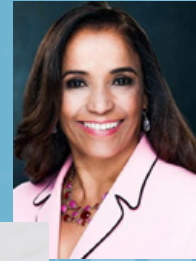
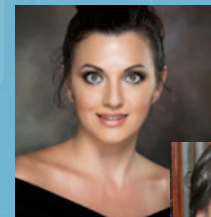


# THE NYLIC • Review

Thriving in  
a digital  
world.



## Seizing the opportunity



Agents and managers  
share insights that  
drive success and  
develop relationships.

# Calendar of events.

## September



- 01-30 Life Insurance Awareness Month
- 15 Hispanic Heritage Month Begins
- 22 First Day of Autumn

## October



- 01 Supreme Court Convenes
- 07-11 President's Council – Marco Island, FL
- 26-29 Chairman's Cabinet – Santa Barbara, CA
- 29 Chairman's Council – Scottsdale, AZ

## November



- 06 Election Day
- 11 Veterans Day
- 28-30 ABD Fall Meeting – Home Office

## December



- 10-13 AAC Planning Meeting – Home Office
- 07 Pearl Harbor Remembrance
- 31 Last Day to Qualify for MDRT



Ted Mathas, Chairman and CEO



**In any business, you often spend a lot of time discussing 'what' you need to do. But as I've said on a number of occasions, it's the 'why and the how' we do things that sets New York Life apart."**

**— Ted Mathas**

To share your thoughts on this topic with Ted, send an email to [tedscolumn@newyorklife.com](mailto:tedscolumn@newyorklife.com)

# Having a plan.

**When I've talked about our business over the years, I've often pointed out that we never try to predict the future, but we always prepare for it. Usually, the context for this is rooted in the service we provide our clients — the financial security and peace of mind they can count on, regardless of what happens down the road.**

This also ties into the long-term perspective we bring to managing our operations as a mutual company. But when you've been in business for more than 173 years, looking ahead and preparing for the future is really embedded in every aspect of organizational planning. This is especially true when it comes to developing tomorrow's leaders.

As I announced in July, President John Kim will be retiring at the end of the year. In his more than 10 years with us, John's contributions to our company have been many. Most notably, he helped to navigate us through the challenging economic environment that followed the 2008 financial crisis, while simultaneously growing a significant investment management business that now contributes to our annual policyholder dividend. More recently, he orchestrated the integration of technology with our business strategy, laying a digital foundation that will enable us to strengthen and expand our capabilities and services for decades to come. Suffice it to say, John has played a key role in our continued success, and he will be missed.

John's retirement and a plan for leadership transition is something he and I have been working on together for a while. And we are very fortunate to have developed a bench of talented and capable individuals who are prepared to help us continue to build upon our already strong track record of success.

Mark Madgett will continue in the critically important role of leading all of you as the head of Agency, while Craig DeSanto, Matt Grove, and Tony Malloy have added new responsibilities to their respective portfolios. Beyond demonstrating skills and business acumen in their individual roles — while also adding value enterprise-wide as members of the Executive Management Committee — Mark, Craig, Matt, and Tony collectively bring more than 80 years of New York Life experience to the table. You cannot overstate the difference this makes.

In any business, you often spend a lot of time discussing "what" you need to do. But as I've said on a number of occasions, it's the "why and the how" we do things that sets New York Life apart. It's about understanding and embracing the societal service we provide to individuals and families. It's about doing our important work with compassion, integrity, and humility. And in my experience, the "why and the how" is something you come to appreciate more the longer you are part of our unique organization.

I'm looking forward to being with many of you at the Council meetings this year and having the opportunity to celebrate John's career and hear from these four senior leaders.

TED

For more information about Craig, Matt, and Tony, visit Agency Portal: [Go to News > Company Strength.](#)

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For additional and extended profiles along with audio interviews, go to Agency Portal > News > NYLIC Review.

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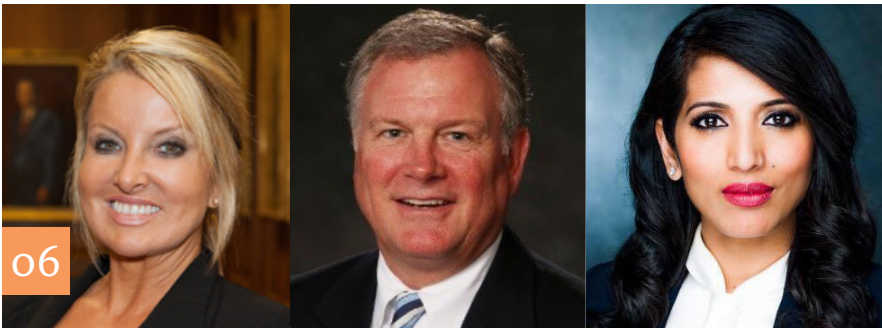
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**THE NYLIC REVIEW**

**"There is nothing more NYLIC than *The NYLIC Review*."**  
—Dudley Dowell, President, 1962–1969

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## Donna A. Elison earns Council Presidency.

Council 2018 came to a rousing close with 4,565 agents qualifying for Council — up 55 over 2017 — and **Donna A. Elison, LUTCF**, New Orleans Office, earning the Council Presidency. Joining the company in 2006, Elison earned the 2013 Council Vice Presidency, repeated that achievement the very next year, and she has been close to the top spot ever since.

She has qualified for Council for 10 consecutive years, with the past six of them at the Chairman's Cabinet level.

Council Vice President **Frank B. Dolph III**, South Florida Office, has been a remarkably consistent top performer who had a breakthrough year. Since joining the company in 1991, Dolph has qualified for



From left: Council President Donna A. Elison; Council Vice President Frank B. Dolph III; and Chairwoman of the Advisory Board of Directors Jayshree Patel.

Council 26 consecutive years, including 14 times for Chairman's Council and five times for Chairman's Cabinet. Frank is a Life Member of the Million Dollar Round Table (MDRT), having qualified 24 times.

2012 Council President **Jayshree Patel**, Greater Chicago Office, earned the top spot as Chairwoman of the Advisory Board of

Directors (ABD), the first woman in New York Life history to achieve this honor. In her 21 years with the company, Patel has qualified for Council 20 times, including 19 times at the Chairman's Council level and 10 times for Chairman's Cabinet. Congratulations to our Council Officers and all Council qualifiers. ■

## Moving up in Iowa.

Thanks to Sales Central and the company's massive investment in technology, agents can do business from anywhere. Newly appointed Managing Partner **Josh Cowart**, Des Moines Office, however, also knows the value of being in the center of the action. That's in part why he decided to move the office to suburban Ankeny — ranked as among the fastest growing areas in the country.<sup>1</sup> It's also where Cowart, who took over leadership of the office in November 2017, was born and where he now lives.

But it's more strategic than sentimental. "It's fitting we have an office where most new families are moving to, and it gives us the biggest opportunities to sell."

Over 200 people were on hand for the grand opening, including Cowart's family. "I looked at my wife and kids, and all of the agents that traveled hours to be there and realized the position I am in and how grateful I was," says Cowart. "This was a dream come true. I have been with New York



Managing Partner Josh Cowart, Des Moines Office surrounded by family, agents and employees at the ribbon-cutting for the new office.

Life for 14 years now and being a managing partner in my hometown was my ultimate dream goal, so seeing it happen, especially

with the amazing people there and in a brand new beautiful office, was a real special moment for me that I will never forget." ■

<sup>1</sup> Kim Norvell, "Ankeny is the 4th fastest-growing city in the U.S., Census says" Des Moines Register, May 24, 2018

## George Nichols to Retire November 1.

Executive Vice President **George Nichols III** will be retiring from New York Life on November 1 to pursue the unique and exciting opportunity as President and CEO of The American College of Financial Services.

In his more than 11 years as head of Office of Governmental Affairs (OGA), Nichols and his team masterfully navigated the company through the increasingly complex and challenging legislative and regulatory environment, evidenced most recently with the DOL Fiduciary Rule and Tax Reform. Nichols, who served as Commissioner of the Kentucky Department of Insurance and head of the National Association of Insurance Commissioners (NAIC), before joining the

company in 2001, not only represented the interests of the company, our agents, and our clients, he fostered meaningful political engagement and positioned New York Life as a trusted expert and resource for our elected leaders and regulatory officials. Along with his accomplishments in OGA, Nichols has been an influential member of the EMC, helping to shape the strategic direction of our company and critical initiatives such as diversity and inclusion.

Becoming President and CEO of The American College is a tremendous opportunity for Nichols personally and for the industry as a whole to continue benefitting



George Nichols III.

from his insights and experience.

During his first five years, Nichols held a variety of critical roles including Special Assistant to the Chairman, Senior Vice President in the Agency Department, and head of our Tampa AARP Operations. In June 2006, Nichols joined OGA, and in January 2007 he assumed its leader-

ship and was named to the Executive Management Committee (EMC). Nichols was elected Executive Vice President in March 2017.

Nichols has also been recognized outside the industry. Recently, he was named to Savoy magazine's "Most Influential Blacks in Corporate America." He also made the list in 2017. ■

## Managers on the move (March–July 2018).

### *Managing Partner, Senior Partner, and Partner promotions and appointments.*

NAME	NEW POSITION	PREVIOUS POSITION
Alex Bardales	Managing Partner, Southern Connecticut	CVP, PA Zone
Kevin Baumberger	Managing Partner, Stockton	Managing Partner, Northern California
Robert Bonk	Managing Partner, Oklahoma City	Senior Partner, Nebraska
Deborah Cowan	Managing Partner, Hawaii	Managing Partner, Roanoke
Alexander D'Agostino	Managing Partner, Great Plains	Managing Partner, Idaho
Brett Dries	Managing Partner, Roanoke	Senior Partner, Boston
Jeffrey Engebose	Managing Partner, Milwaukee	Partner, Minnesota
Ryan Faulkner	Managing Partner, North Dakota	Partner, West Texas
Jacob Godwin	Managing Partner, Norfolk	Managing Partner, Wyoming
Kyle Jahng	CVP, Pacific Zone	Managing Partner, Southern Connecticut
Randall Ladue	Managing Partner, Idaho	Managing Partner, Toledo
Kevin Martin	Managing Partner, Constitution	CVP, Pacific Agencies
Nestor Martinez-Segura	Managing Partner, Los Angeles	CVP, West Central Zone
Jason Metzger	Managing Partner, Alaska	Managing Partner, North Dakota
Mychael Nguyen	Managing Partner, Houston	Managing Partner, Stockton

The value of

# Value whole life.

*A brand new way to be good at life.*

**“The thing I like** about Value Whole Life is that it really fills a niche clients have been asking for among the traditional Whole Life, Custom Whole Life, and Universal Life product,” says Chairman’s Council Agent Chip May, CFP, ChFC, MSFS, CLU, Fort Worth Office. “For people who have postponed buying a whole life policy or converting to whole life until 50-plus, it’s just a great fit.” • Indeed, it is. The company recently launched the next generation of whole life products, including the new Value Whole life policy tailor-made for clients age 50 and older. In today’s economy, consumers are looking for flexible solutions that adapt to changing needs. The new portfolio gives agents the tools they need to provide permanent protection to clients and their families from all walks of life, at all stages of life.



Chip May

### **The permanent solution.**

“As a company, we believe in permanent insurance,” says Silvio DiSisto, CVP, Whole Life Product Management. “And if you’re going to buy permanent insurance, we believe in whole life. A whole life policy delivers guaranteed protection with level premiums and cash value growth. Plus, we have a very strong dividend story. The new Pay to 121—Value Whole Life policy helps agents reach out with confidence to an underserved, mature market, to offer permanent protection at an affordable price.”

And the market likes it. Value Whole Life debuted in February and has already achieved more than \$20 million in recurring premium sales. “That’s ahead of plan,” notes DiSisto. “It’s been five years since we launched a new whole life product. To see that kind of success in less than six months means that Value Whole Life is resonating with agents in the field and their clients. It’s good to see.”

As expected, term conversions are playing a significant role in the new policy’s popularity. About 30% to 40% of sales are coming from term conversions.

Development of the new suite of products took almost 14 months. Early in the development process, DiSisto and his team set up a series of joint advisory group sessions with representatives from the AAC, the ABD, the DMs, and MPAC. “Having their feedback early on paid off for us,” notes DiSisto.

