MEMBER RESOURCES – BEST PRACTICES DIVISION 4
PRACTICE MANAGEMENT TASK FORCE SUMMARY

OBJECTIVE:
Identify best practices for advisors to implement in their businesses.

CHAIR SUMMARY:
I personally think one of the main roles of the chair is to make the members look better. This was a lesson I have learned for the past few years volunteering for MDRT. In our task force perspective; make their ideas a better idea, enhance their ability to converse and derive the best out of them to involve them deeper in the task force. Members' deep participation would make a big success for the task force and provide better outcome of the objective. As a chair with short and insufficient leadership, I tried to contact other MDRT leaders to pre-learn the chair duty and personality of before the meeting which was helpful. Our task force objective was to identify best practices for advisors to implement in their businesses. The content 'practice management' is a wide topic but very important. So, the main key was to make the easy resources to professional resources by being more precise with the task force's ideas. As a chair, the initial plan was to go over the past committee work history to come out with several skills how to better aggregate and derive ideas from the members. In this level, the agenda and "How to Facilitate Discussions" template from the staff helped a lot to make the personal meeting agenda. I also communicated with members by using messenger apps. Pre-communications made the meeting less awkward.

Members
Our task force was very lucky to have two zone chairs (including the past zone chair), two vice zone chairs, three area and local chairs, and two great new blood members. Diversity of seven countries, four-year member to 20-year member and in their different ages. Every member specializes in a different field and all had different approaches to clients but oddly the main value of practice was very similar. This can conclude to the fact that adding value in one's practice is more important than size or numbers.

Dinner
Before every member gathered, I was nervous and confident at the same time feeling the pressure as a chair. After meeting all the members, mostly whom I know, the nervousness disappeared and there the task force meeting began. As an ice-breaker I wanted to share ideas of "how the members ice-break when they first meet their clients." Ice-break with members' ice-break skills. The reason I came up with this idea was because we were going to discuss practice management the next day so ice-breaking stories, which can be considered as one of the sales processes, could connect the dinner and meeting conversations.

Meeting
The task force objective once again was to identify best practices for advisors to implement in their businesses and focus areas were case management, time management, client services and software and technology usage plus branding tactics. Every member had a chance to present their own ideas, skills and tactics in given time. Before lunch the conversation themes were:

1. What is your best practice to approach clients? (SNS, branding by making cooking class, managing clients by gathering with wine tasting, watching movies, seminar selling, client targeting, grouping by client grade, off-line social networking, link government legal issues with insurance)
2. Power phrase and sales ideas that the members use at this moment.

After lunch:

3. Clients' story which led to success in your business. (Claim, lessons, relations, special situations, illness and death.)
4. What changed your life as an agent? (From what you have learned from MDRT or clients or in life.)
5. Finally, what was the key learning and walk-away from the discussions?

So many ideas were made in content in the meeting.

As a chair, there were four things that I focused on in the meeting.

1. Enough time for every member to share all?
2. Is this idea specific?
3. Will one's idea be able to be made in good content and be shown to other members?
4. Transferable throughout the world and culture?

Plus, by communicating with the staff during the break about the contents which was up on the table, I could be more flexible with the topics of the conversation. The important fact I found out during the meeting is that, all the ideas seemed like ideas from the past but it was totally new and usable right away in our field and all the ideas had great value in it. Every task force member came to give and share ideas with other MDRT members but eventually learned and gained in the task force.

GLOBAL COUNCIL MEMBER COMMENTS:

1. The Task Force members were proactive and responsible for completing their pre-meeting assignments. Thus, they were able to collect interviews and ideas for the meeting.

Pio used an ice-breaking program to ease and relax the tensions of the members. He successfully hosted the meeting. From the beginning, he paid attention to drawing the best practice from the members.

2. Efforts to date -my point of view

Thanks to a proactive task force, good interviews were collected.

3. Short-term, long-term goals and expectations to promote success and achievement

The task force collected the pre-meeting assignments from most of the members, so the short-term goal is achieved. This task force's theme "practice management" is one of the most important challenges of the life insurance business.

