

# RECRUITING THE NEXTGEN LEADER



JUNE 2023  
**E-JOURNAL**

[WWW.GAMAGLOBAL.ORG](http://WWW.GAMAGLOBAL.ORG)



# MESSAGE

## FROM THE PRESIDENT

**To our readers, current leaders, and leaders of the future:**

The insurance industry serves a unique role by linking customers and clients to what they need most to survive. Our mission hinges on our future, so we must pour our efforts into nurturing and empowering tomorrow's leaders.

This journey has reached a pivotal moment. In 2023, the retirement of experienced leaders and the rapid pace of technological advancements have opened up a space for fresh perspectives and innovative thinkers. Instead of filling the slots with those who seem to think like us and who will keep things the same, we need to look ahead to the future. Diversity and inclusion will not only serve our community better, but it will also help us meet the needs of our diverse clientele worldwide.

But no one wants a job that seems like a dead end. These days, new generations of workers, spurred on by the pandemic, are asking: What can my work do for me? Rather than simply extending a job, we must create an environment fostering excellence. Leadership & Development comes into play here, enticing others to grow and learn in different ways that benefit the company and the community.

The marketplace will never stop changing, and neither should we. By attracting new and creative thinkers from educational institutions, we can support emerging leaders and keep the industry alive and healthy.

GAMA Global is committed to championing the recruitment and development of the next generation of leaders. Together, let us embrace the challenge of identifying and nurturing talent, providing them with the tools, resources, and guidance they need to excel. By doing so, we will not only secure the future success of our profession but also create a legacy of leadership that will inspire generations to come.

I am confident that with your support and dedication, we can build a robust and forward-thinking insurance industry that thrives in the face of any challenge. Thank you for your unwavering commitment to the global insurance profession and for being an integral part of the GAMA Global community.

A handwritten signature in white ink, appearing to read "B. John".

**In leadership,**

**President & CEO, GAMA Global**





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

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

**During the program participants will:**

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

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

For more information, please email  
[learning@gamaglobal.org](mailto:learning@gamaglobal.org)!



# Seeding Growth: A Three-Step Recruiting Strategy for a Multi-Generational Workforce

*By Farshad Asl*

In today's dynamic workplace, five generations coexist each contributing unique experiences, skills, and perspectives. Effectively navigating this multi-generational talent pool is essential for organizational success. This article explores a three-step recruiting strategy—"Seeds™", Personal Referral Program (PRP)™, and Multiply™—designed to foster a growth mindset, promote collaboration, & cater to the evolving job market needs across a diverse, multi-generational workforce in the insurance and financial industry.

## I Planting Seeds for Diverse Talent

The first step in our recruiting strategy is the 'Seeds' phase. In this phase, recruiters use technology platforms like LinkedIn and AI to identify potential candidates from varied generations, backgrounds, & experiences. This proactive and strategic approach expands the talent pool and uncovers potential leaders, including those who may not be actively seeking new opportunities but could be the perfect fit for your organization.

## I Tapping into Personal Referral Programs (PRPs)

The second step involves implementing PRPs, leveraging existing agents' personal and professional networks to bring in qualified candidates. By incentivizing existing employees to refer potential candidates, recruiters can tap into a rich, diverse, and high-quality source of talent spanning multiple generations.

## I The Missing Link - Multiply

The final step, 'Multiply,' is about empowering all agents, irrespective of their generation, to actively participate in the recruitment process. By fostering an inclusive culture where everyone has a role in **inviting** and referring potential candidates, recruitment efforts are significantly magnified. This holistic approach promotes a culture of **collaboration** and growth, leading to increased success and innovation across all levels of the organization.



## I A Formula for Growth

A robust recruitment strategy combined with high retention rates and a thriving culture leads to sustainable organizational growth. By following the Seeds, PRPs, and Multiply strategy, organizations can witness an increase in new recruits, higher retention rates, and a more diverse and inclusive workforce. This broad representation of talent, spanning across different generations, brings innovative ideas to the table, providing a competitive edge to the organization.

