

enparadigm

# Shaping the General Insurance Industry Market Leaders through

Strategic Learning Interventions



## Enparadigm

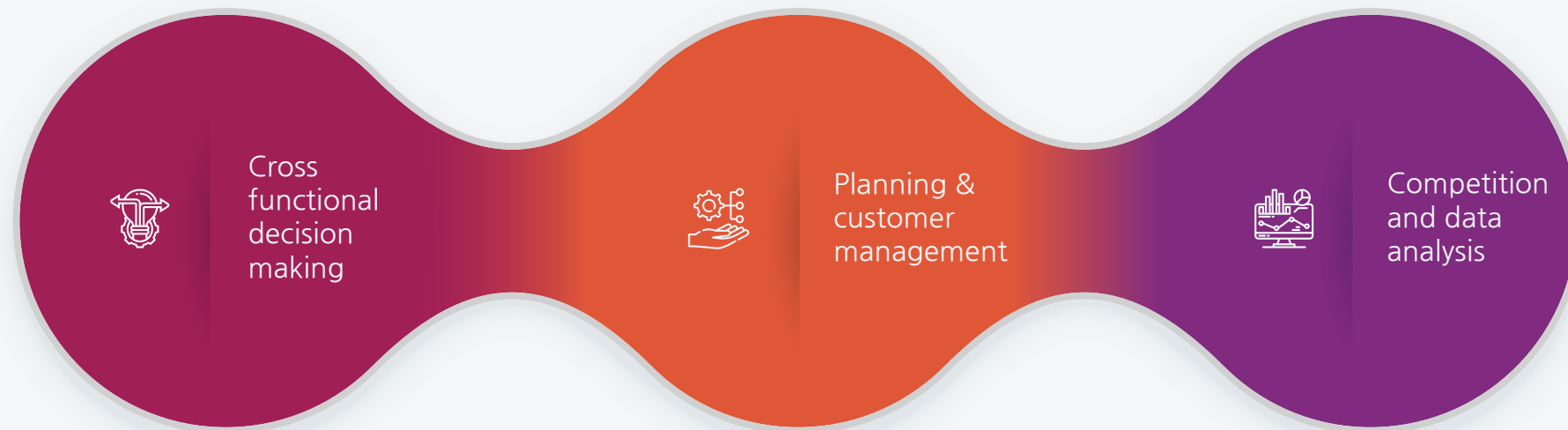
has delivered learning mandates for multiple levels of the management hierarchy at a major insurance company, which is a joint venture between one of the world's largest Insurance companies and an Indian asset management major. The company employs close to 7000 people, has a robust distribution network of more than 80,000 agents, and has posted a Gross Written Premium of close to \$2 Bn (INR 14k Cr) for FY22, and has insurance products in the health, motor, travel, home and commercial insurance space.



