20 YEARS
Building Enduring Impact

# Partner Contribution & Alignment Review™

*A Focused Working Session for Partner Groups*
*Designed for a Dedicated 2-Hour Partner Session*



clientwise™

— Est. 2006 —

| Name: | Date: |
| --- | --- |

## About ClientWise LLC

ClientWise is the premier business and executive coaching firm working exclusively with financial professionals. We specialize in helping clients optimize growth and maximize revenue by engaging as a knowledgeable partner in accomplishing specific and significant business results. Our full-service coaching program empowers financial advisors, wholesalers, managers and executives to enhance performance through customized, action-oriented solutions based on each client's specific vision and situation.

Our certified coaches are members of the International Coaching Federation (ICF). They adhere to ICF's strict code of ethics and have the experience and insight to work with you on the unique challenges and opportunities you face each day.

Drawing from an in-depth knowledge of the financial industry, ClientWise's mission is to professionally develop industry leaders and consistently raise the bar for industry service, commitment and integrity. Simply put, our singular focus is to help you **get clear, get focused, and get results.**

# Partner Contribution & Alignment Review™

PART 1 | Partner Contribution Review

PART 2 | Partnership Health Check™

PART 3 | Closing Conversation & Agreements


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Notes:

# Introduction

This is a working tool, not a report card or a negotiation. Its purpose is to give every partner a shared, honest, and structured view of how well the partnership meets its own agreements. Part 1 is the Partner Contribution Review, using Track A for Producing Partners or Track B for Non-Producing Partners; Part 2 is the Partnership Health Check™; and Part 3 is closing out the conversation. When partners understand exactly what is expected of them, and evaluate each other against those clear standards, the conversations that follow become more direct, more productive, and ultimately more bonding.

## Before You Score: A Note on Honesty

**Step 1:** Complete your self-evaluation before seeing anyone else's. A 3 means you are genuinely meeting expectations, not almost meeting them, not mostly meeting them. A 4 means you are consistently exceeding the agreed-upon level of contribution. Score yourself the way you would want a trusted colleague to score you: with generosity on intent, but precision on evidence.

**Step 2:** The group reviews their scores together. The goal is not to reach consensus, it is to understand. When scores differ greatly, that difference becomes the most important area worth exploring.

**Step 3:** Develop key insights and learnings from the discussions, areas the group agrees is a strength to the firm, and areas needing improvement or could be part of further development.


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PART 1

# Partner Contribution Reviews

Partnership is not equal contribution. It is equitable contribution. Each partner giving their best, in the way their role demands, at a standard the whole group has agreed to.

This content has two distinct tracks, one for Producing Partners, responsible for generating new revenue and acquiring new assets, and one for Non-Producing Partners, those in leadership and support roles, because meaningful contribution looks different depending on the role, and holding everyone to the same production metrics misses the point.

### Two Tracks, One Standard

Track A applies to Producing Partners; Track B applies to Non-Producing Partners. The dimensions differ, the expectation of full partnership contribution does not. Complete the self-review using the track that best aligns with your role as a partner.


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TRACK A

# Producing Partner Contribution Review™

## Explicit Expectations

A Producing Partner's main responsibilities to the firm are threefold: to generate revenue that the firm couldn't achieve without them, to deepen client relationships in ways that boost the firm's long-term enterprise value, and to contribute to the culture and leadership of the team in a manner that enhances everyone's capacity. These expectations are not aspirational — they are the minimum standard that justifies income and equity participation.

| Partner Name: | Period Under Review: |
|---|---|
| Role/Title: | Years as Partner: |

**Enabling Partner & Client Performance** 1=*Not meeting* 2=*Partially Meeting* 3=*Meeting* 4=*Exceedingly Meeting*

| | Contribution Expectation | 1 | 2 | 3 | 4 | Specific Evidence / Examples |
|---|---|---|---|---|---|---|
| 1 | **Revenue Production**<br>Meets or exceeds agreed annual production target; revenue is growing year-over-year. | ① | ② | ③ | ④ | |
| 2 | **New Client Acquisition**<br>Consistently adds new clients at or above the agreed annual target; clients are the right fit for the firm. | ① | ② | ③ | ④ | |
| 3 | **Client Relationship Depth**<br>Clients express high loyalty; AUM/revenue per client is growing; referrals are generated from the book. | ① | ② | ③ | ④ | |
| 4 | **Revenue Quality**<br>Revenue is sustainable, recurring, and not dependent on one-time transactions or relationships tied solely to this partner. | ① | ② | ③ | ④ | |


