

# 10 Objectives Every Successful Agency Practices



AGENCY PERFORMANCE  
PARTNERS

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INSURANCE AGENT



# LET'S GET TO KNOW EACH OTHER

- Worked with over 1,000 agencies across the United States & Canada
- Focused on giving agencies a plan to maximize performance
- We want to have fun, learn new things, and push your team to reach its potential
- Our goal is to make agencies ridiculously amazing
- I believe in positive attitudes, putting the work in, and failing forward



# THE FUN STUFF

- Lives in Rhode Island, aka the Ocean State
- Rescued America, the puppy, from a kill shelter
- Orangetheory Fitness Splatter
- Plant killer
- Frequent flyer
- Married to my best friend (other than America)
- Has watched every episode of "Grey's Anatomy"
- Chance the Rapper followed ME on Twitter



# WELCOME

- This is probably not your first agency management best practices experience.
- But you may have failed in the past to transfer the knowledge to the agency and execute what you learned.
- It's not your fault; there is always a lot to do and sometimes too much information.
- Oftentimes, other things get in the way.
- If you have been concerned with how to really drive performance in your agency, I want to put those concerns to rest.
- It is possible to have a thriving and successful agency without all the headaches.



# WELCOME

- The big direct writers all train their teams, hold them accountable, and have a clear vision and direction for their businesses.
- They are banking on the myth that most independent agents don't run an insurance agency like a business.
- But they are wrong. It's not true.
- If you ever thought that the big direct writers wanted you to fail, you were probably right.
- They have billion dollar budgets, better technology, and don't fear holding their teams accountable.



# WELCOME

- The difference is—you can be louder and closer to your community than they will ever be.
- We are going to empower you today with information, skills, and strategies that you can use to structure your agency's plan.
- That's what we are here for.
- I know you want your agency to be ridiculously amazing, and I want to show you how to do that today.

7



## WHAT YOU WILL TAKE AWAY FROM TODAY:

The 10 best strategies we see agencies utilizing to become and stay ridiculously amazing.

These are the 10 things we instill in every agency during the first six months of our Agency Performance Program.





## MY GOAL FROM THIS SESSION IS TO HAVE YOU EMBRACE:

The only way for you to achieve the agency of your dreams is to have a clear plan and operate the business from facts and not feelings.

The most efficient and effective way to do this is with help.





# 10 OBJECTIVES EVERY SUCCESSFUL AGENCY PRACTICES

Undeniably Clear Vision

01

Accountability Chart

02

Consistent Movement on the 8 Agency Money Makers

03

Agency Values

04

1-Year Plan to Define Success

05

# 10 OBJECTIVES EVERY SUCCESSFUL AGENCY PRACTICES

Job Descriptions & Recruiting

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Forever Recruiting

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Metrics

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FUN!

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Communication & Team Meetings

10



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# #1 VISION

# UNDENIABLE VISION

- I have to be honest, I have personally struggled with this part
- My mentality was, “work hard, and good things will happen”
- But I learned working hard just got me to work too much
  - What made me successful, eventually hindered me
  - My supportive squad was great for getting me started, but they are no longer shooting me straight
  - I didn’t have a clear plan, I was saying “yes” to everything
  - As we grew, I didn’t have a vision—my plan was to take whatever came
  - That left me tired, overworked, overwhelmed, and feeling like the business couldn’t grow
  - Everything felt harder than it needed to be

# UNDENIABLE VISION

- So, now you're asking—“then why are YOU teaching ME about THIS?”
  - Because, I did eventually get there—and it wasn't perfect—trust me
  - Your vision is important because:
    - Every business, team, and client deserves to know your intention and where you are going
    - It allows you to make clear decisions that fit your vision, and don't just happen to be an opportunity
    - When your team knows the “why,” they can work to get behind it
    - When your team knows your vision, they can decide if it's a fit for them
- ✓ Don't let this stop you from creating your vision

# UNDENIABLE VISION

- Have you struggled with creating a vision?
  - I thought by having a vision, it might mean I have to say “no” to great stuff
    - ✓ It actually meant I said “no” to stupid stuff that distracted me from my vision of the business I wanted
- There are 2 types of agency owners/leaders
  - Those who have a clear plan to achieve the life they want
  - Those who are slaves to their business and feel the only way to succeed is to be chained to the business
- Why is creating a vision hard?
  - There is so much crap going on you can't see past your email
  - 1 year isn't enough, it's too dirty
  - 5 years isn't enough, you feel there are too many obstacles and questions
  - 10 years is the perfect—with 10 years, you can dream

# UNDENIABLE VISION

- An agency without a vision is a ship without a captain
- Hope is your strategy
- You say “yes” to the new trendy thing out there (hence my dieting strategy)
- Your team carries a burden of executing without a plan (meaning they apply their own plan)
- Personally, you suffer living day-to-day rather than goal-to-goal

So, basically, as we take step 1—don't fight me on creating a vision :-)

# YOUR VISION

- Visions are very difficult
- We often see everything in front of us
- This stops us from seeing beyond the problems we have
- But we need to cast a vision...
- This takes us to dream mode!





# YOUR VISION

- The reality is, if you have no vision you are:
  - Operating your agency out of reactions
  - Operating your agency emotionally
  - Without a definition of success, so nothing feels good enough
  - Not harnessing the power of your team
    - ✓ They can't align their actions toward a vision they are not aware of



# YOUR VISION

- Here are questions we work on with agencies to help them craft their 10-year vision:
  - What is success?
  - What will differentiate you?
  - What impact will you have?
  - What kind of personal life do you want this business to provide for you?
  - What does your agency look like?
  - What do you want your agency's revenue to be?
    - ✓ What percentage of of total revenue will each department represent?
    - ✓ Locations?
    - ✓ Acquisitions?



# YOUR VISION

- Once you have answered every question, use our vision builder to:
  - Create 2-3 sentences on your vision that drive impact
  - Identify milestones, working backwards for each year
    - ✓ Use our growth calculator to help you with revenue targets
  - Identify what you will need to invest in
  - Identify things you will not do
- The end result: a one-page vision that you can share with your team (when we get there!)



