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### Young Planners Drive Practice Management Discussions

Many firms don't want to spend time on practice management issues because they don't feel it's productive. If it takes away from doing client service, they don't think it's of much value. But the new talent in the business is turning the tide. They're asking tough questions: "What's possible for me? What does your company have to offer me?" From a practice management standpoint that's a huge challenge because you have to look at your business strategically, things like compensation plans, career tracks. Those are difficult questions if you've been working the same way for 25 years.

Most planners are eager to grow their businesses, and want another employee to take over some of the work. But the control issue is big—letting go of case management, client service or overseeing HR. There's anxiety and fear in that. But after making it through those stages of letting go, which is hard, you get to a point of satisfaction—knowing someone is probably doing a better job of it than you were. You're free to do what you do best. So that's one thing that has become more visible in practice management, folks looking to be great at what they do instead of just good at a lot of different things. That's what helps build a profession, because you develop different career tracks and different businesses that will succeed and really last.