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Long shut out from the boys' club, women are starting to make a real mark on Wall Street. How five climbed to the top.



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Women Financial Advisors Top 100

By Suzanne McGee

For years, the brokerage and financial advisory world was almost exclusively the domain of male “stock jockeys” hustling up commissions. When women figured prominently, it was often as plaintiffs in sexual discrimination and harassment suits against their employers, the big brokerage houses.

● The doors to the club may finally be opening. Brokerages and big banks look to have gotten more serious about gender balance. And, with the firms increasingly playing down commission generation in favor of fee-based advisory services—especially for wealthy clients—some women are finding that the style of service they had been developing for years is suddenly in strong demand. ● “When I first moved into this business at Dean Witter [in 1983], my commission income wasn’t nearly as big as those of my colleagues who were doing a lot of stock trading,” recalls Kathy Tully, who oversees \$450 million of assets as a financial adviser at Morgan Stanley, which acquired Dean Witter. It took years for her bosses and colleagues to catch on to her tactics and realize that her approach—establishing long-term relationships with clients over retirement-planning strategies—would bear fruit just as surely as their higher-pressure sales tactics once did. ● “It’s as if the world has come around to my way of thinking about my practice,” says Dalal Salomon, whose Salomon & Ludwin Financial Consulting Group in Richmond, Va., is part of Wachovia Securities Private Client Group. “In 22 years, I am not doing anything differently, but the world around me has changed considerably. I’ve been doing quarterly reviews for my clients since day one, and now that’s considered to be a best practice.”

Tully and Salomon aren’t the only women moving to the fore.

The ranking that starts on page 30 shows the top 100 women financial advisers at brokerages, big banks and some other firms, as compiled by industry consultant R.J. Shook of The Winner’s Circle Organization, based in Boca Raton, Fla. The top 100, as a group, are managing \$104 billion, up nearly 25% from the level Shook estimated two years ago, about the same growth as posted by the top men advisers.

Women, meanwhile, accounted for 19% of all retail-brokerage jobs by last year, up from 16% two years earlier, says the Securities Industry Association. And 44% of all jobs at Wall Street firms and regional brokerages were held by women, up from 37% in 2003.

But for all the headway, the industry still has an unmistakable male tilt. Women are less represented in Wall Street’s upper management than in other industries. And the top woman adviser, Saly Glassman of Merrill Lynch, ranks only 33rd in a ranking of both men and women advisers that *Barron’s* ran in April. In fact, just five women made that list of 100.

Both rankings are based on the size of each adviser’s book of business, the level of revenue generated and the quality of service provided. Shook, who examined regulatory records and internal documents and spoke with the advisers’ colleagues and supervisors, says he compiles the lists to promote best practices in the industry and isn’t paid by any of the firms. He writes about the field extensively in his Winner’s Circle books.

It’s probably just a matter of time before a woman breaks into the top 20 of the overall ranking, based on the experiences of advisers like Kathy Tully. Forget cold calls: Tully has been teaching trainees throughout Morgan Stanley about the nitty-gritty of what she dubbed “Hi, hello” calls.

Are women better suited to this sort of service than to, say, flogging the stock of the month? Who’s to say? But a number of women do appear to have excelled at advisory work. And over the past decade or two, the industry’s shift in how it manages clients’ assets has helped these women to move into the mainstream of their chosen profession. Advisers like Salomon and Tully, part of the first big wave of women moving into the brokerage business in the ’70s and early ’80s, are now starting to have a real impact on the industry.

As the assets overseen by women advisers have grown, so have their fees; Shook says the revenues of the top 100 women climbed 17% in the past two years.

Independent adviser Susan Kaplan appears to have been right all along: Pursuing



“It was easier with my clients than it was with the organization itself, in terms of getting people to understand and appreciate my approach.”
—DALAL SALOMON

long-term client relationships doesn’t preclude running a profitable business. “In professional meetings, I’d be told by my male counterparts that there was no money to be made by simply offering financial-planning services,” rather than pitching products, says Kaplan, whose firm, Newton, Mass.-based Kaplan Financial Services, oversees some \$720 million in client assets.

