

# Reverse Visioning



Professional Investment Services

# Achieving a Vision

- If we place ourselves in the present and work forward, we become prisoners of our current realities
  - History shapes everything with see
  - Present obstacles loom large
  - We tend to think incrementally
- This exercise starts with your future and works backward.

# Dream or Nightmare

- I will ask some groups to outline a **cold-sweat, nightmare article**, published two years from now, in The Australian Financial Review, concerning the downfall of the financial advisor profession.

**The tag line:** Only two years ago, the future of the financial advisor profession was in question. Critiques were spot on. **In 2013, the profession is moribund.**

- Other groups will write a **sweet-dream, pacifying article** about the profession's amazing turnaround.

**The tag line:** Only two year ago, the future of the financial advisor profession was in question. Critiques could not have been more wrong. **In 2013, the profession is thriving beyond all expectations.**

# The Process

- For the next hour, list 6 points in your **sweet dream** or **cold sweat** Australian Financial Review article.
- Point 1. Where are professional advisors in 2013? (**They are all working for big, corporate banks?**)
- Points 2 through 6. Five key issues, that would be in the article, concerning what financial advisers did **well** or **poorly** to get them to their position in 2013.
- Be prepared to present for 7 minutes.

# Possible Areas of Great Success or Abject Failure

Key Issues	Key decisions that we took ( <b>dream</b> ) or failed to take ( <b>nightmare</b> )
Customers	Which highly-profitable customer segments did we serve ( <b>failed to serve</b> )? Why did they take ( <b>not take</b> ) their business to us? How did we capture value? ( <b>Failed to capture value?</b> )
Company	What were the unique, highly profitable capabilities and competences we developed ( <b>we failed to develop</b> )?
Competitors	Did we recognize ( <b>miss</b> ) new competitors? How did we improve ( <b>not improve</b> ) our competitive position? How did we anticipate competitive moves? ( <b>Failed to anticipate them</b> )
Context	What were new trends—social, cultural, demographic, regulatory, political, technological—that we recognized ( <b>failed to recognize</b> ) before our competitors?
Complementors	What activities did we stop performing ( <b>continued performing</b> ) in order to focus on what we do best? Who did we add ( <b>fail to include</b> ) in our support network?