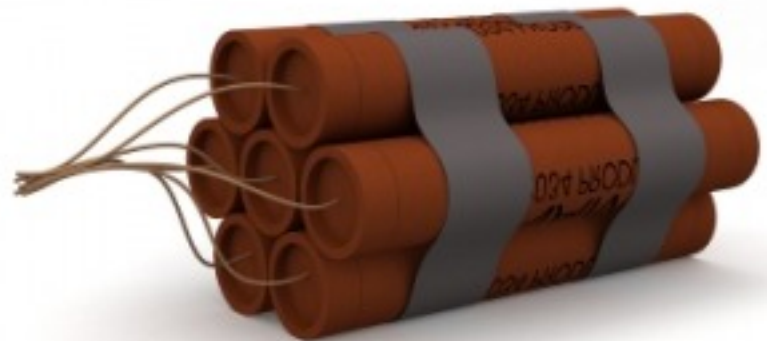


# Life National Sales Desk “Project Dynamite”



March 27, 2015



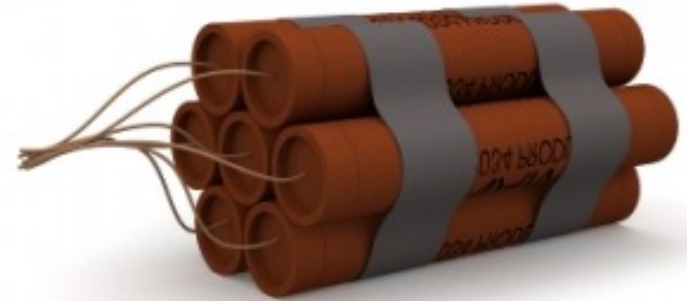
# Agenda

- Project goals, opportunity, and scope
- Timeline and approach to achieve “Engaged Team Performance”
- Quotes from interviews
- Data collection and analysis
- Opportunity insights
- Solutions and results

# Project Dynamite

## Goals:

- Challenge what we do and why we do it
- Make a big impact in:
  - Sales Support org design
  - Case design/illustrations
  - Proactive follow-up
  - Resolving new business issues



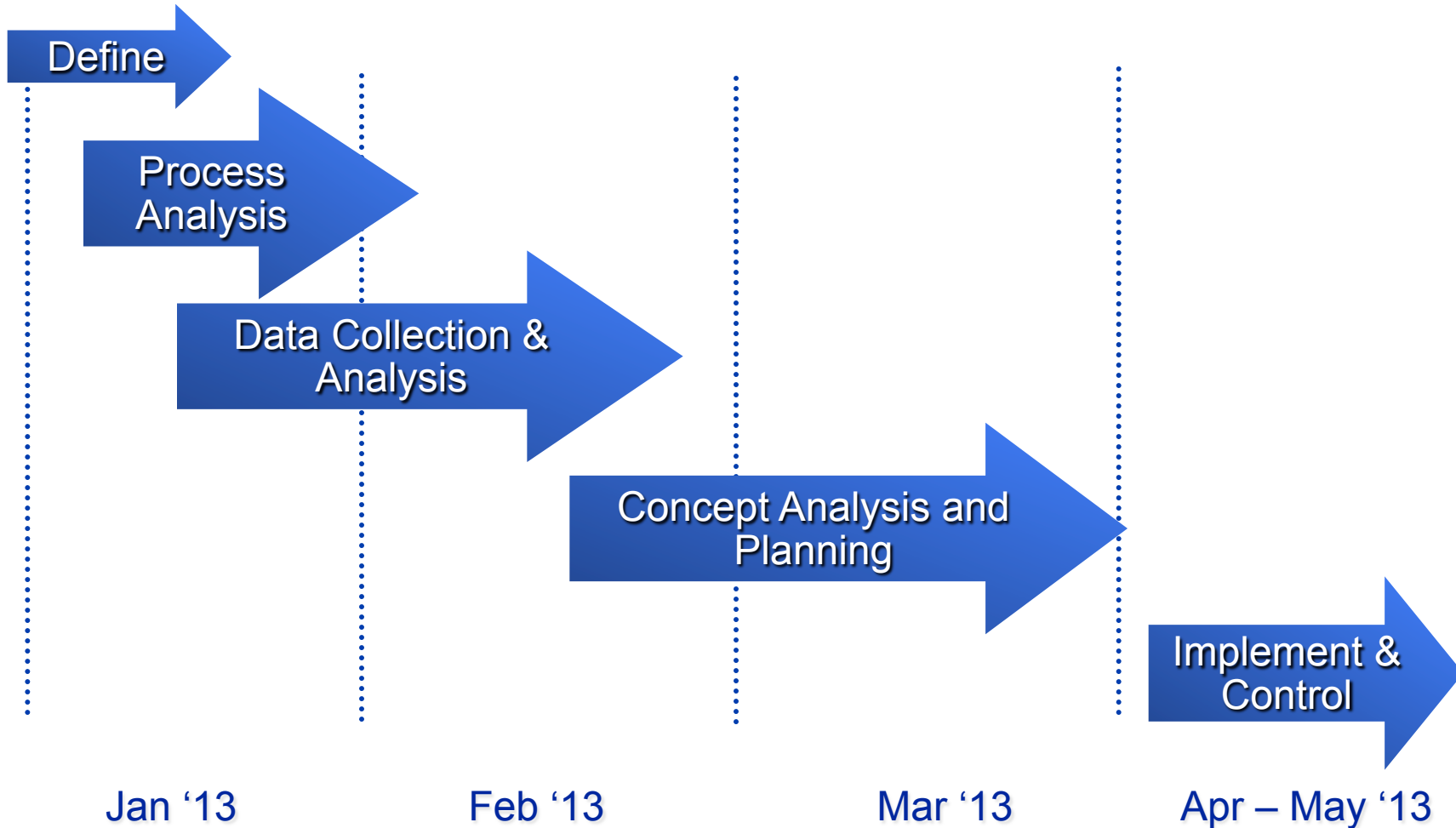
## But not:

