

to avoid and converting an SFO into an MFO. Additionally, panelists, including Jonathan Crystal from Frank Crystal & Co. and Heather Anderson, a private investor, talked about their personal journeys in business succession and wealth preservation for their own families. The evening concluded with a cocktail reception in the center's main hall.

#### REGIONAL

## HighTower brings on NY advisory team

HighTower has tapped an advisory team in New York. The Morgia Group, founded and led by Tony Morgia, consists of Michael Morgia, Philip Banazek and Mark Banazek. The seasoned team joins from Morgan Stanley Smith Barney, where the group's founder spent more than 30 years. HighTower's CEO Elliot Wessibluth noted that the firm is committed to supporting advisors in their growth, putting an emphasis on focusing on clients' needs.

#### INDUSTRY

## MSSB: market poised for multi-year bull run

The Morgan Stanley Smith Barney investment committee collectively believe that the US is at the start of a multi-year bull run. The committee explained at a press briefing in its Midtown Manhattan hub that although that opinion is currently not the consensus on the Street, their view is that that this period of recovery will turn into one of sustained expansion.

Jeff Appelgate, chairman, added that the committee has a positive view on equities, investment-grade corporate bonds, emerging market debt and is almost chronically overweight in

#### Q & A

## Starting the legacy conversation

Dr. Carolyn J. Friend and Dr. James M. Weiner, founders of Inheriting Wisdom, talk PAM readers through this topic



**Q** How do you suggest advisors begin the legacy conversation with clients?

**A** "Money creates complexity." Advisors who emphasize this with their clients create an open-ended invitation to clients to talk about their concerns. It's important not to be judgemental. Often clients look at their own experiences and can't understand why the next generation doesn't work or live the way they do, mistakenly believing that they have done something wrong in parenting their children. By acknowledging the challenges that accompany affluence, clients are more likely to share their own concerns. Further conversation can lead to potential solutions.

**Q** What are some examples of good conversation starters?

**A** In order to open the door to a meaningful conversation about legacy, we have created a deck of cards called 'conversation starters.' Put a serious question in the context of a game and it changes everything. My favourite card is: "If blindfolded for a day, pick a family member to guide you." Advisors are not trained to navigate the 'swamp' of family dynamics. A good question to ask is: "When you think of family members, what are you proud of with each of them?" Knowing the strengths of the family is a great place to start building relationships.

**Q** What are clients most concerned about in terms of legacy planning?

**A** While most of the time spent with families focuses on passing down the tangibles (family businesses and wealth), often the primary concern is whether the foundation of wisdom has been set in place with the next generation. The feedback we have received regarding our book, *The Legacy Conversation: the missing gem in wealth planning*, indicates that clients are concerned about how to pass down the in-

tangibles. Over the past few years, when given a choice, both advisors and family members indicate that passing on guiding principles, traditions and life experiences is more important to them than wealth. Often they want to be able to make sure that their values drive decisions about financial matters, but don't know how to make this happen.

**Q** What key aspects of legacy planning should advisors be aware of?

**A** Advisors may not be aware of the importance of the wisdom that exists within the family, but they are aware of how jealousy, greed, envy and power struggles, what we call the 'dragons,' cause chaos. While many know how to get through that to generate decisions, most see the intangible concerns of families as the kind of pain that we all just have to live with. It is important that advisors learn that their clients do not need to live with the uncertainty of how the family will handle the complexities that come with wealth. In fact, they can help find the resources to create a conversation that will aid families in creating a legacy of opportunities.

**Q** Do high-net-worth individuals understand the gravity of what can happen without a legacy plan in place?

**A** A legacy plan goes far beyond a traditional estate or business succession plan. It can address the opportunities and concerns that exist within a family. We believe high-net-worth individuals are acutely aware of what can happen by not having an intentional legacy plan, but perhaps believe that they have no other option other than to develop a plan that defends against the potential dangers that could exist over time. By investing time in addressing the potential opportunities that exist, it becomes possible to contribute to the family and the work for multiple generations. ■