## I Navigating Job Market Trends

According to Atwork.com, the top five things job candidates are looking for in 2023 are a higher salary (34.4%), ability to work remotely (21.3%), career advancement opportunities (12.6%), job security (9.6%), and a positive work environment away from bad managers or company culture (8.5%). An inclusive and dynamic recruiting strategy needs to account for these evolving job market trends to attract & retain top-tier talent from the multi-generational workforce.

Recruitment is not just about sourcing seasoned candidates; it's about finding those with a high degree of emotional intelligence (EQ), an attribute that can significantly impact the dynamics of a multi-generational workforce. A winning culture of high retention and collaboration can be developed by fostering an environment where every team member feels encouraged to invite high-quality individuals to the organization.

This inclusive approach not only fuels the growth of individuals but also contributes to the overarching success of the organization. In this way, through a collective effort towards a common goal, we can navigate the vast multi-generational talent pool effectively, respond to evolving job market needs, and create an organization poised for continued success. The mantra is simple: Together, achieving greatness is not just a possibility—it's an expectation. By embracing this innovative, inclusive, and dynamic recruiting strategy, we're setting the stage for the future of organizational success.

*"In a world where five generations coexist in the workplace, our strength lies in our diversity and unity. By leveraging the Seeds™, Personal Referral Program (PRP)™, and Multiply™ strategies, we can embrace this multi-generational talent pool, nurturing a culture of growth, inclusivity, and collaboration. In this dynamic landscape, we are not just recruiting individuals. We are building the future of our industry."*

- Farshad Asl

## I Shaping the Future of Recruitment: Three Essential Questions to Unlock Your Organization's Potential

1. Are you effectively leveraging your organization's diverse, multi-generational talent pool to foster a growth mindset and a culture of collaboration?
2. How might your recruitment and retention strategies evolve if you adopted the "Seeds™, Personal Referral Program (PRP)™, and Multiply™" approach to harness the unique skills and perspectives of your team?
3. Given the evolving job market needs and the increasing importance of emotional intelligence in the workplace, how can you enhance your current recruitment strategies to identify high-EQ individuals and create a winning, high-retention environment?



For more insights and guidance, scan the QR code for a free copy of Farshad Asl's best-selling book, Recruiting Basics 101 (EXCLUSIVE benefit for GAMA Global members)!

# LEADER-SHIFTER SPOTLIGHT

*Faustino Elava*

BRANCH MANAGER  
SUN LIFE OF CANADA PHILIPPINES INC.



## FAVORITES

 **TRAVEL:**  
Singapore

 **FOOD:**  
Seafood Pasta

 **HOBBY:**  
Watching TV


 **LEADERSHIP BOOK:**  
The Leadership Challenge

## BIRTHDAY

 **BIRTHDAY**  
July 15th

## SOCIAL MEDIA

 Nikko Camacho Elava

 Nikko Camacho Elava

## LEADERSHIP QUOTE:

“A leader is one who knows the way, goes the way, and shows the way.” - **John C. Maxwell**





# We've got you covered in 2023!

The GAMA Global Learning Center now offers select member benefits in **Thai, Vietnamese, Traditional Chinese, Spanish, Farsi, and Malay.**

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



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

For more information, please email [learning@gamaglobal.org](mailto:learning@gamaglobal.org)!



# Reinventing Insurance to Appeal to **Younger Generations**

*By Panos Leledakis*

Traditionally, the insurance profession has been viewed as somewhat old-fashioned and lacking innovation by younger generations. Millennials and Gen Z often perceive insurance as a complex and traditional industry that may not align with their preferences for flexibility, technology, and purpose-driven careers.

Despite the perceived challenges, there is evidence suggesting that younger generations increasingly recognize the importance of insurance and the potential for meaningful impact within the industry. This recognition is fuelled by events such as natural disasters and the ongoing global pandemic, which highlight insurance's crucial role in risk mitigation and financial protection.

Millennials and Gen Z, being digital natives, value technology and its integration into various aspects of their lives, including their careers. Leaders who actively leverage technology, offer digital solutions, and adopt innovative approaches in their recruitment process are more likely to attract younger talent. Integrating technology, science, and innovation in insurance can create opportunities for a more efficient and customer-centric industry, appealing to the younger workforce.