# YOUR VISION

- [Growth Calculator](#)
  - (We have a course on how to set growth goals—this is included in that course, see me later!)





# SAMPLE VISION



## 10-Year Vision

- A vibrant and healthy insurance agency focused on serving the insurance needs of agribusiness and rural communities.
- \$5,000,000 annual revenue by 9/01/31 with 25% EBITDA and 35 employees.
- 75% of book value connected to agriculture.



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## #2 ACCOUNTABILITY CHART



# ACCOUNTABILITY CHART



## **Traditional:** Organizational Chart

- Hierarchy
- Who reports to who?
- List of names and titles

## **Modern:** Accountability Chart

- Who reports to who?
- What is each role responsible for?

See the difference?

# ACCOUNTABILITY CHART

- No more than 1 person should be responsible for a major objective
  - Example: 3 people can't be held accountable to achieve sales goals
    - ✓ It's 1 person
    - ✓ That 1 person must align the people under them
- Multiple accountability leads to:
  - Finger pointing
  - Unequal work
  - Slowing the process down

If more than one person is responsible for an objective—no one is responsible.



# ACCOUNTABILITY CHART

## Accountability Chart Roles:

- **Visionary:** This is the leader at the top, they are responsible for staying relevant, culture, big relationships, and leading the troops.
- **Implementer:** This role organizes and implements everything in the agency. The visionary has 798,398 ideas, the implementer creates a plan for execution of the top initiatives, and gets into the weeds for the agency.

# ACCOUNTABILITY CHART

## Accountability Chart Roles:

- **Accounting/Finance:** Budgets, investments, accounting, making sure the agency has money for re-investment.
- **Sales:** One person must be in charge of sales for the agency. They can have people under them, but they create the strategy and coach their team to success.
- **Retention:** One person must be in charge of retention for the agency. They can have people under them, but they create the strategy and coach their team to success.



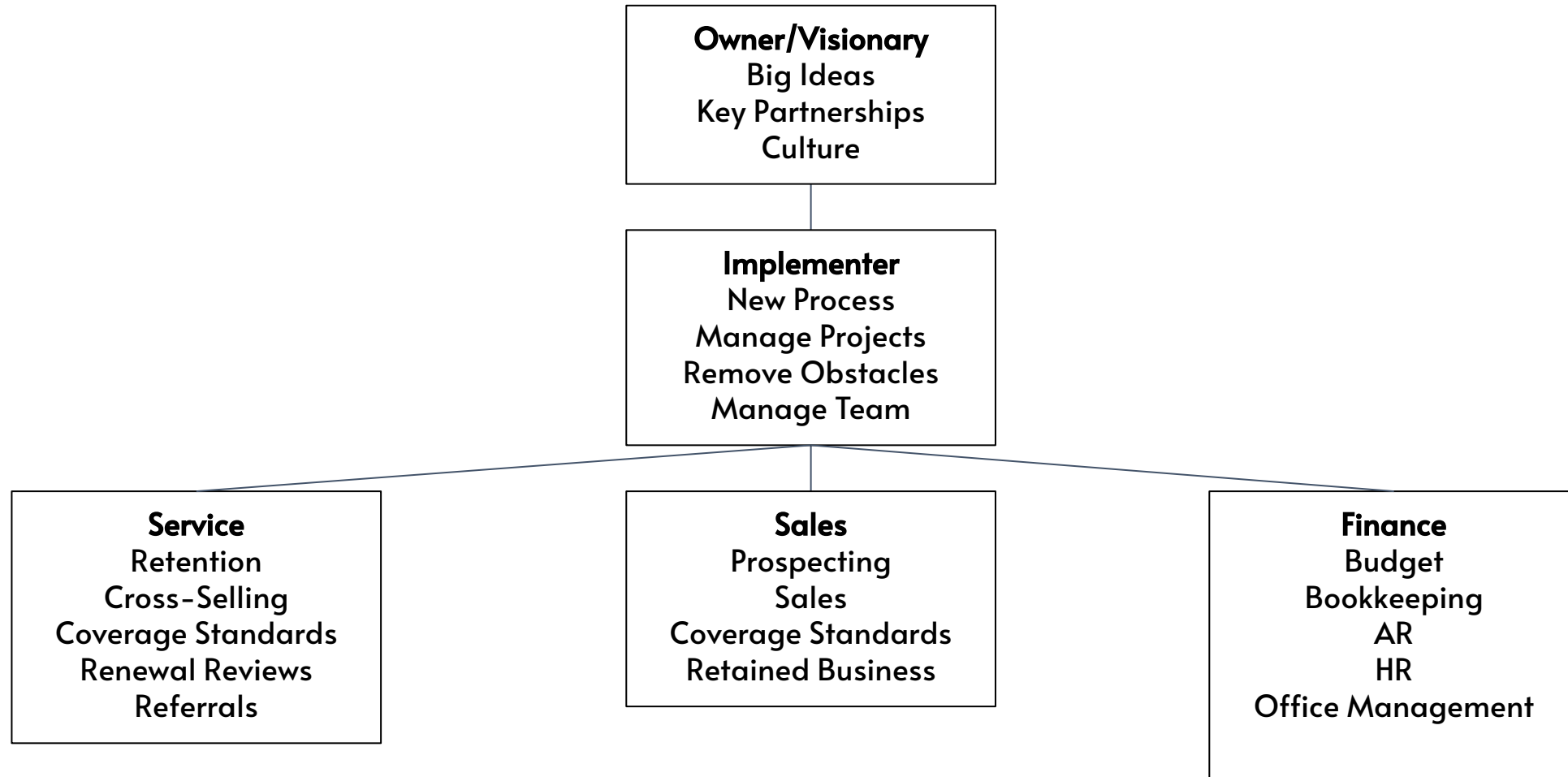
# ACCOUNTABILITY CHART



## Accountability of Each Role:

- Each role should only be accountable for 3-7 items
  - There can be other duties in the job description
  - But each role has a core of 3-7 items

