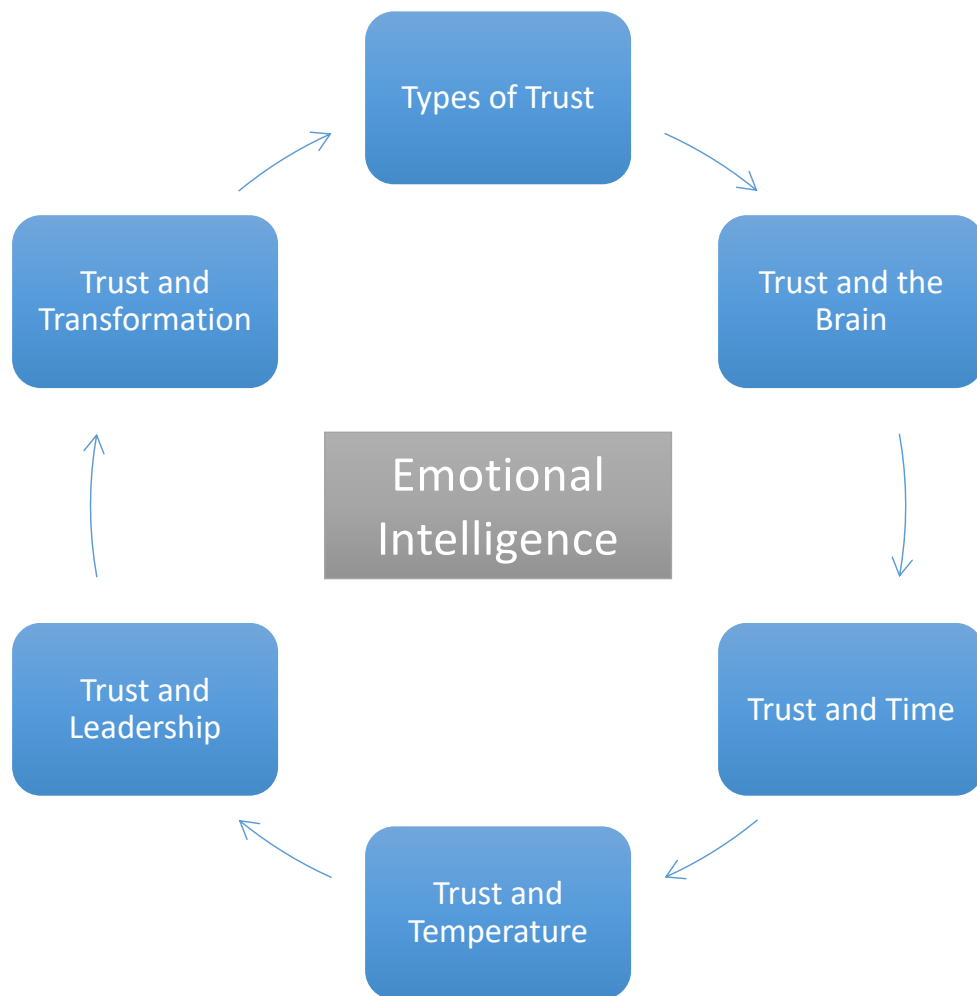
Section 1: TAP Workbook



- Name and role
- Your objectives for the program
- One word that describes you



TAP Journey



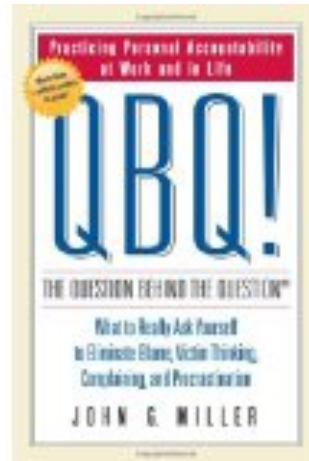


TAP Journey









Begins with
What/How

Contain "I"

Focus on
Action

Leadership has to do with the way we think

The QBQ is a tool that helps leaders at all levels practice personal accountability by asking better questions and making better choices in the moment



Underlying Concept of QBQ and Trust

The answers
are in
the questions





Polling Question-1

- Leadership has to do the way we think.

A. True

B. False



Trust is an EMOTIONAL Act

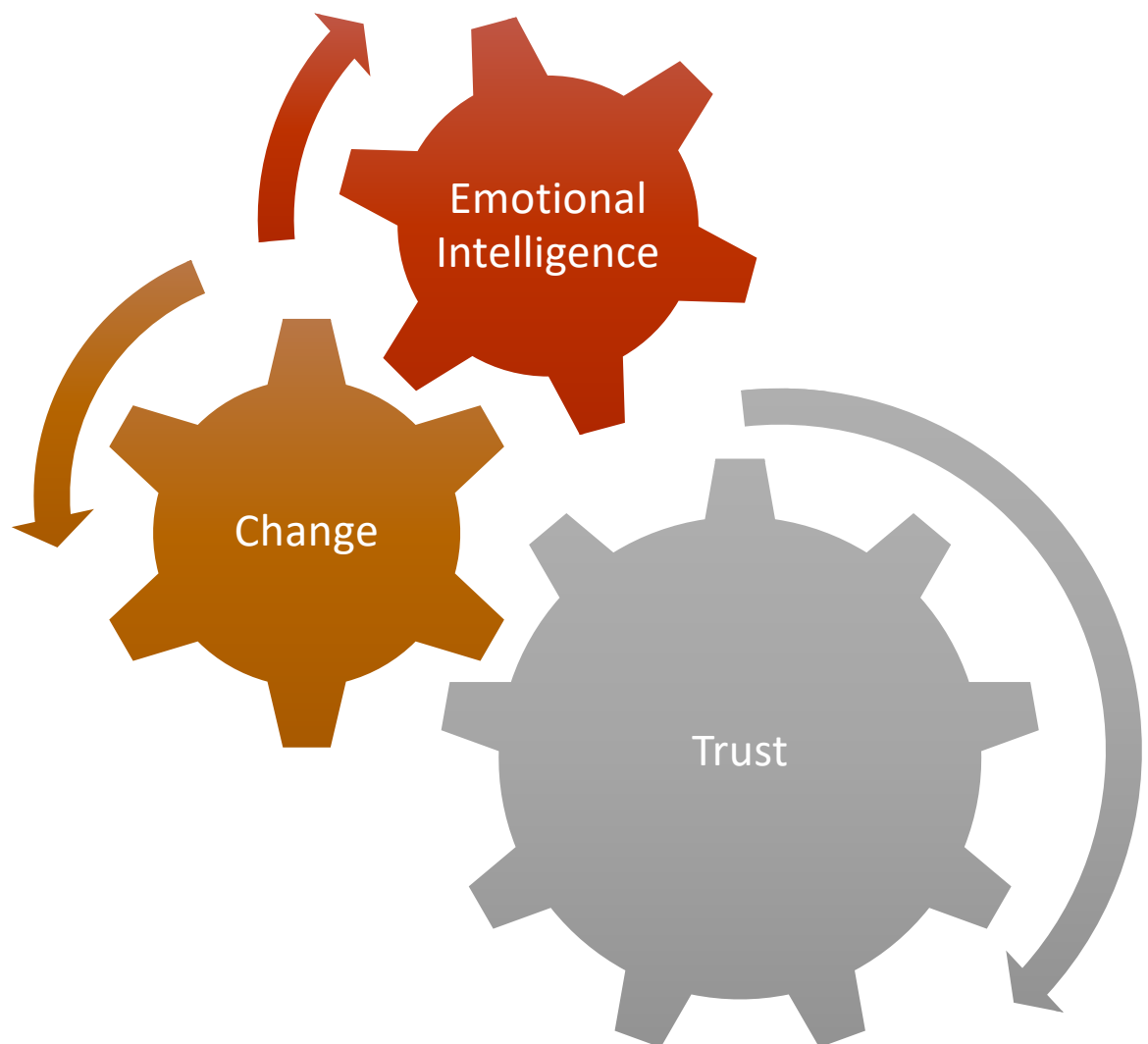
A growing number of organizations are now convinced that people's ability to understand and to manage their emotions improves their performance, their collaboration with colleagues, and their interaction with clients and customers ~Fast Company~



