

**KNOW NO BOUNDS**

Finding **YOUR** Best Fit

Sarah E. Dale

Consultant – Coach – Speaker

Envision – Enact – Enjoy ... Your Work and Your Life!

Who am I?

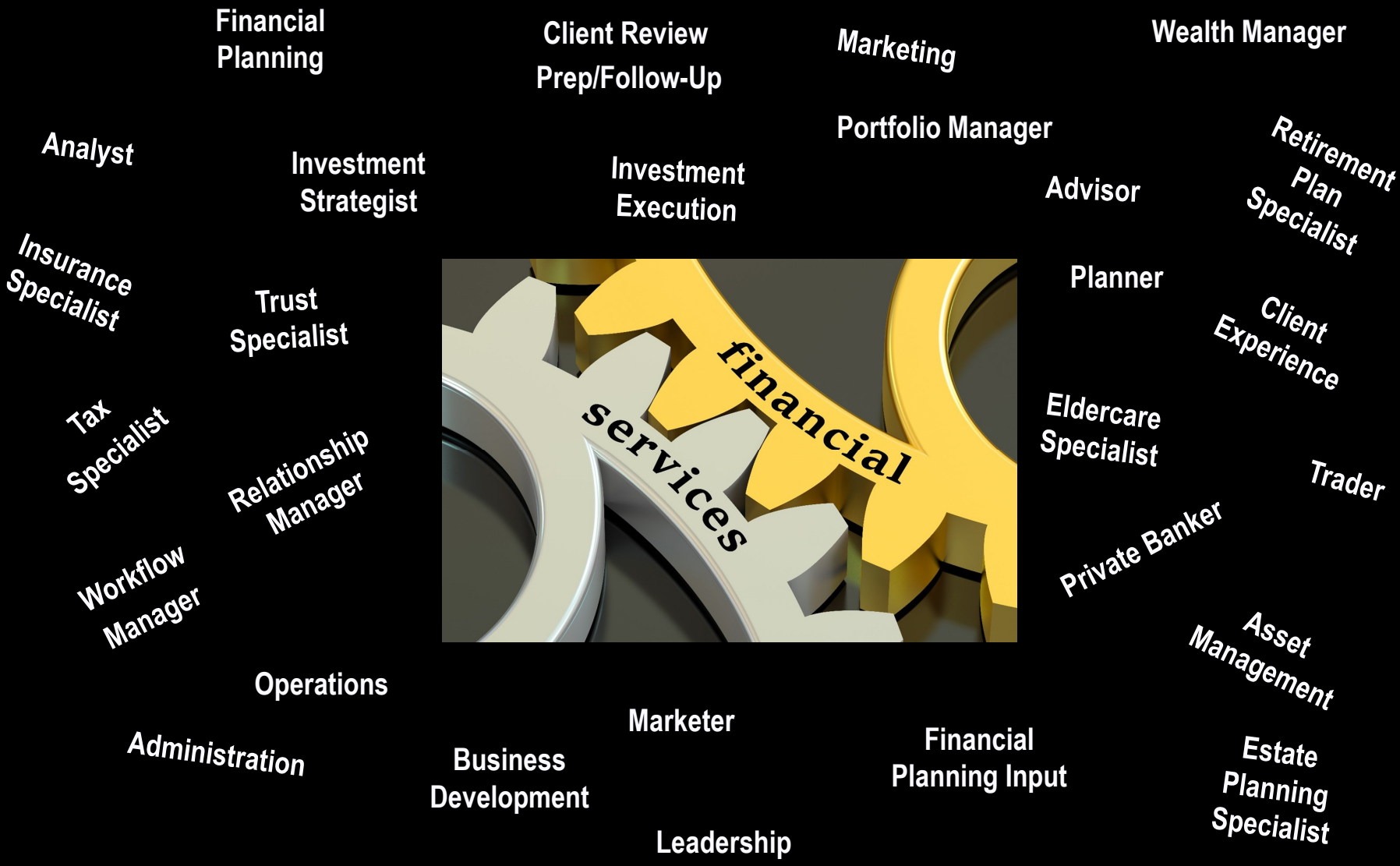
Where do I “fit”?

What’s holding me back?

What is the next step on my career journey?

Awareness → Decision → Action







My role  
is \_\_\_\_\_



## WHERE IS YOUR IDEAL 'HOME'?

Regional Firm

Independent RIA

Wirehouse

Bank

Centricity: Planning? Investment? Insurance?

?



