



**CANNON**<sup>®</sup>  
FINANCIAL INSTITUTE



**Great change creates  
great opportunity**

*The Department of Labor  
Fiduciary Ruling*

“...as big a change in the retirement services arena as ERISA itself in 1974.”

Larry Divers, *EVP Retirement Services Expert*  
*Cannon Financial Institute*



- THE CANNON EXPERIENCE -

---

## We listen; then go to work

Great change always creates great opportunities. For fifty-five years Cannon has been at the forefront of helping both domestic and international clients lead through similar regulatory changes.

*Technical, Regulatory, and Sales professionals alike all turn to us for the highest quality education, distinguished professional credentials and collaborative consulting strategies.*

All of our consultants and subject matter experts bring a vast history of industry experience to the team. This ensures that our clients benefit from direct access to professionals who have specific knowledge, experience, and demonstrated success in their respective area of expertise.

Whether your landscape shifts significantly or not, you and your firm must be knowledgeable about the changes and be prepared to provide clarity to your clients.

---





**Cannon has been educating the financial services industry on what it means to be a fiduciary for 55 years.**

**EDUCATION STRATEGY**

- Educational Strategy Consulting
- Curriculum Design to Support Specific Initiatives
- Progressive Education Tracks
- Marketing and Sales Strategy Integration

**DESIGN & DEVELOPMENT**

- Individual Learning Plans
- Technical Financial Concepts
- Client Connection Skills
- Client Interaction Skills
- Business Routines and Workflows

**DELIVERY & EXECUTION**

- Live Classroom Experiences
- Distance Learning Assets
- Practice Management Frameworks
- Integration with Technology Systems
- Technology platform for coaching and just in time support





# Our Offerings

Accredited Investment Fiduciary (AIF®).....	6
Applied Ethics for Financial Advisors .....	7
Business Modeling to Innovate Your Practice.....	8
Changing the Conversation; <i>Applying Fiduciary Sales Skills</i> .....	9
Determining Your Clients Best Interest; <i>A New Approach to Discovery</i> .....	10
Department of Labor Fiduciary Standard; <i>Understanding the Ruling</i> .....	11
Essentials and Application of Behavioral Finance .....	12
Transitioning to a Fee-based Business.....	13

---

---



# Accredited Investment Fiduciary®

## Target Audience

- Financial Advisors
- Investment Management Professionals

## Duration

- Self-paced online study (available for up to 6 months prior to exam)
- One-day on-site instructor led training

## Modality

- Web-based Training
- Instructor Training

---

## About Cannon

Cannon Financial Institute is recognized as one of the leading global consulting and professional development firms serving the financial services industry. Our mission is to understand industry needs and deliver practical solutions that leverage the collective wisdom and creative power of a team of professionals passionately committed to helping our clients realize their goals.

## Program Overview

Investment fiduciaries and professionals are constantly exposed to legal and practical scrutiny. It is likely that complaints and/or lawsuits alleging investment mismanagement will continue to increase. Many can be avoided by having clear knowledge of who constitutes a fiduciary and what is required of one.

The AIF Designation Training and Designation help mitigate this liability with instruction covering pertinent legislation and best practices. Accredited Investment Fiduciary® (AIF®) designees have the ability to implement a prudent process into their own investment practices as well as being able to assist others in implementing proper policies and procedures.\*

This Capstone course is proctored by Cannon Financial Institute in partnership with the designation proprietor, fi360.

## Program Outcomes

By participating in this program, you will:

- Become an Accredited Investment Fiduciary® designee
- Gain a sound investment management process grounded in industry best practices
- Learn the Prudent Practices™ and how to apply them
- Understand the basis for, and benefits of, fiduciary standards of excellence
- Identify when an individual or organization may be deemed to have fiduciary status
- Identify the legal standards that require fiduciaries to prudently manage investment decisions

*\*information taken from the fi360 online course description*



# Applied Ethics for Financial Advisors

## Target Audience

- Financial Advisors

## Modality & Duration

- Live Webinar (3 - 120 minute sessions)
- Instructor Led Class (8 hours)

---

## About Cannon

Cannon Financial Institute is recognized as one of the leading global consulting and professional development firms serving the financial services industry. Our mission is to understand industry needs and deliver practical solutions that leverage the collective wisdom and creative power of a team of professionals passionately committed to helping our clients realize their goals.

## Program Overview

Applied Ethics for Financial Advisors is designed to provide an engaging format that breaks the stereotype of self directed compliance training. Applied Ethics for Financial Advisors uses interactive case studies to explore the key decisions and risks of acting as a fiduciary. Participants will dissect authentic cases with ethical challenges, build capacity to see beyond the rules, and examine ethical issues from four specific perspectives - the client, the regulators, the plaintiff's attorney, and the advisor. This program clarifies how to align behavior with the duty of undivided loyalty or suitability in order to make decisions that ensure you run a compliant practice.