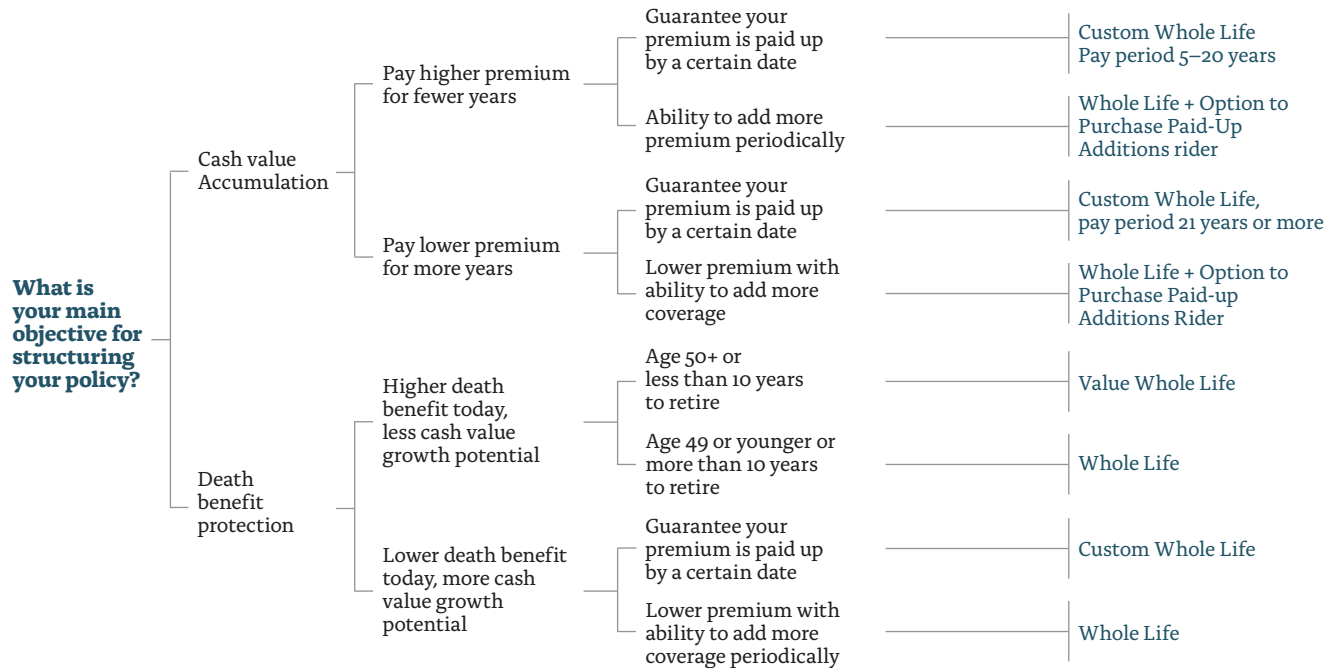
### **A great fit.**

For May, offering a range of options is critical to educating clients and providing choice, and gives New York Life a clear competitive advantage. “We’re educators first,” says May. “That’s our job. The education we go through with a client is a step-by-step process. We talk about whole life and Universal Life. We describe the differences and explain that whole life is our premier product. Consumers like to know they have a choice. Value Whole Life provides another great option.”



# Whole Life decision tree.

You've already decided that whole life is the product for you. With guaranteed permanent protection that lasts your entire life, guaranteed cash value growth,<sup>1</sup> and dividend-earning<sup>2</sup> potential, who could blame you! However, New York Life has multiple whole life policies, which allows you to customize your best solution. The decision tree below doesn't replace the advice of an agent, but it can be used to help distinguish how the structure and characteristics of the different policies serve different needs. Talk to your New York Life agent to find out more.



The decision tree helps prospects and clients understand that they are purchasing the policy that best fits their particular needs.



**We're educators. That's our job. We go through a step-by-step process and Value Whole Life provides another option.**

— Chip May  
Chairman's Council

Versatility is another key feature. Value Whole Life comes with all the usual riders. For example, if clients want to use the Option to Purchase Paid-Up Insurance (OPP) money to build more cash value, they can. The policy also comes with the option to purchase a Chronic Care Rider (CCR) option, which is important for people in the 50-plus age range, as well as the Insurance Exchange Rider, which allows clients — who decide maybe in their 70s, that they don't want, or no longer need, the insurance — to assign it to somebody else, someone younger.

### Opening new doors.

Executive Council Agent Joanne Iannacone, New Jersey Office, relies on mortgage leads to build her book of business, and Value Whole Life is opening new doors. "I get a lot of cards back from people who were born between 1946 and 1950," Iannacone says. "Before the rollout of Value Whole Life, I was reluctant to call because I didn't think people in that age range could afford the payments for traditional whole life if they still

have a mortgage, and term is not a good option at that age. Now I call. I tell them, 'New York Life has just developed a great new option for you: You can purchase permanent life insurance. It's affordable, and you're going to get your premiums back with cash value build up. Depending on the amount, there's minimal underwriting. I just need 20 minutes of your time to show you how it works.' And that usually gets me in the door. I love it!"

To help more agents open doors, New York Life has developed new marketing materials and updated all existing whole life support material (see page 10.) In every case, the message is the same: Keep it simple.

"The new series of brochures positions our suite of products in a way that helps agents tell the whole life story without complicating it," says DiSisto. "The new Whole Life Decision Tree is especially good at capturing the benefits of each policy in a very simple way that helps agents present in a simple way to clients."

The importance of Value Whole Life is, itself, simple. An entire generation of older consumers needs protection. Now agents can provide it. ■

<sup>1</sup> All guarantees are based on the claims-paying ability of the issuer.

<sup>2</sup> Dividends, which provide opportunity for cash value growth, are not guaranteed.



# The whole life advantage.

**A new generation of whole life products delivers enhanced choice and flexibility for clients — and a distinct competitive advantage for New York Life agents. Here’s a list of some of the tools you can use to build your book of business by helping clients build solutions for “permanent” peace of mind.**

**Brochure: You’ve got dreams and responsibilities (New).**

This popular, comprehensive handout positions each Whole Life, Custom Whole Life, and Value Whole Life option in plain language for consumers at every stage of life.

**Case Study: Whole Life vs. Value Whole Life (New)**

**Case Study: Value Whole Life vs. Term (New)**

**Case Study: Value Whole Life vs. Current Performance UL (New)**

**Case Study: Value Whole Live vs. Universal Life CG (New)**

**The Whole Life Decision Tree (New)** will help you present the benefits of each whole life policy in a simple way.

**The AD117 Whole Life page** on Agency Portal provides more complete information about each whole life option, especially Value Whole Life.

**Term Conversion Central on Agency Portal** will help you make the case for permanent insurance.

**The Life Sales Desk** at 1-800-NYLIFE8 can help you with case design and sales strategies.

# NYL My Care.

*Introducing a new long-term care solution designed with our customers in mind.*

New York Life is strengthening its commitment to the long-term care insurance market, giving agents more options. NYL My Care, launched August 20, is a simple, valuable long-term care insurance solution that's affordable for more consumers.

## Do you know how you will pay for extended care if you or a loved one needs it?

It's an important question, and one all agents should be asking their clients and prospects. With an aging demographic in the U.S. and few available options, the need to help clients finance the cost of an extended care event has never been greater.

Fortunately, New York Life has answers. August 20 marked the introduction of NYL My Care, a comprehensive and valuable long-term care insurance solution that's both affordable and easy to understand. New York Life agents now have access to a complete range of solutions to help address one of America's most vexing financial problems. And New York Life has remained steadfast in its commitment to be a market leader in providing long-term care financing solutions.

"This country has a large unfunded liability, very few options, and a market gap as several insurers have exited the long-term care market in recent years," says Aaron Ball, Vice President, the Long-Term Care and Linked Benefits business leader. "With the addition of NYL My Care, we now have an expanded suite of long-term care solutions to reach a broader market. Our goal is to help our New York Life agents provide the best long-term care planning solutions to their clients."

### An opportunity and a responsibility.

The 2017 Council President Lizzie Dipp Metzger, El Paso Office, asserts what she and other top agents know: "Any planning discussion with a prospect that doesn't include long-term care is incomplete. We can't just talk about life insurance, college planning, and retirement income, and stop there. What we do requires a holistic view of life, and long-term care is part of life. It's our responsibility to have this conversation."

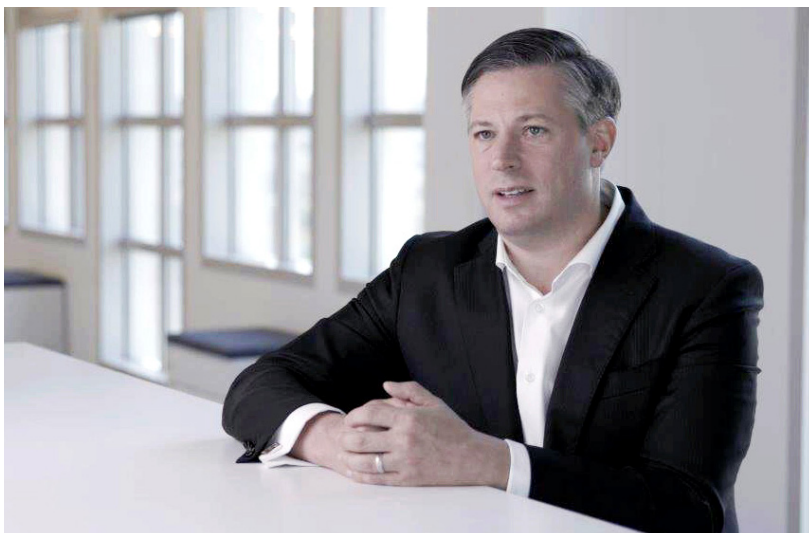
### A clear and present need.

By 2020, one in six Americans will be 65 or older. More than 50 percent of Americans turning 65 today will develop a serious disability requiring long-term care services in the future.<sup>1</sup> Today, families have fewer children to help with elder care, and Americans are living longer in retirement than ever before.

Add to all this the cost of a long-term care event (the current, estimated lifetime average cost of long-term care services per person turning 65 today is \$172,000<sup>2</sup> while the average consumer has savings at ages 56 to 61 of about \$210,000<sup>3</sup> to fund retirement needs, including living expenses) and the need to plan for long-term care could not be clearer.

### Helping our clients take control.

When clients begin to plan for a long-term care event in their 50s or earlier, they benefit from peace of mind,



"With the addition of NYL My Care, we now have an expanded suite of solutions to reach a broader market. Our goal is to help our agents provide the best long-term care planning solutions to their clients." — Aaron Ball, Long-Term Care and Linked Benefits Business Leader



**With NYL My Care, consumers have just a few decisions to make to create a long-term plan. And for me, it's much easier to explain and help my customers plan for the future."**

— David Tucker

reduce the financial and physical burden on family and friends, and lock in their insurability. Planning early also gives clients the option to spend more money and have more fun in retirement, knowing they have the coverage in place to help fund a long-term care event, if needed.

For most Americans, private insurance offers one of the best solutions to help finance the cost of a long-term care event. For more than 30 years, New York Life has consistently been a leader in providing these important solutions to clients.

"With the launch of NYL My Care, New York Life is the only insurer to innovate in the stand-alone long-term care market in the last decade," says Ball. "Today, the company offers the broadest portfolio of products to enable long-term care planning, providing consumers with more choices than any other company."

The company's suite of long-term care solutions includes a mix of products appropriate for people at all income levels, including:

- **NYL My Care** (a standalone insurance policy)
- **NYL Secure Care** (a standalone insurance policy)
- **Asset Flex** (a linked-benefit insurance policy)
- **Chronic Care Rider** (a life insurance policy rider)

## Simple to understand, easy to present.

To ensure that NYL My Care would provide the features and benefits consumers value most in long-term care, Doug Burkle, CVP of Long-Term Care and Linked Benefit Product Development, and his team spearheaded research that included input from thousands of consumers and agents, as well as detailed interviews with agents.

"The result is an innovative product with a simple design that provides the features and price points consumers want most," Burkle says. "The research gives us the confidence that NYL My Care includes everything consumers truly need and value."

David Tucker, Austin Office, underscores the value of simplicity for his clients. "There have been times when long-term care seemed overwhelming for clients," he says, "and then the customer would decide not to move forward because the product was too complicated for them. Having the option to present a more simplified offering is really going to help. With NYL My Care, consumers have just a few decisions to make to create a long-term plan. And for me, it's much easier to explain and help my customers plan for the future."

NYL My Care is offered in four predesigned bundles — Bronze, Silver, Gold, Platinum — that provide well-defined benefit designs. [See sidebar, "Four predesigned bundles."] The product can be used as an affordable starter long-term care insurance solution with future coverage increases possible. It may also be used to supplement existing coverage.

"As with any of our products," says Chairman's Council Agent Wendy Feldman, Arizona Office, "we as agents will have to help our clients go through the analysis and make choices that make the most sense for them. Now we have more choices to offer.

"I'm really excited about the product that New York Life is offering because I think it's going to have broad appeal,"

says Valkyrie Lang, Austin Office. "Many clients are concerned about the cost of long-term care. They simply don't have the budget to purchase a policy. By having a product that is more affordable, we can ultimately protect more individuals and families."

Being able to have more long-term care conversations with clients and prospects can help agents cross-sell retirement and other products their clients may need to be truly prepared for the future.

"Long-term care discussions open the door for other opportunities, including retirement planning options." Tucker says.