THIS WAY

THE OTHER WAY

THAT WAY

# Assessment Resources

## Student


### Sam Sample

**Strengths**

- Wants to maximize time and resources now, as opposed to later.
- Very creative in solving problems.
- Thrives on the challenge of solving problems.
- Uses knowledge to support his position.
- Completes a due diligence process when making investments or taking risks.
- Defines and clarifies procedures clearly by having and providing necessary information.

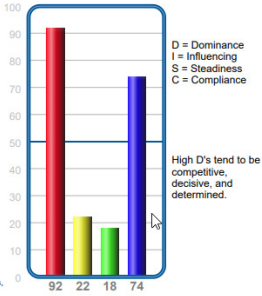
**Motivators**

- Utilitarian/Economic** - Rewards those who value practical accomplishments, results and rewards for their investments of time, resources and energy.   
 5.0\*
- Theoretical** - Rewards those who value knowledge for knowledge's sake, continuing education and intellectual growth.   
 6.0\*
- Aesthetic** - Rewards those who value balance in their lives, creative self-expression, beauty and nature.   
 4.3\*
- Social** - Rewards those who value opportunities to be of service to others and contribute to the progress and well being of society.   
 4.3\*
- Individualistic/Political** - Rewards those who value personal recognition, freedom, and control over their own destiny and others.   
 5.7\*
- Traditional/Regulatory** - Rewards those who value traditions inherent in social structure, rules, regulations and principles.   
 4.7\*



**Behaviors**

D I S C




Behavior	Score
D (Dominance)	92
I (Influencing)	22
S (Steadiness)	18
C (Compliance)	74

**Value to a Team**

- Ability to handle many activities. 9.5
- Self-starter. 7.2
- Spontaneity. 6.8
- Creative in his approach to solving problems. 2.5
- Places high value on time. 2.3
- Tenacious. 1.7


## Workforce



### The DISC Map™

Your Energy Index  
Navigating Performance, Getting Results.


Report For:  
Erin Stoum  
Completed: 10/7/2021



### The Motivators Map™

Your Engagement Index  
Navigating Performance, Getting Results.

Report For:  
Olivia Le Blau  
Douglass Winthrop Advisors  
Associate  
Completed: 10/4/2021



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1. DISC:

How you do  
what you do?



