Transferring Retirees’ Knowledge to the Millennial Generation

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As massive numbers of Baby Boomers start retiring and taking their knowledge with them, the nation will face a crisis across many industries. Added to that, the number of Millennial generation members who are choosing to work in the insurance industry is limited. Unless insurance employers act quickly to attract Millennials and have Boomers transfer their knowledge to them, companies’ productivity and profits will decline.

With many young people choosing career fields because they want an exciting, fast-paced, challenging and dynamic work environment, they may not immediately think about the insurance industry. Kristina Donaldson, an IAIP member who belongs to the Millennial generation, earned a degree in international business and wanted an exciting career. After she began working at an insurance agency, she was pleasantly surprised by the ever-changing, dynamic, challenging and fulfilling aspects of it.

Another IAIP member, Betty Curry, earned a degree in French language education, but instead found a steady job in insurance. She was also pleasantly surprised about the personal fulfillment that a career in insurance brought her. Now, as she nears retirement, she is passing along her vast knowledge to several new employees who are members of the Millennial generation. Her boss had the foresight to hire new employees in advance of Betty’s retirement so she could train them, thus ensuring his company’s continued success.

This issue of “Today’s Insurance Professionals” delves into the differences between the Millennials and Baby Boomers, and points out that there are many similarities among them. A common thread among all generations is that they want to be successful in their careers and help others in the process. A career in insurance can provide that. The insurance industry depends on transferring retirees’ knowledge to the millennial generation, and this issue covers ways to do so. I hope these articles help you improve your career, no matter what generation you belong to. The future depends on increasing knowledge!

Sharon Smith
Managing Editor

To submit an article for Today’s Insurance Professionals®, email the Managing Editor at marketing@iaip-ins.org
Around January 1, 2011 an article cited that date as the start date for the first baby boomers to reach retirement age AND every day from then on for 19 years, there will be 10,000 baby boomers reaching retirement age every day. For years, we’ve heard statistics and rhetoric discussing the differences in work attitudes of the Traditionalist, the Baby Boomer, Generation X and Generation Y. Now that the majority of Traditionalists have left the workforce, and with the Baby Boomers starting to leave, it’s critical that companies realize the importance of transferring knowledge from those leaving to those moving up into vital positions.

Most of you know that I retired a couple of years ago and as I write this, my husband is joining me! As I left Fireman’s Fund I spent many hours sharing documents and work processes with those who would step into the areas where I served. I always kept in mind that a retiring employee should share what they know and be ready for others to build upon that to make it better. What’s important is a great outcome and there are other and better ways to do things. Just get rid of the attitude that “we’ve always done it this way.”

Communication, as always, continues to be essential to any company or association. While email has sped up our operations, I always remind folks that there are times when face-to-face meetings and phone calls prove valuable and are more efficient. Pick up the phone, especially when you want to praise or congratulate someone -- it makes a difference.

All associations -- like companies -- are going through the same transition - attracting the next generation, meeting the needs and providing opportunities in the multigenerational association. Part of the value of belonging to Insurance Professionals is working through the transition issues on a different “playing field.” Leadership skills and mentoring opportunities that are gained through IAIP always transition well into the workplace - so get the most out of your membership like those members who authored articles for this issue as well as those who were interviewed!

Join us at the 73rd IAIP Convention in June 2014 in San Diego, where our focus continues to be......

...Connecting Members...Building Careers.

Jane Densch, CPCU, AIC, ARc, ARP, AIS, CPIW
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Henry Good remembers when longevity mattered. An independent risk management consultant whose career spanned 35 years at Rohm & Haas, 20 as director of insurance, Good felt the trust and respect he received from the C-suite were the direct result of that longevity. “They knew me and I knew them,” he says.

That same trust was not afforded his replacement, whom Good says did not have the same influence on decisions that he had. “He was an unknown, even though he came from within the company.” Good says this is typical of how risk managers are viewed by the corporate upper echelon. Trust and respect is earned, not part of the job description.

Good’s experience is one that is about to play out all across corporate America as baby boomers, who started retiring in 2011, head for the exit in droves. With more than 78 million boomers taking their knowledge and on-the-job skill sets with them as they leave, the risk management function is facing a serious brain drain.

How Serious?
The severity of the problem depends on who is doing the talking. Despite the decade-plus of discussions and alarms being sounded throughout corporate America, there are those who do not believe the problem is all that serious. A 2003
What Is Leaving

From a corporate standpoint, there is more being lost than risk management expertise. According to Good, businesses will lose something just as vital: the wealth of skills that many risk managers learn over time—something that cannot be taught in a classroom.

This is because, he says, risk managers too often create an uneasy relationship with the broker community. They rely on broker advice as a sole source of information, which he says breeds an unhealthy level of dependency.

With more than 78 million boomers taking their knowledge and on-the-job skill sets with them as they leave, the risk management function is facing a serious brain drain.

Good sees how this can develop, as he entered his risk management position in 1988 with virtually no mentoring. The risk manager he replaced was transferring to a position in London and the plan was to transition the duties and all the job particulars over to Good during the Christmas holidays.

But that was before the outgoing risk manager boarded Pan Am Flight 103, which exploded due to a terrorist attack over Lockerbie, Scotland, on December 21, 1988, killing all passengers. Suddenly, Good found himself without a mentor, without the historical knowledge of the job and no idea where or how to start.

Luckily for Good, the transition had already begun. He had already attended a conference with his predecessor and made acquaintances with some of the very people who would later come to his aid when he was flying solo.

Most experts agree that relationships are the most precarious when experienced risk managers depart. Not just client relationships, but also those among upper management and staff members can be affected. Carla O’Dell, CEO and chief knowledge expert at APQC in Houston, says the smart companies start planning well in advance of any key person’s departure. Some of her client companies recognized the problem and started planning for what she calls the “big crew change” around the same time they were preparing for Y2K.

Stephen Clarke saw it coming, too. As vice president of ISO’s commercial properties division in Jersey City, New Jersey, Clarke says identifying and monitoring emerging issues are what ISO does best. “The issue first came on our radar screen 10 or more years ago.”

Getting companies to recognize the importance of the knowledge drain is key. Lauren Trees, APQC’s knowledge specialist, believes companies already understand the value of their most knowledgeable employees. “Why do we pay someone with 20 years of experience more than the new hire? The market recognizes that tacit experiential knowledge.”

Yet ironically, some companies are still failing to fully recognize the worth that experienced workers can bring to the company. According to the Equal Employment Opportunity Commission (EEOC), age discrimination complaints or charges filed increased from 16,585 in 2005 to 23,465 in 2011.

Jay Cannon, assistant vice president and manager of FM Global’s SimZone Center in Norwood, Massachusetts, has witnessed this lack of realization for some time. He thinks the role of the dedicated risk manager is in jeopardy. He sees a wealth of knowledge that has been leeching from companies in the last 20 years as a result of outsourcing, and he fears the same for risk management.

“As they retire, companies will rethink whether they need to have an individual devoted to this or can they treat it like a commodity,” says Cannon. “We’ll treat buying insurance like buying supplies; maybe give it to someone within finance or treasury. I think you will see fewer true risk managers.”

Cannon has watched as risk departments that once comprised dozens of people are now run by only a few individuals at most. And there may be no one to replace those people when they do depart. “The number of entry-level jobs just aren’t there anymore,” he says. “Companies wanting to be more competitive want
someone to walk in the door and jump right in with minimal guidance and training. It’s not that simple.”

**What Companies Can Do**

Clarke says that mentoring programs can help less-experienced risk professionals understand what he calls elements of a correct decision. This is what mentors should be teaching up-and-coming risk managers. “If they understand your thought process in arriving at a decision, that stacks the deck in your favor.”

He says risk management can make the most impact with what he calls stories from the trenches: experiences that are tough to put into a workshop environment. Understanding where issues come up, particularly if it has happened in the past, and how the company solved it then and now, Clarke says, helps risk managers learn key thought processes.

He says education is fine, but should not be the only requirement for the job. “Education works very well in black-and-white situations and maybe even in a little bit of grey. But given the complexities of today’s business model— with black, white, grey and every other color, pattern and style out there—you need to be able to experience it firsthand.”

All the experts agree that personal interaction is important. Good believes that personal interaction builds what he thinks is one of the more essential characteristics of a risk manager: courage. Clarke illustrates why courage is needed. “It’s the first time you’re across the table from someone, if it’s a tense negotiation or a claims settlement or underwriting issue, it’s experiencing how those things are handled that will help you handle them in the future.”

It is not just mentoring and personal interaction that makes the difference. Good suggests companies look for candidates from within and do so while there is still someone senior there to train the newcomer. He says the best scenario would be for risk managers to have a financial background, and for companies to give risk managers a rotation of positions in order to gain the experience in several key business areas. “Also, you need strong support of the people working for you,” he says. “You need to have the right broker for the right reasons.”

He also suggests that risk managers learn their companies. For that, he says risk managers should be calling on people within the company to explain the intricacies of their jobs and the concerns they have to face in their jobs. In training staff, Good says that risk managers should be mentored in their primary responsibilities, but also taught to team with operations staff and attend conferences, manager training and sales meetings to further understand the business.

Knowledge capturing is not rocket science, but it takes planning. O’Dell has seen companies generally take one of three approaches when trying to capture the knowledge. First is the brain dump: the putting off of any action until someone is ready to leave then transferring only a small portion of the knowledge. Second, she says, is the implementation of knowledge-sharing systems that allow people to share what they know about solving real problems. To her mind, this is the best solution. “You hear about knowledge they have based on judgment and isn’t written down because no one ever asked that question that way before,” she says.

Third, O’Dell says companies are also hiring back their retiring talent as consultants. This can also work in cases where the remaining staff is not up to speed on the job and needs the additional mentoring by the retired person. In fact, she says, mentoring programs, apprenticeships and special assignments where people can learn skills on the job are good ways to pass on the knowledge.

**Day of Reckoning**

Sometimes a recession can be a good thing, and in this case it may give unprepared companies a huge break. According to a 2011 Transamerica Center for Retirement Studies report, 40% of workers surveyed expect to work beyond their intended retirement date. Another 39% say that they intend to be on the job past 70 years of age.

What that means for the risk management community is opportunity. “One of the things the great recession did was defer that day of reckoning,” says Clarke. “If you missed it the first time around, you have one of those rare second chances to try to address such a critical business issue.”

While this deferment may help, knowledge transfer cannot be done overnight. Companies will soon begin losing decades of expert knowledge if they fail to act.

According to Clarke, a mentoring program will work best, and companies are wise to implement them now. “You have that second chance,” he said. “That silver tsunami is about to hit and if you haven’t already put some contingencies into place, there’s not much time left.”
The biggest thing he’s feeling now is a flood of disappointment. In you.

Gary was sure this would never happen to him. After all, he didn’t live in a high risk area. Too bad. Because that flood insurance policy he turned down would have saved him tens of thousands of dollars right about now. Make sure your clients know that anywhere it rains, it can flood. For an annual policy that starts at just $129, Gary, and your reputation, could have been protected. Find out more at Agents.FloodSmart.gov/speakflood.
Lost Knowledge - What Are You and Your Organization Doing About It?

By Jacque Vilet
I watched an episode of “60 Minutes” that really caught my attention. A group of men, most in their late 50’s and early 60’s that had worked at NASA for years, were interviewed. Now with the end of the space program, they are jobless. It was a very emotional discussion, and several of them wept during the interview.

These were men that had literally grown up with the space program — most with 25-35 years at NASA. Today only a handful of people are left.

If NASA wanted to send a man to the moon or Mars today, it couldn’t do it. All the knowledge and experience is gone. NASA would literally have to start from scratch.

“Lost Knowledge” of the Boomer Generation

How did a world-class organization like NASA lose the ability to recreate one of the greatest achievements in the history of mankind?

This year the oldest of the Baby Boomers (born between 1946 and 1964) are turning 66. About 10,000 Boomers will reach age 65 every day for the next two decades. We will now begin to see these people leave the workforce. Sure, the current economic downturn is causing some Boomers to delay their retirement, but sooner or later they’ll decide to retire (according to UNC Executive Development 2011).

David DeLong calls knowledge that is not stored, retrieved and transferred “lost knowledge.” The Boomers will take a lot of critical knowledge with them when they leave, says the author of “Lost Knowledge: Confronting the Threat of an Aging Workforce.” (He’s also a research fellow at MIT.)

Experts divide critical knowledge into two parts: explicit and tacit.

The explicit kind refers to information that can be easily explained and stored in databases or manuals.

Tacit knowledge is much harder to capture and pass on because it includes experience, stories, impressions and creative solutions. Tacit knowledge is also much harder to get from people because it accumulates over years of experience, and they may not even know how to verbalize it. Sometimes they don’t even know they have it, says Dorothy Leonard, professor emerita of business administration at the Harvard Business School.

**Why ignore the older by hiring the younger?**

Tacit knowledge is a big problem, and makes up the majority of “lost knowledge.”