“When it’s between you and the client, when you take care of their needs and listen to their concerns and offer solutions that help them, it doesn’t matter what gender you are, or what your bosses say about whether you’re making enough commission,” Kaplan says.

In Kaplan’s case, those kinds of discussions were rare, even when she worked alongside two insurance professionals, crafting financial plans for their insurance clients. The same wasn’t true for Salomon, who vividly recalls joining Wheat First Butcher Singer—one of the regional brokerages later absorbed by Wachovia—at the age of 28 back in 1984.

“The firm’s idea of success was based on numbers; it was an office just awash in testosterone, with all our bosses wanting to know how many new accounts we had opened or assets we had brought in,” she recalls. “Every adviser you asked could reel off their ‘numbers’ at any second.”

In meeting with her bosses, Salomon found she had to defend her definition of success, which was to help clients realize their dreams and avoid their nightmares. “It was easier with my clients than it was with the organization itself, in terms of getting

people to understand and appreciate my approach," she says.

"My first five years, my performance was nothing close to stellar in anyone's eyes—I was literally plodding along," she says. "At some point along the way, the approach started to be rewarded with referrals and assets—a language the firm could understand."

Today, most big brokerages and banking concerns not only recognize that language, they speak it. "I want as many differences as possible represented at the table, in client-advisory teams," says Jane Magpiong, president of the private bank of the Bank of America. "I want different genders, different races, different orientations, different life experiences represented. It's when you have the greatest number of perspectives that you can come up with the best solutions."

Not surprisingly, diversity ranks right alongside raw-performance ability when it comes to recruiting for most Wall Street firms. These recruitment efforts are sincere, say many top women advisers and outside observers, and not just lip service aimed at quashing bad publicity stemming from lawsuits. Since 1998, Citigroup's Smith Barney, Merrill Lynch, Morgan Stanley and some smaller firms have settled high-profile sexual discrimination and harassment suits. Smith Barney now faces one by four former advisers, alleging it denies women equal opportunity for promotions. The firm declines to comment.

"These businesses are convinced they are meritocracies, and they are very analytical, so once you point out to them that they are not encouraging or promoting their leadership-caliber women, they are startled," says Ilene Lang, president of Catalyst, a nonprofit organization dedicated to expanding professional and business opportunities for women.

Catalyst's research shows there's still ample room for further advances by women. The securities industry as a whole still lags not only the Fortune 500 as a group but also other parts of the financial-services universe when it comes to the number of women serving as board members or being ranked among senior corporate officers or top earners, the group has found.

For instance, while 15.7% of all top managers at Fortune 500 companies are women, a striking 23.6% of top managers at diversified financial companies (insurers, mutual-fund firms and the like) are women. But that percentage drops sharply, to only 10.6%, for the securities industry.

"While they are coming from behind, they are also acting far more aggressively to

tackle this discrepancy as they see how they might be hurt by the fact that women leaders aren't emerging in the quantities that they might be," says Lang.

Indeed, she says the rate at which securities firms are launching formal mentoring programs, employee-network groups, flexible-work programs and other strategies aimed at identifying and honing the skills of talented women financial advisors exceeds that seen within Catalyst's overall membership. "There is real commitment."

For John Thiel, managing director and head of the private banking and investment group at Merrill Lynch, hiring more women is simply sound business practice. "In one client-advisory board meeting, set up to give us feedback, I heard a woman ask why there weren't more women in our ranks," he recalls. "She herself works with a male adviser, but she still wants to see people like herself represented in the firm that she does business with."

In response, Thiel has ramped up the firm's efforts to recruit women, tapping rival firms and encouraging women in other professions or industries to make the leap into the wealth-advisory business. His dream, he says, is to create a staff that mirrors the demographic makeup of the United States as a whole, in every dimension, including gender. "We will work on it as long as it takes," he says.