- Blow everything up and start over!

# Opportunity and Scope

- **Opportunity:** Improve process capacity and performance efficiency of the National Sales Desk (NSD) team, delivering an org design and staffing model to enable future growth
- **In Scope:**
  - Improve efficiency of NSD team
    - Pre-sale work
    - Use of tools and reports
    - Interfaces with other teams (New Business/ Underwriting, Admin, Sales, Marketer Services)
  - Both BGA and Career, though solutions and final designs in each could be very different
  - Capacity and demand rationalization
    - Staffing model for current volume
    - Performance efficiency of team and individuals
- **Out of Scope:**
  - Improvements to underwriting decisions

# Approach and Timeline



# Engaged Team Performance (ETP)

Transformational Change:

ETP (Engaged Team Performance) fits best when:

- A departmental team of people produces a set of regular outputs for customers
- Leadership is willing to completely transform processes, measures, goals, collaborative norms, work areas, etc.

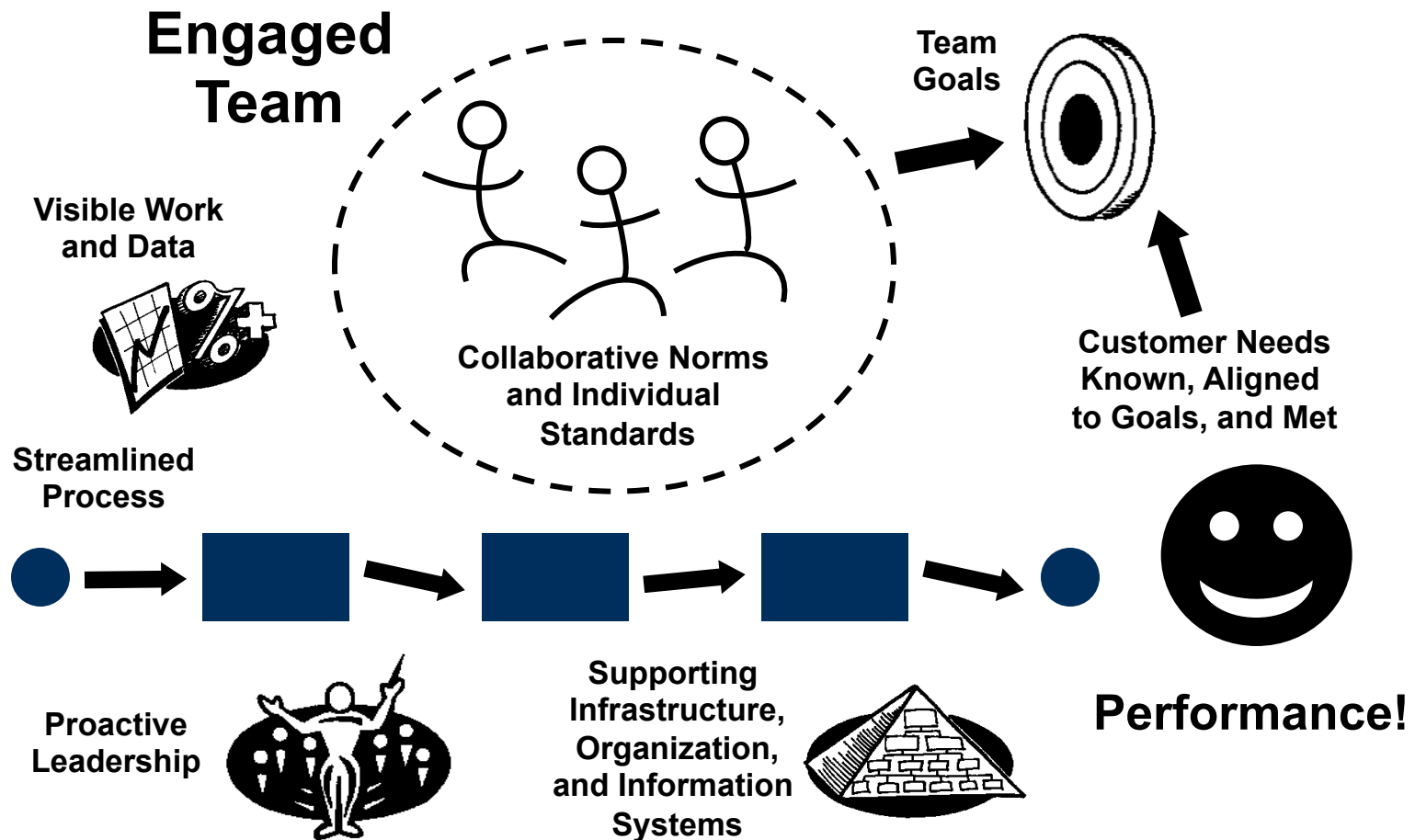


ETP Steps:

1. Commit to Change
2. Measure and Analyze the Process
3. Streamline the Work
4. Make the Work and Data Visible
5. Organize the Team
6. Set Team Goals
7. Lead the Transition
8. Sustain Engaged Team Performance

# Key Concepts of ETP

*ETP aligns processes, measures, goals, norms, standards, and organization with customer needs.*



# Perceptions, Quotes, and Observations

“Sales desk is involved in every BGA case.”

“I tease them, ‘You’re a case manager now!’”

“They’re always fishing for answers and exceptions.”

“We start feeling that they’re not on our side.”

“They need to get out of the middle of things when they can.”

“We say we want proactive marketing,  
but we pay them for case work.”



# Key Opportunity Insights

- We're not keeping up with all of our workload
- We're not spending our time on the right mix of things
- We're not getting 100% effort from all of our people (and it's not their fault!)

# Follow-up Performance

Sum of Total Number of Activities Assigned To	<= 7days past due					
