

AUGUST 2023

E-JOURNAL



www.gamaglobal.org

RETAINING TOP TALENT

FROM THE PRESIDENT

To my readers in the **GAMA Global** community:

Every manager dreams of having a team of top professionals who all work in harmony together. However, retaining top talent can be challenging in this evolving market landscape, especially in the global insurance profession. As leaders in the industry, it is incumbent on us to foster an environment where talent thrives and excels.

The first step to retaining top talent is recognizing that we already have it. Look into the performance of each of your employees carefully. What would happen if you had to replace them tomorrow without warning?

Studies show most employees don't want to leave an office environment where they feel appreciated and comfortable. According to one recent statistic, 89 percent of highly engaged employees reported having a positive work environment. They found a place that gave them competitive compensation, meaningful professional development opportunities, mentorship programs, benefits, and flexibility—and in return, they gave their all to their organization and teams.

Retaining top talent is not just a goal but a strategic imperative. Our industry's success hinges upon our people's expertise, dedication, and innovative spirit. By cultivating a workplace culture that promotes growth, recognizes achievements, and empowers individuals to reach their full potential, we strengthen the very foundation of our profession.

At GAMA Global, we are dedicated to elevating the global insurance profession. Together, let us foster an inclusive, collaborative, and dynamic community that attracts and retains the best minds in the industry. Through our collective efforts, we will not only secure a prosperous future for our organizations but also shape an industry that remains at the forefront of innovation and customer-centric service.

Preparing for the years ahead is everything in our field of work. Nurturing and retaining top talent while growing your company's good reputation with other potential employees means you will never be left high and dry, even as others struggle to fill positions.



Yours in leadership,
Bonnie Godsmann
President & CEO, GAMA Global

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Looking to **Enhance** Your Leadership **Skills?**

The Emerging Leader Program is a 12-month program to help new leaders learn the fundamental skills and knowledge to be successful and effective in their role.

During the program participants will:

- Learn about industry best practices for recruiting and selection.
- Define what leadership means for them.
- Focus on time proficiency management skills.
- Learn to develop agendas utilizing best practices.
- Learn the importance of having clear values and vision as a leader.
- Identify key skills and knowledge new advisors need to be successful during their first 90 days.
- Discuss industry best practices on communication and accountability
- Learn about practice management.
- Learn how to utilize the resources available within the profession and networking with fellow program participants.

Program participants will receive a certificate of completion and be recognized at a GAMA Global live event and on social media.

**For more information, please email
learning@gamaglobal.org!**





Unlocking Success Through Engagement and Growth

By Michelle Havelock & Christopher Lawe

In the highly competitive landscape of the insurance industry, retaining top talent has become a critical priority for many companies. The insurance industry's success heavily relies on its advisors' expertise and dedication. Therefore, creating strategies to attract and retain top performers is essential for sustaining growth and maintaining a competitive edge. This article will explore effective approaches to retaining top talent in the insurance industry.

Adopt a Culture of Engagement

Engagement is the key to retaining talented individuals. Insurance companies must prioritize creating a work environment where advisors feel connected, valued, and motivated. This can be achieved through various initiatives:

Clear Vision and Purpose: Communicate a compelling vision and purpose that resonates with your advisors. Help advisors understand how their work contributes to the company's overall success and how their individual contributions make a difference in the lives of the people they serve.

Open and Transparent Communication: Establish channels for open communication and feedback. Encourage advisors to share their ideas, concerns, and suggestions. Actively listen to their feedback and take appropriate actions to address their needs and concerns.

Collaboration and Teamwork: Build a collaborative culture where advisors can work together, share knowledge, and collaborate on projects. Encourage cross-functional teams and promote a sense of camaraderie among the advisors.

Generative Culture: Create a generative culture that encourages innovation, experimentation, and continuous learning. Encourage advisors to take risks, explore new ideas, and challenge the status quo. Celebrate failures as learning opportunities and reward advisors for their creativity and initiative that drives sales.



Invest in Advisor Development

Top talent seeks opportunities for growth and professional development. Insurance companies should invest in the continuous learning and advancement of their advisors:

Training and Skill Development: Provide comprehensive training programs that cover technical insurance knowledge and human skills such as communication, leadership, and problem-solving. Regularly assess the training needs of advisors and tailor programs accordingly.

