

# Financial Services Professionals

*A rewarding profession*

Fall 2006



**monster**intelligence

Financial Services  
Professionals  
Report

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## INTRODUCTION

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### WHO IS THE FINANCIAL SERVICES PROFESSIONAL?

Financial Services Professionals (FSP) are generally those who use financial strategies, techniques, and other services to provide solutions to individuals and businesses to help them accumulate, protect and distribute wealth. For this Report, FSPs offer recommendations to their clients about financial products, including life, health, disability and long-term care insurance, as well as investment products and mutual funds that may be used to implement the solutions decided upon by clients to reach their financial goals.

FSPs must be properly trained and hold the appropriate licenses for the products and services they offer to their customers. There are a number of titles or names that an FSP might use depending upon their legal credentials, years in the business, companies and/or products they represent. These terms could include: financial consultant, financial advisor, financial representative, registered representative or financial planner.

Many FSPs work for investment brokerage firms, insurance companies or banks, offering strategies on a wide range of topics, including retirement, estate planning, insurance protection, funding for college, and general investment management options.

### PROMISING TRENDS

As the financial services industry continues to evolve and grow in complexity, demand for financial services professionals has never been greater. As a result, a career in this fulfilling and lucrative field has become an appealing option, particularly for those seeking an opportunity to help people, while enjoying potentially high income and a flexible work schedule.

Overall, the demand for financial services professionals is expected to outpace most other careers, as a number of major trends are contributing to an increased need for financial management. Consider the following:

- As the Baby Boomer generation continues to reach retirement age, many will have a significant amount of money to manage and transfer to their children.
- The number of new financial products and services available has proliferated, while the sophistication and complexity of these financial instruments has increased as well.
- Retirement planning has become a major concern, as retirees will rely less on Social Security, company-sponsored pension plans and other retirement benefits.
- Generation X and Y represent a small demographic, but a generation with the task of taking care of two large demographics: their parents and their own children.

The bottom line is that financial services professionals are becoming a more important resource for individuals and businesses looking to protect and manage their wealth.

### ABOUT THIS REPORT

Monster interviewed more than 100 financial services professionals from a diversified number of companies—ranging from one-person offices to large multi-national financial firms that employ thousands of financial professionals. The intent of this research is to help those entering the workforce or thinking of a career change to consider a career as a financial services professional.

Based on Monster's research, this report explores highlights of the financial services industry, provides a first-hand understanding of what it is like to be a financial services professional and offers ways to evaluate companies that employ financial services professionals.

## OVERVIEW OF THE FINANCIAL SERVICES INDUSTRY

Prior to 1999, the Glass-Steagall Act mandated that banks, investment brokerages and insurance companies operate as distinct businesses within the financial services industry. Each sold different financial services and products and all financial services businesses were generally prohibited from marketing and selling each others' products.

In 1999, Congress passed the Financial Services Modernization Act, which repealed much of the Glass-Steagall Act, allowing banks, brokerages and insurance companies to freely compete across each others' business lines. This act blurred the lines between traditional financial services organizations and forever changed the industry landscape.

Financial organizations can now:

- Offer an array of investment and insurance products to existing clients from all of their businesses.
- Reduce duplicate activities within the organization where regulation prevented it.
- Vertically align with other financial service organizations and leverage all business knowledge.

As a result, banks, brokerage firms and insurance companies now offer many of the same products and services. Consider these examples:

- E\*Trade, the online investment brokerage service, offers FDIC-insured banking products through its E\*Trade Bank business.
- H&R Block, the global leader in tax services, provides consumer mortgage products.
- Bank of America, one of this nation's largest traditional banking organizations, offers life and auto insurance and has created a highly successful brokerage organization.
- John Hancock, the nation's second largest insurance company, offers a myriad of investment products and mutual funds organization.

As banks, insurance companies and brokerages compete with each other, a proliferation of new financial products and services has made financial services far more complex and sophisticated for individual consumers. Financial services professionals help individual consumers and businesses manage the complexity of their financial needs and use sophisticated products and services to meet their unique financial goals.

