



First Line Managers' Program for an Insurance Firm



The Learning Marketplace



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PROFILE

A leading insurance firm with **10,000+ employees** worldwide had recently been **acquired by the world's leading insurance broker and risk adviser**. The firm provides insurance, reinsurance, & employee benefits-related advice, brokerage, and associated services in India.

OVERVIEW

The client had been working with a specific service provider for many years to deliver the "First time Manager's Program" and they were doing a great job. During the initial days of the Covid 19 outbreak, the service provider was unable to catch up with the virtual environment, which was new to everyone.

Challenges

- Lack of involvement of the participants in the learning process.
- During the pandemic, the client had to depend on conducting the FTM program in a virtual setup.
- The client was faced with multiple challenges, uncertainties of the environment, and operational nature.
- The client's L&D had planned to start a parallel program the same year (2020), "Aspiring Manager's Program" for team leaders. However, due to the delay in implementation of the principal program, FTM, it seemed difficult to meet any other training goals.
- Indecisiveness was leading to delaying the whole upskilling program.

How OT Approached The Problem

The customer reached out to OT keeping in mind that we are a marketplace. OT began with analysing the situation while noting down the strengths of the existing service provider. The existing service provider had deep expertise in facilitator-led sessions but almost zero experience with virtual sessions.

- OT took ownership of designing the complete intervention from scratch.
- OT enabled the existing service provider's facilitators on virtual sessions.
- OT explored its marketplace and obtained solutions from other service providers to make the subject more engaging. - E.g. **Games, Simulations, Self-paced bytes.**
- Addressed age old problem of lower participation of the managers of the participants. OT specifically factored this into the design by:
 - Conducting Manager's bootcamp to align them to the session objectives.
 - Introducing a digital journal which was regularly updated by the participants and reviewed by their managers.
- OT used custom designed assessments and 360-degree rater tool from a partner which made the pre and post diagnostic more robust, data-driven and operationally easier to conduct.
- OT also delivered program management support to the customer to ensure smooth execution of the complete program.
- Made it possible to deliver "Aspiring Manager's Program" for team leaders.

Key Highlights



The Learning Journey

The 2 sample plans of development show how solutions from different service providers were stitched together enabling the best suited methodology for a specific competence.

	Step	Learning Element	Participant's Effort (Hours)
Business Insights	Pre-Work	Curated Self-Learning on Business Acumen	1.5
	Simulation & Facilitated Session	Simulation from partner <i>confidential</i>	2
	Post-Read	Select <i>confidential</i> case-studies	2
	Action-Learning Plan and review	Business specific case-study submission in group of 2-3, followed by presentation	10
Coaching Skill	Pre-Work	Customized assessment basis the competence definition: Partner <i>confidential</i>	1
	vILT Session-1	Contextual Session	2
	Group Coaching	in groups of 3-4	2
	vILT Session-2	Contextual Session	1.5
	Session: Facilitated Game	Software Game from partner <i>confidential</i>	2
	Action-Learning Plan and review	Coaching Practice for 4-6 months and Feedback from coachees captured. 11 session with the facilitator was kept periodically	12

Testimonials

“ The learning journey managed to keep us hooked throughout and motivated to connect for peer groups and facilitated sessions despite pressing work deadlines. The facilitators did a great job at helping resolve the challenges we faced in small groups. The program certainly has made us better prepared to handle the challenges a manager faces. I would love to recommend this journey to every manager. ”

Participant, First Line Manager

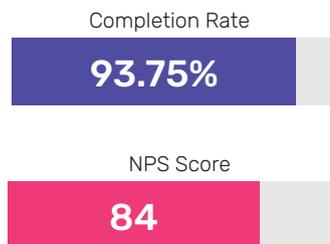
“ We really appreciate OT for picking up this assignment during this challenging time (pandemic) and seeing it through completion. We are delighted to see the impact it has had on our managers and the trust and rapport building that has happened between the first-line managers and their managers. ”

Manager of the Participants

Unique Perceived Benefits

- OT Marketplace designed a cohesive solution from a combination of our Learning Partners
- Helped the client with program management service to ensure smooth operations
 - Running assessments
 - Scheduling connects and sending reminders for logging into the journals
 - Sharing pre-reads, etc.

IMPACT



ENGAGEMENT SCORE