# Various Programs - Snapshot

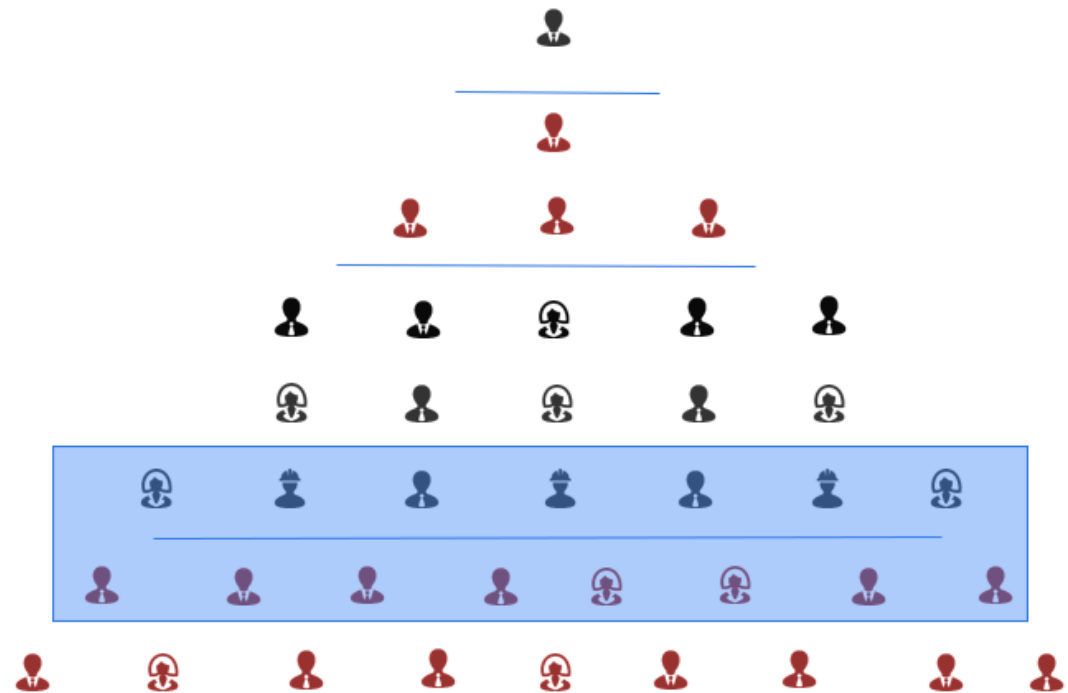
Enparadigm has been a learning partner for the company for the better part of the last decade, with programs done for employees across geographies and across the hierarchy.

The first of the mandates was done for the frontline sales employees at the zonal level teams.  
**The idea was to help these people get an understanding around the following competencies:**



Upon the successful deployment of the mandate, with the post-program impact analysis clearly showing benefits of the mandate for the target audience, the company decided to launch a bigger program, named Decoding Leadership, aimed at helping the first set of people managers across teams such as Sales, Relationship Management, Claims Management, Branch Operations etc.