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| Team Leadership & Culture | | 1=*Not meeting* | 2=*Partially Meeting* | 3=*Meeting* | 4=*Exceedingly Meeting* | |
|---|---|---|---|---|---|---|
| | Contribution Expectation | 1 | 2 | 3 | 4 | Specific Evidence / Examples |
| 5 | **Team Engagement**<br>Actively supports and develops colleagues; team vs. individual orientation; does not create drag or dysfunction. | ① | ② | ③ | ④ | |
| 6 | **Next Generation Development**<br>Invests meaningfully in developing next-generation advisors and associate partners; identified at least one person to sponsor. | ① | ② | ③ | ④ | |
| 7 | **Cultural Stewardship**<br>Models the firm's values in daily behavior; raises issues early; does not allow silence to become fractures. | ① | ② | ③ | ④ | |
| 8 | **Brand & Business Representation**<br>Represents the firm's brand first; actively introduces the firm to centers of influence; firm-centric, not self-centric. | ① | ② | ③ | ④ | |

| Partnership Behavior | | 1=*Not meeting* | 2=*Partially Meeting* | 3=*Meeting* | 4=*Exceedingly Meeting* | |
|---|---|---|---|---|---|---|
| | Contribution Expectation | 1 | 2 | 3 | 4 | Specific Evidence / Examples |
| 9 | **Strategic Participation**<br>Engages seriously in firm planning; brings perspective and ideas; follows through on strategic commitments. | ① | ② | ③ | ④ | |
| 10 | **Deep Partnering**<br>Voices concerns directly; handles disagreement constructively; does not triangulate or create factions. | ① | ② | ③ | ④ | |
| 11 | **Enterprise Value Orientation**<br>Makes decisions that build the firm's long-term value, not just their personal short-term advantage. | ① | ② | ③ | ④ | |
| 12 | **Partnership Agreement Compliance**<br>Honors all terms of the partnership agreement; compensation, equity, and conduct terms are met without exception. | ① | ② | ③ | ④ | |


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Notes:

| **TRACK A** Score Summary | Total Sum | Average |
|---|---|---|
| **3.5 – 4.0** Partner is exceeding expectations<br>**2.5 – 3.4** Partner is meeting expectations<br>**1.5 – 2.4** Development conversation required<br>**Below 1.5** Formal performance review required | | |

What specific behaviors or results created your scores above? Scores without evidence are not useful.

What is the one area where this partner could make the greatest positive impact if they shifted their focus or approach?

What agreement(s) should be made coming out of this review?


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Notes:

## Coaching Questions Producing Partners

Use these questions to guide the group discussion after individual scores have been completed. Looking at this partner's revenue contribution over the past 12–24 months, is the trend going up, remaining steady, or declining? What is causing that trend, and what, if anything, should be adjusted?

1. Where is this partner creating leverage for the rest of the team, and where are they, perhaps unintentionally, creating bottlenecks or dependencies that make the firm more fragile?

2. If this partner's clients were asked to describe the firm, not just the partner, how would they respond? Is this partner helping to build the firm's brand, or mainly their own?

3. What would it take for this partner to improve from a 1 to a 2, or a 2 to a 3, or a 3 to a 4 on their lowest-scoring dimension? Is the gap due to skill, priority, or something the firm needs to address together?

4. Is the compensation this partner receives aligned with their contribution, and with the contribution the firm needs from them going forward? If there is a gap, how should it be addressed, and by when?


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TRACK B

# Non-Producing Partner Contribution Review™

## Explicit Expectations

A non-producing partner in a leadership or support role — such as Chief Operating Officer, Director of Client Service, Head of Planning, Managing Partner without a production requirement, or similar — contributes to the firm's overall value differently than a producing partner, but just as importantly. Their impact is reflected in the quality, consistency, and scalability of the infrastructure, people, and processes that allow every producing partner to excel. These partners are not evaluated on the revenue they personally generate. They are evaluated on the revenue, retention, and growth they make possible, and on the extent to which they build systems and teams that reduce the firm's dependence on any single person.