Understanding the Mechanics

*No one cares how much you know,
Until they know how much you care*

~ Eleanor Roosevelt ~





Value of Emotional Intelligence in Business

The process/mechanism by which EQ impacts an organization and its bottom line is through its role in creating a high-performance culture.

What builds great and sustainable organizations are leaders with a high degree of business acumen and Emotional Intelligence.

Leaders who have a sensitivity to relationships and do a good job of building relationships have something beyond business skills that help organizations succeed. They have highly developed, emotionally intelligent behaviors.

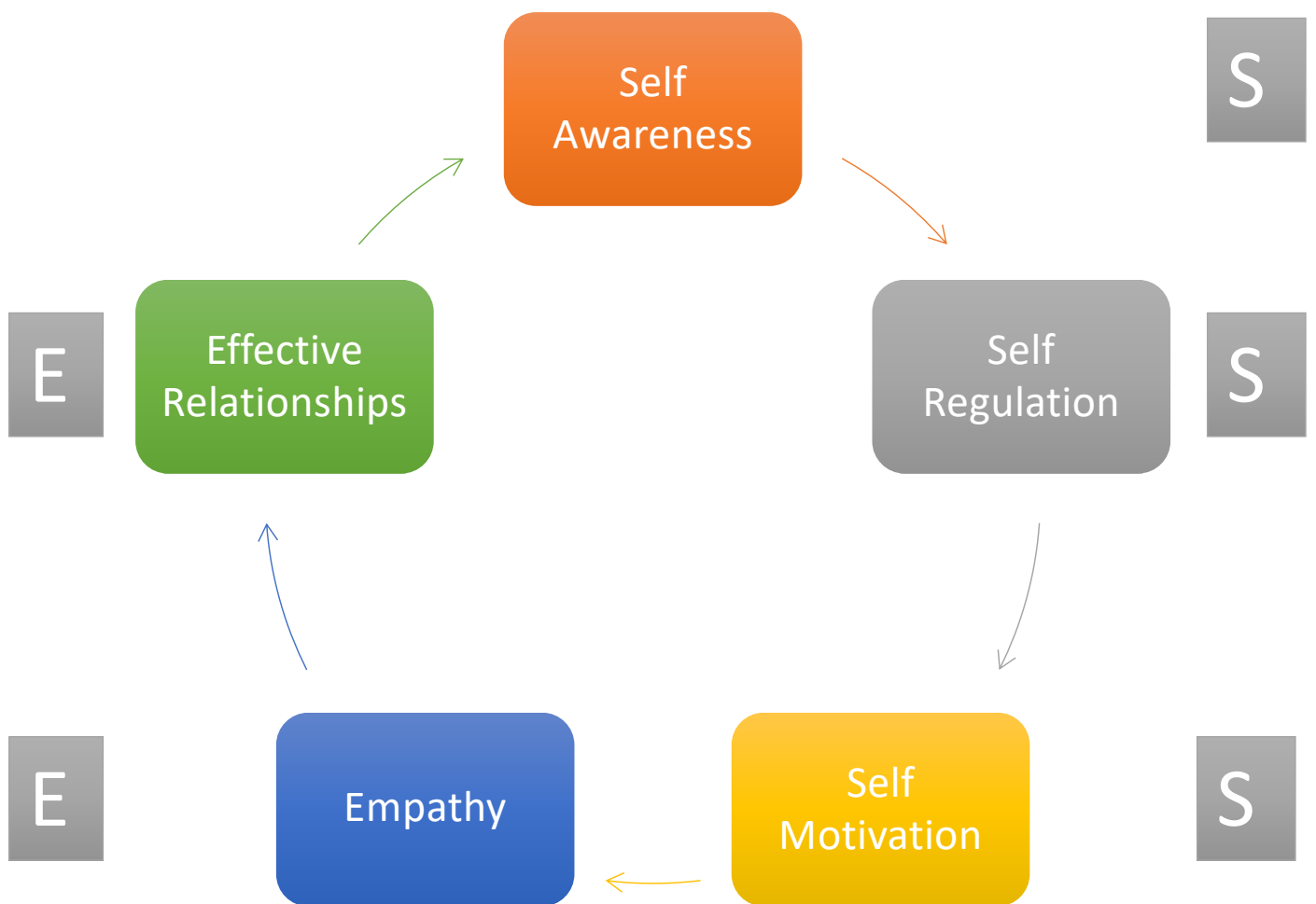
Human Capital Institute 2013

The Keys to Driving ROI



Emotional Intelligence

*Do I SEE what I look AT,
or do I SEE what I look FOR?*



Daniel Goleman



"Educating the mind without
educating the heart is no
education at all."

Aristotle

Emotional Intelligence



EQ-i 2.0



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Based on the original BarOn EQ-i authored by Reuven Bar-On, copyright 1997.



