

Corporate Behavior Analysts, Ltd

**FINDING THE
RIGHT PATH**

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**ROGER LUBECK
CHRIS HANSON**

FINDING THE RIGHT PATH

A GUIDE TO LEADING AND MANAGING A TITLE INSURANCE COMPANY



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Roger Lubeck, Ph.D. is President of Corporate Behavior Analysts, Ltd, and has over 30 years of consulting experience in real estate services, healthcare, higher education, manufacturing, and mental health. Roger has a Ph.D. degree in Experimental Psychology from Utah State University and degrees in Behavioral Psychology from Western Michigan University. In his career, Roger has been a business consultant, workshop leader, retreat facilitator, public speaker, speechwriter, assistant professor, researcher, parent trainer, and dog catcher. Roger is married to Lynette Chandler, a University Professor and author. Roger is the author of two published novels, To the Western Border and Bullseye, and a number of publications on customer service, leadership, management, marketing, and sales.



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Chris Hanson, Ph.D is Executive Vice President of CBA. Chris holds degrees in Behavioral Systems Analysis and Clinical Psychology from West Virginia University. He has over 30 years of consulting experience in the public and private sectors. Chris has consulted with early childhood programs throughout the U.S. including establishing integrated services for HIV infected children and their families. Since 1991, Chris has advised and coached business executives and managers in the title insurance industry. He is an avid back-country skier, loves Black & White photography, and lives in Chicago with his wife Cheriann, daughters Lindsay and Kristan, and a black lab named Sam.



CORPORATE BEHAVIOR ANALYSTS, LTD.
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Corporate Behavior Analysts, Ltd. (CBA) is a Chicago based consulting firm providing leadership and management development. Founded in 1998 by business Psychologists, Chris Hanson, Ph.D. and Roger Lubeck, Ph.D., CBA has worked with hundreds of independent title insurance agents, the two largest title insurance underwriters, and numerous Land Title Associations. As national speakers and experts on leadership and management, Roger and Chris have consulted with small and large companies in more than fifty cities in over thirty states.

FINDING THE RIGHT PATH

LUBECK / HANSON

FINDING THE RIGHT PATH

A GUIDE TO LEADING AND MANAGING
A TITLE INSURANCE COMPANY

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A GUIDE TO LEADING AND MANAGING A TITLE INSURANCE COMPANY

CHAPTERS & QUOTES

- Chapter 1: FINDING THE RIGHT PATH. *Without leadership there is no change.*
- Chapter 2: THE BUSINESS OF TITLE INSURANCE. *A title insurance company is different .*
- Chapter 3: ASSESSING YOUR ORGANIZATION. *Companies do not know where they are headed.*
- Chapter 4: SETTING CLEAR DIRECTION. *A company is better starting off by developing goals.*
- Chapter 5: MEASURES AND METRICS. *Labor ratio is the most important measure of health.*
- Chapter 6: DEVELOPING YOUR TEAM. *The power of a team.*
- Chapter 7: EMPLOYEE CULTURE. *Creating good morale is a key to a company's success.*
- Chapter 8: STARTING TO MANAGE. *Technical knowledge does not prepare you to manage.*
- Chapter 9: INFLUENCING BEHAVIOR. *Employees need positive consequences for their behavior.*
- Chapter 10: SETTING EXPECTATIONS. *You can never provide too much communication.*
- Chapter 11: SUPPORTIVE COACHING. *Use constructive feedback to focus on behavior and results.*
- Chapter 12: MANAGING PROBLEMS. *If you measure it, they do it.*
- Chapter 13: WHY MEETINGS ARE IMPORTANT. *Effective meetings are in a manager's basic skill set.*
- Chapter 14: MAKING CHANGE PRACTICAL. *Innovation and change are a way of life.*

PATHS

- **Every Leader is faced with Choices:**
 - **Each turn can lead to success.**
 - **Every turn can result in failure.**
 - **After every turn there is another.**

LEADERS

- **Direct.**
- **Innovate.**
- **Motivate**
- **Change.**



MANAGERS

- **Drive productivity.**
- **Ensure quality.**
- **Create stability.**



THE JOB IS CONFUSING

Being a leader, manager, and team member is confusing.