# ACCOUNTABILITY CHART





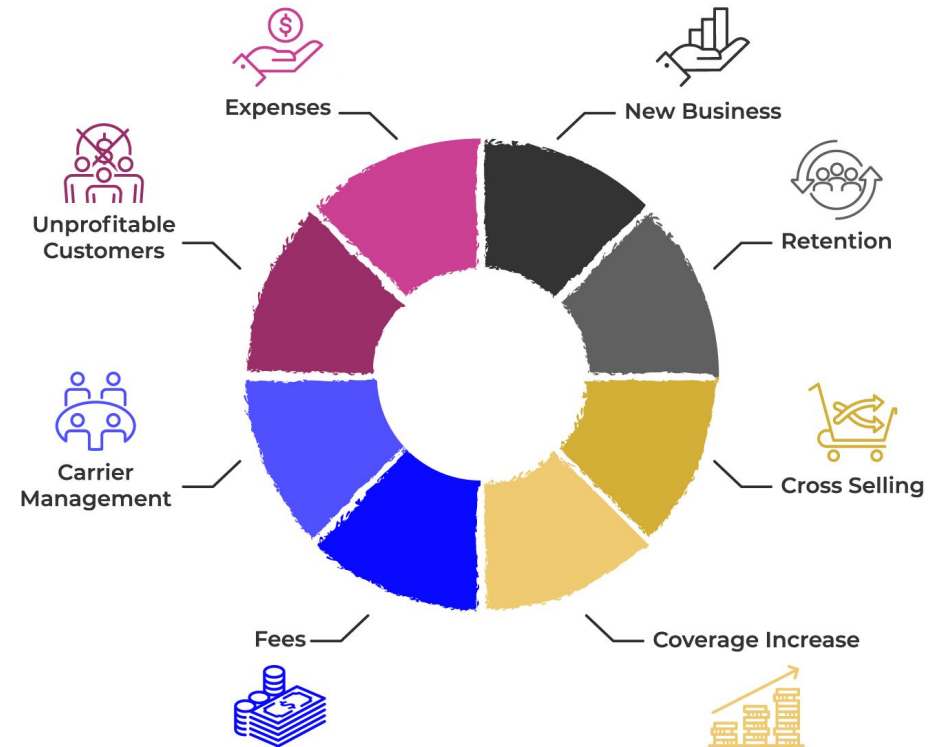
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# #3 CONSISTENT MOVEMENT ON THE 8 AGENCY MONEY MAKERS

# 8 WAYS AGENCIES MAKE MONEY

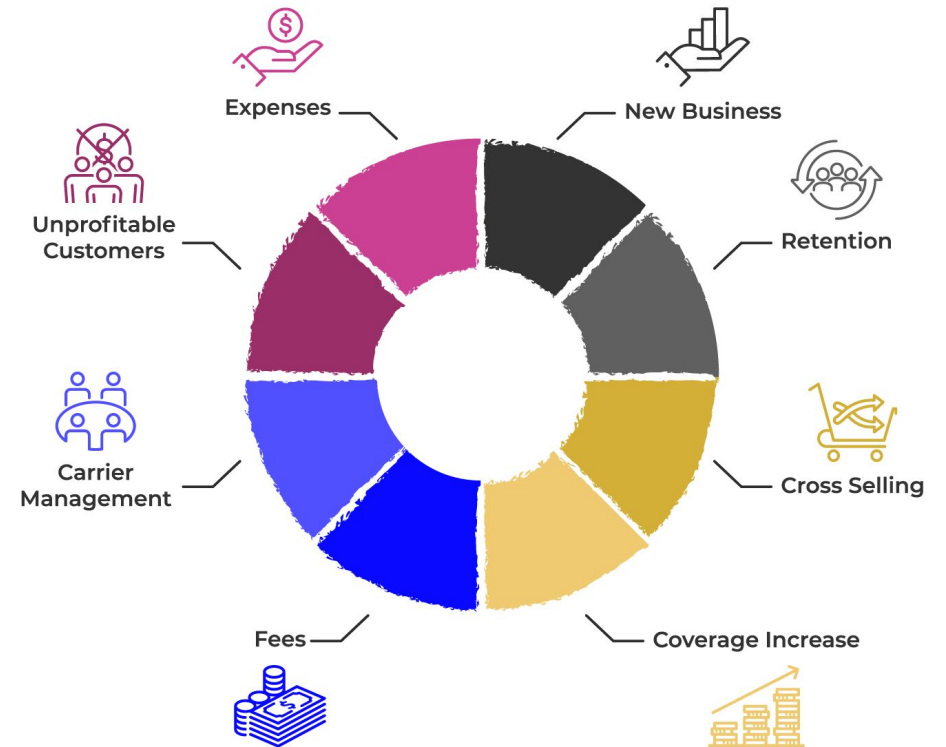
1. New Business
2. Retention
3. Cross-Selling
4. Coverage Increases
5. Fees
6. Carrier Management
7. Firing Unprofitable Customers
8. Expense Management