Career Path and Advancement Opportunities: Create clear career development paths and advancement opportunities within the organization. Conduct regular performance evaluations, set development goals, and provide employees with the necessary resources and support to progress in their careers.

Mentoring and Coaching: Establish mentorship programs where experienced professionals can guide and support junior employees. Encourage managers to act as coaches, providing guidance and feedback to help advisors reach their full potential.

Embracing Technological Advancements

The insurance industry is undergoing a significant digital transformation, and top talent seeks opportunities to work with cutting-edge technologies.

Embracing technological advancements enhances operational efficiency and attracts and retains tech-savvy professionals. By offering training in emerging technologies, encouraging innovation, and providing access to advanced tools and platforms, insurance companies can position themselves as forward-thinking organizations that value the skills and expertise of their employees.

Fostering a Work-Life Blend

The insurance sector is no exception to maintaining a healthy work-life blend. It is a top priority for our advisors. Encouraging work-life blend initiatives to include wellness and employee assistance programs helps reduce burnout and promotes overall well-being. By prioritizing our advisors' physical and mental health, insurance companies can foster a supportive environment and retain top talent in the long run.

Competitive Compensation and Benefits

Insurance companies must offer competitive compensation packages and attractive benefits to retain top talent. Conduct regular market research to ensure that salaries align with industry standards. Additionally, consider offering benefits such as health insurance, retirement plans, flexible work arrangements, and more creative performance-based incentives such as internal competitions.

Recognition and Rewards

Recognizing and appreciating advisor contributions is crucial for retaining top talent. Implement a comprehensive recognition and rewards program that acknowledges exceptional performance and reinforces a culture of excellence:

Performance-Based Incentives: Provide monetary incentives, bonuses, or commissions based on individual or team performance. Align rewards with specific, measurable goals to drive motivation and performance.

Advisor Recognition Programs: Establish formal programs to recognize and celebrate their achievements. This can include monthly or quarterly awards, peer nominations, or public acknowledgments of outstanding performance via social or print media.

Career Milestones: Celebrate advisors' work anniversaries and milestones to show appreciation for their long-term commitment to the organization.

Retaining top talent in the insurance industry requires a multi-faceted approach focusing on engagement, development, compensation, and recognition. By fostering a culture of engagement, providing growth opportunities, offering competitive compensation packages, and recognizing employee achievements, insurance companies can create an environment that attracts and retains top performers. Investing in talent retention strategies not only leads to improved advisor satisfaction and loyalty but also contributes to the long-term success and growth of the organization.



Thanaphon Ammaramethakul

VICE PRESIDENT, GAMA THAILAND

LEADER-SHIFTER SPOTLIGHT

☰ FAVORITES

 **TRAVEL:**
Switzerland

 **FOOD:**
Chinese Food

 **BEVERAGE:**
Fruit Juice

 **HOBBY:**
Golf

 **LEADERSHIP BOOK:**
The Invisible Leader

 **INDUSTRY LEADER:**
Mongkol Lusamlit

🍰 BIRTHDAY

March 1st

🌐 SOCIAL MEDIA

 **FACEBOOK**
<https://www.facebook.com/thanaphon.ammaramethakul>

💬 LEADERSHIP QUOTE:

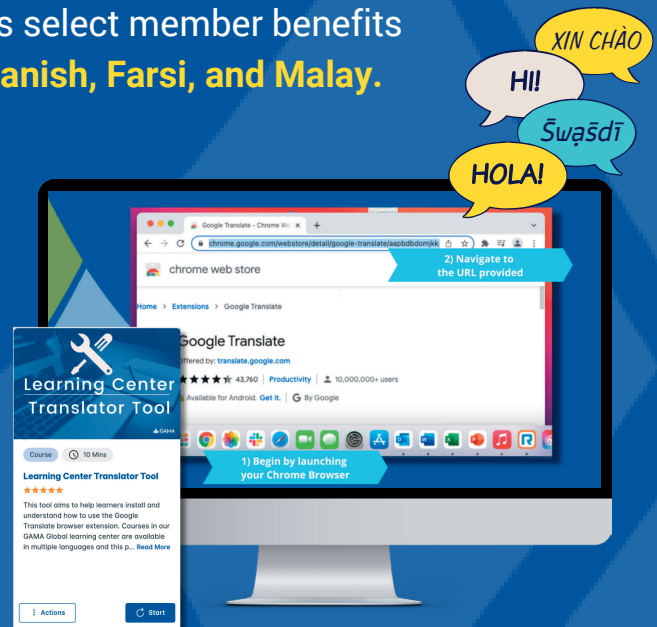
If the goal is great enough, there will be no condition.