Boomers have a unique character trait. Through the years they have kept a vast amount of knowledge about their jobs to themselves. It has been part of a “job protection” syndrome throughout their careers. It added value and importance to them. The thinking was that if an employee was the only one in a department/organization that knew something important, then he or she was valuable. Even today some Boomers have the belief that younger employees should “pay their dues” and learn by trial and error like they did.

The focus today is all about recruiting young employees. David DeLong says: This focus on recruiting junior staff fits a pattern we have seen for several years. Many companies become fixated on attracting younger employees, completely ignoring how they might get more out of the resources they have in their mature workforce.”

The fact that older employees have been laid off and are not considered “hireable” today only compounds the problem.

Simply adding more and younger employees is not the answer even though they are cheaper. You can’t throw people at a project. You can’t expect them to become immediately productive. You need a smarter, more experienced skill base. This reminds me of a comment between the VP of Research & Development and the CEO at a company I worked for. The CEO was pushing the VP hard to complete development of a new product. He asked the VP, “Can’t you put more engineers on the project?” The VP’s comment to the CEO was, “You can’t make nine women pregnant and have a baby in one month!” Hmmm … I think he was saying that some things just take time!

**2 examples of lost knowledge**

Is there a cost to a company for lost knowledge? Absolutely. Here are two examples:

An employee at Texas Instruments who worked on a production line retired, and she was the only one who knew that the best way to work the machines was not what was written in the operating manual. Rectifying the resulting mistake cost $200,000.

A petrochemical executive says that his company thought it could fix the problem of lost knowledge just by hiring more people. Having less experienced people working in sophisticated computer-controlled manufacturing operations increased the risk of serious and costly mistakes. An investigation into an explosion at this executive’s chemical plant found that the engineer in charge had only been out of college a year, and the operators in the control room at the time of the accident all had less than a year of experience in the unit.

Executives have known about “lost knowledge” and retiring Boomers for years, and yet very few companies have taken steps to insure that there is some sort of effective knowledge transfer from Boomers to younger employees.

**Do executives know what they are losing?**

In many cases, executives have no idea what knowledge they are losing — from whom and from where. The first step is to
think about how the loss of an individual employee’s specific knowledge would impact the company’s strategic plans. For example, will the departure of an R&D scientist threaten the speed of new product development? Will the loss of a senior salesperson reduce revenues? Exactly which divisions, business units and departments have critical people approaching retirement? What evidence do you have that there is critical knowledge at risk? What will be the impact on the company’s strategic objectives, revenues, or costs?

The more clearly you can articulate where retirements are going to cause real damage to the company, the more likely you are to be able to take meaningful action.

“IT’S NOT ABOUT BEING NICE TO OLD PEOPLE”

How are companies passing on know-how? Here are a sample of knowledge retention strategies that companies are using to prevent employees’ acquired knowledge from walking out the door when they retire.

Knowledge audits

Rolls-Royce — Audits are performed during day-long workshops. They consist of detailed interviews with older SMEs (subject matter experts) that pose questions about specific knowledge areas. During the interviews, junior employees outline project tasks. The older SMEs then identify and provide tacit knowledge where needed to aid in project completion.

Mentoring

Aerospace — In its “shadowing program,” a new hire or junior employee (the shadower) follows a more experienced employee (an SME) on his/her job, after which the shadower writes down information about the experience for future reference.

This technique provides unique opportunities for veteran employees to share their experiences, thought processes, and decision-making strategies with more junior employees.

Part-time work

For many, the promise of retirement isn’t all it’s cracked up to be. The sudden abundance of free time can be difficult to handle and many retirees end up returning to the workforce part-time.

Why let them take their knowledge and skills somewhere else? Let them know that your company is willing to offer part-time work (perhaps half days or shortened weeks) to ease the transition into retirement if they are interested in doing so.

Temporary project assignments

Consider giving retirees the option to stay involved with your company’s operations on a project-by-project basis. This is a great way for retirees to provide leadership on company projects while still having time to enjoy their retirement. Unlike part-time work, it allows the retiree the option to pick and choose the projects they want to work on.

Alumni associations

One of the best ways to leverage retiree knowledge is through the use of alumni associations.

Chevron — They have chosen to create and maintain their own resource pool of former employees. By doing this, Chevron has a database they can tap when extra help is needed. This lowers recruiting costs that would be spent on external hiring.

Mitre Corporation — Several years ago Mitre introduced “Reserves at the Ready,” a program by which retirees can sign up to be part of a pool of potential workers available for projects or short-term assignments at the company.

Storytelling programs

Storytelling is a powerful tool for knowledge retention and transfer. Stories can supply context for company successes and lessons learned by older employees. Research has shown that storytelling is one of the best methods to use for knowledge retention.

NASA’s Jet Propulsion Laboratory (JPL) -- Provides an informal and experiential environment for both the storyteller and the listeners. The only criterion is that the speaker must present a personal story about his or her JPL experience.

Company cultures have tremendous influence on older workers’ attitudes about leaving or staying and sharing knowledge before they go. Companies that have not created a secure, flexible and challenging environment that respects and motivates older workers will have a more difficult time gaining their cooperation in sharing knowledge.

Executives have no choice when it comes to knowledge retention. As the global economy recovers from the deepest recession in 70 years, companies need every competitive advantage they can find to survive and thrive. Retaining lost knowledge is one way to help.

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Are Millennials From Mercury and Boomers From Pluto?

By Jim Finkelstein with Melissa Mead

If you are a reader of blogs and articles about the workplace, you will note that articles are all about "Tips for managing Millennials," "The Millennials are coming," "How the Millennials are going to change the world." Opposite there are articles about "Are Boomers still relevant," "When are the Boomers going to get with it" and "Maybe it's time we Baby Boomers step aside."

In fact, most articles are focused on generational differences and how radically different the world will be once Millennials inherit the earth. And those Boomers -- boy, are they out of it. Makes it seem that Millennials must be from Mercury and the Boomers from the other side of our galaxy and must be from Pluto.

But wait a minute. Pluto is no longer a planet, so that can't be the case.

Here We Go Again with Stereotypes

People love categorization. For some odd reason, they find great pleasure in comparing things -- especially other people.

Let's be honest for a minute. All too often we do more comparing than contrasting. But why is that? Is it perhaps more fun to point out the negatives? It's no surprise that society has a reputation for bringing differences to the surface when it should really be honing in on similarities.

Case in point: the Boomer generation vs. the Millennial generation. Two completely different species of people, right? Wrong! In fact, it's almost frightening how similar the two groups are to one another, despite the fact that people keep insisting that we're from completely different planets altogether.

Hiding the years that separate the two generations isn't an easy task. But time and time again, we realize that age is nothing but a number, and stereotypes tend to be nothing but hoaxes. It's no mystery that we grew up eras apart from one another. Our minds are practically siblings derived from the same womb of thought.

And just for the record, youth is not necessarily wasted on the young... and you can certainly teach all dogs new tricks! After all, isn't 60 the new 40?

We present for your consideration five areas of stereotypical differences that are rapidly becoming mashed-up similarities between the generations.

1. Tech-Savvy Reputation? Huh?

The first big "difference" people shoot for when comparing Boomers and Millennials seems to be the tech-savvy-ness that Millennials were supposedly born with, and that Boomers supposedly lack.

The only real difference, however, is that Millennials grew up playing around with today's technology in the sandbox. Needless to say, they got a head start! Just because Boomers weren't surrounded by today's technologies from the moment they exited the womb, hardly means they haven't been able to become just as tech-savvy as Millennials are perceived to be.

Benchmark studies now show that 46- to 64-year-olds now spend more money on technology than any other age group.

Media surveys show that an estimated 66 percent of Boomers use text messaging to stay in touch. And if that isn't a wake up call, the average social media user today is above forty years of age! Go figure.

2. Put it on my tab in My Savings Account... Or Please Pay Down My Debt

For whatever reason, Millennials seem to be the ones to get harped on about saving money or paying off debt.

Perhaps youth attracts an image of irresponsibility and ill preparedness for the real world. But why people assume the Millennial generation knows little about financial savings, or investing their earnings is a whole other ball game.

Millennials have actually have been saving at an unprecedented rate. And today's Boomers are also now finally aboard the savings train desperately trying to catch up for time lost with limited savings.

Despite criticism from their elders, some might say that Millennials have more of a knack for putting their money into savings at an earlier age thanks to economic challenges during the last decade. Not only are they learning by their parents' example (or lack thereof) but also they're literally learning the value of a dollar through experience. Boomers have been aboard the savings train for a much longer ride. But they tend to not dawdle when it comes to stashing away savings. And it makes sense, because they're hoping to soon do a little something called "retire."

Obviously, most Millennials aren't quite thinking of retiring just yet, but it's something that definitely creeps into the back of everyone's mind at some point.

And for those of all generations, if there is no money to save, there is still a ton
of debt to pay off - homes, college accounts, and loans to pay for survival for the Boomers and student loans for the Millennials not fortunate enough to have Mom and Dad absorb the burden of college.

3. Inventors and Entrepreneurs - Bridging the Age Gap

Everyone knows about the Mark Zuckerberg and the handful of sub-30-aged kids who have graced Forbes' attention. But in truth, there are only a handful of them.

The truth is that, yes, more and more youngsters are popping up in the inventive and entrepreneurial world. But we're
all getting older. One day, as the world keeps turning and only time will tell, the number of companies sparked by Millennials will certainly catch up with, and perhaps even surpass those started by Boomers.

As far as general entrepreneurship is concerned, according to a fairly recent article in Forbes Magazine, it's quite apparent that despite dark economic times, we keep seeing young success stories accompanied by the launching of world-changing companies by the purported old re-treads. In fact, there are an equal number of companies being funded by VCs for both Millennials and Boomers.

4. Unemployment Knows no Age; and neither does Under-employment . . .

That's the beauty (and demise) of the workforce. We've all worked that job where there's the co-worker who's older than the manager. You've also worked alongside the college student who has class on alternate Wednesdays, and then there's another guy who has three degrees from Yale and could be supposedly doing something much better with his life. At one point or another, people of all ages get sucked into the real world, and have to muster up a game plan.

We weather bouts of unemployment, success, unusual situations where we might even be over-qualified for certain positions. It's all variable and ever changing. But the interesting thing here is that age is truly insignificant. It's oddly poetic, but it's the truth. Workers in all generations could gather around the campfire and hold hands on this one, because they constantly deal with the same issues, regardless of age. Unemployed, underemployed, unhappy.

5. The Socially Conscious Wanting to Change the World.... Can you say Vietnam and Iraq in the same breath?

Just for a moment, let's check our egos at the door. We all secretly want to change the world. Even if it is in the slightest of ways. We want to somehow put our imprint out there. Something that will survive us and continue to make a difference long after we're gone. This is not something new that is just in the domain of the Millennials.

The Love Generation and the Me Generation both have strong socially conscious compasses... from organic sustainable farming to climate change to ending hunger. Every generation has aspired to make better that which has come before them. It is human nature -- to change, to fix, to leave the campground cleaner than when we got there.

Oh, yes, and each generation still seeks the nirvana of happiness - that somehow elusive work-life balance. Where family time matters, renewing one's energy is important, and where we have time to give back or pay it forward.

Why Does it Matter, Anyway?

Think about this: At 49 years old, Brad Pitt stars as a young father to save the world in World War Z (2013). Wilford Brimley, at 51 years old, starred as an old grandpa in Cocoon (1985). We are becoming more similar than different.

By acknowledging the fact that we truly are one society, and not just a plethora of individuals trying to make it on our own, we've already taken a step in the right direction. The challenge is getting Boomers and Millennials to see more eye-to-eye.

Oftentimes it feels as though everyone is only looking out for himself or herself. Why not combine the forces of the young with the experienced? Leverage the assets rather than focus on the liabilities of the inter-generational mash-up. Become a true Cogenerational Workplace ®. We'd be unstoppable.

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APPLY
In searching for a captivating way to communicate what Business Process Improvement (BPI) is and why you should care, I happened upon a friend’s Facebook™ status and link – an article named “Ten Things That Never Worked, so You Should Stop Doing.” Perhaps, a succinct way to explain BPI or Business Process Improvement is “Ten Things That USED to Work, but You Can Now Stop Doing.”

Stated simply, Business Process Improvement is a process of evaluating things you are doing in your business and finding ways to do them more efficiently, providing greater service, or in a more timely fashion. BPM, or Business Process Management, is the process of always doing this, allowing your business to continually adapt to the circumstances that can positively or negatively impact it.

Improving the business process is critical to every business, large or small. Charles Darwin stated it best when he wrote, “It is not the strongest of the species that survive, or the most intelligent, but the most responsive to change.” By continually fine tuning your business’ processes and making changes as changes occur in technology, the needs of your customers, or your environment, you enable your business to nimbly respond to new threats and opportunities, to deliver ever-increasing levels of customer service, and to protect your business’ assets and profitability.