- **Leading is not managing.**
- **Most days employees need a manager.**
- **In small teams you have to decide are you a sergeant or a general.**
- **When a team needs a leader, a manager will not do.**

FINDING THE RIGHT PATH

Leading and managing a title insurance company in the future will require:

- 1. Good people skills,**
- 2. Technical knowledge and experience,**
- 3. Forward looking business /sales skills.**

LEADING IS ABOUT CHANGE



THE LAST TWO YEARS

What happened to your business? Did You:

- | | | |
|----------------------------------------------------|----------------------------|--------------------------|
| <input type="checkbox"/> Lose money | Make Money | <input type="checkbox"/> |
| <input type="checkbox"/> Lose customers | Gain Customers | <input type="checkbox"/> |
| <input type="checkbox"/> Lose good employee | Gain better employees | <input type="checkbox"/> |
| <input type="checkbox"/> Lose to competitors | Gain over competitors | <input type="checkbox"/> |
| <input type="checkbox"/> Lose Underwriter | Gain Underwriter | <input type="checkbox"/> |
| <input type="checkbox"/> Fall behind on technology | Get ahead of technology | <input type="checkbox"/> |
| <input type="checkbox"/> Lose to consolidation | Benefit from consolidation | <input type="checkbox"/> |
| <input type="checkbox"/> Stay the same | Change | <input type="checkbox"/> |



WHAT WILL YOU DO?

- What changes are you planning?
 - 1.
 - 2.
 - 3.

TURNING AROUND A BUSINESS

- In the BBC and Fox TV shows, Chef Gordon Ramsay spends a week with a failing restaurant in an attempt to revive the business.
- In the Food Network series Chef Robert Irvine has to save America's most desperate restaurants from impending failure in just two days with only \$10,000.



WHEN A BUSINESS IS FAILING

It is critical that the owner(s) admits that the company needs to change.

No permanent change will occur otherwise.



CHANGE PROCESS

1. Create Urgency
2. Form a Powerful Coalition
3. Create a Vision for Change
4. Communicate the Vision
5. Remove Obstacles
6. Create Short-term Wins
7. Build on the Change
8. Anchor the Changes in Corporate Culture

“John Kotter is a professor at Harvard Business School and world-renowned change expert, Kotter introduced his eight-step change process in his 1995 book, *Leading Change*.”

CBA CHANGE PROCESS

1. Determine purpose – reason for change
2. Create a Team
3. Assess the organization and set objectives.
4. Determine outcome measures.
5. Brainstorm new changes\procedures.
6. If work-flow changes considered, map existing and future.
7. Rank-order ideas and prioritize top three.
8. Generate pro's and con's for each top idea.
9. Present recommendations to management.
10. Develop implementation plan with management, include evaluation and communication methods.
11. Pilot testing.
12. Implement and evaluate.



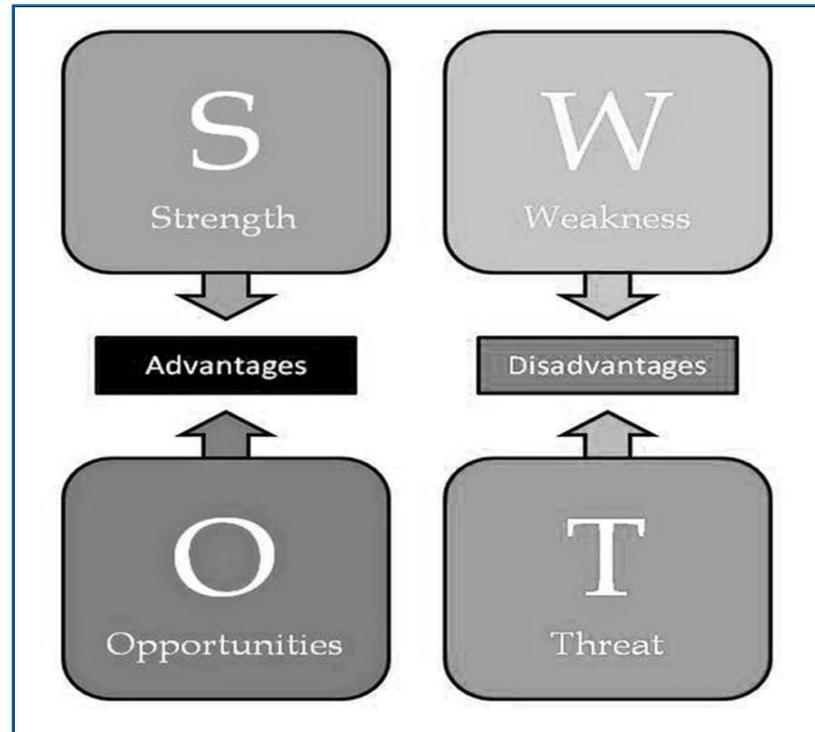
CREATE URGENCY

- What you can do:
 - Start giving convincing reasons for change
 - Identify potential threats, showing what could happen in the future.
 - Examine opportunities that should be, or could be, exploited.
 - Learn what your customers are doing.