Different Kinds of Trust

- Conditional Trust

- Unconditional Trust



Communication



Listening = Empathy

- Content
- Intent
- Emotion



Polling Question-2

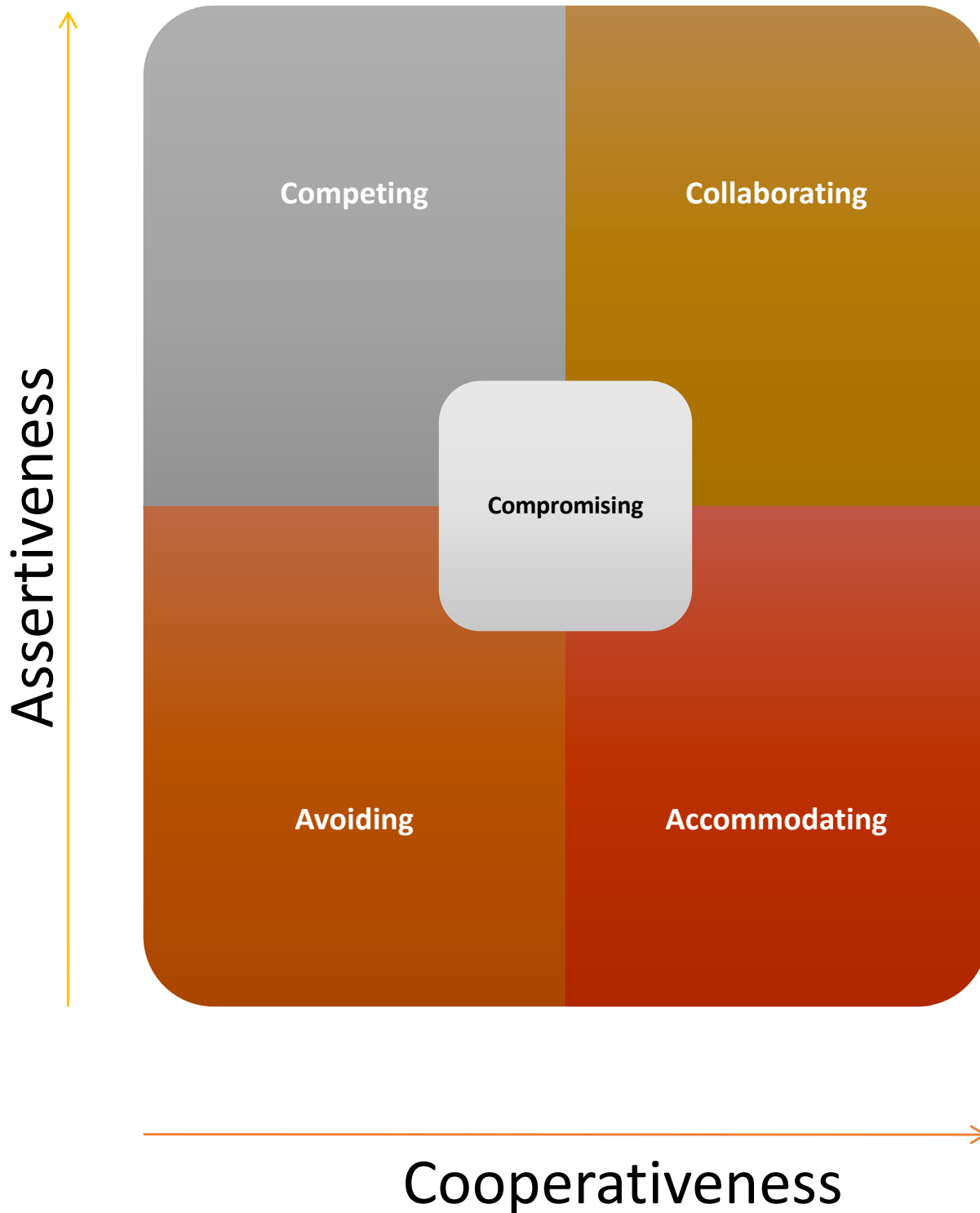
- Educating the mind without educating the heart is no education at all.

A. True

B. False



Conflict Styles





Manage Energy, Not Time

THE DANGERS of SLEEP DEPRIVATION

By A. Page

Just one week of insufficient sleep alters the activity of our genes, which control our response to stress, immunity, inflammation and overall health. Here are the hidden health hazards caused by sleep deprivation.

HIGHER LEVELS OF ANXIETY
Lack of sleep amplifies the brain's anticipatory reactions, raising overall anxiety levels.

HIGHER LEVELS OF DEPRESSION
Lack of sleep causes a decrease in neurotransmitters which regulate mood.

DISRUPTION OF CIRCADIAN RHYTHM (NATURAL TIME CLOCK)
Leading to poor white blood cell health, which weakens our physical stress response.

IMPAIRED COGNITION
Excessive sleepiness impairs memory and the ability to think and process information.

HIGHER RISK OF STROKE
Lack of sleep negatively affects cardiovascular health, increasing the risk of restricting blood flow to the brain.

HIGHER RISK OF HYPERTENSION
Sleeping between 5 and 6 hours a night increases the risk of having high blood pressure.

HIGHER RISK OF HEART DISEASE
When we sleep our blood pressure drops. Not experiencing this nightly drop in pressure is a risk factor for heart disease.

INCREASED RISK OF BREAST CANCER
Late night exposure to light is linked to reduced melatonin production, which disrupts estrogen production. Too much estrogen promotes the growth of breast cancer.

HIGHER RISK OF DIABETES
Lack of sleep triggers our stress response, leading to the release of the stress hormones cortisol and norepinephrine, which are associated with insulin resistance.

UNHEALTHY CRAVINGS
Sleep helps maintain a healthy balance of the hormones that make you feel hungry (ghrelin) or full (leptin). Lack of sleep causes ghrelin levels to increase and leptin to decrease.

HIGHER RISK OF INJURY
Lack of sleep triggers our stress response, leading to the release of the stress hormones cortisol and norepinephrine, which are associated with insulin resistance.

NEARLY 40% OF ADULTS FALL ASLEEP DURING THE DAY WITHOUT MEANING TO AT LEAST ONCE A MONTH

60 MILLION AMERICANS HAVE CHRONIC SLEEP DISORDERS

- SLEEP APNEA
- NARCOLEPSY
- PERIODIC LIMB MOVEMENT
- RESTLESS LEGS SYNDROME
- INSOMNIA

SOURCES:
<http://www.healthcentral.com/sleep-disorders/cf/allideshow/5-health-issues-that-arise-from-sleep-deprivation/hypertension-risk-increases/>
<http://www.nhlbi.nih.gov/health/health-topics/topics/sdd/howmuch.html>
<http://www.nhlbi.nih.gov/health/health-topics/topics/sdd/signs.html>
<http://www.medicalnewstoday.com/articles/256912.php>

HealthCentral

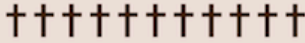


A SIP OF SODA: HOW SOFT DRINKS IMPACT YOUR HEALTH

ASTHMA

Sodium benzoate, found in sodas, is used as a preservative (microbial control) in foods. Sodium preservatives add sodium to the diet and reduce the availability of potassium. Some reported reactions to sodium benzoate include recurring urticaria (rash), asthma, and eczema.