**A high-performing, non-producing partner makes every producing partner better. Their leverage is invisible in any single client meeting, and yet the team would feel it if they were not a partner.**

| Partner Name: | Period Under Review: |
|---|---|
| Role/Title: | Years as Partner: |

**Operational Excellence** — **1**=*Not meeting* **2**=*Partially Meeting* **3**=*Meeting* **4**=*Exceedingly Meeting*

| | Contribution Expectation | 1 | 2 | 3 | 4 | Specific Evidence / Examples |
|---|---|---|---|---|---|---|
| 1 | **Infrastructure Quality**<br>Processes, systems, and workflows under this partner's oversight are efficient, documented, and reliably executed. | ① | ② | ③ | ④ | |
| 2 | **Scalability**<br>The functions this partner owns can grow with the firm without requiring proportionally more of their personal time or attention. | ① | ② | ③ | ④ | |
| 3 | **Problem Resolution**<br>Issues surface quickly, are resolved decisively, and rarely recur; this partner prevents problems from reaching the partners' table. | ① | ② | ③ | ④ | |
| 4 | **Compliance & Risk Management**<br>The firm operates within regulatory requirements; risks are identified early and managed proactively. | ① | ② | ③ | ④ | |


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## Enabling Partner & Client Performance

1=*Not meeting* 2=*Partially Meeting* 3=*Meeting* 4=*Exceedingly Meeting*

| | Contribution Expectation | 1 | 2 | 3 | 4 | Specific Evidence / Examples |
|---|---|---|---|---|---|---|
| 5 | **Advisor Enablement**<br>Producing partners report that this partner's work makes them meaningfully more effective; bottlenecks are rare. | ① | ② | ③ | ④ | |
| 6 | **Client Experience**<br>Clients consistently experience a high-quality, seamless service model; service failures are rare and recovered quickly. | ① | ② | ③ | ④ | |
| 7 | **Talent Development**<br>This partner actively develops the people on their team; the bench is growing stronger; turnover of key staff is low. | ① | ② | ③ | ④ | |
| 8 | **Cross-Functional Collaboration**<br>Works effectively across all functions; creates clarity, not confusion, about roles and priorities. | ① | ② | ③ | ④ | |

## Leadership & Partnership

1=*Not meeting* 2=*Partially Meeting* 3=*Meeting* 4=*Exceedingly Meeting*

| | Contribution Expectation | 1 | 2 | 3 | 4 | Specific Evidence / Examples |
|---|---|---|---|---|---|---|
| 9 | **Strategic Contribution**<br>Brings meaningful perspective to firm strategy; contributes ideas that move the firm forward; not just an executor. | ① | ② | ③ | ④ | |
| 10 | **Cultural Leadership**<br>Models the firm's values visibly and consistently; people on their team understand and live the culture. | ① | ② | ③ | ④ | |
| 11 | **Deep Partnering**<br>Raises concerns early; engages in constructive conflict; does not create factions or allow issues to fester. | ① | ② | ③ | ④ | |
| 12 | **Enterprise Value Orientation**<br>Decisions and priorities reflect what is best for the long-term health of the firm, not convenience or personal preference. | ① | ② | ③ | ④ | |


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Notes:

| **TRACK B** Score Summary | Total Sum | Average |
|---|---|---|
| **3.5 – 4.0** Partner is exceeding expectations<br>**2.5 – 3.4** Partner is meeting expectations<br>**1.5 – 2.4** Development conversation required<br>**Below 1.5** Formal performance review required | | |

What specific behaviors or results created your scores above? Scores without evidence are not useful.

What is the one area where this partner could make the greatest positive impact if they shifted their focus or approach?

What agreement(s) should be made coming out of this review?


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Notes:

## Coaching Questions Non-Producing Partners

1. If every producing partner were asked today what makes them more effective because of this partner's work, what would they say? Is the answer clear and consistent? If not, what does that reveal?

2. Where is this partner's greatest contribution currently invisible to the rest of the group, and how could making it more visible strengthen both this partner and the partnership?

3. Is this partner's contribution scaling appropriately with the firm's growth? Or is there a gap forming between what the firm now requires from this role and what the partner is currently providing?


