At Janus Henderson Labs, we believe that gratitude can empower financial advisors to attain striking advantages in business through capturing and retaining client relationships.

So we surveyed 300 financial advisors to test our theory.

Most said they express gratitude to clients:

- 74% regularly
- 23% occasionally
- 2% rarely
- 1% never, except as a formality

But giving thanks doesn't stop at a kind word.
Our research shows that practicing gratitude is more nuanced, manifesting itself in 2 distinct approaches:

**THE AD HOC APPROACH**
- Expressing gratitude when the opportunity seems to arise, without prior planning.

**THE SYSTEMATIC APPROACH**
- Expressing gratitude through thoughtfully considered action, tailored to the client’s personality.

% of FAs using each approach:
- **51%** AD HOC Approach
- **49%** Systematic Approach

**WHAT DOES EACH APPROACH LOOK LIKE IN ACTION?**

**AD HOC FA**
- “I always thank my clients in person whenever we meet and when leaving a phone call.”
- “I made sure to let the client know how appreciative I was for their service. I wrote them a handwritten note.”

**SYSTEMATIC FA**
- “We organized a holiday mailing to clients with a custom holiday gift basket for each family.”
- “I threw a party for his family when his son came back from Iraq.”
But what’s the difference between approaches WHEN IT COMES TO RESULTS?

THE ASSET ADVANTAGE

Those with the SYSTEMATIC APPROACH MANAGE $30 MILLION MORE on average than those using an ad hoc approach.

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<thead>
<tr>
<th></th>
<th>AD HOC APPROACH</th>
<th>SYSTEMATIC APPROACH</th>
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<tbody>
<tr>
<td>AVERAGE AUM</td>
<td>$116 MILLION</td>
<td>$146 MILLION</td>
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Those using a systematic method have seen an average 13.2% GROWTH IN AUM OVER THE PAST YEAR.

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<thead>
<tr>
<th></th>
<th>AD HOC APPROACH</th>
<th>SYSTEMATIC APPROACH</th>
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<tbody>
<tr>
<td>PAST 12-MONTH AUM GROWTH</td>
<td>10.8%</td>
<td>13.2%</td>
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Plus they have far MORE CLIENT INTRODUCTIONS through referrals.

But the advantages of the systematic approach don’t stop there.
Those who systematically express gratitude receive more gratitude and feel happier and more successful in their careers.

"I’M EXTREMELY SUCCESSFUL IN MY PRACTICE."

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<thead>
<tr>
<th></th>
<th>Systematic Approach</th>
<th>Ad Hoc Approach</th>
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<tbody>
<tr>
<td>37%</td>
<td></td>
<td>24%</td>
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"I STRONGLY AGREE THAT I’M HIGHLY SATISFIED IN MY CAREER."

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<thead>
<tr>
<th></th>
<th>Systematic Approach</th>
<th>Ad Hoc Approach</th>
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<tbody>
<tr>
<td>57%</td>
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<td>37%</td>
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</table>

"I RECEIVE A LOT OF GRATITUDE FROM CLIENTS."

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<tr>
<th></th>
<th>Systematic Approach</th>
<th>Ad Hoc Approach</th>
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<tr>
<td>62%</td>
<td></td>
<td>49%</td>
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Here’s the big picture:
The systematic expression of gratitude correlates with financial and personal advantages too large to ignore.

How can you practice systematic gratitude so you gain the advantage you need?
Research conducted by 8 Acre Perspective, an independent marketing research firm, through an online survey of 301 financial intermediaries.

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