The benefits to a business that constantly strives to improve its business processes are likely to include:
• Improved Customer Service
• Elevated Productivity
• Better Staff & Customer Retention
• Increased Management of Risk
• Shorter Cycle Times
• Increased Revenue, Lower Operating Costs, or Increased Capacity for Growth
• Greater Accuracy
• Optimal Compliance with Laws & Regulations

**Whose Job Is It?**

While a success-focused business owner will realize benefits from improving their business processes, the responsibility for Business Process Improvement rests with all the employees of a business. While we may all be in the workplace for different reasons, we share many goals for our effort. We care about our customers and want to see them well served. We want to obey laws and regulations that govern our industry. We want to work efficiently and with purpose. We want to keep up with the changing world around us. We want the security of knowing the business that provides our livelihood will still be there tomorrow. Every employee can, and should, be ever-alert to opportunities to improve the business process.

**Ready, Set… GO!**

At times there are clear business drivers that lead an organization to evaluate a business process, such as a particular pain point or unmet need. In these instances, the scope of the effort may be contained to a single or small group of processes. At other times, the specific process that requires attention may not be obvious. In these cases, it is important to identify all critical business processes, and specifically to identify dependencies between them. A change to one process could have a significant impact on another, and at times it is necessary to evaluate multiple, dependent processes at the same time. So, the first step of any Business Process Improvement effort should be to identify the processes that will be within scope of the effort and the Stakeholders.

Other considerations may influence the scope of your BPI effort. These are called ‘constraints’ because they may constrain the extent, the cost, the timeline, or the overall success of your effort.

Some of these considerations include:
• Management Commitment and Support
• Business Time Constraints
• Budget or Cash Flow
• Availability of Stakeholders or Customers
• Resource or Skill Limitations
• Security or Legal Requirements

**Know Your Starting Point**

Once you identify the processes to be evaluated, the stakeholders who are involved, and the constraints that may
impact your effort, the next step is to document your current business process. It is not unusual for eager change agents to discount this important step, being focused on moving away from ‘what is’ in favor of what lies ahead. However, documenting your current processes is a step you should never overlook. It is critical to your ability to identify opportunities for improvement and factors that may impact the success of any proposed process change. Even the best GPS begins with a satellite signal determining your exact starting position.

Whether your organization is large or small, the steps to documenting your current process are fairly straightforward, and it is likely the information you need is reasonably accessible. Start by reviewing existing procedures or manuals. Make note of the authors of those documents or the identities of parties who designed the process, as these individuals are likely to be very knowledgeable about the process and may also be those who might strenuously defend it against change. These individuals may require ‘special handling’ as you move through the evaluation and change process.

An absolute ‘must’, and your next step in gathering information about the current process, is to interview the managers of that process and the employees who perform the tasks and observe the process. Interviewing the parties separately will often prove interesting. Managers will tell you what they expect employees to be doing, or what they think employees are doing. The employees will tell you what they are actually doing. You may find yourself surprised by the different stories the two parties tell!

Be sure, in conducting interviews, that you ensure a ‘safe’ environment in which the parties can be open and honest, without repercussion for deviations from the documented procedures. If an individual is deviating, find out why. This is a good indicator of an unmet business need in the documented process, resulting in an employee finding alternative ways to satisfy the need.

When conducting interviews, be sure you gain a clear understanding of why individuals do what they do, even if the answer to that question is ‘because that’s what we’ve always done.’ Take notes, being diligent to record the business drivers behind each step of the process. If you learn that the tasks performed do not match the existing written materials, ask employees about these differences, again in a ‘safe’ way. Many times respondents will answer a question with the goal of meeting expectations; or, they may view certain details as unimportant, which in fact, are very important to understanding the true business need.

The final step in documenting the ‘as is’ business process is to prepare a visual illustration (ex. flow chart) of the process. This will be invaluable in revealing activities that waste time and money. Common problems that are quickly revealed by a workflow illustration include: unnecessary approvals, pain points (i.e. task is completed with great difficulty or frustration), manual tasks that are performed in an otherwise automated process, bounc-
of the process back and forth between desks, and bottlenecks. These problems frequently go undetected until the process is reviewed via a visual illustration.

**The Big Decision**

Committing to specific changes can be intimidating, and an ideal business process may seem out of reach if the necessary automation or resources are beyond your financial means. This is where it becomes important to recognize those considerations you explored during your initial fact-finding effort. The solution you settle on for your organization should satisfy your unique needs. Automation is not always the answer.

You must also consider whether you will improve your business process through a series of incremental ‘tweaks’ that are implemented over time, or whether you want to take the ‘clean slate’ approach and redesign your business process in its entirety. Each approach has benefits and challenges; the solution should be driven by your business-specific needs and resources.

Eliminate unnecessary approval processes. These include situations where approvals are granted routinely or in situations where managers are approving simply to stay informed. Changing the order of tasks may lessen time (and money) spent as the process bounces back and forth between employees. Eliminate redundant steps whenever possible — if Employee A has to evaluate a document and then Manager B evaluates it for another purpose, save time and money by having one person evaluate it for both purposes.

If a task has no clear business driver, consider deleting it from the process. In evaluating your process, consider whether the ‘right’ individuals are performing tasks. Does it make sense for a highly paid worker to perform routine tasks? Whenever possible, push tasks down to the least expensive employee who has the skills to perform that job.
Whatever changes you make to your business process, the outcome should result in one or more of the following:
• Eliminate process pain points
• Lower the cost of the process or generate new revenue
• Reduce the volume of work, to provide capacity for growth
• Complete the process in a shorter timeframe
• Improve customer service

All Aboard!

If the changes you make are to be effective, you need the support of those who are involved in the process. A great way to achieve this is to work together with all the stakeholders to design the new process. When individuals participate in building a new process they are likely to strive for its success.

While the level of formality may vary depending on the size of your organization, training, and resources, there are elements that should always be a part of your process improvement effort:

• **Communication**: Include stakeholders from the pre-change evaluation stage through the post-change monitoring process, and every major decision in-between. Hold regular meetings and share progress with all staff.

• **Visuals**: Individuals generally accept change more easily when they can envision their new process, so paint a picture! Map out the old and the new processes with flowchart illustrations.

• **Documentation**: Maintain written documentation of your project, including a Scope Document that outlines the effort. If the stakeholders approve the scope document it will help ensure that the entire team has the same understanding. Document the new process as well. Besides being a historical reference of what you intended to build, your documentation of the new process can serve two other valuable purposes – as a procedure manual for existing staff and a training manual for new employees.

• **Flexibility**: Trial and error may reveal flaws in your new process that require attention. Do not be rigid - accept that changes may become necessary and you might make mistakes. If you perceive resistance from staff, lend a careful ear to the concerns raised. Remember that your team wants the same things you do – an efficient & profitable business process that provides a high level of service to customers. If they are resisting, they may see a pitfall that could hurt your customers or your business.

• **Training & Forgiveness**: A change to your process will require retraining. Contrary to popular belief, most process changes do not immediately result in efficiency, but in fact, have the opposite impact for a period of time. Prior to the change, your employees knew how to maneuver within the process – even through pain points. Over the years, they have found ways to short cut the system to quickly perform tasks.

A process change introduces new tasks, new habits, new tools, and an element of discomfort. Employees must learn new ways of working. There will be a period during which an employer must provide training, some counseling and handing holding, and a period during which it is forgiven to perform less productively, to make mistakes, and to not always have the right answers when asked.

• **Testing**: Test your new process. If changes are going to affect the service provided to customers, start with a small group of loyal customers who are willing to participate in a trial run. Provide the opportunity to give input about their experience and solicit suggestions. Incorporate their input when possible and make additional changes that may be appropriate before moving forward with the rest of your customers. If you are making changes to computer hardware or applications, establish a test environment that is separate from your production environment and test all critical functions. If testing results in unexpected results, fix the problems and retest until you can move through the entire process with no failures. Only then should your new process be implemented.

Whether large or small, every business must regularly evaluate their business processes in order to remain relevant, profitable, and viable. How sophisticated that exercise should be can vary, depending on the size of the business and available resources. What will never vary will be the importance of including all process stakeholders, documenting old and new processes as well as the scope of the current effort, and the use of change management best practices.

When you implement change, monitor to ensure that the change continues to deliver the impact that you intended. Let your first efforts at business process improvement be in response to changing needs, to ensure your business’ survival. But, over time let business process improvement become a part of your company’s culture, so that you can take your business to the next level, becoming a trendsetter and a driving force that others must respond to in order to ensure their survival!

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Use Flexibility and Innovation to Develop a Retirement Plan

By Shawn Byerly, IAIP Member

The peak of Mount Everest rises to 29,035 feet. Between 1921 and 2006 there were 8,030 climbers who attempted the climb, yet only 2,250 climbers reached the peak. A whopping 72 percent failed the climb, with 2.6 percent failing miserably—they died on the mountain. The interesting fact is that 27 percent of those who died, did so on the way up, while 73 percent died on the way down.

I use this analogy because it reflects the mindset of most people when it comes to planning their own retirement. The entire focus is reaching that retirement “peak,” (usually procrastinating for a decade before they start saving), which for most people is the magic number of 65. They keep filling buckets of money with less regard to what happens to that money during the distribution phase.

With the market losses of 2008, many consumers who had saved diligently for retirement were left with half those savings, with the prospect that their retirement date would move well into the future. Current volatility in the stock market, consumer fears regarding the economy, and the long term viability of Social Security have moved income planning and the strategic distribution of retirement assets to center stage.

Death may be frightening, but to a majority of older Americans, the possibility of outliving their savings is even worse. In a recent poll of people ages 44 to 75, more than three in five (61 percent) said they fear depleting their assets more than they fear dying.

“One of the things in the study that was surprising to us was the level of fear among respondents,” says Katie Libbe, vice president of consumer marketing for Allianz Life Insurance Co. of North America, which conducted the poll of 3,257 people. “It was greater than we anticipated.” For individuals, longevity risk is the risk of outliving ones’ assets, resulting in a lower standard of living, reduced care, or a return to employment.

Furthermore, Americans are living much longer lives. This fact is forcing Americans to approach the framework of retirement in different ways (FYI - a critical piece to protecting against longevity risk is long-term care insurance). Navigating the return trip down the mountain is a much longer trek than it has ever been.

Annuities - A Guaranteed Income Story

It consistently amazes me that 40% of Americans have never even heard the word “annuity.” In my opinion, if these products weren’t issued by life insurance companies, they would be wildly more popular. Simply put, it’s the opposite of life insurance. Annuities protect you against living too long, not dying too soon. It’s the only financial product that guarantees you an income that you cannot outlive. Does this product sound like a nice match for the people who are worried about longevity risk?

Savvy consumers at the crossroads of early or pre-retirement should understand they are on their own when it comes to creating reliable retirement income. Defined benefit pension plans are a generation removed from American society. Massive government spending and budget deficits, coupled with the Fed continuing to print money, may lead to higher taxes and rising inflation at some point in the future.

Indexed annuities have become popular because they offer the potential to earn higher interest rate returns than traditional fixed annuities. The performance of the product is tied to a stock index, such as the S&P 500. There has been a dramatic shift in client priorities from growing assets to creating a predictable stream of retirement income.

With rising retirement costs, longer life expectancies and uncertainties regarding Social Security, the focus of many clients has turned toward protecting their assets and applying those assets to produce lifetime income. Low interest rates are great if you are borrowing money, but not if you are trying to generate income.

So if you’re in the market for a fixed immediate annuity, you probably were not pleased by the Federal Reserve's recent announcement that it plans to hold its key benchmark short-term interest rate near zero until late 2014. If you’re like me and believe interest rates will rise down the road, you can hedge your bets by laddering annuities. This is a strategy where you split your money among several annuities over a period of time. This strategy should increase your overall payout and hedge against interest rate risk when interest rates rise.

Flexibility and Innovation

With annuities come choices. There are traditional single premium immediate annuities (SPIA’s), as well as annuitization of deferred annuities. In both products, a lump sum funds a lifetime stream of payments to the purchaser. What have be-
come extremely popular in the retirement income market are guaranteed lifetime withdrawal benefit (GLWB) riders by which a deferred annuity can remain an accumulation vehicle while guaranteeing a stream of income for life—even if withdrawals should deplete the account value. Consumers worried about outliving their assets now enjoy more planning options and control with GLWBs versus the purchase of a single premium immediate annuity.

I recommend GLWBs on both fixed and indexed annuities for those selling to boomer clients. Yet you need to know that GLWBs come in two varieties: for clients needing income today and for clients needing income tomorrow. Any GLWB that has a bonus that is credited to the benefit base of a GLWB, rather than to the account value of the annuity, performs best when the guaranteed lifetime income is turned on in the first few years of the contract. (These are those annuities advertising 15, 20 and 25 percent bonuses.)