Chair Pio has succeeded to derive the best practice management skills members implement in their day to day business such as:

- Branding and holding client events (Transformative Productivity)
- Categorize clients and change our communication frequencies according to the categories (Transformative Productivity)
- Hiring a SNS specialist for branding (Future Trends)
- Seminar sales to clients (Transformative Productivity)
- Consider measures according to client characteristics (Transformative Productivity)
- What to do when you are turned down. Rejection and needs (Success and Achievement)
- What to do to make your clients thankful (Strengthening Excellence)

They were able to derive meaningful outcomes above.

4. "Share innovative experiences" "Successful strategies"

Here, we listened to members' practice management stories.

Kei shared his seminar sales method. (Kei Yamazaki)

> He holds seminars on "How to live happily in the era of 100 years of life" and appeals to people about financial needs for purposes below:
>
> - Housing
> - Education
> - Retirement allowance and pension
> - Medical

Employees regularly receive company medical checks. We also need to receive regular diagnoses about money. (Kei Yamazaki)

The country, companies and insurance companies comprehensively provide our protection. Then, are you really prepared yourself well? I will diagnose. (Tamami Okuyama)

Organizing networking events for high-net-worth clients in different industries (In Kyo Kim)

Examine how to connect with three generations of clients (Hyoun Pio Park)

"No matter how great the insurance product you have, when you actually use it, you are either on the bed or in heaven. That is why you need an agent when you purchase life insurance." (Kei Yamazaki)

As mentioned above, the outstanding practice management techniques were shared at the meeting.

5. Challenges and opportunities that ExCom and GCM should know

One of the important challenges of life insurance business is practice management, which is indispensable when dealing with clients. As MDRT members acquire practice management skills, they are the driving force behind their success and achievement. MDRT needs to summarize and integrate the ideas derived from the task force into good content and communicate them to Asian members through the Global Conference. MDRT members will learn them and get inspired. The greatest advantage of MDRT is that excellent members share their sales skills and ideas with others. I believe it was great holding this task force. Thank you very much!

I would like to express my sincere gratitude to Wanda and Antoinette for their guidance and support.

CHALLENGES TO CONSIDER:

1. Legal issues in different countries and decrease of commission could lead to mis-selling without using the right practice.
2. If broad topic task forces don't get precise, it will be hard to make content out of it.

OPPORTUNITIES TO CONSIDER

1. Basic of the basic practice can be the best practice so it is very important to make and use this kind of basic ideas to make good foundation.
2. New ideas and practices are not always the answer. Discussing and sharing old method of sales can make content which was forgotten over the years.

MEMBER RESOURCES – BEST PRACTICES DIVISION 4
PRACTICE MANAGEMENT TASK FORCE SUMMARY

MEMBER RECOGNITION

Kei Yamasaki from Japan can be a good leader with leadership. He has a good insight of committee and willing to give the best. Also contributed very well in this task force. Full preparation for the meeting.

PARTICIPANTS

ExCom Liaison:	Peggy Tsai, RFP, CCFP, Taipei, Taiwan
Global Council Member:	Kenichi Ibuki, Aichi, Japan
Chair:	Hyoun 'Pio' Park, Seoul, Republic of Korea
Members:	Rima Antonios, Beirut, Lebanon
	Se Hwan Kang, Seoul, Republic of Korea
	In Kyo Kim, Seoul, Republic of Korea
	Ronald Espina Lim Jr., Cebu City, Philippines
	Kin Bik Diana Mok, CFP, Hong Kong, Hong Kong
	Ji Hong Oh, Gwangju, Republic of Korea
	Tamami Okuyama, Tokyo, Japan
	Jeanette Pay Mei Peng, CFP, Singapore, Singapore
	Kei Yamasaki, Tokyo, Japan
	Hui Hoon Yeoh, Penang, Malaysia
GCM Liaison:	Wanda Dixon
Staff Liaison(s):	Wanda Dixon and Antoinette Tuscano

MEMBER RESOURCES – BEST PRACTICES DIVISION 4
BUSINESS DEVELOPMENT TASK FORCE SUMMARY

OBJECTIVE:
Identify best practices and strategies members implement when evolving and developing their business.

CHAIR SUMMARY:
The plan of action was to start off by creating a comfortable environment for everyone to share and to know that every contribution and sharing counts, no matter how small it may be. It will be respected of each other's views due to the different countries and cultures that could be varying for every individual. The intention is for everyone to go back home with some ideas and strategies they can gain from each other. The more they give and contribute, they more they will receive in return.