# 8 WAYS AGENCIES MAKE MONEY

## I. NEW BUSINESS

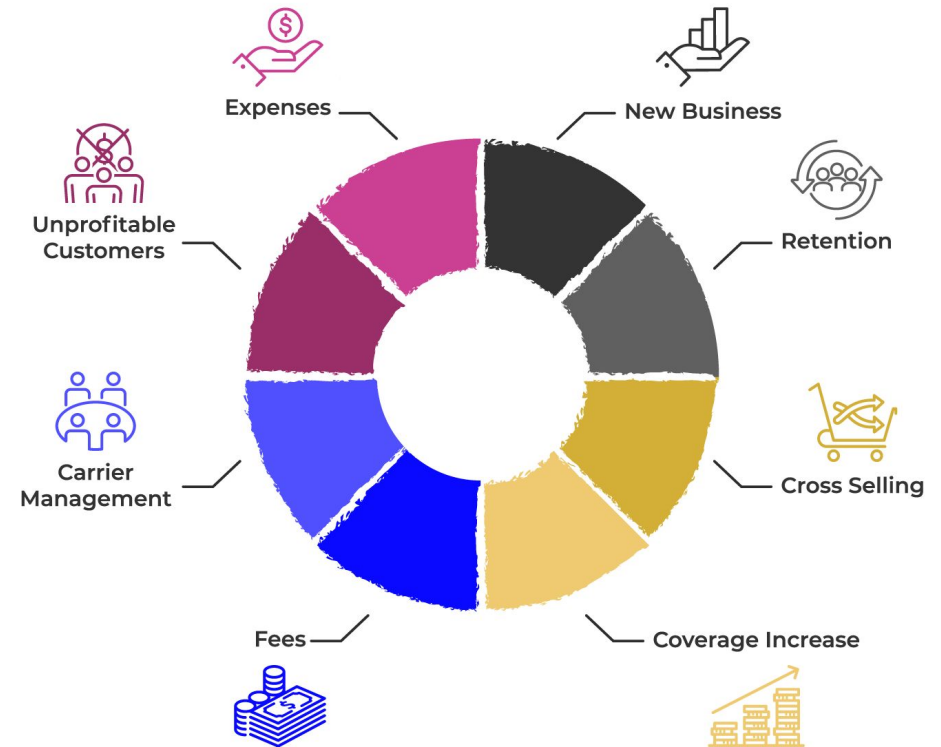
- Website
- SEO
- Online Reviews
- Producers
- Niche Marketing
- Real Estate Referrals
- Marketing Person



# 8 WAYS AGENCIES MAKE MONEY

## 2. RETENTION

- Client Nurturing
- Renewal Reviews
- Proactive Touch Points
- NPS Score
- Customer Experience Training
- Cross-Selling
- Grading Customers

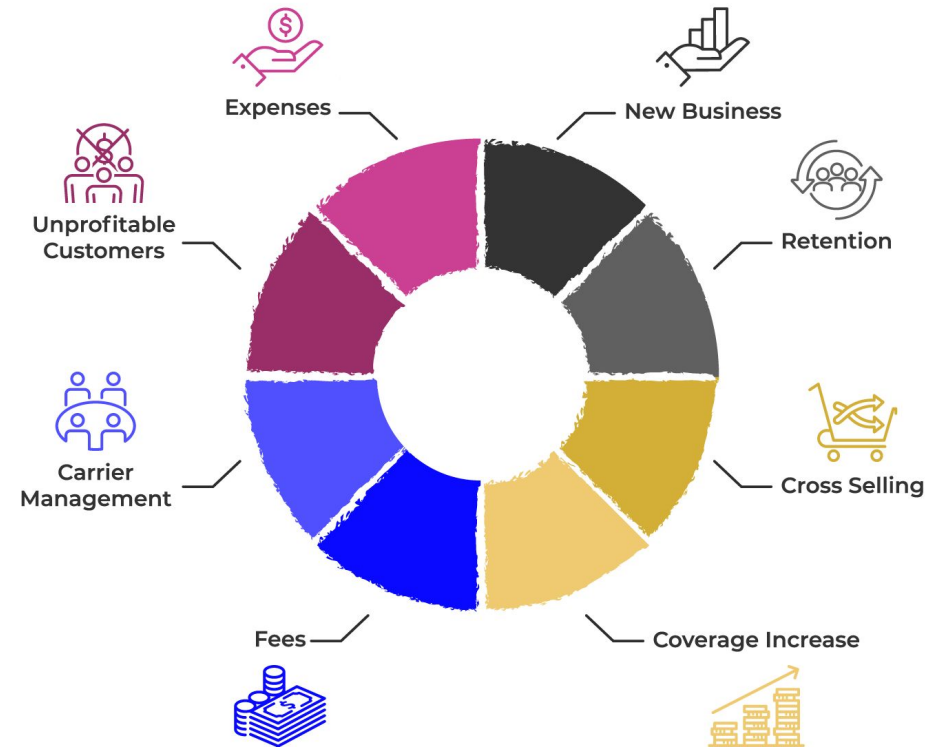




# 8 WAYS AGENCIES MAKE MONEY

## 3. CROSS-SELLING

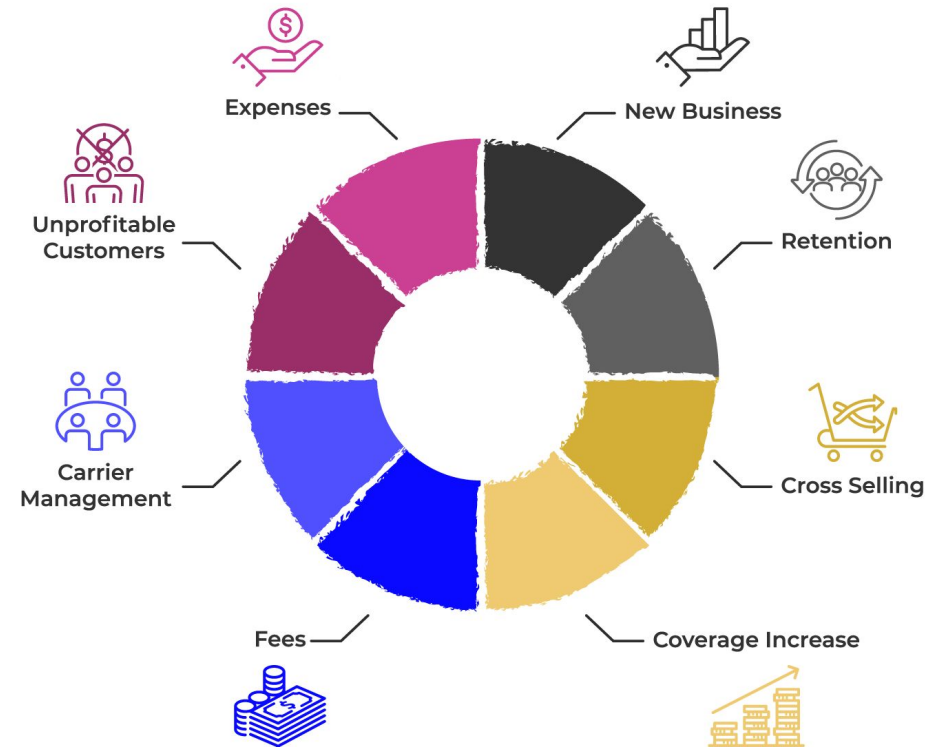
- Monoline Campaigns
- Additional Coverage Campaigns
- Outbound Calls
- Inbound Calls (Training)
- Cross-Selling At New Business
- Scripts
- Renewal Reviews



