



The Little Blue Book

**Our industry is
not what it was
10 years ago,
and it will be
different in ten
years' time.**



Paul Hines



James Telford

We're certainly not the same business we were. We're proud of how far we've come, and GSA's unshakeable commitment to supporting our clients, each other and the community.

We continue to challenge entrenched attitudes, opening eyes to what services and products should be; and being an exemplar for helping clients grow and prosper.

And whilst we embrace change and take a leading role in delivering what's expected of us, we've never lost sight of why we're in business, what drives us, and why.

This is what this book is all about.



Here's what we believe:

Our evolution is based on being leaders of change, not resisting or avoiding it. **We decided long ago that just maintaining the status quo was of little value for our clients, partners, and the community.**

Taking the lead is not about ego or control.

It's a statement of intent; that true leadership requires insight, humility and responsibility for those who place their trust in you. When what you do is for the greater good, every thought and action is driven by service and care—not just success and profits.

This is what GSA has always stood for: a client-first business made up of people who are professional, inquisitive, and committed to delivering the best outcomes.

**In an industry
defined by
numbers and
dollars, cover
and claims,
GSA's success
comes from the
quality of our
relationships.**

We'll never neglect our process and procedures, but we succeed or fail based on how well we know our clients, and can satisfy their specific needs.

We do this by putting each client's expectations first, and recommending the solution that's right for them, not best for us.

The idea of the greater good is everyone's responsibility at GSA-regardless of role and position. Because when we do what's best for others, we'll benefit as well.

**A brand is
more than a
name or logo.
It's what people
feel about who
you are, and
what you do.**

A brand can make us feel good about our decision to transact with it. Brands can also trigger negative perceptions. If you have a bad experience with a brand, you'll remember it and most likely tell others why.

Business and Brand are two sides of the same coin. If people don't feel a strong connection to your brand, they won't want to do business with you. And if your business hasn't got its act together, no amount of branding will change that. That's because brands are all about trust, and nowhere is this more important than with Insurance Broking.

**For GSA, Brand isn't 'set and forget',
it's eternal vigilance.**

**We've built
a culture that's
different from
the rest.
For a reason.**

It's our greatest asset.

Without a unified view of what you stand for, you can't consistently deliver on your promise. Just saying you believe in the greater good isn't enough; you need to commit to what you believe in.

By doing this, we create the best type of value: long-term client satisfaction and dedicated people to make that happen.

Which is why we place so much emphasis on the qualities of the people who work at GSA.

We promote individual thought and self-reliance based on our shared purpose, where everyone commits to the same goals.

**LEADING
THE WAY
is our brand
in action.**

In a fast-moving world, staying still means you'll get left behind.

This is why we lead from the front, challenging the status quo with proactive, valuable, thought-provoking initiatives.

To be the leader in solving clients' needs, we have to open their eyes to the benefit of engaging with GSA.

With a tone that is HUMAN, SURPRISING, and above-all, VALUABLE. So clients think, "That's different, that's not what I'd expect from an Insurance Broker". And they think of us as invaluable and irreplaceable.

Leading the Way means we won't accept second best, or "that'll do". It means we set high standards for how we act, what we do, and how we do it.

We go above and beyond by constantly looking for the best way to deliver quality service, advice and products for our clients.

We take the time to clearly understand their situation, and what they want from us. We're always looking for better ways to serve our clients.

Our Values

Everything we do—from sending internal emails to meeting with clients—has a bearing on how our brand is perceived.

Energetic

We do everything with vigour and passion, because it's right for the business. It motivates us, our clients and partners, and it's different from what every other bastard is doing. 'Boring' is a word that will never be associated with GSA.

Determined

We've made a decision about what we're doing as a business, and its benefit for all, and we're sticking to it. If you truly believe in something, put your heart and soul into it. End of story.

Human

We will never forget that what we do impacts on the lives and livelihood of others, and that our success is based on what we as individuals bring to, and get from the experience. And we have fun doing it, because we're a people-business (and life's too short to get stuck in the dull stuff).

Valuable

As individuals, and as a business, our attitude, actions, and interactions, are priceless, and deliver a big win/win for our clients, our business and ourselves.

Surprising

We're always looking for new, lateral and commercial ways to provide the best possible service and products, way beyond the expectations of our customers, and way ahead of the industry.


GSA Rights & Responsibilities

We've created five 'Rights & Responsibilities' that allow us to work to our optimum, and retain the deeply human character we've built here.