Everyone will start off by sharing what they had through the interviews they had given with their two to three advisors and the insights they had gotten by that exercise.

Following that, they shared the challenges they faced in their practice whilst other members can contribute to giving them ideas and the kind of opportunities they can get by shifting either their mindsets or some practices they have.

Aha moments.

1) Looking at running the practice from a business point of view rather than an individual practitioner. How does a person create opportunities not just for one advisor but for a team of advisors to be able to value add to companies, hotels etc. For example, when an advisor presents to a company, he presents to the staff that his group of advisors are able to help his clients' staff and that reinforces the relationship between the business owner and gains extra opportunities for his other junior advisors as well. This creates continuity in the business and expands it further.
2) Having a system to create touch points with a prospect so that when the time is right, the prospect will be open for a follow up. For example, Kulin was sending flowers to the prospect yearly and called to wish him happy birthday. One day, after some years of sending the flowers, the prospect was the one who asked Kulin to come to his office for a meeting.
3) Saying no to most clients allows us to say yes to the right type of clients. Quality is more important than quantity. For example, instead of getting 150 clients to get to MDRT, to get eight clients to get to Top of the Table. This allows for a more balanced lifestyle. Of course, this cannot be achieved overnight but it is a strategy towards getting more balance out of life.
4) Invest into the business rather than to see it as costs. For example, invest in a recruitment manager instead of the advisor being the one doing the recruitment. The recruitment manager will be in charge of the selection interviews, onboarding of advisor, training and even the retention of the new staff. This allows the advisor to focus on client activity and not be bogged down with the mundane tasks which someone else can be paid to do.
5) Problems can create opportunities. The situation in Hong Kong is a problem due to the protests at the moment. But that created fear in people to think about what might happen if an accident happened and people got killed whilst walking along the streets. At the same time, with less time on hand, an advisor becomes more productive in doing what matters most and delegates all else out to junior advisors and more work is done in less time. Instead of focusing on the problems at hand, the view can be changed to focus on the opportunities available.
6) Cash flow game (by Robert Kiyosaki) can be an opportunity for the client to educate his kids and that also solidifies the positioning of the advisor with the children. When the children grow bigger and need to get life insurance etc., they know that they can look for the advisor who has been journeying with the parents all these years.

7) Recruiting people who are older, above age 45, can bring opportunities into the business to expand to the wealthier market. This happens because the advisors bring in clients who have more wealth to manage than compared to younger advisors and this allows for continued growth of the business.
8) First meeting should be setting the stage of expectations for both clients and advisor. What does the client expect the smart advisor to help him with? What does the advisor expect the client to do? For example, the client should be expecting the advisor to help grow and multiply wealth for the entire family and not to be filling out paperwork. The advisor will also be expecting that the client will be going to the admin staff for the filling out of forms and paperwork whilst the advisor will be the one creating and implementing strategies for the client. This allows for work life balance for the advisor so that he does not spend his time focusing on paperwork and is very aware if the client is a good fit for his practice.

GLOBAL COUNCIL MEMBER COMMENTS:

1. About Chair and his preparation

The Chair, Gregory, proceeded the dinner and meeting well as pre-instructed by the MDRT staff. He welcomed the members with hospitality and calmly explained the rules of the task force meeting. He communicated the key elements, let everyone present their ideas and gave the remarks in response to the content of the speakers. He was really thoughtful for the three members who participated on an MDRT committee for the first time. He relieved their tension and made them relaxed to talk in front of the task force members.

2. Pre-meeting efforts - my opinion

Pre-meeting assignments were collected smoothly, with a few exceptions. Members from various countries submitted their good ideas in preparation for the meeting.

3. Short-term and long-term goals and expectations

For “Success and Achievement”

Although the countries of origin, the characters, and financial environment of participants are different, they could clearly understand the problems they faced during the meeting discussions. Gregory pulled out the outline of the discussion. He stimulated the members’ imagination and succeeded to bring out the actual examples in their practice.

a. Quality rather than quantity (transformative productivity)
b. Choose right market and clients (transformative productivity)
c. Time management (transformative productivity)
d. Initiatives to increase prospects (transformative productivity)
e. Sales and team management (help growth)
f. Examination of SNS usage and compliance (future trends)
g. Respond to specific domestic circumstances (religion and politics)

The task force was able to extract significant results on these topics.

