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NOVEMBER/DECEMBER 2019

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CREATIVE STRATEGIES AND BUSINESS ADVICE FOR INSURANCE AND FINANCIAL ADVISORS



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NAIFA's 2019 Performance +
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from the editor

Giving Thanks

By Ayo Mseka

Soon, most of us will be joining our families and friends for Thanksgiving dinner, when we will fill our plates with all of nature's bounty and give thanks for the many blessings that life has bestowed upon us.

As you celebrate Thanksgiving this year, don't forget to acknowledge the countless benefits you get for being a NAIFA member. These include unsurpassed political advocacy that helps create a favorable business climate for you and the clients you serve, year-round networking opportunities that connect you with the best in the business and numerous opportunities for professional development.

A good example of NAIFA's professional development at its best is the association's Performance + Purpose Conference, which took place this September in Orlando. This "gathering of the minds" provided inspiration from those who have triumphed over adversity, cutting-edge strategies from industry icons and provided an opportunity for you to renew your power in making a difference in the lives of your clients. A feature article in this issue showcases highlights from this important event.

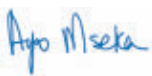
Other articles offer time-tested tips for running a successful practice, such as useful information on legacy planning for your clients, helpful hints for overcoming objections in the Hispanic market and prospecting tips that truly work.

And since November is Long-Term Care Awareness Month, you may be looking for ways to rev up your long-term care insurance (LTCI) and limited and extended care planning (LECP) sales. Two articles in this issue may be just what you need: the interview with Shawn Britt and the article by Craig Roers on making the most of Long-Term Care Awareness Month.

Thanking clients and referral partners

Finally, as you give thanks, don't overlook the people who have helped make most of your blessings possible — your clients, your centers of influence, your referral sources and your co-workers. From now until the end of the year, you have several opportunities to let them know how much they mean to you and how much you value what they do. Send them holiday cards or gift baskets, invite them to your end-of-year parties or client-appreciation events — do everything you can to let them know how grateful you are to have them as clients, colleagues and business partners. Don't underestimate the power of giving thanks — it pays hefty dividends and gives you many more reasons for which to give thanks.

Happy returns on your thanksgiving efforts and I hope you find more things to be thankful for — now, and in the months ahead. [at](#)



The New NAIFA and a Culture of Membership

The new NAIFA is leveraging technology to engage with you, educate you, advocate for you, and differentiate you from those who, at least for now, choose not to be members.

By Kevin Mayeux, CAE

Terry Headley is a NAIFA living legend. In addition to building an enormously successful career, Terry has served as NAIFA president and over the years has given much of his time and himself to our association. When Terry first began selling life insurance in 1973, his manager told him to join the association, then known as, NALU. Terry said, “Sure, this is what insurance professionals do.” I wouldn’t be surprised if Terry filled out his NALU membership application with the same pen he used to sign his agency contract.

Terry and others like him share a strong culture of membership. They are inherently comfortable in joining like-minded people with common interests. They see the importance of being part of something bigger than themselves.

The faded membership culture

But times have changed. Younger agents and financial professionals often wait until they are established before considering NAIFA. Unfortunately, many do not make it in the business. How many more would make it if they used the education, resources, support and spirit of professional dedication that NAIFA provides?

Many established agents feel NAIFA membership is optional, and it’s an option they choose not to embrace. Perhaps some understand they are skating by, but I believe most don’t give joining NAIFA enough serious thought. No one with influence explains to them that NAIFA’s work is vital to their professional success and the long-term viability of their business.

And the old NAIFA wasn’t always flexible or nimble enough to deliver our value proposition in the ways they wanted to receive it. We weren’t reaching them where they work, live and travel — areas where they want to be reached.

Over the past year, NAIFA has reinvented itself as a modernized, nimble, and forward-looking professional association.

Introducing the new NAIFA

Over the past year, however, NAIFA has reinvented itself as a modernized, nimble and forward-looking professional association.

The new NAIFA has the right combination of flexibility and focus to keep up with emerging technologies that have reshaped the face of insurance and financial services. We are leveraging technology in exciting new ways to engage with you, educate you, advocate for you and differentiate you from those who, at least for now, choose not to be members.

This is important because we can correlate membership and success. A prominent insurance company recently compared the production of NAIFA members to that of non-members at the same stages in their careers and found that NAIFA members produced 43% more in premium.

Steve Ballmer, former CEO of Microsoft, said: “The number one benefit of information technology is that it empowers people to do what they want to do. It lets people be creative. It lets people be productive. It lets people learn things they didn’t think they could learn before, and so, in a sense, it is all about potential.”

No longer is the value of your NAIFA membership limited by where you live.

It is this potential NAIFA is striving to realize. From webinars, NAIFA live virtual meetings, the NAIFA Ambassador Program, our online centers, and the forthcoming Leadership in Life Institute online community to our blogs and social media, NAIFA is making it easier than ever to access programs and networking opportunities. No longer is the value of your NAIFA membership limited by where you live. You get the most out of your membership, whether you live in New York, Arkansas, Idaho, Hawaii or anywhere else.

In the 21st century, a culture of membership will spread if we are willing to embrace new ideas and new technologies. The new NAIFA is bringing the culture of membership back. [at](#)



Kevin Mayeux, CAE, is CEO of NAIFA. Contact him at kmayeux@naifa.org.

New IUL Product Launched

Ameritas Life Insurance Corp. has launched Ameritas Value Plus Index Universal Life (Value Plus IUL), a death-benefit-focused indexed universal life policy. Value Plus IUL offers long-term guarantees and the proprietary uncapped BNP Paribas Momentum Multi-Asset 5 index.

Key features include:

- Care4Life Accelerated Death Benefit Rider — guarantees how much a policyholder will receive when diagnosed with a qualifying condition.
- 10-year lookback guarantee of 3%.
- Lifetime Income Rider.

“Value Plus IUL offers a powerful addition to the Ameritas life portfolio,” said Kelly Halverson, Ameritas vice president — individual product development. “As our lowest priced index universal life product, policyholders can receive death benefit protection and an income for life at an affordable cost.”

For more information, visit the resource page.

Life Insurance Protection Solution Introduced

LegacyShield recently unveiled the latest product in its ever-expanding offering of legacy planning and protecting families: LegacyLife. LegacyLife is a permanent life insurance product developed in conjunction with The Savings Bank Mutual Life Insurance Company of Massachusetts (SBLI) as an exclusive LegacyShield offering, and comes ready and preloaded with LegacyShield’s groundbreaking Life’s Mission Control® tools. LegacyShield was originally developed as a way to connect all the separate pieces of estate planning into one, centralized and convenient digital location.

“LegacyShield is committed to helping insurance and financial organizations protect more families through its digital distribution strategy,” said Michael Babikian, founder and CEO of LegacyShield. “I’m very proud to bring LegacyLife to the market as part of our digital distribution strategy. As word spreads of the unique design and unparalleled protection it brings, we are confident that families will be happy they trusted us with their most lasting possession: their legacy.”

Rich with features that include a guaranteed death benefit, guaranteed cash value and a return of premium level term rider, LegacyLife is a policy that matches traditional life insurance benefits while also adding significant flexibility and much more. Depending on the client’s age and coverage amount, LegacyLife policies may not require a medical exam and are typically issued within five business days.

With the unique organizing platform that has distinguished LegacyShield as a pioneer in legacy coverage, LegacyLife comes complete with the celebrated Life’s Mission Control® tools. These tools allow estate planning essentials, like the ability to create a will, powers of attorney, advance directives and HIPAA authorization. Individual financial legacies are bundled in one convenient place, erasing the need for multiple access accounts, passwords and separate webpages. Whether it is banking, retirement, credit cards, power of attorney, deed and ownership information or a last will and testament, all are drawn together under one umbrella in an easy-to-manage, secure location.

Other features within Life’s Mission Control® include:

- MyAccounts: A series of controls and protocols that consolidates and organizes all accounts and information, from banking accounts to social media. All secured, with unlimited storage — one place for everything.
- MyVault: All important client documents are kept in one central location, allowing designated heirs and executors access now or at a predetermined time in the future. This includes unlimited storage, while being confidential and easy to use.
- MyLife Stories and MyWishes: Leave specific, detailed final wishes and share valuable life lessons and funny stories to pass on to future generations. Help loved ones manage and prepare for the family’s future.
- MyFinancial View: Facilitating better decision making with at-a-glance views of all financial and institutional data relevant to the estate.

“LegacyLife is so much more than just life insurance,” said Dan Pierson, founder and CMO, LegacyShield. “As a former agent and distributor, LegacyLife is the type of product that would not only differentiate me from the competition, but also provides a uniquely flexible and comprehensive solution to more completely protect families. But as excited as I am to speak about LegacyLife, I am far more excited to watch new clients experience it. They’ll quickly learn just how integral it becomes to their overall planning.”

For more information, visit www.LegacyShield.com.

Latest Hybrid LTC Solution Offers More LTC Planning Flexibility

To help consumers meet the increasing need and cost of long-term care, Lincoln Financial Group recently introduced *MoneyGuard*® III, the newest generation of its hybrid life/long-term care funding solution.

MoneyGuard® III, issued by The Lincoln National Life Insurance Company, Fort Wayne, IN, offers new coverage and benefit options and provides greater financial flexibility to clients looking for ways to pay for future LTC needs.

“Studies show that nearly half of consumers turning 65 will need some type of long-term care in the future and Lincoln *MoneyGuard*® III builds on a proven solution that can help prepare people for the realities of long-term care before they need it,” said Mike Hamilton, vice president, MoneyGuard Product Management. “Clients’ needs for long-term care vary so it is important for our solutions to be flexible to meet a range of situations.”

Building on the popular flexible payment options available with previous generations of MoneyGuard solutions, the newest product offers the opportunity to spread payments out over a longer period, potentially up to attained age 70, allowing clients to select premium payments that fit their needs and financial circumstances.

MoneyGuard® III features several new benefits, bringing the total to 12 covered services to provide clients with more options and greater opportunities to customize their long-term care plans. The new benefits include:

- Transitional Care Assistance (TCA) Benefit: long-term care typically begins with family members and friends providing informal care, before care needs progress to a state where professional services are necessary. To help with this transition, the TCA benefit can be used during the first year of claim to pay those providing informal care \$100 per day for up to 180 days, an important benefit when considering that family members and friends often take time out of work to care for loved ones as they age.
- Terminal Illness Rider: provides for an acceleration of benefits if the insured becomes terminally ill, helping a client get care when they need it. The rider provides for a one-time claim for 25%-75% of the insured amount, up to \$250,000.

In addition to new features, *MoneyGuard*® III offers enhanced return of premium options for clients. If a client’s situation changes, they are eligible for return of premium from the time of first premium payment. “Enhancements available through Lincoln *MoneyGuard*® III are a direct result of Lincoln’s unique industry knowledge and more than 30 years in the life/long-term care hybrid space,” said Bill Nash, senior vice president, MoneyGuard Distribution. “Many Americans do not plan accordingly and significantly underestimate the cost of long-term care services. We want to help provide them with a solution to protect their financial futures and assist them during an emotional time.”

Lincoln *MoneyGuard*® III is a universal life insurance policy with an optional LTC benefit rider that provides clients with income tax-free benefits to reimburse their qualified LTC costs. With *MoneyGuard*® III, policy charges are guaranteed as long as clients pay their premiums as scheduled.

Policyholders also have access to Lincoln Concierge Care Coordination, a suite of tools and resources to proactively help clients and their families plan for formal and informal care options and to coordinate the type of care needed, to ensure all their wishes are met.

Lincoln *MoneyGuard*® III is immediately available through Lincoln’s national network of distribution partners (in states where approved; not available in New York). For more information on the product, visit the Lincoln Financial Group website.

Lincoln *MoneyGuard*® III, a universal life insurance policy with a long-term care benefits rider, is issued by The Lincoln National Life Insurance Company, with the following riders: Value Protection Endorsement, form ICC19END-10534 / END-10534; Terminal Illness Acceleration of Death Benefit Rider, form ICC19TIR-891 / TIR-891 and Long-Term Care Benefits Rider, on form ICC19LTCBR-890 / LTCBR-890.

The insurance policy and riders have limitations, exclusions and reductions. Long-term care benefit riders may not cover all costs associated with long-term care costs incurred by the insured during the coverage period. All contract provisions, including limitations and exclusions, should be carefully reviewed by the owner. For costs and complete coverage details, contact your agent or producer.

All guarantees and benefits of the insurance policy are subject to the claims-paying ability of the issuing insurance company. They are not backed by the broker-dealer and/or insurance agency selling the policy or any affiliates of those entities other than the issuing company affiliates, and none makes any representations or guarantees regarding the claims-paying ability of the issuer. Product not available in New York. [at](#)

Recruiting and Retaining African American Financial Professionals

This article provides some important first steps in increasing the number of African Americans in the financial-services industry.



MICHAELJUNG/SHUTTERSTOCK.COM

By Ayo Mseka

A study commissioned by Marsh last year offers some helpful hints on recruiting top African American talent to the financial-services industry. The study, *The Journey of African American Insurance Professionals*, seeks to understand why African Americans remain under represented in the industry and what industry stakeholders can do about it. Primary research for the study included 312 online survey responses, 25 interviews and seven focus groups conducted over a six-month period.

Beyond conventional recruiting on college campuses, employers should also establish ongoing relationships with key faculty members of the colleges, business and community leaders, and other influential persons who can increase awareness of insurance-industry career prospects.