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Additionally, the learning center has select language options for members to switch the portal navigation features to their desired language from a list of select options. If your language is not available on that list, there is a **Learning Center Translator Tool** available in the Learning Center catalog for all members to enroll in. **This tool will allow you to switch the portal navigation features to over 40 different languages!**



Select LAMP 2023 conference videos are available in the portal for members to access.

For more information, please email
learning@gamaglobal.org!



Retaining **Top Talent**

By Jerome Pusung

In today's competitive business landscape, retaining top talent is crucial for the success and growth of any organization. This holds particularly true for financial advisory firms, where skilled and experienced advisors can significantly impact the company's bottom line. Retaining top talent requires a thoughtful approach that goes beyond monetary incentives. Let's explore seven effective strategies to foster a supportive and engaging environment, ensuring your organization can retain its valuable advisors.

1. Cultivate a Positive Work Culture

Building a positive work culture is essential for retaining top advisors. Encourage open communication, collaboration, and mutual respect within the organization. Foster an environment that values diversity, provides equal opportunities, and promotes work-life balance. Implementing these practices helps create a supportive workplace that top advisors will be more inclined to remain a part of.

2. Offer Professional Development Programs

Investing in the professional development of top advisors demonstrates your commitment to their growth and advancement. Provide access to training programs, workshops, conferences, and certifications. Support ongoing education in areas like financial planning, investment strategies, and regulatory changes. By empowering advisors to continuously become students of the business with the latest knowledge and skills, you enhance their value and increase their loyalty to the organization.

3. Recognize and Reward Performance

Acknowledge and appreciate the efforts and achievements of your top advisors. Implement a robust performance evaluation system recognizing exceptional work and rewarding top performers. Consider offering bonuses, incentives, commissions, or profit-sharing plans based on individual and team performance. Publicly celebrate successes through award ceremonies quarterly and annually to boost morale and create a culture of achievement.

4. Foster Mentorship and Networking

Establish a mentorship program within your organization to facilitate the transfer of knowledge and experience from experienced professionals to newer ones. Encourage networking opportunities by organizing events, seminars, or social gatherings where top advisors can connect with peers, industry leaders, and potential clients. These initiatives enhance professional relationships and create a sense of belonging and support.



5. Provide Autonomy and Ownership

Top advisors often value autonomy in their work.

Encourage them to take ownership of client relationships and decision-making processes.

Allow flexibility in work arrangements, such as remote work or flexible hours, to cater to individual preferences. Empowering top advisors to make independent choices within established guidelines can boost their career satisfaction and retention.



6. Maintain Competitive Compensation Packages

While monetary rewards alone may not be sufficient, ensuring competitive compensation packages is crucial. Stay up-to-date with industry standards and trends to offer an attractive compensation package. Regularly review and adjust compensation packages to reflect the changing market conditions and the value your top advisors bring to the organization.

7. Prioritize Work-Life Balance

Recognize the importance of work-life balance and prioritize advisor well-being. Encourage advisors to take regular breaks and vacations to recharge. Implement policies that promote a healthy work-life balance, such as flexible scheduling, remote work options, and family-friendly initiatives. Show understanding and support during personal or family emergencies. By valuing their well-being, you foster loyalty and commitment among top advisors. Retaining top professionals is essential for your organization's long-term success and stability. By cultivating a positive work culture, offering professional development programs, recognizing performance, fostering mentorship and networking, providing autonomy, maintaining competitive compensation packages, and prioritizing work-life balance, you can create an environment that top advisors will want to participate in. A well-supported and engaged team of top advisors enhances client satisfaction and contributes to your organization's overall growth and profitability.



