

GENERAL INSURANCE SERVICES

RISK & BUSINESS

MAGAZINE

SPRING 2021

THE HAPPINESS QUESTION

GRETCHEN RUBIN

How Well Do You Understand Your Business's Cyber Risk Profile?

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GRETCHEN RUBIN

THE HAPPINESS QUESTION

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Welcome!

LETTER FROM THE PRESIDENT

Well, we made it! We officially closed the door to 2020 and opened the door to a new year and a fresh start. Being four months into 2021, some might argue that those four months have been just as eventful.

A new presidential administration taking office and the continuation of the COVID-19 pandemic continues to impact so many areas of our lives. We've experienced the art of pivoting as goals and directions change, and we've seen our industry and available coverages impacted.

Many of the topics in this issue touch on these changes. As one of the leading risk advisory firms in Indiana, we're privileged to work with a wide variety of individuals and organizations in the private, nonprofit, and public sectors. As always, we hope the varied perspectives help foster some thought and provide value to your organization.

These are extraordinary times. We are living history. And through it all, we continue to honor the commitment inherent to our mission—we secure your future—to our employees, partners, clients, and community.

All the best,

Craig Menne
President & CEO

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How COVID-19 Impacted D&O Insurance

Directors and officers are responsible for making the tough choices that can make—or break—a company's fortunes. In doing so, they must consider the best interests of employees, customers, and shareholders while also keeping in mind corporate best practices. Limited or imperfect information and tight deadlines add to the overall complexity of the decision-making process and can lead to poor outcomes or even outright mistakes.

To hire and retain talented directors and officers, companies need to give them the freedom to make corporate decisions without the fear of being personally liable for losses stemming from those decisions.

That is where Directors & Officers (D&O) insurance comes into play, and it is a critical piece of your management liability policy. It is designed to protect individuals acting in their capacity as a director or officer of an organization against the consequences of any alleged or actual “wrongful acts” they commit while

performing regular supervisory duties.

These wrongful acts can include any of the following:

- Regulatory violations, such as violations of workplace laws
- Misrepresentation of company assets
- Legal risks from day-to-day operations
- Misuse of company funds
- Litigation over mergers and acquisitions
- Conversions to employee stock ownership plans
- Accusations of mismanagement by stockholders

Included in your D&O insurance would have been coverage for the lack of preparation many businesses experienced during the pandemic. Claims have been filed for management decisions related to lost revenue, increased expenses, employee and customer safety, damage to company image, decisions to close or not to close, and layoffs and furloughs.

Without D&O insurance coverage, executives' personal assets are at risk in the event of a lawsuit.

The pandemic, in many ways, created D&O exposures that were not there before. D&O claims resulting from COVID-19 have changed our perception of what can and cannot result in a lawsuit.

For example, during the pandemic, Amazon employees staged a walkout after they determined that their working environment was unsafe. Any lawsuit related to this would be a claim against the company's D&O insurance policy because decisions regarding working conditions are effectively the responsibility of corporate directors and officers. In fact, there are lawyers lined up to file claims like these all over the country.

Many states are considering instituting COVID immunities for businesses to address the influx of claims, but of course, this takes time. In the meantime, a D&O insurance policy saves you the stress of putting resources out to cover these claims.

THE PANDEMIC, IN MANY WAYS, CREATED D&O EXPOSURES THAT WERE NOT THERE BEFORE.



**MARK BEHRENDT, CPCU, AU, AINS,
BUSINESS RISK ADVISOR,
GENERAL INSURANCE SERVICES**

Even if you are not liable for any damages, you will still be on the hook for defense costs, which is something we see many businesses forget to consider. Businesses with a complete management liability policy have these costs covered by their D&O insurance.

Prior to COVID, the market had plateaued, and we were starting to see reductions in premiums for many of our clients. However, D&O insurance rates are now on the rise because of the increasing number of claims.

COVID-related claims are something the insurance market has not seen before, so we are experiencing some pushback from insurance carriers as they work to recalculate premiums, coverage, and deductibles based on this new information.

While premiums and deductibles are going up, some insurance carriers are withdrawing portions of D&O coverage. D&O insurance typically contains three parts: coverage for the faults of individual directors and officers, agreements to reimburse a board member for costs

related to a lawsuit, and coverage for the entity itself. In response to COVID-related claims, some carriers are refusing to offer full coverage in all three areas.

FROM OUR PERSPECTIVE AS ADVISORS, ANY BUSINESS WITH A CORPORATE BOARD OR ADVISORY COUNCIL SHOULD CONSIDER INVESTING IN D&O INSURANCE AS SOON AS POSSIBLE IF THEY HAVE NOT ALREADY.

This includes not-for-profits and small businesses, which fall victim to these lawsuits more often than you think.

If you have any questions related to changes in D&O insurance coverage or your management liability policy, give your local GIS office a call and we will be happy to get you the answers and coverage you need. +

Mark Behrendt was born and raised in Michigan City. Mark started his insurance career in 1981 with Liberty Mutual. He then held an Underwriting Management position with Hanover Insurance Company before joining General Insurance Services. Mark's professional designations include Chartered Property Casualty Underwriter (CPCU), Associate in Underwriting (AU), and Associate in General Insurance (AINS). He is also Past President of the Board of Directors for the Porter County Building Trades Association, which sponsors construction of single-family homes by local high school students. Mark and his wife, Julie, reside in Chesterton, Indiana, where they raised their 2 daughters. He enjoys golf, hiking, sporting events, and spending time with his family.



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A HAPPINESS QUESTION:

WHAT SHOULD WE DO IF WE
FEEL LIKE WE'VE

Fallen BEHIND OR *Fallen* OFF THE WAGON?

WITH GRETCHEN RUBIN

WHEN WE'RE TRYING TO MAKE
OUR LIVES HAPPIER, HEALTHIER,
MORE PRODUCTIVE, OR MORE
CREATIVE, WE OFTEN FIND
OURSELVES IN A FRUSTRATING
SITUATION: WE FALL BEHIND, OR
WE FALL OFF THE WAGON.

What to do? Here are some useful points to consider:

1. DON'T BEAT YOURSELF UP.

Although some people assume that strong feelings of guilt or shame act as safeguards to help people stick to good habits, the opposite is true. People who feel less guilt and who show compassion toward themselves in the face of failure are better able to regain self-control, while people who feel deeply guilty and full of self-blame struggle more.

Often, when we feel bad about breaking a good habit, we try to make ourselves feel better by...indulging in the bad habit! A woman told me, "I felt so bad about breaking my diet that I ate three orders of french fries." This is the cruel poetic justice of bad habits.

2. REMEMBER THAT WHAT YOU DO MOST DAYS MATTERS MORE THAN WHAT YOU ONCE IN A WHILE.

If you're pretty good most days, don't get too upset if you don't have a perfect record. Don't let yourself start to think, "Gosh, I haven't exercised in 10 days, what's the point of starting now?" Sure, you wish you'd exercised those 10 days, but if you get back in the habit, those lost days aren't a very big deal.

And fail small, not big. Once a good behavior is broken, we sometimes act as though it doesn't matter whether it's broken by a little or a lot. "I didn't do any work this morning, so what the heck, I'll take the rest of the week off and start on Monday." "I missed my yoga class over spring break, so what the heck, I'll start again in the fall." Pick yourself back up right away!