ASSESSING YOUR ORGANIZATION

- SWOT Analysis



TWO YEARS AGO WE ASKED

What will the first Title Insurance iPhone App look like?



Now every underwriter has an app.



BUILD A COALITION

- What you can do:
 - Leadership at the top.
 - Identify other true leaders in your organization.
 - Ask for a commitment from these key people.
 - Create a change team.

CREATE A TEAM

1. Owner / Manager must sanction the team.
2. Owner / Manager must communicate purpose and authority of team to others.
3. Owner / Manager must stay connected to team.
4. Team should follow prescribed meetings game-plan.
5. The plans\goals for the team must be communicated.



DEVELOPING YOUR TEAM

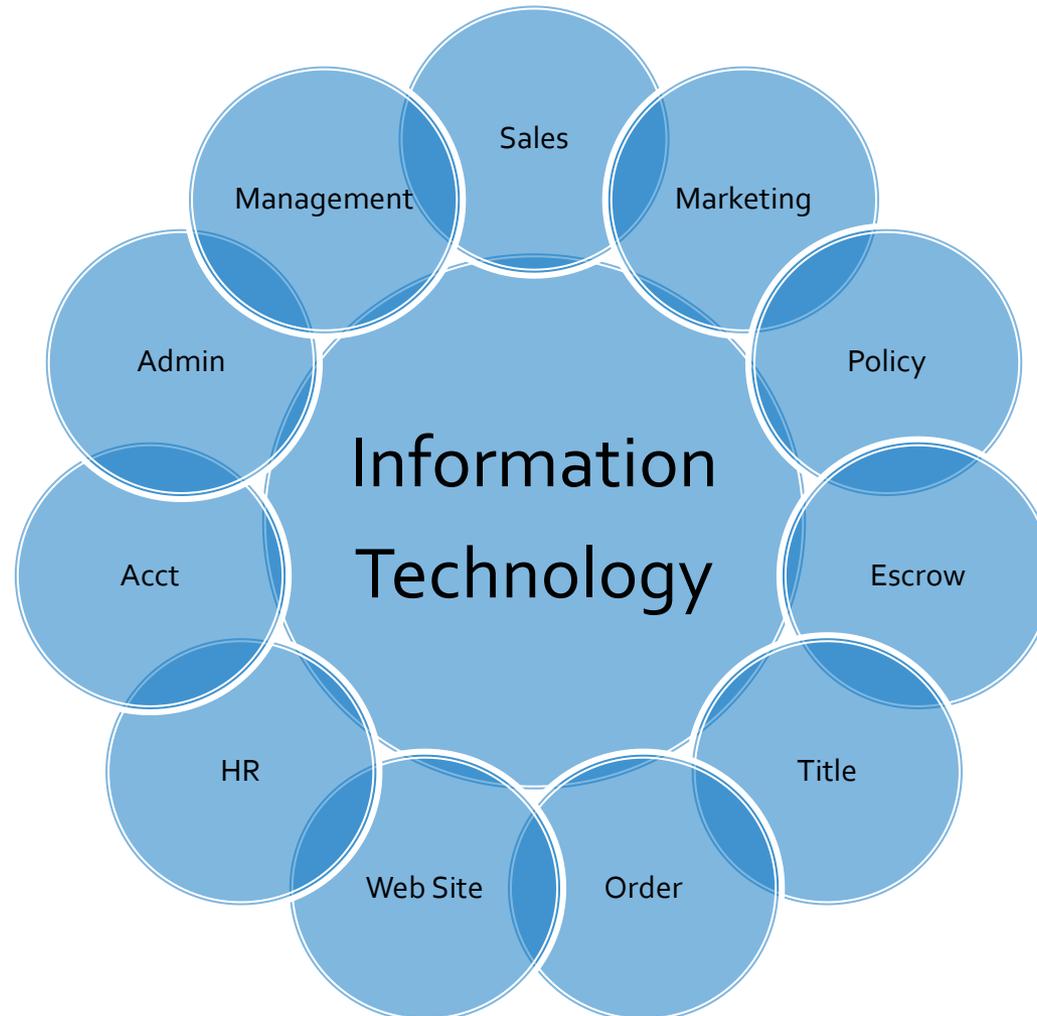
- Team must have a leader / facilitator.
- Team will need idea people.
- Team will need doers.
- Team will need full representation.
- Decision makers must be on team.
- Planners must be on team.
- Team will need voice of employees.
- Team must have rules.
- Team must follow prescribed process.