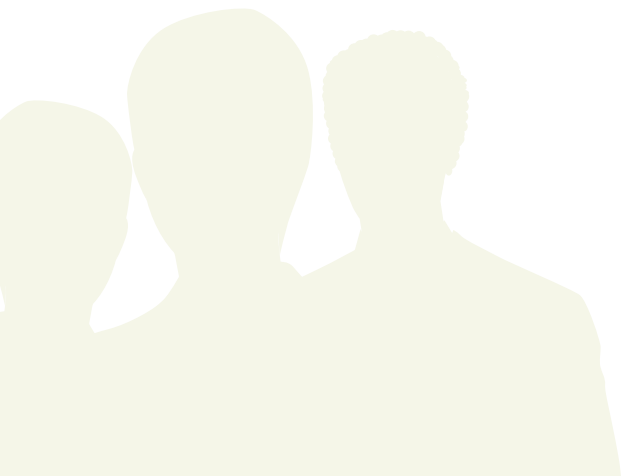
## EVOLVING MARKET TRENDS

While the deregulation of financial services has created competition among banks, brokerages and insurance companies, shifts in U.S. demographics will drive even greater demand for financial services and financial services professionals.

Consider these trends:

- The first of the 78 million Baby Boomer generation turned 60 in 2006 and faces retirement. This generation holds an estimated \$17 trillion in assets that need to be managed.
- Reliance on Social Security and company-sponsored pension plans is decreasing, while self-reliance on personal retirement planning is growing.
- Baby Boomer parents are passing their accumulated wealth to their children, which requires estate planning expertise.
- People are living longer, meaning they will need to plan to make their retirement funds last over a longer period of time.
- Increased life spans require that consumers plan for long-term care needs.
- The complexity, choice and sophistication of financial services means the average consumer needs more advice to effectively accumulate, protect and distribute wealth.
- The Small Business Administration (SBA) estimates that there are approximately 25 million U.S. small businesses (as of 2005), which represents a significant area of business for financial services professionals because of the complex financial needs of this market. In addition, the latest SBA data showed that aggregate household wealth of small business owners increased 63.5% to \$13.8 billion between 1992 and 2001, a figure that is expected to continue to increase.

All of these trends, coupled with deregulation of the financial services industry, add up to a growing demand for the services of the financial services professional and a bright future for those who choose this field as a career.



## **WORKING AS A FINANCIAL SERVICES PROFESSIONAL**

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Financial services professionals report enjoying a flexible work schedule, unlimited earning potential, and the opportunity to help a diversified group of individuals and small businesses. In fact, Salary.com reports that many financial services professionals receive annual compensation of greater than \$84,000.

However, these appealing qualities of the work of a financial services professional do not happen without sacrifice and hard work. Like entrepreneurs, financial services professionals spend an enormous amount of "sweat equity" building their businesses, which can include many hours of effort outside traditional business time. Yet, almost exclusively, successful financial services professionals report that their initial investment in time and effort have paid off.

### **ENTREPRENEURS – WITH GREATER SUPPORT**

Financial services professionals are often described as "entrepreneurs," based on similar opportunity, rewards and attitudes associated with entrepreneurs. That is, successful financial services professionals said they felt their investment in "sweat equity" was justly rewarded without it being dictated by a supervisor or traditional company policy.

However, many financial services professionals felt that their jobs offered even more advantages than a traditional entrepreneur. Traditional entrepreneurs typically take risks, build a business independently and enjoy all the success and rewards based on the amount of effort they expend. Yet, many financial services professionals have the advantage of being supported by a large company that offers benefits, products, marketing, training and leadership to help them build a successful practice, while still having the unlimited reward potential as a traditional entrepreneur.

Like entrepreneurs, financial services professionals invest a great amount of effort and determination early in their career before achieving their rewards. As one financial adviser said, "Now, I take 14 weeks of vacation a year, but I had no vacation during my first three years in business."

Women and younger people from the Generation X and Y demographic are particularly attracted by the entrepreneur-like career of the financial services professional. These groups feel that their efforts are not fully recognized or rewarded under a traditional corporate setting, where corporate policy or culture often dictates reward potential. However, as financial services professionals, women and younger professionals can achieve higher levels of success, faster, without the constraints that a traditional business may place on them.