Women who already have built up successful practices say that just as their role as outsiders in the early days of their careers led them to imagine and build a different business model, their gender has helped in other ways. Many potential clients, women agree, want to avoid dealing with brokers or advisers they fear will patronize them or take advantage of them. Rightly or wrongly, the client perception is that women may be less likely to do this.

"Talking with people about money is one of the most intimate relationships possible," says Mary Deatherage, a 52-year-old adviser at Smith Barney in New Jersey, who oversees \$880 million in assets and is now celebrating her 20th year in the business. "People will talk about their relationship problems or their kids at dinner parties—but not about their financial worries." So Deatherage, who had previously trained as a teacher and later an accountant, launched her career by creating an environment where her clients can talk about anything that they feel is relevant.

Helping clients get organized can take all forms. One of Salomon's inventions is what she calls the life-planner box. Custom-designed and specially ordered, these cloth-covered boxes are divided in half, with one side containing keys and other odds and

ends ("the kinds of things that are too important to lose track of, but that often end up tossed into junk drawers") and the other a three-ring binder with copies of wills, trusts and copies of deeds and other documents in the client's safe-deposit box. There is also a booklet listing the location of key documents and names to call in the case of an emergency or death. "I organize the whole thing, because the task of assembling all this is so overwhelming that...very few people will actually do it if they are left to themselves," says Salomon.

As with male advisers, old-fashioned networking can also help a female. It let Tully jump-start her career early on. "I took the CPAs to lunch and listened to what their problems were; I became their go-to person when they needed some input on IRAs, or when an attorney needed some thoughts on investing," she says. "They would call me before a new client came in, and I would give them enough financial-planning information to make them sound smart." Then, when that other professional's new client needed investment-advisory services, it was Tully who won the referral.

As times have changed and women have made giant leaps forward in the business world, there has been less need for younger women advisers to take circuitous routes to building their practices. Stacy Grant, 35 years old, oversees some \$2.5 billion in assets for Merrill Lynch's San Francisco office, and points out that the number of women like her who are now rising high in their professions or launching their own technology firms in Silicon Valley continues to boom.

She credits part of her success to being mentored in the early stages of her career by Lorna Meyer, a friend of her mother's who encouraged her to go into the business and who also appears on the ranking of top 100 women advisers. Since launching her own group, Grant has benefited from the explosion in the number of professional women, and says she taps into those networks routinely.

To the bulk of her clients, who, she says, "include some pretty powerful women," it doesn't matter a whit whether she is a man or a woman. Rather, Grant explains, they require only that she listen to their concerns and perform. "They want to know not only that I can wire \$2 million to Hong Kong immediately, but that I know all the different ways that can be done, and the best way to do it that meets their needs."

The main point: The money moves where it needs to be to get the best returns. And increasingly, women—like the 100 in our ranking—will be there to fill the bill. ■

Top 100 Women Financial Advisers

Here are America's best women financial advisers, as identified by industry researcher R.J. Shook of The Winner's Circle Organization. The advisers—from brokerages, banks and some other firms—follow the industry's best practices and have the biggest books of business, Shook found. The scoring system assigns a value of 10 to the top adviser; the other scores are calculated by comparing each of the other advisers with the No. 1 finisher in terms of assets, revenue, customer satisfaction and other factors. Total assets represent the amount overseen by each adviser and her team, including some assets held for her clients at other institutions.