4. Share innovation experiences and successful strategies

Michael has derived interesting method for expanding insurance business.

a. It is important to think of your business from management perspective.
b. In management, transfer clients to your sales staff so that you can focus on creating new sales opportunities. (Clarification of responsibilities)
c. Emphasis on the management perspective and specialize in creating new markets. (Productivity of market expansion)
d. Focus on developing staff and building a strong organization.
e. Further consider using SNS and investment in human resources to appeal to the millennium generation (Recruitment)

Kulin has derived a prospect management technique that selects clients according to its characteristics.

Shizuko has created four referral channels to increase the number of prospects. In particular, she provided a specific method of interaction with the upper-income market community.

5. Challenges and opportunities that ExCom and GCM should know

The members attending this meeting were chosen because of their volunteer history and good evaluation grades at MDRT. They are all excellent advisors in each country. The financial regulation environments in each country are different. Some are more advanced than others in insurance and finance. Opinions derived from participants reflect the circumstances of each country.

In the future, we will be able to further satisfy our members by managing Global Conference with a focus on the challenges, considering the background and circumstances of each country. Of course, it has been operated with consideration of such circumstances when organizing Annual Meetings and Global Conference. Furthermore, how about classifying challenges by type to focus on the business environment in Asia? I think that if we categorize Main Platform speakers and Focus Session menus, we can make our meetings better.

MDRT should be able to predict how Asian countries will grow and change in the future. This task force brought our attention to what we could do in order to meet the demands of Global Conference and for the Asian market.

Regarding the goals of Business Development Task Force, “transformative productivity” and “creating future market trends,” this task force has found rich “resources” from the sales activities and successful cases of members from different countries and regions.

We also discussed how we can develop our business and successful strategies for creating business plans and goals. We have been able to research cutting-edge practice management of current insurance sales.

6). The questions, comments, and feedback to other Global Council members, ExCom members and the headquarters staff.

I believe that insurance industry in Asia can be developed by running a Global Conference. Division 4 task forces will be able to play the most important role in the future.

Looking back at MDRT organization so far, I believe Region D (Japan, Korea) and financially advanced countries such as Hong Kong and Singapore will play a major role.

It is important that leaders in advanced financial countries in Asia should not only focus on their regions and chapter management, but should also become models and cooperate with other developing countries.

We must act with leadership. MDRT should consider organizing and implementing various initiatives to support us.

Finally, I would like to thank Wanda and Antoinette who have been eagerly preparing for the task force meetings.

Thank you very much!

CHALLENGES TO CONSIDER:

a) Hong Kong is in a state where the protests are really driving the fear in general public.
b) Some countries like China and India have many advisors rebating commissions to their clients.
c) Robo advisors and bankers were also a potential threat to financial advisors.
d) In India, there is a strong chance that a person would make an appointment and not show up when the time comes.
e) In Taiwan, there are strict laws when it comes to privacy and product promotion.
f) For advisors with young kids, it can be a challenge to try to have work life balance.

OPPORTUNITIES TO CONSIDER

a) Hong Kong being struck with fear means that people start to think about what if the worst happens e.g. death, disability, or accident and creates opportunities for advisors.
b) On the topic of rebating commissions, this allows the advisor to show their credibility through their experiences and decide up front if you really want to have this type of client in the first place. One of the objections to bring up is to ask the clients. “What if you owned a company and you asked your staff to work for free? How do you feel and what do you think will happen after a while?”
c) We can position ourselves as the “preferred advisor.” We can help to do things that the banks and AI cannot do. For example, educating the tax consultants, establishing trust with your clients and understanding the situation and milestones in your clients’ lives to customize the planning towards them. Life insurance is a long term investment. Would you still want your advisor to still be around when you are in the worst state of health or when death happens and need to make a claim?
d) For the advisors in India, they make multiple appointments at the same time, and set the meetings 1 km around the area to avoid a last minute cancellation of an appointment since the chances of cancellation are very high.
e) For advisors in Taiwan, Mei Juan uses articles to educate. For example, there was a bridge that fell recently and she shared that article on social media that some planning could have been done before that. She also forwards these articles to her clients to say that anything can happen and they need to plan before that.
f) To achieve work life balance for those advisors with young kids, they bring their children to events like roadshows and mingle with clients’ children which allows them to have work and time spent with children at the same time. The children also get exposed to the industry and that attracts the children to joining the insurance business.
g) A lot of advisors have also used technology to their advantage. In China, many people use WeChat to send out product information to prospects and that draws attention to find out more in details which eventually leads to a stronger rate of closing.