**Webinar Recruiting:** One effective idea for recruiting talented advisors through technology is hosting free webinars. A successful approach we have implemented is to create free webinars on non-insurance topics such as **“How to improve your resume or LinkedIn profile to be hired by big companies.”** We invite a guest speaker specializing in the topic, which presents for free as the participants could also be prospects for their career consulting business. We share the webinar invitation with our clients with children aged 19-25 and encourage them to forward it to their friends with children in that age group. Additionally, we promote the webinar in social media groups where young people are members and collaborate with career offices of some colleges & universities to offer the webinar to their graduates.

In one instance, we had over 750 attendees in the webinar. The speaker delivered a compelling 30-minute speech, and during the last 15 minutes, we introduced an innovative career opportunity in our profession called **“Insurable Risk Management.”** We highlighted how we utilize cutting-edge technology, such as artificial intelligence and virtual reality, along with scientific disciplines like neuroscience and behavioral economics, to enhance risk understanding and management. We presented our innovative insurable risk management software with 11 global Insur-tech innovation awards. Then we provided a link in the chat, inviting interested attendees to click and fill out a simple form with their contact details for a follow-up presentation. Two hundred attendees completed the application, and we scheduled nearly one hundred appointments, resulting in the recruitment of ten talented millennials and Gen Z professionals after a strict selection process and orientation training.



**Embrace VR & AR Technology:** To further enhance the recruitment experience, we utilize virtual reality (VR) technology during meetings with new recruits. Suppose they don't have a VR headset. In that case, we invite them to our office, where we provide one for them to wear and experience an impressive 3D presentation showcasing our cutting-edge technology and leadership in the industry. Even when recruitment meetings are conducted through Zoom, we employ apps and equipment to provide a virtual experience beyond a standard video call. If you can impress and differentiate yourself from millennials and Gen Z people, then you win half of the game!

**AI, The Huge Revolution:** We have entered a new era with AI, including free software like ChatGPT and the competitor BARD from Google. It is a huge revolution happening in front of our eyes. We teach them how to create content in minutes; this way, they can win the **“social media”** game that before 2023 it was so hard to do. Leaders can also use these tools and hundreds more free AI tools, which can be game changers to our profession and are so simple to use! **“If they can see you, they can trust you”!**

**Science on the Choice Process:** Furthermore, we have implemented a process that includes a questionnaire to assess the new recruits' self-esteem level and evaluate other essential skills. Distinguishing between self-esteem and self-confidence is crucial, as a facade of false self-confidence can often mask low self-esteem. By understanding candidates' self-esteem levels, we can better support their professional development and retention because people with low self-esteem and "fake self-confidence" can't handle rejection. We are also presenting our neuroscience research that explains that people are not rejecting insurance. Instead, brain functions like confirmation bias, optimistic bias, freeze effect, & instant gratification don't allow them to understand and accept risk. So, if they don't accept the problem, they don't care about the solution, which is insurance. Every person has their own risk culture and many other facts, so they can understand what is happening. So, they understand that the brain is to blame- it is not even a rejection, but a brain reaction! If they have healthy self-esteem with the proper training and motivation, we can raise their self-confidence and create the next-gen insurance leaders!

So, if we embrace more technology, innovation, and science, we can approach in a better way the new generations and also make better choices in recruitment and raise the desirable retention. We must not be afraid of the future. We just have to prepare for it. We must be future-ready. We must begin learning and using technology and science to address many well-known challenges, such as recruiting and training our advisors, and differentiate ourselves as leaders ahead of our times. We have to be where our customers are, and we have to be where our future customers will be!

There is a whole new world of opportunities in the new era! We must convince millennials and all generations that we are not an old fashion profession with no use of technology as they think and change the image of our profession in their minds. And we can make insurance COOL again for the generations to come!

