



NIIT

Case Study

Enabling Employee Success with End-to-End
Leadership and Professional Skills Training

Leadership Aggregation

Overview

Our customer is the world's largest publicly traded P&C insurance company and a leading commercial lines insurer in the U.S. With operations in 54 countries and territories, they provide commercial and personal property and casualty insurance, personal accident and supplemental health insurance, reinsurance, and life insurance to a diverse group of clients. The company offers an extensive portfolio of product and service offerings, broad distribution capabilities, direct-to-consumer platform partnerships, and exceptional financial strength through its 31,000 employees worldwide.



At a Glance

- **Industry**

Insurance and Reinsurance

- **Location**

Warren, NJ, United States

- **Challenge**

Centralize content and delivery for leadership development training across the organization with consistent quality at reduced costs and administrative burden.

- **Solution**

NIIT provided a comprehensive solution that integrated leadership development and professional skills training under a single umbrella, enabling the customer to access NIIT's expertise and capability in learning administration, delivery, content, and vendor management.







Business Need

As a global insurance company with operations in 54 countries and territories, our customer's deep local presence, and understanding of local cultures and the unique demographic, economic and social characteristics in different communities, countries, and regions, is a defining strength. The culture of the organization is built upon the shared values, experiences and priorities, and the diversity of their people.

With underwriting at the core, each employee at the organization contributes to providing the best insurance coverage and service to clients. This highly collaborative and inclusive approach helps the company drive better business outcomes through diversity of thought. The organization approaches problems with a can-do attitude and is committed to developing deep, long-term relationships — all while moving quickly to meet client needs.

It is therefore essential that every employee at the organization has the right mix of skills to manage and grow client relationships through a collaborative and inclusive approach. The company ensures that employees at all levels can hone existing skills and develop new ones, whether they are part of the executive leadership team, mid and senior-level managers, individual contributors, or new hires and those early in their careers. There is therefore a strategic focus on delivering leadership training, soft skills and professional development, and sales effectiveness training to employees across North America in a planned and continuous cycle.

The customer's learning portfolio comprised of a series of ongoing training programs and a library of content that had accumulated over time, in various regions of the world, and through multiple vendors. Each business team in the company engaged with different vendors or internal teams for the training and delivery of existing programs. This led to multiple challenges :

	Administrative effort and time across teams to manage multiple vendors		Ensuring consistency and quality across training programs delivered by multiple vendors
	High fixed costs of engaging with multiple vendors		Duplication and redundancy across the system with multiple vendors offering the same training at different price points with variable quality

The opportunity to shift costs from fixed to variable was an important aspect of learning and delivery that needed to be addressed across the customer's leadership and professional skills training ecosystem. There was a critical need to centralize content and delivery under a single umbrella to help improve the efficiency and effectiveness of training and thereby enable employee success with an end-to-end training solution.





Goals

The main goals for the customer were to transform the leadership program so that they could work with a professional skills library partner for content while centralizing and streamlining delivery to ensure that employees across the enterprise could benefit from a high-quality and consistent learning experience at scale. The key goals established for the training program were:



Centralize learning content and delivery while streamlining operations at scale.



Ensure a high-quality and consistent training experience across North America.



Reduce redundancies and move to a cost-effective variable cost model.



Align and adapt training needs to business needs to deliver employee and business success.



Achieve operational excellence for training delivery (demand planning, scheduling, cancellations, customer support, continuous improvement).