# Highs & Lows of DISC

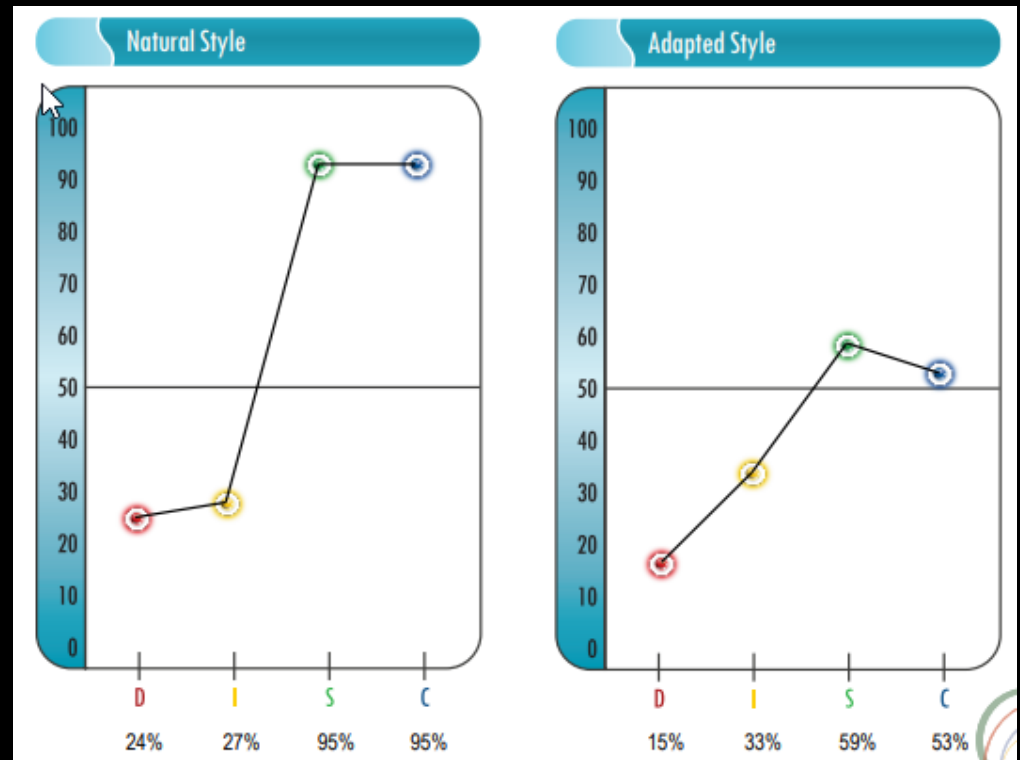
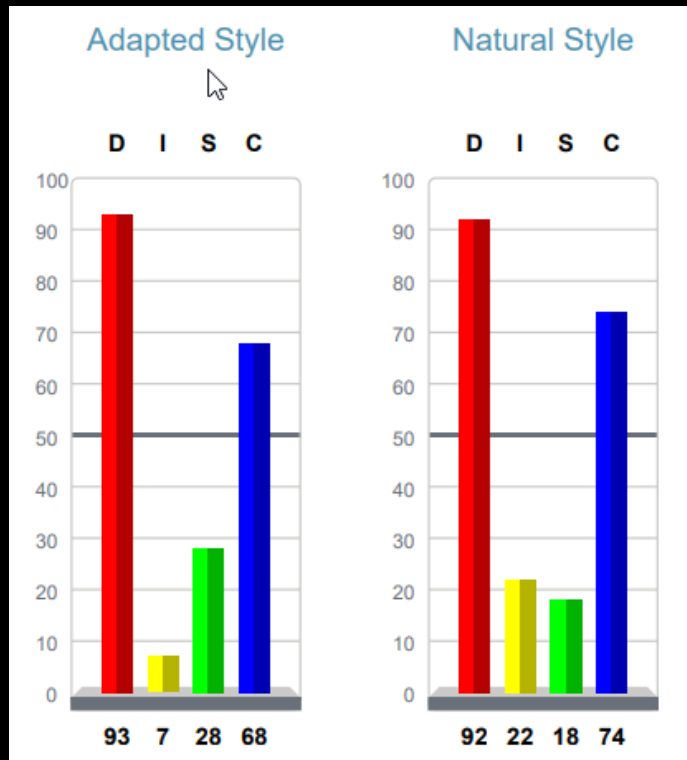
		Dominance	Influencing	Steadiness	Compliance		
		PROBLEMS	PEOPLE	PACE	PROCEDURES		
SEEKS		Active and aggressive in getting results. Assertively deals with problems and challenges. Strong sense of urgency.	Enjoys interacting with people. Uses strong verbal skills to influence others. Social, outgoing, and optimistic.	Prefers a stable pace. Requires a structured, predictable environment. Needs time to develop a plan to deal with change.	Follows rules and procedures to make sure things are done correctly. Is detail-oriented, analytical, and has high quality standards.	HIGH	
	<div style="border: 1px solid black; padding: 2px; display: inline-block;">ENERGY LINE</div>						
AVOIDS		Deals with problems and challenges in a conservative, calculated, and organized manner. Dislikes conflict with others.	Needs privacy. Enters situations and relationships with a cautious approach. Uses facts, information, and logic.	Thrives in a fast-paced, chaotic environment. Likes variety and wants to change things. Tends to be reactive.	Wants freedom from details. Arbitrarily establishes their own rules. Likes independence and can be resourceful and unconventional.	LOW	

# Degrees of Intensity



“People exhibit all four behavioral factors in varying degrees of intensity”  
 W.M. Marston

# Natural vs. Adapted



High  
D

### Self Perception

Self Starter	Assertive
Adventurous	Confident
Gets Results	Firm
Competitive	Decisive
	Quick

Low  
D

Laid back	Modest
Cooperative	Calm
Humble	Cautious
Conservative	Agreeable

***“Let’s just go for it!”***

***“Wait a minute. We need  
to examine the situation  
first before we go  
charging forward.”***

		Self Perception	
High	—	Optimistic	Energetic
		Enthusiastic	Excited
		Convincing	Outgoing
		Charismatic	Positive
		Persuasive	Inspiring
Low	—	Controlled	Realistic
		Factual	Candid
		Concise	Private
		Objective	Guarded
		Focused	

*“Our business is going to explode in the next year! I can feel it.”*

*“How the heck is that going to happen? Show me the facts to back it up.”*

High  
S

### Self Perception

Proactive	Logical
Planner	Patient
Dependable	Steady
Reliable	Thorough
Systematic	Consistent

Low  
S

Responsive	Flexible
Unattached	Active
Unrestricted	Busy
Multi-tasking	Adaptable

*“Great idea. Let’s form a team and make sure we put together a step-by-step action plan.”*

