



SOLVING LEADERSHIP DEVELOPMENT CHALLENGES ..... We've been asked for years to present examples of how we have used simulations to solve difficult leadership developmental challenges. .... Finally we have compiled a variety of case studies and a platform to present them.....

These case studies are grouped around 4 subjects: (1) Project Management (2) Business Acumen (Finance) (3) Leadership and (4) Operations Management.

## OPERATIONS

### Case Study: INSURANCE COMPANY

One of the largest diversified financial services institutions in the world with over 100 years of service is planning to build traditional strengths in Insurance, expand their services in Banking, Investments and Real-Estate, and ensure that they are meeting the needs of their customers worldwide - both individuals and institutions today and in the future.

#### LEARNING & LEADERSHIP DEVELOPMENT

- Corporate Training Strategy & Delivery
- Corporate Learning Services
- Quality Assurance & Measurement
- Shared Services

#### Operations:

The company's Operations Division mission is to validate and create an Operations Curriculum based on key business drivers and develop the curriculum based on a core set of Leadership competencies and supporting skills for their VP's, Managers & Supervisor's/Team Leaders. This curriculum would link to best practices, create curriculum maps, and meet the needs for basic, fundamental and intermediate levels.

#### Strategy:

The company has determined a strategy that would support the creation of employees' Individual Development Plans and encourage associates to take ownership for their own learning by providing tools for development. Some of these tools are:

- Curriculum Maps
- Provide online registration and identify all learning and training opportunities available throughout the company, ranging from classroom instruction to self-study materials and computer based training.
- Partnering opportunities with Business Groups to ensure training is aligned with key business drivers such as the Operations and Systems Training Council

They also looked at their most prominent Leadership Skills and linked them to their Best Practices in the industry to address any skill gaps. In doing this they discovered a skill gap for Operations Leaders was in People Management

#### THE SOLUTION:

This company partnered with PCI Global and implemented its Bottom-Line Operations Leadership and Supervisory/Team Leadership courses. These courses provided this company with exactly what they were looking for. Previous courses focused solely on cost, productivity, quality and profit, with no attention to the people side of the business.

The courses were 70% lecture and 30% team interaction. Most of the courses were spread out over 5 days and there was a lack of hands on, computer simulation training. After completion of the course, a lack of tools and post assessment existed and there was little or no manager involvement. These concerns were non-existent when it came to PCI Global's Bottom-Line Operations Leadership Course. Like the previous courses, there was focus on cost, quality, productivity and profit; however, PCI Global focused on the much-needed PEOPLE MANAGEMENT skill. There was only 30% lecture, integrated with 60% team interaction.

The course was spread over a 3-day span and contained not only special project assignments, but a hands on computer simulation. After completion of the course, there were Post Graduate assignments, manager involvement and a Tool Kit to use back on the job. To top it all off, the Bottom-Line Operations Leadership course was less expensive than the complementary courses the company had implemented.

The company piloted PCI's Bottom-Line Operations Leadership course and due to an overwhelming response of participants, additional pilot courses were added. The course was rolled out in the third quarter and over 200 managers/supervisors were trained in the third and fourth quarters

#### NEXT STEPS:

This insurance company plans to create blended learning opportunities using Bottom-Line Operations Leadership as a model program for all operations courses. They will evaluate their return on investment at three, six, and twelve-month intervals.