SETTING DIRECTION

- What you can do:
 - Determine the values that are central to the company and to the change.
 - Develop a short statement that captures what you "see" as the future of your organization.
 - Ensure that Key people can describe the vision.
 - Practice your "vision speech" often.
 - Create a strategy to execute that vision.

STARTING FROM SCRATCH



WHEN YOU BUILD A CAR FROM SCRATCH YOU CAN MAKE SOMETHING UNIQUE

BECAUSE YOU CAN PLAN ALL THE PARTS

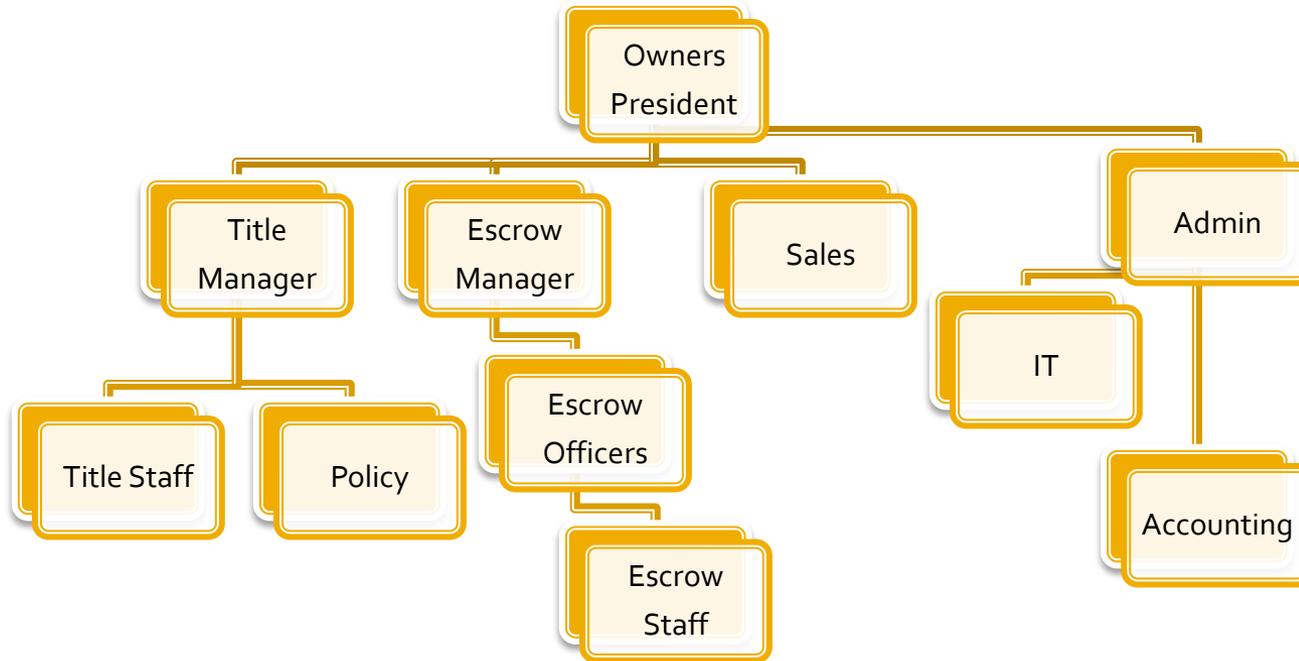


WHEN YOU RE-ENGINEER AN EXISTING CAR