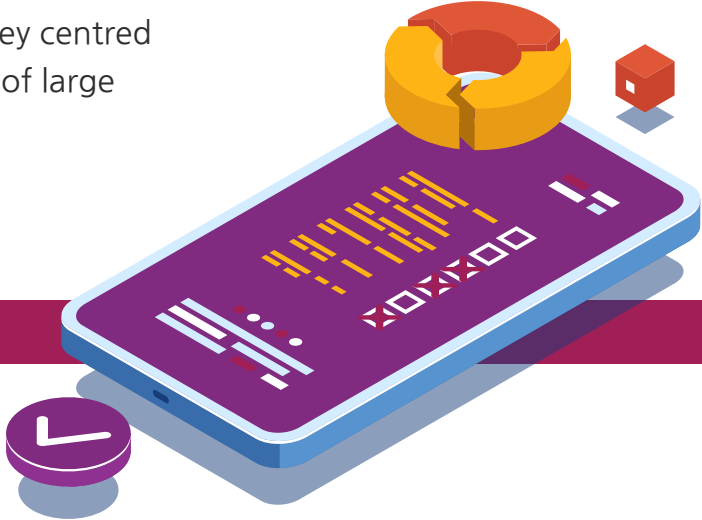
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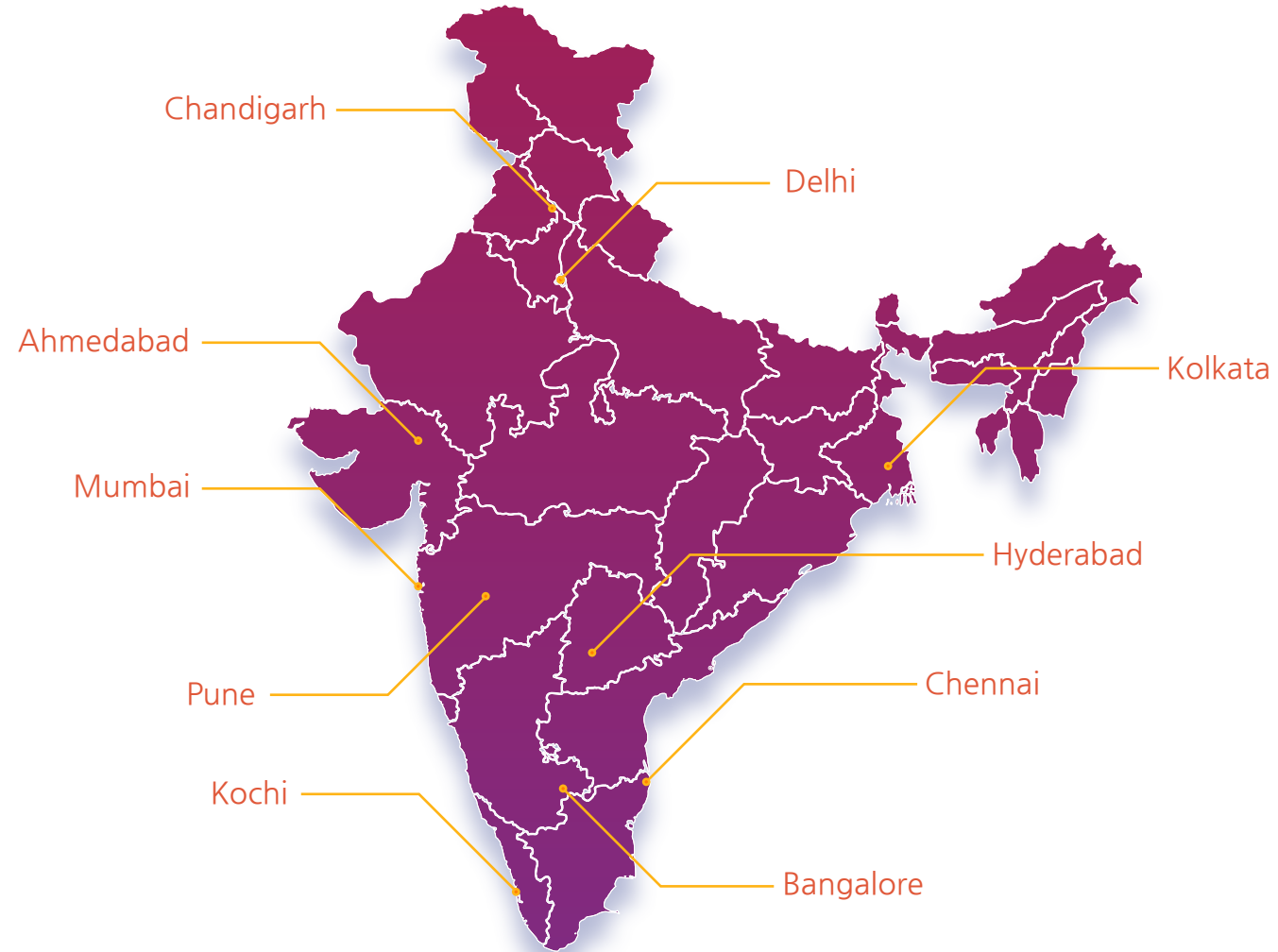
Expectations were set by the senior L&D stakeholders in the company, with the task at hand clear - helping these managers with the following competencies:



Every participant was to go through a pre-program survey centred around the challenges they faced while handling teams of large sizes, and their expectations from the program.



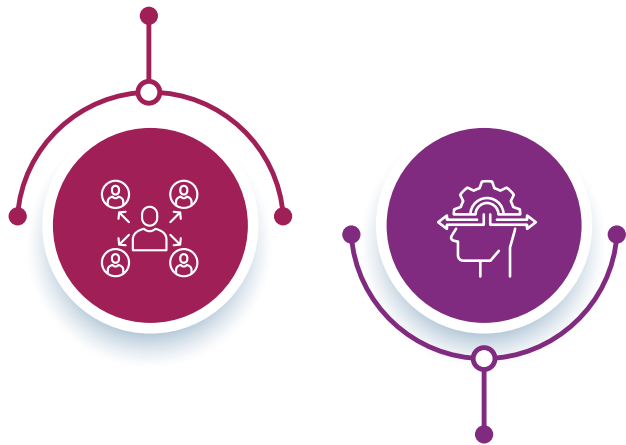
This program was launched for the following locations:



A follow up program was launched, called Decoding Leadership 2.0, after a gap of a year, aimed at the same target audience but for a different set of competencies, and for people managers from a wider variety of teams ranging from Motor business through Agribusiness to MNC Broking.