Each day 11 Americans die from asthma



The annual cost of asthma to the healthcare system is estimated to be nearly \$18 billion




KIDNEY ISSUES


Colas contain high levels of phosphoric acid, which has been linked to kidney stones and other renal problems.


You are more likely to get kidney stones if you are:

-  Male
-  Caucasian
-  Very overweight

SUGAR OVERLOAD

 Twenty minutes after drinking a soda, your blood sugar spikes, causing an insulin burst. Your liver responds to this by turning any sugar into fat.

 Forty minutes later, caffeine absorption is complete. Your pupils dilate; your blood pressure rises; as a response, your liver dumps more sugar into your bloodstream. The adenosine receptors in your brain are now blocked, preventing drowsiness.

 45 minutes later, your body ups your dopamine production, stimulating the pleasure centers of your brain. This is physically the same way heroin works, by the way.

OBESITY

The relationship between soft drink consumption and body weight is so strong that researchers calculate that for each additional soda consumed, the risk of obesity increases 1.6 times.

70% of Cardiovascular disease is related to obesity



42% of breast and colon cancer is diagnosed in obese individuals



30% of gall bladder surgery is related to obesity



DISSOLVES TOOTH ENAMEL

Sugar and acid in soft drinks easily dissolve tooth enamel.



When tooth decay reaches the nerve, the root, and the area at the base of the tooth, the tooth may die and, if left untreated, an abscess can develop.

HEART DISEASE

Most soft drinks contain high fructose corn syrup, a sweetener that's recently come under considerable scrutiny. High fructose corn syrup has been associated with an increased risk of metabolic syndrome, a condition associated with an elevated risk of both diabetes and heart disease.

In 2006, more than one in every four deaths were caused by heart disease.



REPRODUCTIVE ISSUES

Soft drink cans are coated with a resin that contains BPA (bisphenyl-A). This is the same cancer causing chemical found in plastic baby bottles, water bottles, and plastic containers that wreaks havoc on the endocrine system, potentially causing premature puberty and reproductive abnormalities.



99.9% of plastic bottles contain BPA.

OSTEOPOROSIS

Soft drinks contain phosphoric acid and a high phosphate diet has been associated with bone breakdown and an increased risk of osteoporosis. When phosphorus is excreted in the urine, it takes calcium with it, depriving the bones and the rest of the body of this important mineral.

Eighty percent of those affected by osteoporosis are women. Twenty percent are men.



INCREASED RISK OF DIABETES

Those who drink more soda have an 80% increased risk of developing Type 2 diabetes.

Approximately 1 in 10 health care dollars is spent on diabetes



Sources: AssociatedContent.com | Waterforlifeusa.com | Ionizers.org | NYTimes.com | Hellium.com | AAFA.org | KidneyFund.org | CDC.gov | Nutrition.Suite101.com | AmericanHeart.org | Chetday.com | NOF.org | Information provided by TermLifeInsurance.org





How does a Leader build Trust?

- Make People feel safe
 - Brains place top priority on survival, so a person who demonstrates that he/she can reduce or eliminate threats to others' survival is deemed trustworthy
 - In today's world threats could also mean a challenge to our physical survival, but also could mean a danger to our prestige, income or comfort
- Demonstrate Fairness
 - Perceived unfairness elicits feelings of anger and frustration and triggers the distrust portion of the brain
- Think about how you appear to others
 - Remember the 'mirror neuron effect'
 - Ensure you are not unintentionally transferring your own feelings of distrust to others
 - One cannot fake trust; our brains can tell the difference



Polling Question-3

- How does a Leader build Trust?
 - A. Demonstrate Fairness
 - B. Talk behind your back
 - C. Make people feel unsafe



Section 2: PACT



Trusted Advisor Program

TAP II
Managing and Leading Others



Welcome Back

- Partner up and share
 - What you presented in your PACT during TAP 1 and how you have kept this commitment
 - What impact has this had and how do you know?
- Objectives for TAP 2
- Share for 1 minute

The best way
to find out if
you can trust
somebody is to
trust them.

Ernest
Hemingway

nyanzonequotes.com



TRUST

Everyone Communicates, Few Connect

*“Business goes where it wants to,
but stays where it is appreciated”*

John C. Maxwell



Our Journey So Far...





Definition of Emotional Intelligence

Salovey and Mayer

p10 Chade-Meng Tan

- The ability to monitor one's own and others' feelings and emotions, to discriminate among them and to use this information to guide one's own thinking and actions
- EQ competencies are not innate talents; they are learned abilities
- You can deliberately acquire them with practice

Trust is an emotional act



“We are being judged by a new yardstick; not just how smart we are, or by our training and expertise, but also how well we handle ourselves and each other.”

