

Table 1: The Potential Clash Between Business Owner Traits and a Financial Expert Approach

Common Business Owner Trait	How a “Financial Expert” Approach May Cause Backlash
High Risk Tolerance	Business owners thrive on calculated risks—trusting their instincts and betting on their abilities—so they may resist outside expertise aimed at minimizing risk and creating backup plans.
Need for Control	When advisers take the reins and prescribe solutions, it challenges the owner’s identity as the ultimate decision-maker. Even well-intentioned advice can feel like an unwelcome power shift.
Innovative Mindset	Owners often pride themselves on thinking outside the box. Conventional planning advice may feel unimaginative, clashing with their entrepreneurial spirit.
Tolerance for Ambiguity	To owners accustomed to navigating uncertainty, an adviser’s urgency to “lock down a plan” can feel overblown. Succession planning rarely feels like a five-alarm fire—at least not yet.

Note: Business owner traits adapted from Taylor and Taylor (2025).