

## Are you designed to be successful?

Ten days after the September 11<sup>th</sup> tragedy, the new CEO of General Electric, Jeff Immelt, was asked if this would affect GE's performance. He said no. It wouldn't hurt their goal of double digit growth or their dividend results. He confirmed this again on December 17<sup>th</sup>.

He gave a lot of reasons. Some are obvious, like their size, momentum and breadth of businesses. But when spending a little time studying the company, you realize they have a fundamental advantage over most other companies. They are designed to be successful.

They know what they need to do to be successful and accept nothing short of this. They understand their markets, know the value they bring, understand how to work effectively with their partners and have clear, quantified success goals and measures. Everything about the company is designed to help them be successful -- workflows, organization structure, communications, planning, success measurement and, most importantly, their culture.

Every successful company has three primary attributes; simplicity, clarity and focus. You do not attain consistent, long term success by accident. It comes from hard work and attention to your fundamentals.

Our management consulting firm was created to help insurance companies redesign themselves to be successful. We have developed, over the years, a successful process for redesigning the fundamentals of a company (or business division) to ensure its success. The redesign process consists of three phases where we guide you and your key people so you:

- 1) Identify the Ideal -- what you would look like, how you would operate and what you would accomplish under ideal circumstances. Then we work with you to
- 2) Define the Ideal -- the blueprint for this ideal organization (success measures, planning, work processes, organization structure, relationships with customers and partners, culture, etc.). And then we help you
- 3) Create the Practical -- This is where we eliminate the ideas that can't be done and focus on those change that will get the company the biggest benefits, as soon as possible. Important but less immediate changes are scheduled for the future.

This process is rightfully called a "fundamental change" process. It almost always creates very large changes that get at the fundamentals of your success -- and that's where the biggest benefits are.

If you would like to hear more about this, give me a call.