Financial services professionals also share other characteristics of entrepreneurs. "You need to be self-driven, work long hours and be highly focused to succeed. Particularly in the first years of the career," said a financial services professional with 23 years of experience.

## WHY BECOME A FINANCIAL SERVICES PROFESSIONAL?

While the reasons for choosing to pursue a career as a financial services professional are varied, a common theme cited by many interviewed for this paper is a sincere desire to help others. Whether that means providing clients with a service that's needed, helping to make their life better, or helping them understand and manage complex financial matters, their careers are truly rewarding on a personal level. The following quotes from financial services professionals interviewed by Monster further illustrate this point:

*"I have only met a few people I was unable to help. Most people need the products and knowledge I have."*

*"I get excited by the knowledge that I can help take a person of barely average means to a person of wealth or financial freedom and make a difference in their lives."*

*"I enjoy the subject of personal finances very much. The flexibility of hours once you have an established clientele is a very appealing work trait."*

While financial services professionals report enjoying the enormous personal fulfillment from helping others, they also are drawn to the unlimited income potential of the occupation, which offers excellent compensation opportunities. Salary.com reports that financial services professionals can have an average compensation range that ranks in the top 10 highest-paying careers, which include CEOs, doctors and lawyers.

### Top 10: Highest-Paying Careers

		Average Salary
1	Chief Executives	\$254,643
2	Physicians/Surgeons	\$247,536
3	Oral and Maxillofacial Surgeons	\$211,766
4	Lawyers	\$153,923
5	Sales Managers	\$135,903
6	Financial Services Sales Agents	\$130,385
7	Financial Managers	\$128,910
8	Dentists	\$122,883
9	Financial Advisors	\$122,462
10	Natural Sciences Managers	\$116,504

Source: Salary.com

Salary.com reports that financial services professionals have an average compensation that ranks in the top 10 highest-paying careers

# Monster Intelligence

Salary.com reports that the total compensation (including bonus) for the top 5 percent of financial services professionals can be in the range of \$219,368 to \$496,123 while 75 percent of financial services professionals can pull in a total compensation package in the range of \$84,224 - \$89,594.

## Financial Services Professionals: Total Compensation

<b>Average pay range: \$122,462 - \$130,385</b>	<b>Salary Range</b>	<b>Total compensation (includes bonus)</b>
75% make more than:	\$58,847 - \$84,173	\$84,224 - \$89,594
50% make more than:	71,801 - \$99,337	\$105,159 - \$111,004
25% make more than:	\$85,285 - \$118,037	\$128,837 - \$155,403
Top potential compensation		\$219,368 - \$496,123

Source: Salary.com

Salary.com reports that the total compensation (including bonus) for the top 5 percent of financial services professionals is \$219,368

In addition to personal fulfillment and excellent compensation, a third motive drawing financial services professionals to the field is the dynamic work environment and growing demand for their services. It's a field that provides great opportunity to succeed. As one financial services professional said, "The Boomers are going to retire with enormous wealth that needs my knowledge to help manage and plan."

## CHARACTERISTICS OF SUCCESSFUL FINANCIAL SERVICES PROFESSIONALS

This desire to help others, combined with the need for a high income, produces a strong self-motivation that is required to be a successful financial services professional. In addition, some of the key characteristics of a successful financial services professional, as cited by financial services professionals, are:

1. *The ability to listen.* This is mentioned as the number one characteristic to succeed as a financial services professional. "To truly help people, you need to understand their needs. This requires listening to them."
2. *The ability to build strong personal relationships.* This is closely associated with listening skills. Successful financial services professionals often note honesty, trust and integrity as elements of a strong personal relationship. "You have to be a people person; someone who wants to, and will, do the right thing for your customer, while putting your own needs second."
3. *The ability to draw energy and excitement from meeting new people and working in an ever-changing dynamic work environment.* Successful financial services professionals say such energy is needed given the personal rejection that they need to overcome while prospecting for new clients and business.

Other important hallmarks of the successful financial advisor are tenacity and persistence. Consider the words of a highly successful financial advisor who spent his first four years as an advisor in the "heat, cold, rain and snow" knocking on doors to meet new people and potential clients.