# 8 WAYS AGENCIES MAKE MONEY

## 4. COVERAGE INCREASES

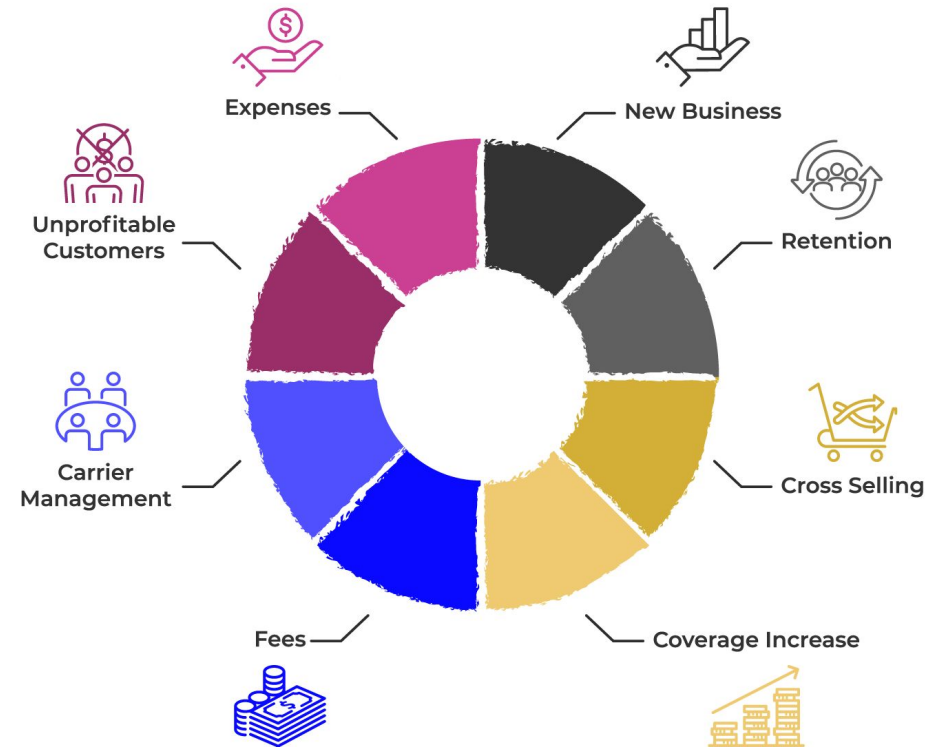
- Coverage Increase Campaigns
- Additional Coverage Campaigns
- Outbound Calls
- Inbound Calls (Training)
- Coverage Standards
- Scripts
- Renewal Reviews



# 8 WAYS AGENCIES MAKE MONEY

## 5. FEES

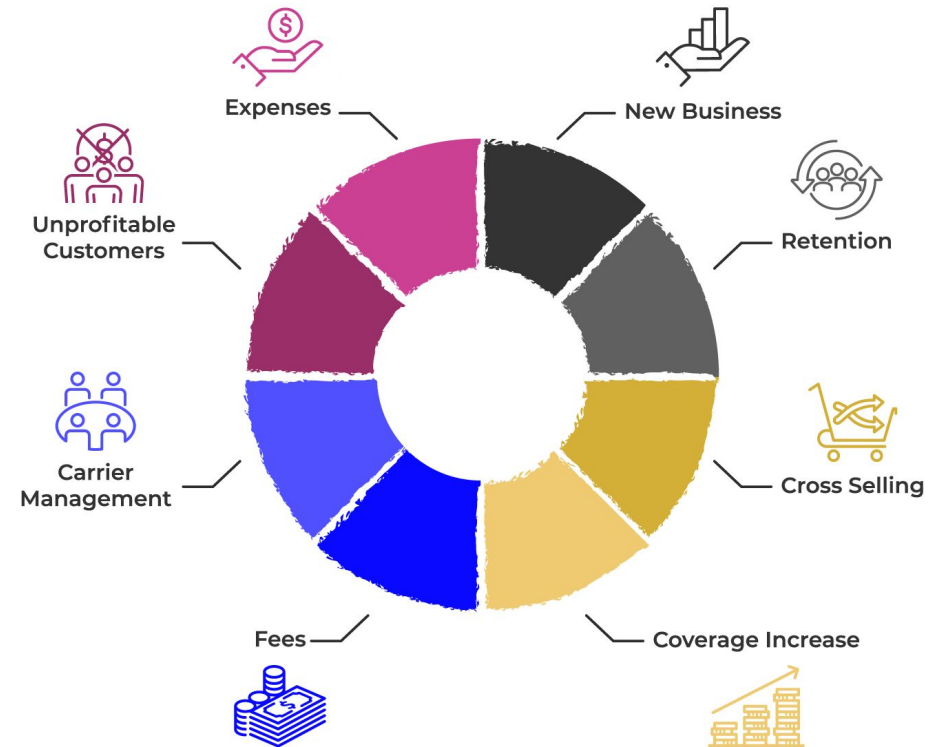
- Don't judge them
- \$50 x 1,000 Customers = \$50,000
- Excess Lines
- Minimum Premium