## Program Outcomes

Participants who complete this course will be able to:

- Identify common behavioral biases
- Explain fiduciary verses suitability
- Use a proven model for ethical decision making
- Understand implications of the fiduciary rule, ethics, and client engagement
- Outline considerations for evaluating ethical values
- Understand motivations and perspectives of key stakeholders:
  - Client
  - Client's Attorney
  - Regulator
  - Advisor

# Business Modeling to Innovate Your Practice

## Target Audience

- Independent Financial Advisors

## Modality & Duration

- Live Webinar
- Instructor Led Class

---

## About Cannon

Cannon Financial Institute is recognized as one of the leading global consulting and professional development firms serving the financial services industry. Our mission is to understand industry needs and deliver practical solutions that leverage the collective wisdom and creative power of a team of professionals passionately committed to helping our clients realize their goals.

## Program Overview

Advisors are inundated with messages around the need to innovate, but not how to do it. Cannon's program, "Business Modeling to Innovate Your Practice," provides an organizational framework and simple tools to refine, model and test an advisor's annual strategic planning process.

This workshop provides insight to improve the focus and profitability of the practice while remaining nimble to industry disruptors. Participants will learn the frameworks for innovation, and have opportunities to explore, discuss and create business models using the process and tools.

## Program Outcomes

Participants who complete this course will be able to:

- Adopt an innovation incubator strategy to identify potential disruptions and the potential impact
- Utilize an Impact matrix to determine priority and response timeframes for change
- Determine why business modeling must come before developing business strategy
- Use a nine (9) element framework for crafting a business model and creating common vernacular
- Validate customer needs-finding using the Value Proposition Canvas
- Leverage the Business Model Canvas to create and test new business models
- Leverage the Business Model Canvas to refine existing business models



# Changing the Conversation; *Applying Fiduciary Sales Skills*

## Target Audience

- Financial Advisors
- Private Bankers
- Registered Investment Advisors
- Portfolio Managers

## Modality & Duration

- Instructor Led Class (1 - 8 hour days)
- Instructor Led Class (2 - 8 hour days)

## About Cannon

Cannon Financial Institute is recognized as one of the leading global consulting and professional development firms serving the financial services industry. Our mission is to understand industry needs and deliver practical solutions that leverage the collective wisdom and creative power of a team of professionals passionately committed to helping our clients realize their goals.

## Program Overview

The intent of the Department of Labor’s “conflict of interest rule” is to ensure that financial professionals are acting in the best interest of the client. Yet, recent studies have shown that clients often struggle to articulate their specific goals. How can an Advisor act in a client’s best interest if the clients, themselves, are unclear?

Cannon’s application-based program “Changing the Conversation; Applying Fiduciary Sales Skills” provides financial professionals with a condensed review of the regulatory changes and focuses on the skills and activities required to deliver a holistic fiduciary client experience.

Participants will focus on communicating and practicing the tenets of the governmental ruling to drive client delight and thrive during this time of increased scrutiny.

## Program Outcomes

Participants who complete this course will be able to:

- Provide an overview of the fiduciary rule
- Explain the difference between fiduciary rule and suitability standard
- Avoid potential conflicts of interest
- Identify clients who want and benefit from a fiduciary relationship with their advisor
- Communicate and reposition their services considering the fiduciary rule
- Position the Best Interest Contract Exemption
- Employ discovery techniques to determine client goals and biases
- Use presentation techniques aligned to the fiduciary standard
- Deliver a superior fiduciary client experience



# Determining Your Client's Best Interest

## *A New Approach to Discovery*

### Target Audience

- Financial Advisors
- Private Bankers
- Registered Investment Advisors
- Portfolio Managers

### Modality & Duration

- Pre-work (4 hours Community Learning Platform)
- Instructor Led Class (2 - 8 hour days)
- Post-work (4 hours Community Learning Platform)

---

### About Cannon

Cannon Financial Institute is recognized as one of the leading global consulting and professional development firms serving the financial services industry. Our mission is to understand industry needs and deliver practical solutions that leverage the collective wisdom and creative power of a team of professionals passionately committed to helping our clients realize their goals.

### Program Overview

The value add in financial advice is shifting. Technical investment expertise and financial planning acumen are quickly being commoditized in the market place. The future of financial advice will be about connection. Cannon's "Determining Your Client's Best Interest; A New Approach to Discovery" introduces a revolutionary discovery process; the Priorities Discovery Interview, based on cutting-edge behavioral finance and neuro-economics.

Participants gain new tools and techniques that enable better demonstration of the behaviors necessary for future success: integrity, competency, and compassion. These tools help advisors to establish client trust and connection which facilitates best interest decision making.

### Program Outcomes

Participants who complete this course will be able to:

- Explain how the fiduciary rule requires a new approach to client discovery
- Employ the science-based elements of trust
- Demonstrate an increased ability to create and maintain client trust
- Practice empathy versus sympathy
- Exercise empathy-based discovery skills
- Use Life Priorities Interview tools and guide
- Prioritize client goals



# Department of Labor Fiduciary Standard

## *Understanding the Ruling*

### Target Audience

- Financial Advisors
- Registered Investment Advisors
- Insurance Professionals
- Private & Licensed Bankers
- Retirement Plan Administrators

### Modality & Duration

- Recorded Webinar (30 minutes)
- Live Webinar (4 - 60 minute sessions)
- Instructor Led Class (8 hours)

---

### About Cannon

Cannon Financial Institute is recognized as one of the leading global consulting and professional development firms serving the financial services industry. Our mission is to understand industry needs and deliver practical solutions that leverage the collective wisdom and creative power of a team of professionals passionately committed to helping our clients realize their goals.