*"You need to be willing to do the things that most other people are unwilling to do to be successful... There are other advisors who are much smarter than me, but none of them are as successful... You need to be personable, well-spoken."*

## THE MARKET OPPORTUNITY

As noted above, the market opportunity for financial services offered by financial services professionals is enormous. The key is how to identify a market that is appropriate for your services and how to "stand out" among your competitors as the provider of choice.

Before selecting a career in sales, key questions to consider include:

- *"My prospects"* – Who will I see?
- *"My target market"* – Where do I find them?
- *"My unique value proposition"* – How do I stand out from the competition?

Larger, financial companies spend a lot of time and focus assisting financial services professionals, both new to the career and experienced, in how to effectively identify and penetrate appropriate markets to build their careers.

In the recruiting process, much focus is often spent on a candidate's market access potential and "natural market." This is when a financial services professional shares a unique personal characteristic with a portion of the market he or she serves and has a natural market to begin his or her prospecting efforts. For example, lawyers who have transitioned to become financial services professionals can more easily relate to their former peers. This allows them a distinct advantage in serving lawyers with this affinity and being able to communicate with them on a more personal level.

Successful financial services professionals look for and penetrate these natural and future target markets, which can include professional and social organizations, ethnic backgrounds, hobbies and sports or college alumni. Female advisors and those who work in ethnic markets, for example, have experienced great success in penetrating their respective markets by targeting their efforts and building off their natural markets.

## Female Financial Services Professionals

The general ability to establish a quick rapport and develop strong relationships was often named as an advantage for female financial services professionals. Many successful women financial services professionals also mentioned their socialization as making them naturally adept at this profession. Their innate abilities to care, empathize and nurture allowed them to more readily establish a strong rapport with clients, but also gave them the integrity to provide client-centric advice.

Some female financial services professionals also noted the challenges of breaking the glass ceiling within a corporate environment versus working as an entrepreneur with unlimited income potential and flexibility to achieve what they value and believe they are "worth."

## Financial Services Professionals with Ethnic Background

Successful financial services professionals of different ethnicities also cited as an advantage their ability to establish a quick rapport and develop strong relationships, particularly in relating to people of their own ethnicity. These financial services professionals said they better understood the needs of people of their race and, therefore, could provide better advice because of it.

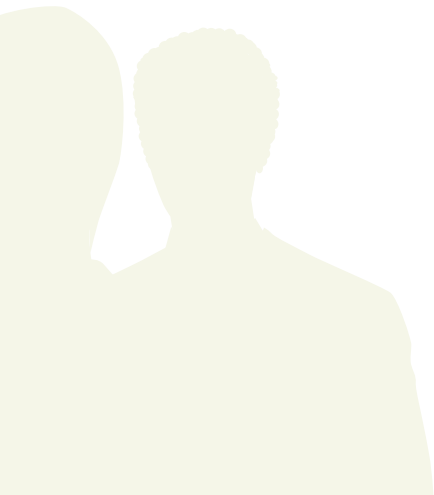
## KEY CAREER CHALLENGES

While the personal and financial rewards of financial services professionals are potentially great, a number of challenges are associated with achieving success. The industry “rule of thumb” is that it will take an average financial services professional two to four years before he or she reaches the inflection point that somewhat secures success.

“This profession is like rolling a boulder down a hill,” one advisor said. “It can take an enormous amount of effort to start the rock rolling, but soon the boulder begins to roll, gaining speed and momentum.”

Among the challenges mentioned most often by financial services professionals include:

1. *The ability to find and acquire new prospects.* “Helping clients is the most enjoyable and easiest part of my career; finding new clients is the most challenging.” An affiliation with a large company that provides resources to develop a market is a key advantage to getting a fast start in the business.
2. *Convincing prospects to trust the advice and to take action.* “I find it difficult to convince clients that I am putting their interest ahead of mine and to take appropriate action.” In addition, access to financial resources on the Internet is making clients savvier, and they are more likely to challenge advice.
3. *Keeping up with regulatory compliance and industry law.* “Greater industry regulation is making it difficult to meet client needs.” This is a particular challenge and burden for those financial services professionals at independent firms who do not have the legal and compliance resources of a big financial services company. Such resources are often cited as a key advantage to being a financial services professional at a large firm.
4. *Maintaining product knowledge in a competitive and dynamic industry.* Again, financial services professionals cite the advantage of being with a large company with training and marketing resources as a means to overcome such challenges.
5. *Industry deregulation has created greater competition and is pressuring income.* A greater number of financial services companies and their financial services professionals are aggressively chasing clients. To compete, some are lowering their fees, which is constraining industry revenue. Many financial services professionals address this issue by aligning with a large organization that supports them in building a business from a broader perspective; one that is more focused on brand recognition, client cultivation platforms and resources to assist and coach them in developing their own unique value proposition—beyond product and price differentiation.



## **DID THEY MAKE THE RIGHT CAREER CHOICE?**

The vast majority of financial services professionals said they would still choose their current career, if they had a chance to do it again. In fact, the biggest regret of many financial services professionals was not pursuing this career earlier in their lives. Some of the comments made by those interviewed to help illustrate that they believe they made the right career choice include:

*"I enjoy helping people straighten out their finances and being able to earn more money."*

*"I only regret not starting this career earlier in my life."*

*"I would have done it right out of college."*

*"Yes, of course! Not only does this career give you job satisfaction, it also gives you good financial returns."*

*"It's rewarding to help people."*

A few financial services professionals, however, were more reserved and less enthusiastic about their career choice, with one noting that he "might consider working in a different field," and another noting that "the long hours are daunting."

## **REAL STORIES - IMPACTING LIVES IN A TIME OF NEED**

Financial services professionals most often named a sincere need and desire to help people as their primary reason for entering the profession. They are often in a position to dramatically change people's lives—and they do. Many are quick with an anecdote on how they helped a client in a dramatic fashion. As one financial services professional said, "If you're in this business long enough, you will see many instances where your advice has had a profound effect on a client and those they care about."

For some, the stories are bittersweet, particularly when their financial advice helped clients through the financial impact of a tragedy, such as an untimely death or long-term illness. But many financial services professionals offer everyday stories with happy endings. There are stories of clients whose tax burden was dramatically cut; those whose retirement was enhanced or even saved; and those whose savings plan led to the American dream, the purchase of a home.

Whether the stories are routine, tragic or happy, financial services professionals clearly lead very interesting lives by serving their many clients.

Consider the following real-life stories from financial services professionals:

## Doing the right thing – just in time

For years, a financial services professional's own parents resisted his advice to do a financial plan. Eventually he compelled them into a budget, savings plan and numerous insurance products designed to protect their assets. Within two months of implementing the plan, the father tragically passed away from a heart attack. While the family grieved for their loss, they found some solace in knowing the father's healthcare bills would be covered with insurance purchased from the son's plan.

## Securing a widow's financial future

One of a financial services professional's clients was killed piloting his private plane. The client left behind a widow and three young children. "One of the hardest things I had to do was deliver a life insurance check to the widow," he said. "But I was somewhat comforted by knowing the wife and children would not face any financial hardships the rest of their lives."

## The financial services professional/bridesmaid

A female financial services professional met a woman going through a messy divorce. She assisted the woman in organizing her finances, helping to ensure an equitable settlement from her husband. She earned her client's trust, then her friendship and, later, was a bridesmaid when the woman remarried three years later! "This profession allows you to meet and help many different people," she said. "Some clients have become my best friends, and some of my best friends have become clients."

## Leaving a legacy of love

A financial services professional's close friend and colleague died in a tragic car accident. The friend's wife was nine months pregnant and delivered their baby girl just 19 days after his death. Thankfully, the friend was also a financial professional and had made sure his family had excellent life insurance coverage. "When I stepped in to help my friend's widow organize her finances I was relieved to know that the benefits from the life insurance policy would allow his wife to stay home with their new daughter, remain in their residence and provide a college education for the child later in life. For my friend, the life insurance was all about love."

## EVALUATING A CAREER IN FINANCIAL SERVICES

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Financial services professionals are broken into two camps:

- Advisors representing the products and services of a primary company or firm.
- Brokers who operate independently and represent products and services from many different companies.