# 8 WAYS AGENCIES MAKE MONEY

## 6. CARRIER MANAGEMENT

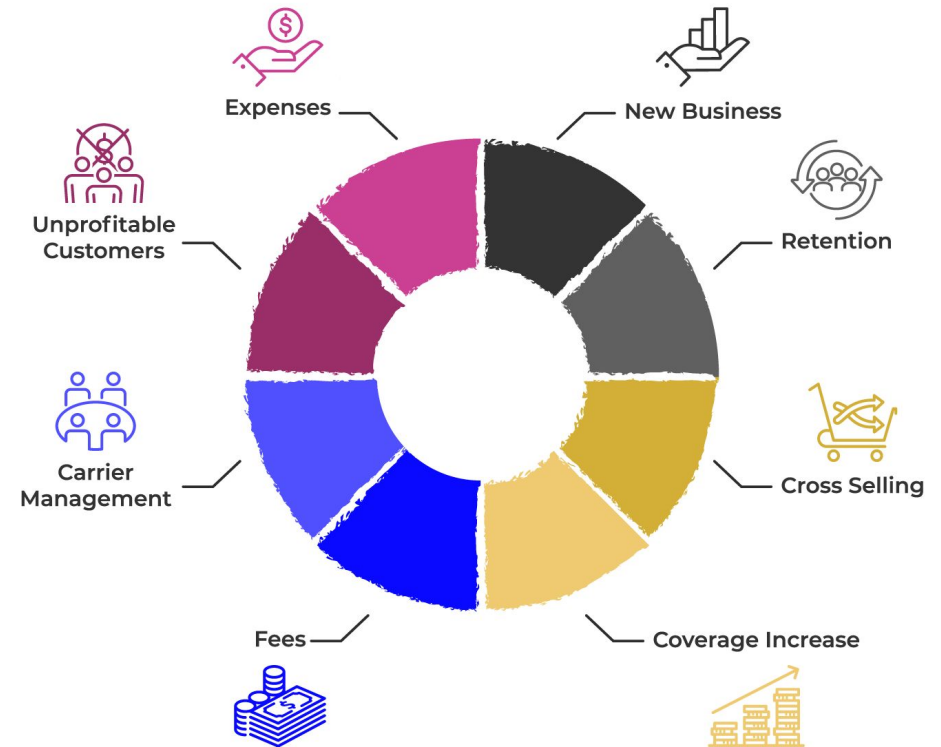
- You have to watch this
- Core Carriers
- Carrier Incentive Tracking
- Guidance on where to place business



# 8 WAYS AGENCIES MAKE MONEY

## 7. FIRING UNPROFITABLE CUSTOMERS

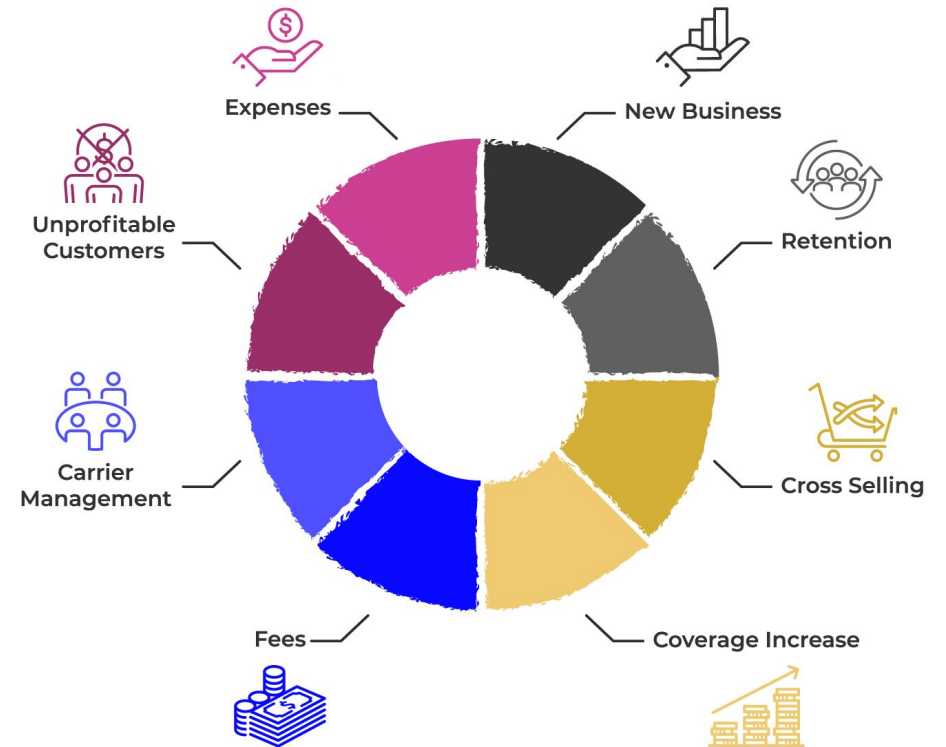
- Customer grading
- Revenue vs. activities
- Service levels based on grade
- Releasing the lowest clients every year
- Free up time



# 8 WAYS AGENCIES MAKE MONEY

## 8. BUDGETS

- Re-investment plans
- Understand your cash flow
- Be in alignment





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## #4 VALUES



# VALUES



Company Values (also called corporate values or core values) are the set of guiding principles and fundamental beliefs that help a group of employees function together as a team and work toward a common business goal. These values are often related to business relationships, customer relationships, and company growth.





