

Business Description

As an insurance company specializing in medical malpractice, this customer faces unique problems. With fewer than 150 employees overall, the firm employs a wide variety of technical and professional experts: actuaries, attorneys, litigators, information technology professionals, financial analysts, physicians, surgeons, and risk managers. Positioned number 1 in their market, with an overwhelming market share and better than 95% customer retention, the pressure on their leaders is to maintain that position while continuing to operate with financial soundness.

Business Issue

As is often the case across businesses and industries, technically competent professionals and business people get promoted to management roles in this company. However, their leadership and interpersonal skills do not always make for smooth cooperation and high employee morale.

The board and executive team decided to invest in a management and leadership development process for 23 managers, ranging from top executives to front-line supervisors, and asked RLS to propose a solution.

The RLS Solution

Regis Learning Solutions proposed conducting a Cornerstones of Success® assessment, to provide these individuals with 360-degree workplace feedback on their interpersonal and leadership skills. RLS also used the composite result of the assessment to target leadership development workshops, seminars, and other activities for the 23 men and women in the target population.

Results

The assessment yielded some candid feedback for all of the participants, including some of the top performers, targeting their individual development needs in eight areas:

❖ Open-mindedness	❖ Influence
❖ One-on-one Communication Style	❖ Valuing Others
❖ Group Communication	❖ Feedback
❖ Clarity	❖ Conflict Management

The results also led the group to target several specific changes in their organizational culture as an outgrowth of the overall assessment intelligence that the Cornerstones of Success® provided.

How much interest has this solution generated? One recent four hour development seminar happened to get scheduled on a Wednesday afternoon. The Chairman and

President, responding to a Board mandate, called an unscheduled meeting of the whole management team that Wednesday at 7 am. When the group was to reconvene for the 1 pm – 4:30 pm development seminar, 21 of 22 managers showed up for the session. Clearly, the participants see the value in the solution they are getting.