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The Needle-Movers: Building the Next Generation of Sales Managers



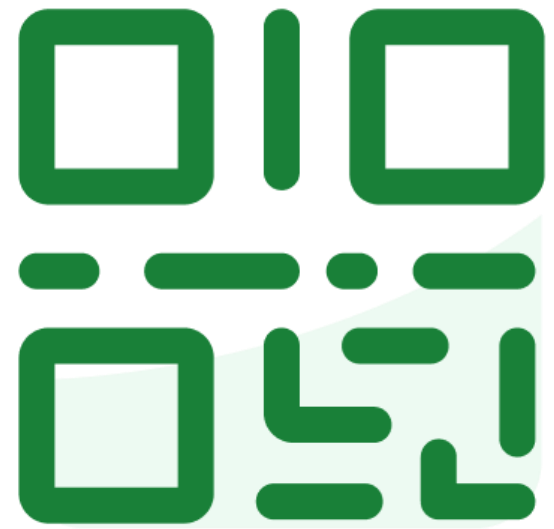
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Definition of 'Sales Manager' (Field Leader)

Sales Manager (n.): “a field leader who oversees a unit within an agency and is responsible for recruiting, training and developing new agents.”

or

Sales Manager (n.): Full-time multitasking Ninja.



What type or field leader model most closely represent your organization?



Do your Sales Managers (field leaders) have personal production requirements?



How would you describe your current Sales Manager (field leader) development program?

NLG's Roadmap for Candidates to Grow into Leadership

Exploring Leadership

**Player/
Coach**

- Requirements**
- Club qualifier
 - Attend Aspiring Leaders Program

Leading Others

Managing Associate

- Requirements**
- 3 F/T hires
 - Min. of \$100,000 life credits

Managing Director

- Requirements**
- 8 F/T hires
 - Min. of \$400K life credits
 - Series 7, 66

Leading Leaders

Senior Managing Director

- Requirements**
- 12 F/T hires
 - Min. of \$750,000 life credits
 - Promoted 1 MA to MD; At least 1 MA in their unit
 - Series 7, 66 and 24

Associate General Agent

- Requirements**
- 15 F/T hires
 - Min. of \$1,500,000 life credits
 - At least 2 MDs in their unit
 - Series 7, 66, 24



Foundations for Success



If any one of these is not present???