We GAMA leaders must be the pioneers and the innovators. We can have a huge voice now! We can make an impact now more than ever! We can change our profession with all these tools, be the architects of a safer society and leave a huge legacy to the next generations. We just have to dare to start, and we can be game-changers for our industry!! They say adapt or die. But we say adapt and fly! This is our motto! So, let's be future-ready. Dare to start and dare to be different. Let's take our profession and our teams to the next level. The future came earlier! Let's **#AdaptAndFly!**

**JUNE 2023**  
**E-JOURNAL**



# LEADER-SHIFTER SPOTLIGHT

*Hessam Emami* MBA

SENIOR MANAGER  
OMID AFARINAN ZENDEGI PASARGAD



## FAVORITES



### TRAVEL:

Australia, France



### FOOD:

Seafood, Italian Food



### HOBBY:

Wrestling Referee, Traveling



### BEVERAGE:

Mojito, Espresso



### INDUSTRY LEADER:

Hamid Emami, My Father



### LEADERSHIP BOOK:

The 5 Levels of Leadership, John Maxwell  
and Leaders Eat Last, Simon Sinek

## BIRTHDAY



### BIRTHDAY

May 8th

## SOCIAL MEDIA



[www.linkedin.com/in/hessam-em](http://www.linkedin.com/in/hessam-em)

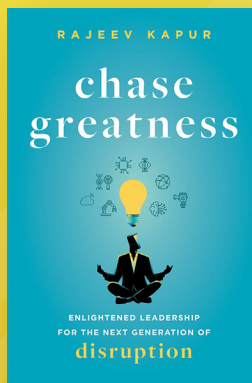


[www.instagram.com/hessam.em/](http://www.instagram.com/hessam.em/)

## LEADERSHIP QUOTE:

“A leader is one who knows the way, goes the way, and shows the way.” - **John C. Maxwell**

# Leadership Book Club



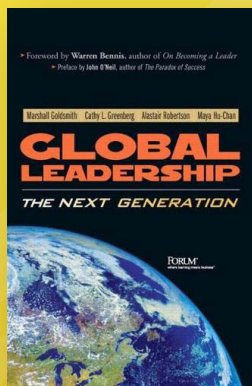
## Chase Greatness: Enlightened Leadership for the Next Generation of Disruption

Author: Rajeev Kapur



In the past, business leadership was strictly an autocratic proposition. But times have changed, and companies are just discovering they must change with them. Kapur provides a powerful toolbox of practical advice that will enable you to not only be profitable but also reflect values that will enhance lives and make the world a better place.

Show More: <https://rb.gy/beeek>



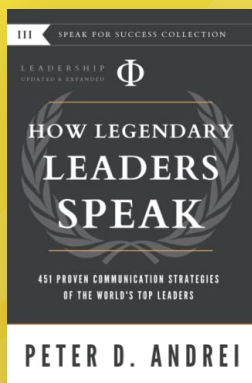
## Global Leadership: The Next Generation

Authors: Marshall Goldsmith, Cathy Greenberg, Alastair Robertson, Maya Hu-Chan



The follow-up to Marshall Goldsmith's 500,000-copy bestseller *The Leader of the Future*, *Global Leadership: The Next Generation* systematically identifies what tomorrow's leaders will need to know, do and believe in order to successfully lead the global enterprise of the future.

Show More: <https://rb.gy/450dn>



## Leadership: How Legendary Leaders Speak

Author: Peter Andrei



Every legendary leader over the past 700 years used the same little-known five-step communication strategy. Abraham Lincoln used it. Martin Luther King Jr. used it. John F. Kennedy used it. It's proven to unify, clarify, engage, excite, and motivate. And now, one of the world's top communication consultants and experts reveals it.

Show More: <https://rb.gy/wcwl5>



# The Significance of Being a NextGen Leader

*By Sina Azari*

The world is changing rapidly, and businesses need leaders who can adapt to change and thrive in a new environment. Simultaneously, the financial services industry is facing a leadership crisis. The average age of financial services executives is 55, and the number of millennials in the workforce is growing rapidly. This means that financial services firms must find new ways to attract and retain the next generation of leaders. NextGen Leaders are those born after 1980, bringing a unique set of skills and perspectives to the table.

They are more likely to be tech-savvy, global-minded, and collaborative than previous generations of leaders. In addition, they are more likely to be concerned about social responsibility and sustainability. For this reason, they want to work for companies that make a positive impact on the world, and they are willing to use their skills and influence to make a difference.

