

**Building the Right People Assessment Report
Prepared for John Doe
June 13, 2007**

ABOUT THIS SURVEY

The Building the Right People survey measures how your agency or firm is performing in eight areas identified in the GAMA Foundation study of best practices for launching new associates. The study included hundreds of hours of interviews with producers and managers from agencies and firms with some of the highest retention rates in the country.

WHERE THE DATA CAME FROM:

This report is based on responses from the people you selected to receive the survey. The questions in the survey were an exact match to the practices listed in this report, but were phrased as questions.

HOW QUESTIONS ARE SCORED:

We asked to what extent the people taking the survey believe the practices listed are used in your organization. To answer, they selected a response from 1 to 5:

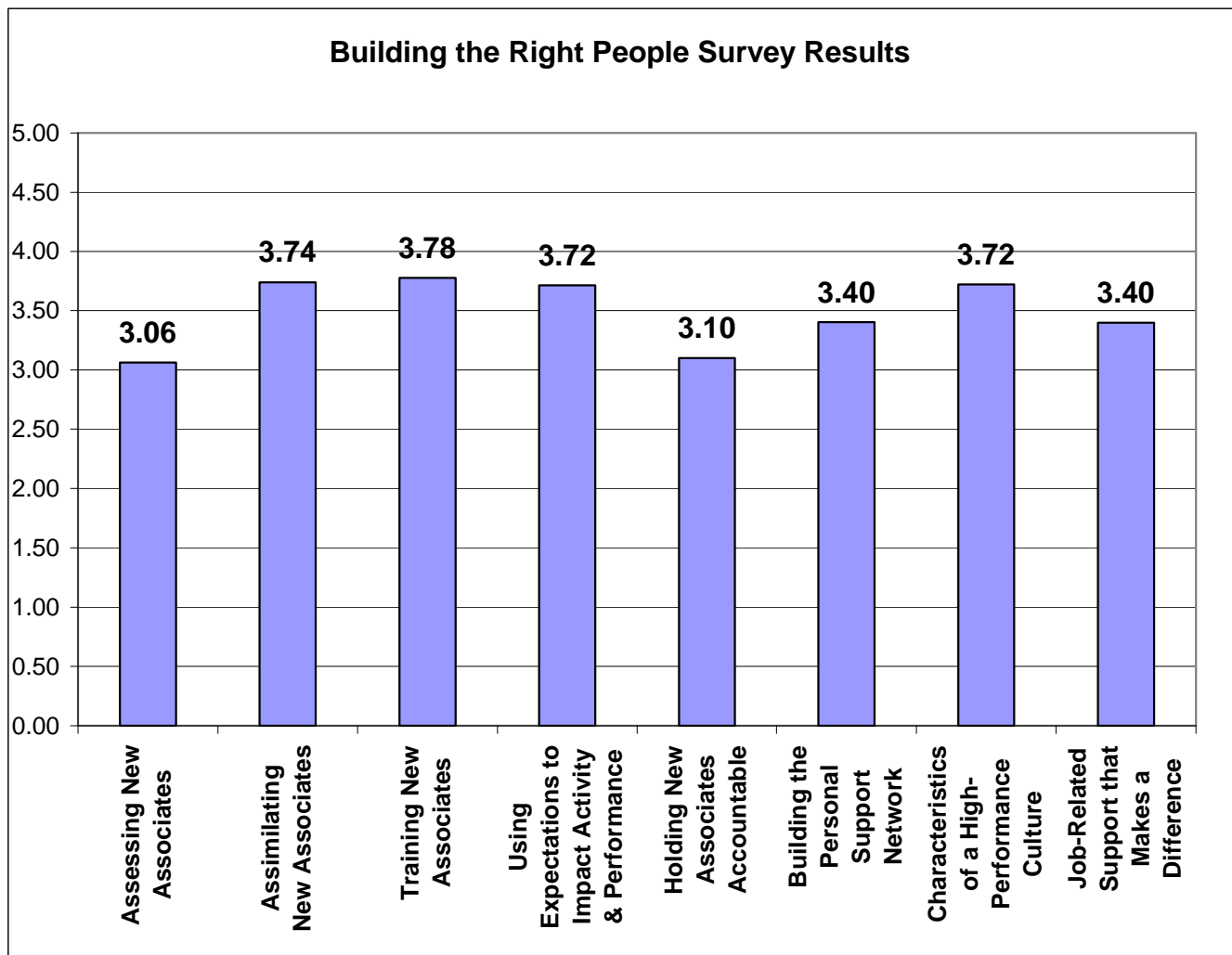
	Extent Scale:				
No Extent	Little Extent	Some Extent	Great Extent	Very Great Extent	
1	2	3	4	5	

