

## **Jobs**

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Three things happened to me during the last month that contributed to my thoughts for this article. I attended the NASP annual conference and saw our keynote speaker, Pat Williams. At the conference, I saw a presentation on hiring a subrogation professional. In addition, I read the new Steve Jobs biography.

Pat Williams is the founder of the NBA team, the Orlando Magic. He has written over 50 books, mostly on management and leadership issues. He gave his list of ingredients for having a successful team. Number one on his list was talent. You don't win in sports or business without talent. He talked about hiring slowly to insure you were getting the right people for the right spot. He also talked about firing quickly when you realize you do not have the right folks on the team..

The speakers at the NASP conference who spoke on hiring a subrogation professional also talked about the importance of talent. They talked about how much time you save by having great talent and how much time you lose by living with, instead of replacing bad talent. Their suggestion was to spend at least four hours with any potential hire before making the decision. They questioned whether you could really know a candidate without spending that much time with them.

The Steve Jobs biography, which I believe will become mandatory reading for all business students, was replete with stories about the importance of talent. Every time Jobs started a new venture, he recruited the right people to make it happen. He was an incredibly difficult person to work for and this played a role in making sure the people on his team could handle him

This theme about having talent on your team is somewhat obvious. Yet, in a way, those of us who manage do not always put this concept in place. Do we promote people who have been there for the longest time? Do we make people managers whose talents are more in line with file handling? Do we assign files to people whose skills most fit the talents required for that specific file? Do we put teams together whose personality styles will never mix?

I suspect that we do not spend as much time as we should thinking about talent issues that affect our businesses. I know of very few companies who really spend the time necessary to get to know a candidate before hiring. We are all too busy to do it. Yet at the end of the day, how much time do we lose when our hires turn bad or average?

Giving the right file to the right person can mean success or failure. In addition, it can mean more time for a manager. Taking the time when a new file comes in to think about the people in the office with the best talent to handle the matter will pay dividends in the end. .

Most of you have heard me talk about the complexity of subrogation today. Understanding multiple lines of business, spoliation, uncooperative insureds, aggressive defendants, are all

roadblocks to success. Getting the right people on the team, with the right skills to handle our unique area of practice, makes all of our lives easier. We need the right people for the right jobs.