As the world becomes increasingly complex, our industry needs leaders who can think creatively and solve problems in new ways, and NextGen Leaders are well-positioned to meet this challenge. They are adaptable, innovative, and driven to succeed. Below I'll share a combination of strategies for recruiting this group to increase your chances of success.

Start with a focus on diversity and inclusion, as NextGen Leaders are more likely to be diverse regarding their race, ethnicity, gender, and sexual orientation. Firms committed to diversity and inclusion will be more attractive for a NextGen Leader. In your search, seek candidates with global experience, as NextGen Leaders are more likely to have lived and worked in multiple countries having a global perspective. This will help your organization expand into new markets. Growth is also a significant attraction for NextGen Leaders. Hence, offer development opportunities to feed this generation's eagerness for continued learning. Continuously offer them opportunities to develop their skills and take on new challenges.

To further assist your strategy above, make sure you use social media. NextGen Leaders are very active on social media, and using Instagram and LinkedIn are great communication tools to leverage. Make sure to attend industry events, as many NextGen Leaders are often active in their industry, and industry events are a great place to meet and source potential candidates. Finally, partner with universities. Many universities have programs that help students develop their leadership skills and can be a great source to identify and recruit top talent.



Finally, it's important to remember that recruiting a NextGen leader is not just about finding someone with the right skills and experience. It's also about finding someone who fits your company culture well. You want someone who is excited about the opportunity to work for your company and who is committed to helping your company succeed. One of the most common goals among NextGen Leaders is to disrupt the status quo, and as current leaders, we must create the environment best supporting them to do just that!



# LEADER-SHIFTER SPOTLIGHT

*Vu Thi Hoai Nam*

VICE PRESIDENT  
GAMA VIETNAM



## FAVORITES

 **TRAVEL:**  
Europe, USA

 **FOOD:**  
Vegetables

 **HOBBY:**  
Reading, Yoga

 **BEVERAGE:**  
Fruit Juices

 **INDUSTRY LEADER:**  
John A. Macdonald

 **LEADERSHIP BOOK:**  
Mindset Books

## BIRTHDAY

 **BIRTHDAY**  
October 10th

## SOCIAL MEDIA

 [www.facebook.com/cadieuhong1505](http://www.facebook.com/cadieuhong1505)

## LEADERSHIP QUOTE:

“The life of Sir John A. Macdonald, from the day he entered the Parliament of Canada, was the history of Canada.”



# The Next Generation **Z** & Leadership **D**evelopment

*by Michelle Havelock & Christopher Lawe*

We can unanimously agree that Gen Z's entrance into the workforce is a thrilling development. This generation is poised to bring about significant change, and they have already demonstrated a strong desire to learn and progress.

Nevertheless, it is crucial for organizations to acknowledge that Gen Z's drivers and motivators are distinctly different from the preceding millennial generation. They are less preoccupied with trendy workspaces and more focused on their career trajectory and opportunities for advancement within a company. It is essential to recognize that they are the offspring of a recession, and many may have witnessed job insecurity and its associated hardships at a young age. As Gen-Z enter and advance their careers through the workforce, it's important for business leaders to determine the best methods to develop their future leaders.

## I Methods

Adopt and adapt using the following methods as part of the Learning & Development of the next generation of leaders.

- 1. Provide mentorship and guidance:** Generation Z values guidance and support from mentors who can provide personalized coaching and feedback. As a leader, it's important to develop mentorship programs that pair younger employees with experienced professionals in the organization.
- 2. Encourage collaboration and teamwork:** Generation Z grew up in a highly connected world and is used to collaborating with others from a young age. Encouraging teamwork and collaboration in the workplace can help to develop leadership skills and foster a sense of community among employees.
- 3. Emphasize the importance of communication skills:** Effective communication is key to leadership, and it's important to help Generation Z employees develop strong communication skills. Encourage them to practice active listening, express themselves clearly, & use a variety of communication channels to get their message across.
- 4. Provide opportunities for growth and development:** Generation Z values opportunities for growth and development, both personally and professionally. Provide them with opportunities for learning and development, such as training programs, coaching, and access to industry events and conferences.