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4 What does 'enterprise value' look like from this partner's perspective? Can they clearly explain, specifically, how their work is increasing the firm's value for a future buyer, successor, or investor?

5 Is the compensation this partner receives aligned with their contribution, and with the infrastructure and leadership the firm needs from them moving forward? If not, how should that be addressed?


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# Top Three Key Insights and Learnings

Turn the discussion into insight. Capture what the group agrees are strengths of the firm, and where there's room to improve or grow.

| Key Insights & Learnings | Strengths to the Firm | Needs Improvement & Development |
|---|---|---|
| | | |
| | | |
| | | |


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PART 2

# Partnership Health Check™

## How Well Are We Operating as a Partnership?

Individual contribution is essential but not enough. The partner group also needs to work well as a team, being aligned on goals, open to honest disagreement, and truly dedicated to one another's success. This part is to be completed by all partners together, discussing and agreeing on a shared score for each area. Should the group be unable to agree on a shared score, mark it a "X" as an area for further discussion.


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# Partnership Health Check™

**1**=*Not at all* **2**=*Occasionally* **3**=*Consistently* **4**=*Exemplary* **X**=*Area for Further Discussion*

| | Partnership Dimension | 1 | 2 | 3 | 4 | X |
|---|---|---|---|---|---|---|
| 1 | We have a shared, written vision of growth for the firm that all partners have genuinely contributed to and are committed to. | ① | ② | ③ | ④ | ◯ |
| 2 | We hold each other to the same standards we agreed to, regardless of tenure or title. | ① | ② | ③ | ④ | ◯ |
| 3 | We voice concerns directly and early; we do not let silence create distance or resentment between partners. | ① | ② | ③ | ④ | ◯ |
| 4 | When we disagree, we listen without reacting, seek to understand before responding, and resolve without creating factions. | ① | ② | ③ | ④ | ◯ |
| 5 | We make decisions that are best for the firm, not just for any individual partner's near-term interest. | ① | ② | ③ | ④ | ◯ |
| 6 | We acknowledge and celebrate each other's contributions, not just to clients, but within the partnership itself. | ① | ② | ③ | ④ | ◯ |
| 7 | We have a clear, documented process for addressing partner under-performance, and we actually use it. | ① | ② | ③ | ④ | ◯ |
| 8 | We are actively developing the next generation of leaders who could eventually become partners. | ① | ② | ③ | ④ | ◯ |
| 9 | Every partner knows what is expected of them, why it matters, and how their compensation connects to those expectations. | ① | ② | ③ | ④ | ◯ |
| 10 | The way we operate as a partnership would be compelling to a high-performing team member considering joining us. | ① | ② | ③ | ④ | ◯ |

**Average Score Summary**

| | Total Sum | Average Score |
|---|---|---|
| **3.5 – 4.0** High-functioning partnership — protect what is working | | |
| **2.5 – 3.4** Solid foundation with clear areas to address | | |
| **1.5 - 2.4** Identify specific areas to improve — build a formal performance review | | |
| **Below 1.5** Significant repair work needed — engage a coach or facilitator | | |


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PART 3

## Closing Conversation & Agreements

It is easy to score each other and nod at the results. It is harder, and infinitely more valuable, to decide together what must change or improve, who is responsible for making it change, and how the group will hold each other accountable.


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## Closing Coaching Questions

Use these to steer the group conversation. Not every question needs to be asked. Pick the ones that have the most energy within your partner group.

1. What is the single most important thing we learned about ourselves as a partnership today, and what will we do with that?

2. Where is the gap between what we say we expect from each other and what we actually hold each other accountable for? What has prevented us from closing that gap before today?

3. If we came back to this room a year from now and every aspect of this review had improved to a 4 — what differences would we notice in how we work, how we feel about each other, and how our clients experience us?

4. What is the conversation this group has been avoiding, about a partner's contribution, compensation, or roles, that needs to happen now, in this room, instead of later in the hallway?

5. What does each of us need from the rest of the group to do our best work? Have we ever actually said that out loud?


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# Partnership Agreements™

Complete this section together before leaving the room. Each agreement must have a clear owner and a specific, dated deadline. Vague agreements do not get honored.

| | Agreement (specific and behavioral) | Owner | Due Date |
|---|---|---|---|
| 1 | | | |
| 2 | | | |
| 3 | | | |
| 4 | | | |
| 5 | | | |

How will this group check in on these agreements? Who is responsible for holding the group accountable?