Critical Program Elements

1 Building a pipeline of candidates

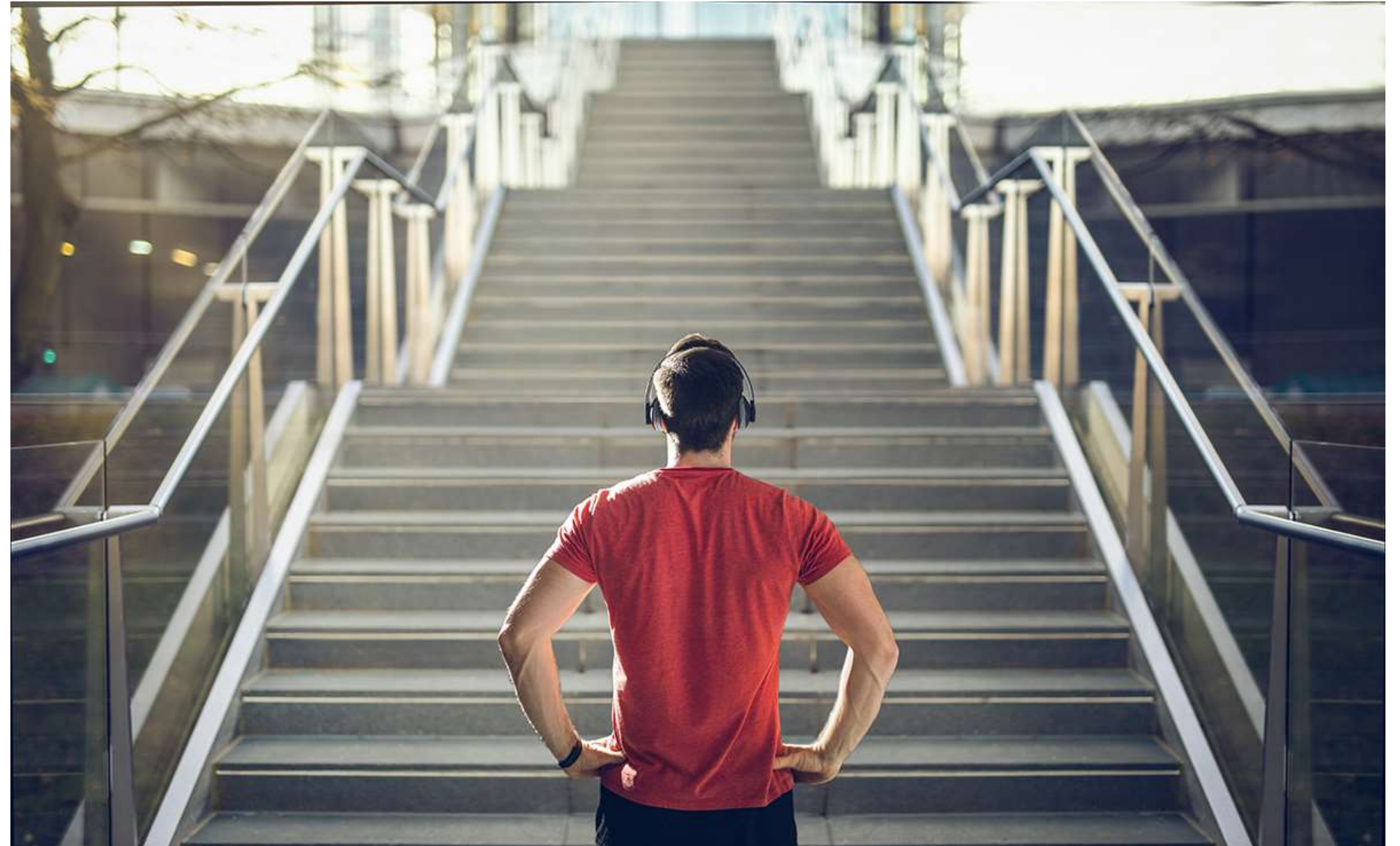
2 Assessment and Selection

3 Roadmap to Leadership

4 Year 1 & 2 of an aspiring leader's journey

Development

- Home office
- Field Support
- 3rd Party Support



Working Group Discussion Topics

1

Building a pipeline of candidates



1. How does your organization source candidates?
2. Tactics to build excitement in the Sales Manager role?
3. What incentives have proven most successful to attract talent?

2

Assessment and Selection



1. How do candidates explore this role?
2. Requirements to be considered?
3. Best ways to assess characteristics for success?

3

Roadmap to Leadership



1. What is a Sales Managers development path?
2. How do you track performance and progress?
3. What requirements must be met to advance?

4

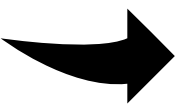
Year 1 & 2 of an aspiring leader's journey



1. What activities/behaviors are most important in first year?
2. How do you incentivize the right results in year 1?
3. What onboarding or training is offered in year 1 & 2?

5

Development
• Home office
• Field Support
• 3rd Party Support



1. What support is best provided by existing field leaders and staff?
2. What support is best provided by existing home office?
3. How do you leverage 3rd party resources/vendors into the process?

Learning From Each Other

- There will be 5 working groups (*Vendors spread out*)
- Each group will have 15 minutes to explore their topic
- We will debrief by asking the top 1-2 ideas from each group

Samples of Field Leadership Assessments

LeaderPersona

Test Candidate
Test Date

Confidential Personal Feedback Report

This assessment measures eight aspects of personality related to performance on tasks related to financial sales management positions.

10

out of 10

Your overall score:

Activities required for success in field leadership:

Belief in Self

Interpersonal Orientation

Leadership Ability

Innovative

Focused

Amiable

Flexible

Organized

DID YOU KNOW?

“Be your own boss,” is one of the top three reasons young advisors say they want this job.

?

LIMRA

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Field Leadership Profile

For CAC Test Candidate

Performance Predictor

Total Performance Prediction: Very High Potential

Performance Potential for Key Tasks

Overall Performance Potential for Key Tasks: Very High Potential

This candidate should effectively perform all activities required for success in field leadership.