## NYL My Care features and benefits.

Here is a roundup of key features and benefits:

### Simple

- Can be sold with just...
  - Easy-to-understand marketing material
  - A rate card
  - An optional illustration

### Affordable

- Coinsurance and deductible design helps make coverage more affordable by sharing the cost of a long-term care event
- Targeting \$100 to \$150 per month for individual premiums

- A first-of-its-kind (for New York Life) loyalty discount of 5% off the first-year premium available for existing clients (certain restrictions apply)<sup>4</sup>

### Valuable

- Dividend eligibility<sup>5</sup>
- Provides comprehensive protection by covering a range of long-term care (from home care to facility care)
- Several discounts available including discounts for couples and existing clients
- Future coverage increases<sup>6</sup>
- Built-in return of premium upon death up until age 65

## Four predesigned bundles.

Each plan has different coverage levels to meet any budget.

	Bronze	Silver	Gold	Platinum
<b>Policy lifetime max</b>	\$50,000	\$100,000	\$175,000	\$250,000
<b>Monthly max</b>	\$1,500	\$3,000	\$5,000	\$7,000
<b>One-time deductible</b>	\$4,500	\$9,000	\$15,000	\$21,000
<b>Monthly reimbursement rate</b>	80%	80%	80%	80%

NYL My Care offers four predesigned bundles that provide well-defined benefit packages. The product can be used as an affordable starter solution or used to supplement existing coverage.

### Side by side.

NYL My Care adds to New York Life's existing suite of long-term care solutions, which includes NYL Secure Care, LTC Select Premier, Asset Flex, Asset Preserver, and the Chronic Care Rider (CCR). All continue to be available, in addition to NYL My Care. While NYL Secure Care is a more robust product with more features and benefits for a higher premium than NYL My Care, NYL My Care offers many of the same key benefits as NYL Secure Care. Both are dividend eligible.

"Here's how I characterize the two products," says Brian Seguin, Vice President, National Sales Manager, Long-Term Care Solutions. "NYL Secure Care and NYL My Care are designed to work side by side. The key difference is NYL Secure Care offers slightly more robust benefits. In exchange for that, the premiums are higher. NYL My Care also covers home care, care in the community, and facility care, but has a unique coinsurance design and a deductible, which are concepts familiar to our clients. The consumer may pay more out-of-pocket costs in the event of a claim, but the premiums are lower. Consumers can now choose which route to take based on what's right for them."

### Mutuality pays off — again.

NYL My Care's dividend eligibility helps address client concerns over future rate stability. Depending on claims experience and subject to board approval, dividends may be available in the form of a premium offset starting after the third policy year. "Dividends enable us to structure our pricing to better absorb any adverse experience in the product," explains Ball, "but if our experience is in line with

expectations, or even better than expectations, we're able to give something back to policy owners in the form of a dividend. It's an advantage of being a mutual company that lets us offer a product like this."

"New York Life is always focused on the long term," says Burkle. "So, in thinking about the best design for long-term care products, we look 25, 30, and even 40 years down the road when policy owners will need to use their benefits, and consider the features, benefits, and price points that will meet their needs."

### Getting up to speed.

"This new product lets us present more long-term care options to suit any need and budget," says Feldman. "This is such an important product and a key discussion we need to be having with all our clients and prospects as part of the retirement planning conversation. I strongly encourage all agents to meet with our product consultants, complete the training, and take full advantage of all the available tools and resources."



**This is such an important product and a key discussion we need to be having with all our clients and prospects as part of the retirement planning conversation."**

— Wendy Feldman

Given this, the launch of NYL My Care is accompanied by a host of resources, including tools and training, to ensure agents are fully equipped to present New York Life's long-term care solution portfolio.

"Having a long-term care plan is critical," Ball concludes, "and even if that plan is to self-insure or to rely on Medicaid, agents need to have these conversations. Protecting our policy owners for the long term is what our agents do best." ■

<sup>1</sup> U.S. Office of the Assistant Secretary for Planning and Evaluation. "Long-Term Services and Supports for Older Americans: Risks and Financing Research Brief." February 2016

<sup>2</sup> Data from PWC Report, 2018. The Formal Cost of Long-Term Care Services: How Can Society Meet a Growing Need?

<sup>3</sup> Monique Morrissey, "The State of American Retirement: How 401Ks have failed most American Workers, Economic Policy Institute, March 3, 2016.

<sup>4</sup> Discount applies to first year premium only. Discount is available for applicants who own at least one in-force individual life, individual long-term care, individual annuity or mutual fund policy that was obtained through a New York Life agent.

<sup>5</sup> Dividends are not guaranteed and can vary year to year.

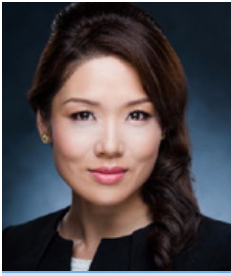
<sup>6</sup> The company may allow policyholders to increase policy coverage in the future for additional premium up to age 70. Adding additional coverage in is subject to company offers and underwriting approval.



# Seizing the opportunity

**Agents and managers reach for new heights.**

Anyone can *carpe diem*. Seizing the day has become commonplace. This is something new. • Today, New York Life agents and managers across the country are responding to a new environment with an enthusiasm that requires a “new” (well, it is Latin) phrase: *carpe potestatem*: seize the opportunity! • This special section features a handful of the many agents and recently appointed managers, all in years two through seven, who are taking advantage of the robust economy, the investment in tools and resources by the company, and New York Life’s enduring financial strength and unique culture to make their mark in their communities. Some are under 40; some are over. They are full of energy and optimism, determined to serve their clients, to reach new heights of success, and to seize the opportunities/*potestatem*s that today’s marketplace presents.



**Building a legacy by helping others:**  
**Tracy Chen, 40**  
**Long Island Office**  
**Chairman's Council (Nyllic: 2016)**  
**Previous: Commercial real estate attorney**

**Best advice.** "Be enthusiastic, Be persistent, be knowledgeable."

**Expertise.** I always wanted a career where I could help people. As an agent, I am helping people every day, and thanks to our training, I am confident every time I meet with a prospect or client I can help them make the right financial decision. I wanted to be an attorney because I wanted to be the "expert" people turned to when they needed help. As an agent, I can still be that expert. That means I study — a lot. It is worth the effort.

**Desire for impact.** As I was growing up in Taiwan, I always wanted to be an attorney because I believe attorneys make a difference in people's lives. That was my goal. I came to this country in 2001 at 17, and went to NYU Law School. After graduation, I was hired by an international law firm and worked on many large commercial real estate projects, billing a minimum of 2,100 hours annually. Unfortunately, I didn't have any time for my family and realized I wasn't building the kind of client relationships where I could make a difference. I was totally frustrated.

**Agency makes a difference.** A woman at my church, Jenny Shi, was always smiling, relaxed, helpful to everyone, and able to spend time with her family. When we spoke, she told me she was with New York Life. She introduced me to Jie Yu, one of the

partners at the Long Island Office. We developed a good relationship. Jie kept in touch with me and was patient and persistent. I was unsure if I should change careers. My mom, who has been an agent in Taiwan for more than 30 years, told me I could be a good agent, but I would need to have a good

manager and a support system. She was right on both counts. After talking with Jie for 18 months, I signed my contract in October 2016. Jie has helped me every step of the way and our Agency support system is the best.

**Helping dreams come true.** It was certainly risky to leave a successful career after more than 10 years. But now I get to work with clients who share their hopes and dreams for their lives with me and I get to help them come true. With the support I received, I made President's Council in nine months and Chairman's Council my first full year. I still work very hard and long hours, but now I have a better life outside of work and a more flexible schedule.

**Putting my background to work.** With my legal background, I am able to provide a holistic approach that benefits my prospects and clients, including many high-net worth people. I work with them on estate plans that protect and preserve their assets now and for future generations.

**Resolve.** Most important, I am now making a difference in people's lives. I am confident I can go as far as my talent and hard work will take me. I could not ask for a better opportunity: to build my legacy by helping others.



**An insatiable marketplace:**  
**Steve Ritter, 35**  
**South Texas Office**  
**Executive Council (Nyllic: 2014)**  
**Previous: Marine pilot**

**Skill transfer.** A New York Life recruiter at a workshop on transitioning into civilian life said he had doubled his salary every year as an agent. That stuck with me. My military background was transferrable. As an agent, you're getting in front of people — for me it's mostly worksite. I've given hundreds of presentations in my career. I still get a little nervous, but I overcome it with practice and sheer repetition.

**In the driver's seat.** I truly believe the best part of this job is helping clients find the right financial solutions for their goals. I also love the freedom and flexibility that working as an agent provides. You get to set your own calendar, and income goals — it all depends on just how hard you want to work.

**Prepare for "no."** I did not like to hear "no" on the phone. I listened to a podcast on rejection therapy and figured out it was

harder to say "no" face to face. I am better if I put myself in front of people. I got over hearing "no." Your #1 priority is getting out there; preparing for "no," but also preparing for the "yes."

**Benchmark activity.** In my office, we use the 25 points a day, 125 points a week process to track activity. You can't control what the client will do, but you can control your activity. Each phone call is one point. Each appointment is three or five points. Each application is another set of points. 125 points a week, means you are doing the level of activity needed to succeed.

**Insatiable marketplace.** I feel the marketplace is insatiable right now. There are fewer of us talking about the value of financial services and more people who need our help. The worksite market is a goldmine of opportunity.



**The C-suite spot:**  
**Mary Beth Velzy, 55**  
**Chicago North Shore Office**  
**Executive Council (Nyllic: 2011)**  
**Previous: Sold group insurance**

**Invited to join.** When I was selling group, I met with [Senior Partner Erica Berning] so I could partner with some of her agents. After 15 minutes, she said, "You need to work with me." We just clicked. I'd always been in senior level client service, and I was a go-getter.

**Sunshine in the winter.** I came from a six-figure environment, and over time I can create more income. I enjoy the fact that you can work and be licensed in many states. I love Chicago but the winters are cold. One year I rented an apartment in Florida in March to network and build clientele. Because it's a digital world, my Chicago clients didn't even know I was gone. Now I go every year.

**Looking for the C-suite spot.** I'd like to start working with business owners and do

more around business owner planning, C-Suite planning. The cases are more challenging. I believe with the support of my study group, the Rainmakers, it's a possibility.

**Statistics of success.** Understand the statistics of making phone calls. It's true that a sale isn't made until at least the seventh phone call. I have many clients who I just kept calling. Eventually, I get an appointment and a sale. If you give up, you're leaving someone unprotected. Ultimately, clients thank me.

**Resilience.** You have to be resilient. Naturally, you'll have moments. I still have moments seven years in. You have to be able to deal with rejection. If something over the phone doesn't go well, I say "Thank you and goodbye."



**EWL turns on the light:**  
**Staley Shiller, 44**  
**Dallas Office**  
**Executive Council (Nyllic: 2013)**  
**Previous: Insurance and products/services for law firms**

**Best advice.** "Selling EWL keeps the pipeline full of prospects."

**Personal.** Cancer survivor

**A new direction brings new focus.**

Being diagnosed with leukemia in 2006 made me take my career in a new direction. I left the legal services industry and began selling insurance for Family Heritage, primarily supplemental policies that insured folks against the costs of cancer or heart attack treatments. As I met people, I realized practically everyone needed life insurance. I am passionate about my purpose and my mission is to educate people about life insurance.

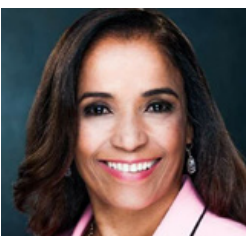
**Priming the pump.** Initially, the lag between closing appointments was unsettling. I only focused on my immediate prospects, without paying attention to who was coming next. I needed to be on the phone

every day to keep a smooth flow of prospects.

**EWL keeps business rolling.** After my first EWL worksite case, the light went on. EWL keeps you busy and motivated. I realized if I sell a worksite case in January, I've got a reenrollment the next January and the following year, etc. All I need is to add individual cases to grow that month. My goal is to sell at least one EWL case each month.

**Eliminate your "chicken list."** Even today, when I feel distressed about business, I make 100 phone calls as fast as I can. That includes people on my "chicken list," those I am uncomfortable calling.

**Realizing my potential.** My goal is to walk into a company and become their insurance professional, for EWL, key person, buy-sell agreements, etc. I'm committed to continually improving my knowledge.



**Referrals are key:**  
**Maria Jimenez, 51**  
**Queens Office**  
**President's Council Premier**  
**(Nyllic: 2015)**  
**Previous: Agent assistant**

**Best advice.** "When you write an application, it provides you with business for today. But a referral keeps you in business tomorrow."

**Witnessing an agent's impact.**

Serving as the assistant to Chairman's Council Agent Alvin Barnett sealed the deal. For 26 years, I witnessed his deep commitment to his clients and his impact on the community. He inspired me to become an agent. In early 2015, when he announced he was nearing retirement, I told him, "After this Council year, I'm going to secure my agent license." He encouraged me, and

referred me through the ARD program.

**Referrals expanded my base.** I didn't become Alvin's successor. I had no clients or warm market prospects. I had two children and a mortgage, so I needed to generate income quickly. But Alvin provided guidance, and I'd spent years observing him. I asked everyone I met for referrals. That's where I focused all my energy. Slowly, my client base expanded.

