



HOME OFFICE: DES MOINES, IOWA

DES MOINES, IOWA,
March 11th, 1929

TO OUR SUPERVISORS AND GENERAL AGENTS

You were made a Supervisor or General Agent because you showed some exceptional ability or because someone believed you had or would develop it.

Getting to be a Supervisor or a General Agent is not the Goal, but only the road to a Goal. You have succeeded in getting an opportunity and whether you make the most out of that opportunity or not is up to you. The Man over you can give you your opportunity, but he can not make you burst out of Bonds. If you want a better job or more territory, just fill what you have so full of Agents and business that you litterly burst out. The man who doesn't do this does not deserve what he already has. When you have made every Agent you have a producer, when you have them crowding each other till they hardly have breathing space; when you have gotten them so enthused that they know nothing else, talk nothing else and do nothing else but do this with all their might, you will be wanted to take someone elses place who is not making good.

Remember that you are representing the best Hail Association in the world, but that the men in your territory judge the Association by you. If you fail, then to them the Association has failed. If you allow some other Company Supervisor to put up a better front, do more work or be more aggressive, then the other Company will be better in that locality.

As Supervisors or General Agents you are the Architect of your own Fortunes, No one can do your work for you, no one can furnish the Enthusiasm and Leadership for your local Agents but you, and if you have hard luck in your territory, it is because you are not big enough for the job. You must realize that your job was not given you as a soft-snap or to provide you with less or easier work, but as an Opportunity to do more and better work as well as harder work.

A Leader is a Leader because he can stand the Gaff, because he is willing to spend himself, because he can and will put more energy and time and thought into his job than anyone else. Because he understands the job is as big as he is willing to make it, but that if it was easy there are a million men who could take his place and fill it. A leaders place is not safe until he makes it so big, and himself so big that no one else can fill it, and he has not done his part until he has done his best and his all.

No man deserves a Supervisores place who leaves it while there is yet work

to do, or who plans for a vacation during, say the adjusting season, or goes off in the fall when the weather and roads are good and thinks Oh! I can make up for this next spring. An opportunity lost is never made up.

Now we might pause right here and inquire if it is worth while to be a Leader. Whether its worth while to wear ones self out to succeed, wheather it is not better to take a little rest now and then, whether a man can not find a Happy Medium, whether as a matter of fact it wouldn't have been better if we had been left to hunt and fish and sit around the fire and let the women do the work and perhaps it is. The world is full of people who act just as if they believed there was what is known as a Happy Medium, but they are not Leaders and it is to leaders I am talking, so if you believe that it doesn't pay to wear yourself out, then alright, get out of the Leadership-Class, and get over the Follower-Class where you belong. But if you want to be a leader and deserve to be a Leader, then your great ambition is to do your work better than anyone else can, and to do this you must not spare yourself.

It may be alright for the ordinary agent, who is satisfied with two or three applications, to come in evenings during the busy season in time to get supper on time at home, but no Supervisor or General Agent has that right. He not only wrongs himself, but he is taking away from his local men the Vital Spark which it is his business to impart. He wrongs the other Supervisors because he is not holding up his end, and is lowering the quality of Supervisors and General Agents work. He Wrongs the man who put him in this position and causes him embarrassment if he does not do better work than someone else who wants the job, and who would if he had an opportunity, do it better.

A Leader among other Leaders owes it to the Company he travels in and the men who are leading him to give them the kind of results that will make them proud of him, and please them because they will feel they made a wise choice. Today a man can not be in an Organization and let down a single iota in the service he renders because he is a Cog in the machine or a link in the Chain, and it is easy to realize what a broken Cog can do to a Machine, or a Broken-Link in the chain.

The whole summing up is that you must exert yourself if you mean to fill your job, and you must fill it till it bursts before you need or should have more or greater responsibilities. Do not look at the other fellow's job, but keep your eye on your own. If you do your own work so well that the boss can not get along without you, it will not make any difference about the other fellow.

You and your job are the only things which count in your Success and never have you had a better opportunity than this spring to show your superiority. No matter wheter others can go through or not, the question is, CAN YOU?

Mutually,

W. A. Rutledge