This table shows ratings in tasks common to most leadership positions. If the position you are considering this candidate for does not require one or more of the tasks listed, do not use that specific rating or the overall task performance rating. Instead, consider only the individual ratings in the specific tasks that are relevant to the position.

Finding Talent	Find and select qualified sales talent	
Developing Talent	Train and develop sales talent	
Creating an Engaging Work Environment	Foster an environment of praise and reward, inspire and maintain enthusiasm, and provide sales assistance and support	
Achieving Results	Manage the performance of sales reps, and facilitate interactions with the home office	
Setting Course and Direction	Create and communicate vision and strategy; develop, implement, and manage the office business plan; and create the budget and goals	
Managing Non-Sales Personnel	Find, select, and manage talent for administrative, technical, and managerial positions	

Skills/Competencies Developed

Top 4

First-Line

- Coaching, mentorship
- Business acumen, business planning
- Leadership (general)
- Training/developing others

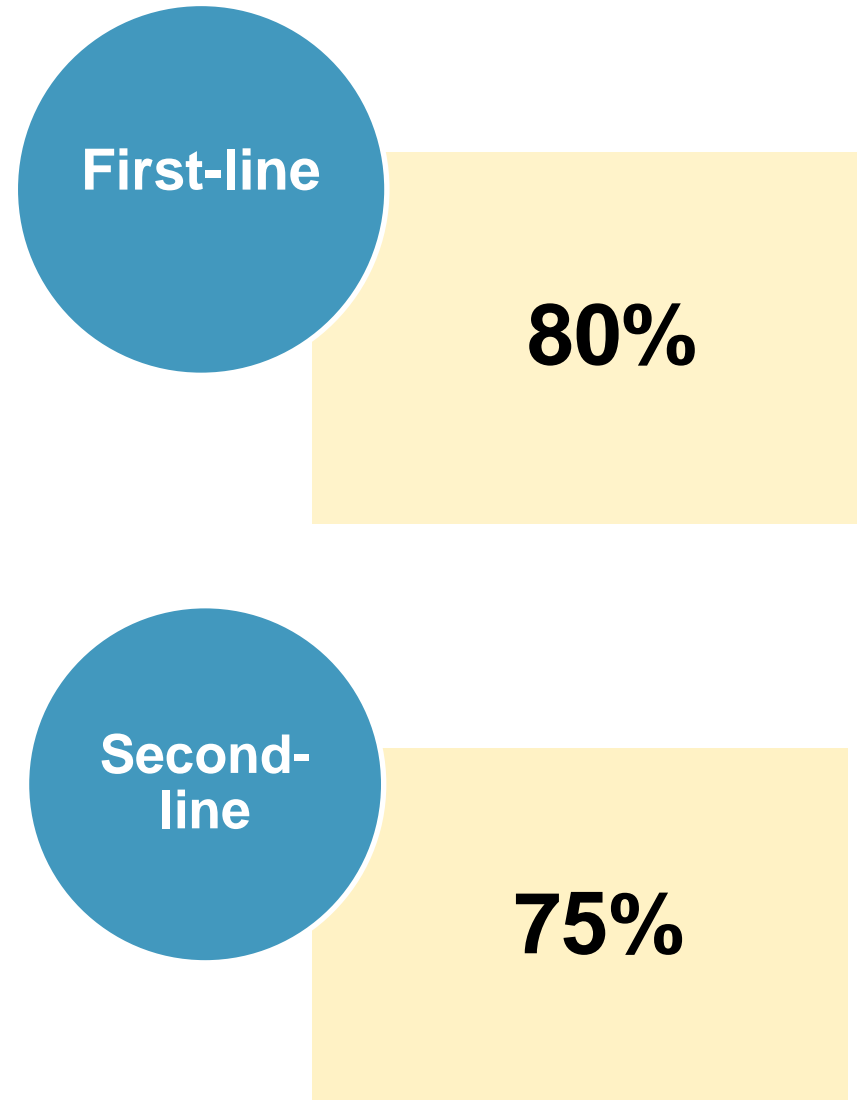
Top 7

Second-Line

- Coaching, joint work
- Recruiting
- Business acumen, management, financials
- Leadership (general)
- Resiliency, courage, adaptability
- Team building, teaming, teamwork, collaboration
- Training/developing others

Identifying Potential Leaders

Percent **Internally** Sourced



How does your company identify potential field leaders?