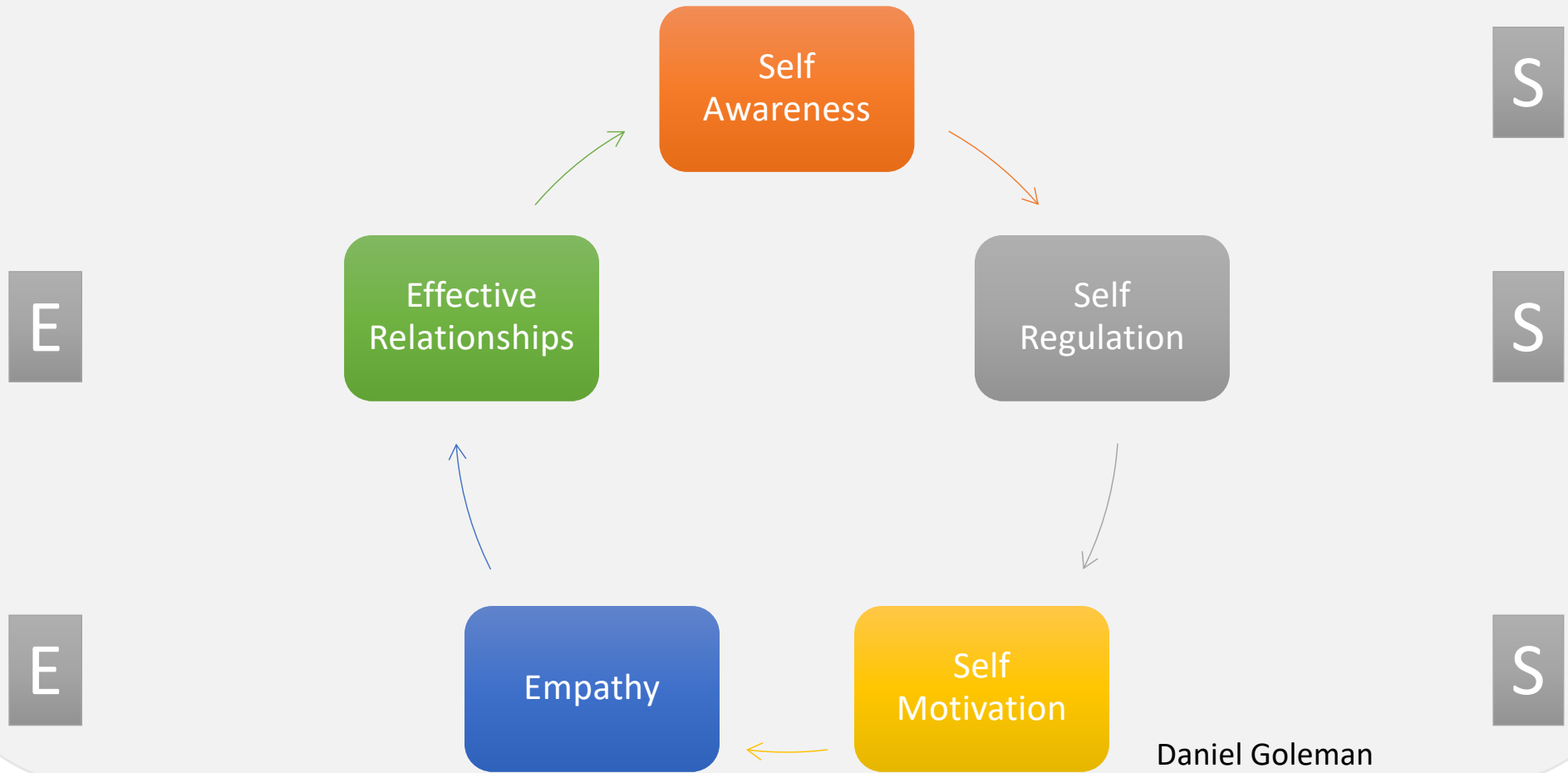
Daniel Goleman





Emotional Intelligence

*Do I SEE what I look AT,
or do I SEE what I look FOR?*



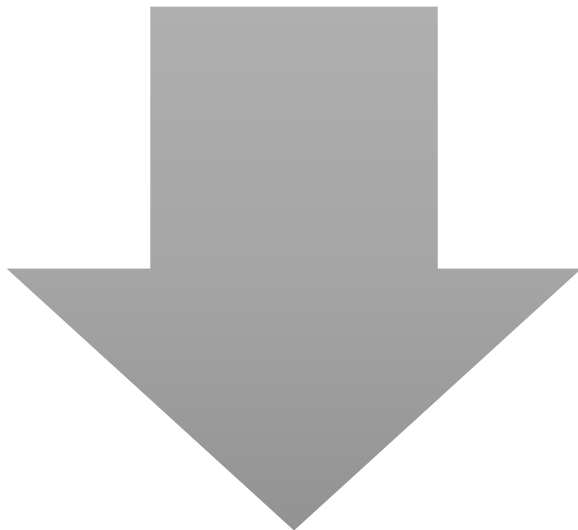
Daniel Goleman



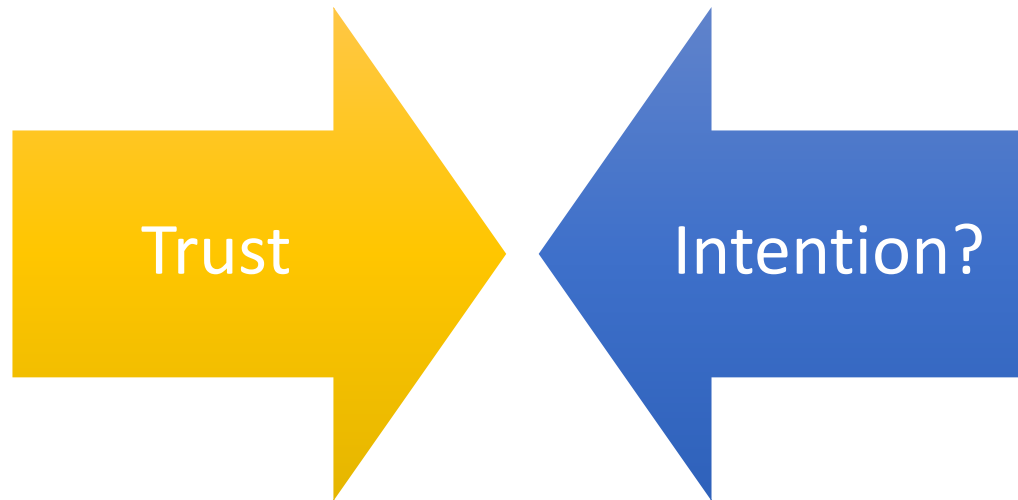
TRUST



Conditional Trust takes more energy and time



Unconditional Trust cognitively less costly strategy and decision times become significantly faster



Conditional Trust occurs when the intention is perceived as associated with an expected reward/outcome and is linked to a different center in the brain

Unconditional Trust occurs when the region of the brain associated with social attachment behavior is activated – mirror neuron



Polling Question-4

- The ability to monitor one's own and others' feelings and emotions, to discriminate among them and to use this information to guide one's own thinking and actions is?
 - A. Team building definition
 - B. Definition of emotional intelligence
 - C. Self awareness definition



Begins with
What/How

Contain "I"

Focus on
Action

*Leadership by definition is our ability to
change*

*Leadership has to do with the way we
think*

The QBQ is a tool that helps leaders at all levels
practice personal accountability by asking better
questions and making better choices in the
moment



Where We Are Heading? Next piece in the puzzle



*“Trust is knowing that when a team member does push you,
they’re doing it because they
care about the team.”*

