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How much time should you spend with your clients?

The one commodity we are all short of is time and so it is important we make the most of meetings. And if you are working on a fee-based structure, your clients must get value for money.

I would say on average I have two client meetings a day, which last an average of one-and-a-half hours. It varies widely, though: some could last 45 minutes, some could be two-and-a-half hours.

It really depends on the complexity of what we are dealing with.

In an ideal world, we would probably have four meetings a day. What I try to do is make the meetings really meaningful – meetings not just for their own sake; they have to have structure to them.

Free up your time

The key is to try to free up as much of your time as possible and have other people around you, equally qualified, who can do all the donkey work, such as research for meetings.

One of the things we do is have a very strong administration team. We have 13 advisers but we have the same number of administrators. We couldn't transact the business without a strong back-up team.

We are already retail distribution review ready. Most of our people are qualified to diploma or chartered level and we encourage all our administration staff to take all the exams.

We are also very strong in terms of technology.

Carl Lamb
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