- 5. Promote a culture of innovation and creativity:** Generation Z is known for its creativity and innovation, and leaders can harness this by creating a culture that encourages experimentation and risk-taking. Encourage employees to think outside the box, try new things, and share their ideas.
- 6. Foster a sense of purpose:** Generation Z wants to work for companies that have a strong sense of purpose and are making a positive impact in the world. As a leader, it's important to articulate the company's values and mission and provide employees opportunities to contribute to meaningful projects and initiatives.
- 7. Embrace technology:** Generation Z has grown up with technology and is comfortable using a wide range of digital tools and platforms. Leaders can leverage this by adopting innovative technologies and providing training and support to help employees make the most of them.
- 8. Lead by example:** Ultimately, the best way to develop the next generation of leaders is to lead by example. Show your employees what it means to be a strong, ethical leader, and provide them with the guidance and support they need to grow and develop their own leadership skills.

# LEADER-SHIFTER SPOTLIGHT

*Delano Rauseo*


AGENCY MANAGER  
SAGICOR LIFE INSURANCE OF TRINIDAD AND TOBAGO




## FAVORITES


 **TRAVEL:**  
Jamaica

 **FOOD:**  
Anything spicy (hot/pepper sauce is a must)

 **HOBBY:**  
Spending quality time outdoors and with loved ones

 **BEVERAGE:**  
White rum with soda water and a dash of angostura bitters


 **INDUSTRY LEADER:**  
My father, Amery Rauseo

 **LEADERSHIP BOOK:**  
Leadership: In Turbulent Times by Doris Kearns Goodwin


## BIRTHDAY

 **BIRTHDAY**  
July 29th

## SOCIAL MEDIA

 [www.linkedin.com/in/delano-rauseo-b1947983/](http://www.linkedin.com/in/delano-rauseo-b1947983/)

 [www.facebook.com/rauseogrouptt](http://www.facebook.com/rauseogrouptt)

 [www.instagram.com/delano\\_emilio\\_rauseo/](http://www.instagram.com/delano_emilio_rauseo/)

## LEADERSHIP QUOTE:


“Your title gives you claim to the throne of the country, but men don’t follow titles, they follow courage.” - **William Wallace**



# Lead Like a **Champion Today:** How to Lead Your Team to a Winning Season in Your Early Years

*By Mikayla Born*

When it comes to sports, who's your idol? In my house, Saturdays in the fall were filled with blue and gold and the sounds of the oldest band in the land as we all huddled around our TV to watch the Fighting Irish of Notre Dame University play that week's football game. My sports idol is the legendary Notre Dame football coach, Lou Holtz.



As leaders and managers of financial security professionals, we can learn a lot from Lou. Specifically, you can lead your team to champion-level results by applying four lessons:

1. **Hold your team accountable.**
2. **Lead by example.**
3. **Implement a plan.**
4. **Cast a vision.**

## 1. Hold your team accountable.

Let me start with a story about Lou Holtz. It was his championship year at Notre Dame, and the team was ranked number one at the time. They were preparing to take on their top rival, and while things were going well for the team as a whole, two of the top players were not meeting expectations by being repeatedly late to **everything**. One day, he told his players if they were late for anything for any reason, they would not be allowed to play in the next game.

His players seemed to respond well initially; however, the night before the big game against their top rival, those two players showed up to a pre-game meeting 40 minutes late! Lou knew following through on his expectations might cost the team the game—and the championship—but he still suspended the players from the game, holding them accountable for their actions.

This type of coaching makes an entire team better by forcing people to rise to high expectations. And by the way, the team still won that game! Hold your team accountable like Lou by:

1. **Setting clear activity goals for new advisors.**
2. **Partnering with more seasoned advisors by allowing them to come up with goals and solutions to problems and either validating or redirecting their ideas as needed.**
3. **Supporting experienced advisors by removing obstacles and providing consultation when asked.**

## 2. Lead by example.

Leadership is demonstrated in action. No one will take advice and mentorship from someone who isn't walking the walk. Leaders stay close, go first, be vulnerable, and initiate on behalf of others.