*“We don’t have time. Let’s start now and we can plan as we go.”*

High  
C

### Self Perception

Prudent	Analytical
Accurate	Organized
Conventional	Precise
Procedural	Careful

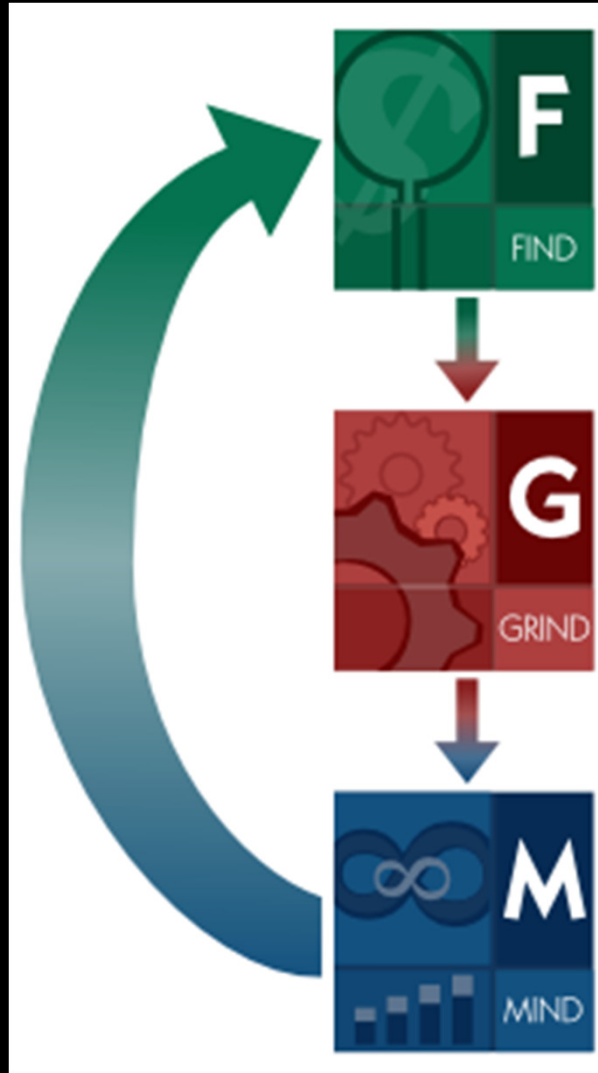
Low  
C

Open-minded  
Resourceful  
Innovative  
Enterprising  
Big-picture thinker  
Independent

*“We have procedures that must be followed.”*

*“They’re just guidelines. By the way do you have a copy? I’ve never seen them.”*





- Marketing
- Sales

- Financial Solutions
- Administration & Operations
- Performance Analysis & Reporting

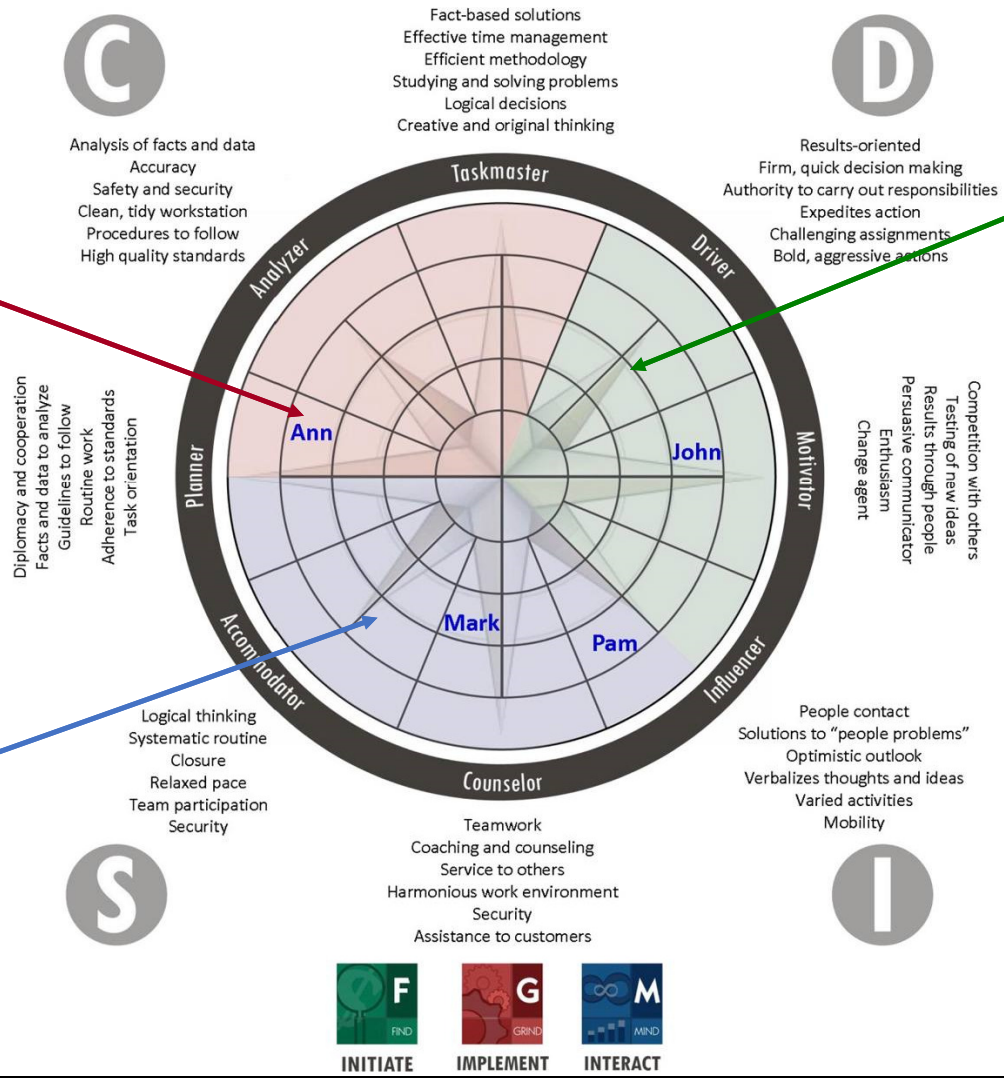
- Client Management
- Practice Management

