



COMPANY CULTURE BOOK



**webber &  
grinnell**  
INSURANCE



As a member of our Webber & Grinnell team, you are part of a unique and healthy culture. You are valued not only based on how well you do your specific job, but for what you bring to the entire W&G team.

I'm proud of the open-minded and respectful ways we interact with each other. And this approach carries forward into our relationships with our clients and the community. We are in it together, and people pick up on that.

Creating a great working culture doesn't happen on its own. It happens by example, by mutual respect, and by having a clear set of shared values, goals, and roadmaps. This culture book puts those values and goals in writing, and provides a roadmap to guide us when things may not be clear or when we are exploring new paths together.

Over the years I've come to understand the importance of nurturing this culture. It's not something I can take credit for on my own. I owe what I've learned to each of you. That's why we are here now, as a true team, continually growing together.

Thank you for being a part of our own Webber & Grinnell family. I am here *for you*, and *because of you*.

Bill Grinnell  
President



At Webber and Grinnell, you're not apt to hear phrases like "top-down," "upper-level management," "higher-ups," or "bullpen."

Certainly, each of us has our own set of responsibilities, but whether you've been working at Webber & Grinnell for thirty years or are more recent to the company, every person has an equal place at the table.

We benefit as much from the wisdom of employees with many years of knowledge as we do from the fresh ideas that newer staff members bring. You are all equally valuable to the company's success and our ability to serve clients.

Learning from each other, no matter your job here, is more than a nice added dimension to our work. It's central to how we operate. We need and expect each other's opinions. This keeps us vibrant and on our toes. It prompts us to stretch beyond our own individual thoughts, expand our perspectives as we make day-to-day and long-term decisions, and equips us with the agility to adapt along the way.

The freedom to share opinions can't happen without an office environment that encourages and supports it.





## **A SIMPLE FORMULA**

The five simple ingredients to Webber & Grinnell's successful workplace are more than buzzwords. We believe in them and live by them. They are our heartbeat, our pulse.

### **Respect**

If there's one overarching outlook within our company, it's respect. When people know they are respected, they feel free to express their ideas, suggestions, and concerns. This benefits everyone, generating a sense of individual wellbeing, ease, and confidence. And ultimately that provides our company with a true diversity of thoughts and ideas reflective of the whole team.

### **Positivity**

Having a positive attitude goes hand in hand with respect. Thinking from the "glass half full" perspective is not only upbeat, it's more productive. It provides a framework for us to recognize that there are always solutions, and that together we can find them. It also establishes a work environment that makes us look forward to coming in every day.

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"We all like each other. And I can't stress the importance enough of liking who you work with and where you work."



### **Listening**

You'll always find an open door and a willingness and availability to listen. It's not just a policy in our employee handbook, it's our everyday practice. We expect each person to speak up when they have something to say, and we provide the space and time to listen. Along the same line, every one of us benefits from listening to what any other person might have to say.

### **Collaborating**

Collaborating makes for a richer work experience and a stronger outcome. No matter your role, each of us is part of a team, and we work together. We back each other up. Regular department meetings give us a forum to listen, learn, and share ideas. But the team approach goes way beyond our department. We intentionally create collaboration across the company to assure we don't get stuck in our thinking and that each person is able to bring fresh new ideas forward. What results is a team strength that is company-wide. Working in silos isn't productive unless you're in the agricultural industry!

Teams also give us the chance to be part of something larger—something we can share pride in. And on top of that, there's an added personal dimension, because we get to know, understand, and appreciate each other.





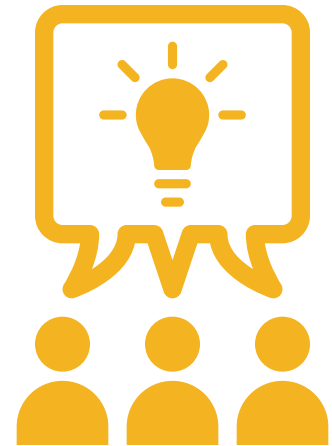
### **Striving**

Our desire to constantly improve demands that we don't get stuck in our patterns, that we keep an open mind, and that we consider every new idea. We are always searching for better processes, more efficient protocols, ways to improve customer service and communication, increase our industry knowledge, and ultimately improve on our value proposition to clients. Innovation and improvement are the foundations of our success. There's a healthy humility that comes with this real-world drive to improve: we accept those moments that we miss the mark, and learn from them.

### **OUR CUSTOMERS ARE ALWAYS AT THE TOP**

We are a client-centric business—our jobs exist because of our clients. Their concerns are ours. We're here to advise them from the start, helping them choose the right coverage, assessing coverage as their lives change, and during those moments of urgency or crisis.

The values that guide our internal culture also drive our relationships with our clients: Respect. Positivity. Listening. Collaboration. Striving. Here's how this plays out:





The tone of our communications is always professional, respectful, and with compassion. We listen carefully and with an open mind, and we have a genuine interest in their needs. We care! And we know that we can help—even when the situation is complex or difficult.

Our collaborative work environment offers our clients the expertise of a team. There's a ladder of staffing support at the ready when a next level of knowledge is required, and a direct line to someone who will have the expertise to navigate any questions or confusion.