-Patrick Lencioni,
The Five Dysfunctions of a Team

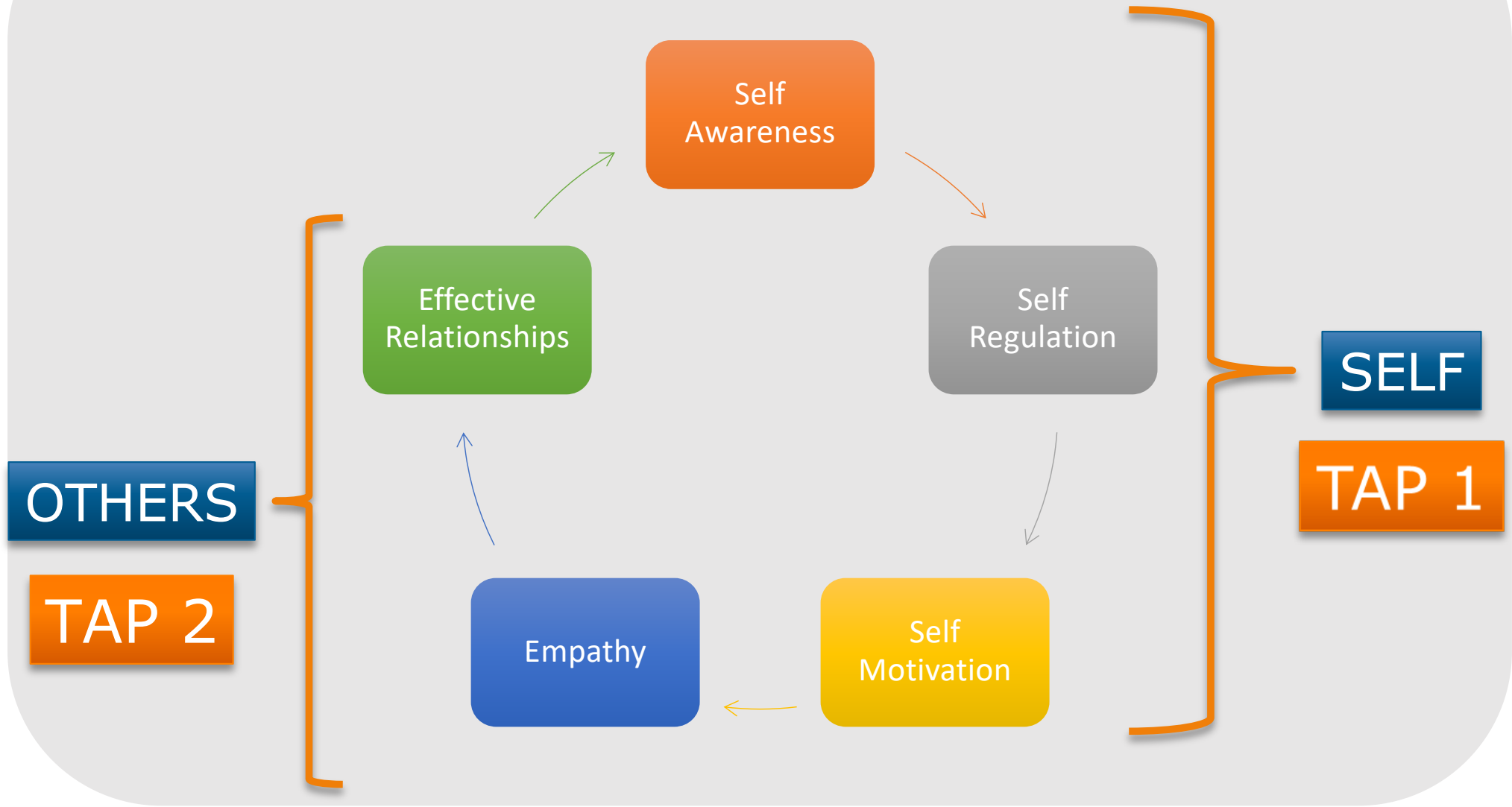


*Leadership is not about being in charge.
Leadership is about taking care of those
in your charge.*

- Simon Sinek



TAP: Trust is an Emotional Act





PFM 2016
Themes:
WHAT



PFM Core Competencies:
HOW



Polling Question-5

- Leadership is not about being in charge. Leadership is about taking care of those in your charge. Who said this?