While highly successful financial services professionals operate in either camp, almost all advisors begin their career affiliated with a company or firm, which, as one financial services professional said, is “key to an agent’s success.” Another added: “My success as an independent broker is only because I worked as an agent for a company for 14 years.”

While financial services professionals can debate the pros and cons of affiliating with an organization or working independently, most agree that starting a career with a large financial services organization has distinct advantages and benefits, most notably:

- *Training and education.* Many financial services professionals believe this is the key advantage to being with a large organization, as the complexity and breadth of industry products necessitates robust training. “I doubt I would be successful today if I didn’t get the training and product knowledge from the company I started with,” said one financial services professional. Another added: “My company provided training and got me certified.”
- *Marketing support.* Advertising, PR programs, collateral, prospecting materials, target marketing training and strategies, and other marketing support provided by the company enable financial services professionals to meet with clients who trust the company brand name. “The name recognition of a large financial services company helped open doors for me,” said one financial services professional. Another said: “The professional marketing materials help me convince clients that I offer the right financial solutions.” In addition, many noted that organizations that offer lead generation and client cultivation strategies enable them to grow their businesses more effectively and efficiently—allowing them to leverage a team of professionals to help serve their clients.
- *Camaraderie.* The support and camaraderie of working with other new financial services professionals, like themselves, can be crucial to success, particularly during those challenging first few years when prospecting and rejection can impact the most. “I still have friends that are financial services professionals that I first met when I started the training program,” said one financial services professional. “It was extremely helpful to lean on them during that first year.” In addition, more firms are embracing a team approach, which helps combine the varying talents of team members to finding and servicing client groups.
- *Leadership.* Many financial services professionals point to their first manager who supported them through their initial career challenges and credit that person with “showing me the ropes.” “My first manager was always a source of inspiration and guidance,” said one financial services professional. “He also taught me how to be professional and to think of the client first.” Managers also bring veteran advisors together with younger/newer professionals in a mentor relationship, which can help the mentor better service current clients while teaching the protégé about the business.

## THE GENERATION X AND Y FACTOR

A financial services professional's schedule flexibility, unlimited income potential and entrepreneurship are attractive to many career-minded individuals seeking an alternative success path from the corporate ladder, where such workplace qualities typically do not exist. This is particularly true for those workers belonging to both Generation X and Y (42 years old and under).

While Generation X and Y workers are following in the footsteps of Baby Boomers, they have a different view of the workplace and what they expect out of it. Generation X and Y are independent minded, highly educated and technology savvy. They have a tendency to seek a workplace that offers a good work/life balance, fast advancement and strong earning potential based on their level of skill and contribution.

Such worker characteristics are challenging the traditional workplace, where work schedule, advancement and income potential are typically dictated by company policy. As such, Generation X and Generation Y are finding the career path of a financial services professional more closely associated with what they expect and want from the workplace: a career path they control rather than a company controlling their career. The following quotes from financial services professionals interviewed by Monster help further support this notion:

*"I wanted control over my income, my lifestyle and how I wanted to build my business. I wanted to earn what I was worth."*

*"When I decide to have a family, I want the flexibility to be there when I want to be."*

*"I wanted to get paid based on who I am, what I bring to table, not based on my age or my inexperience."*

Given the flexibility, work/life balance and strong earnings potential, a career as a financial services professional may be a good fit for workers belonging to Generation X and Y. Such a career choice would enable them to leverage their mindset towards career success, rather than causing conflict in a traditional company setting.

## WHAT FINANCIAL SERVICES COMPANIES ARE LOOKING FOR

To recruit, screen and select new financial services professionals, many financial services firms start with the "GAMA Foundation profile," which identifies the personal attributes of financial services professionals most desired by top-performing financial services organizations. A person considering a career as a financial services professional can use this profile to determine his or her likelihood to "fit in" or be hired by a top-performing organization and, ultimately, succeed as a financial services professional.

The GAMA Foundation is a leading organization that develops research and other tools that help financial services leaders and managers do a better job of selecting, hiring, developing and supporting the right people for a financial services career.