In addition, employers should tap into the talent pools in various African American professional groups, including the National African American Insurance Association, the Executive Leadership Council, the National Black MBA Association and the National Association of Black Accountants to broaden their recruitment efforts.

Smaller businesses should tap into African American talent pools to enhance their competitiveness and improve their growth potential. With changing minority demographics and an increase in the number of smaller agencies servicing them, there is an opportunity to provide African Americans interested in insurance careers with unique hands-on opportunities to grow and grow with the business. Furthermore, employees in producer roles may be able to facilitate connections with emerging markets and provide deeper insights into market targets.

Commit senior leadership

Senior leadership commitment and engagement are essential to the substance, vitality and sustainability of diversity and inclusion in the workplace, the survey points out. Recognition of, and respect for, different perspectives must be signaled from the top of an organization and must be a strategic priority.

Senior management engagement is a crucial element of success, including in areas such as sponsoring and mentoring; rectifying inequities in compensation and promotion; holding others accountable for diversity goals; promoting lines of communication that expose a diversity of ideas, experiences and personalities; encouraging employees to own their careers; and opening doors for individuals to contribute.

Senior leadership commitment and engagement are essential to the substance, vitality and sustainability of diversity and inclusion in the workplace.

Develop and sponsor employee resource groups

Employee resource groups (ERGs) should have a positive impact on a company's recruitment and retention efforts but they must be proactive entities that bring employees together to address real concerns, the study notes. ERGs should be safe places where overlapping objectives can be met (such as creating positive social environments where individuals can express themselves) and providing training on hard/technical skills (such as certifications and knowledge transfer) and soft/interpersonal skills (such as leadership, presentations and mobilizing others). Industry organizations that encourage this type of "risk taking" will benefit from heightened employee morale and productivity.

Mentor, coach and sponsor

Formal coaching and mentorship programs, as well as informal mentoring relationships, should also be explored for what fits best in a company's organizational structure. Companies should foster dynamic mentoring, coaching cultures and engage external experts, when necessary, to train mentors on the most effective coaching techniques and enhance the quality of those relationships.

For formally arranged mentoring, senior leadership should be able to measure results, including the frequency and types of interactions, the progress of the mentee in terms of skill-set development and technical acumen and the quality of the work product. If an organization decides to provide sponsorship programs, senior leaders should take ownership and help identify employees with high potential and suggest mutually beneficial matchups.

Listen to employees

When study participants were asked what concrete actions companies can take to attract and retain more African Americans, mentorship and sponsorship were the actions at the top of the list. Other recommendations include:

- Executive leadership needs to engage African Americans and help attract top African American talent to the firm.
- Commitment should come from the top — the CEO or the president. Support or advocacy from anywhere else in the organization will be less successful.
- Increase senior management awareness of the diversity gaps.
- Find ways to build confidence of African-American professionals in the leadership pipeline.
- Provide more open communications within organizations about opportunities.
- Ensure that there is support for senior level initiatives at lower management levels in order to move people forward.
- Encourage advocacy for African American professionals by discouraging unwarranted criticism of efforts that are supportive of African Americans and other diverse workers. [at](#)

Integrating Lifetime Learning into Your Schedule

If this important practice is not one of your core values, it needs to be now.



ISTOCK.COM/URBAZON

By Troy Korsgaden

In my latest book, *Discussion Partner: A Radical Transformation to Unrivaled Service in the Insurance Industry*, I point out that to be successful in the future, you must be willing to adapt quickly. The way companies, including those in insurance and financial services, are doing business is rapidly changing. It's no longer "business as usual." We not only need to navigate the tsunami of change for our own businesses; we also must lead our clients through the same tsunami.

This means staying informed and up to date on changes within the companies we do business with and those companies that directly affect our industry. If lifetime learning is not one of your core values before, it needs to be now.

Current and potential customers are barraged with an overwhelming amount of information with just a click of their search buttons. Becoming an expert in your field will allow you to help them disseminate this information overload and gain their confidence as a trusted advisor.

The business case for lifelong learning

Lifelong learning has never been more important than it is today. Shooting from the hip or "winging it" is no longer an option. You will be hard-pressed to find any client who hasn't done some preliminary research on our industry offerings. Your job is to remove the clutter and explain your value in a language they will understand. This will alleviate frustrations or concerns and enable your clients to make informed decisions for their families' and/or businesses' personalized needs.

Intentional and purposeful learning must become a permanent component of your business plan. It should become as habitual as unlocking the front door of your office and flipping on the computer. Customers are demanding more astute and informed advisors in all professional industries.

Intentional and purposeful learning must become a permanent component of your business plan.

Our authority based on industry knowledge must convey the value of personalized service over the perceived faster and cheaper online options. Daily lifelong learning is necessary to keep us relevant as advisors so we can offer our customers the powerful combination of our knowledge and that of our expertise partners.

Steps to take

Below are five simple ways to integrate lifetime learning into any busy schedule:

1. **Make an appointment with yourself.** Pick a time during the day to block out one hour on your schedule to devote to learning. This can be any time of the day — before, during or after work. Keep the mindset that this appointment is set in stone. Do not allow yourself or your staff to schedule anything in addition to it or to reschedule or remove it. This appointment is just as important as meeting with a client.
2. **Take advantage of company- and industry-sponsored webinars and video calls.** There is no shortage of these in our industry and they are a great way to get quick information on relevant subjects, as well as input from peers. One caveat: Not all information is good information. If you find that the subject matter doesn't apply or appeal to you, simply disconnect and move on.
3. **Multitask.** I like to download Audibles or YouTube videos and listen to them while I exercise. Take the time to load your device with impactful videos, audio files or digital books. Next time you find yourself eating at your desk, waiting in line at the bank or sitting in traffic, turn on one of the choices from your library. These quick injections of learning add up over the week and month.
4. **Go outside your comfort zone.** Although it is very important to stay informed and educated within the boundaries of your industry, it is equally as important to expand those boundaries. Explore ideas from other industries. How can you manipulate them and apply them to your own business? Read or listen to philosophy, satire, biographies, history or anthropology. The human "struggle" has not changed over the past 2,000 years. You will find that no matter how old or new the content is, some will resonate with you.
5. **Embrace digital minimalism.** Be open to disconnecting. Part of lifelong learning is also learning about ourselves on a higher plane. Shut out the noise for a set time each day. Reflect and rebalance yourself. What could you have said or done differently during today's sales meeting? How can you improve your communication or leadership skills? How can you apply current industry changes to your business? Find solace in the quiet and stillness of time with yourself.

Don't allow yourself to become overwhelmed. There is no need to order the past 12 months of every insurance and financial service periodical or go into debt filling up your Amazon cart. Today is day one. Start small. Ease into it. Pick one or two subjects that interest you the most. Focus on that until you feel you know all there is to know. There is a reason the term "building blocks of learning" exists. Think of learning as a giant brick wall that has not yet begun to be constructed. One brick does not a wall make. But over time, those bricks start to add up, and the wall becomes tall and impenetrable.

A small change in your schedule, along with purposeful dedication, will have a huge impact on your business and on your client relationships. [at](#)

Troy Korsgaden is an international consultant to leading insurance carriers and agencies. He is a speaker, trainer and author of six books, including the recently released book, Discussion Partner: A Radical Transformation to Unrivaled Service for Insurance Customers. He is also president of Korsgaden International in Visalia, California. He can be reached at troy@korsgaden.com.



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Focus on the Journey

In your sales efforts, focus on the journey or risk limiting your influence in protecting families.



SYHINSTAS/SHUTTERSTOCK.COM

By John Pojeta

As financial professionals, it is natural for us to focus on the bottom line. We spend so much time thinking about growth that the bottom line has become our best yardstick for success. But if we spend all day focusing on the results, we miss out on an important detail: the story. The story is a valuable teaching tool because it helps prospects understand the true value of the products and services we offer. We have to sell the journey, not the product. As financial professionals, we have to get away from the old adage: “Don’t tell me about the labor pains — show me the baby!”

The birth of my daughter

Here is a story to prove this point. The day my first daughter, Courtney, was born was a rush, filled with endless hurdles leading up to her birth. I was driving north to meet a prospect in Erie when my wife called and told me her water had broken. I rushed home to find we were completely unprepared because Courtney was early.

We grabbed what we could and then we sped to the hospital as carefully as possible. We were on Route 65 south of Sewickley, PA, an area notorious for its speed traps. Sure enough, I blew by a cop hidden on the side of the road. Knowing I was caught, I pulled to the side of the road and waited. When I finally saw him approaching the car, I handed my watch to my wife and asked her to do her thing. She looked me in the eye and smiled. “I’ve got this.”

As a young, baby-faced officer approached my window, my wife placed a hand over her belly, stared at the second hand on the watch and panted like we were back in one of our Lamaze classes. Attempting to stifle my nerves, I glanced through the window at the officer and saw he was as nervous as I was. He looked at my wife, then me, then my wife, then me again. “Go!” he finally cried, pointing down the road toward the hospital. As I shifted into drive, my wife laughed, “See? I told you.”

The hurdles didn’t stop at the hospital. My wife wasn’t far along; so, we sat quietly and watched TV. The peaceful atmosphere was soon shattered by painful cries that ripped down the hallway and turned my wife’s calm demeanor into absolute panic. It was a woman in labor. I flagged down the next nurse I saw and asked her about

the situation. The woman had arrived at the hospital in labor and she'd started crowning in the elevator as she reached our floor. She was actively giving birth without any medication.

Although my wife had just witnessed a small taste of what was in store for her, the wait was made a little easier by the fact that her favorite doctor was at the hospital that night. With his warm bedside manner, she was confident he'd make the birth as easy as possible. But she didn't go into labor quickly enough. By the next shift change, it still wasn't time to push.

My wife's favorite doctor was replaced by her least favorite doctor. We'd met him multiple times before, and he was always cold and analytical. My wife wanted nothing to do with him — until a nurse tipped us off on an important piece of information: Yes, he could be cold, but he was also the best at what he does. If something were to go wrong during the birth, he was the best doctor to have nearby.

Finally, it was time. My wife pushed and pushed while the TV continued quietly in the background. The moment my daughter was born, the news anchor on the TV announced the death of Princess Diana. In that one moment, all we could think was that although the world had lost a princess, it had simultaneously gained a new one — ours. They pulled my daughter aside to examine her from head to toe. "Ten fingers, ten toes?" I asked from across the room. She was a little jaundiced, the nurse reported, but she was healthy overall. I sighed in relief.

Fifteen minutes later, while my wife and I were celebrating, a nurse stepped into the room. "Remember the 'ten fingers, ten toes' thing you asked about?"

"Yes," I replied. "What about it?"

"She actually has 11 toes — six on her right foot. Normally it's just a flap of skin that we can tie off with a bit of string to remove, but she has an actual bone." Like the rest of the day, a new wrinkle appeared on the entire experience. By the time we finally got home, everything was different. Only a few days prior, we'd been a married couple. But now that we were new parents, we shared a nervous excitement for the future.

This story, with all of its twists and surprises, is more exciting than: "My daughter, Courtney, was born in August of 1997." It's the details of the story that create the hook and make the entire journey memorable.

A lesson learned

When we're working in sales, we should not stop at talking about product features; we also have to talk about the journey. These journeys can become valuable tools for our clients. For example, during my first year in the business, I met with a farmer who tracked mud through the office. While my co-workers laughed at me, I sat down with the prospect to learn more about him. Yes, he owned a 100-acre horse farm, hence the mud, but he was also an independent consultant for Alcoa, earning between \$500,000 and \$750,000 a year. I worked hard to encourage him to buy life insurance for income replacement after his death. We made it all the way through the underwriting, and they even signed the policy. But then they took advantage of their 10-day free look period to return it and they never purchased the policy.

Four years later, the farmer/consultant passed away. After some time, his wife called my office and expressed her regret about not purchasing a policy. Without it, she said, she had been on her own to pay for the funeral, and now she was responsible for all of her future financial obligations.

We have to sell the journey, not the product.

This story is valuable because it demonstrates the risk of forgoing a life insurance policy. Instead of telling a client, "Life insurance provides a financial safety net if a spouse passes away," the story demonstrates the risks involved and ties it to real, human emotions and circumstances. After her husband's death, the widow lost the \$500,000 Alcoa paid every year. This story is an opportunity to help people realize that although they may not expect themselves or a loved one to pass away, it happens. When it does, the moment is going to be emotionally and financially taxing. But if they have the right product in place, they can eliminate the financial burdens so they can focus on the emotional recovery.

All too often in sales, the focus is on the outcome of the journey. There's a tendency to jump right to the bottom line, which does not convey the true importance of what we do. Think about attending a graduation or a retirement party. Everyone stands around saying, "Hey, remember that time when ..." Although they're celebrating an event, in the moment, they're reminiscing about the journey that took them there. Financial professionals have a lifelong impact on a family — from saving for college or end-of-life care to life insurance. All of these are valuable tools for families to grow and thrive while protecting themselves financially. If we're not focusing on the journey, we're limiting our influence. [at](#)

John Pojeta is vice president of business development at The PT Services Group. He researches new types of business and manages and initiates strategic, corporate-level relationships to expand exposure for The PT Services Group. Pojeta joined The PT Services Group in 2011. Before that, he owned and operated an Ameriprise Financial Services franchise for 16 years.

NAIFA Launches Two New Centers

NAIFA recently launched two online centers, the Advocacy Action Center and the Talent Development Center, to help financial professionals enhance their advocacy and professional-development skills.