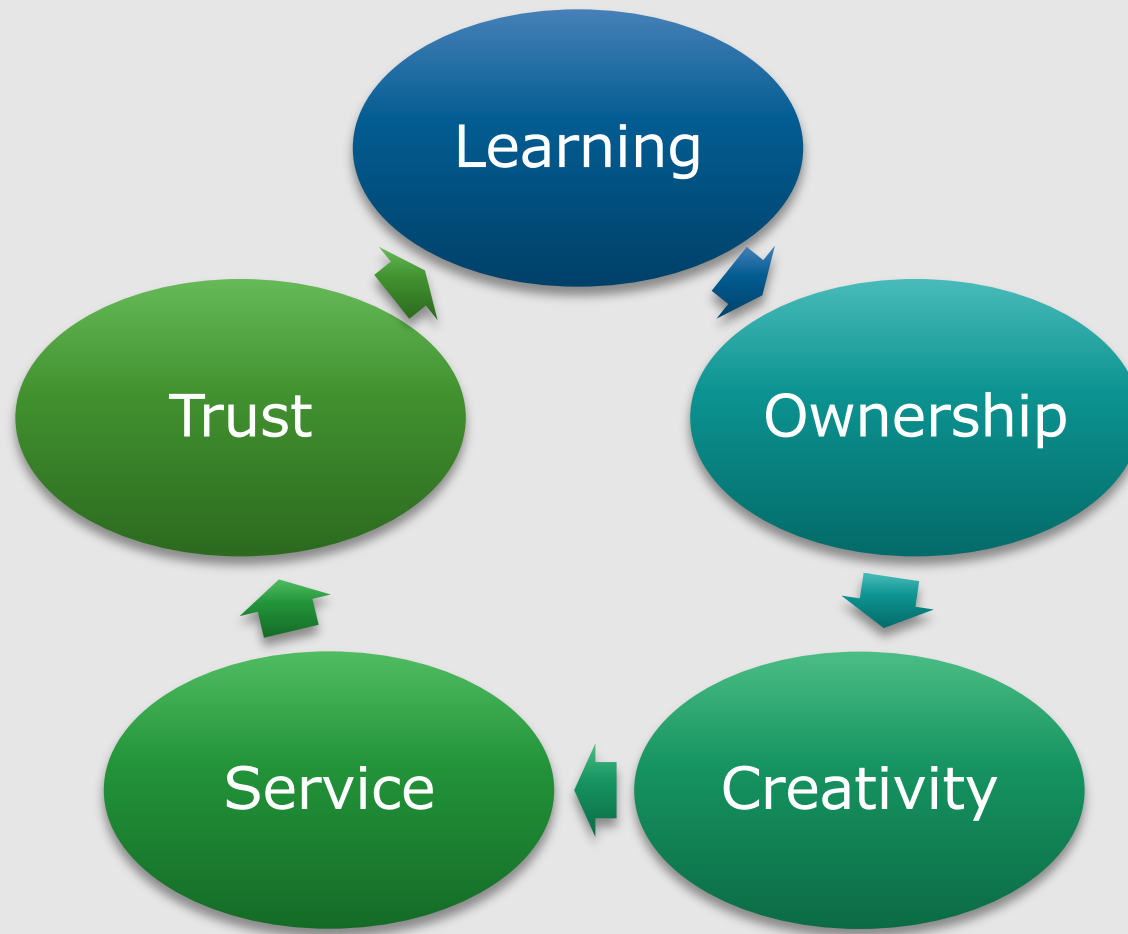
A. Simon Sinek

B. Daniel Goleman

C. John C. Maxwell



Flipping The Switch Links TAP 1 and TAP 2





Flipping The Switch by John G Miller

- **Explores 5 Advantage Principles**
 - **LEARNING** – the importance for personal growth and change
 - **OWNERSHIP** – Attaining goals by becoming a solution-oriented person who solves problems
 - **CREATIVITY** – Finding news ways to achieve by ‘succeeding within the box’
 - **SERVICE** – Building a legacy by helping develop potential in others and helping them succeed
 - **TRUST** – Developing deep and rewarding relationships



Belbin Team Roles





Belbin Nine Team Roles

As I describe the roles what do you think your dominant Team Role is?

Resource
Investigator
RI

Monitor
Evaluator
ME

Teamworker
TW

Completer
Finisher
CF

Coordinator
CO

Plant
PL

Shaper
SH

Implementer
IMP

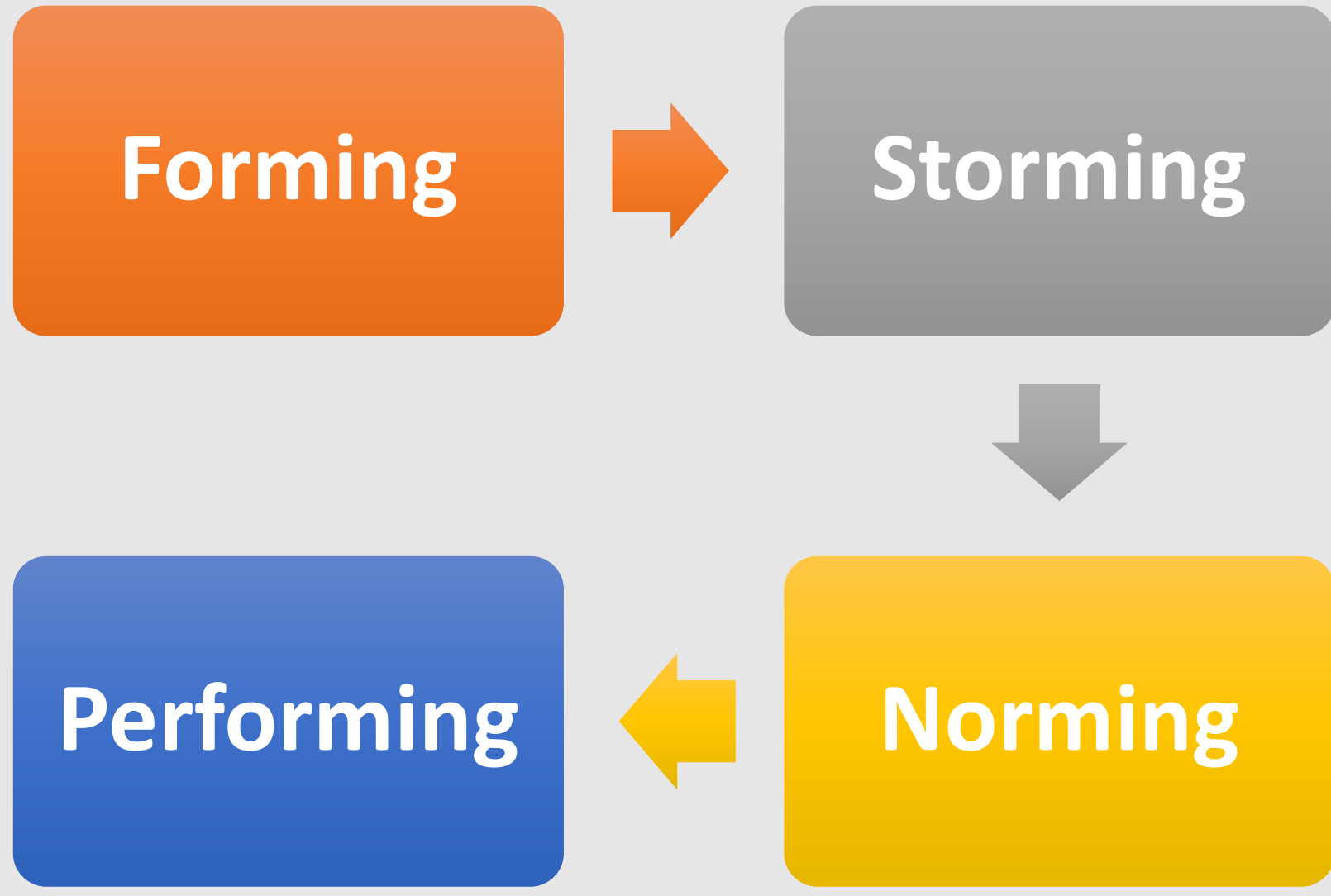
Specialist
SP







Journey to High Performance





Forming

- Most team members are positive and polite at this stage
- Some anxious, as they haven't fully understood what work they and the team will do
- Others are simply excited about the task ahead
- Stage can last for some time as people start to work together, as they make an effort to get to know their new colleagues



Storming

- Next the team moves to the storming phase
- Where people start to push against the boundaries established in the forming stage
- Storming often starts where there is a conflict between team members' natural working styles
- Can also happen when team members jockey for position; or when roles are not clearly defined or systems are not in place to guide behaviors
- Some team members may question the worth of the team's goal and they may resist taking on tasks



Norming

- Gradually the team moves into the Norming stage as people start to resolve their differences, appreciate colleague's strengths, and respect the leadership styles of each other
- As team members get to know one-another better they may socialize, and get comfortable asking each other for help and provide constructive feedback
- People start to develop a strong commitment to the team goal and this leads to good progress towards it
- There is often a prolonged overlap between storming and norming, because as tasks come up, the team may lapse back into behavior from the storming stage