3. A STUMBLE MAY PREVENT A FALL.

If you've fallen behind or fallen off the wagon, remind yourself of the valuable proverb: "A stumble may prevent a fall." Sure, you've gone through a rough patch, but you can use this experience to learn more about yourself and your challenges. Maybe you fell behind while traveling, or when you had family visiting, or when you were in a tough stretch at work. How can you use this experience to set yourself up for more success in the future?

Let's say you were eating very healthfully, then you spent a weekend in a hotel where you ate too much of the wrong food at the all-you-can-eat buffets. So now you've learned, "I shouldn't pick the buffet option. I should order off the menu. That way, I'll know exactly what food I'll get, in a set portion." Studies show that we tend to eat more when faced with a bigger variety, and when it's self-serve, we can serve ourselves a lot! Remind yourself, "I learned this lesson the hard way. Next time, I'll make a different choice."

4. DON'T LET THE PERFECT BE THE ENEMY OF THE GOOD.

When we're making resolutions, it's easy to set big ambitious goals, and sometimes it's tough to meet them. We plan to train for a 5K, or get the basement cleared out, or write a rough draft of a novel by the end of the year. Then, we fail to make progress, it's easy to get discouraged and accuse ourselves of laziness.

Remember, any progress is better than no progress! You may not have finished a full draft, but you have an outline of your novel. You haven't switched careers yet, but you've started thinking about next steps.

Some people find it helpful to keep a ta-da list. A to-do list reminds you of what you need to get done; a ta-da list reminds you of all you've accomplished already. A ta-da list can be a tremendous source of energy and reassurance.

5. CONSIDER YOUR TENDENCY.

Often, when we fail to make progress, it's because we haven't taken our Tendency into account. For instance, if you're an Obliger, you must have outer accountability. You must! That's what works for Obligers! If you see that a particular form of outer accountability isn't working, trying a different form. If paying for a trainer doesn't get you to go to the gym, try working out with a friend who's very annoyed when you don't show up. If that doesn't work, teach a class. If that doesn't work, think of your duty to be a role model for someone else. If that doesn't work, join a group on the Better app where you tell each other, "I'm counting on you to count on me. If none of us hold each other accountable, none of us will succeed."

If you're a Rebel, don't try to lock yourself into a to-do list or a schedule. That often doesn't work for a Rebel. Think about what you want, and how you want to live up to your identity.

If you're a Questioner, really examine your reasons. Why are you doing this, in this way? Is it the best, most efficient way, and is it tailored to suit you specifically? When Questioners struggle, it's usually because they're fundamentally unconvinced by whatever they're trying to do.

If you don't know your Tendency—whether you're an Upholder, Obliger, Questioner, or Rebel—you can take the free, quick quiz here – quiz.gretchenrubin.com.

6. ARE YOU GIVING YOURSELF HEALTHY TREATS?

When we give more to ourselves, we can ask more from ourselves. If you're asking a lot of yourself these days, make sure you're helping yourself feel energized and cared for by giving yourself healthy treats, whatever that might be for you. For me, it's reading children's literature.

But make sure these are healthy treats. You don't want to try to make yourself feel better by indulging in something

(wine, impulse purchases, sweets, messiness) that will make you feel worse in the end.

7. REMEMBER, IT'S EASIER TO KEEP UP THAN TO CATCH UP.

Sometimes, when we're creating a healthy habit or practice, we need to catch up. We need to clear out a lot of clutter before we can maintain good order. We need to adjust to life without the morning doughnut. This is hard but remember that once we're caught up or accustomed to a new way, it gets easier. It may take a few tries to get over the initial hurdle but remember that the situation will get easier once it's more ingrained.

Stay the course! Don't give up! My book *Better Than Before* examines the 21 strategies that we can use to make or break our habits, and one of the most helpful strategies is the Strategy of Safeguards. It's all about how to anticipate challenges, and how to deal with it when we run into trouble.

It's a very common frustration. +



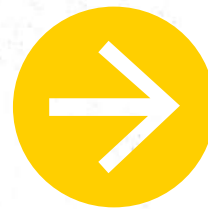
Gretchen Rubin is the author of several books, including the block-buster New York Times best sellers, *Outer Order*, *Inner Calm*, *Better Than Before*, *The Happiness Project*, *Happier at Home*, and *The Four Tendencies*. She has an enormous readership, both in print and online, and her books have sold more than 3.5 million copies worldwide, in more than thirty languages. She makes frequent TV appearances and is in much demand as a speaker.

GretchenRubin.com

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HOW TO FIND YOUR PERSONAL WHY



Each of us has the ability to impact thousands of people's lives through providing genuine care for others, whether it is called Customer service or human service. One of my favorite quotes is by author Marian Wright Edelman, who said, "Service is the rent we pay for being. It is the very purpose of life, and not something you do in your spare time." However, it is critical that each of us understands the purpose of why we were given this amazing gift of life and what we were put here for, what we are to accomplish in the short time we have. You can't just deliver world-class service at work; it has to be something that is in you, in all areas of your life. It is who you are; it is the way you treat your family, neighbors, coworkers, Customers, and strangers. And remember, there are no

strangers, just friends you haven't met yet.

MY "WHY"

More than 15 years ago, I created a personal purpose statement, a vision of what I want to accomplish in my lifetime, and which has served me greatly through good times and some very tough times. I have had this vision posted on my bathroom mirror, it is in my wallet, on the inside of my sun visor, and it's on my desk. It reads,

"LIVE AN
EXTRAORDINARY
LIFE SO
COUNTLESS

OTHERS DO AS WELL."

I don't want to live an extraordinary life, so I have a bigger bank account, nicer car, house, and more toys. I know that if I live an extraordinary life, so many others will as a result. And if I do not find a way to live an extraordinary life, I will probably end up cheating thousands of people.

Undeveloped potential cheats those around us, those we touch, influence, and impact, as well as deprives ourselves of joy, satisfaction, and opportunities. Living our life to its fullest potential is not an opportunity; it is our responsibility. It is an obligation to be the best version of ourselves we possibly can be, every day. Not just for us and how our

life will benefit, but also for all the people depending on us: our spouse, children, friends, employees, coworkers, Customers, and our community.

Living an extraordinary life is living fully. I believe that we all have enormous potential inside each of us, and if there are parts of that potential that we do not develop, we are cheating the rest of the world out of the contribution that we could have made.

So if I don't live fully, I don't just deny myself a lot of joy and satisfaction; I deny the rest of the people in the world the benefit of what I could have contributed. Success is when you are firing on all eight cylinders, mentally, physically, emotionally, with family, socially, in your career, financially, and spiritually—all of those are part of you and they all deserve your very best. Living an extraordinary life is like when the flight attendant says, "You must put your own oxygen mask on first before helping those around you." When you first hear that, it actually sounds a bit selfish. However, what use will you be to anyone else if you do not take care of yourself first?

