



1. Situation

- Specialty insurance carrier in start-up transition from state agency
- Moving from being a monopoly in their market to competing for business
- Preparing to implement a new, customer-centric business model and organization
- New leaders from outside recently added to the executive team
- Employee engagement and commitment to the new business model was unknown

3. Deliverables

- Rapidly established executive team alignment around accountabilities and authority using Assignment of Accountability™ (AOA) process
- Benchmarked employee engagement using the Enterprise Commitment Index (ECI)
- Executed action plans to close gaps
- Drove accountability down to managers using cross-functional AOA process
- Implemented line of sight to corporate objectives using SMART Goals process

Financial
Services
Industry

2. Key Issues

- Need for dramatic change in culture; from one valuing seniority to one that values agility, competency, performance, and a competitive spirit
- Roles, responsibilities, and required behaviors were unclear in the new organization model
- Teams lacked understanding of accountabilities and authority to act
- Senior management concern regarding lack of employee commitment

4. Results

- Eliminated redundant accountabilities
- Strengthened leadership team cooperation and execution
- Shortened the transition time to the new organizational model
- Measurable evidence of employee contributions to corporate success
- Sustained improvements beyond 18 months of implementation
- Contributed to sustained profitability and market leadership position

“As a relatively large organization, we had gotten to the point where our employees were disconnected and for the most part, functioning independently of one another. Once we took a hard and fast look at what our culture really was and how we could more effectively drive towards accountability and ultimately, productivity, we began to see measurable changes.”

VP, Regional Insurance Carrier