

We take care of our advisors so they can take care of their clients.



One team on one mission

We believe that it is up to each of us—every single employee—to deliver on our mission. So we need to be extraordinary at attracting, developing, and rewarding the best people to take care of our advisors and their clients. We are all “client-facing” in that we are all responsible for taking care of our advisors, just as on an Air Force base, the pilots, maintenance workers, and cooks are all responsible for getting the jets in the air. We are one team, and we all own and are accountable for the client experience.



Seek, embrace, and apply feedback

We believe that feedback—from our advisors and from one another—is a gift and a powerful tool. We want to build a culture that embraces continuous improvement. That requires learning from our mistakes and using feedback to help us think about how we might do something differently to get a better outcome. Valuing feedback and authentic dialogue is the foundation for developing great talent.



Stop and consider the big picture

Transforming our culture will require us every day to look beyond our specific role and how we have always done things. Take a moment to think through the big picture. We have to exercise judgment, spot issues before they happen, and solve problems using data and logic. This is a big shift from our previous hero-based culture, where if something went wrong, we rushed to fix it (often causing fire drills for other teammates) and called that speed “great service.” The culture we are building will require us to think carefully and critically in the best interest of our advisors and be respectful in how we support each other.



Value progress over perfection

Our new culture will require us to strengthen our ability to adapt to change. We have to become really good at innovation so that we can turn change into opportunity. The good news is, each one of us can be a spark for innovation. But each of us must also become comfortable with pursuing progress over perfection. If we all practice the fundamentals of innovation—experimenting, learning, and iterating—we will build the courage to share bold ideas and take calculated risks that will help us create extraordinary new capabilities. In the world today, innovation isn’t optional. The pace of change is only increasing, and the businesses that will succeed will be nimble and agile.



Deliver results for our advisors and their clients

Every day, our advisors are making a difference in the lives of millions of people, and it is our privilege to support them in their important work. We need to make it easy for them to do business with us, earn our advisors’ business every day, and hold ourselves accountable for seeing things through for them. Our advisors should be at the heart of everything we do.