

The Perfect RIA, Episode 68: Team Work Makes the Dream Work

This week's episode begins with Micah being kicked off the podcast and replaced by Colleen Hallinan from QII Consulting. She was one of the first partners at Ewens Financial Advisory before becoming a coach. Matthew has been working with her for a very long time now and thanks to her he was able to grow his team as it is right now. And today they are talking about how Kolbe scores (a series of assessments used to measure everything from instincts to relationships) influences teambuilding.

As Colleen says, she had days when she was very energetic at the beginning but then she would be exhausted and nothing made sense for her. We have different tasks during the day, some of them suck out the energy from us and the others make us feel alive. If we want to work better, we need to know what is what. Matthew, for example, discovered that working with one of his teammates was a bit difficult because they had different Kolbe scores. They were focused on the opposite duties for the meeting and it just didn't work.

If you want to use that strategy in your office, start from yourself and take the Kolbe A index. Identify your strengths but make sure you are giving an honest answer about how you feel. Only that way you will know exactly how to be productive in your position.

Kolbe scores can work nicely when hiring new people for your team. People who want to work in Matthew's office are asked to take a Kolbe test. It helps him evaluate his potential employees and put everyone in the right position so the whole team works as it should. Finding out which tasks will be a perfect fit for a particular person will boost the team's efficiency and let everybody do what they do best.

Kolbe A measures the instincts while the Kolbe C reviews the position. As for the example Matthew gives us, if you were to look for a junior advisor, you would start with Kolbe C to check what is expected from a person applying for that role, and then you would compare those results with your applicant's Kolbe A results. That way you can find your

perfect match. The position you are hiring for doesn't matter here; if you need someone to do particular thing around your office and they are thinking about something completely opposite, it has no right to work. People often say to Matt that if they had his office manager working for them, their office would work better. Wrong. Matt's staff is matched to his needs and whatever they do, they would not be a good fit for any other office.

Kolbe test can be also useful even if you're not looking to hire anyone for now. Make your team do Kolbe A and compare the results. That will help you see who will be better to work together and which match will probably not work. Matthew used it for improving the relationship with his wife, Jackie. She wasn't surprised by the results as she already knew everything about Matt. But for him, it was a revolutionary experience. He applied the results to real life and was surprised by how well it works.

Colleen also introduced Matthew to energy reconnaissance. Everyone in the team writes down activities which are energy building or draining for them. What Matthew did at his office is he allowed his employees to come and say that this particular activity given to them is not a good fit. That way Matthew knows who is best at what and he can distribute duties around his office in a more efficient way. For example, Matt is not too good at making PowerPoint presentations and he used to do a lot of them. He would spend hours on details and in the end, he wasn't happy with the outcome. Now, most of that work is done by a designer. The team will work better when everyone is allowed to do what fits them best. If you are able to do it that way, why try to fight it?

Action Items

1. **Sign up for the event if you're in Phoenix.** Colleen will be doing a workshop for the Financial Planning Association of Greater Phoenix at the SkySong Center on March 25, 2020. You can snag discounts to the event for the team and on the Kolbe tests through the FPA of Greater Phoenix website.

2. **Take the Kolbe A.** Do it for everyone on your team, whether that's one person or 50. It may cost a few hundred dollars, but it will likely be some of the best money you spend this year. For Backstage Pass members, Matthew will be throwing up his own scores and his team's so you can get a feel for how they work together.
3. **Check out Clifton StrengthsFinder.** This is another assessment that had a big impact on Colleen. It will help you understand both sides of your strengths. For example, Colleen's strength is ideation, but it has a shadow. As Dan Sullivan of Strategic Coach always says, you don't have to act on every single idea that you have.
4. **Look at your calendar.** Figure out what activities you are dreading and find a way to get rid of them. Instead of muscling through, find a way to eliminate, delegate, change, or work around it. If going to work is what you dread, then maybe you need to look into a career change.