




Client Preference Readiness Quadrant

Understanding where your firm is today — and what comes next

This guide helps firms reflect on how client preferences are explored, recorded and applied within their advice process. There is no right starting point — firms will be at different stages.

<p>Embedding </p> <p>(Established / Structured approach)</p> <p>What this looks like</p> <ul style="list-style-type: none"> • Preference conversations are part of the advice process • Tools and templates are in place • Preferences are considered within suitability <p>Focus</p> <ul style="list-style-type: none"> • Improve consistency and strengthen how preferences are reflected in advice 	<p>Client Preference Ready</p> <p>(Consistent / Fully embedded approach)</p> <p>What this looks like</p> <ul style="list-style-type: none"> • Preference conversations are consistent and client-led • Clients can express preferences at an appropriate level of detail • Preferences are clearly reflected in advice and client outcomes <p>Focus</p> <ul style="list-style-type: none"> • Maintain quality, simplicity and consistency across the firm
<p>Emerging </p> <p>(Early stage / Developing approach)</p> <p>What this looks like</p> <ul style="list-style-type: none"> • Preference conversations are not a routine part of advice • Discussions may be avoided or kept very high level • Limited tools or guidance in place <p>Focus</p> <ul style="list-style-type: none"> • Start simple — build confidence through basic client conversations 	<p>Exploring </p> <p>(Developing / Inconsistent approach)</p> <p>What this looks like</p> <ul style="list-style-type: none"> • Preference conversations happen, but not consistently • Approaches vary between advisers • Preferences may not always be clearly recorded <p>Focus</p> <ul style="list-style-type: none"> • Introduce simple structure and consistent wording across the firm

Important to note

- Not all clients will want detailed preferences. A simple approach is often appropriate
- Preferences form part of suitability alongside risk, objectives and circumstances
- The aim is to support informed client decisions, not to reach a specific outcome

If you would like to discuss this further, please get in touch:

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