**Daily objectives.** Every day, I strive to meet with at least one person — whether a referral or lead. I always perform a partial





**Hungry and looking to grow:**  
**Ina Patel, LUTCF, CLTC**  
**Houston Office**  
**Chairman's Council (Nylc: 2005)**  
**Previous: Store manager**

**Best advice.** "If you really care for your client, it's your duty to learn whatever changes there are and to keep learning"

**Personal.** Hosts a weekly radio show, with Masala Radio where she discusses current events, Gujarati folk songs and classic Bollywood films.

**Planning your success.** In 2010, I made Chairman's Council, almost by accident. The next year, my business went down and I only made Executive Council. I couldn't handle success and wasted a lot of opportunity. You must know what you're running for, and I didn't. Now I have a vision board and a plan. This year, I was aiming for full-fledged President's Council, and pushed myself to go for Chairman's Council. I truly believe in planning, having a vision and seeing myself do it, which helps me achieve my goals.

**Stay in touch.** Stay in touch with your clients. New York Life creates many opportunities for us to reach out to clients. Pick up the phone and call.

**Growth builds trust.** Initially, I limited myself to transactional business. That wasn't helping me or my clients. I started to have estate planning conversations with my clients, using the company's process. If you really care for your clients that conversation builds trust. I found clients were eager to let me help and guide them. Go through the whole process, and you will see how much they appreciate it. It's also easier to get

referrals when you are asking who might benefit from this process instead of just talking about a particular product.

**Discipline, hunger, knowledge.** I learned I must be disciplined because while being your own boss is a perk, it can be a negative if you don't know how to manage your time. I am hungry and always looking to grow. The desire to grow fuels my passion for this business.

**Dad's life-changing advice.** Before we moved to Houston, I ran a convenience store that was attached to the motel my husband and father-in-law owned in the small town of San Augustine, Texas. It was not uncommon for us to work from 5am to midnight.

When we moved to Houston, I thought I craved a nine to five position and went to work for Wells Fargo. That lasted three months. I knew I needed to work for myself. My father was a partner for a life insurance company in India, and during a visit he told me I was meant to be an agent. It's the best advice my father ever gave me. Joining New York Life is the best decision I ever made. I am so passionate about this profession and all the good we can do for families and businesses.

**Build familiarity.** I'm always participating in booth and sponsorship opportunities. I want people to know me as Ina Patel, New York Life agent. I am also a member of the Asian-American Hotel Association, so I can keep up on what's happening with my clients.

fact-finder via phone prior to a meeting to cover the basics.

**Delivering a check when it's needed.** After working so many years for Alvin, I saw firsthand how much impact an agent can make on the community we serve. It feels good to be able to

deliver a check when a family really needs it. Few things are more rewarding.

**Business from referrals.** I am developing business from referrals I have received from my sister and brother-in-law who live in Orlando, Florida. When I visit them, I also schedule meetings with prospects.



**Control our destiny:**  
**Dominick Kortkamp, 39**  
**Manhattan Office**  
**Managing Partner (Nylc: 2002)**  
**Previous: BA West Virginia University**

**Best advice.** Embrace the Three Es: Energy, Emotion, and Enthusiasm.

**Personal.** We have to be willing to roll up our sleeves and build our personal brand to live a life others don't have the opportunity to live.

**Aligned with my values.** I was a finance major in college and wanted to own my own business, but didn't have access to any capital. I joined right out of college at 22. In my first interview, I was told you can stay a successful agent or you can have an impact by developing other people to be successful. That really aligned with my values and goals.

**Intertwine experience with Nylc systems.** When I became a partner, I had to attract people who were often twice my age. I embraced the role of servant leader. I understood my job was to take their life experience and previous success and intertwine it with New York Life's training. Agents are my clients. My #1 job is to help them grow personally and professionally.

**Embrace the three Es.** Today I lead with three things: energy, emotion, and enthusiasm. I embraced that when I heard Duke University Coach Mike Krzyzewski at the 2016 Partner's Meeting. The keys to being a good leader are:

1. Express your vision.
2. Embrace values of servant leader.
3. Set an example by your actions and behavior.
4. Set big, hairy audacious goals.

**The opportunity to control our destiny.** New York Life has the best meritocracy you'll ever find. The company affords us the opportunity to "own" a franchise without any capital risk and earn a seven-figure income. Where else can you do that?



**Doing more for my community:**  
**Eliel Pinheiro, 54**  
**Manhattan Office**  
**President's Council: (Nylic: 2015)**  
**Previous: Minister and founder of Vida Books Ministries**

**Community service.** During a mission travel to the northeast, I met a New York Life agent, who sold me a policy and helped my wife and I plan our retirement. In 2015, we had a conversation in which I was convinced I could do more for my community by helping people achieve financial security. What makes it easy for me is that every product I discuss with prospects, I have personally bought for my own family. I know I can change the financial future of my community through my work as an insurance agent. I feel just as called to my work as an agent as my work as a minister.

**Consistent calls; steady appointments.** On Monday, I start making calls to community members in my area of business

for that particular week. I know if I'm not consistent with my phone calls, my business will suffer. For me, skipping phone calls is like skipping the gym. I won't be in good shape if I don't have the discipline to continue my routine. It's also important for me to set daily goals concerning the number of phone calls and appointments I make. If I do that, I know that I'll have appointments.

**Open channels.** It is important to maintain contact even if a prospect says "no" or a client cancels a policy. Being polite and keeping the channels of communication open are vital. You want to be the first name they think of when they decide to plan their financial future. Always keep in touch.



**Not just about me:**  
**Steve Perry, 32**  
**Managing Partner, West Texas Office (Nylic: 2006)**  
**Previous: Construction, college intern at New York Life's Alaska Office**

**Personal.** When I became a partner it really clicked — it wasn't just about me anymore. I was responsible for the livelihoods of others and their families.

**Leverage and impact.** As an agent, I helped about 300 clients. As a manager, I expanded my impact to 3,000 clients. It's a career that has a big impact and a personal touch.

**Integrity and character.** When I read about New York Life's business and its history, the decisions it made, I believed I could align myself with this company.

**Brave new world.** One of the biggest challenges I faced was moving to Lubbock, after spending 21 years in Alaska. Mike Fisher, the outgoing managing partner,

graciously helped me even after he left.

**Leaning on partners.** I hired a recruiting assistant and invested in the office. I asked my team, "What do you need?" I realized I was the intruder, and this was their home. I only had an informal authority. I implemented systems over time. It was slow going. There was no decision I made without passing it by my senior leaders.

**New Org focus.** Every Monday morning, I conduct a New Org meeting. I review two things: our mission and our vision. I break it down and spell it out: we need a certain number of agents to protect a certain number of households. I have 30 future MPs in my GO. Since there is no other major insurer in the West Texas area, we have a huge opportunity to serve the community.



**Caring at the core:**  
**Agent Kim Loan Vo, 31**  
**Santa Clara Office**  
**President's Council (Nylic: 2016)**  
**Previous: Nurse**

**Best advice:** Dress professionally. I want to be taken seriously by prospective clients.

**A caring profession.** I was interning at a hospital when I witnessed a life-changing event: A woman passed away and the family had to donate her body to science because they couldn't afford the burial. Soon after that, I was approached by an agent in the Santa Clara Office. I found out I can combine the best of my nursing skills when I'm uncovering my clients' needs. Now I take care of my clients' financial health, instead of their physical health.

**Owning responsibility.** You get to create a business of your own and a work-life balance that makes sense for you. You must

want to own your own business to get better every day. But it's not easy. You can't be successful every day. If you're persistent, it can be rewarding.

**Paying dues.** I had to learn the financial skills necessary to become an agent, and improve my speaking. I wanted to give up, but started making headway with Vietnamese Market businesses. I made Executive Council that first year and kept growing.

**Thinking bigger.** My next big goal is to become a partner. I am already studying for my Series 63 license for field management. I think my biggest opportunity working for New York Life is that I will always get better at what I do. There is no end to what I can do.



**No small opportunities:**  
**Kristen Vine, 28**  
**Boston Office**  
**President's Council (Nylic: 2011)**  
**Previous: College graduate**

**Best advice.** "Over time, calling prospects doesn't get any easier, but you learn what to expect when you receive an objection, and then you come up with the appropriate responses."

**Unleashing the entrepreneur within.** I wanted to manage my own business again. While in college, I owned a window-cleaning franchise. This experience unleashed my entrepreneurial spirit and penchant for sales and meeting new people. Since this was going to be my first job after college, I did my homework, researching other financial services companies. Based on its reputation, financial stability, history, and agent training programs, New York Life was the best choice.

**Not a sales person, a valuable resource.** Like most new agents, I didn't have any clients. I had no choice but to call family and friends, which was uncomfortable. I made calls and received many "no's." Over time, though, I realized most people needed guidance with financial planning. Instead of trying to sell them anything, I simply explained that I was available to them as a valuable resource if, and when, they needed me. Slowly, things began to turn around when, after much resistance, my uncle agreed to meet me. He became my first client.

**No small opportunities.** When building your book of business, don't ignore the smaller opportunities. Help any clients you meet and simply address their needs by recommending products they can afford now. Remember, tiny clients can become big ones later, when their needs and goals change. And, they'll call you first because they trust you to do the right thing.



**Mentoring is priceless:**  
**Vivian Li, 41**  
**Greater San Francisco Office**  
**President's Council (Nylic: 2011)**  
**Previous: Property management and customer service**

**Best advice.** "Since your manager cannot be there all the time, invite an established agent to accompany you to your first client meetings. Share the commission — 50% of something is better than 100% of nothing."

**Don't listen to other opinions. Persevere.** In fact, I experienced a lot of challenges. When I first started as an agent, many people shared unsolicited opinions about the agent career and my chances for success. Surprisingly, many of these comments weren't positive or supportive. Some said I wouldn't make it. Others questioned my ability to persevere and earn a good living. But I am a very determined person. If you believe in yourself, and in the good you are doing for families and your local community, you will be successful.

In the early days of building my business and expanding my client base, it was somewhat challenging to carve out time for my family. But I realized as an agent, I had the flexibility to control my hours. So I exercised that privilege, scheduling client meetings at times that didn't conflict with family events or special occasions. One of the advantages of being an agent is that you can balance your life and work more easily because you're in charge of your business.

**Mentors are priceless.** When I first started, unfortunately, I didn't have a

formal mentor. Find a mentor in a manager or an established agent. Ask them to collaborate on your cases. What you can learn from them is priceless. Ask them to come with you to client appointments. Most of all, share the commissions. It's worth it! Remember: 50% of something is better than 100% of nothing. If you put in the time (40+ hours a week), you will make it.

**Work hard; shop hard!** Well before becoming an agent, I was a New York Life client, starting when I was 27. So, promoting the value of life insurance to families and individuals came naturally to me. I owned it, so I understood life insurance's ability to protect one's financial security. Second, having flexibility in terms of hours and time was appealing. The days can be long, but I'm a workaholic, so it doesn't bother me. Thank goodness, because I am also a shopaholic. Work hard; shop hard!

**Constantly expand knowledge.** Additionally, this business requires me to expand my knowledge constantly. I am a registered representative and am Worksite Benefits and AARP certified. I can help people like myself become financially secure. We talk about their situation and goals, and together, we create a customized financial program to address their short- and long-term needs, particularly retirement. I replace fear with recommended solutions.

**Experts on call.** We have several Advanced Planning Group (APG) consultants at the Boston Office who we can call upon if we need them. Since I primarily work with business owners on tax-advantaged planning strategies, I will often need the APG team's input to analyze complex solutions. In these cases, I will bring an APG

team advisor to client meetings. Currently, APG is working with me on a complex case involving an older business owner with a large estate. Unfortunately, his multiple life insurance policies are expiring. With so many moving parts, the case needs APG's special expertise to analyze his needs and protect his assets.



**Passionate pursuit of excellence:**

**Tigran Basmadjyan, 33**  
**Greater Pasadena Office**  
**Managing Partner (Nylc: 2003)**  
**Previous: High school**

**Best advice.** Be aggressively patient.

**Attracted to successful model.** I liked that I could build something bigger than my own practice, and transfer my skills to others. I understood the power of a team. New York Life's model made sense for my personality, and running my own business got a little lonely.

**Borrowed wisdom.** I became a partner when I was 21 years old, so it was challenging hiring people in their 40s and 50s. I modeled the managing partner and development managers. I mimicked their behavior in things they would say and do. I tried to believe what they believed.

**Unreasonable goal-setting.** We set big goals that we know are out of reach, and then create strategies to achieve them. We manage to the top performers not the bottom performers.

**Growth mindset.** People are far more encouraged making progress in key areas versus tolerating their current performance. If we don't have a growth mindset, and a sense of the constantly changing environment, we're vulnerable to being left behind.

**Clone yourself.** If I can help more people develop my strengths, we can have more impact on this organization. That's happening. We're promoting several people each year.



**Learning to ask for the check:**

**Sam Mittelman, 40**  
**Brooklyn Office**  
**President's Council (Nylc: 2014)**  
**Previous: Shoe wholesaler**

**Making a difference.** I worked for a shoe company selling shoes to buyers. I learned about selling in that job — people skills, how to communicate, build relationships. But I didn't feel I was making a difference. As an agent, I enjoy making a difference in people's lives today, tomorrow, and the day after tomorrow. People need professional help, and I can give it to them.