The Advocacy Action Center provides information about the association's advocacy programs and offers financial professionals the tools they need to become politically active and involved. The Center is available to NAIFA members and members of NAIFA's advocacy partner organizations, as well as to other members of the insurance and financial services profession.

As the leading advocacy voice of insurance and financial services professionals, NAIFA has partnered with other agent, advisor and broker membership organizations, including the Asian American Insurance & Financial Professional Association (AAIFPA), Latin American Association of Insurance Agencies (LAAIA), National African American Insurance Association (NAAIA), National Association of Independent Life Brokerage Agencies (NAILBA) and Women in Insurance and Financial Services (WIFS) to represent producers, consumers and the insurance and financial services industry.

NAIFA also participates in numerous coalitions to promote the interests of NAIFA members, the agent-advisor community and consumers. These coalitions include the Save Our Savings alliance, Choose to Save program, State Tax Challenges Coalition, National Coalition on Benefits and the Alliance for Lifetime Income.

"NAIFA's Advocacy Action Center is a resource available to all financial professionals, empowering them to exert their political influence and join with NAIFA's grassroots army to encourage public policy favorable to agents, advisors and their clients," said NAIFA CEO Kevin Mayeux. "Many NAIFA members view political influence and action as important parts of their jobs. They promote the best interests of consumers with members of Congress and state legislators, just as they do when helping clients achieve financial security and prosperity."

Users of the NAIFA Advocacy Action Center can:

- Contact federal legislators on issues important to the ability of financial professionals to serve their clients.
- Sign up to be grassroots contacts for legislators and join NAIFA's advocate network.
- Join their voices with thousands of other NAIFA members through IFAPAC to support candidates for state and federal office who understand the value financial professionals and agents play in securing America's financial future.
- Learn more about the bills in the House and Senate that affect the insurance and financial services industry.

"Overreaching laws and regulations can place barriers between American families and the financial professionals who provide the products, services and guidance they need to navigate complex financial challenges," Mayeux added. "It is critical for every agent and advisor to be involved in shaping political decisions that impact their livelihoods and those of their clients. The NAIFA Advocacy Center is the toolbox they need to be involved."

Visit the NAIFA Advocacy Action Center at www.naifa.org.

Talent Development Center

NAIFA's Talent Development Center focuses on providing personal development programs to serve financial professionals at every stage of their career. The Talent Development Center is part of NAIFA's implementation of its new brand strategy, which will launch in 2020 as part of the celebration of the association's 130th anniversary.

"With a current workforce seeing massive numbers of professionals leaving the industry each day to retire, we're faced with the need to grow a new generation of financial services professionals who adhere to a Code of Ethics and work to serve the more than 90 million American families that NAIFA serves," stated Kevin Mayeux, CEO of NAIFA. "We asked ourselves: Who better than NAIFA — the association for producers — to lead the way in developing the next generation of talent and modernizing the current workforce?"

To create the Center, NAIFA quickly tapped its Diversity and Inclusion Task Force, which was created four years ago as part of NAIFA's 20/20 Strategic Plan. "One of the key driving programs within the new Center is the work that has come from the Diversity & Inclusion Symposiums," explained task force member, Wes Booker. "Our work over the last four years has produced programs that can aid companies and agencies in recruiting and retaining a new workforce that mirrors the changing face of main street USA. We see the principles of diversity and inclusion as fundamental to evolving the workforce in the financial services industry."

In addition to offering individual and corporate programs for diversity and inclusion, the Talent Development Center also offers free programs, such as the NAIFA Advisor Ambassador Program, which focuses on new

advisors, as well as the association's LUTCF and LACP credentials. NAIFA's popular program, LILI, will also be housed in the Talent Development Center.

The new Talent Development Center is the third Center launched by NAIFA this year following the launch of the Limited & Extended Care Planning Center for long-term care and the renamed Business Performance Center for advisors in advanced markets.

"Our supporting companies asked us to reinvent NAIFA," stated Mayeux. "Putting our newly accredited and FINRA-list LACP under the umbrella of the Talent Development Center, along with all of the other complementary programs therein is a reinvented member experience — allowing members to create their own journey of professional excellence." [at](#)



LIMITED & EXTENDED CARE
PLANNING CENTER

The Limited & Extended Care Planning Center

Rethink Long-Term Care

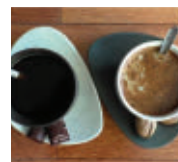
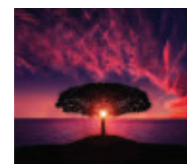
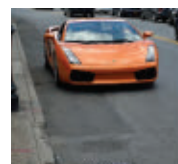
About The Center

The LECP is available to all financial services professionals that are interested in improving their understanding & knowledge of options now available in limited, extended, long-term care and legacy planning.

The Center has aggregated great resources, offers commentary from industry experts, and provides a comprehensive approach to what has too long been a niche topic. Sign up to receive updates and connect directly to industry experts that can partner with you to expand your book of business.

Resources Available On:

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Legacy Planning for Your Clients

The steps outlined in this article will help you work with your clients to implement effective legacy planning programs.



EELNOSIVA/SHUTTERSTOCK.COM

By Michael Babikian and Dan Pierson

In my time as a financial advisor, I was primarily focused on providing my clients with wealth accumulation and distribution strategies. More often than not, the solution involved the use of life insurance, taking advantage of its tax-free accumulation and distribution benefits.

As my career progressed and I started my general agency and working with thousands of advisors, I realized that most of them focused on exactly the same thing I had focused on when I was in personal production — developing a strategy and then recommending products to implement the strategy.

I also had the pleasure of being on several carrier advisory boards. One such board was Transamerica, where I met my friend and then-President and CEO of Transamerica Brokerage, Michael Babikian. I am now lucky enough to call him my business partner. Michael opened my eyes to the fact that I, along with most advisors, missed critical components when advising clients on their legacy planning. Further, many clients are looking for a more holistic approach to their planning and providing legacy planning services is a major component. Advisors offering such services are rewarded through client retention and receiving more referrals.¹

Many clients are looking for a more holistic approach to their planning and providing legacy planning services is a major component of that approach.

Legacy planning, as Michael taught me, includes a lot more than the distribution of assets. It is passing on instructions, final wishes, life stories, traditions and values along with important documents, financial information and assets. It is planning for the unexpected while alive for an event such as death, disability and incapacity. Advisors should consider all of the above items to properly guide and prepare their clients during the planning process.

Steps to success

To help advisors incorporate a complete legacy planning approach, here are five critical steps they can implement right away while working with their clients' legacy planning initiatives:²

1. Tell them not to think about it in terms of a legacy — they should just start making a list. They're simply taking stock of their assets, personal and financial, which is part of asset management best practices anyway.
2. For those who do have wills, it may be time to update them. The unfortunate fact is that an out-of-date will is just as bad as or worse than not having one because, as life changes, beneficiary choices change. A client who is divorced certainly wouldn't want his or her death benefit to go to an ex-spouse.
3. After clients have pulled together all of the relevant information, they may be ready to take the next step and recognize their assets for what they are: their legacy. At this point, they'll need a way to stay organized and up to date and make this material assessable to select people, such as an accountant, a financial advisor and certainly their heirs.
4. Advise clients to keep their information private but have a mechanism to distribute the information when an event occurs.
5. Encourage clients to memorialize their last wishes and values. Too often, beneficiaries receive assets without any associated values, resulting in spendthrift behavior. Additionally, properly working with clients on the soft side of legacy planning will often better connect the advisor to the client's entire family.

Knowing the steps mentioned in this article is not enough; the key is to have a system and a process to implement those steps. Unfortunately, most advisors cannot rely on the insurance companies or financial institutions they represent. And let's face it, many advisors aren't technology-focused; as a result, they do not know where to start looking.

Selecting a platform

That being said, there are platforms available to help an advisor implement everything mentioned above. When evaluating these platforms, it is critical to understand the company providing the platform. Will the platform disenfranchise the advisor because of a direct-to-consumer strategy? Does the platform have every component listed above, or will the advisor have to cobble together a few different technologies? Is the platform focused on privacy and security?

Advisors who incorporate legacy planning into their practice will comprehensively protect and prepare their clients' future and discover new opportunities through referrals and multigenerational discussions.

Regardless of the platform an advisor chooses, one thing doesn't change — legacy planning is a vital part of a comprehensive planning strategy. Those advisors who embrace and incorporate legacy planning into their practice will not only more comprehensively protect and prepare their clients' future, they will also discover new opportunities through referrals and multigenerational discussions. [at](#)

Michael Babikian and Dan Pierson are LegacyShield's founders. Babikian is the chief executive officer, and Pierson is the chief marketing officer. LegacyShield is a financial services exchange built around a family information management system. LegacyShield Solutions, Inc., provides insurance and financial services industry with all-encompassing solutions that enable companies and advisors to build and protect their clients' legacies through a digital growth platform.

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feature

2019 NAIFA Performance + Purpose Conference

NAIFA's P+P Empowers Attendees to Reach New Heights

The re-designed conference featured top-notch presenters who encouraged attendees to perform at a higher level of success.



By Ayo Mseka

If you were among the hundreds of NAIFA members who attended NAIFA's 2019 Performance + Purpose Conference from Wednesday, September 11 to Saturday, September 15 this year, you most likely went home a winner. With its numerous opportunities to rub shoulders with the best in the business, gain inspiration from producers who have triumphed over adversity and learn from those at the height of their career, the conference was *the* place to be for any NAIFA member interested in moving their practice forward.

On Thursday, NAIFA president Jill Judd, LUTCF, FSS, opened the conference by welcoming all attendees and letting them know the critical role they play in NAIFA's continued success. NAIFA's numerous accomplishments have been made possible "all because of you," she said. "This is the new NAIFA and it belongs to you."

“We need to go through the ups and the downs and the changes if NAIFA wants to stay vibrant and relevant in our industry and in our lives.”
— Jill Judd, NAIFA President



NAIFA secretary Tom Michel, LACP, expressed his gratitude for being a member of NAIFA’s executive team and cited some of NAIFA’s most prestigious designations and professional-development programs. These include the LUTCF certification. For 35 years, Michel said, NAIFA has offered this cutting-edge designation to help jumpstart the careers of numerous financial professionals. And the association recently launched the Life and Annuity Certified Professionals (LACP) designation. Several major companies have already approved of this designation, which is on its way to becoming one of the industry’s most sought-after marks of distinction. Not to be overlooked is NAIFA’s Leadership in Life Institute (LILI) program, which, he said, is the best leadership course anyone can experience. “LILI teaches us to do one important thing: Be the best version of ourselves,” he added.



During Thursday’s general session, attendees also got to learn some career-building strategies from several highly successful NAIFA members, including veteran producer Danny O’Connell, MBA. Like most financial professionals, O’Connell said, his first few years in the insurance business did not appear very promising. So, he took inventory of what he was doing, sought the advice of several NAIFA members and soon started to “connect the dots.” After careful thought, he quickly realized that being busy is the enemy of being revolutionary. “You can’t win if you are running at average speed,” he told the attendees. “To be the best means that you must be proactive. All of us are talented,” he added, “but we must use our talent to help others become their very best.”

Another speaker, Jamie Fleischner, CLU, ChFC, LUTCF, inspired attendees with her presentation about the power of tenacity, which allows us to stay the course through thick and thin. Fleischner grew up in an insurance household and learned a lot about the profession in high school and college. She decided to join the industry, attracted by its limitless potential. Like other young agents, however, her first few years in the business were not exactly a bed of roses. But after a series of setbacks, she re-focused her energies on the business. One bright spot that helped her re-focus? The DI insurance policy her mother had bought helped her go through a bad period in her life.

Thus, she decided to focus on DI and life insurance. In 1998, she attended a NAIFA meeting where she received critical success insights from some of the association's top producers. The following year, she decided to go on her own. She obtained her LUTCF designation, hired staff for her office, and has never looked back. Today, she is the proud owner of a thriving financial practice, which is 100 percent referral-based.

One of the secrets of Fleischner's success is learning how to deal with rejection. All along, she said, she knew that the financial services industry is highly rewarding both personally and professionally and she knew she had to stay the course to reap those rewards.

"This business has brought me a lot of joy," she told the audience, "and I wish all of you a premium life."

The power of storytelling

During the LILI 7 Presentation, attendees also got a rare opportunity to hear from Scott Mann, retired Green Beret and warrior storyteller. Mann teaches corporate leaders and their teams the relationship-building techniques that drive many of his successful combat operations.

After leaving the military, Mann went through a transition period during which he dealt with a lot of stress and confusion, which led him to think about committing suicide. But he did not and pressed on. Instead, he used the power of storytelling to heal himself. "You can use it with your clients, team members, prospects and others," he told the audience.

Mann then gave the attendees an opportunity to tell their own stories and told them that they must incorporate two parts into their efforts:

1. The development of the story.
2. The telling of the story.

As they carry out this exercise, he stressed, they should try to write a story that has a defining moment in their lives, describe the struggle or the journey and they must be relatable. And they should demonstrate how their lives changed and what they learned from their experiences.

After the exercise, Mann reiterated the fact that all human beings are hardwired to engage in storytelling, which he describes as the transfer of images from one human being to the other. All attendees should lead their presentations with stories, because, he said, "you have earned your stripes to help other people."