YOU HAVE TO CONSIDER / START WITH
THE CURRENT PARTS



COMPANIES HAVE STRUCTURE



HOW A COMPANY WORKS



COMPANIES HAVE LEADERS



HOW A COMPANY WORKS IS DETERMINED
BY THE PEOPLE IN EACH JOB

VISIONARY LEADERS



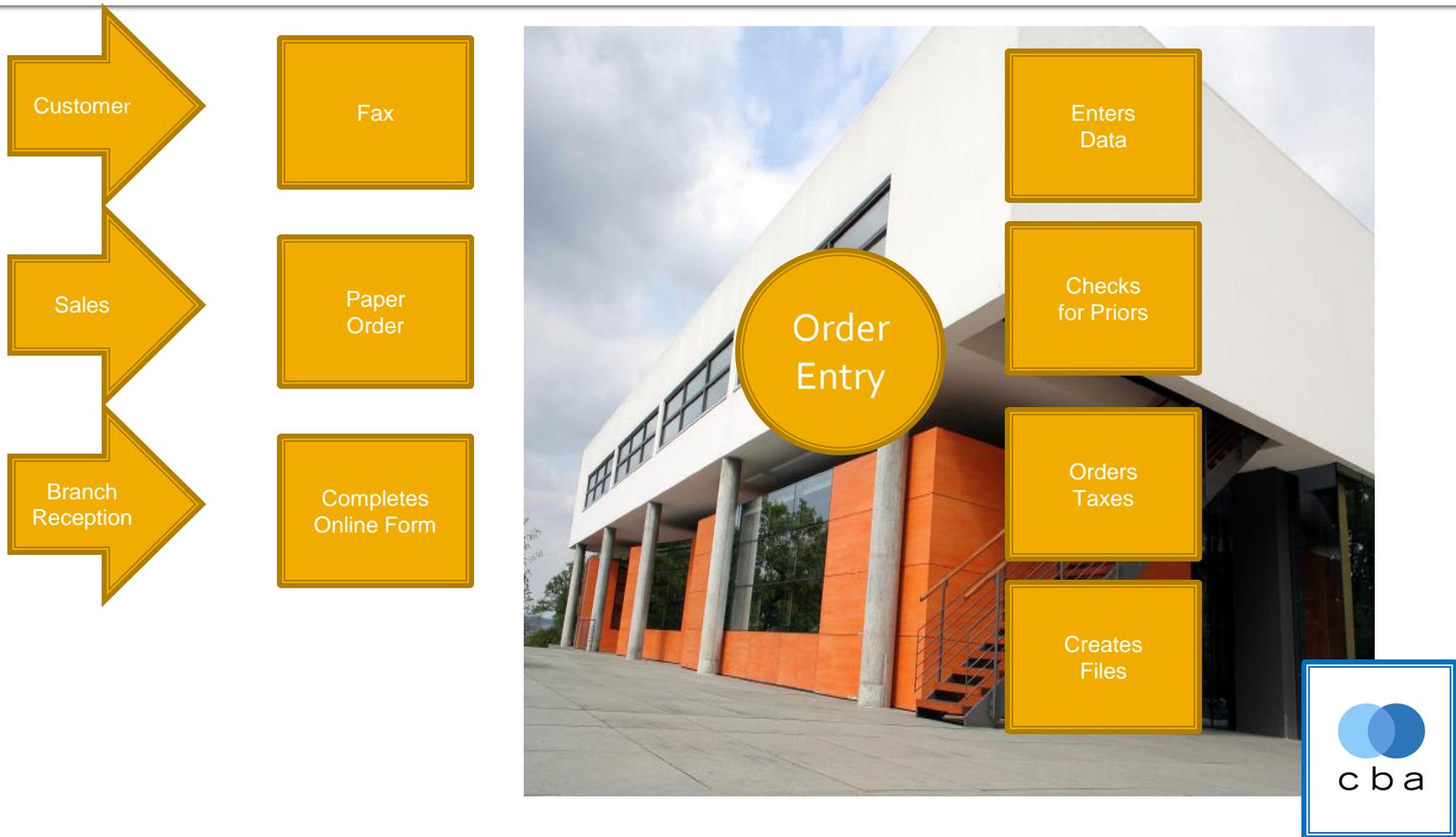
HOW A COMPANY WORKS IS DETERMINED
BY THE PEOPLE IN EACH JOB

A COMPANY HAS SYSTEMS

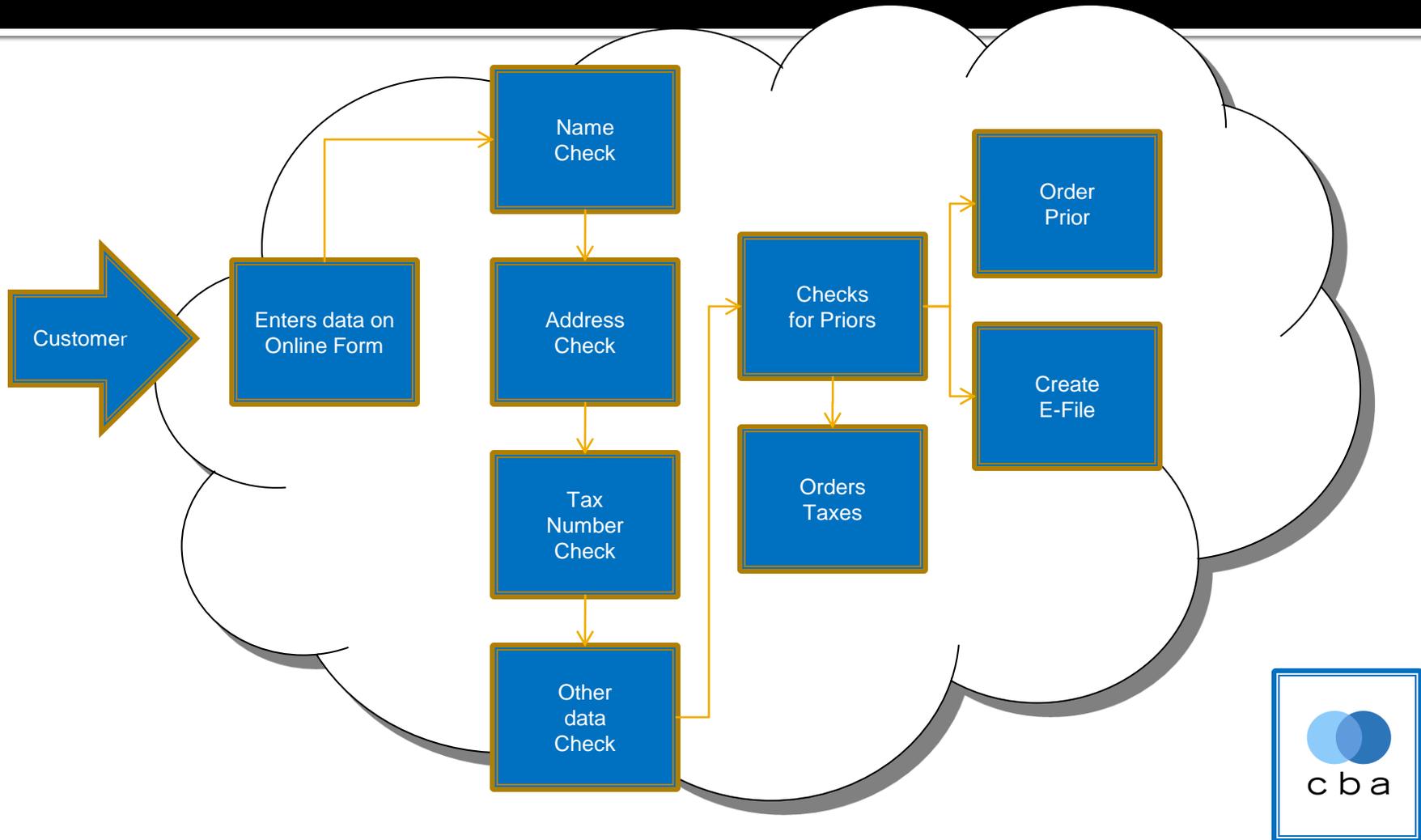
- Reception
- Order Entry
- Search
- Examination
- Commitment production / communication
- Scheduling
- Escrow Processing
- Closing
- Policy
- Customer service
- And a dozen others...



CURRENT ORDER ENTRY SYSTEM



FUTURE ORDER ENTRY SYSTEM



ASSESS READINESS

Evaluate the Readiness of each person in your organization

CONDITION	YES	NO
Does not actively oppose change efforts	✓	
Does not passively resist change	✓	
Job is secure and will follow	✓	
Will change if minimal disruption to work	✓	
Agrees with the need for change	✓	
Believes change is possible	✓	
Accepts change readily	✓	
Dissatisfied with present state		✓
No coaching or training is necessary	✓	
Able and confident	✓	
Already Changing		✓