Any GLWB that has a rollup which is credited every year the client defers income performs best when the guaranteed lifetime income is turned on after 7 to 10 years or even longer. If you need help getting started with GLWBs, ask. If you don’t, you’ll be missing the boat with your boomer clients. In my opinion, these plans offer rock solid guarantees that give boomers the ability to see their money grow tax-deferred without potential loss and can provide a guaranteed lifetime income benefit base that can produce outstanding lifetime monthly guaranteed income. In addition, many of the newer income riders also offer substantial guaranteed death benefits for those who want to pass assets on to heirs.

Remember, more than 10,000 boomers will reach age 65 every single day for the next 19 years. Brokers who can assist boomer clients in creating guaranteed lifetime income by crafting a plan designed and built to meet unique needs and desires are going to be very busy!

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Management Perspectives

Training the (Financially) Inexperienced for a Successful Career

By Abram Gibbons

We Are Hiring, But Are They Staying?

Financial services firms have recognized that today’s persistently sluggish economy and high unemployment rates are creating a growing need for one-on-one consultation to help Americans plan their financial futures. Cue a financial sales recruitment trend over the last several years that is still going strong today.

In the insurance industry, for example, Guardian has hired close to 2000 Financial Representatives from 2011-2013. A majority of these new Financial Representatives – 70%, to be exact – are career changers and professionals without previous experience in financial services, or more simply, “the inexperienced.”

Despite the increase in hiring there is still an unfavorably low retention rate among Financial Representatives in their first four years. While Guardian has an industry-leading retention rate, we feel that the industry as a whole could do much better considering the career’s enticing perks: unlimited pay potential, flexible schedule, entrepreneurship, and the ability to have a meaningful impact on people’s lives.

It is no secret that a career in sales is difficult, but what causes Financial Representatives to jump ship so quickly? More importantly: what do we have to do to give them the tools to build a successful career, increase the retention rate and provide more Americans with expert financial consultation?

Why Are They Leaving?

We have found that the main reason people leave the career early on is because they have trouble seeing the light at the end of the tunnel. One of the main reasons why newly hired Financial Representatives leave is because they feel uncomfortable going through the growing pains of starting an entrepreneurial, networking focused, sales-based career.

In 2012, the Life Insurance Market Research Association (LiMRA) conducted a study of newly hired Financial Representatives during their pre-contract phase to see what factors caused them to stay or leave. The biggest difference between the two groups was their perception of the training they received and their preparedness to fully embark on the career.

Also, a majority of those surveyed declined to continue a career as a Financial Representative because they were unsure of what was expected of them, where they needed to be and how they were going to get to the point where they could enjoy the perks that are associated with the job.

If we are going to actively hire applicants who have never been a Financial Representative or held a financial sales position before, we are going to have to provide a guiding hand to not only point them in the right direction, but to also assure them they are where they should be and what to expect moving forward.

For example, one of the tools we offer at Guardian to help ease the tension during those beginning stages is our FR Blueprint. This step-by-step map details the trajectory for a newly hired Financial Representative in order to build a successful career, shows milestones for where they are in the path and need to be heading, and descriptions of what they need to do to continue down the path to success. This way, they have a better understanding of their status, what is expected and what they will need to do to get to the next level. Many of our established Financial Representatives have claimed this blueprint motivated them if they were struggling with building a client base or increasing earnings, serving as a beacon of hope.

Essentials of an Effective Training Program

Once newly hired Financial Representatives have their certifications, the next step is to teach them how to work with clients, relay that financial expertise, and build their practices.

Effective training happens in three essential and integrated stages: self study; live experiential training; and mentorship. These three processes work hand-in-hand to help newly hired Financial Representatives learn selling skills, marketing strategies, administrative tactics and product knowledge.
Self Study
This aspect of the training regimen offers newly hired Financial Representatives with a library of information and resources to better understand the art of selling and how to effectively market your services to the right people. This includes scripts, videos, best practices manuals, presentations, and any materials they could use to improve themselves. In today’s on-demand world, this library needs to be available online so agents can have 24/7 access when they want it and how they want it.

Live Experiential Training
This classroom-based training enables new hires to learn from each other and from an instructor who leads the way. Along with detailed coaching, this also provides new hires with a safe place to hone their craft by practicing their sales pitches, handling objections, effectively calling potential clients, and learning how to use their network to get referrals.

Mentorship and Advocacy
The joint fieldwork aspect is probably the most important. As the most difficult part of starting a career in financial sales is building one’s network, new hires need to be formally paired with an established and high-producing Financial Representative to provide guidance and mentorship. Together they will go to client meetings and networking events so the new hire can put the classroom training into context and create their own style and technique.

These mentors need to be deeply invested in their apprentices’ success and help introduce them to the right people and organizations. As established Financial Representatives, our job is to get the next generation where they need to be so that we can continue providing clients with financial support for years to come.

Bottom Line
At the end of the day, our industry will always will be a face-to-face business that requires its sales force to act as personal consultants and confidantes for clients. It is an incredibly rewarding career that offers unique incentives, when done correctly.

The only way that newly hired Financial Representatives will be able to assume that role is if we as an industry provide them with the tools to feel comfortable in their new career so they can become truly “experienced.”

Abram Gibbons is Field Vice President of Agency Training and Development for Guardian Life Insurance Company of America.
The Millennial generation, or Generation Y, is defined as those born in the 1980’s and 1990’s, but more importantly, they are the generation growing up inside of the digital world - equipped with personal computers, digital television, the Internet and unlimited possibilities for advancement. In spite of their device-driven world, Millennials are also individuals - students, parents, workers, consumers, producers, entrepreneurs and ultimately shapers of business, government and society as a whole. For the purposes of this discussion they are the future of the global insurance industry. No matter the segment - reinsurance, life and annuities, health or property and casualty - the entire insurance industry and its ecosystem will be shaped by Millennials.

Millennials will shape the insurance industry in two distinct ways: as employees that work for insurance carriers, brokers and agencies, and also as consumers of insurance. Over time, Millennials will run the entire insurance industry much as the “Baby Boomer” generation of post-World War II does now. Millennials will run the industry to be attuned to their culture, their needs and their working style. This will have implications for all insurance products, including how those products are designed, how they are sold, where and when they are sold, how service is delivered and what technologies will be developed and deployed to support both the seller and the buyer in this new global and tech-driven insurance marketplace.

It is easy to see that as a group, Millennials are very different from their parents’ generation. The business consultancy, Pricewaterhouse Coopers (PWC), noted several differences in the research that they have done. For example, Generation Y has more dominant social needs. They are looking for team cohesion, supervisor support and appreciation and flexibility in how work is performed. Contrast those desires with previous generations where transactional needs were more dominant. Those earlier generations desired control over their work, wanted development opportunities and were seeking pay satisfaction. Where Millennials are looking for work-life balance, the preceding generations didn’t understand the concept of balancing work with their private lives. PWC’s research was global in scope and it is interesting that they found commonality in the Generation Y’s desire for work-life balance between the United States, Canada and Western Europe.

What this Means for the Office

Much of the work in insurance companies requires certain technologies, but even today, there are a myriad of processes and workflows that are manual and do not require much in the use of technology. But, with the advent of Millennials into the workplace, those established business processes are going to become more collaborative and flexible - with supervisors that support “out of the box thinking.” Generation Y is well educated. They are thinkers, they like teamwork, they collaborate and they will look to technology to cultivate change. Millennials will reshape not only how the work is done in an insurance company, but how the company should go to market, improve customer service, sell its products and through which channels. They will also know the marketplace better because it is their peer group that is the customer.

The Millennial Agent

On the distribution side of insurance, Millennials will fill the ranks of the agents and advisors as they work with their clients. In fact, Ernst & Young noted in their research that “Millennial characteristics are enthusiastic, collaborative, adaptable and entrepreneurial.” Possessing an entrepreneurial spirit is key to recruiting the next generation of agents. Despite naysayers, agents are not a thing of the past. Yes, technology is impacting the industry, but insurance is still a complex product that isn’t easily understood by the layman. There will be pressure from Millennial agents to get the technology right because these are the people that will be selling to the entire Generation Y population. They’ll be able to access office information from any place or time and will have everything they need at their fingertips – through the use of mobile devices.

Millennial agents will still exist, but they’ll do so with technology in tow.

The characteristics of the Millennials that will be working in insurance are the same characteristics of the Millennials that will be consumers of insurance services and products. Many of the business and market challenges faced by the insurance industry are due to the maturing and coming of age of the Millennials. Because of this, insurance professionals are already seeing the challenges to the industry’s standard operating procedures. We see how social media is used, how new channels are being formed to serve new clients, and companies are understanding that Millennials want to self-serve on insurance and bypass agents. But, they also want agents to give them one-on-one...
contact – not necessarily face-to-face contact – but be willing to personally communicate with their prospects and clients.

**Retaining the Talent**

Finally, one of the most common findings of all of the demographic surveying is that Millennials are deeply concerned about social justice. Most have volunteered to work with charities, public service organizations, churches, hospitals or schools. They see volunteering as important and it does not stop after they get out of college. Millennials also like to work with companies that are also socially engaged and want to produce products and services that are meaningful to society. The global insurance industry can use this social awareness to their advantage as they bring in new talent to replace employees that are retiring. There are few industries that can lay claim to benefiting society as much as insurance can. Globally, insurance is a nearly $5 trillion dollar business that touches the lives of billions of people – from rich to poor, from the developed west to countries that are struggling to survive. There are hundreds of ways that insurance companies benefit society, from providing insurance that enables people to own their own homes, to providing financial protection from catastrophic health claims, to investing trillions in state and local debt that funds schools, hospitals, public health and dozens of other areas. The challenge for the overall insurance industry is to articulate the benefits the insurance industry has on society to Millennials that are seeking to work in a company or industry that is committed to doing good.

The Millennial generation wants to enact change for both insurance customers and the operations of insurance companies and agents. Generation Y in the workforce will learn to understand what their non-industry counterparts within the marketplace need and how to accommodate them. They will bring a new level of technology to the industry that will attract and retain customers of this generation for years to come. Companies that move early and proactively to recruit and retain agents from the Millennial generation will undoubtedly reap the benefits.

**As Vice President of Strategy at VUE Software, John Sarich serves as senior solutions architect, strategic consultant and business advisor with over 25 years of insurance industry experience.** He uses his extensive knowledge of insurance operations, information technology (IT) systems, sales and marketing to develop and define operational strategies for the company’s sales and marketing initiatives.
How Millennials Think, and What To Do About It

By Brian Halligan

You can gripe about Gen Y all you want. But if you can't attract them, you're going to lose the war for talent.

During the last month, hundreds of thousands of our nation’s college graduates have proudly crossed the chasm between college and the working world. With 21.9 million Americans either unemployed or underemployed and plenty of doting parents, mentors, and siblings dispensing advice on what they should and shouldn’t do, I thought I’d take the road less traveled. I propose we spend less time debating whether Millennials are slackers or savants and focus instead on how we as entrepreneurs and business leaders can adapt our companies to attract millennials. The way in which people work has changed forever, and those of us who don’t adapt will be left in the dust when competing for top talent.

The problem we “Old White Guys” have is that we built our companies’ cultures around the things that motivated our generation: money, career progression, and retirement plans. The Millennial generation has an entirely different consideration set for motivation, and given that they already comprise more of the workforce than GenXers and Baby Boomers, we need to invest time, money, and energy into creating workplaces that Millennial employees will love.

Here are a few considerations that I hope will help each of us to design and deliver a workplace that fits the way employees operate in the 21st century, and which will allow us to attract, connect, engage, and delight Millennial workers and optimize our company cultures for productivity, engagement, and results:

Money vs. Mission
What we wanted: When most of us graduated from college, we wanted a steady job that paid well.
What they want: This new crop of employees is far more motivated by their mission than by the money they make. They want to transform a broken industry, save the planet, feed the starving, etc.
What to do: If your mission this year is to improve earnings by 5% by either gouging your customers or gouging the planet, that’s just not going to get it done with the Millennials. Think again.

OCD vs. ADD
What we did: Our generation worked diligently for our boss in hopes of being tapped on the shoulder one day to move up the next step on the almighty ladder. We typically stayed at a company for more than seven years. If we had a collective psychological condition, it would be OCD.
What they do: This new generation works diligently in hopes of learning as much as possible and moving on to the next challenging project. They typically stay at a company for 1.5 years. If they had a collective psychological condition, it would be ADD.
What to do: Lean into the ADD by creating formal rotation programs, innovative leading-edge training programs like the one at Zappos, and work environments that leverage social media interactions instead of discouraging them, and you’ll see these Millennials become just as loyal as we were “back in the day.”

Place vs. Idea
How we thought: We thought of the office a place you went from 9am to 6pm, had four grey walls, and was someplace you took vacation from three weeks out of the year.
What they think: For the new generation, the office is an “idea” that you work at whatever hours seem natural, wherever you are the most productive. The idea of vacation is (unfortunately) antiquated when you are carrying around a phone with more power than the Apollo space mission had.
What to do: Get rid of all offices, including yours, and let everyone work in an open space to foster collaboration. Get rid of any rules around hours in the office (except for call centers and stuff like that), and eliminate your antiquated vacation policy. Let them take “vacation” whenever they want.