Our drive to constantly improve puts us at the forefront of customer service. Our customers deserve and expect the personalized level of service we provide at Webber & Grinnell, but we don't stop there. Customers can trust that we'll be ahead of the curve at every new turn our industry takes, because we don't sit still. Every new internal initiative and improvement we put in place benefits them.

Added to those key values, we bring these other client-focused priorities to the equation.

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“It's never been  
'Oh, I've got to  
figure this out.'  
It's always been  
'I've got people  
that can help  
me figure it out.'”



### **Responsiveness**

Timely responses are not just expected but critical in the insurance industry. Many times, clients contact us when they are in a state of urgency or crisis.

### **Relationships**

As a company that's been here for generations, chances are good that someone here knows the client or their family members personally. This adds two-way value and meaning to our interactions.

### **Communication Skills**

We always answer questions in clear wording, and without what might sound like insurance jargon.

### **Honesty**

We share a priority to deliver honest responses in all situations, even if it may not be what clients hope to hear. We bring compassion to all those communications.

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“I saw my clients have children, and I saw their children grow up and go to college. I’m always grateful when they stop by my office to say hello.”





## **BUILDING US STRONGER AS TEAMS**

It may sound like a catch phrase, but team building is very real here. It's what sets us apart and makes us awesome. It blurs the lines between typical corporate roles and hierarchy, and brings us closer and stronger, creating an environment where we recognize how much we each contribute, and giving us the chance to know each other beyond traditionally defined boundaries.

Plus, it's fun.

There's a history here at Webber & Grinnell. As recently as the early 2000s, our one organized team building activity was the annual holiday party. Not to say it wasn't great. But today, in addition to that we have work-related team building practices as well as activities that embrace us beyond the workplace. There's a social committee that is always looking for creative new ways to be inclusive. We have family-focused community events (bowling night for example), quarterly company breakfasts prepared by the current year's teams, and community-facing activities.





## **EXPECTING THE MOST, SETTING BENCHMARKS**

Our supportive, collaborative work environment equips us to achieve, to stay at the top of our game, and to grow as professionals and as a company. We help each other excel, and we expect high standards in ourselves and each other. The nature of the insurance industry requires us to work hard, be punctual, be accurate, and be professional. The workday is fast paced, and we are juggling multiple tasks all the time. Yet we seem to smile a lot—it feels good to work this hard when you're in it together, and to be part of something you take pride in. There's a collective energy that keeps us going.

We're a growth-oriented company, which requires that we have systems in place to measure and track how we are doing as individuals, departments, and as a company. These protocols provide each of us with a sense of our role and value in the company's trajectory, and help us identify areas that need attention at the right moments. We believe that data is key to growth. We look at numbers in many meaningful ways, always looking for opportunities to grow as a company—whether it's in sales, agency acquisitions, market positioning, retention, or profitability.



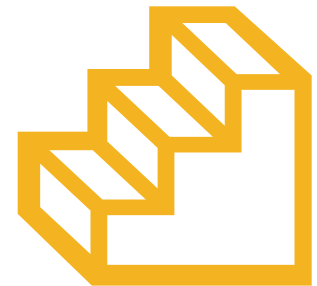


## **NURTURING CAREER GROWTH**

Wherever you're at in your work path, there's always the chance to grow. Even if you're a new member of our team, and perhaps without much experience in the field of insurance yet, you're here because your potential is recognized.

There's little chance of you being stuck in your job. We want the best and the most out of each person, and we value employees who have a thirst to grow. Look across to the next desk, and you're sure to find a colleague who has advanced in their job responsibilities, or advanced to a new role in a different department, offering them fresh new challenges.

You can expect to get the training you need in your job, and the support you need to advance beyond that. We also make sure that our newest employees are given the training to be able to hold their own and thrive in this environment. Anyone who comes to Webber & Grinnell from a different business sector can expect to be provided with insurance-field training so that they can perform at their best level, unencumbered by a steep learning curve.





We help you out, whether it's by collegial mentoring, paying fees for your studies, or giving you time during your paid hours to pursue your studies.

You'll be recognized for your growth and what it brings to the company.

### **A BALANCE OF LIFE AND WORK IS GOOD FOR ALL**

Our families, outside interests, and personal priorities contribute to who we are as whole persons. That's important and recognized here. In order to be productive at work every day, everyone needs a healthy balance between our personal and professional lives. No-one works crazy hours at Webber & Grinnell. We all go home at the end of a typical workday.

We make sure you are able to take your vacation time, or stay home when you or a family member is sick. You can expect to attend your kids' school performances. And we share those milestones together. It makes us closer, and our company relationships tighter.





## **WEBBER & GRINNELL IN THE COMMUNITY**

There is a deep-rooted value here to give back. The company donates generously to local nonprofits, and we're each given all types of opportunities to contribute our time and talents, both as individuals and as part of teams to these nonprofits. This involvement is so rewarding. We learn about the greater community from our interactions with these organizations and the good work they do. And we get connected to our neighbors in need. Here are just a few examples:

"We'll bike for food, we do water stations for 5K runs...the Mother's Day Road Race for Cancer Connection."

"We put on our food service gowns and caps and go serve breakfast at the Friends of the Homeless in downtown Springfield."

"I've put on my elf costume and done Santa's trains at Look Park."





“In our business it’s all about differentiation,  
and we differentiate via our people.

And with a good culture, you’re  
sure to have good people.”

