



Case Study

Outline...

Description: Ian Macartney – Head of Training & Development of AIG Subsidiary **ALICO** (American Life Insurance Company). Alico is among the largest international life insurance companies in the world with operations in more than 50 countries, with its main presence in Japan, Europe, the Middle East, Latin America and portions of Africa and the Caribbean.

Main Issue: Huge rate of attrition in the business

Result: Rate of attrition dropped by 44% as an extra 7000 people stayed in the business per annum and production increased by \$36m per year.

Background...

Ian Macartney was running the training department at AXA in the UK. It was at an internal training day that Ian first experienced the concepts of Future Performance™ when he heard Tony Wilson, CEO of Lifestyle Architecture™ speak for the first time.

Tony had come into talk about how Future Performance™ managed goals and gave direction, motivation and handled time management within a team environment.

After the event Ian was sceptical that some of the things Tony had discussed would work in the real world. Even so they kept in touch.

After only a couple of months AIG made Ian an offer he couldn't refuse and Ian left to join them.

Ian resumed the position of Head of Training and Development within his new organisation.



Although the move was a good one it came with the added responsibility of care taking the roles of Head Of Life and Head Of Brokerage while the business was going through a period of transition.

During this time Ian was trying to build material for personnel who had been promoted previously and recently to the role of front line manager. The goal of the material was to help these managers develop their people. To put the ambition of this programme into context, ALICO is one of 9 businesses within the AIG Group of companies in America with 22,000 life agents. There is approximately 1 front line manager to every 6 life agents.

The programme needed to cover 70-80 countries including the UK, Europe, Soviet Union, Nepal, Africa, South America, India, Bangladesh and Pakistan.

The rationale for the programme was based on the high rate of attrition that the business was suffering from at the time. On average the term for staff was 3-4 months and ALICO was losing 24,000 people a year.

The training programme Ian was looking for needed to cover...

- Recruitment/selection
- Field assessment
- Stand-up training
- Coaching and development
- Skills assessment
- Influencing skills
- Interviewing skills
- One to one skills

Ian put it out to tender to three organisations. The organisation that Ian chose was Lifestyle Architecture™. Ian puts this down to some simple but important things.

Ian based his decision on the time Tony Wilson spent listening to the requirements, the cost effectiveness of the solution proposed and the back end support system that Future Performance™ had to offer.

“You listened to what we needed and tailored your programme to meet those needs.”



What Happened Next...

A Future Performance™ partner then spent time with Ian upfront pulling together specifics in Delaware for 2-3 days in terms of the company, the people and how programme was going to be launched.

The same partner then went to Greece and spent a week with the Regional Training Director for Europe (this was also the European HQ for ALICO). This was to be the region in which the programme was going to be trialled.

During this period a lot of time was spent understanding the day to day environment of the front line managers. By the end of this piece of the work the context within which these managers' operated was well understood.

After a further 4 weeks the bespoke programme that used the principles of Future Performance™ was delivered and after a further 2 weeks it was finalised.

At this point Lifestyle Architecture™ worked with ALICO to agree the 'train the trainer' programme that would allow the programme to be rolled out via senior people within the other regions of the business.

This resulted in a multi day training programme that lasted for 5 days at which all of the relevant heads of training attended, from all of the regions from around the globe.

From this point on the programme rolled out in conjunction with two other strategic programmes.

This roll out occurred in Europe over a 6-month period and over the period of a year in the Middle East and Latin America.

The Key Performance Indicator (KPI) for the effect of the training programme was to be the rate of attrition and level of production per life agent within the business.

Key Highlights...

- Tailored programme without losing the core concepts of Future Performance™
- First time front line managers had had a programme of this type
- Rate of attrition dropped massively
- Production jumped



Comments...

After the programme had been in place for a year the average production per life agent went from 1.5 proposals a month which equated to \$300 dollars per month to 2.5 proposals and \$450 per month.

The benefit of this was compounded by the fact that attrition dropped from 110% to 76% which meant that the business kept an extra 7,000 agents per year.

This culminated in a global \$3.5m production increase per month (\$36m a year).