SCORING KEY:

We took the response to each question from every survey completed and calculated the average response by adding the answers and dividing by the number of responses. The averages were then associated with scores using the following scale:


Average Range	Score	Action
4.6 – 5.0	Very High	This is a real strength. It is helping you get results.
3.6 – 4.5	High	You are doing well in the practice and are seen as effective.
2.6 – 3.5	Moderate	You are doing OK, but you need to do more to get the full benefit of the practice.
1.6 – 2.5	Low	Watch out. Look for ways to improve, as your results are being affected.
1.0 – 1.5	Very Low	If you want to be effective in this practice, you must work on this immediately. It is a high priority.

Building the Right People Practice Areas	Category Average	Rating
Assessing New Associates	3.06	Moderate
Assimilating New Associates	3.74	High
Training New Associates	3.78	High
Using Expectations to Impact Activity & Performance	3.72	High
Holding New Associates Accountable	3.10	Moderate
Building the Personal Support Network	3.40	Moderate
Characteristics of a High-Performance Culture	3.72	High
Job-Related Support that Makes a Difference	3.40	Moderate
Overall Average:	3.49	Moderate



Chapter 1: Assessing New Associates	# People Responded	Average	Rating	Action
1. The interview and selection process is thorough, consistent and complete.	10	4.40	High	
2. Before joining the agency or firm, candidates are encouraged to experience the career by spending time with producers as they carry out their daily responsibilities.	10	2.10	Low	X
3. Before joining the agency or firm, candidates are encouraged to experience key aspects of the career by actually prospecting and generating referrals.	10	2.50	Low	X
4. Before joining the agency or firm, candidates are encouraged to interview with other agents or advisors as part of their decision-making process.	9	2.67	Moderate	X
5. Before joining the agency or firm, candidates are encouraged to develop a good understanding of the challenges of the career.	9	3.33	Moderate	
6. Before joining the agency or firm, candidates are encouraged to bring their spouses or significant others into the information-gathering process.	9	3.00	Moderate	
7. Before joining the agency or firm, candidates are encouraged to develop an accurate understanding of the organization's history, structure, culture and strategies for marketplace success.	9	3.67	High	
8. Before joining the agency or firm, candidates are encouraged to build connections with other producers that can be leveraged once they are under contract.	9	2.78	Moderate	X
9. Before joining the agency or firm, candidates are encouraged to compare the agency or firm with others before deciding on the best fit.	9	3.11	Moderate	
Assessing New Associates Category Average		3.06	Moderate	

Chapter 2: Assimilating New Associates	# People Responded	Average	Rating	Action
10. New producers are welcomed into the organization during their first week on the job.	9	4.11	High	
11. New producers are provided with early opportunities to build connections and relationships with other producers.	9	3.89	High	
12. New producers are informed about the difficulties and challenges that other producers faced when starting out in the career in comparison to their current success.	9	3.22	Moderate	
Assimilating New Associates Category Average		3.74	High	

Chapter	BUILDING THE LEADERS WHO BUILD THE FINANCIAL SERVICES INDUSTRY				Action
13. The new producer training program emphasizes prospecting referral-gathering and relationship-building skills.	9	4.11	High		
14. The new producer training program emphasizes prospecting referral-gathering and relationship-building skills.	9	3.67	High		
15. The new producer training program uses advanced producers and/or specialists to deliver the training.	9	3.78	High		
16. The new producer training program teaches real-life stories and simple-to-present examples to demonstrate the organization's credibility and the value of the products to clients.	9	3.44	Moderate		
17. The new producer training program focuses on learners applying the content rather than simply learning the content.	9	3.78	High		
18. The new producer training program equips new producers with practical, hands-on knowledge that enables them to achieve success on the job.	9	3.78	High		
Training New Associates Category Average		3.78	High		