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CONCLUSION

## The Ongoing Commitment

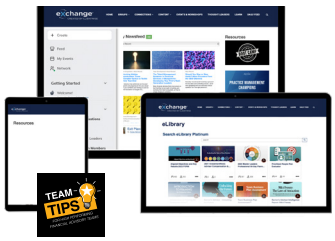
These exercises should be repeated at least annually, and ideally every six months for partnerships navigating significant growth or change. The firms that use this consistently don't just manage partnership dynamics. They build a culture where accountability is a form of respect, and where the standard rises every year.


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## ACCESS CLIENTWISE RESOURCES

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eXchange™





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# About ClientWise

ClientWise is the premier business and executive coaching firm working exclusively with financial professionals. Through the growth of individuals at all production levels, our mission is to develop leaders who raise the industry standards of professionalism, service, commitment and integrity. Financial professionals become resourceful problem solvers, more adept practice managers, and better business owners through the ClientWise coaching process. In turn, they bring these sustainable skills to benefit their clients, their businesses, their institutions, and ultimately the industry overall.

As members of the International Coaching Federation (ICF), our coaches adhere to a strict code of ethics and are provided with unique experiences that allow them access to the challenges and opportunities faced by financial professionals on a daily basis. Each coaching program is distinctively tailored to match the professionals' objectives, through services ranging from individual and team coaching, workshop facilitation, team facilitation, and coaching skills training.

This coaching process is coupled with our original ClientWise practice management content, which is developed from in-depth research by industry experts in both coaching and financial services. These proprietary tools and databases, including The ClientWise Benchmark Assessment Report™ and The ClientWise Coach Insights Database,™ contain best practices from leading professionals and access to the most significant financial trends and influences worldwide.

Our ability to provide sound industry knowledge through the powerful lens of a coaching partnership is unmatched, and this combination solidifies the ClientWise advantage.

# Our Philosophy

## The Coaching Partnership

The coaching relationship, unlike that of consulting or advising, is a partnership formed between the financial professional and the coach. The relationship between the two evolves as the professional's business evolves, and as the financial services industry in which it resides evolves. Throughout this partnership, financial professionals work through their initial goals so that they can later attain successively larger goals independently, having achieved the intellectual and emotional mechanisms to self-coach and self-guide through their coaching program.

While each coaching program is defined by a specific timeframe, the relationship between coach and professional, and the tools and to take advantage of the lasting relationship with their coaches by continuing to model the journey learning initiated by their partnership.


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As our overarching mission is to generate consistent industry improvement through the growth of individual professionals, we continually tap into our resources to generate the best practice management tools and content with which to fuel that improvement. When the financial services industry shifts and changes the environment, we have clarity around how to evolve with it. Our proprietary content and coaching tune up programs allow financial professionals the ability to evolve alongside ClientWise throughout the life of their businesses, providing even more opportunities for success moving forward.

### The Axis of Coaching & Content

Content alone, delivered en masse, will not help financial professionals achieve the level of success they desire. Nor will content alone increase the productivity of a given firm or the financial services industry on the whole. Proof of this lies in a marketplace laden with content that is accessible to all financial professionals, the majority of whom continually fall short of their goals. Instead, it is the unique axis at which great content meets a powerful coaching partnership that success is achieved. And it is from here that our founder, Ray Sclafani, launched ClientWise. Ray's understanding of advisor behavior, especially as related to the acquisition programs he created at Alliance Bernstein, motivated him to launch ClientWise in 2006, and develop the distinctive relationship between coaching and content that is now a ClientWise signature.

Our clients' success stories continue to prove that strong content supported by our scalable ClientWise coaching programs achieves far better and more sustainable business results than content alone.

## Get Started

**Learn more about The ClientWise Coaching Partnership and begin to create sustainable business results.**


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### Connect with ClientWise

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- Research Services
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- Presentation Delivery and Workshop Facilitation
- Professional Development and Coaching Services

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- Industry Executives
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- Financial Advisors
- Broker Dealer & Registered Investment Advisors
- Asset-Management and Insurance Companies

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