Formal Process

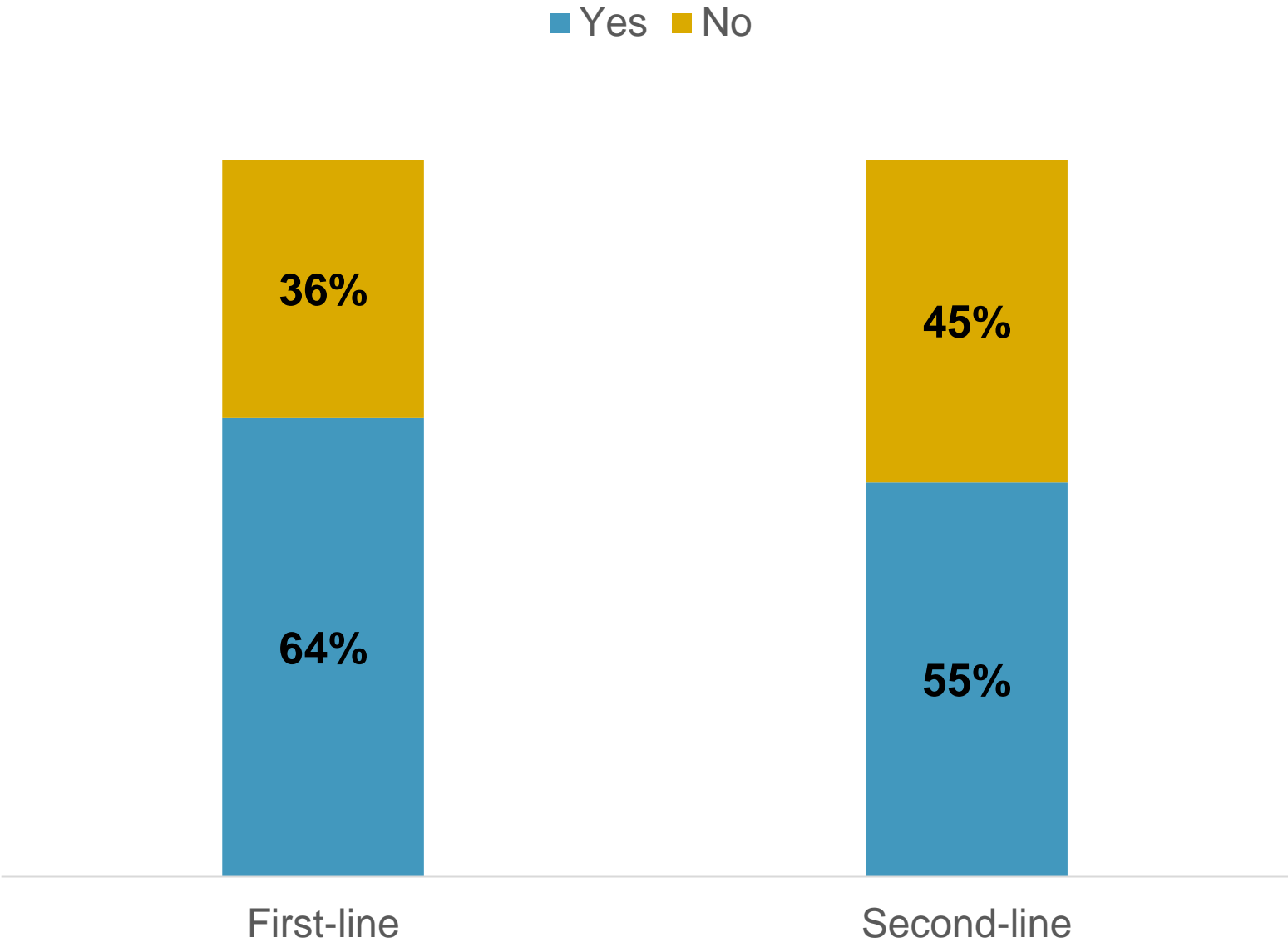
- *We develop a formal LDP* with [2nd-line leaders] if we anticipate they will be transitioning to [1st line role] in 1 to 5 years.*
- *Largely through a formal talent management assessment and selection process that is supported by field leader and home office input.*
- *Advanced Leadership Development and Leadership Excellence Programs*