In the spirit of vulnerability, I experienced a roller-coaster of emotions in my first year in leadership in 2022. The year began with accepted offers, a great mindset, and a rosy picture of the future. But then the workload got heavier and heavier as I balanced my own clients with supporting and growing my new team. With the help of a little advice from a top producer, "**Just be dumb enough to stick around Mikayla,**" I was able to work through it, and the floodgates opened up. Our team was closing business, and new advisors were contracting. But I got comfortable.

As 2023 began, that comfort resulted in my production slipping and a dry recruiting pipeline. I was on the verge of losing everything I had just spent the last year working so hard to build. I knew I had two options, start over or do something about my habits and be the example I wanted my team to be able to look up to.

The tool I use to hold myself accountable and lead by example is a weekly 5-5-5. It is a quick snapshot that shows me if I've used my time well during the week by tracking personal meetings, recruiting interviews, and joint work meetings. Leaders should hit 5-5-5 consistently.

### 3. Implement a plan.

Success in football, this career, and really everything comes down to executing the basics and having sound fundamentals.

Fundamentals are what you need to do on a daily basis to accomplish your objectives. Sometimes, fundamentals can be overlooked because they can feel mundane and seem easy. Lou never overlooked the fundamentals.

In our business, fundamentals start in the onboarding process. As soon as an offer is accepted, we must have a flawless onboarding process with constant communication. That process is the first impression that an advisor has of our team. If we nail it, that individual is going to expect the rest of their experience to be perfect and thoughtful as well.

For example, before starting in the office, new advisors attend our New Advisor Academy. It's an afternoon crash course of all the basics they can start perfecting before officially starting in the office. We give them everything from phone scripts to prospecting plan ideas. Future top advisors use those resources to get a head start. One new advisor even leveraged those resources to come in on their first day with 15 appointments already on the books.

### 4. Cast a vision.

Vision is a direction. It's an attractive, attainable picture of the future, and it has to be bigger than ourselves.

Vision must be put into your team's hearts, not just their minds. Ask yourself, **"Are your team members volunteers or hostages?"** What I mean is, are they an advocate for your vision, or are they fighting it? Even if only one individual does not advocate for the team's vision, that one individual will tear apart a championship year.

One of the ways we get full buy-in is with our Leadership Committee. Every Friday afternoon, the committee gets together, either in the boardroom or out and about at a happy hour, to discuss the team, where we are at, and where we are heading. Everyone on the committee has a voice and input, which gives us full team buy-in.

#### Your obligation.

In my experience, even as a new, young leader, we can build a winning legacy if we can complete these four steps. Part of Lou's legacy is the **"Play Like A Champion Today"** sign that every player slaps on the way to the field before every game. That sign reminds us that,

***"Regardless of the won-loss record, regardless of the problems you have, when you walk out on the field, you have an obligation to your teammates and the fans to play to the best of your ability – to play like a champion and to think like a champion." – Lou Holtz.***

With vision, a plan, leading by example, and holding your team accountable, you can lead like a champion at every point in your leadership journey.



# TED TALK LEADERSHIP

# SPOTLIGHT



*Elizabeth Lyle*

## **How to Break Bad Management Habits Before They Reach the Next Generation of Leaders**

In her expert role, Elizabeth focuses on preparing leaders, talent, and organizations for a rapidly evolving future through culture, leadership, and operating model transformation, as well as through programmatic digital capability-building to address organizations' upskilling and reskilling needs.

▶ WATCH NOW



*Cameron Davis*

## **How Gen Zers Can Use Their Voice for Change**

In a quick, inspiring talk, youth activist Cameron Davis explains why his generation — Gen Z, with its exposure to differing viewpoints online from an early age — is uniquely positioned to create meaningful change in the world by using their voices to challenge systemic biases, advocate for inclusivity and promote justice.

▶ WATCH NOW



*Hannah Williams*

## **Inside the Mind of a Native Digital: Unlock the Gen Z Employee**

In this talk, 24-year-old Native Digital and Gen Z expert and author of *A Leaders Guide to Unlocking Gen Z*, Hannah Grady Williams, guides you on a journey into the mind of her generation. She shares how they work, think, and play starting from an entirely different point of view than Native Analogs (anyone over age 35), to help you modernize your workplace for the future of work.

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# RECRUITING THE NEXTGEN LEADER

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