Chapter 4: Using Expectations to Impact Activity & Performance Levels	# People Responded	Average	Rating	Action
19. Managers in the agency or firm communicate and maintain high (challenging but attainable) activity requirements and productivity standards for new producers.	9	3.89	High	
20. Managers in the agency or firm communicate those requirements effectively during the selection process.	9	4.00	High	
21. Managers in the agency or firm provide structure and systems that nurture and enforce effective work habits.	9	3.67	High	
22. Managers in the agency or firm consistently hold producers accountable to high activity standards.	6	3.50	Moderate	
23. Managers in the agency or firm effectively emphasize to new producers how high activity levels generate long-term results.	6	4.17	High	
24. Managers in the agency or firm teach effective time management systems and time blocking techniques to new producers.	6	3.17	Moderate	
25. The achievements of new producers are recognized through awards or contests that are tied to specific activities or accomplishments.	6	3.83	High	
26. The achievements of new producers are recognized through emails, notes, announcements or phone calls to offer congratulations.	6	3.50	Moderate	
Using Expectations Category Average		3.72	High	

Chapter 5: Holding New Associates Accountable	# People Responded	Average	Rating	Action
27. New producers experience very focused intense activity during the first few weeks in the career.	6	3.33	Moderate	
28. New producers attend daily and weekly activity reporting sessions to build effective habits.	6	2.50	Low	X
29. New producers receive timely and effective attention and help when activity or motivation levels are below expectations.	6	3.17	Moderate	
30. New producers are encouraged and trained to think and act like business owners taking responsibility for analyzing their own activities and building their own practice.	6	4.00	High	
31. New producers are brought into regular meetings with other producers to report on and assess activities and results.	6	2.50	Low	X
Holding New Associates Accountable Category Average		3.10	Moderate	

32. Ne				
33. Attention and supervision levels remain high until new producers achieve reasonable levels of success.	6	3.17	Moderate	
34. Managers model dependable and consistent leadership to help new producers develop their careers.	6	3.67	High	
35. Managers demonstrate concern and compassion for new producers on both a personal and a professional level.	6	3.83	High	
36. Managers have personal, informal conversations with new producers at least once per week.	6	2.83	Moderate	X
37. New producers believe that their management is invested in their success, based on the type and frequency of communication.	6	3.67	High	
38. Managers consistently present an optimistic and upbeat attitude.	6	4.33	High	
39. Managers deliver negative feedback in an objective manner and only in a formal, private setting, never informally or in public.	6	3.67	High	
40. The manager knows and understands the new producer's personal goals and aspirations.	6	3.83	High	
41. The manager appears to remember important personal details about the new producer's life.	6	4.17	High	
42. The administrative staff appears to care about the success of new producers.	6	4.17	High	
43. Managers other than the assigned supervisor show a strong interest in the new producer's success.	6	2.83	Moderate	X
44. Experienced producers offer informal assistance, support and advice to new producers.	6	3.50	Moderate	
45. New producers are exposed to a variety of different selling styles in their first few months on the job.	6	3.17	Moderate	
47. The manager takes time to build a relationship with the new producer's spouse or significant other.	6	3.33	Moderate	
48. The organization helps the new producer's family feel connected to the agency or firm.	6	3.33	Moderate	
49. The organization helps spouses or significant others to understand the challenges new producers face to support them in launching their new career.	6	2.83	Moderate	X
50. The manager discusses the fact that wanting to quit is a natural reaction early in the career one that doesn't imply failure.	6	2.33	Low	X
51. The manager tells new producers what to do when they feel that they want to quit.	5	2.40	Low	X
52. The manager takes notice and quickly offers support and perspective when a new producer "hits the wall".	6	3.33	Moderate	
Building the Personal Support Network Category Average		3.40	Moderate	

Mentoring	
	# Responses
46. Has an experienced producer in your organization served as a mentor to you?	
Yes, and my mentor was formally assigned to me.	0
Yes, and my mentor relationship developed informally.	3
No, and I would like to have had a mentor.	1
No, and I did not desire a mentor.	2