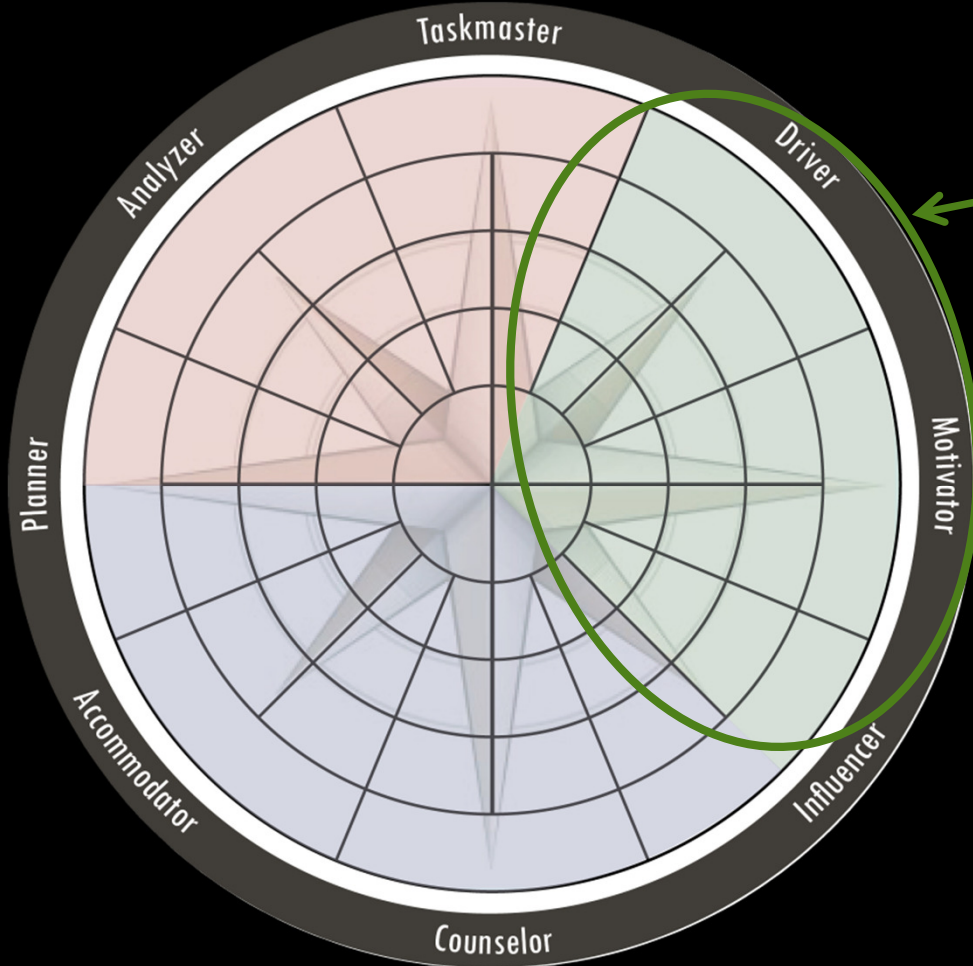
# Smith Wealth Management

**GRINDERS**

**FINDERS**

**MINDERS**





### “FINDER”

**Strengths:** typical quick, sales driven style; initiates contacts; likes prospecting and closing business; thinks as each sale as a transaction then moves on to the next opportunity.

