

3rd Quarter 2001	3rd Quarter 2000	2nd Quarter 2001	Nine Months 2001	Nine Months 2000
Revenues \$43,641	\$39,338	\$50,789	\$152,499	\$183,706*
Expenses 43,018	55,467	47,978	144,918	166,224*
After-Tax Profit/Loss 405	2,516	1,832	4,927	11,362*
After-Tax Annualized Return on Capital 1.1%	7.3%	5.0%	4.5%	11.4%
Assets** 2,680,452	2,342,225	2,562,618	2,680,452*	2,342,225
Capital & Subordinations 150,319*	139,721	146,179	150,319*	139,721
Commission Revenues 8,082	7,415	6,888	20,215	23,868*
Number of Firms Reporting 261	273	258	272	284
Number of Profitable Firms 159	210	171	176	242
Aggregate Pre-Tax Earnings of Profitable Firms 2,807	4,300	3,482	10,970	18,470
Number of Unprofitable Firms 103	63	87	94	42
Aggregate Pre-Tax Earnings of Profitable Firms (2,183)	(420)	(863)	(3,368)	(989)

3rd Quarter 2001	3rd Quarter 2000	2nd Quarter 2001	Nine Months 2001	Nine Months 2000
Revenues \$43,641	\$59,738	\$50,789	\$152,499	\$183,706*
Expenses 43,018	55,467	47,978	144,918	166,224*
After-Tax Profit/Loss 405	2,516	1,832	4,927	11,362*
After-Tax Annualized Return on Capital 1.1%	7.3%	5.0%	4.5%	11.4%
Assets** 2,680,452	2,342,225	2,562,618	2,680,452*	2,342,225
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Aggregate Pre-Tax Earnings of Profitable Firms (2,183)	(420)	(863)	(3,368)	(989)

# Motivation through mentoring

**Boss, If YOU tell me, I will do it**



# Learning Points

- Assess your mentoring Aptitude (Quiz)
- Why should I be a mentor?
- Motivational theories, Will they work for us?
- What do people want from their job?
- Rewards and recognition – The right way
- The one minute manager
- Will change motivate or demotivate?
- Kotter's 8-step change model
- Motivating the subtle Indian mind

# A manager should be

**Mentor for his / her team**

**Innovator for the customer**

**Entrepreneur for the shareholder**

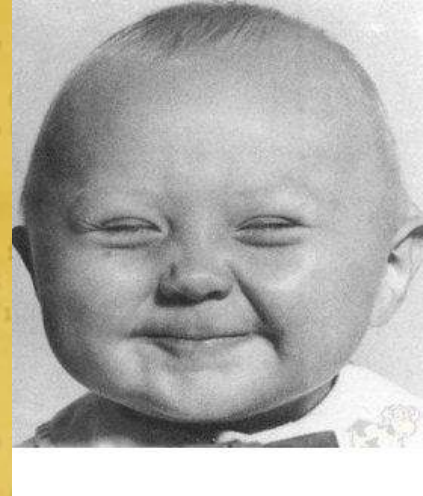
**Manager -  
The star**

**Sponsor for social work**

**Integrator for the senior management**

# Types of people

Happy



Not Happy



Not Competent

Competent

# Level 5 Hierarchy

Level	Description	Characteristic
1	Highly Capable Individual	Makes productive contributions through talent, knowledge, skills and good work habits
2	Contributing Team Member	Contributes to the achievement of group objectives; works effectively with others in a group setting
3	Competent Manager	Organizes people and resources toward the effective and efficient pursuit of predetermined objectives
4	Effective Leader	Catalyzes commitment to and vigorous pursuit of a clear and compelling vision; stimulates the group to high performance standards
5	Executive	Builds enduring greatness through a paradoxical combination of personal humility, professional will