53. The organization holds its employees accountable for doing so.				
54. The organization uses celebrations of success and public recognition of achievements to build group morale and pride in belonging to a winning team.	6	3.83	High	
55. The organization encourages producers to develop positive relationships with each other, share information and resources and provide help and support when needed.	6	3.17	Moderate	
56. New producers and their co-workers have pride in their organizational culture and feel that their standards are higher and their organization is better than others.	6	3.83	High	
57. The organization invests time and energy in helping new producers develop a passion for their products and serving clients.	6	3.33	Moderate	
58. The organizational culture emphasizes the importance of assessing clients' needs and building client relationships, recognizing that if that is done, the production will happen.	6	4.17	High	
Characteristics of a High-Performance Culture Category Average		3.72	High	

Chapter 8: Job-Related Support that Makes a Difference	# People Responded	Average	Rating	Action
59. The service staff members who work with new producers are knowledgeable and helpful, and provide motivation and support.	6	4.50	High	
60. Service staff members understand and support the organization's goals.	6	4.50	High	
61. New producers are encouraged and taught how to develop strong relationships with their underwriting teams.	6	4.00	High	
62. New producers receive appropriate technology support to process their business, manage their client base and track activity.	5	4.40	High	
63. Producers receive assistance in closing cases early in their career and as they are transitioning to new markets.	6	3.50	Moderate	
64. New producers do joint work with people who share their target market.	6	2.83	Moderate	X
65. Joint work leads to the establishment of mentor and role model relationships for new producers.	6	2.67	Moderate	X
66. The organization emphasizes joint work so that new producers can concentrate on developing their prospecting and referral skills.	6	3.00	Moderate	
67. The organization provides new producers with effective support in building their initial client base.	6	3.50	Moderate	
68. New producers receive help in analyzing markets and identifying market opportunities.	6	0.22	Very Low	X
69. Producers continue to receive suitable attention and support in planning and managing their marketing activities as they develop in their careers.	6	3.50	Moderate	
70. New producers are required to complete comprehensive and detailed business plans as they develop their practices.	6	3.33	Moderate	
71. The manager helps new producers establish their office and get the business ready to open first before they launch into the career.	5	3.6	High	
72. The manager is helpful in hiring training and developing your support staff.	2	4.00	High	
Job-Related Support Category Average		3.40	Moderate	

to understand how others perceive the organization's current levels of effectiveness. Feedback also enables you to change what needs to be changed and keep on doing the things you are doing well.

When Reviewing Your Feedback Report, Please keep These Important Facts in Mind:

Best Practices. Your agency or firm was rated on the best practices of top organizations in our industry. If your scores are not as high as you hoped for, it doesn't necessarily mean that your organization is not effective. It simply means that you may need to concentrate more on the areas which are perceived as less effective.

Candid Feedback. The people who completed the survey were doing you a favor by being frank and honest. You should acknowledge and thank them for their input and involve them in the change process. The worst thing you can do is to ignore them or act angry or defensive.

Others' Perceptions. You may feel you and your agency or firm do some things better than you were perceived doing them. But remember...people act on their perceptions. To them, that's reality, and you should take those perceptions into account as you make your action plans for the future.

Here are some suggestions for next steps in reviewing your results and taking action:

- ✓ Thank the people who took the survey for providing you with valuable feedback.
- ✓ Share the survey results with your team. Schedule time to review and discuss the results together.
- ✓ Review the results for similarities, trends and dependencies. Group similar items together into larger action items. Identify relationships between action items. Will making a few changes impact several items on your list? Must some changes occur before others can take place?
- ✓ Identify priority action items, develop short-term and long-term plans for implementing changes, and identify specific objectives, responsibilities and time lines.
- ✓ Take a systems perspective. Ask:
 - Why is this practice happening/not happening? Is it caused by a lack of resources, tools or training? Are expectations clear? Are people motivated to behave in certain ways?
 - What obstacles might you encounter in making a change? How will you address them?
 - Will this change impact other processes in the organization? What might be some unexpected outcomes (both good and bad) of making this change?
- ✓ Define your desired outcomes. Make sure everyone involved understands why making a change is important. Identify what will be different – What will people be doing more of, less of or differently? Identify how you will measure success.
- ✓ Communicate your plans. Get input from others. Keep people updated on your progress.
- ✓ Follow-up and re-assess. Change is an ongoing process. Identify ways to get additional feedback periodically to assess progress and continue to improve.



Action Item	Rating	Solution	Responsibility	Timeline