Performing

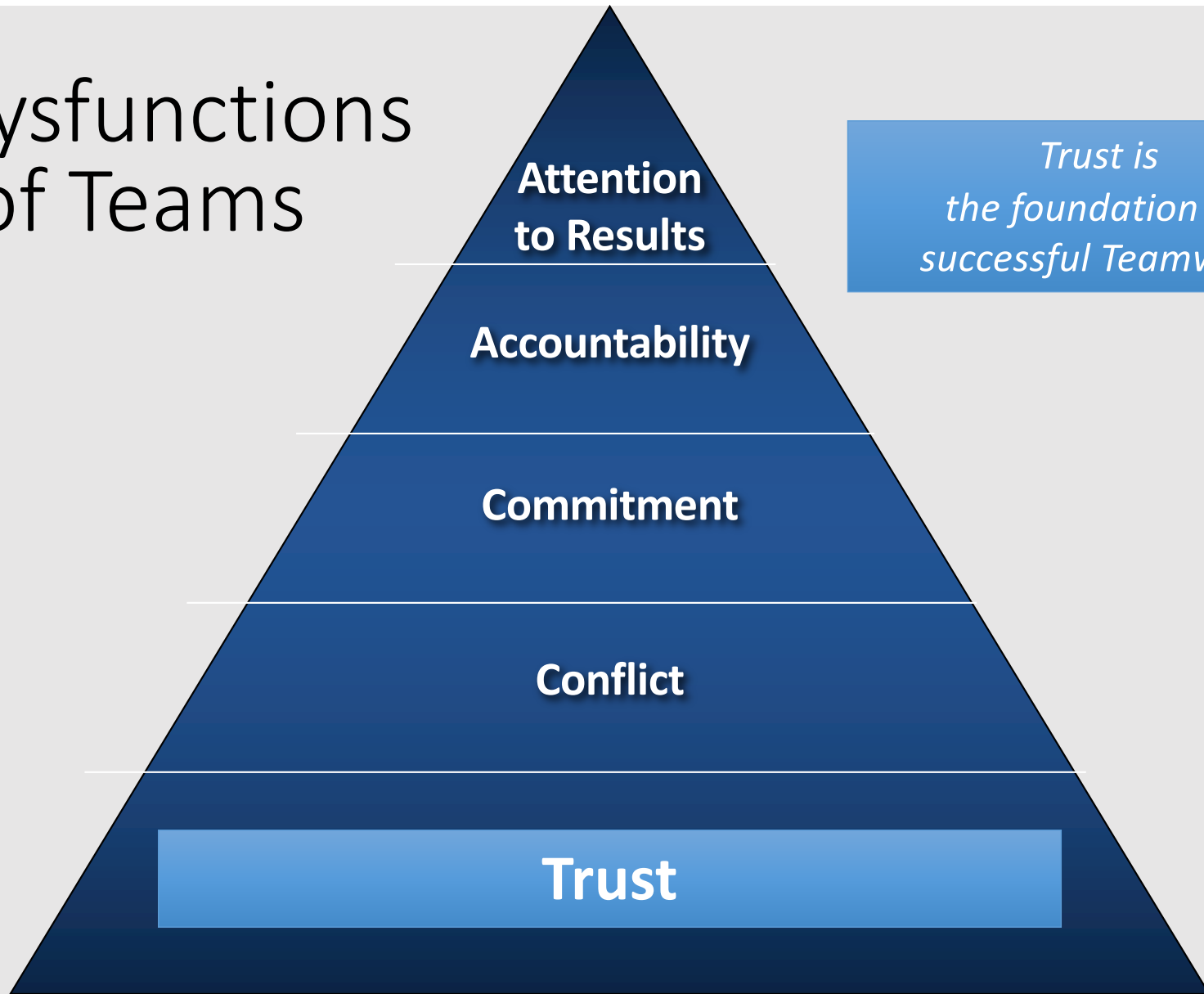
- This stage is reached with hard work, focus on the goals, together with the structure and processes you have set up to support this well
- At this stage leaders are able to delegate much of their work and can concentrate on developing team members



Team Dysfunctions



5 Dysfunctions of Teams



*Trust is
the foundation of
successful Teamwork*



5 Dysfunctions of a Team

- **Absence of Trust:** Great teams trust each other on a fundamental emotional level and are comfortable being vulnerable with each other
- **Fear of Conflict:** Teams that trust one another are not afraid to engage in passionate dialogue around issues and decisions that are key to organizational success
- **Lack of Commitment:** Teams that engage in unfiltered conflict are able to achieve buy-in and commitment because all opinions and ideas are put on the table
- **Avoidance of Accountability:** Teams that commit to decisions and standards of performance do not hesitate to hold one another accountable for adhering to those decisions and standards
- **Inattention to Results:** Teams that trust one another, engage in conflict, commit to decisions, and hold one another accountable are very likely to set aside their individual needs and agendas and focus almost exclusively on what is best for the team



Polling Question-6

- Which one below is a dysfunction of a team?
 - A. Avoidance of Accountability
 - B. Lack of Commitment
 - C. Fear of Conflict
 - D. All of the Above



Behaviors of High Performance Teams

Trust

- “I am not perfect”
- Confidence in my own value that I bring
- Accept others’ mistakes





Behaviors of High Performance Teams

Conflict

- About ideas, procedures, strategies, etc.
- Not about personal attacks
- No triangles
- Requires trust





Behaviors of High Performance Teams

Commitment

- Shared mission, vision, strategies and tactics
- Requires constructive conflict
- Maturity = not always having to get our own way





Behaviors of High Performance Teams

Accountability

- Not just to the leader but to all on the team
- Acceptance of criticism as not personal
- Required commitment





Behaviors of High Performance Teams

Attention to Results

- Team results are what matter, not individual agendas
- Create measurable goals and ways to measure
- Requires accountability to each other





Continuing Our Journey



Adrenalin stops thinking.
Slow down your breathing;
Take deep breathes
Identify the situation or event
that has upset you

Recall what you thought/felt
Ask “what did my body tell me
about how I feel”? Where did I
feel tense? What was my gut
reaction? Fight freeze or flee?

Relax

Catch Yourself
Thinking

Understand
What
Motivates You

Find the
Causes

Motivation is why people do
what they do - it affects how
you make decisions
Do you know what motivates
you?

Understand the real causes
for your strong reaction
Ask questions like, who what,
why, when and how
Why do I feel upset when...?

Skill Builders: 4 Techniques



TAP Journey





Thank You