Recognizing top performers

The conference was more than a place to take advantage of the knowledge and talent of industry greats — it was also the perfect venue for members of the NAIFA community to recognize their peers for their outstanding work and dedication to the profession. During the conference, Cheryl Canzanella, LUTCF, was recognized as the 2019 YAT Leader of the Year, while veteran producer, Guy Baker, received the 2019 John Newton Russell Memorial Award. This is the highest honor accorded by the insurance industry to a living individual who has rendered outstanding service to the institution of life insurance.

**"You can't fake character. It comes from the depth of our being."
— Guy Baker, 2019 JNR Recipient**

Upon receiving the award, Baker thanked the members of the Selection Committee for choosing him and expressed his profound gratitude. "This award is a shared honor with those who have been with me throughout this journey," he said. "I will always remember this day with gratitude and humility."

Achieving success

Baker then shared with the audience three traits that lead to success in the financial-services industry. They are:

- **Community.** All of us have a sense of community and we quickly realize that growth occurs only in our communities.
- **Consistency.** This quality gets us through tough times, he said. Without consistency, he pointed out, we will have to start all over again when we experience a setback. "The end of the journey is just one step away if we choose consistency," he said. Throughout the years, he has learned to be consistent in everything he does, including prospecting. "Prospecting was the only thing I could control," he said.
- **Character.** This is the real measure of success, he said. "You can't fake character. It comes from the depth of our being."

Baker again thanked the Selection Committee for bestowing this great honor on him and urged the audience to renew their commitment to lead the industry to the top of the mountain so that others can see the light.

Also featured at the conference was the Client Service Recognition Program, which is sponsored by Life Happens and recognizes recipients of the Real-Life Stories Awards. The emotional stories told by the recipients

and their clients who overcame tremendous difficulties with the help of insurance and other financial products captivated the audience and brought to life the powerful role these products play in consumers' lives.

Tending to the business of NAIFA

It was then time to tend to the state of the association and the business of NAIFA. In his remarks, NAIFA CEO Kevin Mayeux, explained how the reforms that were implemented on January 1, 2019, have been a game changer, making NAIFA a more nimble and forward-looking association better able to provide all its members with a high-quality membership experience.

“The reforms implemented on January 1, 2019, have been a game changer, making NAIFA a more nimble and forward-looking association better able to provide its members with a high-quality membership experience.”
– Kevin Mayeux, NAIFA CEO

The new NAIFA is re-establishing a culture of membership that existed when stalwarts like NAIFA past president Terry Headley came into the industry. The association is leveraging technology to ensure that everyone is engaged and involved and has access to all of NAIFA's educational, advocacy and networking benefits.

“No longer is the value of your NAIFA membership determined by where you live,” Mayeux said. “Hyatt Erstad in Idaho, John Richardson in Tennessee and Connie Golleher in suburban Washington, D.C., all get the maximum value from their NAIFA memberships and share a similar quality membership experience.”

The new NAIFA is attracting more and more attention and interest from people and organizations in the industry, he added. “Our partners in the industry are talking about us, too,” he said. “They are excited by what they see, and they are seeking us out to work with us. Groups like the ACLI, NAILBA, WIFS, NAAIA, FSP, LAAIA and others choose to work with us on the most crucial advocacy issues affecting you and our industry. They see NAIFA's advocacy success. They see how we are strengthening our association. They know that NAIFA gets things done.”

Mayeux concluded by noting that with changes and growth over the past year and a solid base of dedicated members who are spreading a new culture of membership, no challenge will ever be too great. “Together we can take on anything,” he said.

During the conference, NAIFA members took care of a very important task — the election of their leadership. Elected as secretary was Lawrence Holzberg, LUTCF. Also elected as trustees were: Mark Acre, LUTCF, Connie Golleher, CLTC, LUTCF, Win Havis, CPCU, CLF, LUTCF, CPCU, FSS, AIC, Steve Saladino, LUTCF, and John Wheeler, Jr., CFP, CLU, ChFC, CRPC, LUTCF, LACP, Special Care Planner.

NAIFA's ride to success

After the election, NAIFA president Jill Judd took attendees on a thrilling carnival park ride in her general session remarks. Comparing the wholesale changes the “New NAIFA” has undergone over the past year to the “Giant Dipper,” a 1920s-era roller coaster in her home town of Santa Cruz, Calif., Judd noted that there have been some bumps on the ride, but in the end, “we are seeing many more rewards.”

“We knew going into this year just about everything would be different on some level,” Judd added. “We agreed to restructuring our federation. We had to update our antiquated systems. We had to make tough decisions regarding budgets and programs. We were even proposing new methods of communication and member recruitment.”

“This past year has been remarkable for the work we've done in implementing the 4th year of the NAIFA 20/20 strategic P\plan,” she added. “We've been working on the Quality of our Members' Experience. We've increased our collaboration with our sister organizations. We've taken the membership promise to advocate, educate and differentiate. And we've been growing our membership.” Judd noted that this year, NAIFA has signed on 800 financial professionals who have never been members before.

The changes this past year that are creating the new NAIFA have been a “wild ride,” Judd said. And what happens when a wild ride comes to an end?” she asked. “After we catch our breath, we say, ‘Let's do it again!’” she responded.

“And we will,” she added. “We will keep coming back to this wild ride. Not because we're adrenaline junkies, but because we know we need to go through the ups and the downs and the changes if NAIFA wants to stay vibrant and relevant in our industry and in our lives.”

Looking ahead

Following these remarks, NAIFA President-Elect Cammie Scott, MSIE, ChFC, CLTC, LUTCF, RHU, SHRM-SCP, SPHR, offered attendees an inspirational and forward-looking message, as well as a Call to Purpose.

“Our members are high-achieving people driven to succeed, and they recognize they are part of something bigger than themselves.”

– Cammie Scott, NAIFA President-Elect

Four years into the NAIFA 20/20 strategic plan, she said, the association has created a more flexible association that is better suited to meeting the professional development and advocacy needs of its members. The new NAIFA is delivering on its membership promise to advocate, educate and differentiate its members. NAIFA is ramping up its political advocacy on Capitol Hill and in “Tallahassee, Albany, Austin, Sacramento, Madison, Annapolis, Little Rock and every state capital in between.” In addition, NAIFA has bolstered professional development and certification programs to educate members and set them apart from their peers.

“Advocate, educate and differentiate,” Scott said. “It’s what we do. It’s who we are. We are the preeminent, most influential and most respected professional association for agents and advisors. Our members are high-achieving people, driven to succeed and they recognize they are a part of something bigger than themselves.”

Scott told the attendees that they have a role to play in continuing NAIFA’s success and in carrying out the association’s vision into the future. “Go home from this conference and tell people about what you heard and what you learned,” she said. “NAIFA has changed. The conference has changed. We are all about helping you do business better — helping you succeed personally and professionally.”

“It is no longer business as usual,” she said. “The industry giant has been awakened from its nap and is ready for action. We need your help in recruiting people to join us on the journey. Opportunity is when preparation and circumstance meet. We are prepared. We are ready. Come alongside as we advance the industry and the profession.”

Experience the new NAIFA when the association meets in its birthplace, Boston, from October 1 to October 4, for the 2020 Performance + Purpose Conference. See you there! [at](#)



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feature

In Step with Barbara Turner

A year after becoming Ohio National's president and COO, this industry veteran is using her exemplary skills and talents to help move the company forward.



By Ayo Mseka

Last year, Barbara Turner became the first African American woman to be named president and COO of Ohio National. In this exclusive interview, Turner shares some of the challenges and opportunities she has encountered on her way to the top and the strategies she has used to overcome these challenges and make the most of the opportunities.

Advisor Today: Congratulations! This November will mark your first anniversary as president and COO of Ohio National. What are your major areas of responsibility in this position?

Barbara Turner: Thank you. As president and chief operating officer of Ohio National, I am responsible for developing and driving our corporate strategy. I oversee the various functional areas responsible for executing the strategy. These include distribution, sales, marketing, information technology, underwriting, operations, investments, claims, customer service and support, etc.

**I concluded that financial literacy, independence and security
could truly make a difference in an individual's life and
help sustain a community.**

AT: Why did you choose a career in financial services and what led you to Ohio National?

Turner: Early in my career I worked in the trust department of a local bank where I learned a lot about investments, generational wealth and philanthropy. I witnessed firsthand how individuals and organizations were making a difference in the lives of their families and communities through disciplined investing and legacy planning. I concluded that financial literacy, independence and security could truly make a difference in an individual's life and could help sustain a community. I actually defined this difference as "freedom."

Ohio National contacted me to discuss a position with their retail broker/dealer, ONESCO. I joined in May 1997 as vice president of operations for ONESCO. The rest is history.

AT: Who or what has influenced you the most throughout your career?

Turner: I've had many wonderful mentors throughout my career but the individuals who have had the most influence in my life are my older sisters. They have always supported and believed in me. My faith also plays a critical role in my life. It helps to define my core values and guides how I show up as an individual and a leader.

AT: What do you believe financial services firms should do to attract and retain female and minority agents?

Turner: Financial services firms must be intentional about attracting and retaining female and minority agents. This may require formal mentoring and sponsoring to help ensure success. Organizations must also make an effort to understand the unique needs of diverse associates and clientele. A one-size-fits-all approach to training, sales, marketing, etc., is not acceptable.

AT: During the 22 years you have spent at Ohio National, you have advanced steadily in your career and now you are occupying the role of president and chief operating officer at Ohio National. What do you believe are some of the secrets for your professional success?

Turner: To clarify, I want to mention that Gary T. "Doc" Huffman is Ohio National chairman and chief executive officer. I attribute my success to having a strong work ethic, being passionate about and enjoying what I do, leading by example, treating others with respect, surrounding myself with talented individuals, saying "yes" to new and sometimes difficult assignments and being collaborative. I've always approached my roles as if I'm working for Turner Enterprises. My work product and results must be something I can stand by and be proud of.

My work product and results must be something I can stand by and be proud of.

AT: What obstacles did you face initially and how did you overcome them?

Turner: As a woman and person of color, I have faced (and continue to face) many obstacles. I overcome these obstacles by delivering results that I can be proud of and writing my own narrative versus letting others define who I am or what I'm capable of doing or being.

AT: What are some of the traits you believe great leaders should possess?

Turner: Great leaders must be honest, inspiring, innovative, decisive, agile, continuous learners, effective communicators, strategic, confident, selfless, collaborative, courageous, fair and respectful. A great leader must also be willing to invest in developing, mentoring and sponsoring others.

AT: What industry trends should financial professionals expect in 2020?

Turner: I expect continued industry consolidation and increased regulation. Accelerated underwriting, simplified product designs and a continued focus on enhancing the customer experience through automation and straight-through-process will continue in 2020.

AT: What areas do you believe will experience growth in the coming months?

Turner: Fee-based products and services, LTC and fixed annuities will continue to experience growth in the coming months.

AT: What best practices have you observed among your top producers?

Turner: A common trait that I've observed among our top producers is they are good listeners and they care deeply about their clients. They also take the time to understand their clients' needs and to educate them about the various options available to them. In addition, they invest in their practices and people.

AT: What advice do you have for female and minority financial professionals aiming for leadership positions at their organizations?

Turner: I advise female and minority financial professionals aiming for leadership positions to excel in their current role, clearly define and articulate their career goals to their direct manager, volunteer for stretch assignments and training opportunities, believe in themselves and fully leverage mentor and sponsor opportunities. These opportunities can come in many forms, so they need to be open to the possibilities.

AT: What is the most important lesson you have learned during your tenure in the financial-services industry?

Turner: The financial-services industry serves a noble cause. This is especially true in the life insurance sector.

We truly bring hope and peace of mind to families during their time of need. As mentioned earlier, I believe financial literacy, security and independence equal freedom.

**We must invest in the next generation of leaders
and fully embrace diversity.**

AT: Despite your busy schedule, you are active in several community and national organizations. What drives you to give back so much and how do you maintain a healthy work/life balance?

Turner: Giving back is a part of my DNA. I've been fortunate to have many (siblings, teachers, counselors, etc.) invest in me. I strongly believe it is my responsibility and a privilege to have the opportunity to share my time, talent and treasures to help others. I believe in lifting as I climb.

In my opinion, there is no such thing as work/life balance. From my perspective, we have work/life choices. At any given point in time, I have to make decisions or "choices" about how I'm going to spend my time. I let my passion and values help drive my decisions.

AT: What books are you reading right now?

Turner: *The Farm* (Joanne Ramos) and *The Memo: What Women of Color Need to Know to Secure a Seat at the Table* (Minda Harts).

AT: What do you do to relax and unwind when you are not running Ohio National?

Turner: I love spending time with my family. I also enjoy cooking and reading. A perfect weekend for me involves catching up on my reading, being spiritually fed by attending church, cooking a great meal or two and spending time with my family.

AT: What three things do you want readers to take away from this interview?

Turner: My three take-aways are:

- I am passionate about the financial-services industry and proud of the great work our organization and financial advisors do to help others achieve financial independence and security.
- I believe it is critical that we all share our time, talent and treasures to support worthy causes and each other.
- We must invest in the next generation of leaders and fully embrace diversity. [at](#)

Trends in Wealth Transfer

Consumers have great expectations for inheritances and an unmet appetite for family wealth discussions.



ANDRII YALANSKYI/SHUTTERSTOCK.COM

More U.S. households expect to receive inheritances, as families say they have unmet needs in discussing family wealth, and couples say partner planning for retirement can cut worry in half. This is according to a new report by Hearts & Wallets, the source for retail investor data and insights.

Over half of U.S. households expect to be involved in inheritances during their lives.

