



Dear Megan,

A high-performance coaching culture can separate your firm from the pack and become a powerful differentiator when you're competing for top players.

As the competition for top talent heats up, the need to recruit and retain high performers has become an urgent priority for the insurance and financial services industry. No business today can compete and win without top talent.

Adding to this challenge is the fact that Millennials, now the largest generation in the workforce, are pretty disenchanted with businesses. According to the latest Deloitte Millennial Survey, 43 percent of Millennials can see themselves leaving their jobs within two years, and only 28 percent plan to stay beyond five years. The generation behind them, Generation Z, is even less loyal, with 61 percent saying they would leave within two years, if given the choice.

Here's what we've learned about high-performance recruiting, development and retention from our work with insurance and advisory firms. The best players want to play for the best coaches. The reality is, regardless of their skill level or knowledge, few people rise to the top of their game without having coaches to guide, encourage and challenge them. These coaches:

- help people become their best
- have the ability to spot talent and potential in their people
- use a process to guide high performance and productivity
- Coaching is a great way for managers to demonstrate their belief in their people's ability to push beyond their boundaries and reach higher levels of success.



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THE PRINCIPLES OF BUSINESS INTEGRITY

Any company can put words on paper and talk about what their values are. But if people aren't living business integrity in everything they do, it won't matter what you say.

Integrity is important for businesses and individuals alike. You can think of ethics as the twin of integrity: Business ethics are the code of morals adopted by an organization, representing the values the company runs on. Every stakeholder who interacts with the organization — including clients, customers, suppliers, employees and shareholders — will be affected by these morals. That's why it's so important for a business to have clear ethical standards.



Strong coaches strengthen your firm's brand as an employer of choice. High performers want to work in environments where they can grow, develop new skills and feel challenged to achieve more. They don't want to stagnate, and they definitely don't want to get bored. A culture of high-performance coaching can separate your firm from the pack and become a powerful differentiator when you're competing for top players. [Read more here](#)

HOW DOES TRAINING DIFFER FROM DRIVING CULTURE CHANGE?

Organizations will often say "we want to change our culture." They envision training a group of people that will then create an organizational or even global culture change. But training people and developing a culture change are two very different things. [Watch our video to learn more](#)



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