

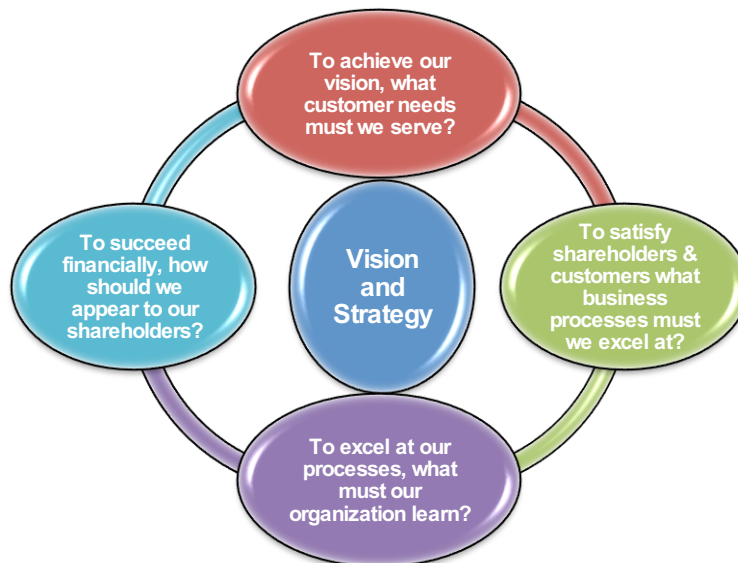


## CASE STUDY

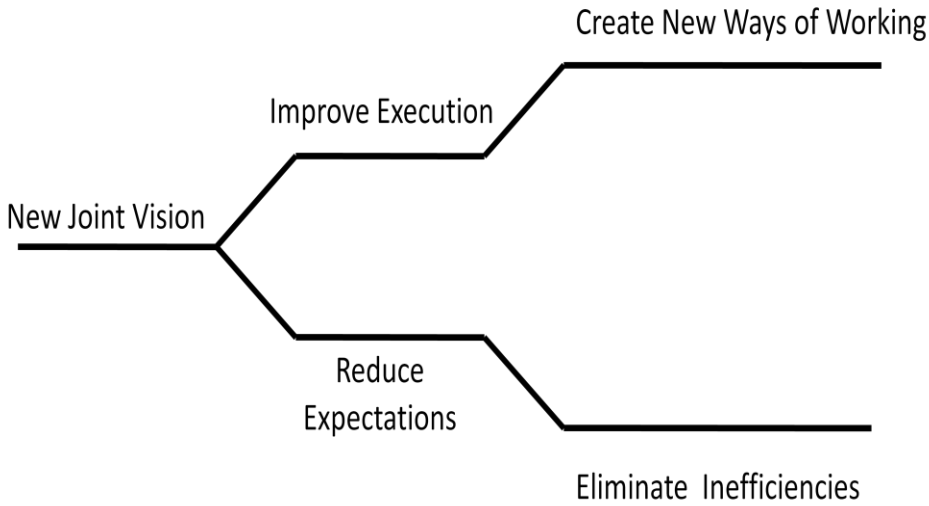
### CREATING CUSTOMER-FOCUSED STRATEGY THROUGH LEADERSHIP ALIGNMENT

**Challenge:** A market-leading insurance firm engaged us to help align leaders and redirect the organization towards an externally-driven strategy that required a boundary-less, customer-focused organizational structure. Strong silos of functional expertise combined with the pressures of managing a complex business were already stretching leaders and teams to their limits.

**Solution:** A two-pronged approach was pursued including 1) the launch of a strategic management system and 2) a targeted leadership development program. The strategy management system allowed the leaders to define the desired outcomes in terms of both shareholders and customers. They then identified the critical business processes and organizational, human and information capital changes needed to support the change. The cause-and-effect logic of the drivers to the desired outcomes helped all leaders to connect day-to-day operational work with long-term strategic objectives.



Strategy Management System Example



### Strategic Execution Priorities

The leadership development program helped leaders to identify and overcome objections to the large-scale organizational change. All sessions were designed and delivered with a high degree of customization and application to real-world conditions with immediate feedback and adaptation as the execution evolved.



**Outcome:** The firm successfully engaged the hearts and minds of the functional leaders by providing in-depth support and a healthy team-based environment for structural redesign. By staying flexible with regards to rewards, resources and timing, the executives achieved their desired financial outcomes with simultaneous improvements in customer satisfaction measures. In addition, employee satisfaction levels increased over time, especially on the degree of engagement and the performance-based, family-like culture.