The Wealth Transfer & Family Discussions: Growing Generosity, Desire to Discuss, and Benefits of Partner Planning Report reveals the latest consumer trends in wealth transfer, tracking inheritances (planned and received) and amounts, incident of funded trusts, conversations about inheritances, as well as family discussions and partner planning. It is drawn from the latest fielding of over 5,000 U.S. households in the Hearts & Wallets Investor Quantitative™ Database (IQ™ Database).

Growing generosity of U.S. households

Over half (57%) of U.S. households expect to be involved in inheritances during their lives — some having already received, expecting to receive or expecting to leave an inheritance. This is up 11 percentage points from 2015. Most growth is driven by households that expect to leave inheritances, with 38% of all households saying they expect to leave an inheritance, up 10 percentage points in 3 years. Even households with less than \$100,000 in investable assets hold high expectations for legacies, most likely through real estate. At the same time, many households with \$500,000 in investable assets seem to have received a significant portion of their assets through an inheritance.

Younger consumers spark conversations

The report reveals an unmet appetite to discuss inheritances among people who expect to leave them. 38% of people who expect to leave an inheritance say they have “not yet [discussed it], but would like to.” Only a little over one third (38%) of accumulators (families still building wealth) have “talked with their children” about their

finances. Younger people, who are more comfortable in discussing money,¹ say they have more conversations with their parents about their parents' post-retirement finances, including 38% of 28- to 39-year-olds, up from 22% in 2015.

"Firms can provide more structured giving programs to support the mass affluent," Laura Varas, founder and CEO of Hearts & Wallets said. "Firms can also lead the way with advice for recipient households and ways to help older people initiate conversations with potential heirs."

Funded trust accounts and value of advice

Funded trust accounts are widespread among respondents, with 1 in 5 households being a beneficiary. Often these accounts are modest in amounts, with half being under \$100,000, as can be the case with inherited IRAs. Even a small funded trust account increases the likelihood of a consumer "seeing value in paying for professional financial advice."

"In contrast to popular perception of 'trust funds,' the reality is that there are a lot of funded trust accounts and most are small," Varas said. "This is another way in which families share their legacies across generations."

Power of partner planning

In partner planning for retirement, altruism is the driving force for many couples, according to the survey. More people are worried about their partners managing without them than they are worried about their own future as a single person. Importantly, retirement planning together cuts in half the worry about a spouse/partner not being able to carry on if their partner predeceases them.

"These insights are telling us that interactions with financial services and wealth transfer are incredibly valuable to consumers," said Claudia Loiacono, subject matter expert and co-author of the report. "Consumers with small funded trust accounts recognize the value of professional advice. Couples are saying partner planning for retirement dramatically lessens their worry about how their spouse will cope if left alone. Financial services firms can make vital contributions to the lives of consumers dealing with wealth transfer."

For more information about this report, visit www.heartsandwallets.com. [at](#)

Gen Xers with 401(k)s Bogged Down by Competing Financial Obligations

While many are focused on retirement, more than 40 percent are more focused on paying off debt.



ISTOCK.COM/D-KEINE

By Ayo Mseka

According to research from Schwab Retirement Plan Services, many 401(k) participants in Generation X are struggling with credit card and other kinds of debt as they try to save for a comfortable retirement. While a small majority of this group, aged 39 to 54, say they are more focused on saving for retirement (58%), a full 42% say they are more focused on paying off debt right now.

The nationwide survey of 1,000 401(k) plan participants, including 368 Gen Xers, 315 millennials and 317 baby boomers, shows that 70% of Gen Xers feel on top of their 401(k) investments but they still face obstacles and experience financial stress while trying to meet their long-term goals.

Barriers to saving for retirement

When asked what is preventing them from saving more for retirement, Gen Xers named the following as their top barriers:

- Unexpected expenses like home repairs (38%)
- Credit card debt (31%)
- Needing money for monthly bills (29%)

In addition, 22% are paying for children's education/tuition, and 11% are still paying off their own student loans. Saving for retirement is Gen Xers' top source of money-related stress (40%), followed by credit card debt (27%) and keeping up with monthly expenses (23%).

Saving for retirement is Gen Xers' top source of money-related stress, followed by credit card debt and keeping up with monthly expenses.

“Gen Xers are at a time in their lives when they have financial pressures on all sides. While many are caring for children and financing those children’s education, many are also providing care and financial assistance to older relatives. Given all of these competing priorities, it’s not too surprising that they’re relying on credit to cover expenses,” said Catherine Golladay, president, Schwab Retirement Plan Services. “Most in this group are in critical earning years and at an age when it makes sense to really focus on retirement preparations. With additional guidance and a solid financial plan, Gen Xers could feel more confident and better manage the many responsibilities they face.”

Help wanted

The majority of Gen Xers are relying on their 401(k) plans to fund their golden years. Most (58%) say their 401(k) is their largest or only source of retirement savings, compared to 68% of millennials and 48% of boomers. On average, Gen Xers think they will need \$1.81 million for a comfortable retirement, more than either of the other groups (millennials say \$1.78 million and boomers, \$1.51 million). Yet they may not be saving enough to meet that goal.

While Gen Xers saved slightly more in their 401(k)s last year than the other two surveyed generations — \$9,499 on average, with boomers right behind at \$9,433 and millennials at \$7,257 — this only equates to about half of the 2018 IRS contribution limit of \$18,500 for those under age 50.

In addition, many Gen Xers may not be thinking about their 401(k)s as a long-term savings vehicle. Almost a third (31%) have taken a loan from their 401(k) and more than half of those borrowers (61%) have done so more than once — higher than either of the other generations in both cases.

The survey shows that this group could benefit from help and education to make more of their 401(k) plans:

- 41% of Gen Xers say they don’t know which investments to choose for their 401(k) to have enough for retirement.
- Just one in three (28%) say they are “very confident” in making 401(k) investment decisions on their own.

Gen Xers say they want help with fundamentals like:

- Calculating how much money they need to save for retirement (41%),
- Determining at what age they can afford to retire (38%), and
- Deciding where to invest their 401(k) (37%).

“A sizeable majority of Gen Xers, 69%, expressed a desire for personalized help with their 401(k). Fortunately, most plans today offer some kind of managed account or advice service,” added Golladay. “We encourage people at any stage of their career to take full advantage of the resources available to them. Professional advice can boost your investing confidence as you formulate a tailored plan you can stick to, all with the goal of ultimately helping you achieve better outcomes.”

The online survey was conducted by Logica Research for Schwab Retirement Plan Services, Inc. Logica Research is neither affiliated with, nor employed by, Schwab Retirement Plan Services, Inc. The survey is based on 1,000 interviews and has a 3% margin of error at the 95% confidence level. Survey respondents worked for companies with at least 25 employees, were current contributors to their 401(k) plans and were 25-70 years old. Respondents participated in the study between March 19 and March 29, 2019. Additional survey information can be found here. [at](#)

NAIFA Participates in Federal Interagency Task Force Meeting

The association called for more LTCI options to benefit consumers and for policies that encourage the purchase of LTCI.

By Ayo Mseka

As the leading advocacy voice for insurance and financial-services professionals, NAIFA is always on the lookout for ways to advocate for you and the clients you serve. Toward that end, NAIFA Trustee Connie Golleher, CLTC, LACP, and NAIFA Senior Vice President of Government Relations, Diane Boyle, represented financial professionals at a public meeting of the Federal Interagency Task Force on Long-Term Care Insurance.

Golleher and Boyle told participants at the meeting that consumers would benefit from more options in the long-term care insurance (LTCI) market, as well as from public policies that encourage people to purchase LTCI. NAIFA supports legislation that would allow employees to buy LTCI through contributions to their employer-sponsored “cafeteria plans” or through flexible spending accounts. Tax incentives to encourage the purchase of LTCI would also be effective.

NAIFA was the only group representing insurance agents and financial professionals at the Long-Term Care Insurance meeting. The purpose of the Task Force, according to a 2017 Treasury Report, is to propose federal policies to work alongside state-level reforms to “stabilize and potentially regrow the private long-term care insurance market” and to address the costs of providing long-term care to American consumers.

Convened by the Treasury Department, the Task Force includes representatives from the Department of Health and Human Services, the Centers for Medicare and Medicaid Services, the Internal Revenue Service, the Office of Management and Budget, and the Department of Labor, as well as Treasury’s Office of Tax Policy and the Federal Insurance Office.

The need for LTC

The need for LTC has never been greater. Even after decades of major advances in technology and health-care services, there usually comes a time when relatives and friends are no longer able to care for a family member who needs help in carrying out the basic tasks of daily living. The next step is usually obtaining professional care at home or moving to an assisted living facility or a nursing home. Because of the level of care required, personal financial resources and insurance benefits are often quickly exhausted.

It is therefore imperative that private LTCI play a significant role in the financing of long-term care services, particularly with today’s baby boomer generation. LTCI can ensure that the significant health-care expenses that will occur with advanced age are met without placing a burden on one’s family or depleting other financial assets.

Expanding the reach and accessibility of long-term care to better protect and serve consumers has always been a major goal of NAIFA.

In light of these circumstances, NAIFA has always supported proposals to increase consumer options in the LTCI market and incentivize the purchase of LTCI. Congress should enact legislation to facilitate access to LTCI, such as permitting workers to buy LTCI with contributions to their employer-sponsored “cafeteria plans” or flexible spending accounts (FSAs) and enacting tax incentives to encourage the purchase of LTCI. Such reforms would help ensure that Americans have LTCI, which will enable them to maintain their independence and protect them from devastating LTC costs.

Expanding LTC’s reach

Expanding the reach and accessibility of long-term care to better protect and serve consumers has always been a priority for NAIFA. For example, the association recently launched the Limited & Extended Care Planning Center, with the help of more than a dozen founding partners, to maximize professional and consumer awareness of LECP and improve the distribution of limited and extended care solutions. Through thought leadership, events, educational resources, research, networking and advocacy, the LECP Center leverages technology to increase client conversations, build trusted relationships and expand distribution, while raising consumer awareness of the wide range of LECP products currently available in the market.

For more information about the LECP Center, visit www.naifa.org/lecp. 

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GET ACTIVE & STAY ACTIVE IN **NAIFA's Grassroots Army!**

We've made it even easier with an updated Advocacy Action Center that's now available. Encourage non-members to take part in the Advocacy Action Center to add their voice to the Grassroots Army. It's a great way to experience the power of NAIFA because together, we can take on anything.

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Cheryl Canzanella, NAIFA 2019 YAT Leader of the Year

Cheryl Canzanella, LUTCF, is extremely proud of being named the NAIFA 2019 YAT Leader of the Year. Her insights on what it takes to move ahead in the financial services industry will help you take your practice to a higher level of success.



Advisor Today: Congratulations on receiving NAIFA's 2019 YAT Leader of the Year Award. How do you feel about winning this prestigious award?

Cheryl Canzanella: I'm truly honored to have been considered among so many qualified nominees and to now join the ranks of past recipients. I feel incredibly blessed to be in this industry, doing what I love each day.

AT: Please briefly describe your duties as Brokerage Director.

Canzanella: I am Brokerage Director with MassMutual Southeast Coast Brokerage (8 years). I am currently the first female president of the BDAX. I work with advisors outside Massachusetts Mutual Life Insurance Company (MassMutual) who want to add life, DI, LTC & fixed and income annuities to their product offerings to their clients.

AT: After 18 years in the industry, you have achieved a high level of success. What do you believe is the secret behind your success?

Canzanella: I've been through some really challenging times but thinking back, I wonder how in the world did I actually get to this point in my career? Honestly, I thought I knew what success was: making more money, becoming more well-known and having more accomplishments. But it wasn't until my whole world came to a complete halt two years ago that I realized that none of these things really mattered. After my husband passed away, my life was stripped to the core and I was faced with rediscovering who I am, what my purpose is and finding my values. With the help of NAIFA's LILI, I learned that to be successful, I have to understand what success means to me. To me, it's about being fulfilled and knowing the difference I can make in other people's lives. As advisors, we have that opportunity in what we do for our clients every day.

Creating and reading my own eulogy in LILI also helped me understand this on a much deeper level. I believe those who achieve success know that it's not about making life easier — it's about making themselves stronger and knowing that their passion is not found but built. I attribute my success to my ability to make the best of every situation and being grateful for life.

AT: Tell us about NAIFA's Advisor Ambassador Program and your role in this successful program. How is it helping NAIFA attract new members?

Canzanella: This program is definitely one of my favorites. NAIFA has put a lot of effort into providing valuable resources to its members and prospective members. The Advisor Ambassador Program features 30-minute interactive video conferences, which add several fun and unique twists instead of the typical webinar. Using the power of technology, attendees of the program not only get to hear success stories, sales ideas, prospecting tips and more from young advisors; they also have an opportunity to get involved in the conversation. I enjoyed the opportunity to participate and hope to continue to learn from other ambassador success stories.

I'm grateful for all my experiences, which have helped me find my voice, be more strategic, and acquire the drive to be better at what I do.

AT: What do you believe is the role of the financial professional in helping clients deal with the current opioid crisis?

Canzanella: Sadly, this crisis has already claimed over 700,000 lives over 18 years. We have an estimated 2 million Americans addicted to opioid pain relievers, 650,000 addicted to heroin and over 11 million who are misusing prescriptions and are at risk for addiction. These staggering numbers continue to climb; so it's highly likely that agents or their clients have already been touched by this epidemic.

