



Ninth House Blended Leadership Program Tailored for all Levels of Standard Insurance Managers and Employees Helps Drive Desired Behavior Change

CUSTOMER:
Standard Insurance

INDUSTRY:
Insurance

ORGANIZATION SIZE:
5000

THE CHALLENGE:
Establish a standardized management development program for the organization to drive performance, productivity and efficiency

- THE OBJECTIVES:**
- Provide leadership development programs for multiple levels of management and employees
 - Define and measure performance expectations for managers
 - Align learning curriculum to business strategy and integrate with talent management strategy

- THE RESULTS**
- Enthusiastic response from managers led to individual customization and cascading of the learning solution to teams and employees
 - Currently meeting online course usage goal
 - 80+% usage of Instant Advice®, online learning support and reinforcement modules

THE SOLUTION SUMMARY

In the increasingly competitive insurance industry, Standard Insurance has a proven, 100-year track record of successfully serving customers. In 2006, the organization recognized an opportunity to invest in and develop its leaders and employees in order to drive performance, productivity and efficiency. Previously, the organization had sponsored various management development initiatives that were isolated occurrences and activity-based events. In 2007, they established a standardized Management Development Program (MDP) designed for all levels of managers.

The program embraced a holistic strategy, emphasizing the importance of reaching employees at all levels in the organization.

Standard's Organization Development Center partnered with Ninth House to design a tailored, blended solution that was scalable, interactive and measurable. An organization-wide site license provided all Standard employees access to the full library of Ninth House online courses. Working closely to align curriculum, tools and resources to the strategy of the business, Standard and the Ninth House team implemented a flexible, blended MDP with all managers in the organization. Managers have embraced new concepts, applied new skills and leveraged the flexibility of the solution in order to cascade the learning program to their respective teams.

THE SOLUTION SPECIFICS

At the end of 2006, Standard Insurance did not have a learning solution for managers and employees. Today, their Management Development Program is changing the culture of the organization. The Organization Development team has easy access to facilitation guides, assessment tools, and marketing via the Ninth House Deployment Site, which has enabled frequent customization of strategy and tools. The result is that managers have access to relevant content, delivered when and how they need it for their own development as well as the development of their teams.

There are three ways that Standards employees and managers can opt to engage in learning:

- Self-paced program: Managers and employees are able to access all Ninth House online courses, as needed, in a self-paced environment.

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- Blended program: Managers can complete portions of the online course prior to attending a one-day workshop. Discussions during the workshop are focused on applying new knowledge and skills to the strategies of the business.
- E-tools for quick reference and reinforcement:
 - Concepts and models presented in the online courses are used by managers as they manage and develop their teams and execute business strategy.
 - Ninth House Instant Advice, the online just-in-time performance support tool, is easily accessed via the intranet and widely used throughout all levels of the organization.



Blended Learning Model

provides employees the opportunity to become familiar with manager-level work prior to moving into their new role. Individuals are recommended for the program and expected to complete all courses at their own pace within a 12 month time period.

In addition to the MDP outlined above, a “Future Managers” program leverages online courses from the Ninth House curriculum and

The Organization Development Center has tracked usage and pre/post test scores as a means of measuring MDP success. Additionally, a pulse survey is conducted with employees several times per year and focuses on the specific development areas that each manager has identified during their individual planning. Course usage targets are being met and pre/post test scores indicate that managers are acquiring new knowledge and skills. Employees have reported positive behavior changes in the areas being addressed by their managers. A common language and mode of operating among team members is enabling the organization to see the impact of their investment on the business.