**The competencies covered:**

**Effective delegation**



**People orientation**



The most recent program introduced is around **Managerial Effectiveness**, which is aimed at rounding off the last set of competencies crucial to managing a large size team for mid-level managerial band.

The competencies covered here were as follows:



**GROWTH Model**



**Accountability vs Ownership**



**Authority vs Influence, and  
Lateral Leadership**



**Cultivating Adaptive Mindset**



**Leader as a coach: training vs coaching**

The key piece of most of the interventions done at the company were Enparadigm's Business and Behavioural simulations, which integrate core conceptual learning into experiences and practice.

The workshops were built around meaningful scenarios that reflect reality and recreate what happens in participants' jobs, giving them the chance to practice their skills.



# How the Simulation methodology Works



**01**

Simulation logins are given to teams of 3-5 participants or Individual participants



**05**

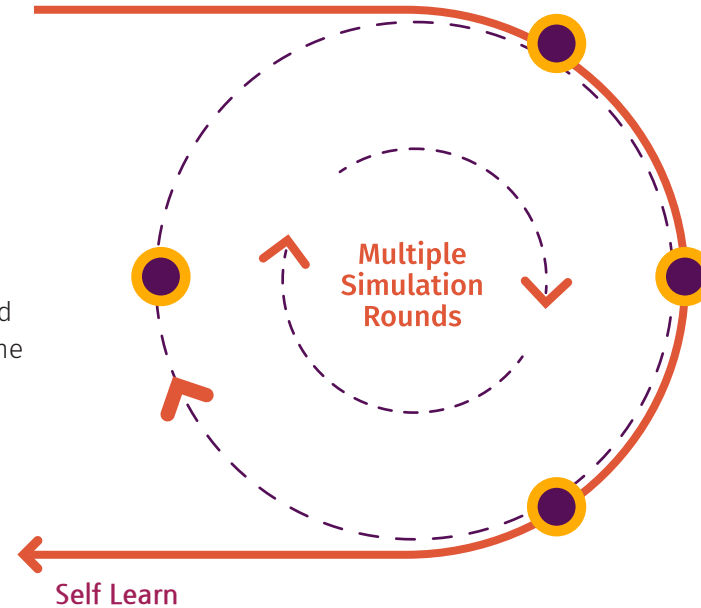
Expert Facilitator debriefs the group and explain concept and frameworks to apply in the next round



**06**

End of the simulation Learning Outcome

- Learning tools and insights
- Time bound action plans



**02**

Each player analyzes information opportunities and threats, and submit decision within simulation



**03**

Simulation assesses each player's decisions factors in the market focuses and crunches data like a real business scenario



**04**

Simulation presents round result so that players can check their performance in business or behavioral situations



Teams, take decisions, and understand the impact on their virtual business, experiencing several 'business' cycles in a matter of hours.

# Immediate Program Feedback

## Business Simulation Workshops - Consolidated

My overall learning experience at the workshop:



My appreciation for the role played by other functions:



My interpretation of business financial statements:



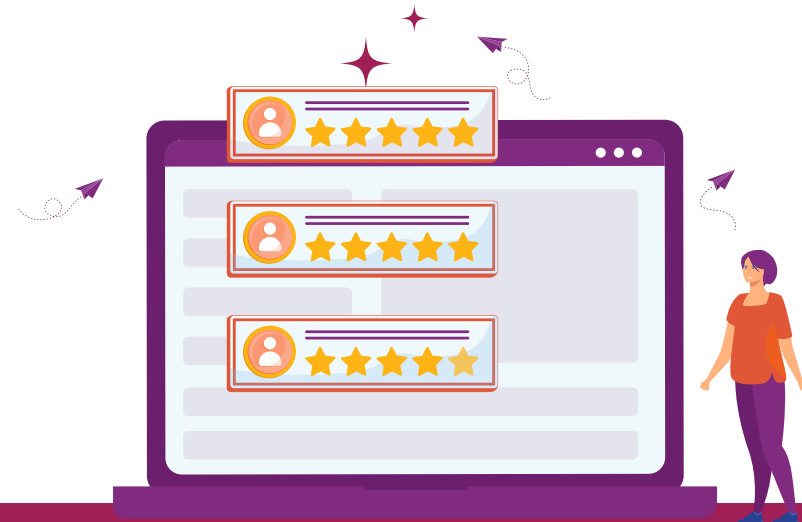
My understanding of a holistic view of running a business:



My understanding of strategic thinking:



Will recommend the workshop to my colleagues:



## Behavioural Simulation Workshops - Consolidated

My overall learning experience at the workshop:



My approach of people and task orientation:

Before the workshop:



After the workshop:



My understanding of effective delegation:

Before the workshop:



After the workshop:



My understanding of effective communication:

Before the workshop:



After the workshop:



My understanding of social styles:

Before the workshop:



After the workshop:



Will recommend the workshop to my colleagues:



# Participant Testimonials on Impact at Work

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“The workshop enabled me to get an idea of what top management go through when devising a business strategy. At each stage of the workshop, insights on the cause and effect of the decisions made were explained, providing participants with pointers on how to identify the issue and rectify them. Action items at a personal level for me would be to remove focus from non-profitable avenues, followed by a renewed focus on metrics crucial at the half-yearly stage such as CPV, CPC, CTR etc.”

— - Sr. Manager, Digital Marketing, Pune —

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“It gives real time experience of how reports are to be read and decisions are to be taken based on them. Understood how those decisions then impact the business. The facilitator kept the participants engaged with real life examples. My key takeaways from the session are around manpower allocation based on segment/geography.”

— - National Sales Manager, Bancassurance —

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“Simulations made concepts even more clear around effective communication. I feel I now have a clear vision for me and my team.”

— - Business Development Manager, Delhi —

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“When I started the workshop, I thought it was just an exercise where you are running a company however, it's definitely more than that. If you're attentive and try focusing on every small aspect of the workshop, you will definitely learn a lot - something that is very important if you aspire to be a leader of your organization.”

— **Senior Executive, Actuarial, Pune** —

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“The experience is extremely positive & I can see how things can change with various available alternatives. Simulation helped build an almost real-life situation & with teams competing with each other, the entire program was exciting.”

— **Zonal Head, Bancassurance** —

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“It was excellent, out of the box - now we understand running a business/company is not easy without proper decision making. For me, understanding the costs to the company was the biggest insight, without analysing that at my level I wouldn't take any proposal forward to my manager.”

— **Executive Motor Dealer, Pune** —


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# Program Impact Analysis





 Participant	 Action Item(s) Pledged	 Feedback from Participant after 6 months	 Feedback from Reporting Manager
Territory Manager, Uttaranchal	1. I have to increase our business penetration in north region by <b>20% in next 6 months</b> 2. I will be penetrating those area where we don't have market share with sectional bosses. <b>Operating cost should be below 95%</b>	1. Earlier the penetration was 6% and by the last year it was 12% and at present, <b>it is 15%</b> . 2. The operating cost was 75% last year. In 2019 the first quarter i.e., April, May, and June <b>it is 95%</b> . We have done selected businesses and penetrated the markets there.	Yes, He has penetrated in North, Uttarakhand, Rajasthan, and Punjab. He travels and meets people. Through MIF we are getting business on a daily basis and check in which segment do we need to grow in.
Senior Executive Health Networking, Pune	1. Formulation of strategy 2. Cross functional decision making 3. How to prepare P&L and Balance Sheet	In one of our projects, out of 5000 hospitals we had to identify 2600 hospitals which we needed to focus on. We now have to decide on the timeline (in six months what are we going to do for the hospital), how to revise the list if needed; I have now started reaching out to the hospitals. Last month we have revised 80 hospitals.  For P&L - I have made P&L for my department, twice post workshop.	I have seen lots of improvement in him. Earlier he was facing a challenge in strategising things which he has overcome now. I can't remember any instance to share but the outcome is better than before. If I have to rate him on the scale of (1-10) then I would rate him <b>8 out of 10 on overall improvement.</b>