A personal purpose statement is not something you just write out, post, and expect automatic achievement from. You need to make yourself accountable—it needs to be measurable. For me, living an extraordinary life means there are so many things I need to be working on daily, personally, and professionally. It is everything from whom I am spending my time with (are they positive or negative influences in my life?) to my health, exercise, and diet. Some people think that if they eat junk food all day, that is their business. However, I realize that if I eat a

poor diet, it is one of the most selfish things I can do. Because when I get home after work, I am going to be exhausted and irritable and not have any good energy left to spend with my boys. Therefore, I just cheated them. It is not only living longer, but it is the quality of life I want to have during my fifties, sixties, and beyond.

Any time I am feeling like I am not living an extraordinary life, and that is more times than I like to admit, I can look at my key drivers and see why—see what I am neglecting—and hopefully I can get right back on track.

I invite you to live an extraordinary life so countless others will. +

PERSONAL		
Personal	Family	Health
Relationships	Self Esteem	Diet
Spiritual	Role Model	Exercise
Give More	Fun	Mind
PROFESSIONAL		
Professional Development	Business	Team
Learning	Vision	Sell Vision
Network	Plan	Opportunity
Goals	Charity	Encouragement



BY: JOHN DIJULIUS
CHIEF REVOLUTION OFFICER, PRESIDENT

John DiJulius is redefining customer service in corporate America today. He didn't read the books on customer service, he wrote them: Secret Service, Hidden Systems That Deliver Unforgettable Customer Service, What's The Secret? To Being a World Class Customer Service Organization, The Customer Service Revolution, The Best Customer Service Quotes Ever Said, and The Relationship Economy. One of the most captivating and charismatic speakers today, John's keynotes and workshops are used by world-class service companies to provide unforgettable customer service every day. In his high-energy presentations, he uses powerful visuals as he discusses the 10 commandments of customer service and explains how to improve the service aptitude of employees at all levels.

As the authority on world-class customer experience, organizations across America use his philosophies and systems for creating world-class service. He has worked with companies such as the The Ritz-Carlton, Lexus, Starbucks, Nordstrom, Panera Bread, Nestle, Marriott Hotel, PWC, National City Bank, Cheesecake Factory, Progressive Insurance, Harley Davidson, State Farm, Chick-fil-a, and many more, to help them continue to raise the bar and set the standard in service that consistently exceeds customer expectations.

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CREATING A NEW TEAM CULTURE

THIS IS A GREAT QUESTION.
IF YOU ANSWER IT HONESTLY.



Your answer could lead to your success or demise as a leader. It could be the key factor in your personal and family relationships.

SO, LET'S ASK IT AGAIN. DO YOU PLAY WELL WITH OTHERS?

Many of us may think “plays well with others” is a category for grading schoolchildren, not grown-ups like us. We tell ourselves, “I’m a successful, confident adult. I shouldn’t have to constantly monitor if I’m being nice or if people like me.”

We may hold ourselves blameless for any interpersonal friction; it’s always someone else’s fault, not ours. “The other guy needs to change. I shouldn’t have to. In fact, I don’t need to, it’s his fault!”

Or we’re so satisfied with how far our behavior has already taken us in life that we smugly reject any reason to change. In other words, “If it ain’t broke, don’t fix it.”

When my good friend Alan Mulally became CEO of Ford, he set to work to create an environment where the executive team, notorious for not working together, could learn to play well with each other. Through Alan’s leadership, the focus of the team and ultimately the focus of the entire company became, “How can we help one another more?”

It worked. The company survived through incredibly difficult times, and returned to

achieving great success again through working together. If Ford had been a schoolyard, and the executives school children, they would have gotten the highest of marks in “playing well with others.”

HOW WELL DOES YOUR TEAM PLAY TOGETHER?

You can answer this question with your team by trying this simple four-step process, which I call “team building without time wasting.” The steps are:

1. In a team meeting ask each team member to rate “How well are we doing?” vs. “How well do we need to be doing?” in terms of teamwork. Have each member do this on paper. Have one of the members calculate the scores — without identifying anyone. On a 1-10 scale — with 10 being the highest score — the average evaluation from over 1,000 teams is “We are a 5.8. We need to be an 8.7.”
2. Assuming there is a gap between “we are” and “we need to be,” ask each team member to list two key behaviors that, if each other individual team member improved, could help close the gap and improve teamwork. Do not mention people — only behavior — such as listening better, clear goals, etc. Then list

the behaviors on a flip chart and have the team pick the one that they believe will have the biggest impact.

3. Have each team member conduct a three-minute, one-on-one meeting, with each of the other team members. (Do this while standing and rotate as members become available.) In these sessions each person should ask, “Please suggest one or two positive changes I can make individually to help our team work together more effectively.” Then have each person pick one behavior to focus on improving.
4. Begin a regular monthly follow-up process in which each team member asks each other member for suggestions on how to continue their improvement based on their behavior the previous month. The conversations should focus on the specific areas identified for improvement individually as well as general suggestions for how to be better team members.

When asking for input the rules are that the person receiving the ideas cannot judge or critique the ideas. He must just listen and say “thank you.” The person giving the ideas must focus on the future — not the past.

This is a quick and easy process that helps teams improve and helps team members become better team players. Try it for yourself and see! +

DR. MARSHALL GOLDSMITH

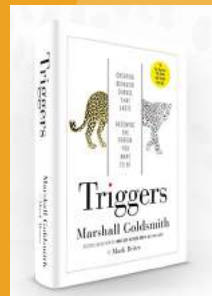
At the recent Thinkers50 ceremony in London, Marshall was recognized again as the World's #1 Leadership Thinker and #1 Executive Coach. His newest book, Triggers, is a #1 New York Times and Wall Street Journal best seller, as well as an Amazon Best Business Book of the Year.

Dr. Goldsmith is the author or editor of 35 books, which have sold over two million copies, been translated into 30 languages and become best sellers in 12 countries. His two other New York Times best sellers are MOJO and What Got You Here Won't Get You There.

Marshall's professional acknowledgments include: Harvard Business Review and Best Practices Institute – World's #1 Leadership Thinker, Global Gurus, INC and Fast Company magazines – World's #1 Executive Coach, Institute for Management Studies – Lifetime Achievement Award for Excellence in Teaching, American Management Association - 50 great thinkers and leaders who have influenced the field of management over the past 80 years, BusinessWeek – 50 great leaders in America, Wall Street Journal – top 10 executive educators, Economist (UK) – most credible executive advisors in the new era of business, National Academy of Human Resources – Fellow of the Academy (America's top HR award), World HRD Congress (India) – global leader in HR thinking. His work has been recognized by almost every professional organization in his field.

Marshall's other books include: Succession: Are You Ready? – a WSJ best seller, The Leader of the Future – a BusinessWeek best seller. Three of his books have been American Library Association – Choice Award winners for best academic business books of the year.

MarshallGoldsmith.com



The Simple Negotiation Exercise You Can Try Today



The Most Dangerous Negotiation Is
The One You Don't Know You're In.

Luckily, there's an easy way to become aware of this: If the words I want or I need are about to come out of your mouth, then you're about to enter into a negotiation.

Next time this is happening to you, try this little exercise that works like a charm every time. It's easy peasy, and it's great practice for the cold read and a quick accusations audit.

