



Building and Retaining the Right People

The second and third key

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Top Five Traits

High Productivity Organization

1. Integrity
2. Coachable
3. Competitive
4. Natural market
5. Ethical

Low Productivity Organization

1. Achievement Oriented
2. Ambitious
3. Believes in Product
4. Coachable
5. Willingness to Prospect

Building the Right People

- Now that we have hired someone, what do we do?
- How do you add value?
- What will you do to make an advisor successful?
- Did we hire the right person?

These are some of the questions that need to be answered so we can train and develop the proper associates

Common Denominator of Success

“The common denominator of the success of every man who has ever been successful lies in the fact that he formed the habit of doing things that failures don’t like to do”

– Albert Grey, Prudential Agent 1940’s

Field Leaders MUST

- Create consistency in all aspects of training
- Foster connections and informed learning networks across ALL levels of their organizations (joint work example at LFN)
- **Demonstrate “COMPASSION” and a significant emotional investment in the new associates’ success**





Assimilating New Associates

- Establish events and rituals that welcome new associates
- Ongoing informal networking and relationship building is critical
- Create contests so new associates are teamed with experienced associated

Training New Associates

- ESSENTIAL elements of training:
 - Referral language
 - Fact finding
 - Appointment setting
 - Closing skills
- ROLE PLAY, ROLE PLAY, ROLE PLAY
- Case studies using experienced associates as presenters
- Feature actual stories which you have experienced
- Teach associates constantly and do not be afraid to repeat a training. I have repeated the referral class at least 4-6 times a year.

Setting Expectations to Impact Activity and Performance

- Establish and enforce activity and production standards that are HIGHER than company norms.
- Articulate performance expectations early and often.
- Teach associates that activity is the predictable element of an unpredictable career.
- Use time-management systems and time blocking techniques to guide associates in developing habits critical for success.
- Motivate using incremental awards tied to specific.

Building the Personal Support Network

- My advisors understand that I work for them and they work for themselves
- A field leader should know everything about his advisors
- Be a mentor and don't be afraid to an advisor what they need to hear
- Kiss them, kick them, kiss them again

Building the Personal Support Network

- Continually communicate with your associates to show a continued investment in their success
- Be open and honest
- Manage the relationship; track personal details for each associate
- Ensure that all leadership is involved in the responsibility of each associates' success

How a Field Leaders Adds Value

1. Integrity
2. Credibility
3. Visionary
4. Considerate

Treat people with dignity and respect!

Building Relationships

- Ensure daily interactions between associates and their supervisor in the early stages of the associates career
- Serve as a model of dependable, consistent leadership
- Use personalized interactions and support to demonstrate investment in an associate's success.

How a Field Leaders Adds Value

Leadership characteristics that earn loyalty

Building a relationship with top associates

Managing the relationship through open and honest communication

Creating Your Culture

- **Professionalism** – Clothing, appearance, office location, cleanliness
- **Camaraderie** – Are most people happy to be part of the firm? Does it feel like a great place to be?
- **Elitism** – We are better than other firms or we are striving to be the best. People want to be associated with winners.
- **Customer Orientation** – The client is first and foremost



Building Through Mentors

- Experienced associates or specialist who have been linked with new associates to do case work involving split commissions. This is **JOINT WORK**.
- The relationships that are built when this is accomplished successfully is tremendously valuable!
- This is not easy and cannot be forced. It takes leadership and many discussions to make this happen.

Support That Impacts Productivity

- Assign a new associate to learn from a specific administrative member
- Include your service staff in your training, and make sure they treat the advisors with respect and vice versa
- Encourage advisors to build their “OWN” relationship with product support people
- Help agents develop a true “Target Market” by utilizing various marketing ideas and or firms

Building Consensus

- Create a strategy for motivating you management team and staff to support your plans
- Determine a system for tracking implementation, and decide how you will monitor your progress
- Think about how you will evaluate your plans effectiveness. Compare your plans versus your actual results.

Remember...

*There's no such thing as a "typical" top producer
Each individual is unique*

High Performing Associates Leave Because of...

- Money
- Change in company emphasis
- Changes in field leadership
- Unsolicited offer
- Outgrew their local firm
- Departure of another top associate

Personal Support

1. Recognize top associates as partners and independent entrepreneurs
2. Provide opportunities for input into the growth and direction of the firm
3. Don't underestimate the power of recognition

Retaining the Right People

“[Good managers] are worth their weight in gold. The bad ones are just living off your production.”

*– GAMA Foundation quote
from Field Leader*

Retaining the Right People

“There are three things a high-performance sales associate needs from the firm: the right compensation package, the right product, and tender loving care.”

*– GAMA Foundation quote
from Field Leader*

THANK YOU

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