They form the thinking and actions that drive us to lead the way. They give each of us the opportunity to act as individuals, with a crystal-clear understanding of the impact of our behaviour, both good and bad.

They're simple to understand, and put into practice.

These are also linked to our KPI's, because how we go about our jobs is as important as the results we achieve.



**You have a
right to have
your voice
heard**

AND

**You have a
responsibility to
speak in a manner
that's open, positive
and builds trust.**

What this means:

- Always looking for ways to improve your part of the business
- Supporting other divisions, by taking an interest in their work
- Being open about where you believe the business can do better, or excel
- Creating a considered and compelling rationale for your position
- Including others in your thought process, before you broadcast it to the business
- Thinking about what you say, and its impact, before you say it.

What this doesn't mean:

- Belittling other points-of-view
- Using inappropriate forums to voice an opinion
- Using your position to advance counter-productive or unhelpful positions
- Being selective about who you share information with.



**You have
a right to
challenge
and question**

AND


**You have a
responsibility
to understand
all facets of
the business.**

What this means:

- Knowing you can put forward a viewpoint without fear of retribution
- Speaking up if you believe there's an issue/concern that hasn't been considered
- Making sure you have all the facts before making a statement
- Feeling comfortable that you can address any person, no matter what their position
- Carefully considering the tone and manner in which you put forward your case
- Structuring your argument so that it has credence and adds value/provokes thought
- Asking for other points of view to verify/counter your own.

What this doesn't mean:

- Making decisions based on inaccurate, or inadequate information
- Shooting off at the lip because you're not getting your way
- Using a forum as a means of self-advancement or denigration
- Being negative about overtures that could benefit the business
- Concentrating only on what you disagree with, not what also has merit.



**You have
a right to
individual
thought**

AND

**You have a
responsibility
to work
together.**

What this means:

- Taking your personal experiences into account when considering a position
- Sharing your knowledge with others
- Using the knowledge and experience of others to increase your expertise
- Helping others understand what drives your thinking
- Putting yourself in somebody else's position
- Supporting others that may need your assistance
- Being ethical and moral in your dealings.

What this doesn't mean:

- Excluding others from your "turf"
- Operating outside of the expected parameters of the business
- Undertaking something without considering the impact or ramifications
- Passing work onto others that is your responsibility
- Blaming the team for your error
- Being accountable for your team's shortcomings
- Passing the buck
- Not asking for help until it's too late.



**You have
a right to
share in
our success**

AND

**You have a
responsibility
to add value to
the business.**

What this means:

- Always looking for the next opportunity
- Receiving bonuses for meeting and exceeding your budgets
- Being rewarded for the extra effort you apply to the business
- Being recognised in PR and Press for your contributions
- Having the opportunity for advancement
- Delivering your work on time, and within budget
- Looking for new and novel ways to bring business to the company.

What this doesn't mean:

- Expecting extra remuneration without having added value to the business
- Doing the bare minimum to meet targets
- Having a "that'll do" mentality
- Using the hard work of others to increase your remuneration
- Taking a win-at-all-costs attitude.



**You have a
right to take
the initiative**

AND

**You have a
responsibility to
see it through.**

What this means:

- Leading by example
- Owning the process right through to completion
- Finding cost-effective ways to increase revenue
- Considering all aspects of an initiative before commencing it
- Sticking at it, even if it's harder than you first thought
- Crossing the 't's' and dotting the 'i's'
- Shooting holes in an idea to test its worth
- Asking yourself and somebody else, "Have I covered everything?"

What this doesn't mean:

- Thinking only about the outcome, and not the process to get there
- Not applying due diligence to a potential undertaking
- Not sharing your thinking prior to commencement
- Getting somebody else to finish something you started
- Cutting corners.

**We are driven by
the greater good,
where what we
do benefits
others.**



KidsXpress Our chosen charity

"Paul Hines and I established KidsXpress in 2005 with a simple vision—to provide a safe space for children in need of mental health support. Today, we are a nationally accredited organisation; recognised internationally as a vital, evidenced based early intervention service for the most vulnerable members of society—our children.

GSA is the cornerstone on which we were built, from where we continue to thrive and the reason why we are creating a future all children deserve. We simply couldn't have done any of this without the support of GSA."

Margo Ward, CEO KidsXpress

Your thoughts and feedback are encouraged and welcomed. Be honest, be helpful, speak your mind, but always be respectful. Please email: **info@gsaib.com.au**

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