FINDING YOUR WAY AROUND

I ask people for directions all the time. I always have. Generally (as a side note), you may have to ask three different people to find out how to get somewhere (which, in the long run, is faster than wandering around). As soon as they say You can't miss it, you know they left out an important detail.

The closest guy or gal at hand probably knows exactly what you're looking for. More often than not, they just really don't feel like telling you. You can almost hear what they're thinking when you make your approach. They saw you wandering around a mile away, read your body language, and

said to themselves, It's not my job to tell some idiot how to find the event.

You can shatter that disposition by using a cold read and an accusations audit effectively. This will put the other side in a pleasant mood, and help you figure out how to get to where you're going faster.

THE BOZO WHO CAN'T FOLLOW DIRECTIONS

Here's a real-world example of how these tactics work.

A while back, I was on my way to a LEAP Foundation mentoring event for youth at UCLA. (LEAP is an awesome organization founded by Dr. Bill Dorfman).

It's a Saturday, and the event is a pretty big one (thanks to Dr. Bill). LEAP does amazing work, and kids come from literally all around the world to attend these events because Dr. Bill gets celebrities like Mark Wahlberg and Paula Abdul to speak at them.

Although I was a little lost, I knew I was in the right parking ramp on the UCLA campus. But I also realized that if I went out the wrong way, I would have to travel all the way around the entire university complex to get to where I needed to be.

I started driving around inside the garage looking for a security guard or a maintenance person.

Because of the high-profile nature of the event, every employee had to have been aware it was going on. That, plus the fact that there's probably no shortage of people like me looking for the entrance because we didn't follow the directions closely enough. At this point, I assumed that most regular employees were probably hiding from the wandering "tourists" because they didn't want to answer the same questions over and over again.

The phrase I don't know was likely their ready response to any question that started with Can you help me.

Sure enough, as I passed by a number of parking spaces, I saw a maintenance guy at the far end of the garage, and I sped up to reach him.

"Hey man, I know it's not your job to give directions to some bozo who's lost and

can't find his way to where he's going," I said.

"Sure man," the guy said, smiling. "No problem. What do you need?"

I told him and he happily gave me clear and concise directions.

Victory!

A REPEATABLE APPROACH IN ANY SCENARIO

I repeat that basic script all the time.

One of my favorite uses for it is to find a good restaurant at an airport. You know the TSA guys know which restaurant serves the best food. And you also know that they're asked for their recommendations all the time.

Like most people, when the agents see someone approaching them, they think to themselves: It's not my job to give directions. So, many times, instead of telling these travelers what their favorite restaurant is, they respond with I don't know.

Here's a tried-and-true method of getting these agents to help you figure out which restaurant is best.

I go up to TSA agents and say this: I'm sorry. Then I pause for one second and say I know it's not your job to give recommendations.

Then I pause for a while—creating true dynamic silence. I wait for the agent to respond positively because I know they will.

This approach works every time, and you end up brightening their day.

People feel appreciated when you approach them this way. And as a general rule, people really want to help others. They just don't want to be taken for granted in the process.

The cold read and the accusations audit are subcategories of tactical empathy.

In every negotiation, whether it's low stakes or high stakes, we use empathy because it works. Quickly. And it makes people feel better.

Put yourself in the other side's shoes. They'll notice, and they'll reward you for it. +



BY: CHRIS VOSS

Chris Voss is CEO of the Black Swan Group and author of the national best seller "Never Split The Difference: Negotiating As If Your Life Depended On It," which was named one of the seven best books on negotiation. A 24-year veteran of the FBI, Chris retired as the lead international kidnapping negotiator. Drawing on his experience in high-stakes negotiations, his company specializes in solving business communication problems using hostage negotiation solutions. BlackSwanltd.com

For those who are ready for a deeper dive into Never Split the Difference, Black Swan Group offers an online course with chapter videos delivered monthly that can be viewed at your convenience. With more than seven hours of content split across 12 chapters, this course offers updated concepts from the book, exercises for practicing the skills, and a dynamic final simulation to test your knowledge. This course is perfect for anyone who wants to develop the skills they need to get the best deal possible—on their schedule. blackswanltd.com/services/training-for-individuals/online-courses



7 ESSENTIALS STEPS TO STREAMLINE YOUR BUSINESS

Whatever your goals are for next year, there are seven essential steps to streamlining your business that you can take right now. While everyone else is still stuck on the election results and all the news (good or bad) about Covid-19, I'm already thinking about 2021. I'm using what's left of this year to plan for next year and I suggest you do the same. I'm happy to see that there are so many people out there taking my advice. I'm talking about the thousands of people who signed up for the 2021 Kickstart strategy workshop hosted by Jarrod Glandt, who in case you didn't know, is the president of Cardone Enterprises. Jarrod covered a lot of ground in two hours including the necessity for streamlining your business cycle, because as he pointed out, "speed is the new big" for 2021. If you're going to get ahead

next year, streamlining your entire business cycle is KEY. Here are the seven steps to doing it.

1. S2M.: SPEED TO MARKET

Generating awareness of your products in the marketplace is more important than anything, even creating your product or service. That's right. Create the desire, the excitement and the buzz first. Then when you're ready to deliver your customers will be not only ready to buy, they'll be in a hurry to buy. I announced The 10X Rule, one of the many books I've written, before I typed a single word. That book became a best-seller. Moral of the story? Announce now and deliver later.

2. M.O.: MULTIPLE OFFERS

Customers have always shopped around before buying. Now technology makes it even easier for them to do it without even

going anywhere. If you want to be the customer's first, last and only stop, you need to have an inventory and price structure which allows you to make multiple offers. This includes a free offer at the beginning of the sales cycle. How successful do you think car dealerships would be if they offered just one car at one price? Think of it this way. Would you rather pass up a sale because you couldn't fulfill the customer's needs or wouldn't budge on price...or would you prefer to make a little profit this time around and gain a loyal customer who you can upsell in the long-term?

3. B.O.: BE OMNIPRESENT

No, this is not the kind of B-O you're thinking about. B-O stands for BE OMNIPRESENT. My main objective above almost anything else is to be everywhere. If people don't know me they can't follow me

and I can't help them. That's why you see me on just about every social media platform; Facebook, Twitter, Instagram, Youtube, Tik-Tok, you name it, I'm on it because I want to reach the whole world. The market makes it critical to be omnipresent but thankfully technology makes it possible.

4. D.D.: DOUBLE DOWN

This is a no-brainer but so many people ignore this and make things harder than they have to be. It's simple. If something works once, it'll work twice. If it works twice, it'll work four times and then sixteen times and so on. Even in my company, people are always trying to reinvent things that work. It's unnecessary and counterproductive. If it stops working then you stop doing it but until then...if it ain't broke don't fix it.

5. P.N.P.: PROMOTION NOT PERFECTION

You've heard the expression "the devil is in the details"? I say "the devil is in the delay". If you wait for "perfection" you're going to be waiting a long time and while you are, your competition is going to run circles around you. Not following me? If you know me at all, you know that I don't get hung up

on spelling, grammar, punctuation or anything like that. One of my first books was full of mistakes but that didn't stop it from ending up a best-seller. Don't let the pursuit of perfection stop you from moving forward. Remember that while you're perfecting, your competitors are promoting and taking your customers.