**Understanding value.** I help people understand the value of owning life insurance. For instance, I have orphan leads where I have called to introduce myself, and asked all the questions needed to help them. In many cases, we found money for them in policies they already owned that they could use for a variety of purposes.

**Large cases welcome.** In those first few years, even when I uncovered a large need, I was afraid to ask for the case, but I swallowed my fear. In 2015, I met a prospect who had a brother in the business. He was not adequately protected, and I showed him a policy with a \$22,000 a year premium. I was afraid on the inside, but I presented the case. It solved his financial needs, and he got out his checkbook and wrote the check right there.

**Join study groups.** Trust your training; put yourself in your client's shoes, listen to what's important to the client. I am in a study group with very successful agents. We challenge ourselves; we meet every four weeks. Three out of the five of us made President's Council this year.



**Be coachable:**

**Daniel Silva, 53, Boston Office**  
**President Council (Nylc: 2017)**  
**Previous: Banker and Cake Designer**

**Best advice.** Be very persistent. Have a desire to grow and be coachable.

**Personal.** Weekly game of volleyball

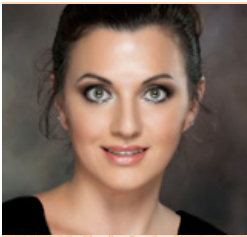
**Referred lead.** I had worked as a banker in Brazil. I assisted clients with financial information and insurance, and I saw that New York Life offered me the possibility of helping my community protect what's important to them. But it was a client of mine from my baking business — Art in Flour: Cake Design — who brought New York Life to my attention. Because of her, I became interested in New York Life.

**Power of ownership.** One of the best things about being an agent is starting your own business. With this, you can manage your time and your income. And when done with responsibility, it is a better quality of life

for you and your family.

**Making the language leap.** One major challenge was the language barrier since English is my second language. I was motivated and determined to bring all the information New York Life had to offer to the Portuguese-speaking community. But, I had to prepare and take the exams in English. After multiple tries, I overcame this challenge with the help of my instructors and Partner Maria Triani.

**Hold yourself accountable.** Never judge the client. If you don't close the sale, never blame the client. Assume you didn't communicate the importance of the product. Also, make your business your lifestyle. That is, see everyone, everywhere, as a prospect and potential client.



**Get involved:**  
**Angel Davidson, 38**  
**Shreveport Office**  
**President's Council (Nylc: 2013)**  
**Previous: Insurance agent**

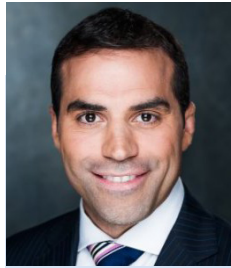
**Best advice.** Getting involved in your community and giving back is very important because it allows you to gain recognition which in turn makes people come to you for business.

**Proud and heartfelt.** The best part is giving the hugs, wiping the tears, seeing the smiles and peace of mind it brings my clients to know that in that moment they're covered and they're okay. My heart is 100% in what I do. After seeing a client, I can't wait to see the next. I'm proud to be doing this career with New York Life; we are here for our clients.

**Balancing Angel life.** My biggest challenge in the business was balancing Angel life — motherhood — and agent life. I had to manage my time, so I had time for me. I can put as much time as I want into my work, but if I'm not using time to the fullest, I'm wasting my time. Planning my time according to what needs to be done means there is room for my family.

**Prepare and be confident.** You must do your homework so that you don't make mistakes when dealing with clients. Be sure you can back up your word. You must be confident in what you're saying, presenting, and selling. If the clients see that, they will trust you, and trust and honesty between you and your client is most important. You cannot take away from what you are promoting, so you must be confident that what you're selling applies to your client.

**Reaching workers.** I want to broaden the concept of worksite across the country. I want to make New York Life a household name because we are out there for the American workers.



**Dig deep every day:**  
**Dean Diamond, 40**  
**Charlotte Office**  
**Managing Partner (Nylc: 2004)**  
**Previous: Insurance company**

**Best advice.** Never give up on yourself. Just dig deep every day. You never know how far you can go.

**A ring of determination.** My first job out of college was as an agent for a different company, and I got out ahead of myself. I was about to close a sale that was going to help me pay for an engagement ring. The policy had a 10-day free look, and the prospect declined the offer. I was devastated. I had already spent the money. It never occurred to me it would be declined. At this point, I asked myself, 'why should I continue in this career?' and my answer was clear: I never give up. I just put my head down, doubled up on all my activity, and within 60 days, I dug myself out of that hole.

**Attract and reach more people.** I enjoyed being an agent, but jumped at chance to attract and reach more people. I was promoted to Managing Partner at the Valley Forge Office in 2011. I was 34 years old, and definitely reaching more people. I tell people you're going to work hard, but also get back more than you put in.

**Born to coach; paying it forward.** I love to coach. That's what I love about this job. I was a Division I wrestler for Edinboro University in Pennsylvania. When my youngest brother was in high school, I helped to coach him to a state championship. He set his mind to win, trained properly, and envisioned himself succeeding. I do the same things with my agents. I help them see their potential, embrace consistent, hard work, and

I coach them to become better at their job. I had people help me enormously when I first started here. In a way, all I'm doing is paying it forward.

**Clients are hungry for what we've got.** We just had a great event that I want to do more of in the future. It was a workshop on the "Art of Retirement." We held it at a local art gallery. The event was catered, and we had speakers talk for about 90 minutes. Later, folks mingled throughout the evening in this fantastic art gallery. Not surprisingly, we had some great follow-up opportunities, including a client with \$4 million in investible assets. We've got clients hungry for what New York Life has to offer here in Charlotte. With more events like this one, the sky's the limit!

**Opportunities abound.** The agents I began hiring in Charlotte didn't always have a natural market because so many new people are coming to live here. I can help new agents find connections and build relationships with the new flood of prospects if they commit to working every day at this business. Agents in this area have a great opportunity to sell to the target markets, especially the African American Market, and Hispanic Market, with opportunities in the Asian Market. I see further potential in the Worksite Market for daytime activity for my New Org Agents. I see opportunities across the board selling to the small-business community and baby boomers with retirement planning needs.

**Manage time wisely.** The #1 thing is confidence. Confidence in the career path you've chosen and why you're out here doing what you're doing. The second most important quality an agent must have is

loyalty. And third would be time management. Manage your time wisely.



**Be accountable:**  
**Mychael Nguyen, 39**  
**Houston Office**  
**Managing Partner (Nylic: 2003)**  
**Previous: Wine industry**

**Best advice.** Create a culture of accountability.

**Personal.** Exercise three days a week with a trainer at 5:00 a.m.

**Work hard and grow.** I worked at Gallo before I joined the company in 2003. I was a client first, and my agent, who was a good friend from high school, thought I would be successful. It seemed like if you worked hard, you could grow and be successful. That has definitely been the case.

**Communication is key to leadership.** To be successful, I believe leaders must be great communicators and have a clear, concise message. We have to be able to create a culture of accountability, otherwise everyone is just freelancing. And we must be adaptable and able to provide what the situation demands.

**Backed by a fortune 100 company.** I love mentoring and hiring new agents. It's easy to hire, but challenging to ensure a candidate succeeds. The best agent candidates come from referrals: clients, community relationships, Centers of Influence (COI), and event marketing. What I really enjoy is when I bring someone new into the business and I watch how their

success impacts their family and lives. From a local General Office perspective, the company feels small, but we are backed by a Fortune 100 company with great resources.

**Sweating the details.** To instill a winning culture. I sweat the details. I am very systems oriented and implement the company systems for training and recruiting. I make sure that everyone understands my vision and philosophy. I am an avid reader and recommend books to my team. At the Stockton Office we read *Leaders Eat Last* by Simon Sinek.

**Competitive, resilient, hungry.** When recruiting, I look for candidates who are competitive, resilient, and hungry. They have to want to move from a five-figure salary to a six-figure income. I'm also big on loyalty. I don't hire job hoppers. Finally, they must have a network and have good references. I call all references to understand the candidate. I ask the references if they would sit down with the candidate to review their retirement needs.

**Make Houston a leading office.** I moved here in early 2018. Houston is a growing, major metropolitan area. I want to make it one of the company's leading offices.



**Our role is to be different:**  
**Jared Brown, 39**  
**Montana Office**  
**Executive Council (Nylic: 2014)**  
**Previous: Insurance and financial**

**Best advice.** Believe that good things will come back to you if you have the right intention and the right values. It's a lot more fun that way.

**Personal.** "You don't live in Montana for the restaurants; you're here to appreciate nature at its finest."

**A leap of faith.** I met with Managing Partner Tom Miller, and he showed me a holistic approach to financial services that was so much more than numbers and production. He showed me how to be a center of influence and a leader in my community. He told me — and it's true — our role as New York Life agents is to be different in this industry. I moved from Florida to Montana because of that conversation.

**Lead with substance.** Being an agent is about being a leader, and not just with my clients, with my community, too. We're working 24/7, not selling 24/7. We're connecting with people. Connections are strong when there's something behind it.

Early on, I heard an ad for the local hospital foundation. I called immediately to offer help. Through New York Life, we have given over \$40,000 to the hospital's foundation, and I ultimately was able to speak at this year's gala. We have made many connections in the community through giving.

**Worksite key to the business model.** My team and I have a business model we're building over the next three to five years. We're investing time in systems and processes. I see the worksite opportunity as a turnkey model to acquire clients and then take employees from basic coverage to individual planning. On average, 33% of the employees transition from the worksite case to our individual planning model. We're going to grow slowly but intentionally. We want to make sure we're doing it right, so clients receive the attention they deserve.

**Drive, flex, give.** Give of your time, your emotions, your energy. You make no progress until you're giving.

Complete profiles of the agents and managers featured here along with online-only profiles are available on Agency Portal > News > NYLIC Review.



**I became a different person:**  
**Citlalli Rojas, 31**  
**Inland Empire Office**  
**Managing Partner (Nylic: 2008)**  
**Previous: College graduate**  
**(business administration-**  
**finance major)**

**Personal.** Immigrated from Mexico at age 18 to attend college in South Texas. Joined the company as a college intern agent and signed her contract at age 21 soon after graduating. Appointed a managing partner at age 29.

**Attracted by financial strength and training.** When I graduated, the financial crisis was in full swing, and the job market was very competitive. I felt like I had nothing to offer other than a degree. New York Life stood out for two main reasons: 1) it was a financially strong company and 2) the quality of the training.

I developed many skills I didn't even know I possessed in those first couple of years. Sometimes I ask myself "How did I do that?" The answer is simple: It's believing in and taking advantage of the training and support systems that we have.

**The management seed gets planted.**

I had no intention of becoming a manager. It did not even cross my mind until one of my great mentors, Mychael Nguyen, my former managing partner, asked if I'd be interested. I was skeptical, but Mychael had planted a seed. A speaker at a company meeting discussed the "rocking chair syndrome," symbolically describing a stage in your life or your career with a lot of movement, but little progress. I felt he was talking directly to me. I had already grown so much but felt that I was ready for the next challenge. In January 2013, at 25, I was appointed Partner. The New York Life system had supported me for four years, and I knew it would work for others.

**Achieving what I never thought I could.** I immediately felt the positive



**Winning over the skeptics:**  
**Monroe McAnuff, 32**  
**Mobile Office**  
**Council: President's (Nylic: 2016)**  
**Previous occupation: US Air Force staff sergeant**  
**Personal: Enjoys playing guitar and ukulele**

**Best advice.** Many working clients may only be free at nights, so be flexible enough to make late appointments. They really appreciate that.

**Comprehensive solutions.** I chose New York Life specifically because I saw the care and interest they have in their clients. When looking at other companies, I noticed gaps in the planning cycle. New York Life's approach is comprehensive, with long-term solutions that are customizable.

**Defusing skeptics.** I encountered a lot of skepticism, and it was a huge challenge to get past that. The way I overcame it was just being completely open with my clients. I've become knowledgeable enough to answer most questions my clients ask — and explain thoroughly. Whenever I do that, it helps put my clients at ease, knowing they can fully trust me and my knowledge of different situations. It's not just what I'm telling them. My clients like that they can understand what I'm saying without being financial geniuses. Once they understand the importance of life insurance, the skepticism fades away.

**What is the best thing about being an agent?** Being my own boss and creating my own schedule was everything. My prior job was nothing like that. The flexibility of the job is a huge benefit for me. I'm lucky enough to have a great career but still can hang out with friends. That said, many working clients

may only be free at nights so I have to be flexible enough to make late appointments, and they really appreciate that.

**Skill creates opportunity.** The experience of getting through to prospects who were skeptics was big for me. It showed me what I'm capable of and how to apply my skills and knowledge. Because I overcame doubters with information and openness, I found myself selling to real professionals who have great careers in companies that they're settled in. I think this group is called the mature millennials. They're at the point in their lives where they are making major purchases. They have homes and kids. And they are thinking about how to save money for college. This market is also interested in big-picture planning. They're young, but they're thinking about retirement, too. This market plays into my strengths. They want planning, and they want to work with someone who will inform, educate and be open with them.