Hamid Emami

SENIOR MANAGER, PASARGAD INSURANCE

LEADER-SHIFTER SPOTLIGHT

☰ FAVORITES



TRAVEL:

United States & Canada



FOOD:

Shishlik (Special Persian Kebab)



BEVERAGE:

Soda



HOBBY:

Reading Books



LEADERSHIP BOOK:

The 360 Degree Leader



INDUSTRY LEADER:

Tony Gordon

🍰 BIRTHDAY

June 16th



SOCIAL MEDIA



INSTAGRAM

@hamidemami.ir

“ LEADERSHIP QUOTE:

The duty of a leader is to help their followers reach their peak competence.



Adoption Revisited: Solving for the Retention, Practice Continuation, and Talent Shortage Challenge Within the Financial Planning Profession

By Gary Schwartz

This article aims to present a strategy, explain the tactical actions to execute the strategy, and report on results to date. This started as a white paper under the auspices of the LIMRA RAG study group in 2018. This had been researched and compiled by Ed Deutschlander, CEO of North Star Resource Group.



Our profession has a long history of advisors working together to help each other succeed. This is often done as joint work, mentoring, and sales leadership. While these activities are important and have had various successes, they have not solved our fundamental challenges.

Let us look at trends and circumstances:

- Fewer individuals are entering the profession.
- Fewer companies are recruiting inexperienced advisors.
- The average advisor age is mid-fifties.
- A 2022 Cerulli study reported that 72% of last year's trainees never became full-time advisors.
- The same study reported that 106,000 (or 40%) veteran advisors will leave in the next decade.
- Over half of financial advisors over the age of fifty do not have a succession plan.
- Four-year retention rates are around 15%.
- Over thirty trillion assets will pass from baby boomers to future generations over the next few decades.

Adoption is a process where a senior advisor brings an early career advisor into their practice. They assume responsibility for ensuring they validate their contract and financing requirements. The new advisor is not at arm's length; they are in practice. The early career individual works with lower-level clients, supports high-segment clients with the senior and brings in their own clients.

A note on nomenclature: we refer to the junior advisors as “early career” or “associate” advisors. We avoid the word “young” as we want to include candidates of all ages to join the profession. The senior advisor is referred to as the established or veteran advisor.

The 2018 LIMRA RAG study presented ten key findings. This article will validate those findings with actual experience. It is important to know that in 2020 we set a vision to generate ninety advisor candidates, have sixty in licensing, and launch thirty client-ready advisors in a calendar year. In 2021 and 2022 combined, we launched fifty new client-ready advisors. This surpassed any time in our history and was a direct result of the adoption strategy getting traction. Let us discuss how this works at North Star Resource Group.

Recruiting and Selection

North Star has four full-time recruiters who recruit interns, recent college graduates, and career changers. Periodically they will recruit experienced advisors who are typically in their early years. Recruiting is done through in-person career fairs, recruiting webinars, social media, advisor referrals, and networking. There are a number of technical recruiting databases to track candidates and manage progress.

Selection is made through the recruiters' skills and knowledge. The sales leader for each location enters the process at this point. We utilize the LIMRA Career Profile to look for past patterns of success, overcoming obstacles, sales experience, leadership experience, strong academic performance, and significant contribution to education expenses. We prefer to select interns and full-time advisors who come with an affinity group, a large natural market, or a significant social media presence.

Professional Development

Once the candidate successfully completes the selection process, they are given an offer to enter the licensing process. They have six months to complete their exams. During this time, they are also building out their marketing plan and networking with their prospect pool. The professional development department monitors exam progress and provides motivation and encouragement to become fully licensed.

Offer and Launch

Once they complete the exam process, they are made a full-time offer and begin their career. They are assigned a sales leader who executes their marketing plan, conducts joint field work, and supervises activity. The sales leader and professional development jointly deliver accountability. Some candidates will remain on their own and develop their practice to be a stand-alone practice.

Pairing and Matching

While the advisor is getting launched, they are adding clients, learning the financial planning process, implementing product solutions, and in general, building a client base so they begin interacting with established advisors. Some of this is by social accidents like happy hours, hallway conversations, and firm social and educational events. It also happens through leadership intervention with established advisors, where they will provide introductions to the early career advisors.

We have a card exercise called "Drive." The drive deck of cards has an essential activity that each practice must perform on each card. The established advisor sorts these cards down to the activity only the senior advisors can or want to do. Then the other activities are assigned to a team member or open tasks that can and should be performed by an early career advisor. This is a catalyst for the pairing and matching process.