**Potential challenges:** impatience; inconsistent; inability to delegate tasks, incomplete paperwork; doesn't always follow the rules; doesn't take advantage of referral potential; over promises / under delivers

**May need:** strong admin staff to organize, follow up, and manage details; relationship manager once the business has grown or may lose clients due to lack of service.

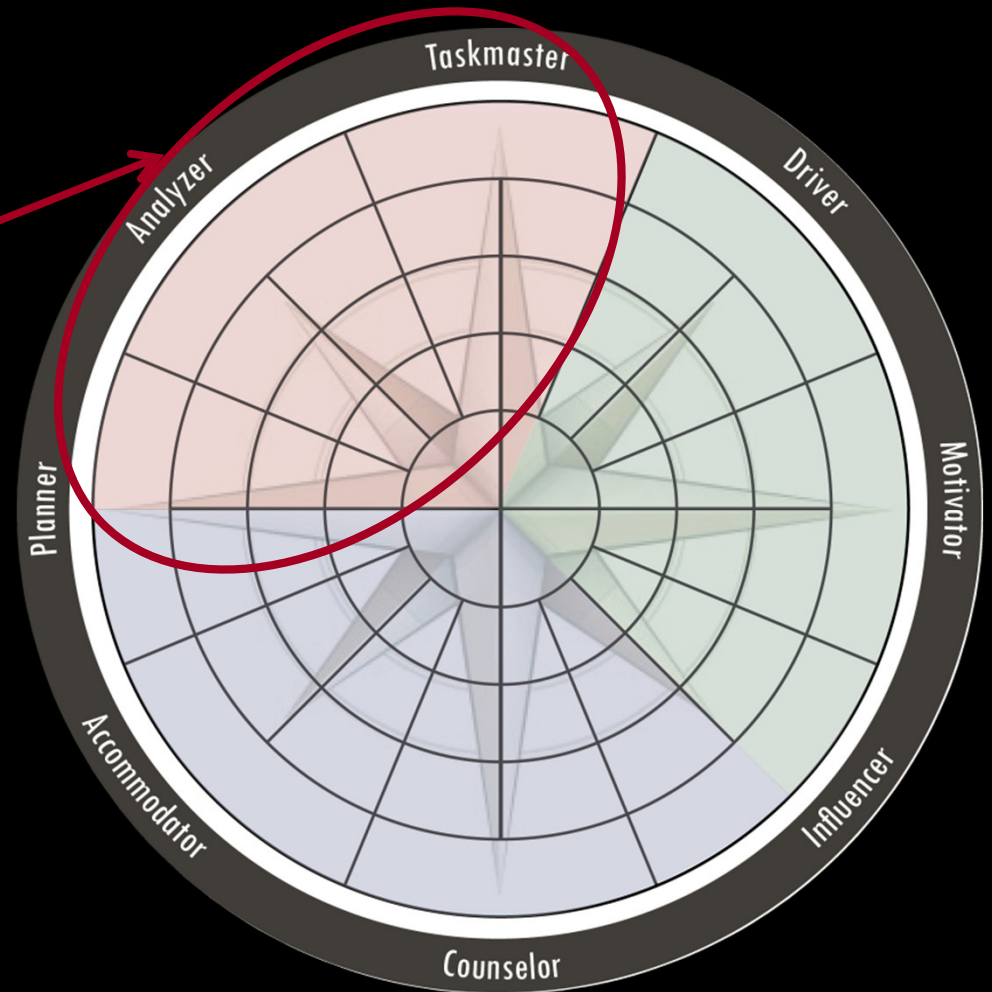


### “GRINDER”

**Strengths:** seeks to offer “right” solutions; analytical; holistic wealth planning; builds long term clients; emphasizes performance and quality of advice; persistent in long sales process, likes technical work; prefers one-on-one interactions.

**Potential challenges:** dislikes cold calling; avoids networking or socializing in large groups; may not ask for business; prefers talking business rather than personal; business may take long time to close; can come across as non-emotional.