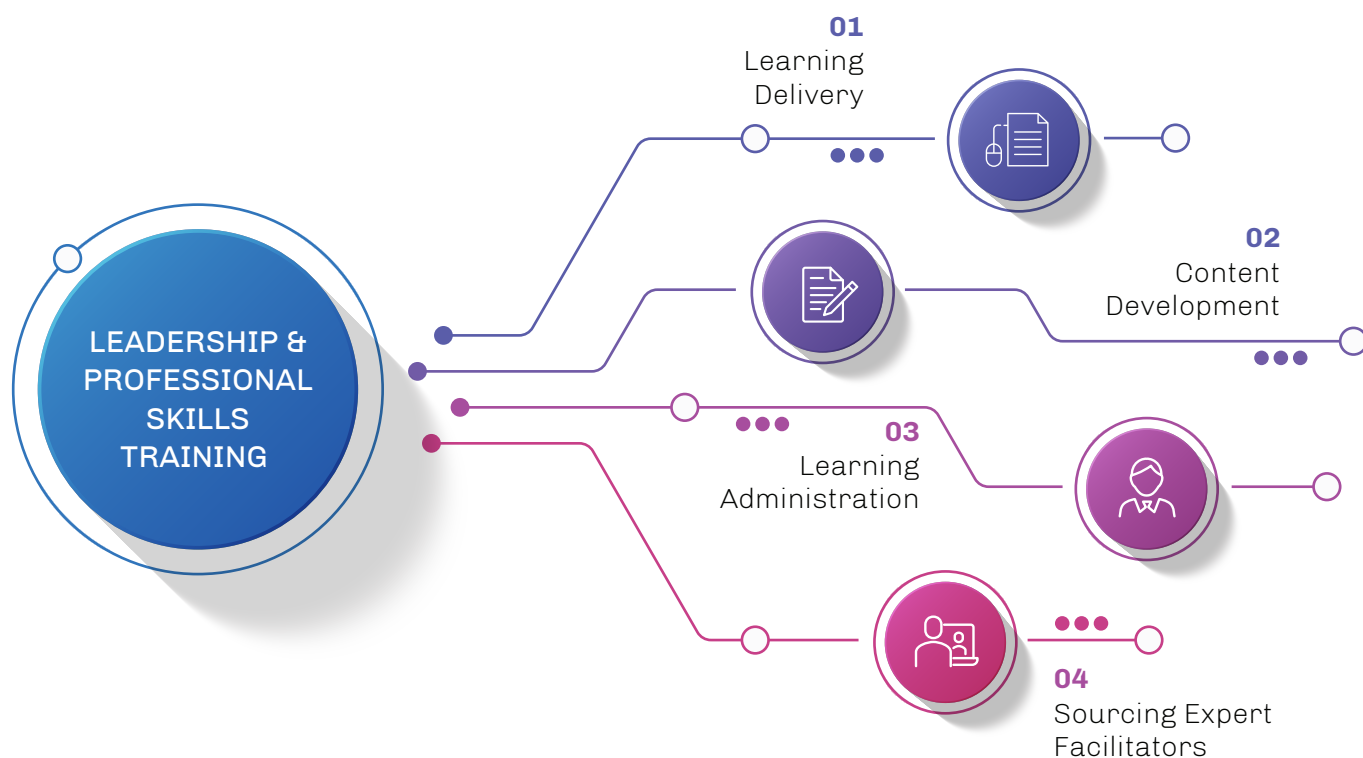


Work with a team of professional training facilitators who were certified on psychometric assessments, experienced in the industry, and aligned with the company's culture.



Standardize leadership development programs by partnering with a key professional skills library partner.

Our customer was seeking a partner who could not only help them address the entire portfolio of Leadership and Professional Skills training programs, but also help them deliver it at scale through an efficient and effective centralized training model.

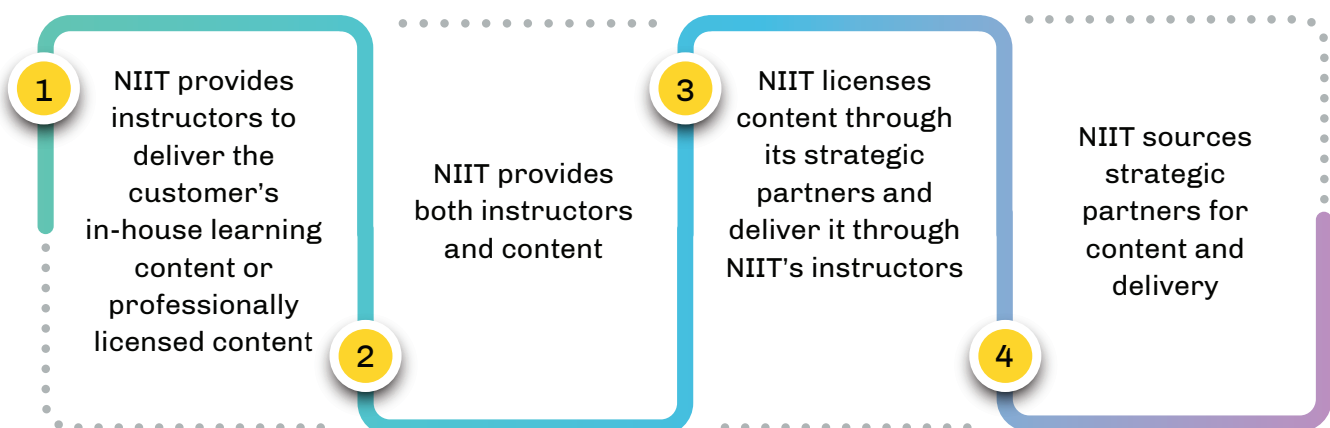




Solution

NIIT was selected as our customer's preferred partner for centralizing the content and delivery of Leadership and Professional Skills training programs across the enterprise. NIIT has now become the single point of contact for our customer's centralized training needs.

