

management of the company, but the methods recommended by the Commission, if carried out in practice, would be fatal to the best interests of the insured."

How the Evils Could be Avoided.

Mr. Monaghan remarked that if such a practice were adopted, there would be an end to that continuity of experienced management so essential to the success of every great financial concern, and decidedly requisite for the success of a life company. He was of opinion that most of evils complained of by the Commission could be prevented by parliamentary regulation, such as the bonusing of agents, rebating, etc., the fountain source of high expense and extravagance.

Competition and the Agent.

Mr. E. E. Boreham, Halifax, N.S., regarded it as coincidental that he should have been asked to read a paper on the subject of "Competition—Its Effect Upon the Agent," as his motto had always been avoid competition. By this he did not mean run away from it, but avoid seeking it.

"There are two kinds of life insurance agents—the still hunter and the fighter, and of the two I prefer the former, for he gets his business quietly closed, and is away with it before the other agents know anything about it. The fighter stirs up all the agents for miles around, and not only runs the risk of losing his case to a more successful rival, but most certainly brings about delay in the closing of the business, and every insurance man knows that delays are dangerous. I believe in getting there first, and thus avoiding competition, but I also realize full well that this is not always possible, and, therefore, competition is a condition that will be met with and every agent must prepare for it."



T. G. McConkey.

Honorary President, Life Underwriters of Canada.

Mr. Boreham's experience was that most men assumed the defensive when approached by an insurance man, and their defence was of varied kinds, such as "indifference" or "inability to pay additional premiums." That was the hardest kind of competition to overcome. "Your task is to present your case in such a way as to arouse his interest and get him thinking about his own insurance, and finally to overcome his objections, which in many cases are raised simply as a habitual guard against salesmen. That is where your competition comes in, and it requires all your skill, and your resourcefulness, and your knowledge."

Play the Game Fairly.

The motto then was, be prepared—know your subject thoroughly and learn how best to present it. "And in competition with agents of other companies box fair and honorable. Do not run down your competitors goods, but tell the good points of your own. I have, in common with other agents, had it said to me that it was a pleasure to listen to a man who did not belittle his competitor's company. Therefore, I would say encourage competition, competition with your prospect and with yourself, for it must of necessity broaden your mind, enlarge your powers and make you better fitted for the noble and glorious calling of a good, honest, hustling life insurance agent."

Development of the Agent.

"The Possibilities for Development in the Agent" was the theme discussed by Mr. E. R. Machum, St. John, N.B. Two things, he said, were necessary for any advancement—an ideal to be attained and that we take the steps necessary for its attainment. Among the qualities which the insurance agent should cultivate in the process of his development were, first, Knowledge, not only knowledge of the principles of insurance, but knowledge of salesman-

ship and human nature. The study of men could not be too strongly emphasized. If we were to influence men we must understand them. It required tact, the gentle art of making friends by placing oneself in the other fellow's place, by thinking of him, his wishes, his likes and dislikes instead of oneself and one's own wishes. Lack of that knowledge of human nature, of when to talk, how to talk and when to stop talking had brought more reproach on insurance agents than all other things combined.

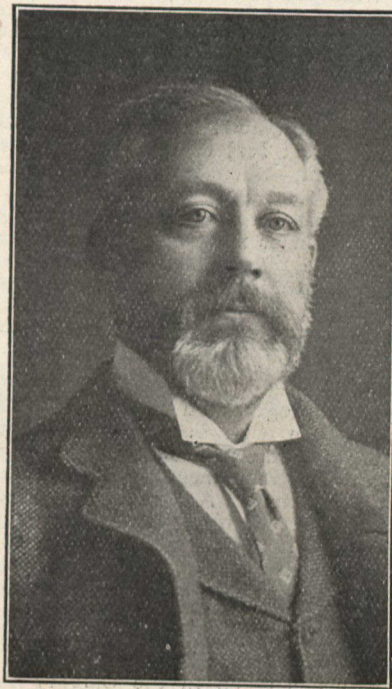
Concentration as a Time-saver.

The second quality was Concentration. That qualification, or its lack, marked the difference between the leaders of men and the rank and file. It was not usually those of extraordinary ability who forged to the fore, but those who were using ordinary ability to its utmost. "And this is concentration, to take the average every day powers that we have and use them with an intensity of earnestness and a devotion to 'this one thing I do,' that will drive out of our way everything that might divert our attention and so lessen our effectiveness. One of the first effects of concentration is that we have more time, for concentration saves hours in finishing any given piece of work."

The third quality was Pluck, grit or stock-tuitiveness. "Meet actual conditions, not calculating on what we could do under other circumstances, but accepting the conditions as they are and making them serve us with opportunities."

The Habit of Industry.

The fourth and last quality was Work. "Cultivate the habit of industry. Genius has been defined as the ability to



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do hard work and keep at it. It is an eternal truth that labor is necessary to excellence. Every general agent knows that more men fail from lack of hard, persistent work than from any other cause. Our business with its uncertainties as to likely prospects and its lack of routine is to the unsystematic man peculiarly liable to temptations to wait for something to turn up, and that agents waste very much time in this way is evident if you are observant of the hours spent by many of them dilly-dallying around the hotels or offices. No wonder so many of them fail.

"In conclusion, St. Paul says that if we set up an ideal or image and when we look in the mirror we see not ourselves but the reflection of our ideal we will be changed from character to character until we become like our ideal. That is the law of development. We become gradually what we wish ardently enough to be. Strive then for

"The reason firm, the temperate will,
Endurance, foresight, strength and skill."

Attractions of the Insurance Field.

The attractions of the life insurance agency business were well portrayed by Mr. N. H. Bastedo, Toronto, in a paper entitled "Our Opportunities." He remarked that while the business of life insurance soliciting was of the greatest benefit to the individual who insures, it must not be forgotten that they were not in the business for the benefit of other people altogether, nor for the good of their healths. "After thinking the matter over carefully, and from my own experience, I have come to the conclusion that a successful life insurance solicitor, from a financial point of view, will

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