**May need:** system to help with sales/marketing; scripts to know what to say and when; patient manager.



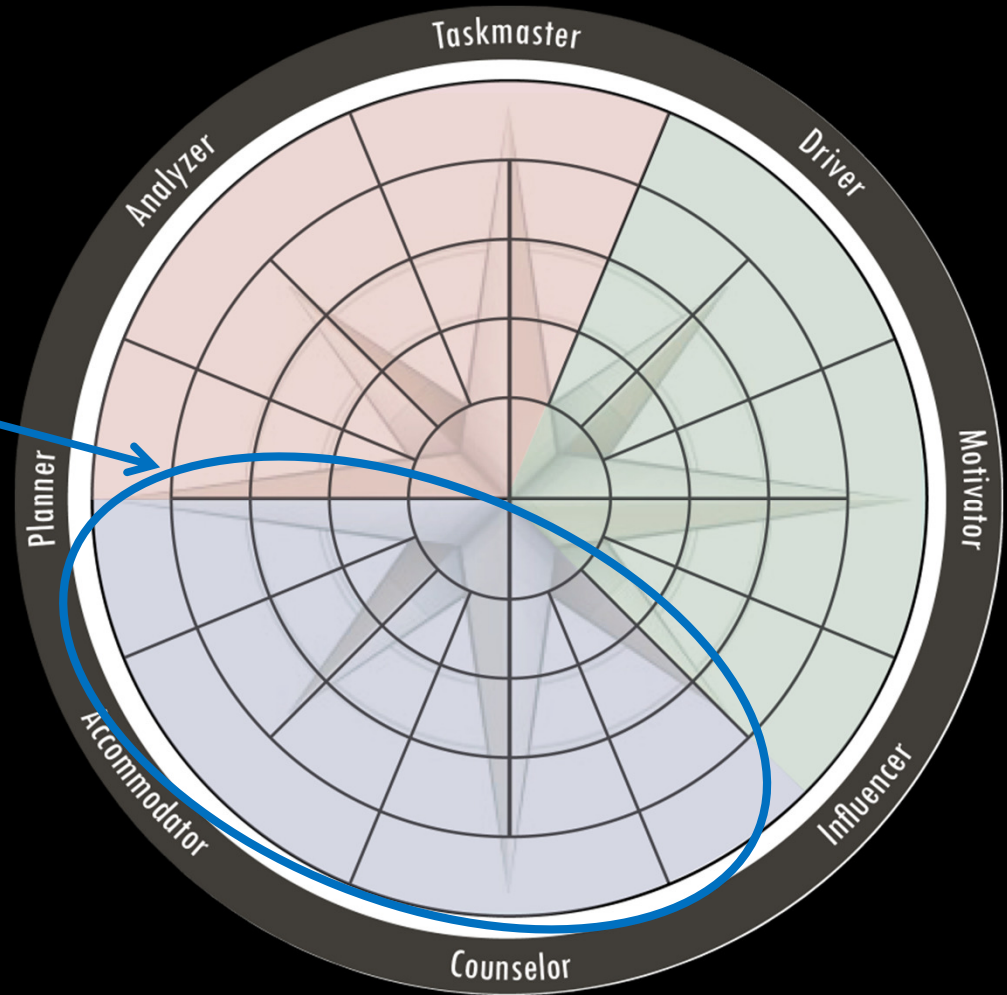


### “MINDER”

**Strengths:** consultative approach to sales; enjoys getting to know all aspects of client’s needs; team and service oriented; strong client retention and referral potential.

**Potential challenges:** closing business; longer than necessary sales process; lacks sense of urgency; focuses too much on people activities and not tasks; taking anyone on as a client.

**May need:** systems for completing tasks; person to hold them accountable to setting and achieving goals; help focusing time and efforts on profitable clients.



Based on your new knowledge, rank  
order your preference of serving as a  
Finder, Grinder, or Minder!



## 2. Motivators:

*Why* you do  
what you do?







# Your Hierarchy of Drivers

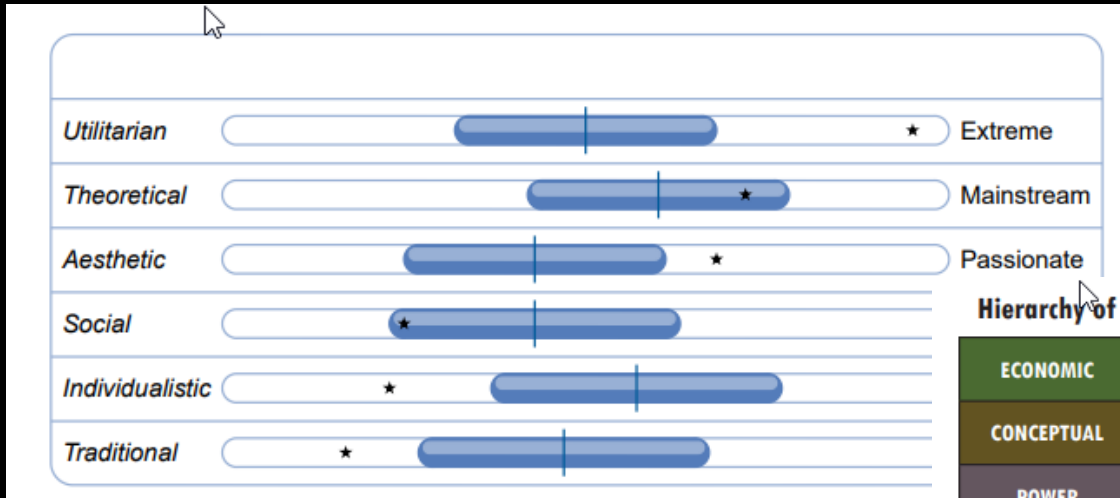
Page 1: Indigo; Pages 2-3 Motivators Map

