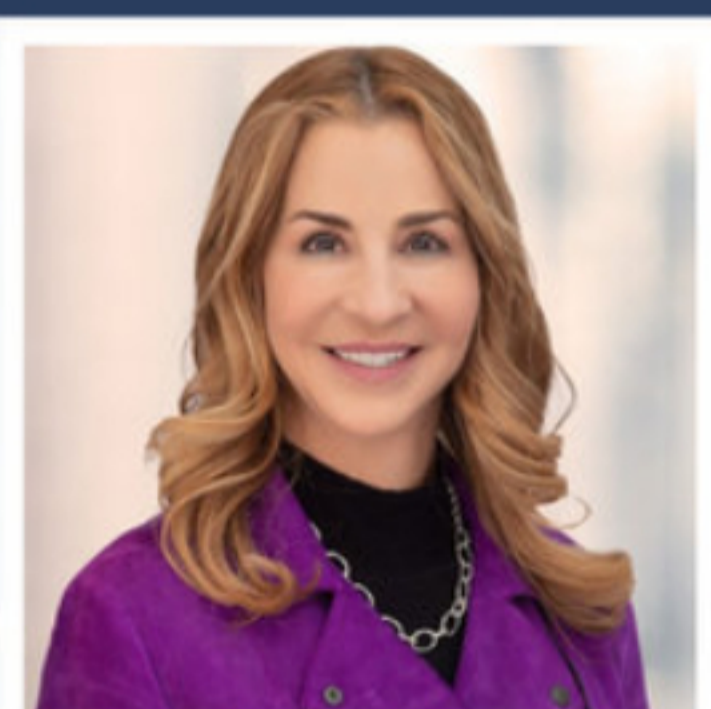


THOUGHT LEADERSHIP FROM THE EXCEPTIONAL WOMEN ALLIANCE



BY LARRAINE SEGIL

Featuring:
Jennifer Povlitz
Division Director
U.S. Wealth Management
UBS



Overseeing about half the U.S. client and advisor business isn't for the faint of heart. Luckily, **Jennifer Povlitz** relishes the stewardship privilege alongside the hard work of such responsibility. With years of experience in wealth management, she is currently the Division Director of U.S. Wealth Management at UBS and leading a team of over 5,000 employees.

In today's newsletter, Jennifer shares her approach for **leading impact with a large team**.

"First, **without a vision, people perish**. That's an expression that I believe to be true. It's a leader's job to define reality and, together with your team, to create the vision. Vision answers the question 'Who do we want to become?'

"Our division's vision is to be stewards of opportunity, guiding our clients and communities for generations to come. We defined that vision together.

"Second, you must **agree upon your values**. Simply listing words like integrity and trust is not enough. Create an operational definition of your values by writing a sentence for how the value manifests itself in a behavior. For example, we've defined one of our key values, communication, as:

We listen actively, think critically, and communicate clearly with intention.

"Finally, **define your key priorities**. You and your team cannot do it all; choose the 'vital few' priorities which are leading indicators that will produce outsized results. For example, one key priority for us is to connect pockets of opportunity with pockets of excellence. So, we choose actions in a large business that are either high value (singularly) or high volume (can be scaled).

"One other responsibility of a leader is to **identify people's superpowers** and put them in positions to use them. In fact, a second of our three key priorities is to engage people's strengths and specialties that will lead us, the whole team, to consistently outperform.

"We actually believe in and execute based upon this framework of vision, values, and priorities. I have placed it front and center in my workspaces. I encourage any leader, regardless of team size, to invest the time to develop a clear approach to drive real impact."

The diverse and dispersed teams we lead today can certainly benefit from Jennifer's clear and actionable methodology.

Until next time,

Larraine

Founder, Chair & CEO
Exceptional Women Alliance Foundation

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