

DEVELOPING TOMORROW'S LEADERS

Brett Carter

Managing Director, The Jacobson Group

Industry Trends and Shifts

Evolving Leadership Qualities

Moving from Good to Great

Recruiting for Leadership Skills

Q&A





INDUSTRY TRENDS AND SHIFTS

CURRENT CANDIDATE'S MARKET



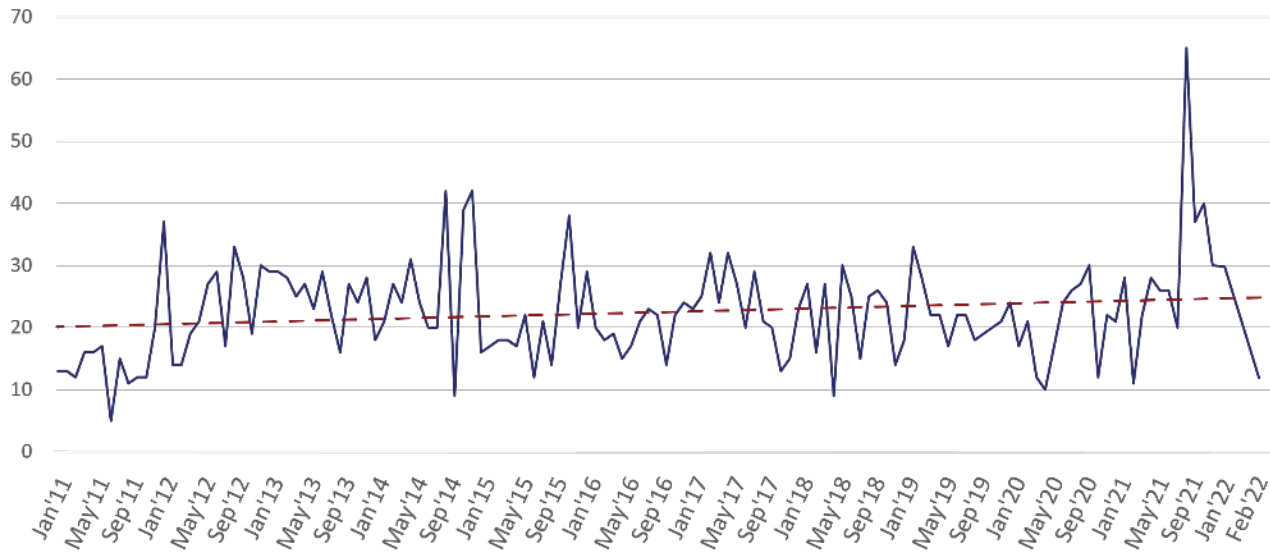
Source: Bureau of Labor Statistics

- ◆ **72%** of insurers plan to **increase** their staff sizes in the next year.
- ◆ Recruiting difficulty has **reached a peak** across all functional areas.





Finance and Insurance Retirements (In Thousands)



2021 saw the highest average monthly retirements in more than a decade.

The median age of insurance industry employees is **45**, compared to **42.2** for the overall U.S. workforce.

More than a quarter of the insurance workforce is **55 or older**.

Millennials and Gen Zers make up the **majority** of the overall workforce.





What challenges are you facing as you lead others or grow internal relationships in the virtual environment?



EVOLVING LEADERSHIP QUALITIES

Innovative

Critical Thinker

Growth Mindset

Empathetic

Emotionally Intelligent

Compassionate

Influential

Adaptable

Courageous

Humble

Resilient

Client-Centric

FOUR AREAS OF EMOTIONAL INTELLIGENCE

SELF-AWARENESS

Understanding of your own emotions and triggers

SOCIAL AWARENESS

Ability to recognize others' emotions

SELF-MANAGEMENT

Ability to create a more neutral response

RELATIONSHIP MANAGEMENT

Putting this awareness into action to enhance interactions



MOVING FROM GOOD TO GREAT

HIGH POTENTIALS VS HIGH PERFORMERS



High performers do their jobs well and are **more productive than most**.

High potentials have the **skills and abilities** to be high performers and make an **even greater impact**.

77% of high potential employees say that **being formally recognized** as high-potential **is important** to them, contributing to their retention.

IDENTIFY YOUR HIGH POTENTIALS



- ◆ Do they quickly pick up new concepts?
- ◆ Do they seek out opportunities to learn and take on new responsibilities?
- ◆ How do their colleagues respond to them?
- ◆ Do they naturally show up as a leader?

Involve them in stretch assignments and allow them to lead higher-visibility projects.

Partner them with external coaches and mentors.

Seek out opportunities for them to engage with the larger organization and gain a broader view of the business.