Protecting our clients' assets goes far beyond just providing insurance, investments and tax strategies, but, unfortunately, many will not openly share their struggles because of fear of stigma or shame. By speaking publicly about two things I love very much — my husband's story and my career — my mission is to end the negative perception of addiction. I've found a passion for educating my peers on the growing financial challenges our industry is facing with this crisis, how to identify a client who may be struggling or is being exploited by a loved one, how to ask the right questions, what resources to offer and what types of financial considerations might be appropriate.

AT: As a female financial professional in a male-dominated field, what obstacles did you face early in your career and how did you overcome them?

Canzanella: Like countless others, I've faced many challenges in my career but rather than dwell on them, I have geared my energy towards the things that I can control, such as my attitude. I focus on the areas that I excel in and I'm grateful for all my experiences, both good and bad, which have helped me to find my voice, be more strategic, and acquire the drive to be better at what I do.

One of the best things about being a woman in this industry is that neither commissions, fees nor charges discriminate. I can make just as much or better than the advisor in the next office. There's literally no ceiling when it comes to our earning potential. And this business also offers you the flexibility of being a business owner, with the opportunity to have the work/life balance many women strive for.

There are so many resources that NAIFA offers, but I attribute my growth directly to the many relationships I have built over the years.

AT: What advice do you have for up-and-coming financial professionals?

Canzanella: This can be a tough but rewarding career, and like anything else in life, you get out of it what you put into it. It's not about just putting in the hard work and making money; it also about getting involved and making a difference. NAIFA membership has taught me the value of being part of the industry as a whole and understanding how government and state policies affect not only our business but also our clients. Your efforts to give back will eventually come back around, helping to build a stronger foundation for your business.

AT: How has NAIFA membership helped you move up the ladder of success?

Canzanella: There are so many resources that NAIFA offers, but I attribute my growth directly to the many relationships I have built, which have flourished into unbreakable bonds and life-long friendships. The guidance and mentorship of those who have paved the way before me are truly priceless. And it's just as important to pay it forward and provide that same guidance and mentorship to those just beginning their journey.

AT: What three things would you like readers to take away from this interview?

Canzanella: We all encounter failures and make mistakes, but it is our responsibility to accept, learn and grow from them. Through these experiences you become stronger, find success and can truly make a difference in the lives of others. Think about what you did today that was worthwhile. How did you have an impact? [at](#)

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Leveraging Technology to Better Serve Gen X and Millennial Clients

Here are a few opportunities to keep in mind.



VIOLETKAIPA/SHUTTERSTOCK.COM

By Andre Robinson

Technology is changing the landscape of many professions, and financial advisors are no exception. From online shopping and banking to social media and streaming entertainment wherever you go, technology provides individuals with endless opportunities. As an advisor, being able to reach your clients when, where and how they want to be reached is becoming increasingly important — and this is especially true among the Gen X and millennial populations. While it may seem likely to assume the older of those two generations would be less likely to frequent their favorite technologies, industry data tells a different story: Gen Xers spend about 21 hours per week on their smartphones while millennials spend 19 hours.¹

So how do you ensure you're leveraging the right resources to reach these important individuals in your client base? Here are a few opportunities to keep in mind.

- **Start with a website.** This may sound like table stakes, but creating a presence online is important for any organization and that can often start with a website. If you think a website isn't worth the time and money, you might want to reconsider. Prospective clients are more apt to ask for recommendations online or on social media than they are in person. More often than not, they may also skip the referrals altogether and simply do an online search. Having a website, and one that is both resourceful and engaging, can help them find you faster and lend credibility to your business.
- **Leverage social media to expand your online presence.** There are also certain technologies that can help you enhance your brand and connect you with larger groups of prospects and peers. Utilizing social media, for example, will increase your overall online presence.

While the world of social media may seem endless, picking one or two platforms to manage is likely a good place to start. You might try creating a presence by posting organic content or consider cost-effective advertising tools on Facebook or LinkedIn to help you expand your digital footprint. These platforms can also be used as a social "listening opportunity" by following industry professionals and keeping up with the latest conversations.

- **It's all about mobile.** While having a solid online presence is an important step, supporting the ways in which your clients can reach you and your services is also becoming increasingly important. According to industry research, 92% of millennials and 85% of Gen Xers own smartphones.² With the rise of smartphones and tablet devices, it's apparent that more and more consumer activity is happening "on the go."

Gone are the days of paying bills by snail mail or even depositing checks directly into the bank. These advances should be no different for financial advisors. Creating processes such as mobile check deposit capabilities can be convenient and effective for both you and your clients. As an added bonus, having this type of feature can also save time and decrease the amount of administrative support needed from your office staff — leaving more time to focus on deepening client relationships.

The evolution of "face time"

When it comes to client relationships, satisfaction is often dependent on the quality of your interactions and the level of your accessibility. Nowadays, technology can help you engage clients in a more dynamic and collaborative way. For example, the concept of face-to-face meetings is evolving. In-person meetings will probably always be preferred over those held via phone, but the reality of life and busy schedules can often get in the way. Thankfully, technology allows for the ease of face-to-face interaction without physically being in the same location. Leveraging tools that allow for virtual meetings and video conferencing can also help make the best use of time — both for you and your client — by allowing for more frequent and consistent interaction regardless of where you or your client is located.

Digital tools can offer value in expanding client relationships

The availability of digital tools is changing the paradigm by providing an attractive and cost-effective way to deliver financial planning services to more people. And consider that 89% of those using digital-advice tools are Gen Xers and millennials.³

Having the right tools and systems can demonstrate your value as an advisor in the ever-evolving landscape of financial services.

Many advisors are recognizing this trend, and research from Voya found that more than half of financial advisors thought that a digital-advice tool could grow their practice by up to 10%, complementing their existing offerings with easier access to client information and broader reach to younger and less affluent clients.⁴ The tools can serve to help emerging, digital-savvy investors begin their approach to planning. They also can serve as a gateway to building a broader relationship with an advisor as an individual's situation changes.

Most recently, a number of financial service providers, including Voya Financial Advisors, have introduced "hybrid advice" offerings, coupling digital tools with the ongoing involvement of a financial advisor. This approach can often offer your clients a combination of both worlds — providing individuals with access to digital investment advice that's combined with *your* support to help them along the way.

Our world is changing rapidly, and there's no denying that technology is playing an important role in how advisors can better serve their clients. Knowing what's available to you can help you deliver the best outcome for your clients as well as give you greater opportunities to serve a broader base of clients. In many cases, having the right tools and systems can demonstrate your value as an advisor in the ever-evolving landscape of financial services. **at**

Andre Robinson is head of Advisory Solutions for Voya Financial's retail wealth management firm, Voya Financial Advisors, Inc.

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Cooperating with Others Whose Services Promote the Interests of My Clients

Client information is important to your client and should be provided only when the services and use of the requesting party are known, are in your client's best interests and have been requested by your client.

By Frank C. Bearden, Ph.D., CLU, ChFC

In this column, we will consider how to satisfy the obligation in the NAIFA Code of Ethics, which states:

- To cooperate with others whose services best promote the interests of my clients.

Perhaps the best way to understand this obligation is to provide an example that is fairly common in financial advisory practice. Consider that one of your clients calls to tell you that an estate planning attorney has asked her to provide beneficiary and other information for the policies on her and her family.

The purpose of the information is to include it in trusts that the attorney is drafting for your client and her family. The client is the primary owner of a large local auto dealership and is concerned about estate taxes after her death. Her husband died several years ago. The last valuation of the dealership three years ago was over \$25 million, which, after deductions, was still well over the estate and gift tax exemption of \$11.4 million per individual for 2019. Your client suggests that you contact the attorney to determine exactly what information is needed. She asks you to please provide any documents the attorney requests.

After agreeing to cooperate with the attorney as your client has requested, you begin to feel a little uneasy about sharing this information with an attorney whom you have not met. What do you do? This obligation states that you will cooperate with others whose interests best promote your client's interests. How do you best do this? In this case, you are not familiar with the attorney. But even if you were, how should you proceed, remembering that, at present, you have important client information held within the records of your practice.

My recommendation

My recommendation would be that you secure an itemized list of information requested from the attorney. Send the client a copy of the itemized list, have them sign and date the bottom of the request and send you back the original signed copy. Upon receipt of the request to send the stated items to the stated professional, with the client's signature and date, then I would have the items prepared and transmitted, with a copy of the client's signed request included.

If you have any question about the nature of the request for information, this would merit a call to the client for further explanation.

This may seem like a lot of work when you have spoken with the client, until you realize that the client's insurance related records are very important documents regarding client information. You should have a record of:

1. What is requested by the client
2. To whom the documents should be sent
3. The signature and date from your client

If you have any question about the nature of the request for the information, this would merit a call to the client for further explanation. After the conversation and assuming the client's interests are being promoted in the request, then you should proceed. If you are not certain that the client's interests are being promoted, this would merit a call to the legal department of the insurance carrier (s) involved, for further clarification.

In any request for client information from another professional, we need to remember that client information is very important to the client and should only be provided when the services and use of the requesting party are known, are in the client's best interests and have been requested by the client. **at**

Multiline insurance

Multiline Agents and Life Insurance

Just 14 percent of a multiline agent's income is derived from life insurance sales.



MONOPOLU919/SHUTTERSTOCK.COM

By LIMRA

A recent LIMRA report sheds light on how multiple-line agents — those who are affiliated with one company and primarily sell auto, home or other property and casualty insurance — feel about selling life insurance products, lead generation and opportunities for future growth.

Multiline agents derive most of their business from selling property and casualty products. Some agents, however, have incorporated life insurance products, and to a lesser extent, annuities and investment products, into their practices. Yet, on average, just 14% of a multiline agent's income is from life insurance.

What multiline agents do

Multiline agents are unique in the financial services industry because they:

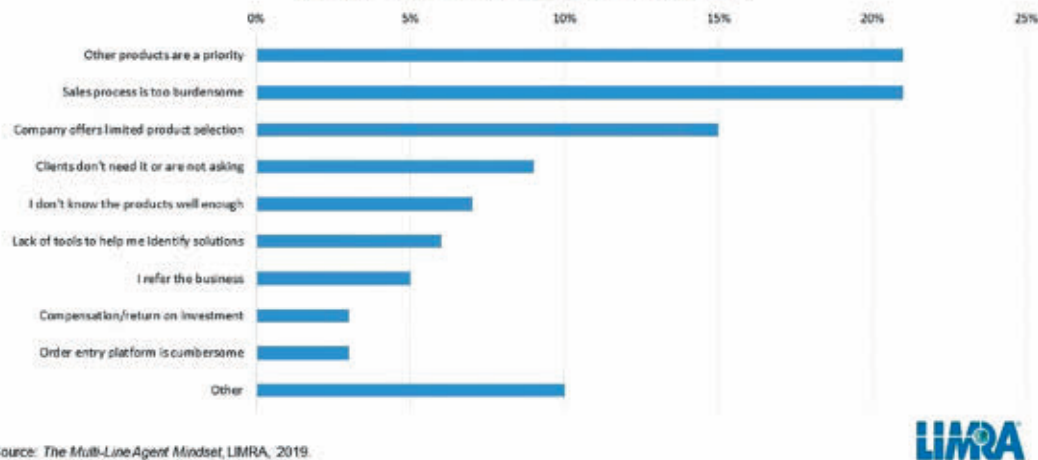
- Primarily serve the middle market — three-quarters of their clients have household incomes that are below \$125,000.
- Have lots of clients. On average, multiline agents' client base is at least double that of all other types of financial professionals.
- Serve/have relationships with all generations.
- Have clients seeking them out for property and casualty products.

According to the *2019 Insurance Barometer Study*, 41% of middle-market Americans are uninsured. Multiline agents have the opportunity to help their middle-market clients address their life insurance and retirement planning needs, including products that provide guaranteed lifetime income, such as annuities. Their existing relationship puts them in an ideal position to help by offering these services because they have already established a trusted relationship with these clients. Prior LIMRA research has shown that the top factor influencing consumers to purchase life insurance is trust in their advisor.

Prior LIMRA research shows that the top factor influencing consumers to purchase life insurance is trust in their advisor.

Agents say that the primary reason life insurance isn't a bigger part of their practice is that other products are a priority, and the sales process is burdensome. The selection of product offerings also plays a role (see chart below).

Primary Reason Life Insurance Is Not a Bigger Part of Multi-Line Agents' Business



Source: The Multi-Line Agent Mindset, LIMRA, 2019.

Many companies offer services and support in an effort to help their agents sell life insurance. The support tools that multiline agents in the study identified as being the most important were analytical tools to help prioritize opportunities/leads, digital tools to identify client solutions and modeling tools on life insurance strategies.

Looking ahead

Looking toward the future, multiline agents see technology as both a challenge and an opportunity. Those reluctant to sell life insurance are twice as likely to view competition from online purchasing platforms as an issue than those more inclined to sell life insurance. LIMRA research suggests that multiline companies could alleviate these concerns by leveraging technology to help their middle-market clients with their financial and retirement planning needs (either through their agencies or from the home office), providing a unique value proposition and, at the same time, strengthening the company-agent and company-client relationship. [at](#)

Long-Term Care Insurance

Making the Most of LTC Awareness Month

Take just one of the steps mentioned in this article, and you will already be ahead of the pack during this public-relations campaign.



ISTOCK.COM/FREDFROESE

By Craig Roers

November is Long Term Care Awareness Month, the perfect time to let your clients know about the many wonders of long-term care insurance (LTCI) and the pivotal role this valuable tool can play in their later years. Here are some low-cost and no-cost activities you can engage in to have better LTCI discussions with your clients and prospects.

