



Recruiting for Results in Insurance & Financial Services

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By Stu Schlackman

Successful recruiting in the Insurance and Financial Services Industry is crucial for an agency's long-term success. Having the right mix of advisors is critical to meet your financial goals. You want a combination of relevant experience in the industry, a track record of success and the desire and motivation to succeed. Many companies profile potential employees to see if they would be a desirable fit for their company's culture, environment and sales position. Profiling individuals with a personality tool can help to better understand the candidate's strengths relative to working in your environment and with your prospects and customers. To succeed, candidates must understand their communication style, decision making style, their core values and what motivates them to succeed. In turn, they will use this same skill-set to understand their prospects and customers. Take care when evaluating personality styles since every personality type can succeed since it's not "what the person does or how, but why". It's just that they succeed for different reasons.

We believe that our tool which is found on our website www.connecting4people.com is extremely accurate and simple to apply. This tool is a color code of four different personality styles that is simple to understand and more importantly, it's easy to implement. A simple 10 question survey reveals a person's scores across the four colors. Their primary color is the one with the highest score. The colors are Turquoise Blue, Amber Gold, Evergreen and Mandarin Orange. Each style has its own characteristics related to their values, strengths and what motivates them to achieve.

People with a high Blue score will value relationships more than anything else. They are people of high integrity and are typically warm and friendly and are very focused on meeting all the needs of their prospects and customers. They enjoy small talk and love to communicate – this is one of their strengths. Other strengths of the Blue personality are: devotion, sincerity, creativity, expressiveness and authenticity. Blues are very devoted to the mission and vision of the company. They are some of the few who will want to know about and later use your mission statement. To motivate a Blue, praise their contribution to the team and support their ideas and intuition. They will be motivated to create marketing campaigns and enjoy gathering people for social activities and networking. They also enjoy being recognized.

When recruiting the Blue personality, you need to give them what their personality values. Position your team and your company of one that has strong values. Expect a great deal of interaction in the interview and be aware of their gestures and eye contact. Blues need to know you are sincere and interested in them. They also value safety, security and consistency. With Blues it is best to start with small talk about family, friends and hobbies. Blues feel comfortable when they are listened to and are asked personal questions about

their career and their interests. Invite Blues to ask questions since they are inquisitive. Blues also are interested to find out if they would be a good fit for your organization and achieving your long-term goals. Blues also enjoy training and feel valued when a company is interested in investing in their growth. When recruiting Blues, the bottom line is, focus on the individual, their needs and communicate in a warm and friendly manner. Positions that include a lot of customer face time are ideal for your Blue candidates, but will not be your best choice for a more data-driven, desk-bound job. Blues enjoy being out and networking as much as possible.

People with a high Gold score are quite different from Blues since Blues are right brain individuals and Golds are left brain. Golds value discipline, rules, processes and a company that is organized. They enjoy order and structure and feel very comfortable in this type of environment. They are hard-working and dedicated to the company first and the people second. They also value security and achievement and measure their worth by completion since work always comes before play. Golds are the most serious minded of the four personalities. The strengths of the Gold are responsibility, punctuality, stability, administration and organization. They are dedicated to the company's mission and are highly disciplined individuals. Golds are motivated when they are recognized for their dependability and responsibility. They enjoy consistent feedback and enjoy planning and organizing. They also enjoy public recognition.

When recruiting a Gold personality, lead with the structure and organization of your company and the rewards of hard work and dedication. Sell them on the prestige of your company and the security and longevity of your track record. Golds want to see clear goals and objectives for both the company and their position. Show them the rewards of high achievement, dedication, loyalty and hard work. Golds are good listeners and like an organized presentation and always expect an agenda for a meeting. When recruiting Golds, focus on the success and longevity of your company and their ability to meet their financial goals with dedication and hard work. Show how you are structured and organized and how you reward your advisors for their achievement. Golds enjoy consistency and a routine that shows successful, repeatable results. Golds will sell your company first and will highlight your financial strengths to the customer.

People with a high Green score are also left brain, individuals and have some similarities to the Gold. Greens value innovation, technology, information and competence. They pride themselves on being the experts and love to learn about new products and services that can differentiate your company in the market. Greens are very calm individuals and typically lean towards the quiet and introverted side. They love to study the details and are the most inquisitive of the personality styles because of their high desire to learn. They will also be the first to question the way things are and look for ways to improve offerings and make things more efficient. Greens also enjoy debate and discussion. The strengths of the

Green are their ingenuity, logic, expertise, objectivity and the ability to envision. To motivate a Green to perform recognize their expertise and praise their insight. Encourage the Green for new ideas and support them in public. Appreciate their uniqueness and reward them with independence.