Rules vs. Judgment
How we learned: In our day, we were handed a guidebook on our first day on the job and told to read it. The rules punished the many for the mistakes of the few.
How they learn: These Millennials don’t like rules. They have an unquenchable desire to be treated like adults.
What to do: Throw out your employee handbook and start from scratch. Replace as many rules as possible with this simple guideline: “Use good judgment.”

Only 30% of the Fortune 1000 companies in 2003 will remain on the list in 2013. Why? Well, it turns out that we really are living in an age of massive change – it’s not just a platitude. If your company can transform the way it operates to match the way these new workers think, live, and work, you will reap the rewards. If your company is stuck in the ‘90s and doesn’t make the shift, you will have to deal with a continuing rotating door of Millennial employees.

Brian Halligan is CEO & Co-Founder of HubSpot, a marketing software company that helps businesses transform the way they market their products by “getting found” on the internet.
Insurance agents are trusted to provide their customers with the best protection at every turn. That’s why the best agents in the industry recommend the superior small-business insurance coverage available only from AmTrust. Not only is AmTrust the 10th largest workers’ compensation insurance provider in the nation, we’ve also earned an “A” rating from A.M. Best. It’s some of the industry’s best small-business insurance coverage, available only from the industry’s best agents like you.

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Are You Ready to Take the Helm?
5 Steps to Prepare Yourself for Agency Ownership

By Elise M. Farnham, IAIP Member and Former IAIP International President

Too often, succession planning focuses on the process for transferring management of an agency to a new leadership team. But what about the new leadership team? Are they prepared to take on the challenges that the organization faces in order to drive it to the next level of excellence? If you will be succeeding current management in leading the organization, are you prepared to accept the additional responsibilities that leadership entails?

Here are 5 steps that you can take to prepare yourself for transition to successful management of the agency.

1. Know how the agency makes money.

No organization can survive without being profitable. You will want to determine what lines of insurance are sold, which are most profitable, which companies and carriers are willing to work with you, and which accounts are most important for the success of the agency.

2. You should determine how the agency has flourished in the past and identify the best avenues for continued profitability in the future.
in expanding your agency. There may be some overlap between these networks, and that’s okay. Just remember to be specific when you ask for assistance from your contacts. Sending broadcast requests only serves to alienate contacts who may wonder why you are asking them for assistance in areas outside of their expertise. And remember, networks work both ways. Be prepared to lend assistance to your contacts should they reach out to you for help.

4. Engage with current management.

You will want to consider how you can leverage the knowledge, skills, and relationships of the current owners and management group. They can prove invaluable in offering important introductions or in providing historical information about a process, procedure, or client. By learning as much as you can from the current management team, you will avoid making the same mistakes they made when creating and growing the agency.

Many succession plans include retaining the current agency principals for a period of time. Use that time to your advantage by asking questions and gleaning as much knowledge as possible from the current owners and management team. Ask them to introduce you to important accounts and customers. This will go a long way toward improving your retention of existing accounts.

5. Articulate your vision.

Consider what you want to accomplish with agency ownership and create a vision that you can articulate. The people you will be working with are not mind readers, they cannot see your vision unless you communicate it to them in a manner that they can understand, value, and internalize. By effectively articulating your vision, you will naturally focus the entire organization on that vision. For instance, if your vision includes customer service as a primary goal, then it follows that the staff will perform their jobs with customer satisfaction as an important metric.

You already know and understand ‘insurance.’ In order to run a successful agency, you need to know more than just ‘insurance.’ You need to know the ‘business of insurance.’

3. Create networks.

You will find that the best networks respond to definite needs. You will want to identify individuals who can answer questions and provide advice to you as you encounter new challenges and barriers in running the business. You will want other networks of individuals who will channel business to your agency. Additional networks should be developed that will assist you in attracting the best carriers with whom you want to partner.

Your vision is meant to be shared so that all stakeholders can see what you see. Learn how to lead others through change. You will no doubt initiate changes in processes and procedures, in technology support and utilization, in personnel, and in a myriad of other aspects of the business. The staff may be aware that changes are inevitable with new ownership, but that doesn’t make the changes any less disruptive to their current method of doing business.

Learn how to lead others through the changes you want to initiate. Learn how to get them on board with your ideas and your vision by developing excellent communication skills. This is also one area where outside assistance may be most beneficial to you. There are a number of excellent consultants who can develop programs that will assist you in working with your staff to embrace the changes you want to make. Consider the expense of the consultant as an investment in your agency’s future.

Agency ownership takes considerable hard work and skill. If you prepare yourself in advance, you will be able to avoid dangers, meet challenges, overcome barriers, and achieve success. In other words, your preparation will lead to success in your endeavors.

Elise M. Farnham, CPCU, ARM, AIM, CPIW, has over 40 years of experience in the risk and insurance industry. Her firm, Illumine Consulting, provides continuing education, claims management consulting, and expert witness services. Farnham serves on the RPA Society’s Board of Directors and is a past president of the Atlanta CPCU Chapter, and past president of IAIP. In 1993, she was chosen IAIP’s National Claims Professional of the Year.
At the heart of an insurance agency is customer service. But with 65% of those polled saying their agents provide “below average” customer service, it’s clear the insurance industry needs to look for every advantage when it comes to communications with customers. Many agents, recognizing that the telephone is the lifeline to their businesses, are improving their communications systems.

A modern telephone system not only improves customer service, agent productivity and mobility, it also can reduce costs. A telephone system doesn’t have to cost a lot or demand lots of technical expertise. It does require agencies to carefully consider their options when it comes to technologies and service providers. But when properly envisioned, installed and employed, a modern phone system positions an insurance agency for increased productivity as well as business growth.

The pressure to improve productivity and manage their time wisely never ends for insurance agents. Modern phone systems can make that happen by measuring key indicators such as call volumes, talk times, and missed calls, and producing reports pointing to potential improvements. A phone system also has to be flexible, easy to maintain and capable of growing with a company. Agents should be able to add new workers to the system in minutes — without having to wait for a phone provider service agent to arrive at the office.

Other considerations for agents evaluating a communications system upgrade include:

- **Improving customer service.** Agents are judged on their ability to respond quickly to customer policy questions, help with claims issues and develop customer relationships. With a modern office communications system, agencies can:
  -- Make sure they do not miss customer calls
  -- Integrate their customer relationship management (CRM) software into their service processes
  -- Route calls to the correct employees in a flash
  -- Improve collaboration and mobility.

The core of these new systems is Unified Communications (UC), which allows agents to drag and drop to transfer calls, screen share with customers, send emails and instant messages, and access other employees’ status information from any device — smartphone, tablet or desktop PC. Users can collaborate in real-time, using the preferred mode to fit their needs anywhere and anytime.

- **Integrating software systems.** Agencies need to be able to track every customer interaction, including policy histories, call histories, personal notes and individual preferences. Agencies that have already invested substantial sums in CRM software need to be able to fold that technology into their telephone systems so that every time a customer calls, an employee has an in-depth profile of the customer’s needs. As customer interactions become more efficient, agents can handle more calls every day, improving their productivity.

**Traditional Phone Service vs. VoIP Service**

Agencies looking to upgrade their office telephone systems have a choice to make between traditional phone service and Voice over Internet Protocol. Standard legacy phone service uses the Public Switched Telephone Network (PSTN), which is very reliable but also very inefficient (and hence more costly) because only two people can use a phone line at the same time, and it’s essentially collecting dust if nobody’s talking on the line.

Voice over IP encodes telephone calls into tiny packets of data that are transmitted using the Internet, allowing many users to share network bandwidth. This makes VoIP more efficient and typically less expensive than traditional phone service. VoIP service also provides free interoffice calling as well as no long-distance charges. Furthermore, customers can deploy a broad range of productivity-enhancing features as part of their VoIP package.

**Popular Features of Modern Telephone Systems Using VoIP**

With today’s modern telephone systems, agencies can turn their offices into call centers, using high-end features previously reserved for corporate giants and specialized businesses. Call-center technology examples include:

- **Unified Messaging.** Merging voicemail, email and fax, Unified Messaging give
you direct access to important messages directly on your computer’s desktop with a single click of the mouse. Voicemails can convert into emails or even text messages, and vice versa, and send them as email attachments.

Softphone Apps. Treating a computer (or any Internet-connected device) as a phone, this application allows users to stay connected away from the office.

Find Me/Follow Me. Users have the ability to direct the call path of each phone call, including transferring calls to a cell phone or home office after missing a call at the office.

How Agencies are Using Modern Phone Systems

ProVest Insurance Group, an Allstate affiliate based in North Carolina, is embracing the call-center concept. “Being able to see what’s going on from your office, in real time, all the time, has just made a huge change in the way that I do business,” says ProVest owner Jay Adkins. Adkins said that without his phone system upgrade, he would not have been able to expand his business to Texas and Florida. Because VoIP phone systems rely on Internet architecture, vendors have incredible flexibility in adapting to a growing business. “The system can scale seamlessly as the business expands,” Adkins said, “and the features have allowed my staff and me to be completely mobile.”

Lisa Faina, an Allstate agent in Florida who switched to a VoIP phone system, said, “Regular analog lines don’t offer any of the features I rely on today. She said, “When a call comes into our office, a screen pops up instantly displaying the customer’s history, contact information, any special notes or issues about the customer. The ability to see a simple reminder note about how to pronounce a customer’s last name can go a long way to getting a conversation off to the right start.”

Considering Options

Today’s business phone systems usually work in two ways: hosted in the cloud or installed on your site. With a hosted system, the service provider owns the call-processing equipment and software, and maintains it in a secure datacenter. An on-site system installs the telecommunication equipment and software at your office and offers you the ability to tie in other forms of connectivity including a PRI, T1, or backup analog lines.

It provides more control over the phone system, making it a better option in large offices with an in-house IT manager. Other considerations when shopping for telephone systems include:

Protection against outages. Ask potential providers what options are available in case the company loses power or the Internet connection is lost.

User Interface. You want a system that you can readily understand and easily train your staff to use. The harder your system is to use, the less likely employees are going to use the features you’re paying for.

Transition process. Your provider must be able to clearly define the transition process to your new phone system. You want dates and deadlines every step of the way and all your people trained before you make the switch. Make sure any number – including that 800-number – associated with your business can also transfer to your new phone service provider.

Flexibility for the future. A new telephone system should be based on popular technology standards, so if your business grows it’s easy to implement all the features at your new locations. Some providers install proprietary systems that can lock you into using their technology, which can tie your hands in the future.

A modern telephone system can take your agency’s communications to a whole new level, improving customer service, agent productivity, mobility, and reducing costs. Simply put, it helps you work smarter.

Daryl Reva, Director of Product and Channel Marketing, joined Fonality to position the company as a thought leader in SMB cloud-based business and Unified Communication solutions. Now responsible for Product and Channel Marketing, Reva has helped Fonality establish several strategic key partner and vertical market relationships. For more information, visit www.fonality.com or call 877-FONALITY.
If you’ve been in business any length of time, chances are you’ve “bonked”—a phenomenon that happens to marathoners around mile 20 that’s otherwise known as “hitting the wall.” Succeeding in business is much like a marathon: the start is exciting, with the thrill of anticipation swelling as you toe the starting line. You know where you want to go and you’re committed to getting there. The end is equally exciting. Actually seeing the finishing line in the distance brings on a surge of adrenalin. It’s much easier to finish the race when you’ve got the end in sight. But between the excitement of the start and the rush of the finish is the toughest part of all: the middle miles.

“Those requisite, unavoidable middle miles can be a desolate wasteland or they can be the most productive miles of the race—it’s how you deal with them that determines if and when you cross the finish line, and in what kind of shape...winning in business is no different,” notes business and executive success authority Dan Steenerson, a field expert whose “Science of Visioneering” methodologies help entrepreneurs, executives and other professionals become field leaders.

It’s no wonder that during a business middle mile there’s a huge temptation to quit. “This is the often precarious, volatile and risk-intensive stretch of one’s company or career that lies between the excitement of starting a new journey and reaching the end game objective, whether that be selling a business, taking a company public, becoming an executive or entrepreneur, securing a new position, pursuing a new career path, or retiring wealthy,” Steenerson says.