Mention Long Term Care Awareness Month on every call during November. Simply answering each telephone call by saying: “November is Long Term Care Awareness Month. This is...” can start a conversation. Prefer to mention it at the end of a call? Then try: “Before I let you go, November is Long Term Care Awareness Month and I’m making sure all of my clients have put a plan in place should they need care someday. Do you already have a plan in place?” You’re on hundreds of telephone calls each month. Invest another five seconds to provide your clients with an opportunity to have a discussion with you.

Share a video. Engage clients with short and powerful videos. Share via a link in an email or add them to your website, YouTube channel, Facebook profile and more. LIFE Happens has some great videos — from “LTC 101” to realLIFEstories at www.LifeHappens.org. Use your phone to record clips that explain benefits like care coordination, respite care and indemnity benefits. Your video doesn’t need to be perfect; it just needs to be. If you’re not doing videos, start doing so now. The second biggest search engine behind Google is YouTube. If you don’t show there, you are missing out. Afraid of messing up? There are cheap teleprompter apps for your phone or PC, which will make you look like a star.

Offer a free educational guide. People love tools like the NAIC Shoppers Guide (which you’ll have to provide to them at some point anyway) or “What You Need to Know About LTCI” from LIFE Happens. Both give people just enough information to whet their appetite, but not enough to make a fully informed decision. Carriers also have some great generic “needs” pieces you can use.

Get published. Easier said than done? Don't aim for *USAToday*, but start with the free community papers in your area. They are often short-staffed and hungry for original local content. Pitch a piece on the local costs of care (referencing specific home care and facility-care costs in your city), discuss the shortcomings of non-insurance solutions and then explain how insurance can help. Mention your state's LTCI partnership program and whether your state offers tax incentives to purchasers. It might be old news to us, but your average buyer knows little about these things. Once published, use your article to further establish your credibility as an expert by sharing with current and prospective clients and on social media. Get it to your centers of influence or offer it as a guest blog for their websites as well.

Create a simple monthly marketing calendar. Have 12 different themes so you will have different talking points regularly. Different people respond to different messages. Maybe you can base a theme on a holiday that occurs that month. For example, Mother's Day is in May, making it the perfect time to discuss women and LTC. In the run-up to April 15, talk about LTCI being one of the most tax advantaged solutions available. Pick 12 themes to base all your marketing messages on for that year — from blog posts to tweets.

Create a simple monthly marketing calendar and have 12 different themes on this calendar so that you will have different talking points each month.

What do you do the rest of the year? Review what your marketing materials say about LTCI. Is it a bullet point on your list of services or do you have a full page (or blog posts) dedicated to the topic? Again, the more information you put online, the better you show up in search results. If you are not sure about your writing skills, re-share good content. Read a great story about caregiving or long-term care? Share a link, along with a few brief thoughts about the story.

Play to your strengths. If you don't have the bandwidth to do LTCI yourself, that's OK. Underwriting and plan design can be tricky, and there are LTCI specialists you can partner with to act as the LTCI division of your practice. Provide a warm introduction and then split the commissions. This allows you to focus on your other lines of business, with the knowledge that your clients are being served properly. According to *Broker World*, a long-term-care specialist is 5 times more effective at getting someone coverage than a generalist. What is YOUR time worth?

Be proactive. Multiple studies have shown that the majority of consumers want their advisor to talk to them about LTC planning, but few advisors are doing so. Most people who buy are seeking it out themselves. Do just one of the things mentioned in this article, and you will already be ahead of the pack. [at](#)

Craig Roers is Head of Marketing for Newman Long Term Care, where he has worked for the past 21 years. He is also one of the sponsors of NAIFA's new Limited and Extended Care Planning website. Contact him at: 612-454-4406 or at CraigR@newmanltc.com.

Tis the Season to Talk About Your Value

Here are some suggestions for communicating your value to prospects during this holiday season.



ISTOCK.COM/ANDRESR

By Bill Cates, CSP, CPAE

We are quickly approaching the holiday season, when all of us will be spending time with friends, close family members, distant relatives, neighbors, and yes, total strangers. Many of these people might make great clients while others may never become clients but might refer and introduce you to others. And a few might represent products and services that you can refer to others. Here are a few ways to talk about your value to these people, courtesy of my new book, *Radical Relevance — Sharpen Your Marketing Message, Cut Through the Noise, Win More Ideal Clients*.

Let's say you're at a holiday party or another social event and someone asks you: "What do you do?" How do you respond? Do you whip out your best elevator speech or do you pretend you don't want to talk about the great value you bring to your clients and quickly change the subject? Are you blowing an opportunity to expand your business by being too promotional or too modest?

The following are the two biggest mistakes financial professionals make when communicating their value at social events. Try to avoid them as you enjoy time with friends and family during this holiday season.

Mistake 1: You smile because you have a chance to use that great networking event elevator speech that you've practiced 20 times in front of a mirror. You're confident, passionate and irresistible (or so you think). But the person you are talking to looks a little stunned and responds to your elevator speech this way: "That sounds very interesting. Excuse me while I freshen my drink."

Mistake 2: Because you are at a social and not a business networking event, you don't want to scare anyone away. So, when you are asked what you do, you downplay your value, become overly modest and change the subject.

Fortunately, there is a middle ground between these two options. In fact, there are a number of ways to talk about your value that don't make you come across as too pushy or salesy. Here are a couple of examples:

Example 1: Give an example. When you are asked what you do for a living, you can say: "I'm a financial advisor or a financial professional." But don't stop there. Give a specific example and say something like this: "Let me tell you about a client I was working with the other day — " then tell a short story.

Remember that at social events, you don't want to talk as if you're reading your marketing brochure. Instead, tell a story. The more interesting or more amusing the story, the better. Of course, leave out the names of the clients involved, and as best you can, tell the story in an interesting way. State the problem that the client presented to you and offer one or more of the solutions you used to solve that problem.

At social events, don't talk as if you're reading a marketing brochure; instead, tell a story.

Example 2: Use the Miracle Value Positioning Formula. I call this the Miracle Formula because it allows you to say a lot in just a few sentences. You can use it both in written and oral communication. By filling in the formula, you can create your ideal message.

FORMULA	EXAMPLE
I/we specialize in ...	<i>My firm specializes in</i> financial planning and financial management.
I/we work with ...	<i>We work with</i> owners of fast-paced businesses.
I/we want clients who want to ...	<i>We want clients who want</i> a financial quarterback to make sure all aspects of their financial life remain in perfect shape.
For example ...	<i>For example</i> , most successful business owners are laser-focused on achieving their business goals but don't devote the time to create and manage a plan that will help them achieve their personal financial goals. As their financial quarterback, we pull together the perfect team to make sure they have the right insurance in place, a benefits package that helps them retain their best employee, and that all of their investments are working hard for them.

Example 3: Ask a question. Ask a question that will help put a frame around the work you do and draw the other party into your answer. The question usually reads something like this: *Do you know how most people face retirement are concerned about running out of money? I work with who want to ...*

Do you know how most CEOs wonder if everyone around them is sharing their most pressing concerns and best ideas? I work with CEOs who want to ... **at**

Bill Cates CSP, CPAE, is the author of Get More Referrals Now!, Beyond Referrals, and Radical Relevance, as well as the founder of The Cates Academy for Relationship Marketing. Subscribe to free referral tips and other free resources at www.ReferralCoach.com/resources. Cates works with financial professionals who want to increase sales by attracting high-quality clients through a steady flow of referrals. For more information, contact him at BillCates@ReferralCoach.com.

Think Like a Customer!

Failure to develop this habit might hurt your chances of making a sale.



DAMIR KHABIROV/SHUTTERSTOCK.COM

By John Graham

Successful salespeople work hard at deepening their understanding of what prospects and customers are thinking. It takes effort and skill to get inside someone's head and it starts by asking the following questions:

- What's important to your customers?
- What are they looking for?
- How motivated are they?
- Are they focused or not sure of themselves?
- What are they trying to tell you?
- What are they not telling you?
- Are they worried about being taken for a ride?
- How concerned are they about making a mistake or getting stuck with a decision they will come to regret?

Accurate answers to these questions will help you obtain an exact picture of what's going on in the minds of your prospects and that changes the sales narrative. Instead of focusing on how you're going to get prospects to do what you want, you move to letting them know you're on their side and your mission is to help them achieve their goal or dream.

What is the customer trying to say? Some people have trouble expressing themselves clearly, either unwittingly — or on purpose. People often want others to think well of them; so, they answer questions in ways that will impress person asking the questions. They may let it be known, for example, that they can afford a purchase that's far beyond their financial means.

There is nothing more important than what a customer is saying.

We all use shortcuts to come up with answers so we can get the job done as quickly as possible. In sales, this leads to believing we know more about how customers think than we do. Without even realizing it, opinions become facts and certainty supersedes questioning, doubt and curiosity — the essential tools for understanding customers' thoughts and behavior. And the cost? Lost sales.

Four rules for understanding customers

Here are four basic rules to help you zero in on gaining a better understanding of how customers think:

1. **Never assume you know what a customer is thinking.** This is the place to start. Believing we can know what someone is thinking is useful — it gives us the feeling of being in control, even though the deck is stacked against such a notion. Neurologist Robert A. Burton, MD, writes: “We make up stories about our spouses, our kids, our leaders and our enemies. Inspiring narratives get us through dark nights and tough times, but we’ll always make better predictions guided by the impersonal analysis of big data than by the erroneous belief that we can read another’s mind.”
2. **Avoid thinking about what you want to say or do next.** In other words, the human mind isn’t up to speed on multi-tasking. When we’re with a client and our mind is on our proposal or what we want to say next, we’re distracted and are unable to concentrate on what a customer is saying. There is nothing more important than what a customer is saying. If we don’t get it at that moment, it’s gone. Try as hard as we can, we are unable to recall what we’ve missed.
3. **Make key word notes.** It’s a similar problem when concentrating on what a client is saying so you don’t miss anything, while taking notes disrupts listening. As it turns out, we’re not wired to do two things at the same time. So, how can you keep your attention on what you’re hearing and recall it at the same time? “Keyword notetaking” helps. Instead of trying to jot down even four or five words at a time, let alone sentences, just jot down two key words to help recall later.
4. **Use “rewind reviews.”** Missing essential information or getting it wrong undermines a salesperson’s credibility and reduces the chances of making a sale. An effective way to avoid such mishaps is to use the “rewind review.” You might say, “I want to be sure I understand what you’re telling me, so let me put it in my own words and you can correct me if I am wrong.” This will not only help get it right, it will also send the message that you’re a serious listener. [at](#)

John Graham of GrahamComm is a marketing and sales strategy consultant and business writer. He is the creator of “Magnet Marketing,” and publishes a free monthly eBulletin, “No Nonsense Marketing & Sales Ideas.”

The Power of a Key Message Framework

Use the suggestions outlined in this article to help create a powerful message framework for your clients and prospects.



ISTOCK.COM/HAKINMHAN

By Matthew Bryan, MBA, CRPC, CRPS, AIF

One of the most common obstacles for financial representatives is clarifying their differentiation into a cohesive and consistent value proposition that cuts through the clutter. While the desire to master social media, host an exceptional seminar, and generate leads from digital advertising may feel like they all need to be a top priority, there is some basic foundational work to be done before jumping to more sophisticated marketing tactics.

A key message framework is a simple tool to help organize your story, backed with proof points that make your story plausible.

Getting started

Building your message foundation doesn't have to be expensive or time-consuming. Here are 5 simple steps to help get you started:

1. **Define your niche.** One of the most difficult questions for any financial representative to answer is: Who is my target market? While it may be tough to determine this early on in your career, it will become critical to your entire marketing strategy. Clearly identifying and articulating who you best serve will help to distinguish you from others in the minds of prospects and help identify who you will enjoy working with the most. The common element should be empathy: Who can you serve effortlessly because you truly "get" them? Here are a few common ways of thinking about your niche:
 - a. **Industry-focus?** Is there an industry or profession you are connected to? Perhaps you're known for supporting local small business owners, or even more finite, helping doctors.
 - b. **Other affinity groups?** Do you have a natural affinity within a network you're already attached to? Is it a college, university or your church?
 - c. **Demographic profile?** Perhaps you have a focus on a particular demographic segment that you connect with. For instance, do you focus on working moms and female executives?
 - d. **Still unsure?** If you still have trouble identifying a target market, look at your last 5-10 sales or referrals. Is there anything common about the traits, demographics or psychographics about those you have helped?

2. **Clarify and prove your value.** Once you've identified your niche, you need to identify the specific value you provide to your niche and back it up with clear proof points. What are the problems you help your clients solve and how do you do it? What are the ways you help clients be successful, and what resources, philosophy and/or process do you employ to ensure they reach their objectives? Perhaps you help small business owners prepare for retirement and exit their business. If so, how do you accomplish this? Maybe you are focused on helping them build income in retirement. This is great. Let others know and be able to back it up with proven sound bites.
3. **Articulate your values.** Most people want to work with people they like and with brands that align to their value system. Don't keep your values a secret. Let prospects know what they are and be able to provide demonstrable evidence that your values are not just a bunch of words on a page. Are you part of community organizations? Do you volunteer for a specific cause because it is near and dear to you? Are there certain aspects of your client care process that show you live your values in every interaction? This is an important part of your story so be sure to tell it.
4. **Build your key message framework.** Once you've completed steps 1-3, it's time to build your key message framework. A key message framework is a simple tool to help organize your story, backed with proof points that make that story plausible. You may find that you have several key words or key messages related to each message objective. As you begin the process, that's OK. You can whittle it down to something more succinct after you get it all down on paper. Start first by organizing all your proof points, which can help reveal key words and phrases that communicate the essence of your key message. Check out the simple template below:

Message Objective	Key Words & Messages	Proof Points
Who do we serve?		
What value do we provide clients?		
What are our values?		

