



Case Study: International Insurance Company ILM Level 3

Leading insurance company develops modular management development to augment technical skills



“A real desire for change has now been embraced by all levels of the company, our managers are highly motivated and are able to deal effectively with any staffing situation that should arise.”



The challenge

This international insurance company has been in the forefront of the market for a number of years. However, a shift in prevailing market conditions meant that the ‘comfortable’ mould they had allowed themselves to fall into would be need to redressed in favour of a more motivated and competitive atmosphere.

The company decided to call in support from The People Development Team (PDT). They had identified the middle management level as the main target group for change so that they could facilitate the managerial as well as technical development of their staff.

The solution

PDT was quickly able to put together a report of needs and recommended solutions to tackle the issues and maximise potential. This began with recognising strengths and weaknesses of the team and individual managers in order to move towards a consistent yet targeted competence base.

The development programme proposed comprised of various focus groups, presentations and workshops designed to support existing in-house programmes, with the potential to dovetail according to the needs of the participants. Inherent to their ethos, PDT offered an empathic coaching approach that encouraged participants as opposed to instructed or offered “boxed solutions”. It was ensured that each development topic corresponded to organisational strategies and priorities to ensure no time or expense was wasted. The nature of the development sessions meant that participants were eligible to gain official accreditations by taking part.

Benefits

As well as seeing a real desire for change and development within its managers, the company has also implemented a regular performance review system resulting in a reduction in turnaround times and costs as well as improved staff retention.

PDT worked across the organisation to put in place permanent systems and documentation processes to ensure levels of staff development and motivation could be maintained on a long-term basis. Particular support was given to the HR department to develop a formal recruitment and assessment process, part of which being an official Recruitment and Selection day to attract and effectively communicate with potential employees. PDT was able to adapt its approach and delivery in order to reflect current activities and priorities of the client. This, along with the presentation and discussion of regular ‘progress’ reports, helped develop a strong and productive working relationship.

In 2006 the Training Programme won a ‘Highly Commended’ in the Insurance Times Awards.

Ongoing development

The company run a rolling programme and work with PDT to review and improve the programmes to ensure they match their competency framework.

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