Steenerson offers 5 tips on how professionals can persevere through the business middle mile:

1. **Keep Your Eyes on the Prize**
The middle mile is the stuff in between, and where the real work gets done. It’s the time in your business or career journey where you burn the most energy, deal with fatigue and hopelessness, work through budgetary and employee concerns, embrace setbacks and do your best to overcome burn-out. It’s in this period when there’s a huge temptation to quit. Lack of discipline, poor implementation, and failure to simplify are the three primary reasons, but beneath all of those symptoms is the underlying failure: Losing sight of the finish line. You have to keep your eye on where you ultimately want to go.
You didn’t get to the middle mile without effort. You’ve put in some hard work, but suddenly, the work you’ve done is not advancing you nearly as fast as you want it to. This critical time is when the best “athletes” trudge forward with new training methods, harder work ethics and a stretch of their imagination and willpower. Committed professionals don’t quit during the middle miles. They also don’t settle for good enough. They realize good is the enemy of great. The bad stuff often doesn’t keep you from succeeding; the good stuff does, because it allows you to settle. You’ve achieved some success by making it to the middle mile, so now it’s time to move out and move on.

2. Do What Others Won’t Do
During the middle miles it’s particularly important to have the discipline to do something productive every day in working toward your goal, sacrificing things you’d like to do for those tasks you need to do. Discipline is the foundation upon which all success is built, especially during the middle mile, and is the bridge between wishing and accomplishing.

The formula is pretty simple. Have a no-nonsense attitude, work hard and improve every day. Arrive early and stay late if that’s what it takes. Many professionals get stuck in the middle for the simple reason they don’t work hard enough to get out of it. Don’t be one of them. No one needs to convince a distance runner to get up early, lace up running shoes, and get those training runs in. If you want to be successful, you must have the discipline to do what others don’t want to do. Have a plan and work it every day, whatever it takes. Get up earlier. Work harder. Persevere.

3. Implement for Impact
Good intentions aren’t enough. How many times have great ideas gone nowhere? How many deadlines have been missed, promises not kept, to-dos never followed through on? It happens a lot. In fact, most entrepreneurs aim to do right; they just fail to pull the trigger and finish the job.

Barriers to implementation might include practicality, manpower, and financial or technical limitations. The act of “deciding” to implement may be a barrier in and of itself: Do you have the guts to make a decision that may affect your company financially or legally? Whatever the case may be, the key to implementation is to identify these barriers at the outset, and design a strategy that limits their impact on your achieving success. If it’s YOU that is impeding progress, do something about it. Analyze your paralysis and eliminate any invisible barriers that you place on yourself. If a barrier is external, call on those you trust who can advise you on how to clear the obstacle.

Finally, nurture those relationships that are going to help you implement your project. Many times, plans are not implemented simply because your stakeholders aren’t buying into the vision. And if you can’t help people see your vision, then the idea is useless. Nurture and shepherd the people around you who will help make your idea a reality, and help them envision the finish line as you see it. You can’t do it alone.

4. Simplistic Synergy
It’s important to keep your business simple and streamlined. Why take two dozen steps to accomplish something if you can get it done just as effectively in only three or four? Like marathoners, achievement-minded professionals need to figure out how to achieve maximum results with the least amount of effort. Working hard is important but deploying and leveraging resources in the most effective way possible is even more important. Simplifying processes whenever possible makes it much easier to accomplish more in less time.

Simplicity will get you through the middle miles faster. During the middle miles, professionals can get bogged down by details that don’t bring about improvement or advancement. It’s important to get rid of time-wasters so you carry less weight, make fewer mistakes, move faster, and trudge up that proverbial hill. You’ll have more time to scale and expand your business or career without the extra headaches of complex tasks. Remember, marathoners are lean for a reason.

5. Envision the End Game
At the beginning of the race, it’s easy to remember why you’re there—to get to the finish line. When you’re starting a new business, enterprise or position, your goals are fresh in your mind. However, as the weeks and months wear on, it’s easy to get lost and forget what inspired you in the first place. The key to getting through the middle miles is to look at your goals each day and remind yourself why you started your journey.

Distance runners know the best way to make it to the top of a long, steep hill is not with huge, bounding strides but with smaller, forward steps. Those bounding strides will burn up the energy you need to keep going and will likely cause you to take a misstep that will send you tumbling back to the bottom of the hill. The smaller steps are a much more efficient use of your energy and will help ensure you make it to the top and beyond. Smaller steps help you take the time to focus on what you need to accomplish here and now to achieve your long term goals. Be meticulous in executing activities that result in success. Have faith the steps you’re taking now and the time you’re investing will ultimately pay off.

“Remember, marathoners don’t sprint—they know how to pace themselves,” continues Steenerson. “There are times when you’ll need to make an extra push and times to keep steady. Measure your progress towards your goals every day and adjust your pace as needed. It’s those who can keep focused on the finish line that make it through the middle miles.”

Daniel C. Steenerson imparts his success wisdom, principles and philosophies through his proprietary “Science of Visioneering” approach to help companies, entrepreneurs, executives and other professionals realize business greatness. He may be reached online at www.DanSteenerson.com.
Mentoring and the Millennial – An Old Concept Is New Again for Insurance

By Therese Palmiotto

Seeking a mentor is not a new concept, and those who do are viewed as focused employees with clear, lofty career aspirations. For members of the workforce’s newest generation, who have been supported by their parents and society as a whole throughout their lives, seeking out a mentor is common. In the workplace, many will inherently turn to their managers and supervisors to provide the same advice, guidance and approval that they are accustomed to.

Those of this “Millenial” generation (usually defined as those born between 1982 and the late-1990s) widely recognize their current status and are always looking towards the next step in their career. But employees of today’s generation are taking the mentorship relationship to a new level. And their unique attributes have much to do with how they view their employment.

A great strength of Millennials is the fact that they have grown up in a changing demographic society, where one in three classmates have been of a different racial, cultural or ethnic background. This diversity inherently gives Millennials a global outlook. Although most older workers’ interests may cross international borders, they are generally limited to what they have experienced first hand. Millennials, on the contrary, are interested in how their job or work environment ties into the rest of the world.

Thus, it is important for Millennials to use their backgrounds and step outside the initial boundaries of the workplace, making sure not to let their current role limit their exposure. They must step outside of their comfort zone to expand their knowledge base. For example, a Millennial with an interest in international affairs may do research on the history of workers compensation insurance. Understanding its European roots and its place in the Industrial Revolution, as well as its current role within the countries of Brazil, Russia, India and China, would demonstrate one’s ability to seek out a global perspective. This, in turn, could open the door for the opportunity to work on accounts with international exposures or in the international market.

Those of the Millennial generation also enjoy technology. Today’s society is accustomed to rapid changes. They do not yearn for days when things were simpler, but look forward with anticipation as to how things will be in the future. Those graduating college today have grown up with technology and can use this to help set them apart from mentees of the past. For example, a mentee can select a few hot topics within their industry, present them to their mentor and ask as to which one would be most valuable to the organization.

Researching a new management or customer-tracking system or volunteering to conduct a lesson in video conferencing could help reduce expenses. This may be a topic that a mentor is not as comfortable with, so they should look for the opportunity to seek new ways the company can increase profits and remain competitive in a rapidly evolving, technology-dependent marketplace. As the insurance industry ages, entry-level employees with tech savvy will be increasingly cherished.

Therese Palmiotto works as an underwriting professional in the commercial insurance industry.
At State Auto we focus on our only means of distribution... *the independent agent!*

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6 Keys to Sales Meetings that Motivate

By Kevin Higgins

We polled sales leaders about the quality of their sales meetings, and the average was a 6.3 out of 10. Only 21% rated their meetings at 8 out of 10 or higher – leaving 79% at 7 out of 10 or less.

If you find yourself heading into a meeting and you know at the end of it you’ll rate it at 7 out of 10 or less, would you want to attend? Not me. Now, think of your sales team. How energized will they be?

Sales meetings are a critical component of a great sales culture. They are your opportunity to build the skills of the entire team and to motivate them. Contrary to what many sales leaders believe, they don’t need to be loaded down with content. In each meeting, if you provide your team with just one idea, strategy or tactic that will improve their game, and motivate with some positive reinforcement or reward, you will see a gain in productivity and sales results.

You can do this if you follow the six keys we’ve developed to guarantee successful sales team meetings:

1. Start with an Energizer
Salespeople are high energy and it’s important to tap this energy early and often. Start your meetings on time and start with some fun. Reward those who show up on time to help eliminate the lateness factor. At Fusion, from week to week you’ll find us doing trivia games, telling funny stories, sharing sales highlights of the week, commenting on their focus for the month ahead. We’ve created over 70 different energizers and captured them so our sales leaders have great energizers at their fingertips for every sales meeting.

2. Keep it Simply Simple (K.I.S.S.)
This principle will prevent you from bloating your meeting agenda. Always ask, “Does this item need to be in the meeting or could it be done outside the meeting or as pre-work?” You keep it simply simple with four steps: fast – the pace of the meeting; fun – creating the right atmosphere; create value – helping the team to better execute on a key sales skill that will help them close business; and shared ownership – having team members involved and sharing on a regular basis.

3. Three Rules for Individual Updates
A fantastic and very important part of the meeting that carries one caveat: the topic for individual updates must be small, with answers timed so that they don’t disrupt the overall agenda for the meeting or sap the team’s energy. The three rules for individual updates are: set time limits; create different themes around successes, key learnings and focus for the time ahead; and know when to take individual issues offline.

4. Motivate and Reward
You must build motivation into every team meeting. The sales team has a tough challenge and need to feel supported and recognized for their hard work. This isn’t about big gifts or exceptional moments; the simplest “thank you” can have great meaning. Categories that we’ve used include: fun rewards (which might include a kitschy item of clothing or trophy); competitive awards (organized around key metrics or goals, or having the team demonstrate a specific skill and then selecting a winner); team awards (where there is an incentive for the whole team, or where each team member recognizes the efforts of someone who supported them); recognition awards; and external rewards where you get feedback from outside the team about team members, or where you recognize someone outside of sales for their help and support.

5. Capability Activity
Ongoing professional development is the way your team will stay at the top of their game. Every sales meeting must stretch and challenge team members’ skills and expertise. It is the key to delivering value and delivering on the expectation of the meeting, rating at least an 8-out-of-10. Capability activities can focus on prospecting, networking, lead generation, client meetings, presenting solutions, or closing.

6. Standard Agenda
While this is not part of an excellent sales meeting, it will help you create them and ensure that you consistently rank an 8 or higher. Keep your agendas in a folder for reference so you don’t repeat any of the fun and creative segments.

We’ve applied these six keys to our own sales meetings, and have managed to bring the amount of preparation time a sales leader needs to 10 minutes or less per meeting. Anybody can have an 8-out-of-10 meeting when they spend two hours preparing for it! Consistently high-value meetings planned in less time are great results. This focused and consistent investment of your time will guarantee gains in your sales teams’ productivity and overall results.

Kevin Higgins is CEO of Fusion Learning Inc., recognized by Selling Power as one of the top 20 sales training companies in North America, and as one of Canada’s Top Small & Medium Employers for 2014. He is the author of “Engage Me: Strategies From The Sales Effectiveness Source.” For more information, visit www.fusionlearninginc.com.
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**Editor’s Interview**

**Betty Curry**

**Retiree Who is Transferring Her Knowledge to the Millennial Generation**

*By Sharon Smith, Editor*

**Q:** When you decided to retire, how far in advance did your employer hire a replacement employee(s), and what job qualifications were required?

**A:** I have been with the agency for over 20 years and have worked with the president for 30 years. (I think he is still hoping that I will change my mind and not retire.) Though we have had almost a year to plan, surprisingly enough, it is still a work in progress. We are reallocating some of my job functions. Some of my non-management responsibilities are being assigned to a few current clerical employees. We have chosen these newer, younger employees to take on some of my responsibilities because they are eager to learn and have the desire to get more involved in the insurance side of the agency. We hope this will make their jobs more challenging and encourage them to make a career of the insurance industry. Additionally, a new employee with expertise in agency and company relationships is scheduled to start in March and will fill those shoes.

**Q:** Are the new employees members of the millennial generation (born between 1980 and 2000)?

**A:** Yes. The two current, clerical employees are both from the millennial generation.

**Q:** What type of education and/or experience do your new employees have? Did they have specific training in insurance or did they earn a degree in an insurance-related field?

**A:** The younger employees are high school graduates. They have no prior insurance experience, but want to embark on a career and are very eager to expand their horizons. One of them has already started the Insurance Institute INS program and plans on getting her Customer Service license in the near future. She has been working in the various departments within the agency to see what interests her and is excited to assume additional, more challenging duties. The other individual already plays a small role in the agency licensing, and will be assuming full responsibility for licensing.

**Q:** How long have your replacement employees worked at your company and how long have you been training them?

**A:** The two have been with the agency approximately one year. I have been working with the individual who is taking over the licensing duties for the past year. She has been handling our non-resident licensing for some time. We are expanding her role and increasing her knowledge to enable her to handle all of the licensing duties, including licensing new agents, customer service representatives, and carrier licensing. The daily, weekly and monthly system report generation will be handled by the other employee. She began working with me daily for several weeks learning the various system reports and how to generate them. The agency relies on these reports and it is imperative they are run in a timely and accurate manner. I will continue to work with both of them until my retirement. The new employee is experienced in the industry and I will work with him on familiarizing himself with our agency procedures and contacts.