h) China's government is strongly encouraging their citizens to buy insurance and has actually made a video to educate the citizens. This helps promote the industry and create awareness which makes it easier for advisors in China.
i) Shizuko shared also about how to get a constant stream of referrals from her "high end clients." She has a community of referrals from these high end clients that helps her to get access to very wealthy individuals and it is a community that grows over time.

MEMBER RECOGNITION

1) Michael Yen Pon Wan, Kowloon, Hong Kong - He has strongly contributed to the sessions through his very clear and concise presentation of ideas of how he learns from other advisors and applies it to his own practice which got him to grow to the next level in his business. Michael shared about how he thinks like a business owner of trying to create a pipeline of clients for the practice through his presentations to companies to create B2B (business to business) opportunities. So when he presents at any one time, it is to a group of 30 employees and allows his team of advisors to follow up on the individual enquiries. At the same time, he partners together with other specialists like lawyers, tax consultants to get a constant stream of referrals and spends 45 minutes on an initial meeting before he decides if there is a good fit. This allows him to take on clients whom he is comfortable with and not just trying to compare products.

2) Shizuko Ozaki, Tokyo Japan - Shizuko has been optimistic in her sharing and when members shared about their challenges that they face in their practice, she gives positive input especially when the negative sense grows stronger in the discussions.

   She shared about referrals to the high net-worth clients who are in a community of high-end market. Through this community that she has created, they send her a stream of referrals. She engages by having activities curated for this group of people like parties, events etc.

PARTICIPANTS

ExCom Liaison:	Peggy Tsai, RFP, CCFP, Taipei, Taiwan
Global Council Member:	Kenichi Ibuki, Aichi, Japan
Chair:	Gregory Fok, CFP, Singapore, Singapore
Members:	Huang Juntao, MBA, Beijing, China
	Jayang Vinod Nagrecha, Mumbai, India
	Shizuko Ozaki, Tokyo, Japan
	Kulinchandra Ramanlal Patel, Vadodara, India
	Tan Sheu Chen, Petaling Jaya, Malaysia
	Michael Yen Pon Wan, FChFP, Kowloon, Hong Kong
	Jiameng Yang, Hangzhou, China
	Mei-chuan Yang, Taipei, Taiwan
GCM Liaison:	Wanda Dixon
Staff Liaison(s):	Wanda Dixon and Antoinette Tuscano

MEMBER RESOURCES – BEST PRACTICES DIVISION 4
STAFF DEVELOPMENT TASK FORCE SUMMARY

OBJECTIVE:
Identify challenges and solutions related to hiring and managing staff.

CHAIR SUMMARY:
In the beginning committee members were given a task to interview MDRT members in their home country and most of them had submitted their assignments well on time barring a few who were a little late due to some unavoidable reason. Each and every committee member submitted the assignment well before the meeting. Initial plan of action was to activate committee members by encouraging them to complete assignments on time and start preparing for the discussion in committee. The whole exercise helped to get insights on the topic and to have the divergent views from different perspectives. As a leader my intention was to help committee with data creation and understanding of the relevant staff hiring issues across the world, enabling members to achieve committee goal. Another intention was to empower committee members by giving them a good learning experience so that they can also contribute to the community and may also become contributing future leaders. It was quite interesting to work with diverse team members. It definitely nurtured my thought process and global working experience. The whole experience was good. I would like to interact more with committee members. I would also like to video record the committee meeting for a better recap and content pickup.

Dinner...

Committee was well diversified geographically with participation of most Asian countries. Members were decent mix of young and experienced, some known faces and some not very known. Experienced members were quite confident while younger ones were little curious. The pre-meeting dinner meeting started well on schedule and all the participants were excited. Most of them reached well on time and discussed wide ranging issues like business, political issues, regulatory issues and shared mutual concerns followed by the meet and greet. Everyone settled for the dinner and the meeting began with introduction of all committee members, Translators, MDRT staff and Global Council Member. Each member had fun when an ice breaking game of truth and lies was played. Members got to know each other more than just their formal introduction. In the ice-breaking activity, each member came up with three facts about themselves and one lie. The lie should be realistic instead of extravagant. The whole objective of the ice-breaking exercise was to eliminate snap judgements of each other and give introverts an equal chance to share some facts about themselves. Members became comfortable with sharing openly after the exercise. The objective was well achieved.