Notably, in 2019/2020, most pairings were initiated by field leadership and these social connections. These established advisors were given a fully licensed, recruited, selected, and launched talent for their practice. After 2020, we started experiencing situations where established advisors recruited their own talent and brought them into the North Star Process.

Financials

The early career advisors are all on some form of financial subsidy for their first four years. Their original field leader closely supervises this. Even after adoption, the original field leaders and professional development contact continue to lead and develop the early career advisors in concert with the senior advisor. These financed advisors have their own payouts. The senior or sponsoring advisor typically has a higher payout, and they keep the differential between their payout and the lower payout. They may also receive an override and other support credits. In exchange, they must ensure that early career advisors meet their financing and contract validations.

What are the results?

I am reminded of the analogy of getting olives out of a bottle. The first few are packed in and hard to get out. Once you get a few of the olives out of the bottle, the rest just roll out. We had a comparable experience. The first few matchings took a while, then it caught on, and the established advisors scrambled to find their match. There were times we had more demand than supply.

- As of June 2023, twenty senior advisors have adopted twenty-seven early career advisors!
- Six of the senior advisors have adopted two early career advisors.
- Our retention of early career advisors has been 100%.
- Every one of them is validating their financing.
- Eight of the twenty-seven are female.
- Every one of the senior advisor's production has increased despite splitting business with the protégé.
- Four of the twenty-seven team members entered the adoption program to become advisors.
- We also saw an increase in advisor candidate referrals from current advisors, who were more confident their referrals would succeed.

The key findings from the 2018 study with updated comments:

These were cited as the ten commonalities among the practices incorporating the adoption strategy.

1. **The compelling desire to better serve all clients within the senior advisor's practice.** Adding an early career advisor to a practice adds the capacity to serve. Most advisors have a challenging time admitting they are not servicing all their clients. Yet it is a matter of running out of time and interest that leaves some clients behind. This leads to the clients running the service model by having to make requests for service. This contrasts with a proactive client service model run by a well-staffed practice.
2. **A strong focus on the top clients in the practice contributes to growth within the practice with an associate advisor.** The premise of the 80/20 rule is that 20% of a practice headcount generates 80% of the revenue. The senior can focus on the 20% while the new advisor provides needed service to the 80%. We found this makes for a more compliant practice, prevents service issues, increases referrals, generates new revenue, and generally creates a better client experience.

3. **Associate Advisors precisely modeled the senior advisors' planning methodology, language, and client experience.** The early career advisor learns from the senior advisor through observing, practicing, reinforcement, feedback, and experiencing success. They learn from the lessons of experience without taking the time to make the same mistakes or learn by trial and error. Early career people can bring both capacity and new capabilities. We found this specifically with a comfort level to charge a fee for financial advice from this new generation who would rather consult and serve.
4. **Adding an associate advisor provided capacity and confidence in the senior advisor to better grow the practice.** We have many examples of the senior advisor getting re-engaged in growing rather than maintaining. It also gave them an outlet for referrals, children of clients, and current clients who wanted to reengage. We had a number of senior advisors specifically request a female advisor to provide diversity and meet the expectations of female clients.
5. **Associate advisors often joined a successful practice initially in an administrative role with the goal of transitioning into a rainmaking client-facing advisor.** In several situations, this provided a career path for incredibly talented team members to transition into becoming full-fledged advisors over time. It also provided the seniors with a highly skilled team member to support them in working with High-Net-Worth clients. This was often in a practice coordinator role.
6. **Senior advisors had an abundance mindset with a willingness to invest in their practice beyond traditional staff with the addition of an associate advisor.** Adding an associate broke the thinking of a senior advisor with one staff person. It caused them to think like a business owner and to be a business within a business. The thinking got bigger. We now have several practices with two or three advisors and five or more team members. Clients are clients of a practice, not individual advisors.
7. **Senior advisors provided compensation security for associate advisors based on salary or assurance for a timeframe with the transition into more performance-based compensation.** This really helped in a few cases with recent college graduates whose parents put them through college and wanted them to take a "secure" corporate salary position. We could provide security and confidence they would get paid and become part of a team. The opportunity became even more attractive.
8. **Practice continuation and business succession plans developed by bringing on an associate advisor.** The senior advisor now has a backup plan, and their clients are reassured there will be a practice to care for them and their families. We have developed many death and disability contingency plans with long-term associate advisors.
9. **Positioning the relationship between the senior advisor and associate advisor with clients and prospects plays a crucial part in the overall strategy.** Beyond the succession situation, this pertains to the many years of serving both clients and prospects. With social media, capturing the whole team in a picture for the world to see is relatively easy. A whole group of talented individuals wants to respond and serve the clients' needs. The energy is contagious.
10. **Senior advisors all demonstrated a mindset of self-awareness, a desire to grow, keeping promises to clients, and the importance of embracing change.** Bringing another advisor into your practice is an act of courage, an admission of vulnerability, having a bigger vision, and a desire for something different. In every instance of adoption, the senior advisor changed for the better.

