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“The question ‘Who ought to be the boss?’ is like asking ‘Who ought to be the tenor in the quartet? Obviously, the man who can sing tenor.’”

Henry Ford

UA's Meritocracy Eliminates Mediocrity

UA can grow only with the growth of Agents into Unit Management

In 1999, United American's Exclusive Agency Division experienced an unprecedented 55 percent growth in sales. Why did this occur? Primarily because our number of Unit Managers grew by 52 percent. Our increase in Unit Managers dramatically increased the recruiting and training that could be accomplished within each branch office. To further illustrate the benefits of appointing new Unit Managers, consider this: At the end of first quarter 1999, we had 1,899 people under contract; but by the end of the first quarter 2000, we grew 49 percent to a sales force of more than 2,832 – an increase of 899 representatives! As seen from the above figures, successfully appointing 52 percent more new Unit Managers helped generate nearly identical increases in the number of Agents under contract and the annualized premium produced! That is why it is our priority to continue to award Unit Management opportunities in the future. Frequently awarding management opportunities to deserving Agents is vital to the continued growth of each branch and our Division.

What a wonderful opportunity at UA. Some companies stifle talented people, operating under philosophies that are dependent upon who you know, how you play political games or how many years you've been with the company. Not here! UA operates under a rather unique business philosophy that rewards those who deserve opportunity, by identifying those who show that they want to achieve and voice their desire to move into a management position. Our Division's way of presenting opportunity is best described as a "Meritocracy" – a reward system based on merit defined by Webster's Dictionary as: "1) a system whereby the talented are chosen and moved ahead on the basis of their achievement; 2) leadership selected on the basis of intellectual criteria." To be successful at UA, you should show that you want to work through others – actually helping your present Unit Manager and Branch Manager to recruit and train agents, in order to meet the "intellectual criteria" for selection.

UA's exclusive Meritocracy **WANTS** to increase the number of people who achieve higher positions. To join UA's Unit Management T.E.A.M., Agents should **HELP THEIR MANAGERS** and learn management skills through OJT – On the Job Training. By demonstrating this desire to recruit, train and maintain a high quality of business, management opportunities are realized. OJT generates opportunities for new and veteran Agents alike to have the opportunity to practice a Unit Managers' functions prior to being appointed. For more on management preparation, see Page 9. If you want to discuss an opportunity, talk to your Unit and Branch Manager! Voice your desire!

An Agent's position is honorable. But at least once, everyone should place themselves in the position **TO BE CONSIDERED** to enter Unit Management. You may decide to turn an opportunity down. There's no shame in that. However, if you have never placed yourself in the position **TO BE CONSIDERED** for the opportunity to join our outstanding Unit Management T.E.A.M., then you haven't fully realized the opportunities available at United American.

Not just anyone has what it takes – you must show that you have certain unselfish abilities to stand with UA's industry best.

Have you? Will you? **CAN** you?

Your **ACTIONS** speak so loudly that I can't hear what you are saying.

UA's Unit Managers have shown what T.E.A.M. can mean: Together Excellence is Achievable Masterfully. Join the industry's best Management T.E.A.M!