Results-based

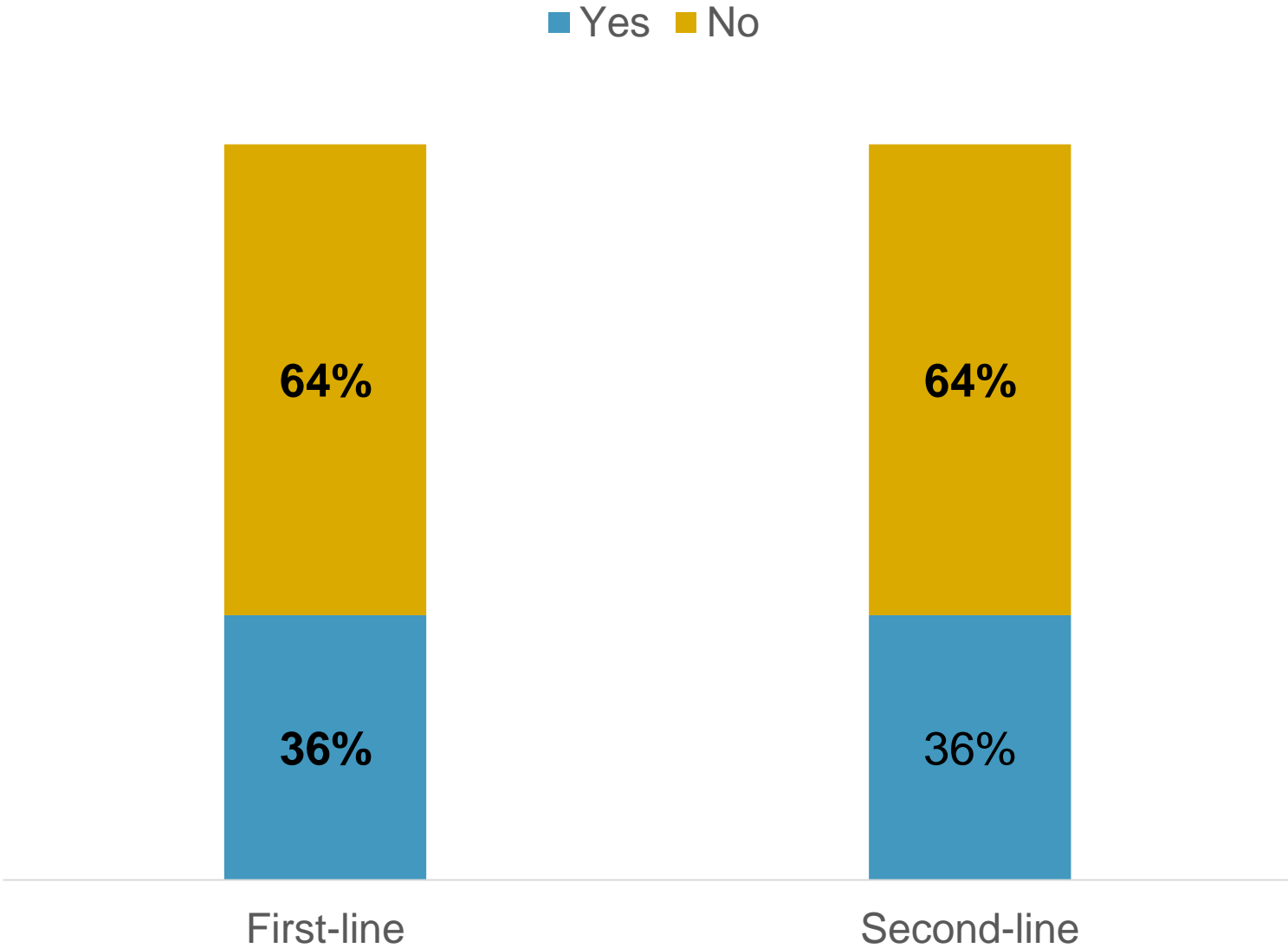
- *Performance evaluations and leadership assessments*
- *Individual and team results*
- *Good sales background with the ability to coach and train same skills [that they possess]*
- *Performance and referrals from internal leadership*

Assessing Leaders

Use Leadership Competency Model?