North Star has six stated values guiding our behavior and decisions: responsibility, faith, integrity, growth, gratitude, and service. Our ability to take a strategy like adoption and then to be able to execute and then drive for success supports every one of these values. By doing so, we not only bring this profession to a whole new group of people, we can better deliver value to our advisor practices. Adoption not only embraces these values but also causes them to come alive.

Adoption was designed to solve the retention, practice continuation, and talent shortage challenge within the Financial Planning Profession. We have hard evidence that it solves these three challenges.

| We strongly encourage other firms and companies to embrace this strategy. This is a best practice!





Le Thi Minh Loan

VICE-PRESIDENT, TIEN PHONG GROUP

LEADER-SHIFTER SPOTLIGHT

☰ FAVORITES



TRAVEL:

Vietnam



FOOD:

All Vietnamese Food



BEVERAGE:

Coffee



HOBBY:

Reading and Jogging



LEADERSHIP BOOK:

Good Leaders Ask Great Questions
– John Maxwell



INDUSTRY LEADER:

Kim Fleming

🍰 BIRTHDAY

January 21st



SOCIAL MEDIA



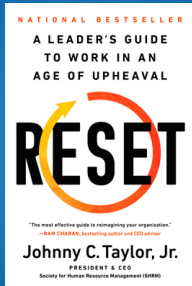
FACEBOOK

<https://www.facebook.com/profile.php?id=100004356250995>

“ LEADERSHIP QUOTE:

Good business leaders create a vision, articulate the vision, passionately own the vision, and relentlessly drive it to completion. – **Thomas Hardy**

Leadership **Book Club**



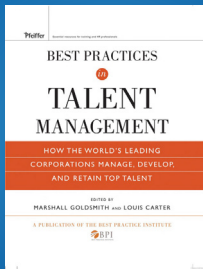
Reset: A Leader's Guide to Work in an Age of Upheaval

Author: Johnny C Taylor



From the CEO and President of the Society for Human Resource Management (SHRM) comes the ultimate guide to transforming the way we select, retain and train our employees.

Show More: <https://shorturl.at/dzJLV>



Best Practices in Talent Management

Author: Marshall Goldsmith, Louis Carter



This book includes the most up-to-date thinking, tools, models, instruments and case studies necessary to identify, lead, and manage talent within your organization and with a focus on results.

Show More: <https://shorturl.at/jO238>



Global Talent Retention

Author: David G. Allen, James M. Vardaman



Retaining top talent is a universal concern that is increasingly global. However, the context, meaning, and mechanisms for changing jobs varies around the world.

Show More: <https://shorturl.at/iwGHO>



Managing Success: Balancing Realism and Growth in the Insurance Office

By Alejandro Iñiguez

I started as an insurance agent in this beautiful career because my parents have been insurance agents for 23 years. Throughout my life, I had breakfast, lunch, and dinner and studied insurance; my parents started their careers when I was ten years old, and after school, I would always accompany them to their offices and on appointments with clients. I am very grateful for this experience. How could I not like it if I am an only child, my parents are agents, and all we talk about in the house is insurance?

My admiration for my parents, paired with living with two of the most successful agents in the country, made me become the passionate insurance agent I am today. Since high school, I have been helping my parents in their office in administration. I got connected as an agent at the end of 2017; I lasted five years and managed to stand out a lot. That was when GNP did me the favor of inviting me to be a promoter (or DA, as we identify ourselves in GNP). I said “yes” to the promoter position because of my admiration for the agency director’s work and how they can transform people’s lives from one moment to another.