We **value** the  
top 3

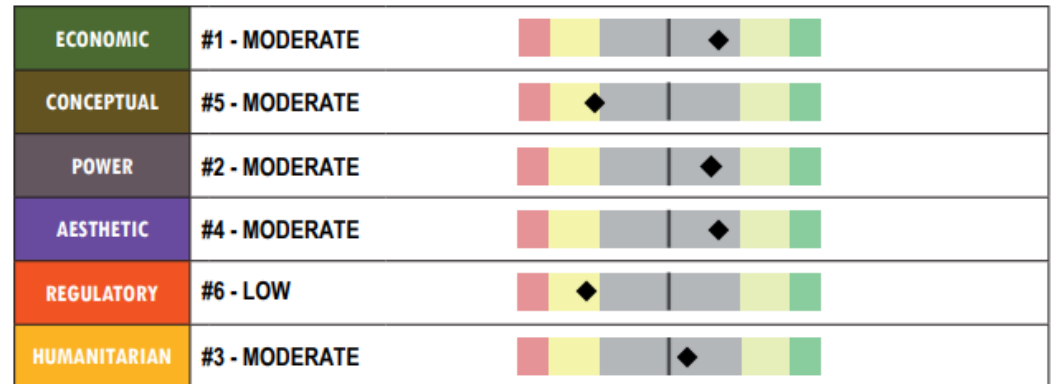
We **judge** the  
bottom 3

INDIVIDUALLY ORIENTED	ECONOMIC	CONCEPTUAL	POWER	AESTHETIC	REGULATORY	HUMANITARIAN	GROUP ORIENTED
	<i>Utility</i>	<i>Knowledge</i>	<i>Authority</i>	<i>Harmony</i>	<i>Principle</i>	<i>Altruism</i>	
	1 <sup>st</sup>	5 <sup>th</sup>	2 <sup>nd</sup>	4 <sup>th</sup>	6 <sup>th</sup>	3 <sup>rd</sup>	

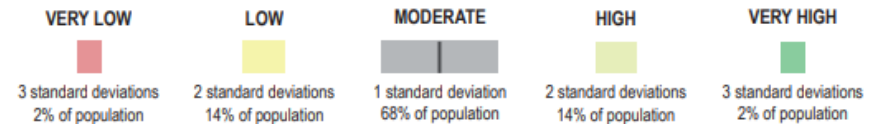
# Motivators ... Intensity



## Hierarchy of Motivators



| = National Norm    ◆ = Your Score



# Pulling it all Together...

- Who am **I**?
- Where do I “**fit**”?
- What’s **holding me back**?
- What is the **next step** on my journey?



Financial Planning

Tax Specialist

Client Review  
Prep/Follow-Up

Marketing

Wealth Manager

Analyst

Investment Strategist

Investment Execution

Portfolio Manager

Advisor

Retirement Plan Specialist

Trust Specialist

Planner

Client Experience

Insurance Specialist

Eldercare Specialist

Trader

Operations

Private Banker

Relationship Manager

Administration

Marketer

Financial Planning Input

Estate Planning Specialist

Workflow Manager

Business Development

Leadership





Regional

Independent / RIA

Wirehouse

Bank

Centricity: Planning? Investment? Insurance?

My best type of firm...?



In the absence of **ACTION**, there is no **PROGRESS!**

**Students: Indigo Reports** – Positioning Statement

- Who are you based on your results?
- What do you now believe is the best **ROLE** for you?
- What do you believe is the best type of **FIRM** for you?

**Job Seekers (In-a-Career):** MapMyStrengths Reports

- Are you engaged and energized by your current role/firm?
- How much are you stretching out of your “natural style”?
- What do you now believe is the best **ROLE** for you?

**What is YOUR next action step?**



Where should you  
BEGIN?



What does  
SUCCESS look like  
for you?



Make your 30-Day  
Commitments!



**KNOW** YOU!

Envision – Enact – Enjoy

... Your WORK and Your LIFE!



# THANK YOU!

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## KNOW NO BOUNDS

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