



## Major Insurance Company

*783% Return on Investment*

*Learning as Leadership Case Study*

One of California's largest insurance companies hired a vendor to develop an Electronic Performance Support System (EPSS) to meet its new business goals of restructuring and re-skilling its front-line work force. The specific objective was for employees to handle 80% of customer inquiries and provide a higher level of service to its 3 million members.

The client's IT department saw the project as a threat, and the client's managers didn't think that they had enough time and resources to devote subject matter experts to it. Employees, disillusioned from previous failed initiatives, doubted this new effort would make a difference, threatening its success.

Teams from the vendor and the client, including the Program Manager and several key project participants, participated in Learning as Leadership's training, allowing them to create a higher level of collaboration throughout the organization.

As a result of the training, the Program Manager changed her focus from concern with career and receiving credit to uncovering her true motivation: making work life easier and more fulfilling for front line employees. This resulted in a new internal commitment, empowering her to meet a series of internal challenges to the viability and worth of the project.



## Results

- Delivered a full-scope multimillion-dollar Electronic Performance Support System **on-time** and **on-budget**,
- Innovated cross-functional collaboration and cultural norms, aligning personal and corporate goals within the client organization and in the client and vendor relationship;
- Increased customer satisfaction and employee confidence with enthusiastic reception and high visibility in the industry and the media;
- Awarded top honors by Bill Gates at WINDOWS World, Best Successful Practice Award by ASTD and Award of Excellence by ISPI;
- Achieved a 783% Return On Investment (productivity improvements) calculated by external experts.

Team members learned the meaning of going 100% without letting the fear of the outcome distract them, enabling them to focus on the work at hand in the moment.

Team members learned to bridge the chasm between functional silos to bring a cross-functional team together to surface and resolve key differences in understanding of the work.

Their inclusive approach built organizational support and laid the groundwork for a problem-free implementation.