6. A.N.S.: AUTOMATE 'N' SCALE

"ANS"...nope, once again, it's not what you think it is. Once your business is up and running you need to shift into expansion mode immediately because if you're not growing, you're dying. But how do you transition from handling the day-to-day operations in the trenches to expanding? You need to put personnel and procedures in place so you don't have to sweat the small stuff and can instead focus on the massive goals you want to achieve. In today's technology-driven service economy, it's easy for any business to automate and scale.

7. A.B.A.C: ALWAYS BE ACQUIRING CUSTOMERS

Streamlining your business starts with The Golden Rule of Always Be Acquiring Customers. You've gotta keep your pipeline full at all times. That means constantly going after leads, and if at first they refuse you go at them again and again. The acquisition process means cultivating

prospects into closed deals. Finally and probably most important, it means following up with sold customers to maintain the relationship. That leads not just to repeat business and the possibility of an upsell but also to referrals. Keep your pipeline full with A.B.A.C. in mind and there will always be a deal on the table.

Moving forward as you set out to streamline your business, you've got to have this mantra in your head at all times: "Form an idea, create an offer, promote the offer, push the offer, sell it, close it, collect the money... and when it's time to deliver you OVERDELIVER! +



BY: GRANT CARDONE

Grant Cardone New York Times Best-Selling Author / Entrepreneur Speaker / International Sales Trainer

Best Selling Author, TV & Radio personality and Self made Entrepreneur and American Patriot Warrior for the Middle Class

Cardone works with Fortune 100 companies customizing sales processes and improving customer experiences. His clients include Google, Morgan Stanley, Ford, Chrysler, Aflac, Sprint, WellsFargo, Allstate, StateFarm and more.

Cardone, 59, believes the middle class is a mythology perpetuated by politicians from both sides resulting in a failing formula for 250m people. His mission is to provide the middle class with new information and strategies for financial survival.

PRIMING PSYCHOLOGY: HOW TO GET PEOPLE TO DO WHAT YOU WANT



Do you prime people to be their best selves? Priming psychology is one of the most underutilized success techniques.

WHAT IS PRIMING PSYCHOLOGY?

Priming is using a stimulus like a word, image or action to change someone's behavior. For example, research has found that we can prime someone to walk more slowly by having them read words like cautious or leisurely. Or we can prime someone to be less rude by having them read words like patient, polite and respectful.

Priming is when we expose someone to something that influences their behavior later on — without that individual being aware that the first thing guided their behavior.

HOW DO YOU USE PRIMING?

Priming can be used with a variety of stimuli. Here are the most common priming sources:

- **Words:** Having someone read words, unscramble words or work with words can prime them to act on the meaning

of that word. For example, you reading the word 'thorough' should make you read this article more thoroughly =)

- **Images:** Having someone look at an image, draw an image or work with an image can prime them for what the image represents.
- **Actions, Items, Videos:** You can also prime with real life objects, actions or videos. If I serve candy in my office, it will prime you differently than if I serve roast beef.

PRIMING EXAMPLES

There are some great priming examples in psychology. Let's go through some great priming science.

Priming People to Be Less Rude

In 1996, researcher John Bargh did an experiment to see if he could influence behavior with a simple activity. The researchers had three groups of participants.

- 1) The first group had the "Rude Condition" and had to unscramble a list of rude words like bold, aggressive, disturb.

- 2) The second group, called "Polite Condition" had a series of polite words like patient, respect and respectful.
- 3) The last group, the "Neutral Condition", had words that were neither polite nor rude.

When a participant was done unscrambling words, they were instructed to walk down the hallway and tell the researcher they were finished.

Unbeknownst to them, the researcher would be in a long fake discussion with another researcher when the participant arrived. The experiment was to test how long it would take for each group to interrupt the researcher to tell him that they were done.

Within 10 minutes, 60% of the rude group had interrupted, while only 40% of the neutral group and 20% of the polite group had interceded.

This is a very simple experiment, with a very powerful lesson. It teaches us that people can be subconsciously primed to act differently.

PRIMING PEOPLE IN EMAILS

You can prime people for the reaction you want with priming emails. This is a huge advantage (and potential pitfall) of technology people often forget. Emails allow us to prime people before they take action. I have begun to use this with my interns, employees and colleagues before meetings, phone calls or interviews.

How do you want someone to feel, act or behave? Prime them for it.

Below are two emails. Every week I have a weekly check-in call with the team and we are often pressed for time and have a ton of agenda-getting off topic constantly happens!

The first is an email I used to send out before our weekly check-in call. The second is the email I send out now before my calls with priming language.

BAD PRIMING EMAIL:

Hi All,

As usual we have the weekly call tomorrow, Tuesday. Again, we are a little stressed for time and might have some trouble getting through the tasks on the agenda. I need everyone to please tighten up their points and avoid asking slow or lengthy questions on the call—you can send them out in an email later if you need. I attached the agenda.

V

GOOD PRIMING EMAIL:

Hi Team,

Tomorrow is our weekly goals call. I'm hoping we can be really efficient because we do have a lot to discuss. If everyone can take a look at their points and prepare a well-organized overview that would be great, because then we will have plenty of time for succinct questions, if people have them. Remember you can also easily send them in an email after the call. I attached our agenda.

Best, V

The emails both say the same thing, but when I started to change the emails for more positive priming I found that people were more efficient and excited for the call. It also started a chain of nice follow-up emails. My responses to the first email usually followed my same pattern of using negative, stressful words and phrases. Amazingly, the second email produces kind, efficient language.

USE PRIMING TO SET PEOPLE UP FOR SUCCESS

Priming can be used maliciously or to be manipulative. It is very important that we use it to set people up for success. Here's how to use priming for good:

- Use positive priming words like efficient, together, helpful, goal, well-organized and team.
- Avoid negative priming words like stress, pressure, tighten, rush, and tasks.

In fact, I am now teaching this in my training with my employees and am very transparent about using it. Many of them very much appreciate this effort and use it themselves! I also find their priming emails easier to respond to, less stressful and more organized. Another benefit is that even writing this way yourself, helps you feel less stressed because you are not using those words.

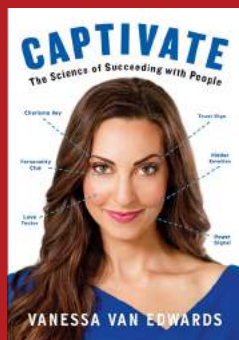
I encourage you to try priming not just in emails, but also in:

- Texts
- Evites
- Social network updates
- PowerPoints
- Handouts
- Agendas

You can also do this when you journal or brainstorm. I find if you journal or self-reflect using words of emotions and actions you want to create; you have a much more successful follow-up.

Priming is an interesting way of approaching your own attitude and other's. I highly recommend practicing with friends and family members and being transparent about your wanting to produce positive effects in the people you are interacting with.