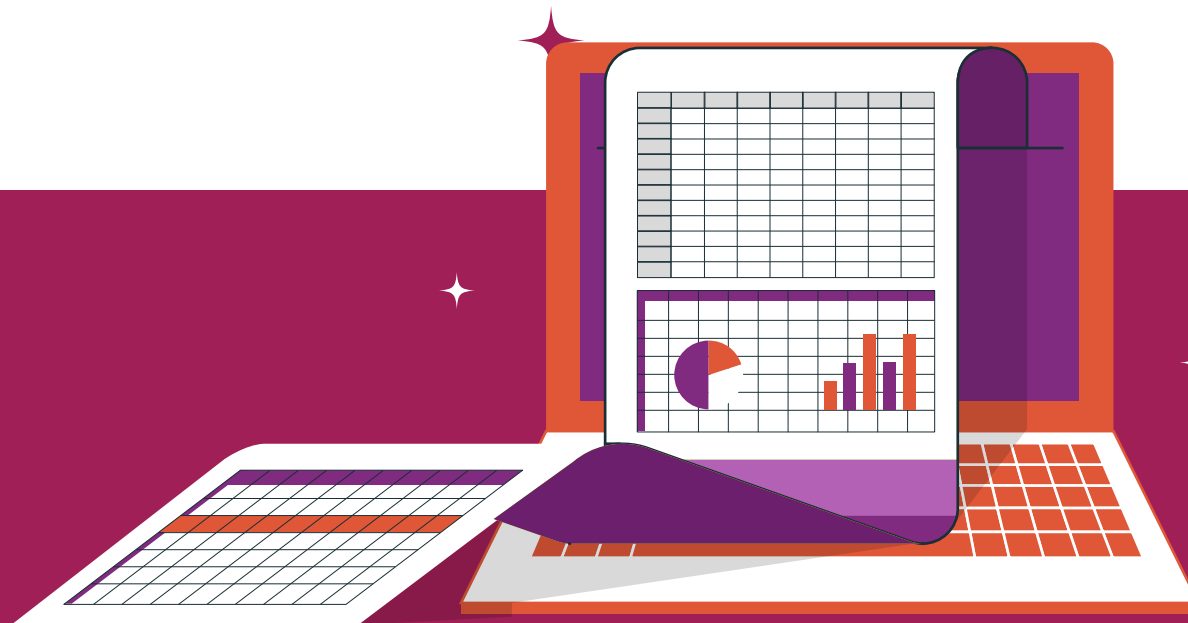
 Participant	 Action Item(s) Pledged	 Feedback from Participant after 6 months	 Feedback from Reporting Manager
Executive, Retail Sales, Pune	<ol style="list-style-type: none"> <li>1. Profit business</li> <li>2. Showing leadership, taking initiative for all my responsibilities</li> </ol>	<p>I have understood how to work on profit centres, data analysis, making reports and sending it to the management. We have a monthly target of 15 lakhs premium, which I have successfully achieved every month. I am also looking after many more things like motor dealers, activating agents etc. And recently I have been promoted to senior executive's role and I have informed the management that I am ready to take more challenges also.</p>	<p>To some extent he has improved, earlier he used to be very hyper but now we can see the sense of responsibility. He is co-ordinating well with cross functions and he is capable of getting business from the market and I agree with his feedback.</p>
Regional Sales Manager, Motor Dealer, Kolkata	<ol style="list-style-type: none"> <li>1. Selecting profitable business</li> <li>2. Using the strength of our company to maintain a good relationship with the channel.</li> </ol>	<ol style="list-style-type: none"> <li>1. Started focusing on profitable business only.</li> <li>2. Maintaining a good relationship with the clients.</li> <li>3. I'm able to justify the manpower cost and then identify and drive the business. If the potential is high, focusing on business penetration.</li> </ol>	<ol style="list-style-type: none"> <li>1. He has done operational works to increase the number. We are the highest stakeholder in our channel across West Bengal. <b>We have 26% of market share.</b></li> <li>2. His first aim was to be the leader. He selects a profitable relation where we can make money for our company. <b>His combined ratio is around 82-83%.</b></li> </ol>