RECRUITMENT:

I believe that part of our success in recruitment is due to having the right partner in the right area. This person is our dear partner and talent attraction executive, Rebeca Ferni. She is a dynamic warrior woman who never closes the world to her and always looks for ways to improve things. I believe that the energy she has and how structured she is has made the recruitment process better. She created a system where we can select the best profile and look for people with profiles such as those mentioned below:

- People with a high level of awareness about the need for insurance.
- People who like to be intelligent.
- People who are proactive and have a high level of energy.
- People with a high sense of urgency.

We continuously evaluate their process and performance because we know that not everyone is for this wonderful career. We have become an agency where we want the prospect to breathe in an environment of order, processes, and systems from the moment they walk through the door. They should know they are in a place where nothing is improvised because, as management, we take our agents’ dreams seriously.

INCENTIVES, DEVELOPMENT, TRAINING, AND SUPPORT.

I got together with a group of people who have become family. They are Viviana, Rebeca, Daniela, Cinthia, myself, and my dear wife and partner, Sari, who is a fundamental pillar in everything we do. Together we want to revolutionize the way we talk about insurance in Mexico. It is said that alone, you get there faster, but together we go further.

They trusted in the project to change the lives of our agents and with our agents to change the destinies of the people we insure, and that is how we have designed incentives, planning and follow-up systems, and a training system where the objective is that the agent is already paying money into their bank account in a maximum of 30 days after their connection. We have an incredible start-up system that is divided into two modules and other processes in development:

Module 1.

We prepare the agent and give them organizational tools; we register them and teach them everything about our ENDOR platform, where we plan and teach them to design their goals for this year in detail. We help them with the organization of time, and we help them develop a very telephonic script for what will be their Marathon calls.



Module 2.

In this module, we teach sales techniques and how to sell the product from neurolinguistic programming, accompanied by a lot of study material.

Accompaniments: We do not leave the agent alone until they feel confident and can learn how an appointment can be. This helps the appointment not to burn out due to lack of experience.

Call Marathons: Without fail, every week, we meet in the office and reward the agents who had the best performance in their appointments. Before the marathon, we pamper them with a delicious breakfast, and we stay with them on their calls to make corrections and give them the necessary confidence.

Training: Our training model is based on four very important pillars. They are attitude, habits, skills, and knowledge in order of importance. Based on these pillars, we qualify and evaluate the agents' performance. It is almost impossible to develop an agent if they do not have a positive attitude and develop the business habits this career requires. Without the first two pillars, it is nearly impossible for agents to want to improve their sales skills, especially to generate knowledge to become professional.

HOW DO I MANAGE IN THE OFFICE?

I try to be understanding, but I am also very realistic. While I am aware that this is a very permissive career, it is also very jealous. I have always said, "The only thing that falls from the sky is the rain." I try to lead my team as best as possible based on those principles. We always invest in what is best for the team struggling to deliver results and for the people who are committed to their own growth and development.

I wish that everything I do will leave a small footprint on all the people putting their future in our hands and that our agents are proud of the people they have become.

Our agency is called ENDOR PATRIMONIAL. Its name, "Endor," came out of the idea that it always generates the endorphins necessary for the right people, in the right job, at the right place, and that these people are always happy. The slogan we have is the dream we pursue ENDOR PATRIMONIAL "Turning people into companies."

For the agents reading this report, remember, "Either you raise your income to the size of your dreams or you will end up lowering your dreams to the size of your income."



Gunalan Segaran

CHIEF AGENCY MANAGER, MCIS LIFE

LEADER-SHIFTER SPOTLIGHT

☰ FAVORITES



TRAVEL:

Switzerland



FOOD:

Chinese Noodle



BEVERAGE:

Coffee



HOBBY:

Reading Books



LEADERSHIP BOOK:

Think and Grow Rich



INDUSTRY LEADER:

Mr. Prasheem Sebran - CEO of MCIS Life

🍰 BIRTHDAY

August 7th



SOCIAL MEDIA



FACEBOOK

Gunalan Segaran



INSTAGRAM

gunalan_fra



LINKEDIN

Gunalan Segaran

“ LEADERSHIP QUOTE:

Successful people follow successful patterns.