Meeting….

The objective of Staff Development Task Force was to understand the challenges, opportunities, threats, and solutions related to managing and hiring staff and mentors across the world. Meeting started on the dot at 8 a.m. with welcome message followed by brief welcome and tone setting by Global Council Member, Kenichi Ibuki. The meeting agenda was set with the help of MDRT staff Wanda Dixon and Antoinette Tuscano. Wanda played strategic plan and content videos she got from MDRT Headquarters.

In the first part after initial introduction and MDRT videos, each member was asked to share their experience based on the interviews and their own on hiring of staff, compensation, engagement and training. Members came prepared for the day and had decent understanding of the subject.

Each member was given an opportunity to share their learnings and they participated in the discussion on staff development starting from development of staff to retention and remuneration to motivation. Members also shared various strategies they used to hire and retain the talent in their organizations. Experiences were different from country to country. Japanese members had a problem of less population while Chinese members had a blessing of plenty at the same time Hong Kong friends said that they are facing challenges in hiring. Ruby mentioned about her strategy of how she pens down and tag dreams of employees with the goals of organization.

Many problems were common while certain problems were peculiar to specific country. Ideas like Monday Motivation, once a month brunch meeting and calling 400 clients a year were floated. Every member was struck with awe when Yuichiro mentioned that he worked continuously for 1000 days. One member said the hiring of young graduates and hiring ladies has resulted into much better outcome. Chi suggested that we should also interview the most important person in the family of prospective employee along with the employee.

There were many powerful statements like "Staff is an extension of who you are," "Staff should be proud of whom they are working for," "Success of an employee is not the objective, keeping them successful should be mantra," "Pride, prize, pleasure" is the expectation of employees, "Fail the failure fast" and "Do you want your employees to earn money or spend money." The good part in whole discussion was enthusiastic participation of all members and the variety of experiences.

In the post lunch session, members also discussed changing legal framework and regulation in their countries and how practitioners are sailing through these challenging times. Countries like Singapore have done away with fee only method, while Japan is gradually moving in the direction of advisory model. China has introduced lower taxation for insurance professionals to promote insurance industry while India is looking at registered investment advisors. Philippines is still largely working on a commission-based system. Members shared their best ideas to increase productivity, staff retention, remunerations and learnings from the committee meeting before concluding the meeting. Meeting concluded well on time with a group photo in the end.

Key learnings from the discussions are:

1) Issues are quite common across the world.
2) Regulations are changing fast.
3) Empathy is important while dealing with staff.
4) Training and remunerations are important for production and retention.
5) Some challenges are country specific.

Initially I was nervous as this was my first committee meeting as a chair but in the end, it was a good experience with lot of learnings. MDRT staff and Ken were quite helpful during the whole meeting.

GLOBAL COUNCIL MEMBER COMMENTS:

1. About chair and his preparation

Chair Neeraj reached out to each task force member from the preparation stage and encouraged them by email so that members would submit their pre-meeting assignments by the due date. He is sincere and serious and immediately understood the instruction given by the MDRT staff. He exchanged greetings with the members at the dinner to relieve their tension. During the ice break activity, he presented a unique idea and encouraged all members to talk. On the day of the meeting, he started with the outlines of pre-meeting interviews and tried to draw conclusions with the consent of the members.

1. Efforts to date - my point of view

Chair Neeraj has shown solid leadership prior to the meeting, so the pre-meeting assignments (except for a few) were collected smoothly. He could collect many good ideas from members from different situations/countries. Since I respected the chair's responsibilities, I let him proceed with the meeting and encouraged him as needed.

3. Short-term and long-term goals and expectations - For "Success and Achievement"
I believe that the most important task force among the three task forces in Division 4 is the Staff Development Task Force. Because no matter how much technology develops, regardless of country or region, MDRT's primary strength and role is to focus on human resources and encourage members to develop human resources.