ASSESS READINESS

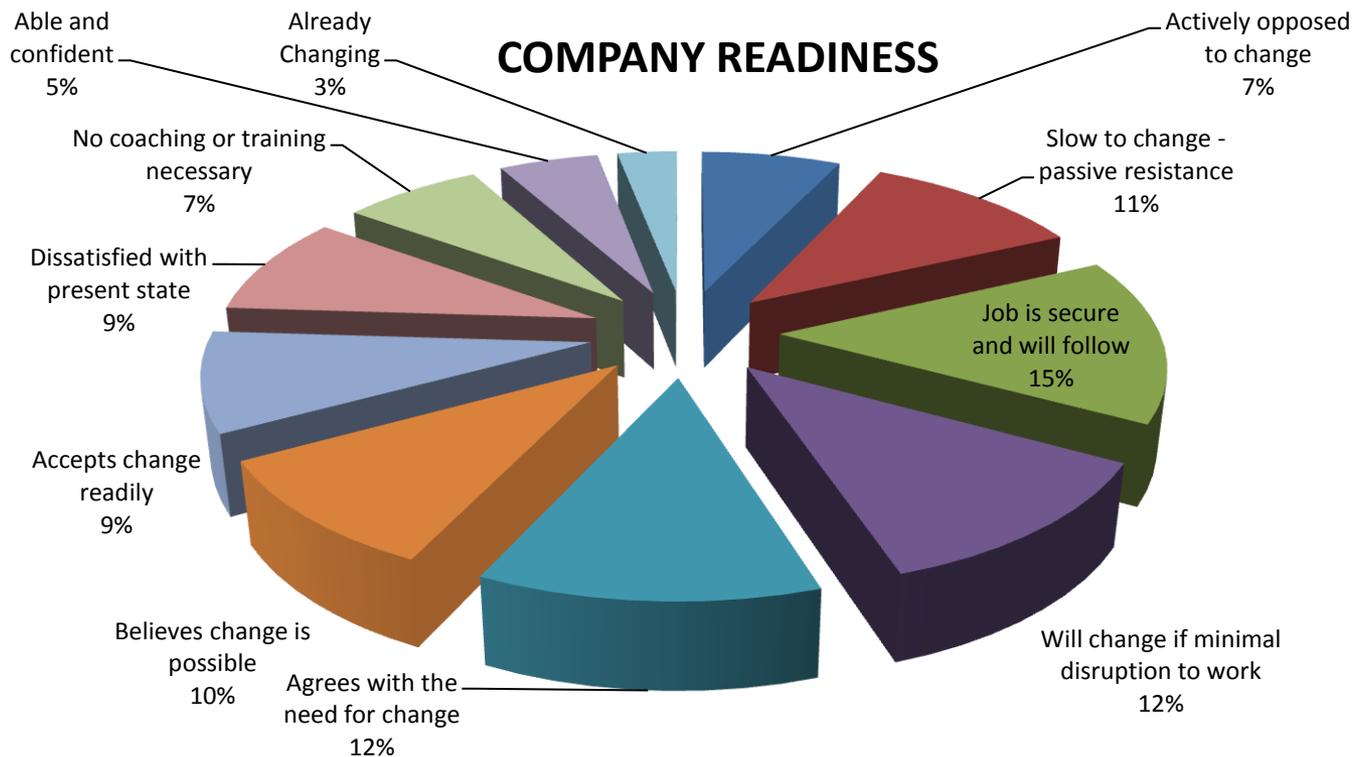
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Able and confident	✓	
Already Changing		✓



COMPANY READINESS

- Translate individual buy-in and readiness into Company readiness



COMMUNICATE THE VISION

- What you can do:
 - Create a communication plan.
 - Talk often about your vision.
 - Apply your vision to all aspects of operations – from training to performance reviews. Tie everything back to the vision.
 - Openly and honestly address peoples' concerns and anxieties.
 - Lead by example.

RESISTANCE TO CHANGE

- For most people, resisting change is natural regardless of the level of change.
- The degree of resistance a person puts forth often is an indication of the person's perception about how the change will affect the person, i.e., the more it affects me, the more I resist.
- In many cases, the person's fear far exceeds the reality of what will happen.



RESISTANCE TO CHANGE

- Change almost always appears threatening to a part of the work force if it involves:
 - Loss of job security.
 - Loss of familiar patterns of behavior.
 - Loss of control, predictability, or power.
 - New skills and procedures to learn.
 - New people to work with.



RESISTANCE TO CHANGE

- In most companies, it is the managers who are most resistant to change.
- For some reason, companies that are doing the worst, often cling to the past the most and their people will resist even the smallest change.