**Q:** You are “transferring your knowledge” to the younger generation so that your agency doesn’t lose that valuable information. How have you trained them?

**A:** We have been sitting together and working hand-in-hand on the new tasks. I am using repetition, and as each step is mastered, I am adding more steps. As I feel they have a grasp on each step, I am letting them work independently and am constantly monitoring and checking their work. Both are coming along nicely and not afraid to come to me when they have questions.

**Q:** You mentioned that your boss said he didn’t know all the things you do, so describe how you’re educating your boss as well as the new employees about all the duties involved with your job?

**A:** I have worked with my boss for 30 years, and we have full confidence and trust in each other. Most things I just ‘do’ and give him the paperwork to sign. He always says, ‘Thank you for everything that you do, and for everything that you do that I have no idea about.’ The infamous ‘sign here’ sticky notes are throughout documents I give him, and he signs, with no questions asked. About six months ago, I put a steno pad next to my keyboard and started writing down each and every thing I do. I then compiled the list and gave it to my boss. When you are at a job as long as I have been, you just do the work, without thinking about all of the various tasks you perform on a daily basis. The list was enlightening to both of us. We reviewed the list together and made the decision to reassign many of the non-managerial tasks to existing staff members.
Q: What differences have you noticed about the way the Millennials work as opposed to how the older generations work that you think will be an asset to the insurance profession?

A: I find the Millennial generation is more computer-oriented, they quickly learn computer programs and have no problems mastering the various industry, agency and carrier software. They adapt easily to change and seem to thrive on multi-tasking and moving on to the next challenge. The skills the Millennial generation bring to the table are a good fit for the ever-changing insurance environment.

Q: The ever-changing insurance environment. What do you think will be an asset to the insurance profession?

A: Computers play a significant role in the millennial generation’s education. As a result, they are much more computer savvy than my generation. I find most are self-confident and, therefore, not hesitant to ask questions. When answering their questions, I find they relate best when the answers are concise and to the point. They are quick to learn, are looking for immediate results and always looking ahead to their next task. A young professional who is a quick learner, is computer proficient, self-confident, and enjoys multi-tasking can definitely succeed in the insurance industry.

Q: Do the younger employees want the guidance of the older, more experienced workers to learn the processes and procedures in your office, or do they want to “learn it by themselves”?

A: I find that the younger employees help in streamlining the processes and offer suggestions on more efficient ways to accomplish certain tasks. Many of the younger employees want to learn and utilize their skills and knowledge. They are self-confident and not hesitant to approach a seasoned employee for guidance. I find they usually have a solution and just want to be sure they have the right idea and haven’t missed anything. They will bounce their ideas off a seasoned employee and ask for other alternatives. They want confirmation that they have reached the correct conclusion.

Q: What advice would you give to young people who are interested in entering a career in insurance?

A: Education, education, education. The insurance industry is constantly changing and you need to keep abreast of the changes in law, new products being offered or, if replacing coverage, the knowledge to analyze existing coverage to be sure the replacement coverage meets the client’s need.

Q: What advice would you give to other insurance companies that are facing large numbers of retirements soon and need to get a new group of employees “up to speed” on the intricate details of operations of an insurance company?

A: When I look at the mean age of the majority of our employees, we will probably have 30% of our staff retiring within the next 10 years. We have found success in promoting our entry level employees to fill insurance roles. They are usually younger and are looking for a challenging career. Receptionists, mail clerks, and processors have moved up to become Account Managers and Agents. We have invested time in them, know their capabilities, and can train them in our processes and procedures. We have found they are eager to learn and grow within the insurance industry.

Q: How has IAIP impacted your insurance career, and would you recommend that young professionals become involved in the association?

A: I have been a member of IAIP for almost 25 years. Until I joined the association, I went to work, put in my 8 hours and came home. Once I joined and started attending meetings, I was excited about the educational opportunities and decided I wanted to add designations after my name, just like the many members I’ve met. It changed my perspective from just ‘going to my job,’ to ‘enhancing my career.’ I discovered that I loved teaching and have become a certified insurance instructor, teaching many classes on the local, council and regional levels. IAIP’s educational classes, in particular, Confidence While Communicating, and the new CLP designation program will help any young professional grow and advance their career. I continuously encourage our agency staff to become members.

Q: Give a brief description of how your career has transgressed over the years.

A: I graduated from college with a degree in French and moved to Florida. Not being able to find a teaching job, I started out as a receptionist at an insurance agency. Forty years later, I am a licensed property and casualty agent and the Operations Manager of an independent agency that employs over 80 insurance professionals.

Q: What have you enjoyed most about working in the insurance profession?

A: Each day is different -- new products and new laws. I love being able to help clients protect their assets. What other career lets you sell a client a piece of paper with the promise that if they have a claim, you will be there to help them?

Q: What are your plans after retirement?

A: I will stay active in IAIP and continue to teach continuing education classes. I will enjoy just doing what I want, whenever I want.
Kristina Donaldson
A Millennial’s Experience of Being Mentored on the Job

By Sharon Smith, Editor

**Q:** How long have you worked in the insurance profession and what is your current position? Describe your career path.

**A:** I have been in insurance since December of 2003. I am currently an account manager at Messer-Bowers Company, an independent agency in Enid, Oklahoma. I was hired as support personnel in the commercial department. I first studied for my property/casualty insurance license and then for several designations during my ten years in the industry.

**Q:** What is your background – did you earn a college degree in the area of insurance, or did you choose the field because you thought it sounded interesting?

**A:** I attained a Bachelor’s of Science from Oklahoma State University in Finance and International Business. I was sent to the agency from a temporary personnel company that I applied with. I did not set out for a career in insurance, but it has become a terrific choice for me.

**Q:** What are your career aspirations?

Aside from designations, I pursue education in any form. I am always willing to hone my skills and study new topics wherever the opportunity is presented. I enjoy passing on knowledge and would like to lead insurance courses through IAIP or other associations.

**Q:** When you started your career, were you trained by an older professional, or did you learn the job on your own?

**A:** I was first trained by a peer, someone doing the job I was hired for, who was only slightly older than I was. As I progressed in the training for account manager, I learned from those already in that position, who had been working in this company and industry for several years.

**Q:** Are you a member of Generation Y or Generation X? As you know, members of Generation Y -- Millennials -- are well known for being multi-taskers, for being very direct in their communications, and for being technology-savvy. Do you possess these traits? How do you think these traits benefit the insurance profession?

**A:** I am technically a part of Generation X, but I feel that I have some traits of Generation Y, or Millennials. The younger generations often adapt to changes in technology quickly and that is a necessary talent in today’s insurance industry. However, an agency needs to set the standard for company and insured contacts and make sure their employees all follow the same communication lines.

**Q:** How do you think the younger employees adapt to the processes and procedures in your office? Do you think they want the guidance of the older, more experienced workers, or do they want to “learn it by themselves?”

**A:** In my experience, the younger generations will listen to the more experienced employees, but they dive in and examine ways to streamline the processes. Over the years, many of our procedures have been improved by younger generations shortening and reorganizing steps.

**Q:** What differences have you noticed about the way Millennials work as opposed to how the older generations work that you think will be an asset to the insurance profession?

**A:** Millennials seem to think in several steps at one time, while the older generations want to accomplish tasks one at a time. This is beneficial to the industry in that more work could be done while touching a file only once.

**Q:** What advice would you give to young people who are interested in entering a career in insurance?

**A:** Like most endeavors, you will get out what you put into it. I would suggest you commit to learning coverages as well as
the specific procedures of your company or agency. I also suggest joining industry specific associations, like IAIP, to make connections and to gain knowledge in the industry.

Q: As you know, the insurance industry is facing a huge shortage of skilled workers with the retirement of the current employees in the next couple of decades. What challenges do you anticipate that the insurance profession will face?

A: The biggest challenge I see is to convince young people that insurance is not the boring career that I once thought it to be. Far from mundane, insurance is dynamic and ever changing. Young people who are looking for a challenge should look to the insurance profession.

Another big challenge the insurance industry will face is the loss of many years of experience. Studying for designations and reading industry articles only account for a portion of knowledge. Many older employees have the benefit of living through market changes and claims processing that provide a base of knowledge that is hard to teach.

Q: How will insurance companies find enough employees to fill the jobs, and how will they need to get those new employees up to speed on the intricate details of operations of an insurance company?

A: Insurance associations can provide a two-fold answer: companies and agencies can use association alliances to find and recruit talented employees and to provide education for those employees.

Q: What do you enjoy most about your career in the insurance profession?

A: The insurance profession is a never-ending learning experience. Formal education programs and on-the-job skill development keep me challenged and interested. In addition, I enjoy explaining coverages to an insured and defining jargon so that they understand their policy as well as they need to.

Q: How long have you been a member of IAIP?

A: I have been a member of IAIP since July 2004.

Q: Do you think every member of the insurance profession would benefit from joining IAIP?

A: Absolutely! Being a member of IAIP has benefited every aspect of my life. I have used IAIP programs to develop my communication skills and insurance knowledge. The connections I have made are not only professional partners, but also friends. Attending meetings (from local to national) has expanded my awareness of issues in the industry and beyond.

Q: What activities have you participated in through the Young New Professionals group of IAIP that have allowed you to advance your career in insurance?

A: The networking events at Regional Conferences and National Conventions have provided me the opportunity to meet other insurance professionals who are not only close to my age, but also have faced the same challenges and opportunities. These networking events usually also present a chance to meet the leadership of IAIP on a more personal level.

Q: How is the Young New Professionals group different than the overall membership in the association?

A: Young, new professionals face some different career challenges than more established professionals. YNPs sometimes have different family obligations and often have children in the house. This can be a disadvantage to someone who is trying to advance his/her career. However, YNPs can use the additional educational and skill development programs that IAIP provides through local meetings and online.

Q: How have members of IAIP’s YNP group reached out to college students to convince them to continue their membership in IAIP after they graduate and embark on their careers in insurance?

A: IAIP has partnered with Gamma Iota Sigma to reach risk management majors at several universities. Local leadership and Young New Professionals groups work to strengthen these ties and encourage these students to continue membership after graduation by pointing out the benefits of membership in a professional association like IAIP.

Q: Have you met other young professionals who have said their careers developed because of membership in IAIP?

A: Definitely. Several of my YNP friends will tell you that membership in IAIP gives them the support of education and leadership opportunities.
Spotlighting the Fall 2013 ISFA Academic Scholarship Recipients

The Insurance Scholarship Foundation of America Board of Directors is pleased to announce the Fall 2013 Academic Scholarship recipients. These young men and women are the future of the insurance industry …they are motivated, talented, smart and very anxious to become a part of the insurance industry. Their scholarship testimonials clearly demonstrate how much education can open doors and broaden horizons. Congratulations to Alyssa N. Bouchard, Kyle Jeziorski, Courtney B. Bass and Davy F. Lim Ah Tock.

Alyssa N. Bouchard

Alyssa N. Bouchard, Appalachian State University, Boone, North Carolina. Alyssa received a Susanne N. Wolfe Academic Scholarship. Alyssa is a junior at Appalachian State University with a major in Risk Management and Insurance.

Alyssa tells us: “The Susanne N. Wolfe Academic Scholarship Award is an incredible blessing to me. The support of the ISFA means so much, and it plays a vital role in my pursuit of both my short-term educational goals and long-term career goals. Having been solely responsible for funding my education over the past three years, I can now focus on pursuing academic excellence without a financial burden. This has also allowed me to increase my campus and industry involvement, which I strongly believe will better prepare me to be an asset to the risk and insurance industry after graduation. Thank you, ISFA, for your unwavering support of the next generation of insurance professionals!”

Kyle Jeziorski

Kyle Jeziorski, St. Joseph’s University, Philadelphia, Pennsylvania. Kyle received a Norm Ziegler Trailblazer Scholarship Award. Kyle is a senior at St. Joseph’s University majoring in Insurance and Risk Management with a second major in Finance.

Kyle’s response to receiving this scholarship: “I am very honored to receive a Norm Ziegler Trailblazer Scholarship award from the Insurance Scholarship Foundation of America. As I am finishing my final year at Saint Joseph’s University, I am very excited to begin my career at Marsh in New York City. I have been very grateful to receive help and support from my university and outside organizations like the ISFA. Without some of the financial support I have received, I am not sure I would be in the position I am today. I am very appreciative for the chance at success I have been given by others. I look forward to trying to take advantage of my opportunities and succeed in the insurance industry.”
OUR MISSION:

Promote excellence in the insurance industry by underwriting the education of current and future employees.

Visit the ISFA website: www.inssfa.org to make your donation to help ISFA continue the legacy of Promoting Excellence through Education for another 20 years.
ISFA is a 501 (c) (3) public charity. All donations are tax deductible.