NIIT addressed the customer's needs through a combination of four different models:



Over time, NIIT's partnership with our customer has grown based on their trust in NIIT's capability to address their goals and training needs holistically. NIIT has continued to progressively build a comprehensive, enterprise-wide leadership and professional skills training program for our customer.

Custom Content Development, Delivery, and Coaching

As part of the leadership development initiative, NIIT offered four different ILT programs where NIIT either developed custom content or delivered content created by the customer.



Management Development Program

The Management Development Program was one of the first programs delivered by NIIT based on global content created by the customer. The program has four sub-programs:

- > **Aspiring Manager Program** – This program is created for people who aspire to become Managers. The program offers a structured development pathway for individuals who are considering moving into their first supervisory/people management role.

- > **New Manager Program** – This program is designed for **new managers** at the company to help them sharpen the essential skills needed to build positive relationships with team members, inspire engagement, and drive productivity. The new managers are trained to balance the demands of the business with their responsibility to develop the talent on their team.

- > **Experienced Manager Program** – This program is designed for **mid-level/senior managers** who have been performing the role of a manager for a considerable time. The purpose of the program is to embrace the opportunity to keep up to date with managerial and business skills and ensure continued high-impact performance.

- > **Leading for Excellence Program** – This program is designed for **directors and senior directors** at the company to help them keep up with best practices, identify blind spots in their current style of leading the team as well as improve their efficiency in transforming the organization, enhancing value creation, and engaging their teams to deliver better results.

Psychometric Assessments

Multiple assessment formats were introduced as part of the Manager Development Program to help learners become more self-aware as well as discover more about how their colleagues perceive them.

- > A **360 degrees Leadership Assessment** helps learners identify their strengths and weaknesses based on feedback from their managers and team members.

- > **Emotional and Social Competency Inventory (ESCI)** is another 360-degree assessment that helps learners understand how they impact others by gaining insight into their own emotional intelligence.

- > **DISC** and **Myers-Briggs Type Indicator (MBTI)** are self-driven assessments introduced as part of the training to help learners further explore and understand their own personalities including their likes, dislikes, strengths, weaknesses, possible career preferences, and compatibility with other people.

To incorporate these assessments into the Management Development Program, NIIT recruited facilitators who were certified in providing such psychometric assessments and had a base knowledge and understanding of the insurance industry, which the customer operates in.



Personal Effectiveness Program

With the success of the Management Development Program, NIIT took on the responsibility of creating content and managing the delivery of the Personal Effectiveness Program. The target audiences of this program are **individual contributors**, **junior managers**, and **managers** at the company. This program is comprised of 8 sub-programs which are:

- | | |
|--------------------------------|----------------------------|
| > Communicating for impact | > Influence for results |
| > Email writing | > Writing effective emails |
| > Building your personal brand | > Impactful presentations |
| > Time management | |

The program is designed to help individual contributors, junior managers, and managers at the company develop the personal skills they need, to maximize their effectiveness at work. Personal effectiveness training is based on the idea that in addition to the specialist knowledge and technical skills, there are additional key skills that can help individuals self-manage and take on challenges in their day-to-day. The overall purpose of this program is to prepare the learners to work towards achieving continuous growth.



Sales Effectiveness Program

The success of the Personal Effectiveness Program widened the scope of leadership development training programs offered by the company. NIIT managed the delivery of the Sales Effectiveness Training Program while the customer created the global content for this program. This program was designed for all frontline sales staff as well as the underwriting sales team to equip them with the required sales skills for selling the company's services. The program helps learners drive the sales performance of the company by acquiring the right customers to meet broader business and operational goals. The training covers both functional and soft skills required for the sales team to progress.