# VALUES









## Why Are Company Values Important?

- Help your team make decisions
- Align your team
- Improve motivation
- Communicate expectations to your team
- Hire the right people
- Handle internal conflict
- Reward the team

# VALUES

## LeDoux Values

 <b>F</b> <b>FLEXIBLE</b> Adaptability Accommodate in unique circumstances.	 <b>A</b> <b>ACCOUNTABLE</b> Take Responsibility Your team needs you. Your clients need you.	 <b>M</b> <b>MOTIVATED</b> Initiative Desire to do well. Accomplish one goal after another.	 <b>I</b> <b>INTEGRITY</b> Honesty. Respect Trust. Do what you say you are going to do.	 <b>L</b> <b>LEARN</b> Growth Continuously seek industry knowledge & personal growth.	 <b>Y</b> <b>YES WE WILL!</b> With Passion, Fun & Kindness!
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**LEDoux**  
INSURANCE AGENCY, INC.

The following values are at the heart of how we work with one another, our clients, companies and community.



# VALUES



## How to Create Values

- Start with an acronym
- Find words that help you communicate your vision
- Think of key challenges you want to communicate
- Every word needs a definition



# VALUES



## How To Roll Them Out & Drive Adoption

- Team party
- Posters
- Desk item with the values
- Add them to the job description
- Add them to the annual reviews
- Team agendas & meetings
- Conflict - Connect them to values



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# #5 One-Year Plan



# ONE-YEAR PLAN



## Why You Need a 1-Year Plan

- Shows everyone you are serious about growth
- Define success to celebrate
- Define budgeting & agency investment needs
- Reduce the risk of getting distracted
- Get your team working toward the goal
- Knowing what to say “no” to
- Steps toward your 10-year vision
- Clarify where you focus your time



# ONE-YEAR PLAN



## What Goes into a 1-Year Plan?

- Select your agency's theme for the year
- Identify the mission for the year
- Define your new business goal
- Outline the new business resources & plan
- Define your retention goal
- Outline the new business resources & plan
- Special projects & plan
- Rewards



# ONE-YEAR PLAN



## How to Roll Out Your 1-Year Plan

- Off-site team meeting
- Swag
- Present your plan
- Document it in writing
- Share how you will update progress
- Identify potential roadblocks as a team
- Share incentives
- Meet with everyone the week after





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# #6 Job Descriptions & Recruiting

# JOB DESCRIPTIONS & RECRUITING

## Job Descriptions

- Every single team member needs a clear job description
- Even owners
- Many problems get solved when people know what they are responsible for
- Job descriptions should be updated every six months and reviewed with the team
- Refer to job descriptions when there is a lack of performance
- [Sample job description](#)



# JOB DESCRIPTIONS & RECRUITING



## Recruiting

- Biggest challenge today in insurance
- But it CANNOT be your excuse
- Embrace FOREVER recruiting
- You have to hire out of preparation, not desperation
- Hiring needs a process

# JOB DESCRIPTIONS & RECRUITING

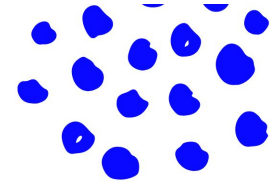
## Recruiting

- Fantastic job posting – Think dating profile
- Act fast for phone interviews
- Phone interview
- In-person interview
- Team interview
- Personality profile
- Final interview
  - Walk through the values, vision, 1-year plan, and specific job description
  - Review personality profile questions
- Reference check
- Job offer

# JOB DESCRIPTIONS & RECRUITING



BUILDING AGENCY JOB  
DESCRIPTIONS  
without recreating the *wheel*



## AGENCY RECRUITING

Best Practices  
*guide*



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# #7 FOREVER RECRUITING

# FOREVER RECRUITING

## Forever Recruiting

- This is a key part of leadership's role
- Talent is the key to achieving your vision and goals
- We hold on to terrible people out of FUD:
  - Fear: What if we don't find someone?
  - Uncertainty: It's hard to find someone
  - Doubt: We blame ourselves for not training or addressing it
- You need to understand this:
  - Your agency deserves the best people
    - ✓ But this means it must become a practice

# FOREVER RECRUITING

## Forever Recruiting

- The best people aren't always looking when you need them
- Top team members need time to get to know your agency
- Every agency needs a bench of talent
- You don't need a job opening to meet new people
- You can find a role if you find the right person
- This allows you to staff for growth vs. when you absolutely need someone
- Knowing this is the #1 challenge in the industry:
  - It's ok to be overstaffed
- Take back control





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# #8 METRICS



# REPORTING RANT..



# THE IMPORTANCE OF REPORTING (WHY WE CAN'T JUST RANT)

# WHAT YOU ARE LOOKING FOR IN REPORTS

- We strongly recommend you export the reports into an Excel format so you can get the most from the data
- If you are not an Excel wizard, that's ok, we have a resource for you
  - Contact Excel Rescue
    - ✓ They can help you take the data from Excel and transform it into data you can make decisions from
- We also recommend everyone get sharper with Excel, it's a powerful tool that will allow you to take your management system data and make decisions from it
- Remember, we have guides for AMS360, Epic, and Hawksoft

# REPORT REVIEW

## Book Seasonality - How

- Use the Book of Business Report
- You can use a Pivot Table in Excel to visualize the data by:
  - Month
  - Department
  - Policies
  - Premium
  - Account Manager/Agent
  - Location

## Book Seasonality - Why

- As you plan your year, you want to understand your:
  - Productive season
  - Slower season
- You can align marketing and projects during agency downturns
  - This allows you to budget accordingly

# REPORT REVIEW

## Workload: How

- Use the Book of Business Report
- You can use a Pivot Table in Excel to visualize the data by:
  - Account Manager
    - ✓ Premium
    - ✓ Revenue
    - ✓ Policies

## Workload: Why

- You want to ensure the book is evenly distributed
- Review by premium, revenue, and policies
- Understand how to balance time-off
- Reward and encourage during peak times
- Provide projects during slower period
- Redistribute the book accordingly

# REPORT REVIEW

## Activities on Account Based on Size: How

- Use the Activity Report
- If your activity report has a policy number, you can group the policies together under a client to see total activities on an account.
- If it does not, you may have to run different reports (Book of business for revenue & activities for quantity of work). You can use Excel Rescue to connect the data and show you the activities per client by revenue.

