**CPBL 401 Week 3: SLII® Questionnaire TalkBoard**

**Directive Leadership – 32 / Supportive Leadership – 31 / Participative Leadership – 21 / Achievement Oriented Leadership – 23**

After completing the SLII® Questionnaire, my highest scores were in directive (32) and supportive (31) leadership. This result aligns with both my personal leadership style and my professional experience in financial services. Throughout my career, and now in my role at North Star, I’ve worked closely with new advisors, most of whom are entering the profession with strong motivation but little experience. My job has consistently been centered on helping these individuals succeed by providing both clear direction and consistent support.

Directive leadership is closely tied to the “Telling” style in situational leadership. New advisors are often eager to make an impact but lack the foundational knowledge and skills required to thrive in the industry. In my experience, the best way to set them up for success is by being specific about what needs to be done, how to do it, and by setting clear expectations with defined deadlines and check-ins. Without structure, new advisors can easily become overwhelmed, lose confidence, and ultimately disengage. In our field, we emphasize the importance of getting new advisors off to a fast start. That can only be accomplished when a leader applies a directive style from day one.

At the same time, supportive leadership plays a critical role in developing and retaining talent. While the tasks of a financial advisor may not be complex, they are repetitive and require sustained motivation to execute consistently. The example from our readings about leading volunteers cleaning up after a music festival really resonated with it’s not the difficulty of the task that challenges people, but the need to stay mentally engaged and committed over time. I often tell my team, “Being an advisor is simple, but not easy.” Success doesn’t come from doing something amazing once, but rather it comes from doing the right things consistently. That’s where supportive leadership becomes essential. Advisors need to feel seen, heard, and encouraged. They need someone who will believe in them when they’re struggling and provide new ways to stay motivated.

Ultimately, the combination of directive and supportive leadership allows me to be both a coach and a guide. It’s how I help new advisors build confidence, stay committed, and grow into the professionals they aspire to be.