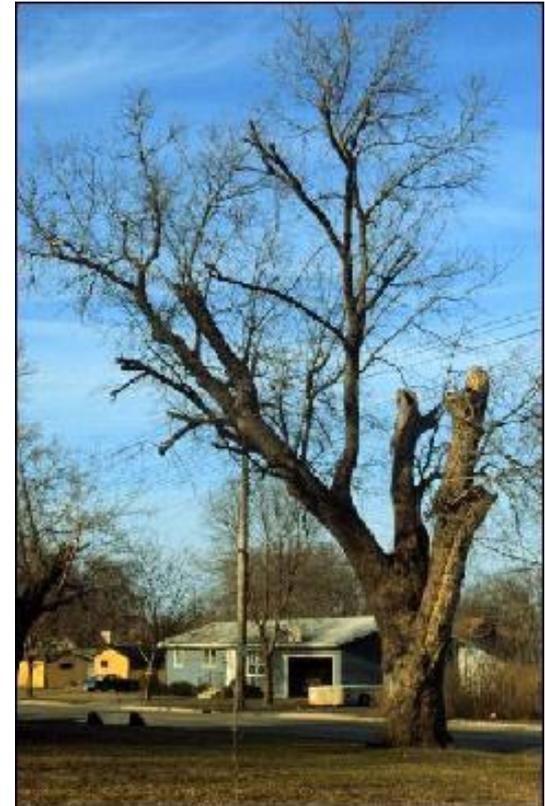
REMOVE OBSTACLES

- What you can do:
 - Identify change leaders whose main roles are to deliver the change.
 - Look at your organizational structure, job descriptions, and performance and compensation systems to ensure they're in line with your vision.
 - Recognize and reward people for making change happen.
 - Identify people who are resisting the change, and help them see what's needed.
 - Take action to quickly remove barriers (human or otherwise).



CUT THE DEAD WOOD

- To help a failing tree:
 - Add nutrients to the roots and cut the dead wood
- To help a healthy tree grow:
 - Cut interfering or unnecessary limbs



START SMALL

- By definition, small changes should be ones that can be accomplished with little planning, with little instruction, by just telling employees, and with little new learning.
 - For example, teaching the receptionists to answer the phones the same way. Getting everyone to answer the phone the same way.
 - Have managers conduct a monthly meeting using a template.



INCREMENTAL CHANGE

- Create a monthly communication e-mail.
- Have everyone spell check their e-mails.
- Have all managers greet customers.
- Develop a look – dress the same.
- Paint and redecorate your office.
- Create a consistent impression in each lobby.
- Change something customers will notice.



LARGE CHANGE PROJECTS

- Centralize order entry and customer service functions.
- Centralize title production and combine search, exam and commitment production functions.
- Centralize escrow processing and post closing functions.
- Develop off hour\off site-closing procedures, including weekends, incorporating new electronic technology.
- Map out your customer points of contact and develop a "WOW" customer service approach.
- Eliminate redundancies in a work flow.
- Develop standards for each unit / department.



LARGER CHANGE IDEAS

- Combine escrow processor and closer functions into one position.
- Develop a mobile closing team.
- Train staff in customer service and hospitality.
- Provide customers with an order entry application for their smart phones.



WHY CHANGE EFFORTS FAIL

- Leadership is delegated.
- Management is not visible.
- Communication is insufficient.
- The plans for change are conceived behind closed doors.
- Staff perceive that change is not critical.
- Options and alternatives are not fully explored.
- Change implications are not taken into account.
- Resistance to change misdiagnosed.
- Tracking is absent.
- Training and coaching needed.



CHANGE IS NEVER SIMPLE

- LEADERSHIP IS A MUST
 - HAVING A PLAN HELPS
 - CREATING BUY-IN IS ESSENTIAL
-
- But...in the end,



CHANGE IS OFTEN ABOUT HOW YOU START

HOW YOU GET PEOPLE TO SEE A SITUATION
DIFFERENTLY AND THEN
ACT DIFFERENTLY

IDEAS FOR CHANGE

1. Identify one aspect of your company that needs to (must) immediately change.
2. Identify one small thing (area, procedure, behavior, person) you would like to change.
3. Identify one big thing (area, function, process, procedure) you would like to change.
4. What do you need to get started?
5. What is your greatest barrier to change?



QUESTIONS AND ANSWERS

What will your company
be like in the future?



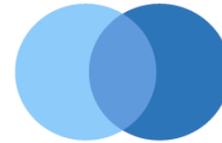
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