Use Leadership Assessment Tools?



Source: MarketScan: Field Leader Training Programs, LIMRA, 2022

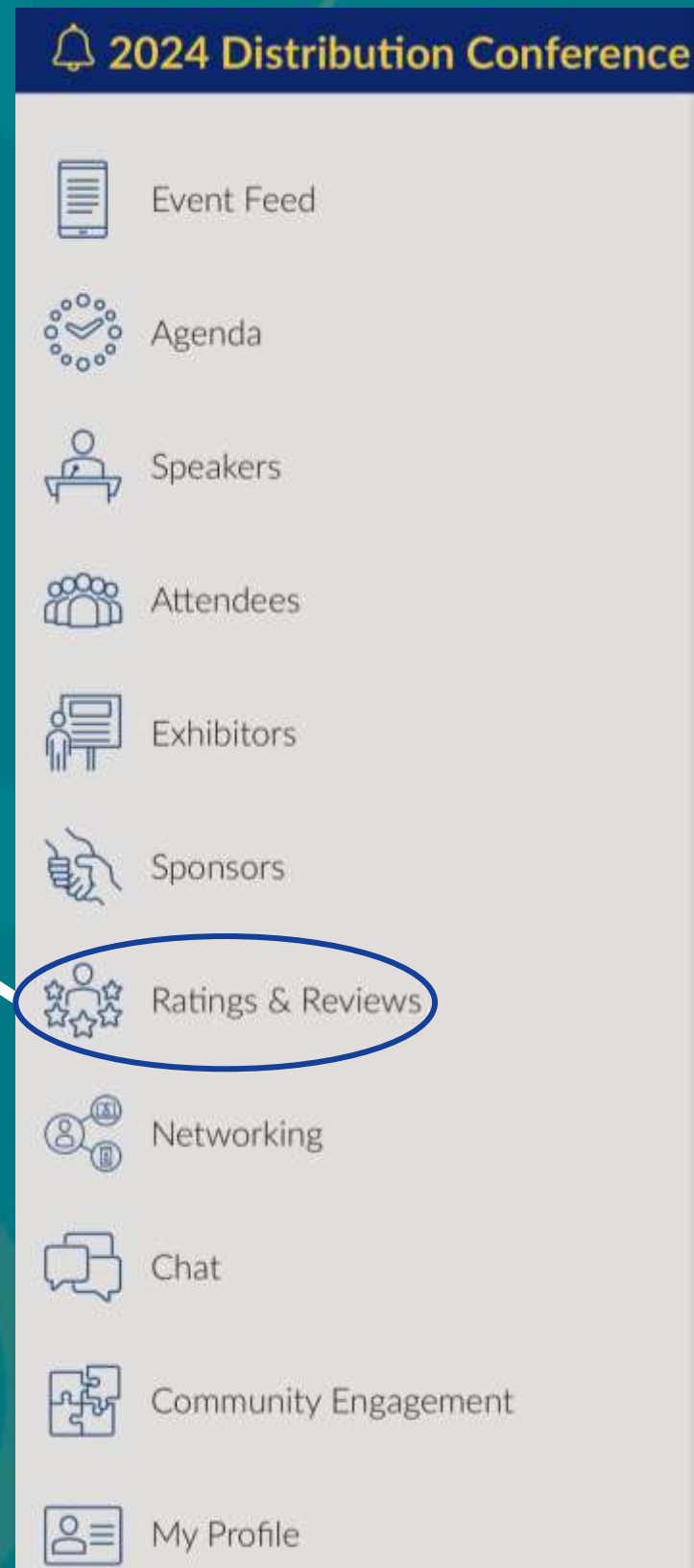


What is your biggest opportunity you see for your Sales Manager (field leader) development program?

