

Chapter 16

Interview with Andrew Nall, Vice President and CCO, Radiant Financial, Inc.

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1. Where did you grow up? Do you think that it has any impact on your life's work?

I was born and raised in Garland, TX. Growing up in a middle-class neighborhood, with friends and freedom, provided a memorable childhood and a foundation for growth. Being afforded the opportunities of my childhood greatly contributed to my life's work.

2. Where did you go to school? Why there?

I obtained my Bachelor of Science Degree in Finance from the University of Texas at Dallas ("UTD"). I chose UTD based on geography, the reputation of the business school, and cost.

3. What did you do after your first degree (if second degree, where was that done, what did you do after that?) How did you get into your first major area?

As a senior at UTD, I secured an internship with the National Association of Securities Dealers ("NASD"), which later became the Financial Industry Regulatory Authority ("FINRA"). This internship provided extensive exposure to the financial services industry and the regulation thereof. At the commencement of my internship, I was offered a full-time position with FINRA, where I remained for an additional two years.

4. Have you had any particularly significant mentors in your career?

Stacy Hagar, Special Investigator at FINRA, was a mentor in the truest sense of the word. Stacy provided me guidance, supported my professional

growth, and challenged my skills. This relationship provided me opportunities for advancement in the workplace and an education beyond college and workplace training.

5. How has your career evolved?

The biggest change in my career has been the transition from a quasi-public regulatory role to the private sector. As a business owner, I have been able to exploit my regulatory expertise in order to grow my company in a highly competitive environment.

6. Looking back, what do you feel is your biggest contribution?

I believe that my biggest professional contributions are relationships. I have been able to connect individuals with ideas in the furtherance of my company's objectives, leading to growth and profitability.

7. What do the next 10 years hold for you?

The next ten years will be largely focused on expansion of my current companies. Starting in just two states, Texas and California, we have recently developed additional products and services to allow us to operate throughout the United States.

8. How has your view of leadership evolved over the years?

My view of leadership has evolved significantly in moving from an employee to an ownership and officer role. The responsibility of employees' livelihoods being directly affected by my daily decisions drives the way I lead my staff. As opposed to an authoritative mindset, I seek to lead by fostering an environment where my staff can do what they excel at and where I can offer my support and expertise.

9. What problems or hurdles do you perceive in your area of work? How do you overcome/ combat those problems/hurdles?

The largest challenge in field is a constantly evolving regulatory landscape. Being subject to both state and federal securities laws, we are constantly adjusting our practices to maintain strict compliance. In order to combat this constant challenge, we are forced to invest heavily in individuals with the requisite expertise and continued education of all staff.

10. How has the structure of the profession affected your career?

I don't understand the question.

11. What characteristics do you think are important for a good servant leader?

Perhaps the strongest characteristic of a servant leader is the ability to listen. The distinction between hearing employees and truly listening to them is an acquired skill that will reveal valuable information in motivating and supporting your staff.

12. Is there anything in your career you would have done differently? Any regrets?

I would have negotiated harder. Accords are often struck with a view towards simply getting a deal done, sometimes without fully appreciating the impact of minor concessions.

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