

## People – Your Most Important Resource

Consistently successful insurance companies always have a harmonious blend of two key elements -- the right people and an infrastructure that helps them do their jobs efficiently and effectively. Both are equally important. Neither will work without the other. Executives who do not believe or understand this will never be able to lead companies that attain greatness.

Let us look at what it means to have the right people.

Great companies have great people; people who are talented, energetic, results focused, know their business and are in the right job. This does not happen by accident. It happens because these companies understand their employees are valued stakeholders, equal to customers, agents, stockholders and other shareholders. They understand that their employees are one of the main reasons why the company is successful, not a resource to downsize or outsource. This understanding drives decisions that result in future success that other companies can only dream of.

These companies understand the value of technical and professional skills and create dual career paths that reward “doers” and managers equally, according to their accountabilities, effectiveness and results. The senior management group understands that leadership is critical to their success and that leadership comes in two flavors – technical, professional skills and innovation and management expertise. And they include both in the company’s decision-making. They do not have management meetings; they have key leader meetings.

Successful companies have a majority of competent, dedicated employees who work hard to make the company successful. This happens because competency is expected and rewarded. Employees have the authority and resources necessary to be as good as they can be. People are not trained. They learn. They do not perform jobs; they attain results. They are free and encouraged to evolve what they do and what they accomplish -- as long as they continually raise the performance bar and create better and better core business results.

These companies also always have a small number of executives, managers or other key employees who are the key drivers of the company’s success. They are the leaders with the ideas, management expertise, motivation, clear thinking and consistent results attainment that are essential for the company’s success. Without them, the company would not be the same. The company would be good, but not great. The company needs to treat these exceptional people with special care, encouragement and even protection, at times. Losing one or two can be devastating. Some companies never recover from their loss.

This is at least partly because environments within companies tend to gravitate towards a level of activity, results and effectiveness that is comfortable and easy to maintain. You see this expressed in many ways. “We’re good enough.” “We’ve been doing too much and need to rest.” “Our people deserve a break.” Your key leaders are the one’s who keep the company from slipping into this comfortable mediocrity. Lose one and watch what happens. It’s not a pretty sight.

If you would like to discuss any of these concepts and how to put in the infrastructure that supports and enables your extraordinary people to attain their full potential, please call me or send an Email. Also please visit our web sight at [McDonaldConsultingGroup.com](http://McDonaldConsultingGroup.com). You’ll find further explanations of these ideas in our Concepts and Ideas section.