Rank	Name	Firm	Location	CUSTOMERS						Total Assets (\$ mil)	Typical Account (\$ mil)	Typical Net Worth (\$ mil)	Score
				Individuals (Up to \$1 mil)	High Net Worth (\$1-\$10 mil)	Ultra-High Net Worth (\$10 mil+)	Corporations	Foundations	Endowments				
1.	Saly Glassman	Merrill Lynch	Blue Bell, Pa.	◆	◆	◆				1,050	3-5	6	10.000
2.	Rebecca Rothstein	Smith Barney	Beverly Hills, Calif.	◆	◆	◆	◆			1,000	10	20	9.995
3.	Patricia Bell	Merrill Lynch	Short Hills, N.J.		◆	◆				607	8	15	9.757
4.	Lori Van Dusen	Smith Barney	Rochester, N.Y.			◆		◆	◆	3,000	50	60	9.713
5.	Trudy Haussmann	Haussmann Financial	Newport Beach, Calif.	◆	◆					401	.45	.70	9.655
6.	Kay Shirley	Financial Development Systems/MS	Atlanta	◆	◆					600	.75-1	3	9.539
7.	Susan Kaplan	Kaplan Financial Services / LPL	Newton, Mass.		◆	◆				720	2.0	10	9.514
8.	Teri Harmon	UBS Financial Services	Santa Ynez, Calif.	◆						330	.17	1.6	9.497
9.	Mary Deatherage	Smith Barney	Little Falls, N.J.		◆	◆		◆		880	3	8	9.430
10.	Deeann Griebel	Wachovia Securities	Mesa, Ariz.	◆	◆					215	.50-3	1-3	9.405
11.	Lorna Meyer	Merrill Lynch	San Francisco		◆	◆				1,225	25-30	75-100	9.314
12.	Stacy Grant	Merrill Lynch	San Francisco		◆	◆				2,500	15-50+	25-75+	9.279
13.	Nadia Cavner	Signature Bank Investment Services	Springfield, Mo.	◆	◆	◆				300	.50	1	9.258
14.	Alexandra Armstrong	Armstrong, Fleming & Moore	Washington, D.C.	◆	◆					650	1-3	3-6	9.247
15.	Judith McGee	Raymond James Financial Services	Portland, Ore.	◆	◆	◆				301	.50	1+	9.210
16.	Debbie Jorgensen	Merrill Lynch	San Francisco		◆	◆	◆			625	5-50	10-100+	9.182
17.	Dalal Maria Salomon	Salomon & Ludwin Finl Consult/Wachovia Sec.	Richmond, Va.	◆	◆					375	1-7	2-10	9.156
18.	Sharon Oberlander	Merrill Lynch	Chicago	◆	◆	◆				640	1-25	3	9.141
19.	Carrie Coghill Kuntz	D.B. Root	Pittsburgh	◆	◆					900	1+	3-5	9.117
20.	Dodee Crockett	Merrill Lynch	Dallas		◆	◆				800	3-25+	5-100+	9.094
21.	Sonia Attkiss	Credit Suisse	New York		◆	◆				2,300	12-20	18-30	9.066
22.	Valery Craane	Merrill Lynch	New York		◆	◆			◆	450	5	10	9.048
23.	Meg Green	Meg Green & Assoc./Royal Alliance	North Miami Beach		◆	◆				615	1-2	3-5	9.030
24.	Lisa Chapman	UBS Financial Services	Long Beach, Calif.	◆	◆					307	.50-3	2.5-10	9.030
25.	Nan Shertzer	Merrill Lynch	Dallas	◆	◆	◆	◆			605	1-3	3-10	8.994
26.	Martha Adam	UBS Financial Services	Troy, Mich.	◆	◆	◆				235	1.5	2	8.959
27.	Siri Berg	Credit Suisse	San Francisco		◆	◆				500	8-12	10-20	8.934
28.	Maureen Raihle	Merrill Lynch	Chicago	◆	◆	◆				1,468	5-50	20	8.913
29.	Sheryl Stephens	Stephens Wealth Mgmt/Raymond James	Flint, Mich.	◆	◆		◆			295	.50-1+	1.5+	8.901
30.	Sheila Keator	Keator Group/Wachovia Securities	Pittsfield, Mass.	◆	◆					350	.50	1.5	8.885

For more information on The Winner's Circle and the ranking methodology, go to www.wcorg.com

Source: R.J. Shook



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