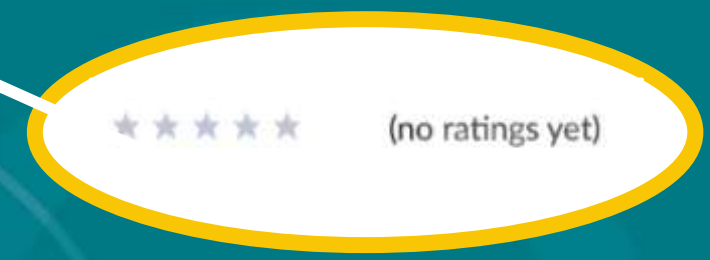
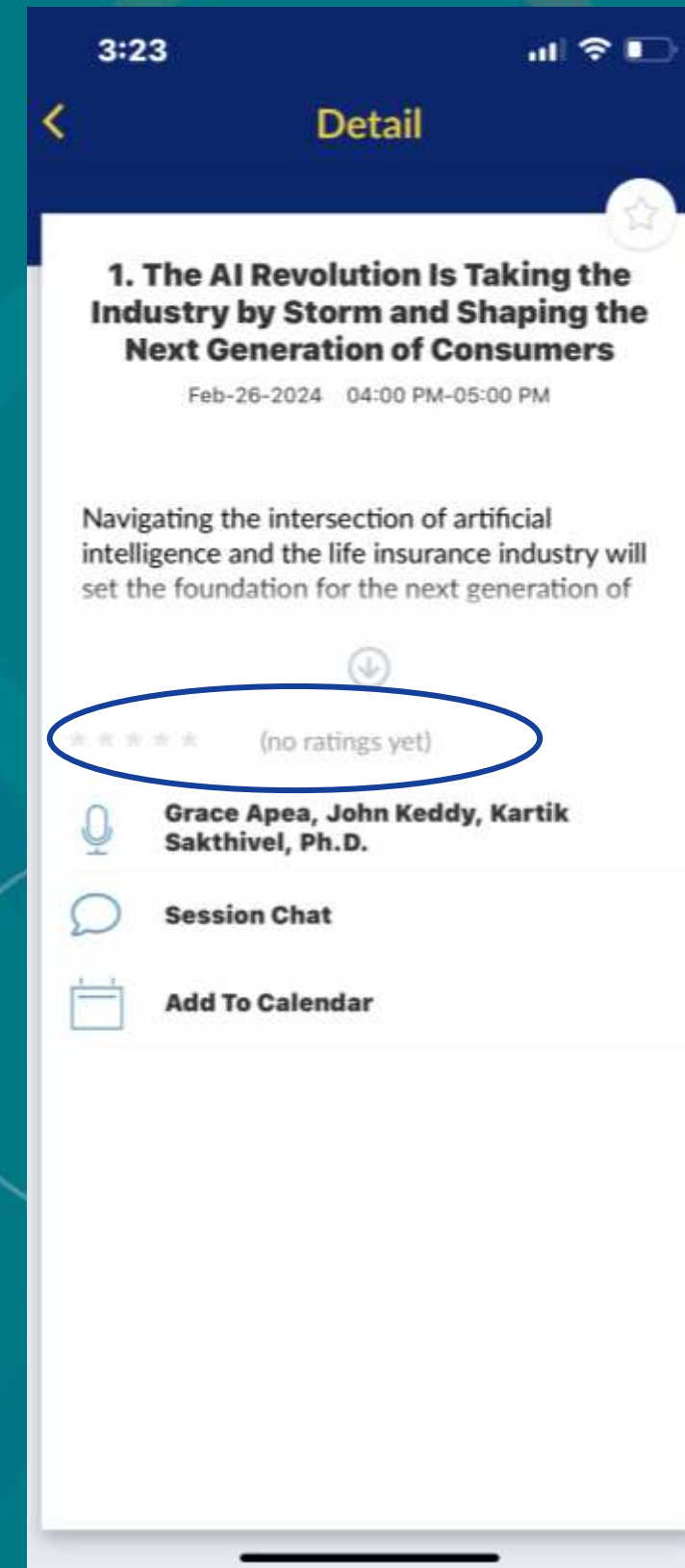
① Start presenting to display the poll results on this slide.

Please Provide Your Feedback on the Conference App

OPTION 1



OPTION 2



Thank You



Navigate With Confidence