

The purpose of the firm is to protect our clients and grow their assets, while anticipating their service needs. By fulfilling this purpose, we achieve the parallel goal of maintaining a growing, vibrant firm that will provide for our team members' careers, family, and education. By taking the responsibility to care for our clients, our clients will take care of us.

1. Sense of urgency. Deals are often won or lost on who shows up first. Turn the PowerPoint version immediately or hop on a plane to solve a client problem. Don't let multi-tasking ruin sense of urgency. Sprinkling a little work on ten projects every day and never getting a completion is a terrible way to live. Joe Steinberg returns emails within five minutes; we should strive to do the same.

2. Honesty above all else. Mistakes happen; hiding mistakes can never happen. We can fix 100% of problems that we know about; we cannot fix what we do not know. 100% of the time, hidden mistakes get worse. Get the problem out on the table, ask for help.

3. You are always representing the firm and yourself. How we represent the firm is shown in how we dress, answer the phones, greet guests, and present at conferences. Take pride in your role and the firm. At the old Morgan Stanley, we used to say: "First class business, in a first-class way." We don't need to be as big as Morgan Stanley to adopt those values.

4. Spelling, punctuation, formatting, and math errors are all a reflection of your effort and attention to detail. Always assume that any work product handed to your supervisor will be sent without review to a client. If a client sees a presentation with a spelling or math mistake on the first page, we should not expect them to trust us with their money.

5. Review your spreadsheets. Never forward a spreadsheet or client performance report without your own review. Run your calculations, print it out and stare at the numbers. Do they make sense? Do columns foot vertically and sum properly side to side? Avoid hardcodes in cells; it just turns a spreadsheet into a notepad. Sum down, not up. Do quick math and check compounding. One error in a sheet usually means there are more. Always, always, always put an accurate title at the top.

6. Emailing does not complete the job. When asked to complete a task, follow up or contact someone. A sent email does not equate to a completed task. Saying "I sent an email" is equivalent to "I thought about it." A sent email does not lock down a client meeting, gather client assets or execute a trade. Pick up the phone and call or track down the assistant. Follow-up on your own follow-up; don't leave it for other people to follow up for you.

7. Final form. Produce all work to final form, to the best of your ability; don't leave blank pages for someone else to write. In PowerPoint, write for the writer, don't just edit the red marks. Put yourself in the mind of the client. Does the pitch make sense? Take a risk on creating copy; ask for forgiveness, not permission.

8. No one has all the answers. The smartest response is: "I don't know, but I'll find out." Very often, we provide tremendous value just knowing the person who knows the right answer. Be a resource, it makes you more valuable.

9. Be a problem solver, not a problem identifier. Anyone can identify a problem and pass along an email. Take ownership of the problem and solve it for the client or the firm. Again, ask for forgiveness, not permission, but never be afraid to ask for help. The cavalry is not coming.

10. Age does not matter. Tenure only exists in academia. Entrepreneurship and good ideas come from all levels of the organization, not just partners.

11. Stability and continuity. Clients like our system of stability and adaptability. Clients know we will be there through Covid shutdowns, blackouts, hurricanes, and our clients' own leadership changes. By creating repeatable processes and regular calendar workflows, we can withstand inevitable business turnover.

12. Little victories can add up to big change. Take pleasure in the little things: a perfect report sent out on time, excellent investment execution, a productive client meeting. Great businesses are built on little successes.