Remember, always use priming psychology for good and not evil! +



VANESSA VAN EDWARDS

Vanessa Van Edwards is lead investigator at the Science of People—a human behavior research lab. She is the national best-selling author of *Captivate: The Science of Succeeding With People*, which was chosen as one of Apple's Most Anticipated Books of 2017. She writes a monthly column on the science of success for *Entrepreneur Magazine* and the *Huffington Post*. Her original research has been featured in *Fast Company*, *Cosmopolitan*, *TIME*, *Forbes*, *INC* and *USA Today*. As a human behavior hacker she runs original research experiments on topics such as the science of leadership, human lie detection, body language hacks, the psychology of attraction and successful people skills at *ScienceOfPeople.com*. Vanessa has been asked to discuss her innovative work on CNN, CBS Morning news and NPR. She has also consulted for a number of Fortune 500 companies including Dove, Symantec and American Express.

ScienceOfPeople.com

A photograph of two women in a professional setting. On the left, an older woman with short white hair and glasses on her head is looking towards the right. On the right, a younger woman with long dark hair and glasses is smiling and looking at a document she is holding. They are both wearing dark jackets over orange turtlenecks. In the background, there are large windows and a modern interior with a lamp.

6 Ways To Turn Managers Into Coaches Again

BY KEITH FERRAZZI

The role of the manager is currently undergoing a transformation. Historically, managers embraced the role of coach and mentor. Through informal conversations during the commute to work, over a coffee break, or while enjoying a burger after hours, managers passed along crucial information and knowledge about the organization's culture. Even more formal conversations, like one-on-one meetings and small group gatherings, transferred insight and understanding to employees. This invaluable information wasn't found in textbooks, from a class, or over an app, but given from someone with years — decades even — of experience.

But today, tighter budgets, flatter organizations, a heavy workload, and too many direct reports often leave managers without the time — and sometimes without the skills — to shoulder the responsibility of being coach and mentor. And yet, this function remains critical to the long-term health and productivity of the organization.

This erosion in the role of the manager has not gone unnoticed. As part of a recent research project into how top executives view training and development programs, executives overwhelmingly said the most urgent problem they face is igniting their managers to coach employees. What's more, it's also the challenge where executives said they are most desperate to find and deploy effective solutions.

In response, my team has compiled six practical tips to help managers slip back into the role of coach as effortlessly and efficiently as possible. These tips include:

USE REGULAR ONE-ON-ONE CHECK-INS.

Regular check-ins, as opposed to waiting for the annual performance review, allow you to work collaboratively with your direct reports to offer regular insight, knowledge, guidance, and suggestions to help them solve pressing problems, and to help them stay on track for their professional development goals. This is one of the most powerful tools that you can use to elevate coaching. Some managers we spoke with make it a point to schedule regular phone conversations or in-person meetings on a monthly — and sometimes even weekly — basis.

ENCOURAGE MORE PEER-TO-PEER COACHING.

Peer-to-peer coaching offers some of the richest, most valuable learning in an organization. An easy way to incorporate more of this type of learning is to use your regular staff meeting as a collaborative problem solving session. This builds cohesion among your team, and inspires them to think creatively about how to solve pressing organizational challenges. It's also an easy way for you to coach multiple people in one setting at one time, thus maximizing your time and efficiency





CREATE MENTORING PARTNERSHIPS.

“Some of the richest mentoring I have experienced is through ‘reverse mentoring’ where a younger generation employee partners with a more senior employee and they agree to share lessons learned with one another,” says Michael Arena, Chief Talent Officer at GM, so consider pairing-up team members from different demographics. Those in the older demographics likely possess critical institutional knowledge and have collected a vast amount of life experience that would be beneficial to the younger generation, while those in the younger generation likely know all about the latest and greatest technology and how to find important bits of information rapidly, which they can pass onto their mentoring partner.

TAP INTO THE POTENTIAL COACH WITHIN EVERYONE.

Hidden within many individuals is a fountain of information and knowledge waiting to be shared with the broader team. You can encourage your own team members to become coaches and trainers by allowing them to hold their own mini-seminars on an important topic or skill. Or if your organization offers software and applications, like its own private YouTube Channel or an intranet, encourage them to create and share their own learning content, stories, and tips for where to access the best learning activities.

Don Jones, former Vice President, Learning, Natixis Global Asset Management shared this example in a recent interview:

Employees are becoming “content developers” for our learning organization. Imagine a top sales person in the field giving his pitch on a certain product. He then uploads the content and others in the organization can share their thoughts and comments through Salesforce Chatter, or other online discussion groups. This is an example of the power of free-flowing knowledge that can be exchanged in an organization. It energizes, engages, and encourages learning. Plus, these videos and comments become material to create content to show our new sales hires during sales training.

SUPPORT DAILY LEARNING AND DEVELOPMENT ACTIVITIES.

We’ve heard from a number of Chief Learning Officers who say employees regularly claim they don’t engage in learning activities because they don’t believe their managers would support them. It’s up to you to change this perception by creating an environment where it’s not only acceptable, but encouraged to use office time to engage in learning activities. Suggest that they digest small bites of content when it fits into their schedules during the day, or look for creative and engaging ways that you can bring learning and development into daily activities for your people.

SEEK FORMAL TRAINING.

It seems obvious, but if you want your staff to engage in ongoing learning activities, then you’re going to have to model that behavior yourself. Consider seeking out formal training to enhance and improve your hard and soft skills, whether it’s one class, a certification program, or completing a more formal executive education or leadership training curriculum. In today’s modern world, you have numerous opportunities to engage higher education be it through an online, distance, local on campus, or a hybrid program. Pursing a more formal training program is one of the wisest investments you can make in your development.

Managers have an enormous impact on an organization’s ability to retain and attract top talent, and they remain the preferred, go-to source for passing on knowledge, skills, and insights to others in an organization.

The good news is that great coaches aren’t born; they’re made through dedication, commitment, and practice. By taking the initiative and proactively working to become a better coach, you will elevate not only your own performance, but that of your team, and by extension, your organization. +



KEITH FERRAZZI CHAIRMAN
NEW YORK TIMES BEST-SELLING
AUTHOR, SPEAKER

Keith Ferrazzi is the Chairman and Founder of Ferrazzi Greenlight, a research institute founded on the pillars of behavioral science and its effects on business. Keith started his career as the youngest CMO at Deloitte Consulting, then went onto become CMO of Starwood Hotels and Resorts, founded and sold two companies, and solidified his status as a successful entrepreneur. Keith now works with high-impact teams within Fortune 100 companies all over the world transforming and cultivating behavioral change, radically affecting business operations.

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The Biden Administration And Health Care



BY: CANDACE ARVIN,
EMPLOYEE BENEFITS ADVISOR,
GENERAL INSURANCE SERVICES

Health care was a focal point of Joe Biden's presidential campaign. In his first two months in office, President Biden has already addressed several core health care issues, but there's much more to come. Topics such as the Affordable Care Act (ACA), the establishment of a public option, expansion of Medicare and Medicaid, lower drug pricing, and pricing transparency are all next on the Democratic agenda.

THE FUTURE OF THE ACA

As the future of the ACA rests in the hands of the US Supreme Court, the Biden administration must consider two options. In the event that the ACA is upheld—the outcome the administration is pushing for in court—Biden is expected to move forward with an expansion of ACA programs. This will include establishing a public health care option and expanding the availability of Medicare and Medicaid. In the event that the ACA is not upheld in court, the administration will set out to draft a replacement.