5. **Use your message framework and use it everywhere.** Finally, once you've documented your key message framework, ensure these key messages are delivered consistently across all your touchpoints. Your elevator speech, website, social media profiles (particularly LinkedIn), closing slides at a seminar, print collateral, etc., should communicate the language and information identified in your key message framework. Your message framework can help clarify other parts of your marketing strategy. How does your content strategy reflect your message framework? Are you sharing content that resonates with your target audience and re-enforces the value you provide? Are the seminars you're hosting targeting your niche and highlighting the services you offer? Additionally, everyone in your firm should be able to recite your key messages to ensure complete alignment. Finally, if you're working with an agency to help develop a marketing strategy, offer it your key message document. It will go a long way towards delivering on your larger marketing objectives. [at](#)

Matthew Bryan, MBA, AIF, CRPC, CRPS, is 2nd vice president, digital marketing at Guardian. He has 18 years of financial services experience with diverse marketing management roles held at major investment management, brokerage, retirement, and life insurance brands. He leads a team of marketers focused on leveraging data, content, and technology to help Guardian agencies and financial representatives grow their business. Contact him at 212.598.8962 or matthew_bryan@glic.com or www.linkedin.com/in/mattbryan15.

(This material contains the current opinions of the author but not necessarily those of Guardian or its subsidiaries and such opinions are subject to change without notice.)

Overcoming Obstacles in the Hispanic Market

You can accelerate your success in this fast-growing market by paying careful attention to the critical areas highlighted in this article.



ISTOCK.COM/RIDOFRAZ

By Consra Rosales-Pacheco

With a population of almost 60 million¹ and growing, as well as a combined purchasing power of \$1.5 trillion,² there is no question that the Hispanic or Latino population represents an economic, social and political force that is shaping the nation and future generations of Americans.

For decades, corporate America has worked to understand and attract the Latino consumer, with varying degrees of success and consistency, making Latinos one of the key demographics for consumer goods, housing and automotive among other industries. However, in the insurance and financial services industry, the experience is more recent and has proven challenging for some companies yet rewarding for others.

When it comes to Latinos and financial services, there are some key areas that financial services companies, as well as individual financial professionals, should take into consideration as part of their desire to build a successful business in this community.

Understanding cultural values. One of the largest obstacles, yet at the same time one of the biggest opportunities in the Latino community, is understanding their cultural values and making these relevant to their financial lives. For example, Latinos may hesitate to discuss topics like sickness, death or even money. At the same time, family is very important to them, and they will often sacrifice much for their families.

Before discussing financial goals and strategies, an honest conversation that brings these values together can help Latinos confront the inevitability of things like death and old age and realize that there are ways in which they can align their love of family with financial tools and strategies.

Financial literacy. Whether Latinos are first-generation immigrants or second-generation Americans, in most cases, they do not come from a trajectory of family wealth and financial savvy. Most Latinos in the U.S. are self-made, and in many cases, they are the first in their families to complete college. Consequently, Latinos tend to be less aware of the tools that mainstream Americans have to protect, build and transfer wealth. On the other hand, they tend to be conservative, avoid debt and save outside the financial system. When financial professionals focus on relationship building, education and non-transactional approaches, Latinos will quickly embrace financial guidance and will, in fact, become great advocates and referral sources.

Trust. Perhaps the most essential element for achieving success with Latino consumers is the trust factor. One commonality among most Latinos is that they can be hesitant when it comes to financial institutions due to the historically high economic volatility in their home countries. Also, many Latinos in the U.S. have been victims of predatory practices and scams, which are very common among immigrant populations.

Relationship building is key

As referenced above, relationship building is essential in order to gain the trust of Latino consumers. The old saying “no one cares how much you know, until they know how much you care” could not be truer for Latinos. Financial professionals need to develop a genuine interest and cultivate relationships with Latino clients before expecting to discuss financial matters. Small gestures like sharing meals, asking about their families and children and getting to know the extended family can go a long way in establishing that trust. This could feel counter intuitive of mainstream America, where it is often said that business is conducted first and then a relationship can develop.

When financial professionals focus on relationship building, education and non-transactional approaches, Latinos will quickly embrace financial guidance and will become great advocates and referral sources.

In summary, Latinos represent a significant opportunity for financial professionals to expand their business and develop relationships that can last for generations. Living in areas where there is a significant Latino population represents an opportunity, but it won't grow your business in this community by itself. Expanding your business into this market should be intentional, and it should be a part of your marketing plan. For example, make it a goal to identify local Latino doctors, teachers, community leaders and business owners, and schedule a specific number of introductory appointments every month to start developing those relationships.

In addition to growing your business, working with Latino families will also add a new dimension to your business and help you develop lifetime friendships. Perhaps even *café con leche* will become part of your regular diet! [at](#)

Consra Rosales-Pacheco is the Managing Partner of the Nashville General Office of New York Life Insurance Company, where she has been for almost seven years. She leads a team of more than 40 financial professionals, who proudly serve all markets.

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2020

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Designations: _____

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Nominator:

Name: _____

Email: _____ Phone: _____ Cell: _____

Company Name: _____

Address: _____

Local NAIFA Association: _____



For more information, contact Ayo Mseka at 703-770-8204 or at amseka@naifa.org.

Game Changers

Use these tactics to help map out a strategy for success in 2020.

By Juli McNeely, CFP, LUTCF, CLU

A game changer is an event, idea or procedure that effects a significant shift in the current manner of doing or thinking about something.

What have been the game changers in your career? There's a great quote that says: "If you are not changing, you are choosing." Let that sink in a bit. Are you choosing to stay the same or are you choosing to continuously change?

Trying a new marketing method can be a risk, but often, it can change the trajectory of your business if you get a little creative.

In an industry that experiences significant change, how will you keep pace? As we approach the end of 2019, it seems like a great time to decide what your next game changer will be. Will it be personal, one for your team or perhaps a new marketing strategy? Below are some ideas that have been game changers for me:

- **Personal Game Changers.** What things could you do differently on the personal side to potentially change your course?
 - Try time blocking to ensure that you get all the important things done without interruptions.
 - Try teaming up with others so that you divide and conquer while focusing on your strengths.
 - Hire a coach to stretch you and push you to new heights.
 - Find a mentor to be a sounding board as you navigate new and unfamiliar territory. Or become a mentor. Many new financial professionals could use support and guidance.
 - Start a study group with other like-minded advisors to share ideas and hold each other accountable.
- **Team Game Changers.** Building a strong team around you can absolutely be a game changer. What areas need your attention in 2020?
 - Hire your first team member or add to your existing team. Changing your game often requires you to delegate non-revenue-producing tasks to capable staff members.
 - Review job responsibilities and determine if any shifting needs to be done. Ensure that job descriptions are up to date.
 - Establish clear lines of communication with your team. Often schedules and demands are so full that we forget to check in with each other. We utilize a daily, weekly and monthly process that serves us well.
 - Have everyone on your team establish goals and write a business plan. Hold each other accountable throughout the year.
- **Marketing Game Changers.** Trying a new marketing method can be a risk, but often, it can change the trajectory of your business if you get a little creative.
 - Get your team involved in brainstorming new ways to reach new prospects. They have a pulse on what people are looking for too.
 - Find new and creative ways to connect with CPAs, attorneys and mortgage bankers. They are often looking for referral partners.
 - Try informing and educating via social media. Find a way to be consistent and become a go-to source for financial literacy.
 - Try social prospecting. We do Ladies' Night and Men's Night where we attempt to duplicate our best clients by asking them to invite a friend along for the fun.
 - Establish clear processes so that your clients and prospects know exactly what step they are at and they have an opportunity to get to know you as you dive into their personal finances, goals and dreams.
 - Consider your clients' "pain points" to determine if there's anything you can do to help. Often, if one client is going through a difficulty, others are as well. Allow these pain points to drive how you better serve your clients.
 - Select a marketing theme for the year. For example, in 2018, our theme was "getting our clients organized." It was an amazing year of developing and rolling out tools for our clients to feel they have more peace of mind.

Give a few of these ideas a try as you approach the new year. You are either changing or choosing — it's time to choose your path! I wish you great success! [at](#)

A 25-year veteran of the financial-services industry, Juli McNeely, LUTCF, CFP, CLU, is president of McNeely Financial Services in Wisconsin. She is a past president of NAIFA, having served as the first female president. She is the author of No Necktie Needed: A Woman's Guide to Success in Financial Services and founder of Juli McNeely Consulting LLC. She is also an active member of MDRT and is affiliated with Woodbury Financial Services. You can reach her at juli@mcneelyfinancial.com.

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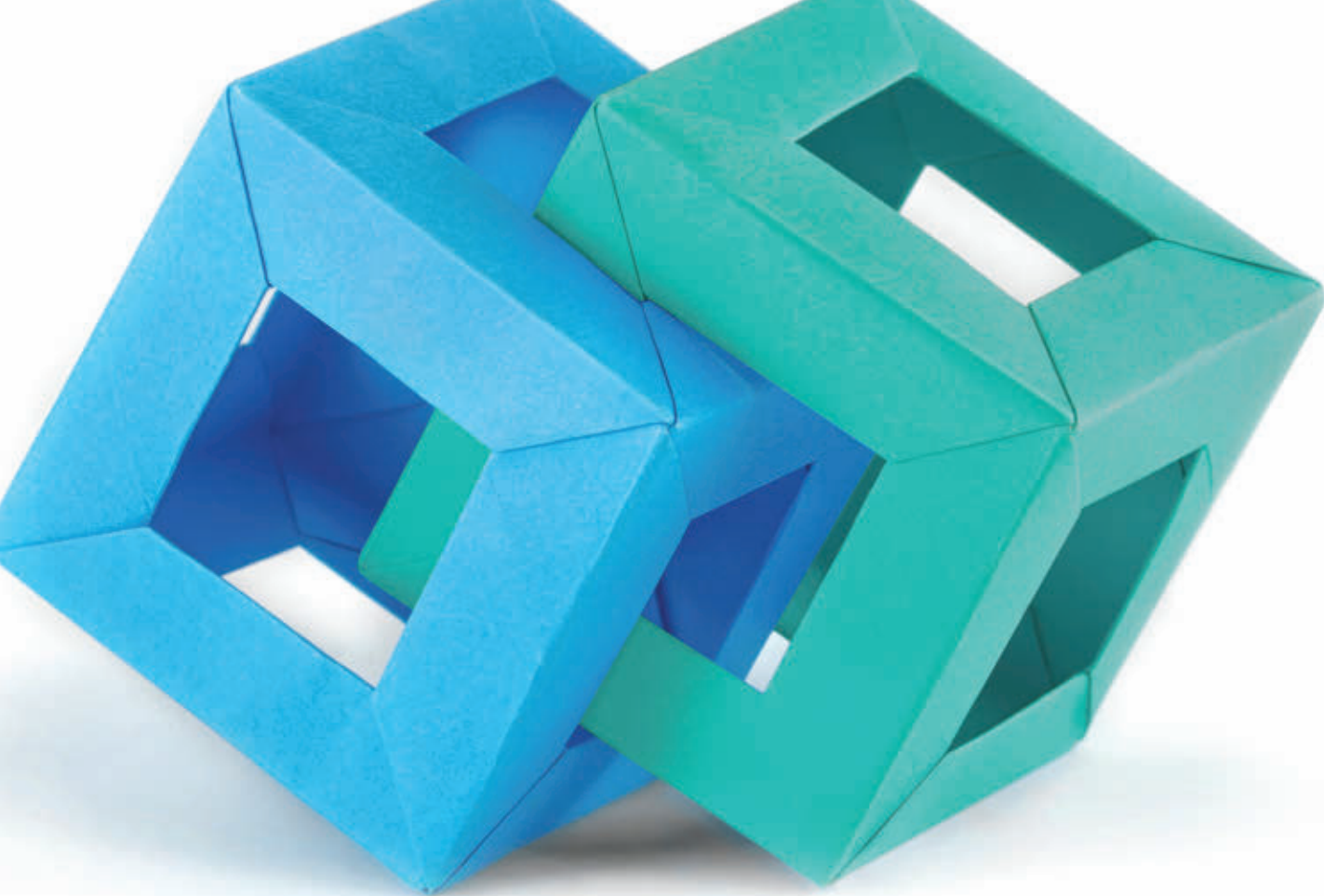
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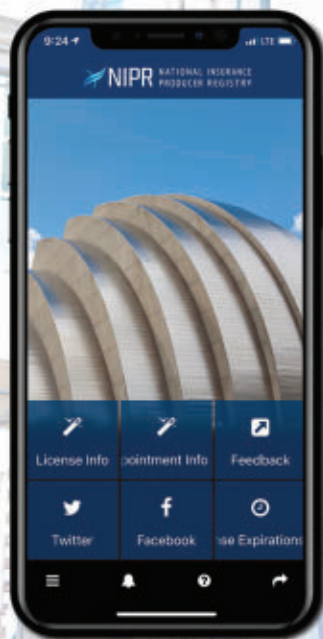
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