**Risk being vulnerable.** As an agent, you must be willing to have difficult conversations by allowing clients to see the impact life insurance can have on their lives. And clients will only see that if you're open and vulnerable with them. You've got to educate yourself in the business and really understand it internally. Instead of just telling a client they need a certain policy, be sure to explain why.

influence I could have on people. I read a quote around that time that stuck: "You become a different person when you achieve something that you never thought you could achieve."

**California, here we come.** I was appointed managing partner, Inland Empire

General Office in September 2016 at age 29. It's not until you're a managing partner that you get the complete picture and see how many lives you touch. There is nothing better than helping people grow every day by providing support when they need it and celebrating their victories.



# Thriving in a digital world:

A shifting landscape is opening doors for agents who embrace new ways of doing business, while staying true to core tenets of the profession.



*Just for a moment,  
imagine you're a consumer.*

*Now, Google  
'life insurance.'*

You'll be bombarded with links for life insurance quotes and price comparisons. A highly-motivated consumer may weed through the 869 million results, but it's easy to see why most consumers recoil and turn their attention, and dollars, from their needs to their wants.

It's as if the industry's battle for direct sales supremacy is shining a light on the need for off-line, trustworthy human guidance. New York Life understands that there is still a demand for this, and that's why we remain steadfastly committed to our Agency system.

"Customers are aware they need life insurance, but they view it as a pressured responsibility," says Matt Grove, Executive Vice President, Insurance & Agency Group. "That's because they have a ton of confusion about the category. They're anxious about making a mistake, and value human guidance in their decision-making process. That is why our agents, and Agency system, continue to be the centerpiece of our go-to-market strategy."

Money breeds emotions and "limited rationality," according to behavioral economist Richard H. Thaler, winner of the 2017 Nobel Prize for Economic Sciences. Limited rationality is a type of mental accounting where individuals simplify financial decision-making by focusing on the narrow impact of a financial decision, rather than its wider effect.<sup>1</sup> On their own, then, people are easily muddled and benefit from professional guidance.

More than ever, consumers are seeking the services of an agent — a trusted source of knowledge and guidance with the expertise to educate and steer them through oceans of information. But they also want and expect the speed and efficiency that accompanies other purchases.

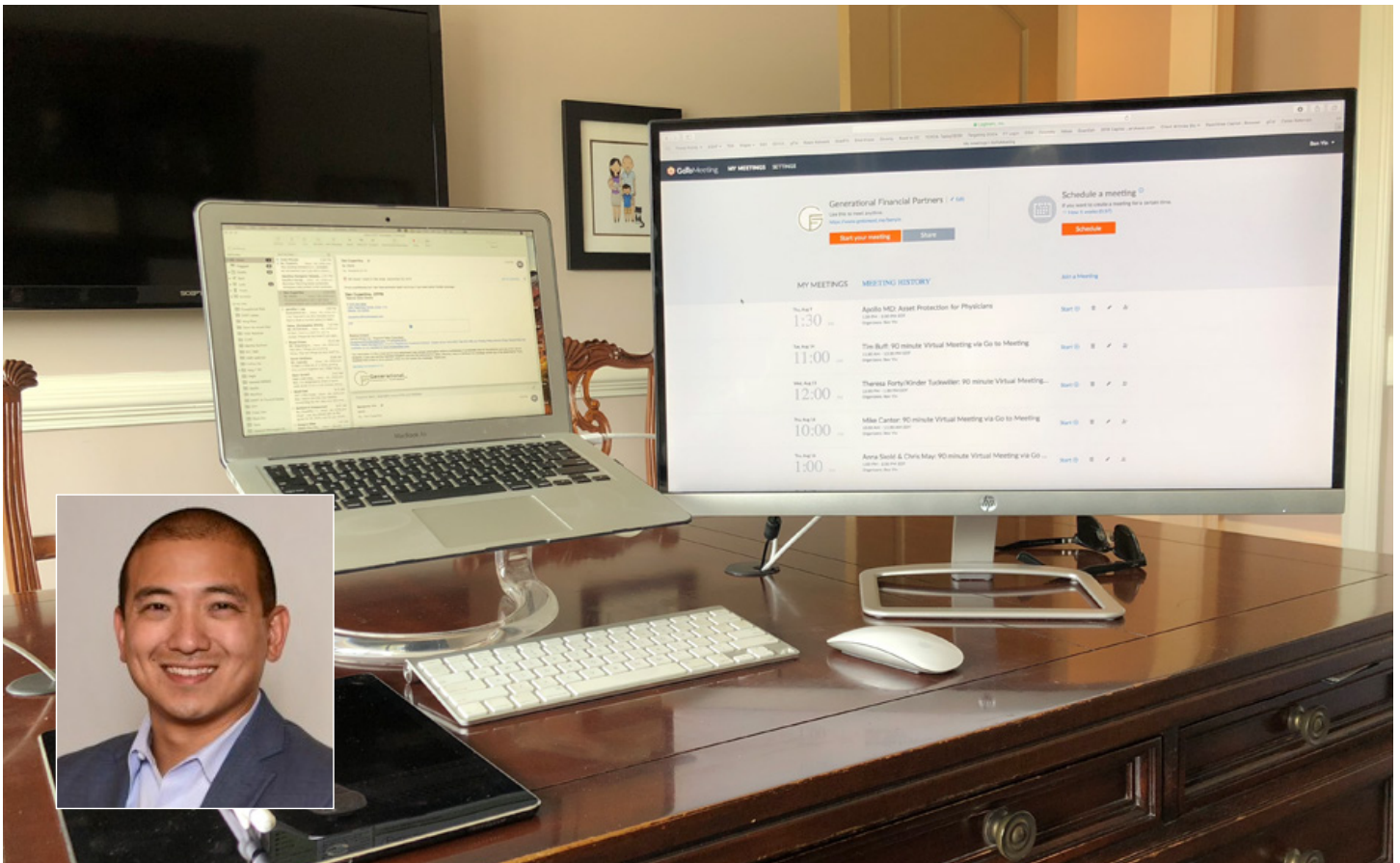
New York Life agents are well-positioned to meet those expectations, applying digital tools and resources to complement their interpersonal and professional skills, and building trust with clients and prospects. Agents are leveraging New York Life's largest-ever investment in our digital infrastructure — as well as external tools — to improve the client experience from fact-finding, to underwriting and service.

"Technology can never replace you, the agent. Technology is your support," President's Council Agent Jesal Patel, CLTC®, ARPC, LUTCF®, Houston Office, says. "The client embraces intangibles."



**I like to do holistic planning rather than being transactional. I do not work on volume of clients. I spend a lot of time on building relationships.**

**— Jesal Patel, CLTC®, ARPC, LUTCF®, Houston Office, President's Council**



Chairman's Council Agent Ben Yin has integrated Sales Central and other digital tools into his practice seamlessly, even changing his desk setup to make virtual meetings easier.

### Uniquely human.

Across the consumer landscape, person-to-person engagement is being eradicated in favor of the expedience of technology. However, when it comes to robo-advisers, people have shown a reluctance to get on



**My clients, they crave that personal attention. I am relying upon digital to make my process much more efficient, but I want people to think, 'I really need Ben.'**

**— Ben Yin, MBA  
Greater Atlanta Office  
Chairman's Council**

board with this burgeoning technology. In fact, just 4% of Americans surveyed by ING International in 2017 said they would be most likely to seek investment advice from an online computer program, compared with 42% who would be most likely to seek investment advice from a personal financial or bank advisor.<sup>2</sup>

“My clients, they crave that personal attention,” Chairman's Council Agent Ben Yin, MBA, Greater Atlanta Office, says. “I am relying upon digital to make my process much more efficient, but I want people to think, 'I really need Ben.'”

“The combination of trust and personal fit cannot be replicated by code. It is a skill and a need that is uniquely human. Often, a person's “trust” or loyalty in an institution

runs as deep as the first misstep, or in the case of a robo-advisor one or two bad returns.

“We get to have a conversation that stirs emotion. No robo is going to build that emotion — the 'I never thought of that' moment. It creates a human connection that's a key step in trust building,” Executive Council Agent Evan Nolan, JD, Illinois Office, says.

“We have the opportunity to understand the softer, more vulnerable side of the client. The robo-advisor, the calculators can never do that,” Patel says. “When I meet with a client, I get to know their risk profile. I'm learning about them, and I take them through a learning curve. I take them away from discussing products and help them understand the process.”

### Modern conveniences.

Although consumers crave personal engagement when it comes to their planning needs, they expect digital conveniences in the course of doing business.

“The world is changing. I'm living it and seeing it,” Executive Council Agent John Maroulis, MBA, Stockton Office, says. “I'm busy. Prospects and clients are busy. To meet in person can be hard on them.”

And while the life insurance industry and New York Life are working to meet consumer expectations, agents are taking advantage of conveniences to enhance their clients'

experience. Yin, in his eighth year with the company, has shifted three-quarters of his appointments to online, hosting virtual meetings using GoToMeeting. He works primarily with physicians and has modernized his practice to meet the needs of a market that is often pressed for time.

"About three years ago, I really focused on doing virtual meetings. It is so efficient and so fast," he says. "I can have four meetings in five hours — no gas money, no time in the car fighting traffic. I've gotten so good at it even clients in Atlanta, who are 20 minutes away, say, 'Ben, let's do this.' They want convenience. It's our job to build the rapport in the meeting."

For Nolan, who started as an agent in the Boston Office before moving to Illinois, GoToMeeting has allowed him to retain business he might otherwise have lost to geography. "I still want to meet in person with everyone at least once

a year, but now we can have a face-to-face conversation without having to be directly in front of them," he says.

Yin has even employed tech to smooth the process that leads into his virtual meetings. He uses Calendly to schedule meetings, which syncs up with his calendar, giving his clients a real-time look at his availability and eliminating the back-and-forth emails inherent in scheduling appointments.

When a virtual or in-person meeting is complete, Yin dictates his notes to wordZExpressed, a New York Life-approved transcription service. The transcription is automatically emailed to his office, where his staff updates the client notes in Sales Central, so the next time Yin meets with that client he can ask, "How's your puppy doing with the move?" People love that personal touch."

## Big savings.

# Using eLife and TeleApp together:

- ▶ Can save anywhere from **2 to 6 days** off the new business and underwriting process.
- ▶ Pay agents up to **4 days** faster.
- ▶ Reduce underwriting requests to agents from **21%** of cases to **13%** of cases.

More time can be reduced by ensuring the correct information is submitted on eLife and underwriting requirements are ordered upfront.

By the end of 2018 and going forward agents will realize the benefits further because eLife will be available and updated to include all products, states and applications.

Note: Turnaround times will vary and are dependent on agent and client engagement to secure requirements and the complexity of an applicant's personal medical and financial history.



## Time saving equation.

Let TeleApp give you time back by offloading the medical portion of your clients' life applications to a trained company representative.

$$27 \text{ minutes}^* \times 10 \text{ apps/month} = 5 \text{ hours back in your calendar}$$

Typical talk time on TeleApp call

\*Typical talk time based on more than 205,000 TeleApp interviews.



**Use the voice-to-text function on your smartphone to dictate your notes while using the Sales Central mobile app.**

“They don’t choose me because I’m doing a virtual meeting. It’s a combination of it all. We can cater and harness all this tech, but we do it with the human touch,” Yin says.

### **Efficiency factor.**

“We should not be threatened by technology. We should embrace the change, because it is bringing more productivity and efficiency,” says Patel, a 15-year Nylic. Earlier in her career, Patel would write more than 100 cases a year. “So much paperwork — one set for the GO, one for your files.” Stress mounted because of the pressure of time and fear of making errors on an application. “That’s all gone,” she says. “eLife has created a tremendous amount of efficiency in my business, which leads to productivity.”

“eLife, as well as eApp for annuities, it’s night and day different from when I first started,” says Maroulis, now

nine years with the company. “It seems like we can cut out almost two appointments. It’s made a huge difference and carved out so much time for me.”

Even a process improvement such as TeleApp, which allows clients to complete the medical information portion of their life application over the phone by speaking with a trained company representative, is giving Patel time to focus on what’s truly important in her practice, “relationships, relationships, relationships — that is key in our industry . . . Do agents want to be underwriters? I don’t want to ask my client’s weight. TeleApp makes the process so much smoother. I encourage everyone to use it,” says Patel, who uses TeleApp on nearly 100% of her applications.

And ongoing online self-service enhancements to mynewyorklife.com, such as recurring payments, client 360 summary, and live chat capabilities, are making it easier for both clients and agents to interact with New York Life when and how it’s most convenient for them.