Early Career Program

With three successful programs in a row, the relationship with the customer has continued to grow and NIIT has taken on content development as well as training delivery of the Early Career Program. This program is targeted towards new recruits/management trainees through a two-year training path. The purpose of this program is to train the new recruits/management trainees to build soft skills and business skills. Currently, NIIT delivers 8-10 programs as part of the Early Career Program which includes:

- | | |
|-----------------------------------|---------------------------------|
| > Building relationships | > Communicate for impact |
| > Communicate your personal brand | > Conflict resolution |
| > Difficult conversations | > Giving and receiving feedback |
| > Goal setting | > Influencing skills |
| > Time management | |

The program is designed to be a launchpad to a successful career with the company. The development and support offered throughout the program ensures that the learners have a strong foundation to progress within the organization – and have the opportunity to be referred for future vacancies.

Leadership Training

Sourcing facilitators for each of these programs required an in-depth understanding of the course concepts and identifying facilitators who have the multiple skills required to deliver these programs effectively. NIIT sourced and identified certified facilitators who were well-versed with the insurance industry. For each of the four programs, NIIT selected different facilitators based on the specific learning needs of the programs. For instance, as part of the Management Development Program, the facilitator requirements were:



Experienced leadership facilitators



Certified in each of the assessments that were part of the program (MBTI, DISC, ESCI, 360 Leadership Assessment)



Skilled at helping learners analyze and draw conclusions from their assessment results, and



Experienced in Insurance and Banking

NIIT screened and onboarded dozens of facilitators who fulfilled these requirements for the customer. To maximize the quality of training delivered, NIIT created a network of facilitation teams, which comprised of master trainers who were responsible for understanding the environment and culture of our customer and ensuring that the training is delivered per the customer's needs. They were also responsible for onboarding and certifying new instructors based on these requirements.

Leadership Aggregation

As a one-stop-shop partner and leadership training aggregator, NIIT was able to centralize and manage learning administration at scale.



NIIT was able to tap into its vast network of leadership facilitators and certified trainers to deliver the Leadership and Professional Skills Training Program



NIIT not only managed learning delivery but also managed all the learning administration tasks to deliver a seamless learning experience



As the professional skills library partner, NIIT ensured consistency and quality in training across the organization and provided the learning content needed to deliver, support, or supplement training programs for the customer



With NIIT's experience and capability in sourcing trainers and content, the customer was able to address redundancies and streamline overheads while transitioning to a variable cost model.

Business Impact

The Leadership Aggregation services by NIIT have addressed significant gaps in Leadership and Professional Skills training across the organization by ensuring a high quality, consistent training experience across regional hubs in North America while reducing costs and administrative effort. NIIT's programs have helped our customer:



Deliver over **650** quality leadership training program sessions to employees across North America



Scale leadership learning solutions within the organization



Save the time and effort of internal employees on administrative tasks so that they can focus on more strategic aspects of the business.



Reduced costs by **20% to 25%** for enterprise-wide leadership and professional skills training

The programs were rolled out in January 2020 and so far, around 600 sessions have been delivered. By the end of 2022, the number of sessions delivered would be 1400 with only 3 days of sessions being delivered every week. The number of sessions delivered is not only extensive but also significant for another reason. Originally, the programs were designed as ILT which had to be delivered in person. However, the COVID 19 pandemic disrupted in person training delivery immediately after the initial rollout of the program. This now meant that all these programs would have to be delivered virtually in a VILT format. The task at hand was not just conversion of content, but also making sure that the facilitators were prepared to run virtual sessions. NIIT pivoted towards ensuring a seamless transition from physical to virtual training by:



Re-designing the courses for virtual delivery



Equipping and training facilitators to deliver the training programs virtually



Working with learners to reach a comfort level with the new model of training



Onboarding and training moderators to be a part of the online training session to assist the facilitator with technical aspects of training delivery



Enhancing the course content and delivery based on learners' feedback



Offering innovative solutions such as organizing home-based groups where learners were divided into groups for collaborative assignments to increase networking opportunities in a virtual environment

Learner Feedback

Overall, the feedback from the learners as well as our customer has been positive.

86% of learners said that they can apply what they learned in the training program.

91% of learners believe that the training will positively impact their performance.

On a scale of **1-8**, our **average feedback score** has been **7.0** which corresponds to **valuable/excellent**.

The **Net Promotor Score (NPS)** for these programs is **72**, which implies that the learners are very likely to recommend this course to others.

While the program pivoted abruptly to a virtual modality due to the pandemic, the online format has been very successful and scalable. Given this success, our customer has decided to deliver most of the programs entirely online even after the pandemic with NIIT continuing to support the organization as a leadership aggregator.



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For questions or comments, please write to businessimpact@niit.com.