Provide comprehensive feedback.



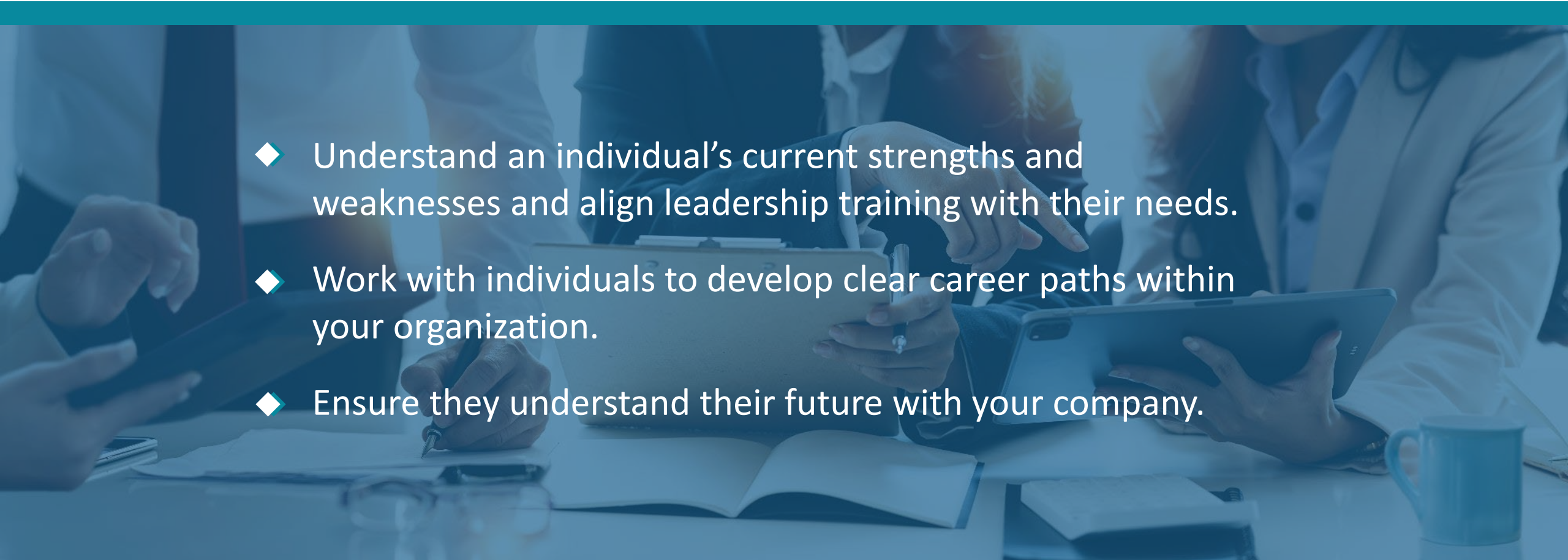


A **skill** can be turned into a **competency** by putting time and energy into it.



An **attribute** is a value that can be cultivated.



- 
- ◆ Understand an individual's current strengths and weaknesses and align leadership training with their needs.
 - ◆ Work with individuals to develop clear career paths within your organization.
 - ◆ Ensure they understand their future with your company.

What is their “why”?

What do they consider a valuable reward (title, salary, flexibility, recognition)?

What will it take to keep them at your company?





Be intentional and foster transparent, candid and frequent lines of communication.



Hold “stay interviews” to understand any shifts in goals, aspirations and values.



Emphasize how your organization can help achieve individuals’ “why.”

STAY INTERVIEWS: EXAMPLE QUESTIONS



- ◆ What keeps you here?
- ◆ What would make you leave?
- ◆ What are some things we can do better?
- ◆ Are you getting what you need from the organization?
- ◆ Are you challenged?
- ◆ Do you feel valued?



What are some skills or attributes you are focusing on developing within your team?



RECRUITING FOR LEADERSHIP SKILLS

- ◆ Effectively evaluate and validate skills through behavioral questions.
- ◆ Ask open-ended questions.
- ◆ Build questions that best uncover skill proficiency and intellect.

EXAMPLE BEHAVIORAL INTERVIEW QUESTIONS



How do you coach your team members to use their **critical thinking** skills?

In what ways do you **guide your team** to advance the goals of the organization?

Provide an example of a time you **made a mistake** at work and explain how you fixed the issue.



In your experience, what else has been effective in hiring and developing tomorrow's leaders?



Q&A



BRETT CARTER

Managing Director

(312) 884-0494

bcarter@jacobsononline.com

Jacobsononline.com



<https://jcbsn.gr/BCarter>

**THANK
YOU**