“I’ve noticed our online self-service is more user-friendly, and because of that we’re trying to train our

## **A lesson from Kodak.**

**Many agents continue to thrive in today’s digital age using traditional methods. But consider the changing landscape of your market as baby boomers phase into retirement, millennials begin to accumulate wealth, and centennials (our most digitally native generation) start to populate the workforce.**



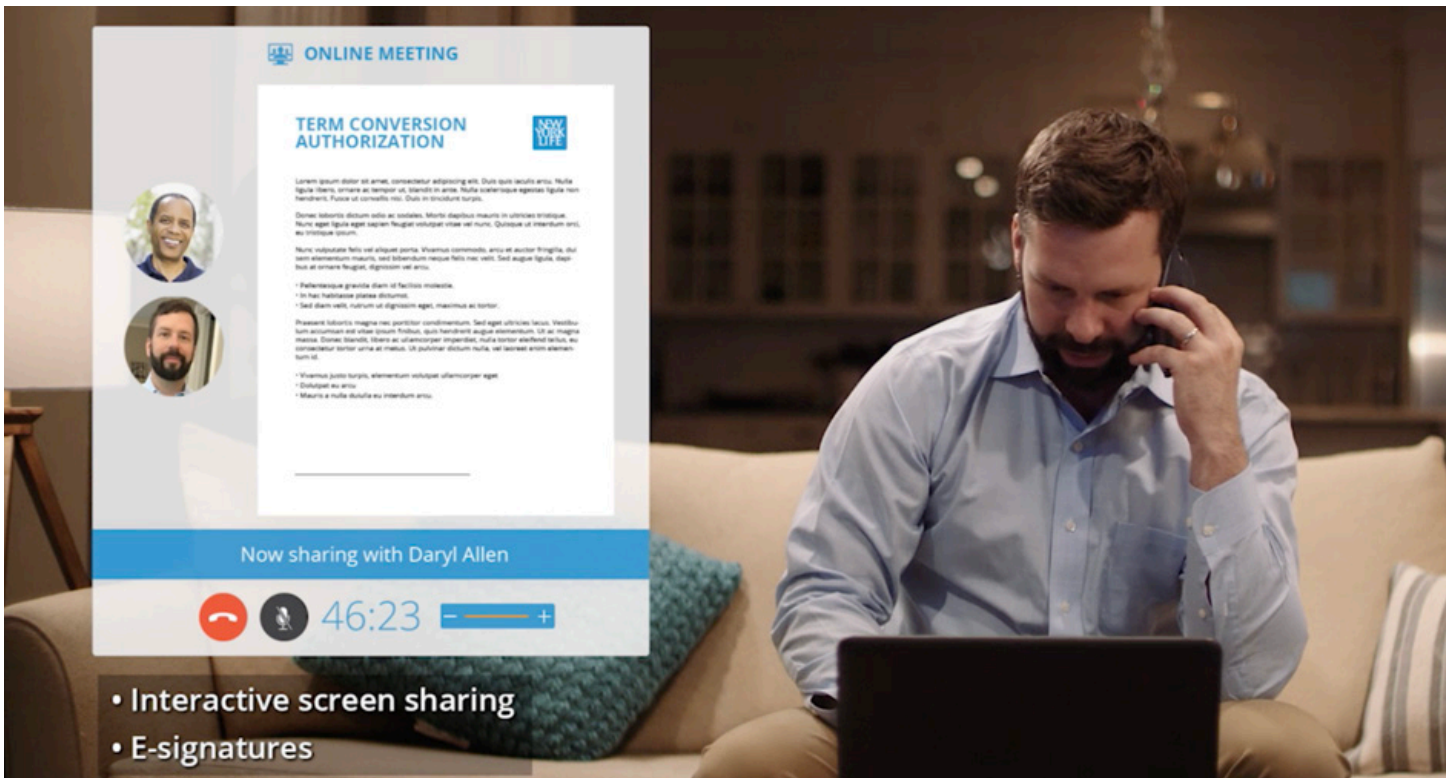
Eastman Kodak

**In early 2012, Eastman Kodak filed for Chapter 11 bankruptcy, a victim of digital disruption in the camera and film industry. Thirty-seven years prior, in 1975, Kodak invented the digital camera,<sup>3</sup> the very device that eventually led to its demise. In 1976, Kodak claimed market shares of 90% of photographic film sales and 85% of camera sales in the U.S. — success factors that likely clouded its leadership’s judgement in the decades-long head start it could have had on the competition.**

**“Millennials think way differently. It’s not that they don’t want to plan,” says President’s Council Agent Jesal Patel, CLTC®, ARPC, LUTCF®, Houston Office, who is seeing a shift toward Millennials in her practice. “They are very tech savvy, but they don’t come to my office to check on my tech progress. They come to me for a solution to their problems. Technology makes it easier for us to communicate with the next generation, but not to where tech can replace us. If it could, they would never call us.”**

**They call for your expertise and guidance. They’ll remain your clients because of the relationship you build. Part of that relationship, however, is dependent on convenience — it’s what’s expected in the digital age.**

**Agents have the ability and the digital tools to adapt to new ways of working that meet today’s consumer expectations. That picture could not be any more in focus. ■**



New York Life agents are well-positioned to meet consumer expectations with digital tools and resources to complement their interpersonal and professional skills, building trust with clients and prospects.

clients to perform basic tasks themselves,” says Yin, of service requests such as beneficiary and bank account updates. “These are tasks that can be easier to handle online instead of emailing forms that need to be printed, signed, and scanned back. It’s just another convenience we can offer to improve our client experience.”

### Practice improvements with Sales Central.

Digital enhancements are not confined to client interaction. Sales Central and the larger NYLIC Central ecosystem — which represent the company’s largest technology investment in our field force — continue to give agents more efficient ways to run their practices.

If, like Patel, you consider yourself more analytical, Sales Central can give you time back by giving you insights into your business. “Closing ratio, the number of clients I’m seeing, my referral sources — I used to track these manually, because I wanted to see whether I was improving. Now, Sales Central is giving us access to this data if we learn to use the tool properly.”

Maroulis is leveraging digital process improvements in his back office, as well as in his interaction with other agents. He adopted eFileCabinet a couple of years ago and is now leveraging Sales Central to eliminate much of his day-to-day administrative tasks. “That really sped things up,” he says.

Maroulis, who is in a successor arrangement, has seen Sales Central improve communication with his sponsoring agents as they now share clients. He also sees the future

benefit of remote access to client information via Sales Central. “[My sponsoring agent] is going to stay part-time. If a client calls him, all the information is at his fingertips. He doesn’t have to come into the office. If I’m on vacation and need access, it’s on our phone. I can just pull it up.”

### Setting a standard.

Digitization has created a new set of expectations from today’s consumers, who are looking for expedience and options in how they interact with service providers. As the main connection between client and company, our agents can set the standard for client experience. It starts, of course, with the personal touch — sought-after, trustworthy human guidance — and enhanced by your willingness to use and provide digital tools that are convenient for the client and efficient for your practice.

“We always say it’s the wave of the future,” Maroulis says. “The future is here, and it keeps getting enhanced.” ■



**So many things are so impersonal these days. That personal touch makes a big difference when you’re talking about money, because it is very emotional.**

— Evan Nolan, JD  
Illinois Office  
Executive Council

<sup>1</sup>Kate Vitasek, “Richard Thaler and the ‘Human Factor’ in Economics,” *Forbes*, Oct. 10, 2017.  
<sup>2</sup>“Mobile Banking 2017: Newer Technologies” ING International Surveys, May 31, 2017; p.9.  
<sup>3</sup>“The last Kodak moment,” *The Economist*, January 14, 2012

*Practicing what we preach:*

# The importance of succession planning.



**“We are business owners speaking to other business owners, so it’s important that we practice what we preach,” says Chairman’s Council Agent Wendy Edwards, Nassau Office. Seven years ago, Edwards attended an African American Market (AAM) succession-planning event. The event was all about empowering business owner clients to take action to provide for the next generation. Agents, the speaker made clear, needed to do the same.**

“I knew I had to start planning right then and there,” Edwards, a 30-year Nylic, recalls. She immediately chose a successor and made it official with New York Life. Her successor agent, Executive Council Agent Isaac Addo, Nassau Office, is someone she had worked with, and he understood her goals, her clients, and her approach. With no thoughts of retirement in mind, Edwards proudly tells her clients that she’s done the right thing for her business and her clients. “When I discuss planning for the future with my clients, knowing I have a succession plan in place adds credibility and makes a very positive impression,” she notes.

Edwards and other agents recognize the value of finding someone who can take over — and take care of — their business someday. Keeping our promises is a core principle of New York Life. We pledge to be around and remain vital to honor and fulfill the financial promises we’ve made.

Not having a capable agent ready to step in exposes your clients and New York Life to risk; the clients — now friends — you’ve made over the years could languish without an agent, become frustrated with an agent they don’t know, or leave as agents from other companies woo them.

## **The problem with perfection.**

The benefits of succession planning are clear, yet fully three-quarters of New York Life agents don’t have a plan. A recent survey by the Financial Planning Association and Janus Henderson Labs sheds light on how financial advisors view succession planning: 51% reported that finding the right successor to their business is their top reason for hesitating to create a succession plan. “Such an agent should know that selecting their successor(s) is not a permanent decision until the plan is triggered, or the sponsoring agent’s resignation, termination, or death,” explains CVP Sophia Rodriguez, Succession Planning.

Chairman's Council Agent Mark Wiskus CLU®, CAP®, Des Moines Office, a vocal supporter of succession plans calls these "excuses." "Even if the person you choose isn't exactly your perfect pick, you owe it to your clients to name someone. If not, you're telling them you really didn't care about them and whether they become orphans."

In his third year in the business, Wiskus, the 2016 AAC president, inherited a book of business from a 30-year Nylic. It forced him to quickly learn advanced market and estate planning, propelling him from Executive Council to President's Council. The experience changed his business. A solid succession plan has the benefit of reducing the steep learning curve imposed on the successor.

### Fact-finding the 'one.'

Naming and developing a successor can seem overwhelming, but just as you would for a client's retirement plan, begin with why you need one and what you see for the future of your business. Then move on to how you'll accomplish that goal.

Honest soul-searching done and vision for the future in place, start looking for your successor agent(s). If you're lucky, you already have one or more in mind. But if not, reach out to colleagues and your manager for agents to consider. Look for younger agents who share your approach and skill set, and interview them to make sure they're the right fit.

Introducing and sharing clients and handing over blocks of business to a successor is smart on many levels: it provides real-world insight into how your potential successors acts and performs, and can lead to collaboration and joint work now.

It can also keep your business vital. Here's why: "An agent's book of business is an eroding asset," explains CVP Gedaliah Robinson, Planning and Sales Strategy. "If you don't put energy into it, it loses value over time; every year that goes by your connection to clients diminishes, and the next time the competition speaks to them — which they will — the more willing these clients will be to listen. Having a trusted agent work parts of your business not only makes you look good, it keeps your business vital and relevant."

"You're also giving a younger agent the opportunity to be successful in this business, and I believe it's the responsibility of every established agent to pay it forward for clients and the next generation of agents," Wiskus adds.

### The successor opportunity.

Those agents chosen to be successors realize the opportunities it provides. "I had two immediate benefits," says Addo, Edwards' successor. "First and foremost, I've learned so much from Wendy — her enthusiasm and passion for this business, the way she handles situations, and how she turns negatives into positives. Also, her way of building a business — her consistency has helped me become a better agent."



Chairman's Council Agent Wendy Edwards with her successor, Executive Council Agent Isaac Addo. "He understands my goals, clients and culture," Edwards says.

"Having access to a stream of clients was incredibly helpful in continuing to build my practice," notes Executive Council Agent Darren Gunnell, Inland Empire Office, and successor for Chairman's Council Agent Jeff Beaulieu, LUTCF, Inland Empire Office. One thing he says is to start early. "You have to start building a relationship with a mentor agent while they're still actively working — watching and absorbing how Jeff interacts with his clients has been a priceless education."

Anyone can catch the eye of a senior agent. Wiskus consistently wrote 100 life apps a year, and that caught the attention of his sponsoring agent. His advice for impressing a sponsor agent: "Have a magnificent work ethic and business model; be marketable to your sponsoring agent. Be a giver, not a taker, and let them know you'll have their clients' best interests at heart, not your ledger."

### Making the relationship work.

A succession plan is good, but developing your successor agent is even better. Once you've found your successor(s), be sure to take them on a test-drive. See how they interact with clients before you step down and the succession plan triggers.

In his book *Succession: Mastering the Make-or-Break Process of Leadership Transition*, Noel Tichy, a management professor at the Ross School of Business at the



**When I discuss planning for the future with my clients, knowing I have a succession plan in place adds credibility and makes a very positive impression."**

**— Chairman's Council Agent Wendy Edwards, Nassau Office**

University of Michigan, argues that by putting potential successors in charge of new projects, companies can accelerate change while also testing candidates' suitability for the top spot.

That's been Beaulieu's experience. "It takes a lot of effort and love." Beaulieu, 48, and a 24-year Nylic agent, is himself, a successor. He inherited a book of business that propelled him from President's to Chairman's Council. Beaulieu is a District Agent — an agent qualified to mentor and manage an agent in a detached office — who brought Gunnell into the business. It took Gunnell five years to consistently make Executive Council, and how Beaulieu he was ready to be his successor.