Leadership Tactics to Accelerate Your **Leadership Ability**

By Panida Krueawiwattanakul

Throughout my journey in the industry, I have recognized the importance of a robust wealth protection plan for families. This realization has instilled a strong desire to build a financially secure community. It is this mindset that attracts individuals who are inspired by the vision of creating strong financial planning in every family. Together, we share a common purpose and a determination to make a positive impact.

When recruiting high-potential individuals, I believe having a strong and positive attitude is key. By radiating passion and confidence, we naturally draw like-minded individuals drawn to our vision and want to be part of it. This is where the law of attraction comes into play; positive thoughts and actions attract positive outcomes.

People often wonder if a secret formula exists for recruiting the right team members. In my experience, it ultimately comes down to being the type of person we want in our team. If we desire driven, motivated, and passionate individuals, we must embody or work towards developing those qualities. Leading by example and inspiring others to follow suit is crucial.

Leadership is a trait that can be innate or developed. While some possess natural leadership qualities, anyone can learn and grow as a leader. Even if we don't consider ourselves born leaders, we can invest in personal development and strive to become better versions of ourselves. Leadership is a journey of growth and self-improvement available to all willing to put in the effort.

Overcome Challenges

Indeed, being a good listener is a critical leadership skill often overlooked. It is essential for leaders to genuinely listen to their team members to understand the real problems they are facing. By actively listening, leaders can gather valuable insights and information to help them provide their team with the right solutions and support.

Empathy in communication is another key aspect of effective leadership. It goes beyond acknowledging team members' challenges and extends to expressing genuine care and understanding about how those challenges impact them. When leaders demonstrate empathy, it creates a sense of trust and connection within the team, and team members feel valued and supported.

Providing a clear career path is also important in leadership. Team members want to know that their growth and development are being considered. By establishing different paths for new and existing team members, you demonstrate commitment to their individual needs. Focusing on building a strong foundation for new members and increasing the knowledge and expertise of existing members helps create a sense of purpose and direction.

Setting milestones and goals along the career path allows team members to understand the stepping stones they need to achieve. It provides clarity and motivation; they can see their progress and know what they must accomplish at each stage. This helps team members stay focused and engaged, knowing their efforts contribute to their personal and professional growth.

Responsibilities for Leaders

Being a leader comes with several talents and responsibilities, and it is crucial to understand and fulfill them effectively. While many leadership skills are well-known, some critical aspects are often overlooked but are equally important.

One such skill is being a good listener. As a leader, it is essential to truly listen to your team members and understand their concerns and challenges. By actively listening, you can gain valuable insights into their real problems and provide appropriate solutions and support. This fosters trust, collaboration, and a sense of being heard within the team.

Another key aspect of effective leadership is empathy in communication. It goes beyond merely acknowledging the challenges team members face and involves genuinely caring about their well-being. Expressing authentic feelings of care and understanding helps create a supportive environment where team members feel valued and appreciated. This strengthens relationships and enhances team cohesion.

Providing a clear career path is also a crucial responsibility for leaders. Team members want to know that their growth and development are considered. By establishing different paths for new and existing team members, you demonstrate a commitment to their individual needs. Focus on building a strong foundation for new members and increasing knowledge and expertise for existing ones. This creates a sense of purpose and direction, motivating team members to excel in their roles.

Setting milestones and goals along the career path is essential. It allows team members to understand the steps they need to take to achieve their objectives. By providing clarity and guidance, you enable them to track their progress, stay motivated, and work toward personal and professional growth.



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Amy Salo, CFP®, CAP®, CExP™

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LEADER-SHIFTER SPOTLIGHT

☰ FAVORITES



TRAVEL:

Anywhere away from the tourists!



FOOD:

Middle Eastern



BEVERAGE:

Coffee - Starbucks Reserve



HOBBY:

Golf, Running



LEADERSHIP BOOK:

The Right Side of the Table - Todd and Scott Fithian, The Dream Manager - Matthew Kelly



INDUSTRY LEADER:

Nat Perlmutter

🍰 BIRTHDAY

September 2nd



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“ LEADERSHIP QUOTE:

A good leader inspires people to have confidence in the leader, a great leader inspires people to have confidence in themselves. - **Eleanor Roosevelt**

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