Courtney B. Bass

Courtney B. Bass, The Florida State University, Tallahassee, Florida. Courtney received a Norm Ziegler Trailblazer Scholarship Award. Courtney is a Ph.D. Candidate in Insurance and Risk Management at The Florida State University. She is working on her CPCU, ARM and ALI designations.

Courtney says: “The Insurance Scholarship Foundation of America has maintained a constant, supportive presence throughout my academic career. Allowing me to focus my full attention on academia, the ISFA scholarship has provided financial relief that has truly made a difference in my academic performance. Without organizations like ISFA, I would have been forced to limit myself in terms of education. However, with the support of ISFA, I am now pursuing my Ph.D. at Florida State University in Risk Management and Insurance. I will always remember and appreciate the support that ISFA has shown to me throughout my education. Their continued assistance has made all of the difference in my education, my career path, and my life. Thank you, ISFA!”

Davy F. Lim Ah Tock

Davy F. Lim Ah Tock, St. John’s University, New York, New York. Davy received a Marsh Scholars Award. Davy is a junior majoring in Actuarial Science. Davy received a Marsh Scholars Award scholarship.

Davy’s reply: “As a senior majoring in actuarial science at St. John’s University, I am very grateful and proud to be a recipient of this scholarship. I have been dedicating a lot of time in my studies and extracurricular activities while at the same time working as a part-time employee. The scholarship will allow me to focus on my actuarial exams by providing a tremendous financial support. I feel like my hard work is being acknowledged and this gives me great motivation to keep moving forward.”

Education is what the Insurance Scholarship Foundation is all about, and your donation dollars are essential to Promoting Excellence through Education to these future employees of the insurance industry. ISFA needs your support to assist these and future scholars to achieve their educational and professional development goals.
Register by April 30, 2014 for the discounted registration rates:

**All Access - Convention Full Registration:** $395/member

**Business Session Registration** (excludes education sessions): $350/member

internationalinsuranceprofessionals.org/event/2014convention

Plan now to attend the IAIP 73rd Annual Convention in San Diego where we will influence careers, develop leaders and connect members.

Educational Workshops will include CE approved courses, topics focused on career development, and association management training for local leaders. Network with other professionals and vendors to take the pulse of what is happening for industry trends, share best practices, and hear new ideas.

This will be an IAIP Convention like none before. Based on your feedback, you will experience a greater focus on education and networking. Here are just a few changes you will see:

- Opening and Closing general sessions with captivating keynote speakers
- More opportunities for networking with convention attendees
- By popular request, the IAIP Business Meeting will be held Friday afternoon
- Pre-convention workshop, Leadership Savvy, which includes your own personalized leadership profile and analysis
- Variety of new sponsorship opportunities

### Opening General Session Keynote
**Judson Laipply**

“Life is Change”

Socrates once said, “Perfection is constant change.” Life is change. Day in and day out the thing that remains constant is change. Judson combines laughter inducing stories with thought-provoking ideas to drive home the point that we are in the constant presence of change. His stories, personal experiences, crowd participation, high energy, and laughter help people recognize how to let go of the things out of their control, and focus their energies on things they can change. Judson’s finale, The Evolution Of Dance will leave your audience with an unforgettable message, one which will remind each participant that “Life is Change,” and that they have the ultimate control over the outcome.

### Schedule At-a-Glance

**Thursday, June 5, 2014**
- 7:00 am – 8:00 am Continental Breakfast
- 8:00 am – 10:00 am Opening General Session
- 10:00 am – 12:00 pm Educational Workshops
- 12:00 pm – 1:00 pm Networking Lunch
- 1:00 pm – 5:00 pm Educational Workshops
- 5:00 pm – 8:00 pm Exhibit Hall Open

**Friday, June 6, 2014**
- 7:00 am – 8:00 am Continental Breakfast
- 8:00 am – 12:00 pm Educational Workshops
- 12:00 pm – 1:30 pm Lunch in Exhibit Hall
- 1:30 pm – 4:00 pm Educational Workshops
- 4:00 pm – 6:00 pm Business Meeting
- 6:00 pm – 8:00 pm Regional Dinners

**Saturday, June 7, 2014**
- 7:00 am – 8:00 am Continental Breakfast
- 8:00 am – 10:00 am Closing General Session
- 10:00 am – 12:00 pm Educational Workshops
- 12:00 pm – 2:00 pm Recognition Luncheon and Installation
- 2:00 pm Free time to explore San Diego
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Develop essential leadership skills for career enhancement

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Applicants must renew their designation every two years by taking an 8 hour update class.

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Learn more under Education - Course Offerings at www.insuranceprofessionals.org

Angelia Poyner, CIC, CPIA, KACSR, CLP and IAIP Member

Insurance Professionals’ Certified Leadership Program provides individuals with a premier learning program consisting of four modules encompassing seventeen courses.

Individuals completing the entire program are eligible to apply for the Certified Leadership Professional (CLP) designation.

Certified Leadership Professional (CLP) Designation

“The Certified Leadership Professional program is a solid, professional development series that cannot be matched by any other. The skills of Managing, Mentoring, and Motivating are essential to career development which leads to our personal and professional success. It is a clear choice for ‘managers’ and it should not be overlooked by those who feel that it is not applicable in their individual roles. To consider ourselves as professionals, we must also recognize the importance of focusing on constantly seeking ways to grow our leadership skills.”

Angelia Poyner, CIC, CPIA, KACSR, CLP and IAIP Member

Learn more under Education - Course Offerings at www.insuranceprofessionals.org
CANDIDATE QUESTION:

There are two key initiatives for Insurance Professionals:
1) Keeping the association valuable for our diverse members;
2) Expanding the association’s presence within the insurance industry.
What ideas do you have for achieving both initiatives?

I feel the two initiatives go hand in hand. By making the association more valuable through our CLP program and enhancing other courses, members are more likely to invite peers to our education classes and meetings. It’s a terrific opportunity to highlight our association.

Developing an IAIP brand awareness with organizations like Chartered Property Casualty Underwriter, (CPCU), Society of Insurance Trainers and Educators, (SITE), Professional Insurance Agents, (PIA) Independent Insurance Agents, (BIG I), and National Association of Insurance and Finance Advisors, (NAIFA) is one way to let those organizations’ members know who we are. This allows us to clearly promote our values and the benefits of joining our organization. The legal, claims, restoration and risk management fields are huge and offer many opportunities to co-host events, combining resources to offer more opportunities to our joint membership.

Having expanded our eligibility to include more occupations, we now have access to many potential members. Expanding our visibility is crucial. We can accomplish this by advertising to other industry associations via publications and participating in their trade shows.

Our members deserve the best and our education task force continues to work on quality programs. I think IAIP should develop programs focusing on customer service skills. All members could take this program by creating different versions, based on specific needs. Adding new courses with continuing education credits are also important to our licensed members.

We need to make our regional and international conventions open to families, with options for family members to attend some functions and have alternatives for them during the educational sessions. Involving families and choosing family friendly destinations can be a draw for our younger members.

Members are a key source of ideas to accomplish these two key initiatives. After listening to members at council, regional and international conventions, RVPs and executive committee members can create new avenues to capture ideas by using IAIP’s website and social media to encourage dialogue. If we are excited about the value we offer, that enthusiasm will help further expand our visibility and active presence in the industry.
CANDIDATE
RESUME:

Industry and Community

West Bend Mutual Insurance Company
1977 Typist, Data Entry, Personal Lines Underwriter / Clerical Supervisor/ Trainer

1977-1992 Commercial Lines Underwriter

1992 - 2007 Agent Education Coordinator
2008 - present

WI licensed property and casualty insurance agent since 1983

Taught a variety of courses including; Introduction to Insurance, INS 21 & 22, WI Agent Pre-licensing, and Ethics

Member of Society of Insurance Trainers and Educators, (SITE) Greater Milwaukee Chapter of Chartered Property and Casualty Underwriters, (CPCU)

Insurance désignations : CIIP, DAE, CPCU, AIS, AAI, AINS, CISR

Instructor for National Alliance - Dynamics of Customer Service

Previous experience on board of Greater Milwaukee Chapter of CPCU, local Toastmaster’s

Active in church, and Chix 4 a C cause (a non- profit organization)

Local Level

Charter Local Association President 2003-2004, 2004-2005
Past President 2005-2006
Instructor for CWC 2005-06, Mentors and Protégé’s 2008, 2010
Committee Chair or Member: Awards 2003-04, 2004-2005


Attended >90% of local meetings for each of past 10 years
Local Presidents Insurance Professional of the Year Award 2009-2010
Local CWC winner 2004-2005
Local Association CWC Representative for Council CWC 2004-05
Mentor to Council Director 2013-2014

Council Level

Council Director 2007-2008
Council Public Relations Chair 2005-2006

Attended all 11 Council Meetings CWC local representative 2004-2005 Taught CLP – Coaching Program 2013-2014

Regional

First Timers 2010-2011
Attended nine of the past ten Regional meetings
Inaugural Insurance Underwriter of the Year 2007-2008
Insurance Professional of the Year 2012-2013

International

Companies can partner with IAIP to promote the insurance industry through providing education, networking and industry alliance, as well as providing insurance products to the general population. Several levels of corporate partnership are available to meet your business’s needs. Contact the Director of Marketing at 800-766-6249 extension 20, or email marketing@iaip-ins.org today to find out how your company can benefit from partnering with IAIP.
The McGowan Companies (TMC) is built on three generations of dedication to the insurance and financial services industry. TMC consists of the following:

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McGowan, Donnelly & Oberheu, LLC (MDO) is a Wholesale Insurance Broker specializing in the placement of Professional and Management Liability risks.
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Welcome New Members

New Members from November 15, 2013 through February 6, 2014

REGION I
Donna Adelglass
Kristin Aitchison
David Anderson
Kaela Bishop
Lara Clark
Felicia Cooper
Lisa Filipski
Barry Finan
Adam Fleming
Elyse Healey
Marsha Hillman
Erica Hutchins
Debra Kosin
Lori Nikolishen
Cynthia O’Donnell
Paula Pacheco
Emily Paulino
Kimberly Peebles
Angela Pinker
Linda Raffensberger
Merridythe Rogers
Diane Seay
Lori Sharpe
Sean Spatafora

REGION II
Roberts McKeldin
LeDonna Moore
Stephanie Riley
Tedd Schodzinski

REGION III
Ashley Coats
Jenna Cranford
Scott Fish
Patrick Hunt
Chelsea Lahr
Sharon Moore
Pamela Moser
Caitlin Oldenburg
Kristen Spears
Eric Stewart
Maura Toone
Debra Watkins
Les Wolfe

REGION IV
Tracy Barber
Chelsea-Lynn Carey
Vannessa Carney
Heather Doliver
Randi Hetzner
Lori Klinger
Sharon Krietemeyer
Joyce Lothamer
Frances Lyons
Sherri Rarey
Wanda Raymond
Cheri Verdoodt

REGION V
Amy Crane
Meghan Foster
Abby Fredrickson
Dan Kimps
Danielle Lacio
David Lemke
Laura McKean
Tabatha Metz
Nicole Meyer
Mindy Schuett
Heidi Slowinski
Joe Wittwer
Laurie Yahr

REGION VI
Susanne Cusimano
Ruth Damare
Rebecca DeYoung
Lynn Labus
Kathleen Riley
Meredith Stilwell
Mary Travis
Cindy Wheatley
Sandy Wolf

REGION VII
Mendy Criger
Thomas DeMasters
Jay Stoetzer

REGION VIII
Terri Carver
Jennifer Doud
Marcy Eiben
Marie Ennis
Juan Escobar
Jacquelyn Garcia
Karoll Gomez
Victoria Grijalva
Susana Haro
Brenda Johnson
Brianna Johnson
Katie Krebs
Maria Montagudo
Ann Pederson
Billie Selvidge
Karen Shurtleff
Billie Sullivan
Melissa Tom
Brent Willbond

REGION IX
Erin Barthels
Krista Gering
Tera Krueger
Ellen Miller
Mark Mills
Patrick Murphy
Rhonda Nowak
Julie Stark

International Association of Insurance Professionals is a professional association open to individuals in the insurance and risk management industries, and provides insurance education, skills enhancement and leadership development. Membership provides you the opportunity to increase your business productivity and profitability by participating in educational offerings and making business connections with other industry professionals. More than 70% of our members have advanced their careers through belonging to IAIP.

To join, contact John McColloch, Director of Membership, at 800-766-6249 extension 26, or email membership@iaip-ins.org.
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Advance Your Career

IAIP offers the following prestigious industry designations:
Certified Insurance Industry Professional (CIIP)
Members may choose to earn the Certified Professional Insurance Woman (CPIW) or
Certified Professional Insurance Man (CPIM)
Diversified Advanced Education (DAE)
Certified Leadership Professional (CLP)

Congratulations to New CIIP

REGION II

Angela McClure 2/4/2014

Congratulations to New DAEs

REGION III

Leslie McClure 1/17/2014
Hilda Diaz Gonzalez 1/21/2014

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