"Darren is an excellent, analytical agent, but he was the tortoise in the tortoise and the hare story," Beaulieu

explains. "And I say that with love and respect. Some other agents may have gotten off to a faster start, but he was the only one who stuck it out and made it—he's proven his ability to survive in this business and endure, and I wanted a successor who could make it on his own."

Gunnell handles Beaulieu's C and D clients via a sharing agreement of 25/75, and if there's a "sleeping giant"

among them that turns into a large case, they split it 50/50. "Persistence is everything, and the only way to do



**You have to start building a relationship with a mentor agent while they're still actively working — watching and absorbing how Jeff interacts with his clients has been a priceless education."**

**— Executive Council Agent Darren Gunnell, Inland Empire Office**



Mark Wiskus with his mentor and sponsor agent, Bob Wegter. "Bob taught me the meaning of pay it forward," Wiskus says.

that is to keep business on the books. Darren helps me service a large book and keep our clients active and happy." Gunnell is working on getting his Series 7, so he can inherit Beaulieu's Eagle Strategies business, as well.

### **The program is improving.**

Aware of the need to have more agents with succession plans — in addition to listening to and heeding feedback from the field — New York Life's Successor Agent Program has become more robust and flexible. For example, in the past, a sponsoring agent could only select up to three successor agents. Now, a sponsor can name up to 12 successors and segment them by geographic location, cultural market/language, product expertise, family/household, or even individual client.

Sponsor agents are encouraged to name multiple successors to handle their books of business. "There's no need to burden a single successor agent — give them what they can handle, and your clients will get a better level of service," says Robinson.

Wendy Edwards reiterates that choosing a successor is not a permanent decision until the successor agreement triggers. "You can always change it down the road if you change your mind."

### **Permanence is the point.**

"We've worked very hard to change the perception among agents that succession planning is trying to take business away from them or force them out — it's not about that at all," explains Rodriguez, who helps run the program. "It's about business continuation for agents and their clients; it's about making sure the relationships you worked so hard to build continue successfully."

"Creating a succession plan is right at the top of what I'm most proud of doing as an agent," notes Edwards. "I feel like my business is totally aligned with the company's core purpose of permanence and keeping our promises — we will both be here for my clients." ■



Darren Gunnell (left) and Jeff Beaulieu. "He's proven that he can make it on his own, and that's why I'm confident he'll make a great successor," Beaulieu says.



# We congratulate our Senior NYLICs, who have been New York Life agents for 20 years.



**Joseph J. Fimmano**, LUTCF, New Jersey Office, has qualified for MDRT 20 times. Fimmano is a registered representative and a financial adviser. He has qualified for Centurion and has been an Eagle Award Qualifier. He and his wife, Anney, have two children, Samantha and Nicholas. In his spare time, he enjoys softball, reading, and spending time with family and friends. They reside in Valley Cottage, New York.



**Harishbhai Patel**, LUTCF, Edison Office, has qualified for Council twice. His nephew, Rahil Patel, and his son-in-law, Sapan Inamdar, are both New York Life agents and Patel's ARD. He and his wife, Sudha, have three daughters, Pina, Priti, and Parita. He enjoys traveling, meeting people, and charity work. They reside in Somerset, New Jersey.



**Kristina Hardow**, LUTCF, San Fernando Valley Office, has qualified for Council 16 times and MDRT twice. She has been recognized by her Office as a Peak Performer. In her spare time, Hardow enjoys architecture, documentaries, travel, bicycling, fashion, and interior decorating. She resides in Westlake Village, California.



**Himatlal K. Patel**, LUTCF, Covina Valley Office, has qualified for Council 17 times, and MDRT 11. Patel has been recognized by his General Office four times for top production and large cases. In his spare time, Patel enjoys doing religious work in his community. Patel and his wife, Kamuben, have three children, Mukund, Hetal, and Jignesh. They reside in Eastvale, California.



**David B. Hicks**, ChFC, Colorado Office, has qualified for Council 13 times and MDRT five. Hicks is a member of NAIFA. He and his wife, Diane, have three children, Michelle, Jessica, and Sean. He enjoys golfing. They reside in Littleton, Colorado.



**Diana Q. Tan**, Greater San Francisco Office, has qualified for Council 17 times. She and her husband, Michael K. Yee, have two children, Bonny and Larry. In her spare time, she enjoys dancing, singing, and shopping. They reside in San Francisco, California.



**Paul H. Janssen**, Great Plains Office, has qualified for Council 20 times, and MDRT 25. Janssen has been a district agent for 15 years. He has qualified for Centurion five times, has been an Eagle Award qualifier, and has won the National Quality Award five times. Janssen is a basketball referee, a member of church boards and of the Hope Haven Board. He and his wife, Sheila, have four children, Austin, Haley, Mitchell, and Madison, and they reside in Orange City, Iowa.



**Dusty G. Woods**, Greenville Office, has qualified for Executive and Quality Council several times, as well as for MDRT. She has been recognized as an Annuity Champion, Life All-Star, Centurion, recipient of the National Quality Award and Life Agent of the Year. She and her two companions Hope and Bingo (rescue dogs) reside happily in Anderson, South Carolina.

## We remember these agents with warmth and respect and salute their lifetime contributions to the company.

**Karl Aschim**, 91, Minnesota Office (1964), February 28, 2018. Send condolences to his son, Kurt Aschim, 721 Sunset Rd., Marinette, WI 54143.

**James Barnett**, 77, Constitution Office (1967), March 30, 2018. Send condolences to his wife, Eleanor, 6310 Bryson Drive SW, Ocean Isle Beach, NC 28469.

**Roosevelt Curren**, 74, St. Louis Office (1972), March 29, 2018. Send condolences to his sister, Hattie, 2424 Jackson Ave., Kansas City, MO 64127.

**Jack Dallinger**, 95, Charlotte Office (1967), March 8, 2018. Send condolences to his wife, Carolyn, PO Box 1477, Lincolnton, NC 28093.

**Norma Fitzgerald**, 86, Greater Oregon Office (1981), March 31, 2018. Send condolences to her daughter, Shannon, 10901 Sunrise Dr NE, Bainbridge Island, WA 98110.

**Lynette Fritz**, 73, Utah Office (1984), April 1, 2018. Send condolences to her husband, William, 294 E. 3325 N, North Ogden, UT 84414.

**Howard Fuller**, 75, Birmingham Office (1981), October 28, 2017. Send condolences to the estate at 16342 Aspen Ln., Biloxi, MS 39532.

**Theresa Goebel**, 45, Downtown Chicago Sales Office (2016), May 25, 2017. Send condolences to her son, Chandler Tyburski, 41 Brentwood Trail, Sylva, NC 28779.



### Remembering Joe Shoemaker.

President's Council Agent Joe Shoemaker, CLU, ChFC, Montana Office, passed away in July at the age of 79, after qualifying for Council every year of his 55-year career.

Shoemaker reflected on his relationship with the company at the Montana 2018 Kickoff where he was honored as its top Senior Nylic. "If being retired means doing what I want, when I want, I

must be retired," he said, fully intending to continue working.

He started selling magazines door to door at 13. He moved up to pots, pans, china and silverware. In 1962, three days after turning 23, Shoemaker signed his Nylic contract, and qualified for Council annually.

Shoemaker was a dedicated family man with six children, 13 grandchildren and 37 great-grandchildren. But he had another, even larger family: "One of the great things about this company we work for is that this is a family, and I love it."

Shoemaker was an avid civic booster in Butte. Managing Partner Brian Craig said of Shoemaker, "He could tell you everything about Butte and its history." Shoemaker was equally proud and promotional about New York Life. Condolences may be sent to Mary Shoemaker, 3129 Floral Blvd., Butte, MT 59701. ■



### Remembering Pat Nowak.

New York Life Agent Pat Nowak, 72, Vermont Office, passed away on March 31, 2018, after a long illness. Her life was marked by dedication to her family, her community, and her career as an agent. Her husband, Bob, soon joined her in the business, forming Nowak & Nowak Financial Services. She served on the Agents Advisory Council (AAC) from 1989–1990. She received numerous industry awards including the Buddy Zais Award and the Zalinski Distinguished Service Award for supporting training in life underwriting.

Nowak was a civic activist, and was appointed by Governor James Douglas to Vermont's Natural Resources Board. She served on several city and state boards and commissions, and was a long-time supporter of St. Michael's College.

She is survived by her husband, Bob, five children, and 13 grandchildren. To send online condolences to her family please visit [www.readyfuneral.com](http://www.readyfuneral.com). ■

**C.W. Harris**, 84, Greenville Office (1982), January 8, 2018. Send condolences to his wife, Helen, 14 Leacroft Dr., Greenville, SC 29615.

**Gerald D. Hoppe**, 82, Wisconsin Office (1960), April 1, 2018. Send condolences to his wife, Nanette, 1799 Aspen Ln., Green Bay, WI 54303.

**Steven Kaneski**, 55, Northern California Office (1989), January 18, 2018. Send condolences to his son, Mason Kaneski, 9692 Sterling Point Ct., Loomis, CA 95650. (See "Honoring the Life of Legendary Agent Steve Kaneski" *The NYLIC Review*, Spring 2018, p. 30 and on Agency Portal > News > NYLIC Review > Issue 1\_2018.)

**Philip Kendall**, 84, Colorado Office (1958), April 22, 2017. Send condolences to his daughter, Leigh Kendall Halsnes, PO Box 775083 Steamboat Springs, CO 80487.

**Edward Middendorf**, 79, Greater San Francisco Office (1963), March 10, 2018. Send condolences to his wife, Marguerite, 2 Southridge Rd. E, Belvedere Tiburon, CA 94920.

**James Pappas**, Chicago North Shore Office (1955), February 2, 2018. Send condolences to his daughter, Angela Georginis, 439 60th Place, Burr Ridge, IL 60527.

**Paul Scott**, 90, Roanoke Office (1963), December 29, 2015. Send condolences to Henderson, 2994 Needham Ct., Delray Beach, FL 33445.

**Russell Willis**, 86, Constitution Office (1965), June 2, 2018. Send condolences to his son, Nico Willis, 2527 West Running Deer Trail, Phoenix, AZ 85085.

**Ruth Wofford**, 82, Dallas Office (1978), March 27, 2018. Send condolences to her son, Robert Glasgow, 13701 108th Avenue Ct. E., Puyallup, WA 98374.

**Herbert Zoellner**, 95, South Florida Office (1953), April 27, 2018. Send condolences to Steven Rice, 2330 NW 37th Place, Cape Coral, FL 33993.

# Stewardship continues with you!



Donald E. Lippencott, 2018 AAC President

**I am so honored to have served as the president of the 2018 Agents Advisory Council this year. I had a chance to reflect on that during a much needed vacation with my beautiful wife, Charlotte and our family after Council Close.**

What I realized is that the true highlight of my career has been the ability to serve on the AAC with some of the finest agents and work with some amazing people at the Home Office. Our relationship is strong because we have the right people in place at the right time for what is going on in this great company. Mark Madgett refers to it as “our chapter” in the New York Life history books, and I believe that this is one of the most important time periods in our company’s history.

I love New York Life.

For those of you who heard my story at Council last year, you know that I have been in this business with only one company for 34 years . . . through good times and bad. And I can say with the utmost certainty that the alignment of the goals between the Home Office and the

Field Force has never been more in sync.

That was clear at our Annual Meeting this year and captured in the statements made by our senior leaders during the AAC Open Forum, where our committee chairs reported out on some game changing collaborations. And it’s true, they are long days with a packed agenda that is typically more fun for the spouses than the AAC members, but the robust dialogue that takes place there and the resources that go into that meeting cannot be found at other companies. It is a testament to our partnership and clear indicator the we are inventing the way together.

Each and every one of us benefits from this process. We are *all* stewards of change, and we will continue to chart the course of history for New York Life and our industry.

As I close out the year, I am looking forward to the 2019 AAC under the leadership of my friend and colleague, 2019 AAC President Wendy Feldman from the Arizona GO.

I encourage you to consider participating, as it can make a significant difference in our company, your community, your business and your personal life. If you are planning to attend President’s or Chairman’s Council, see if you meet the qualification criteria on the Agents Advisory Council portal page and submit an application today!

I wish you all personal and professional success in the years to come.

Donald E. Lippencott, MSFS  
2017 Council Vice President and 2018 AAC President

*I want to hear from you! Please share your thoughts and ideas with me and the AAC via the AAC suggestion form, and feel free to email me at [Donald@lippencottfinancialgroup.com](mailto:Donald@lippencottfinancialgroup.com) with any comments or suggestions.*



**Executive Council**  
**Seattle, WA**  
Hyatt Regency and Sheraton  
WA State Convention Center  
**September 22-26, 2019**  
Premier Arrival: September 21



**President's Council**  
**Quebec City, Canada**  
Fairmont Le Chateau Frontenac  
Quebec City Convention Centre  
**August 25-29, 2019**  
Premier Arrival: August 24



**Chairman's Council**  
**Rome, Italy**  
Rome Cavalieri Waldorf Astoria  
**October 28-November 1, 2019**

**Chairman's Cabinet**  
**Florence, Italy**  
The St. Regis Florence  
**October 25-28, 2019**



Council 2019  
**What's your plan?**