## Activities on Account Based on Size: Why

- You want to identify your lowest premium clients who take up the majority of your team's time.
- Identify your threshold, and start setting boundaries on these clients.
  - Remember, if they leave, they are doing your agency a favor.
  - These clients are costing you money.

# REPORT REVIEW

## Activity Types & Consistency: How

- Use the Activity Report
- Most management systems use tags, labels, action types, or activity codes to track why kind of action the team member did.
- Pull this report and create a pivot table by:
  - # of activities per person
  - Types of activities
  - Types of activities by person

## Activity Types & Consistency: Why

- You want to see that everyone is logging uniformly.
- You want to identify what new activities you need add in for better tracking.
- Identify the top low level activities that could be automated or outsourced to free up time.



# REPORT REVIEW

## Overdue Activities/Suspenses: How

- Use the Activity Report or Suspense Report
- Identify the overdue agency tasks
- Pull this report and create a pivot table by:
  - # of overdue tasks per person
  - Types of activities

## Overdue Activities/Suspenses: Why

- You want to see the current agency backlog
- You must have the team do one of the following:
  - Clean it up
  - Find out why they are backlogged
  - Get a protocol for using the system
- Each agent should have no more than 3 tasks overdue at the end of the day, and 0 by Friday

# REPORT REVIEW

## Retention Rate: How

- Every system treats this differently.
- For AMS360, Epic, and Hawksoft: Check your agency's guide in this course.
- For all other systems: Call them.
- Your agency needs an accurate retention report.
- Do not delay this.

## Retention Rate: Why

- You need to see the retention rate by:
  - Location
  - Department
  - Team member
- Retention is where the money is. Your agency needs a retention strategy.

# REPORT REVIEW

## Account Profile: How

- You can usually get this from your Book of Business Report.
- You need to see the profile of your average client.
- Track it to make sure the numbers are increasing.
  - Customers
  - Policies
  - Revenue per policy/customer
  - Premium per policy/customer
  - Average policies per account

## Account Profile: Why

- When you can get the premium per account to increase, you are doing great!
- You want to target internal growth.
- Cut lower clients that drag the agency down and upgrade them!

# REPORT REVIEW

## Cancellations: How

- You can usually get this from your Cancellation Report.
- This report can oftentimes be tricky if you aren't using the system on point.
  - Rewrites
  - Reinstatements (time frame)
  - Expired and replaced policies
  - Cancellation reasons

## Cancellations: Why

- You need a clear and accurate picture of what is leaving your agency.
- Reasons are important and must be determined after download.
- You want to see who on the team is running off the most business.

# REPORT REVIEW

## New Business: How

- You can usually get this from your New Business Report.
- This report can oftentimes be tricky if you aren't using the system on point.

— Rewrites

## New Business: Why

- You need a clear and accurate picture of what is being sold in your agency.
- You want to see who is selling and who is struggling to sell.
- When you can see your production for the year, you can set goals.
- You can also align agency roles to make sure the right people are in the right seats on the bus.

# REPORT REVIEW

## New Business Closing Ratio: How

- This varies by system and use.
- AMS360, Epic, and Hawksoft users: Make sure to check our documentation.
- Call your system to find out how.

## New Business Closing Ratio: Why

- You may not need new leads, you may need sales training!
- When you look at the closing ratio by source of lead, it empowers you to align your marketing.
- Many agencies need a predictable method of lead generation and conversion.

# REPORT REVIEW

## Cross-Selling: How

- This varies by system and use.
- AMS360, Epic, and Hawksoft users: Make sure to check our documentation.
- Call your system to find out how.

## Cross-Selling: Why

- Agencies often only cross-sell when the client calls them.
- But there is so much opportunity in your book of business.
- You want to track and reward cross-selling.

# REPORT REVIEW

## Policies Below the Agency Standard: How

- This varies by system and use.
- AMS360, Epic, and Hawksoft users: Make sure to check our documentation.
- Call your system to find out how.

## Policies Below the Agency Standard: Why

- If your agency has clear coverage standards, you need to have a strategy to address the clients who are below your agency standard.
- You want to monitor and measure that your agency is always working to sure up these agency policies into the new standard.





# REPORT REVIEW



## Agency Fees: How

- This varies by system and use.
- AMS360, Epic, and Hawksoft users: Make sure to check our documentation.
- Call your system to find out how.

## Agency Fees: Why

- If your agency has fees, they need to be applied and collected uniformly.
- Many agencies have a fee protocol, but the front line team isn't always comfortable applying them.
- This means there is money left on the table.

# WHAT YOU ARE LOOKING FOR IN THE REPORTS

- It's common that as you are viewing reports, you will find inaccurate data.
- This is your reporting starting point.
- Over the next year, as you share numbers and hold the team accountable to them, the data becomes cleaner because people do not want negative numbers on their reports.
- You have to commit to this.
- Top agencies embrace data to fuel business decisions.
- Let's see a [sample](#).



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**#9 FUN**



# FUN

- Your agency has to plan fun
- Especially when you are undergoing change
- Fun is different for every agency:
  - Know your audience
  - Poll them
  - Put the team in charge
  - Don't assume your fun = their fun
- The team needs something to look forward to



# FUN



- Birthdays
- Workaversaries
- Life events
- Kids' life events
- Celebrating goal achievement
- Quarterly fun event
- Identify when the team is stressed
- Holidays



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# #10 COMMUNICATION & MEETINGS

# COMMUNICATION & MEETINGS

## Agency Team Meeting Set-Up

- Leadership: Weekly
- Departments
  - ✓ Daily 15
  - ✓ Bi-weekly meeting with an agenda
    - ❖ Add to issues
    - ❖ Share metrics
    - ❖ Training
- Quarterly shutdown the office meeting



## Resources For You 20% Off Until 2/28/23

- Agency Process Packs
  - Agency Performance Pack (Online Training)
  - Discount Code: KAIA
- 
- **Weekly Blog**
  - **2-Year Agency Performance Program**