### Program Overview

For a financial professional, acting as a fiduciary is not optional. The DOL has put a deadline to your firm's compliance.

Cannon's program "Department of Labor Fiduciary Standard: Understanding the Ruling" provides a detailed review of the updates to the ERISA law, focusing on updates to the fiduciary and suitability standards. Consideration is given to the types of assets affected by the ruling, parameters for the Best Interest Contract Exemption, obligations of disclosure, and implications of the ruling for institutions, advisors, insurance professionals, and clients.

### Program Outcomes

Participants who complete this course will be able to:

- Demonstrate a comprehensive understanding of the Fiduciary Rule
- Identify types of affected assets
- Explain the Fiduciary Rule vs. Suitability Standard
- Identify and mitigate potential conflicts of interest
- Introduce the "Best Interest Contract Exemption"
- Relate required disclosures to clients
- Explain fee changes and compensation
- Communicate implications for changes within policies and procedures



# The Essentials and Applications of Behavioral Finance

## Target Audience

- Financial Advisors
- Private Bankers
- Registered Investment Advisors
- Portfolio Managers

## Modality & Duration

- Webinar (60 minutes overview)
- Instructor Led Class (8 hours)
- Instructor Led Class (2 - 8 hour days)

---

## About Cannon

Cannon Financial Institute is recognized as one of the leading global consulting and professional development firms serving the financial services industry. Our mission is to understand industry needs and deliver practical solutions that leverage the collective wisdom and creative power of a team of professionals passionately committed to helping our clients realize their goals.

## Program Overview

The latest research on neuro-economics illustrates that everyone carries traits and biases, that affect our investment decisions. Cannon's program "The Essentials and Applications of Behavioral Finance" arms advisors with the ability to not only recognize these biases but also intervene appropriately.

This program prepares advisors to help their clients make better decisions with regard to their wealth and demonstrate greater capacity to serve the client's best interests.

## Program Outcomes

Participants who complete this course will be able to:

- Identify investor behavioral biases in clients (cognitive and emotional)
- Explain micro behavioral finance and macro behavioral finance
- Relate the principles of behavioral finance to the perspectives of the investment advisor and the client
- Explore the limits of the traditional risk tolerance questionnaire and the portfolio design implications
- Advise clients with irrational investor behavior
- Describe and recognize four behavioral investor types
- Apply behavioral finance to the asset allocation process



# Transitioning to a Fee-based Business

## Target Audience

- Financial Advisors

## Modality & Duration

- Instructor Led Class (2 - 8 hour days)

---

## About Cannon

Cannon Financial Institute is recognized as one of the leading global consulting and professional development firms serving the financial services industry. Our mission is to understand industry needs and deliver practical solutions that leverage the collective wisdom and creative power of a team of professionals passionately committed to helping our clients realize their goals.

## Program Overview

Where can an advisor add the most value? A fee-based investment management model aligns the advisor more closely with the client. Cannon's program "Transitioning to a Fee-based Business" addresses the change in clients' perspective of what is valuable in an advisory relationship.

Through this program, the advisor learns the benefit of working in partnership with the client to evaluate the investment management performance of selected products against the goals and objectives of the client. The course also expands the advisor / client outlook to include a broader wealth management issues landscape.

Advisors will learn efficiency for their practice can be achieved through the establishment of a disciplined, client-based investment policy and the selection of investment funds and managers to accomplish client risk and time parameters. A fee-based business also creates a quantifiable value for the practice for advisors who seek to grow the equity valuation of their practice.

## Program Outcomes

By participating in this program, you will:

- Recognize the opportunity for fee-based practices as a result of the Fiduciary Rule
- Operationalize four stages of conversion to a fee-based practice
- Leverage the efficiency of a fee-based practice
- Present the "Investment Management Story" using the 6-P format
- Reposition and brand client communication to communicate the fee-based practice model
- Address client questions and concerns
- Identify current client opportunities
- Identify sourcing opportunities for new clients





- CONTACT -

---

## Initiate change today.

We vow to be tireless in the pursuit and distribution of knowledge.

With Cannon as a partner, it does not matter whether you begin with a new hire plan or a plan for seasoned veterans; we are ready. Your first step is to schedule an appointment with a Managing Consultant from our Enterprise Solutions team.

*Connect with Cannon today.*

## We share your belief.

Cannon Financial Institute believes everyone deserves sound advice and exceptional service. Our clients are looking for ways to help their businesses succeed and the families they serve prosper.

We enable ambition. We help the companies that support financial professionals to thrive. We believe that, together, we can make secure financial futures a reality.

---



## Want more insight?

Contact our Enterprise Solutions team.  
706-353-3346 • [cannonfinancial.com](http://cannonfinancial.com)



**CANNON**  
FINANCIAL INSTITUTE