IN THE EVENT THAT THE ACA IS UPHELD, BIDEN IS EXPECTED TO MOVE FORWARD WITH AN EXPANSION OF ACA PROGRAMS.

PUBLIC OPTION

A public health care option would compete with private markets and provide relief to both patients and small businesses, which would no longer need to provide coverage for employees. Biden aims for this option to offer lower prices through price negotiation, cover copayments for primary care, and improve coordination between health care providers.

MEDICARE AND MEDICAID

Biden has stated he will lower the age for Medicare eligibility from 65 to 60. This change will allow an additional 20 million individuals to participate in the program.

A Medicaid expansion would occur at the state level. States that already have expanded Medicaid programs in place would have the choice of moving the expansion population to the public option, provided the states sustain the cost of covering those individuals. The expansion would grant health care access to almost 5 million people, including access to extended coverage for those falling below a certain percentage of the federal poverty level.

DRUG PRICING AND PRICING TRANSPARENCY

By allowing Medicare drug pricing negotiation, limiting drug price increases, monitoring new drugs, and importing drugs to cut costs, the Biden administration intends to lower

prescription drug costs for all health care consumers

The administration also plans to put an end to surprise billing, which will be accomplished through enhanced pricing transparency measures. Part of Biden's approach is to bar health care providers from charging out-of-network rates to patients when they can't control which health care provider they see.

STAY IN THE KNOW!

General Insurance Services works hard to keep you updated on the latest developments in health care and employee benefits. Get in touch with our team of professionals for more information and resources related to these and other changes to the evolving Democratic health care system. +

Candace Arvin was born and raised in Chesterton, Indiana. After graduating college with a degree in Business Administration, she spent 5 years working in the healthcare industry where she gained a multitude of experience serving populations ranging from pediatric to geriatric. She enjoys volunteering in the community and serves on the Hobart Chamber of Commerce Board of Directors. In her free time, Candace enjoys visits to the beach, kayaking, reading, and spending time with friends and family.



THE IMPORTANCE OF *Business Continuity Planning*

C OVID-19 taught us the value of having a plan in place when life hits us with the unexpected. Whether or not that was the case for your business, now is the perfect time to reflect on what worked for your team throughout the pandemic, what didn't, and how you can improve the

next time you find yourselves in a sticky situation.

A business continuity plan ensures that the necessary steps are taken to anticipate the impact of potential losses, maintain viable recovery strategies, and oversee the stability of operations. This can be

achieved through training and education programs for staff, testing of emergency plans, and examining actual operational response during and after an emergency.

There are several key elements in a business continuity plan, including communication, life safety, property

PROTECTING THE HEALTH AND SAFETY OF EVERYONE IN YOUR FACILITY IS KEY DURING AN EMERGENCY.

protection, community outreach, recovery and restoration, and, most importantly, implementation and maintenance.

It is important to specify a team to handle the various duties related to recovery and restoration. Make sure they understand their duties and the seriousness of their role and have them explicitly agree to be part of the emergency response team. Determine response strategies and make a plan for activating resources as needed.

The communication component should incorporate whom to call in the case of an emergency and who will be responsible for notifying staff and clients. It's a good idea to keep a paper copy of an employee contact list in an emergency binder so that it can be accessed easily in an event such as a power outage.

Protecting the health and safety of everyone in your facility is key during an emergency. Have a plan for evacuation, a meeting place for staff to assemble and take attendance, as well as designated locations to take shelter whether within the facility or away from the facility in a

public building. Make sure to include a strategy for your most valuable assets: your employees. In the event that an employee experiences a life-altering incident outside of work, such as a house fire, you should be ready to put a support system in place. As appropriate, this could include the facilitation of crisis counselling, daycare, or temporary living arrangements.

The property protection section of your plan should detail property protection systems that safeguard your assets when you cannot, such as fire protection systems, water level monitoring, automatic shutoffs, and emergency power generator systems. In this section of your plan, you will also incorporate a plan for emergency mitigation, facility shutdown, and records preservation.

How will you handle community attention that results from the incident? The community outreach component of your plan should detail how you will interface with outside organizations for support and who will handle communications with the media.

Keep your plan current by actively exercising, maintaining, and reviewing it. Conduct drills and exercises frequently and perform an audit annually to assess its effectiveness.

A comprehensive Business Continuity Planning toolkit is available from any one of our trusted advisors. Contact your local General Insurance Services office today for any additional questions regarding the continuity planning process or assistance with its implementation. We are always happy to help. +



BY: NICOLE VAN DUYN, CLCS,
BUSINESS RISK ADVISOR
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Nicole Van Duyn was raised in Crown Point, IN graduating from Crown Point High School and earning a Bachelor's degree from Purdue University Northwest's Hospitality and Tourism Management Program. She now resides in Hobart with her husband, Adam, and their pets, Finn and Louie. Prior to joining GIS, Nicole had gained a background in hospitality, banking, as well as in the non-profit sector as a Community Development Manager. She is a member of the Hobart Chamber of Commerce, Hobart Kiwanis Club, Purdue Northwest Hospitality and Tourism Management Advisory Board, as well as President-Elect of the Merrillville Rotary Club. In her free time Nicole enjoys the beach, day trips to Michigan with her husband and volunteering.

8 Risks To Watch Out For When Buying A Home



Picture this. Your family sitting around the kitchen table laughing about the events of the day.

Your children running down the stairs on Christmas morning to see the gifts from Santa.

Your friends gathered poolside, enjoying a Barbecue on a warm summer day.

Your dog playing fetch in the yard.

For many people, this is what dreams are made of. Often our greatest motivation is to protect and provide for our families.

And it begins with the decision to purchase a home. Maybe it's a starter house or maybe it's your forever home. In any case, home is the starting place of love, hope, dreams, and many memories to be made.

Buying a home is one of the most important decisions and greatest investments you will ever make. In the excitement of the buying process, it can be easy to overlook the risks you are taking on with the purchase of your new living space, especially in today's seller's market where the number of available homes is scarce.

Before you finalize that purchase, you should first assess the risks that come with it and consult with an insurance professional who can help you effectively mitigate these risks.

But let's be real—insurance isn't everyone's favorite topic. It can be complicated, costly, and just downright inconvenient.

Think of it this way, though. A homeowner's insurance policy isn't just designed to replace a house if the unexpected happens. It's designed to protect your family, your children, your friends, and your dog. It's designed to

DAMAGE FROM FLOODING IS NOT COVERED BY STANDARD HOME INSURANCE POLICIES.

protect what matters most. It's designed to give peace of mind.

There's a common misconception among home buyers that all home insurance policies are the same. In fact, we take many things into consideration when constructing a policy that is right for your needs.

As you search for your new home, remember that the physical characteristics of the house—its size, location, construction, and overall condition—can affect the cost, choice, and availability of home insurance. Here are some factors to consider when shopping for a home:

1. QUALITY AND LOCATION OF THE FIRE DEPARTMENT

Houses that are located near highly rated, permanently staffed fire departments usually cost less to insure. This also holds true for homes that have a hydrant nearby.