 Participant	 Action Item(s) Pledged	 Feedback from Participant after 6 months	 Feedback from Reporting Manager
Senior Service Engineer, Pune	<ol style="list-style-type: none"> <li>1. Advanced planning</li> <li>2. Time management</li> </ol>	<p>In terms of time management, I have made it mandatory for my reportees to be in office by 9:30 AM and we wrap our work by 7:30 PM, whereas earlier we used to stay back. Now we also plan for next day's work, thus no one sits idle, because of which <b>productivity improved by 15 - 20 %</b>. We have monthly targets of 1000 claims (to clear outstanding) and in the last 6 months we have achieved 4-5 months' target.</p>	<p>Definitely, he is able to manage time in a much better way. Earlier he was unable to cope up with professional and personal life. In regards to planning, he has a daily settlement target. Earlier he wasn't up to the mark but now it's much better. And he is making his team work accordingly.</p>
Deputy Manager, Motor Marketing, Jharkhand	<p>Segmentation of customers &amp; models - People Identification of customers profile &amp; location of their presence, so that rejection can be made for negative profiles</p>	<p>Segmented customer from commercial use, based on job profiles, identified depending upon the nature of the vehicle. We targeted fuel type and the profile-wise customer then focused on area wise customers.</p>	<p>He is focusing on profitable areas as per the claimed concern. He is able to identify the dealer leadership to know if it is profitable or not. He was doing a good cross-sell. He used to sell motor dealer policy to give them the confidence that we are always there to serve you.</p>



 Participant	 Action Item(s) Pledged	 Feedback from Participant after 6 months	 Feedback from Reporting Manager
<p>Senior Executive Actuarial, Pune</p>	<ol style="list-style-type: none"> <li>1. Team interaction</li> <li>2. Planning</li> <li>3. Data analysis</li> </ol>	<p>Earlier I never used to interact much. But now my interactions with other functions have considerably increased. I also started making a plan before doing something as it helps me stay focused. Data analysis is a day-to-day activity in my role &amp; I have been able to do it effectively.</p>	<ol style="list-style-type: none"> <li>1. Team Interaction: In the recent months I did see a lot of improvement in the way he coordinated with his own team and members of other departments.</li> <li>2. Planning: he was always been able to handle and complete tasks assigned to him on his own. I did see improvement in terms of setting realistic timelines and finishing the tasks within those timelines.</li> <li>3. Data Analysis: As he is part of the Actuarial department, a lot of his work tends to be quite technical and statistical in nature. I did see improvement in his analytical skills</li> </ol>

 Participant	 Action Item(s) Pledged	 Feedback from Participant after 6 months	 Feedback from Reporting Manager
Executive Health Administration, Pune	<ol style="list-style-type: none"> <li>1. Long term planning</li> <li>2. Time management</li> </ol>	<p>I have started prioritising the work on the basis of importance, and I also mention the tasks that have to be completed first thing in the morning and we have certain TATs, and because of this I'm able to manage that very effectively.</p> <p>With regards to long term planning, I have listed down the goals and I have started working on it.</p>	<p>I have seen some significant changes in her with regard to TAT and time management. She was lacking in time management before and that was my feedback to her as well but now she has improved.</p>



# Contact us

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## Our consultants across locations

