



## Leaders Lead and Builders Build

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**Marcus Henderson is president and CEO of Henderson Financial Group, Inc., in Nashville.**  
He has been a NAIFA member for nearly 30 years.

### Have a Positive Mental Focus

Henderson has three main strategies (plus a “bonus strategy”) for maintaining a positive mental focus that contributes to his professional success:

- Wherever your focus goes, your energy flows. (Avoid distractions that draw attention away from your goals.)
- Successful people manage their choices, not their time. (It’s crucial to establish priorities.)
- How much thought have you really given to your thoughts? Always think about what you think about. (Make an effort to organize your thoughts.)
- BONUS – Be careful about forsaking your future for the present. (It’s important to think ahead. “The future you see defines the person you will be.” You should live in the present and learn from the past while always looking to the future.)

### Building a Financial Services Practice

It’s important to get the right people on the bus, then refine those people to create the right team. The ultimate goal, Henderson says, is to have the right people doing the right things.

According to David H. Maister in his book *Managing the Professional Service Firm*, there are three types of firms: 1.) The Collaborative Firm, 2.) The “One-Firm” Firm, and 3.) The Hunters and Farmers Firm.

Henderson has found success in insurance and financial services building a “Hunters and Farmers” type of practice. Hunters and Farmers firms consist of individuals who have unique skill sets and talents who come together and market as a firm. “There are many challenges and many rewards to this type of firm,” Henderson said.

### The Parts of Hunters and Farmers Financial Services Firm

The front of the house consists of all the positions that are visible to the client. These include marketing, sales, and office staff. The back of the house consists of positions that provide post-sale client care, like administrative functions and customer service.

Bringing these pieces together and making positive connections with clients is the key to building a successful practice.

“We all have the same products and services, the only difference is how I make you feel once you become a client,” Henderson said. “It’s very easy to walk away from a mutual fund. It’s very easy to walk away from a life insurance policy. But it’s very difficult to walk away from a relationship.”

## Leaders Lead and Builders Build

Every successful hunters and farmers firm needs leaders and builders, Henderson says.

Leaders:

- Are visionaries
- Can rally the troops
- Have an empathetic heart
- Make amazing connections with people
- Are generally not the implementor

Builders:

- Get things done (they are the implementors)
- Need concrete avenues
- Must finish every task
- Turn ideas into actual plans
- Are rigid and generally slow to change protocols

## The Road Forward

Success come from building the right team of front of the house and back of the house contributors and of leaders and builders. Henderson uses several tools to identify and evaluate members of his team and determine what roles suit them best. He suggests:

- The Kolbe A Index ([www.kolbe.com](http://www.kolbe.com))
- The Enneagram ([www.yourenneagramcoach.com](http://www.yourenneagramcoach.com))
- The Synergistic Team ([www.kppersaud.com](http://www.kppersaud.com))

You should always be evaluating you firm and you team, Henderson says, because the financial services landscape is changing every 12 to 18 months. "Winning is always a moving target," he said.

## The Benefit of NAIFA Membership

Henderson said that his NAIFA membership has helped him develop many of the skills and make connects that contributed to his success. NAIFA offers skills enhancement (particularly through the LUTCF designation and LACP certification), continuing education opportunities, relationships and comradery, the Young Advisors Team, protection through political advocacy, and career-building conferences, like NAIFA's Performance + Purpose.

"NAIFA always allows you to be with like-minded people doing different things," he said.