2. AGE OF THE HOME

A stately, older home can be quite beautiful, but ornate features like plaster walls, ceiling molding, and wooden floors may be costly to replace and can raise the cost of insurance. And plumbing and electrical systems can become unsafe with age and lack of maintenance. If you are considering buying an older home, find out how much it will cost to update these features and factor that into the cost of ownership.

3. CONDITION OF THE ROOF

A new roof matters to insurers and keeps you and your family safer. Make sure to check the roof's condition. Depending on the type of roof and whether or not

it's made with fire- and/or hail-resistant materials, you may even qualify for an insurance discount.

4. QUALITY OF CONSTRUCTION

Find out whether the house has been updated to comply with current building codes.

5. SWIMMING POOL OR OTHER SPECIAL FEATURES

If the house has a swimming pool, hot tub, trampoline, or other special feature, you will likely need more liability insurance. You may also want to consider purchasing an umbrella liability policy to provide added protection in the event someone gets injured on your property and decides to sue you.

6. RISK OF FLOODING

Damage from flooding is not covered by standard home insurance policies. If you are buying a home in an area at risk from flooding, you will need to purchase separate flood insurance, which is available from the federal government's National Flood Insurance Program (NFIP) and from a few specialty insurers.

7. REPLACEMENT COST VALUATION

When we first begin constructing an insurance policy, we place a valuation on your home. In the current market, we're seeing homes selling for far more than the asking price. If you pay more for a home than what it's evaluated at, you risk not being fully compensated for the replacement cost.

You should also consider that the cost of labor and materials is likely to rise from the time you purchase your policy to a time when you need to make a claim. This means that the replacement cost stated in your policy may no longer be sufficient to fully replace your home in the future. We recommend revisiting your replacement cost periodically to make sure it is still going to provide the protection you need in case of an unexpected event.

8. PERSONAL LIABILITY

Finally, personal liability coverage should play a significant role in your choice of coverage. Most home insurance policies

include a personal liability component, but it's important to confirm that you do in fact have the coverage for everything you need. Before purchasing a home, ensure that your policy will protect you if someone is injured on your property or someone does damage to your property. Your coverage should include amounts for legal expenses, medical bills, settlement costs, and death benefits.

All these risks should be discussed and mitigated with your insurance advisor prior to finalizing the purchase of your home. At GIS, we work with multiple top insurance carriers that can provide coverage for a variety of unique situations. This means we do the shopping for you, but the first step is for you to make us aware of the risks.

If you're looking for advice and resources on how to properly assess and protect your new home, give me a call or shoot me an email. We want to share in the buying process with you so that we can be here when you need us most. +



BY: MICHELLE SNIDER,
PERSONAL RISK ADVISOR,
GENERAL INSURANCE SERVICES

Michelle Snider joined GIS in April of 2018 specializing in personal insurance in our Valparaiso office. Michelle grew up in Valparaiso and graduated from VHS. She continued her education and graduated from Don Roberts Beauty School, where she began a 17 year career in the beauty industry. She currently resides in Morgan Township with her high school sweetheart husband, Jordan, and two fun loving boys. In her free time Michelle enjoys volunteering at Valparaiso Nazarene Church, watching baseball, running, traveling, serving in the community with Kiwanis and spending quality time with those she loves.

How Well Do You Understand Your Business's Cyber Risk Profile?



Is your business prepared for a cyberattack? Business leaders are forced to face this uncomfortable question even when they do not have a technical background. Six trillion dollars is the estimated cost of cyberattacks in 2021. Not having a plan is simply not an option.

YOU DON'T KNOW WHAT YOU DON'T KNOW

The key issue when it comes to evaluating the risk your business faces when it comes to cybersecurity is a lack of understanding of where your vulnerabilities lie. According to Cisco's Cybersecurity Report in 2019, businesses with over 10,000 employees on average spend over \$1 million a year on cybersecurity. This budget is simply not attainable for most businesses out there, though their risk must still be mitigated. To validate each dollar spent on overall security, the first step is learning what you don't know.

I have heard it dozens of times: "Scott, I hear what you are saying, but my IT guy says we are good." If only cybersecurity were that easy. If only we could decide between being secure or not secure, like a true-or-false question on a quiz. Yet companies such as Adobe, eBay, Equifax, LinkedIn, Marriott, and Yahoo all saw cybersecurity breaches in the past 10 years, all of which were likely investing heavily into their security. Would they say they are "good"?

ASSESSING YOUR CYBER RISK PROFILE IN 5 STEPS

At Lachesis, we have found the best way to assess your profile is a 12-month holistic program that provides a comprehensive cybersecurity assessment. By launching a simulated attack on your system, we can find vulnerabilities that may be present and exploitable without causing any damage. Our 5-step process provides a clearer picture of your overall risk profile.

STEP 1: BUSINESS COST ANALYSIS

Cybersecurity is a business concern requiring a collaboration between leadership, operations, relevant specialists, and IT departments. By starting with some basic questions regarding your profit generation, risk exposure to goodwill, insurance coverage, and hard costs associated with breaches, we can start to see the kind of business

TO VALIDATE EACH DOLLAR SPENT ON OVERALL SECURITY, THE FIRST STEP IS LEARNING WHAT YOU DON'T KNOW.



BY: SCOTT TEMPLIN,
CYBER RISK ADVISOR,
LACHESIS, LLC

A graduate of Butler University in 2010, Scott Templin moved to Northwest Indiana when his wife had the opportunity to return to the family farm in Westville. In his free time, Scott loves sports, cats, board games, and exploring the world with his wife.

impact that could occur when something goes wrong.

STEP 2: VULNERABILITY ANALYSIS

An outside vulnerability assessment is just the tip of the iceberg when it comes to visibility into how secure your business is. It is also important to review policies and procedures when it comes to data backups or how each employee is handling personal information.

STEP 3: PRIORITIZATION

There are many companies out there that will do an offensive attack on your system to see where your vulnerabilities lie. The key difference between us and them is that by combining that vulnerability analysis with a business cost analysis, we are able to prioritize and even assign a potential dollar value to each threat. Now a business leader with no tech background has the ability to clearly see

not only the probability of a threat but also have a better understanding of the cost that could be associated with such an attack.

STEP 4: THE ACTION PLAN

You have learned about the threat and the cost. Now it is time to put things in place. This could be as simple as updating some software, or it could be a deeper look into how your business handles its data backups.

STEP 5: CONTINUOUS MONITORING

By constantly screening for new vulnerabilities, you can determine whether the updated security measures implemented are effective. A one-time snapshot of your business from months ago will need to be updated as new threats arise and businesses change and grow.

DISASTER RECOVERY PLAN

Does your business's current disaster recovery plan include steps to take in the event of a cyber disaster such as data loss, hacking, or other similar disruption? By performing a full cybersecurity assessment now, you can have a plan in place the same way you would in the event of a building fire or the loss of key personnel.

When you start to make changes now to the way you view and focus on your cybersecurity, you can put together a strategic technology plan that will allow you to feel a true peace of mind.

Remember, you do not have to do this alone. Feel free to contact me directly to start finding out what you do not know and how together we can better understand your business's cyber profile.+



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We offer a large variety of business solutions, including insurance, risk management, and employee benefits. Our goal is to protect your company from the risks of today and the emerging risks of tomorrow. We look forward to helping your business grow and succeed.

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