Neeraj communicated with the members faithfully even when he did not yet know for sure the agenda of the meeting. As a result, the ideas that the committee members prepared for the meeting were excellent. They clearly pointed out the problems that insurance advisors face in their countries/regions.

4). Achievement derived from the task force (please refer to the chair report for specific examples)

a. I am convinced that this task force has been able to find out how important human resource development is to successfully develop insurance business.
b. The life insurance business is a holy profession that has long supported the people. The people involved in it must be professional. (Ethics)
c. In the global era, hire foreign personnel as well as domestic personnel because we need multinational and multilingual human resources. (Helping Growth)
d. Promote women's careers (Stronger Together)
e. Recruitment and staff retention is important for advisors to be productive in mature insurance markets. (Transformative Productivity)
f. We realize that we can contribute to clients' success. (Helping Growth) (Value and Self-esteem)
g. Education is important for sales management and team control. (Knowledge as Assets)
h. Pair and work. Trainer and trainee relationship (Stronger Together)
i. Use SNSs and consider hiring staff with tech knowledge. (Future Trends)
j. Give staffs incentives, prize and honor for their achievements (Celebrating Achievement)

The task force was able to extract meaningful results as described above.

5. "Share innovative experiences", "MDRT Whole Person"
This task force has derived global human resource development solutions for insurance business.

a. Re-examine the human resource development platform for the millennium generation (Luby, Philippines)
b. Younger generations want to appeal themselves on social media (Luby, Philippines)
c. When recruiting staff, "transparency and honesty" are important. Ask yourself if you can invite that person to your home. (Luby, Philippines)
d. Do not criticize your staff for their weaknesses. Praise their strengths instead. (Luby, Philippines)
e. Look at the candidate's attitude during the interview. Hire people who share your management philosophy (Tadashi, Japan)
f. Listen to staff's goals, purposes and needs. Always consult with them and give advice to them. (Wen, China)

MEMBER RESOURCES – BEST PRACTICES DIVISION 4
STAFF DEVELOPMENT TASK FORCE SUMMARY

Challenges and opportunities that ExCom and GCM should know
As I stated in part 3 of this comment (Short-term and long-term goals and expectations, for "Success and Achievement") this Staff Development Task Force can provide us the ultimate resources we can study at MDRT. If we can successfully train and retain our staff, the insurance business will thrive and expand. We can develop more value.

The biggest theme of Annual Meetings is Whole Person concept. I believe that human resource development is the most important challenge to protect the happiness of sales assistants and administrative staff we work with, their families, our clients and their families. I felt in this task force that the members from Asia, especially those in financially developing countries/regions, were too busy trying to improve their business results. However, to increase their sales performance and value, they realize that the development of human resources (staff development) is actually the key. It is more important than sales techniques. From now on, we need to identify the background and circumstances of each country. I strongly feel the need to develop Whole Person concept in Asia. We should not only focus on motivation and technique but also on human resource development.

When organizing a Global Conference, focusing on the theme of human resource development will certainly result in better member satisfaction. No matter how much technology and AI developed in the future, only humans can develop human resources. I think MDRT should focus on this area more.
Finally, I would like to thank Wanda and Antoinette, who have been preparing eagerly for the task force.
Thank you very much!

CHALLENGES TO CONSIDER:

Hiring and retention is still a bigger challenge for the small/new advisors as their brand and paying capacities are not very strong. Some advisors are insecure as they feel that their staff will poach on their clients while leaving them.

OPPORTUNITIES TO CONSIDER

MDRT can create some content/podcast to allay such fears with bytes from experienced advisors.

MEMBER RECOGNITION

Haresh Daswaney, Nikhil Anandpara, Chuansu Rovelita have good leadership potential as they were involved in the meeting and are actively involved with MDRT in various roles.

Hirakawa Yuichiro has an interesting story of working 1000 days in his initial days of career without any leave.

MEMBER RESOURCES – BEST PRACTICES DIVISION 4
STAFF DEVELOPMENT TASK FORCE SUMMARY

PARTICIPANTS

ExCom Liaison:	Peggy Tsai, RFP, CCFP, Taipei, Taiwan
Global Council Member:	Kenichi Ibuki, Aichi, Japan
Chair:	Neeraj Chauhan, CFP, B Comm, New Delhi, India
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