When recruiting the Green personality style be prepared to give details of your company in all areas and expect lots of questions. Lead with the uniqueness that you bring to the Insurance and Financial Services Industry with innovative products and services. Provide the big picture first and then dive into the detail they request. Stay calm and unemotional and tell them how much you value expertise in your industry. Let them know that they can expect quite a bit of autonomy to go and build their business and learn as much as they want through training and seminars. A high Green personality style is good at explaining detailed presentations to customers, and are astute at using calculators to explain a variety of options. They enjoy hearing about new offerings and sharing them with customers.

People with a high Orange score are right brain individuals like Blues and have some similarities when it comes to building relationships. Oranges value action, fast moving and highly competitive environments. They value success, challenges, incentives, excitement and adventure. They are impulsive by nature and enjoy a variety of activities. Oranges' strengths are their performance, enthusiasm, spontaneity and are bold in their approach. Oranges enjoy the challenges of the sales environment and will focus on showing the customer why their company is better than the competition. Oranges are motivated by success and the reward of commissions for their performance. Oranges will focus on the strengths of your products and services and are motivated to use their people skills to perform. Oranges are good at thinking on their feet and are dynamic and animated communicators typically in the form of real stories and examples. They enjoy immediate feedback and like their physical freedom. They enjoy being the center of attention and being recognized for their performance and achievements.

When recruiting the Orange personality, talk about the opportunity to be highly successful and the reward of high commissions and the freedom to develop their own plan. Talk about how dynamic and competitive your company is and how you are better than the competition. Oranges are big picture and typically get bored with the details. They like lively communication and things straight to the point. Oranges love to be around people that are high energy. Oranges like to hustle and will figure out the formula that works for them and sell it to every person they meet. They will be bottom line driven and will clearly convey the big picture and the benefits to the customer.

Now you can see how distinctly different each of the personality styles are. This is one of the only personality tools that with some practice can help you quickly identify your recruit's style. The best way to evaluate them is to focus on their communication style, the words they use and what they consider to be of value. Warm and friendly individuals are typically Blue. Friendly and action oriented people who love to talk and be the center of attention, are Orange. More serious and formal are Gold while Greens are calm and the most inquisitive. Also, dress is an indicator where Blues are the most fashionable and Oranges are trendier. Golds dress formal and traditional and Greens are not into fashion but instead value comfort and efficiency.

Some would say that a person's tolerance of risk and change are critical to success. Each personality style will handle these differently. Your Blue and Gold personalities are not big on taking risk since they value security (Gold) and safety (Blue). They like things to be orderly and to run smoothly. Change can be disruptive to them. On the other hand, Greens love change that makes things better and Oranges like change for the excitement and newness of it. Greens will take calculated risk while Oranges love to take risk. Therefore, an Orange doesn't mind a highly leveraged compensation package with a low (or no) base salary and high commission structure.

Why should you consider personality styles when recruiting? Generally, it will help you conduct a more focused, productive and valuable interview. More specifically, using personality styles will also help you:

- Position your company's values in ways that are important to their personality type.
- Understand their strengths and what comes naturally to them and where the training focus needs to be.
- Know what motivates them to action.
- Have greater insight on where to focus your discussion.
- Monitor how much detail to share.
- Anticipate how they will react to certain tasks and activities.
- Consider how they will fit into your team's environment.
- Develop a culture that works better together leveraging the strengths of each personality style.

No discussion about recruitment would be complete without a mention of retention. As costly as it is to hire the right people, retention is at least as critical to your agency's success. Understanding personality styles will help you:

- Build stronger rapport with your team.
- Coach the sales individuals to build a marketing plan that works for their personality style that increases their connection with prospects and helps them close more sales.
- Understand the key areas that might cause stress and conflict. For some it's money, for others it's rejection and for others it's having their freedom. By understanding their core values and behaviors you can spot potential issues along the way.

By understanding the four distinct personality styles it can help you develop a well-balanced team that can leverage their unique strengths, which means more sales and more profits for your agency. It will also help you to understand their reason and motives for doing their business in a way that works best for them and will help you to support them in a way that is most encouraging to their style. The goal is to increase your recruiting success and improve your retention rate immediately. The bottom line is a significant growth in customers and revenue for your agency and your team.



Stu Schlackman is a sales expert with over 35 years of success which he shares with his clients and audiences through the Sales Intelligence System. To learn more about how to achieve Superior Sales Results, access valuable articles on proven sales strategies, sign up for Stu's newsletter and purchase his books [Four People You Should Know](#) and [Don't Just Stand There, Sell Something](#), visit www.stuschlackman.com or email Stu at stu@stuschlackman.com.