

*Jim Ware : Lessons on Leadership
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Jim Ware, CFA
Founder of Focus Consulting Group

Biography

James Ware, CFA, is the founder of Focus Consulting Group, a firm dedicated to helping investment leaders leverage their talent. Ware is the author of "Investment Leadership: Building a Winning Culture for Long-Term Success," and "High Performing Investment Teams," both of which discuss those elements of leadership and teamwork that lead to sustainable success for investment firms. Ware has 20 years' experience as a research analyst, portfolio manager, and director of buy-side investment operations. He has been a guest lecturer on the topic of investment firm management at the Kellogg Graduate School of Management, Northwestern University. Ware has a Masters in Business from the University of Chicago and a degree in philosophy from Williams College, where he graduated Phi Beta Kappa.

Author's Posts

[The Value of Self-Awareness](#)

The topic of emotional intelligence (EQ) usually evokes predictable responses: eye-rolling, finger tapping, cavernous yawning, and wristwatch glancing. While expected, this response is counterproductive. The research is clear: Intelligence (IQ) gets you in the door, but EQ lands you in the winner's circle.

[Reduce Tension in the Team: Don't Attack](#)

Tension, friction, and conflict are common in the workplace, especially when pressure is high. One habit, or nonhabit, in particular, helps to reduce conflict and build trust. It may sound simple, but it's difficult to achieve. The practice is this: Don't attack people.

[What Is Your Belief System?](#)

If you can isolate the beliefs that are truly influential in your professional work, you can improve your success rate significantly, says Jim Ware, CFA. Ask yourself, "What do I believe is true? And how does this affect my decisions and behavior?"

[Conscious Communication: Headline Speaking and Writing](#)

You never expect to hear a client say, "I enjoy an inartfully delivered, vague, and winding message with digressions and personal updates about your private life." And yet that's how some advisers communicate with them. Jim Ware, CFA, discusses the art of headline writing and speaking for effective communication.

[Putting Out Trust Fires](#)

Trust is core to team effectiveness. If it is damaged, team performance will decline. For this reason, treat trust issues as you would kitchen fires: Put them out immediately.