According to GAMA Foundation research, top-performing organizations evaluate candidates based on specific traits, broken into five categories. While these traits are uniquely blended to fit the culture, management style and leadership of a specific organization, the high-performance financial services professionals they seek share certain qualities, summarized below:

### Traits of High-Performing Financial Advisors

Category	Traits
Personality Traits	Integrity, Coachable, Achievement-oriented, Honest/Ethical, Ambitious, Driven, Disciplined, Competitive, Enthusiastic, Entrepreneurial, Intelligent, Responsible, Willing to Prospect, Persistent
Product Belief	Believes in Product, Believes in What Company Is About, Interested in Financial Services
Interpersonal Traits	Meets People Easily, Confident, Professional Manner, Relates Well to Others
Motivational Traits	Self-motivated, Goal-oriented, Desires Money
Demographics	Natural Market

In the 10 years since the GAMA Foundation first conducted its research on recruiting and selecting financial services professionals, the "ideal" candidate profile has skewed slightly towards stronger interpersonal traits and product beliefs. This change coincides with the industry's trend toward creating a culture with a greater emphasis on teams, mentoring and product specialists. Such a culture offers greater support and a greater probability for success than the traditional environment that practiced a more "lone wolf" approach to its financial services professionals.

Again, these are not the only traits that organizations seek in their financial services professionals. Each company or firm creates a composite "profile" of the candidate that will be most successful in its culture and work environment. However, a candidate should consider how closely he or she resembles this profile as a pre-cursor for being hired and becoming a successful financial services professional.

## CONCLUSION - THE FUTURE LOOKS “EXCELLENT”

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While many financial services professionals pointed to industry regulation, compliance and competition as an increasing concern, the vast majority of them see a bright future for themselves and their profession. Most rated their future as a financial services professional as “very good” to “excellent,” while only a few said that industry hurdles have made them consider another career.

In addition, many believe now is a better time to enter the profession than when they started as financial services professionals. They cite the retiring Baby Boomer generation as a key trend that will drive demand for their services, with many noting, “The demand for financial services professionals is increasing as the Baby Boomer population is hitting retirement age.”

Another positive trend noted is that consumers are becoming more financially aware and more educated about personal financial issues. Such awareness is making it easier to talk to customers about solutions, as opposed to having to educate them about personal finance. “Financial planning is becoming more mainstream, so I rarely have to introduce the topic to prospects,” explained one financial services professional.

An additional development that points to a bright future is that many financial services professionals say they are simply becoming better at their profession, with better products, more training and greater technology. That is, most feel they are on top of the learning curve and can now reap the benefits of such an authoritative position. As one financial services professional summed up: “My skills and knowledge are getting better, enabling me to better help my clients.”

## RESEARCH PARTNERSHIP

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### ABOUT MONSTER

Monster is the leading global online career and recruitment resource. A division of Monster Worldwide, Monster works for everyone by connecting quality job seekers at all levels with leading employers across all industries. Founded in 1994 and headquartered in Maynard, Massachusetts, Monster has 34 local language and content sites in 32 countries worldwide. More information is available at [www.monster.com](http://www.monster.com) or by calling 1-800-MONSTER.

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Monster Intelligence provides groundbreaking information and custom market analysis to help Monster customers make informed decisions about today's most pressing human capital issues. By analyzing and collecting data from over 3.3 million unique job searches performed on Monster each day, Monster Intelligence provides insight to help HR professionals improve recruiting success, leverage best practices, accelerate worker performance, and retain top talent. For more information, visit <http://intelligence.monster.com> or call 1-800-MONSTER extension 6513.

### ABOUT GAMA FOUNDATION

The GAMA Foundation is a 501(c)3 non-profit association dedicated to promoting and conducting research and education to enhance the profitability and productivity of field management in the insurance and financial services industry. Since its creation in 1990, the GAMA Foundation has funded major studies on recruiting and selection; launching new associates; retaining successful associates; local marketing techniques; transitioning to financial services; and characteristics of successful field leaders. The GAMA Foundation can be reached at 2901 Telestar Court, Suite 140, Falls Church, VA 22042, by calling 703-770-8169, or at [www.gamaweb.com](http://www.gamaweb.com).

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