	-7	less than 7 days	more than 7 days	not past due	Grand Total	Past Due
Names Hidden!		12		20	32	38%
		1		24	25	4%
				34	34	0%
		3	53	10	66	85%
		36		34	70	51%
		7	7	5	19	74%
		2		29	31	6%
		6	9	7	22	68%
		3	228	41	272	85%
		44		132	176	25%
		151		197	348	43%
		5	34	9	48	81%
		2		9	11	18%
		3	55	12	70	83%
		1	36	13	50	74%
Grand Total		276	422	576	1274	55%

Some substantial backlogs

# Work Time by High-Level Type

Row Labels	Values		
	Sum of Sum of Total Task Time2	Sum of FTE	Percent
Casework	364:01:00	4.41	22.6%
Illustrations	330:18:00	4.00	20.5%
Overhead	195:53:00	2.37	12.1%
Admin	170:40:00	2.07	10.6%
Marketing	150:40:00	1.83	9.3%
Other	106:10:00	1.29	6.6%
BOES	73:04:00	0.89	4.5%
Ext Meeting	54:51:00	0.66	3.4%
Reporting	52:48:00	0.64	3.3%
Desk	49:24:00	0.60	3.1%
Research	29:10:00	0.35	1.8%
Project	22:48:00	0.28	1.4%
Leadership	14:13:00	0.17	0.9%
<b>Grand Total</b>	<b>1614:00:00</b>	<b>19.56</b>	<b>100.0%</b>

Key question:

Are these  
relative splits  
where we want  
them to be?

# Work Time by BGA v. Career

## BGA

Sum of Sum of Total Task Time2		
Row Labels	Total	Percent
Casework	258:20:00	31.5%
Admin	93:02:00	11.3%
Illustrations	88:23:00	10.8%
Overhead	85:04:00	10.4%
Marketing	69:36:00	8.5%
BOES	60:17:00	7.3%
Ext Meeting	47:17:00	5.8%
Reporting	39:54:00	4.9%
Other	24:48:00	3.0%
Project	22:23:00	2.7%
Research	19:49:00	2.4%
Desk	8:17:00	1.0%
Leadership	3:52:00	0.5%
<b>Grand Total</b>	<b>821:02:00</b>	<b>100.0%</b>

## Career

Sum of Sum of Total Task Time2		
Row Labels	Total	Percent
Illustrations	70:24:00	25.8%
Casework	69:49:00	25.5%
Overhead	40:41:00	14.9%
Admin	26:24:00	9.7%
Marketing	23:00:00	8.4%
Other	11:10:00	4.1%
Reporting	9:35:00	3.5%
BOES	7:37:00	2.8%
Desk	6:10:00	2.3%
Research	4:46:00	1.7%
Ext Meeting	3:32:00	1.3%
Project	0:10:00	0.1%
Leadership	0:05:00	0.0%
<b>Grand Total</b>	<b>273:23:00</b>	<b>100.0%</b>

- Significant admin and overhead loads
- Highest task is “casework”

# Casework Time Analysis

Sum of Total Task Time	Column Label		
Row Labels	BGA	Career	Grand Total
Casework with RVP/Producer/BGA	173:43:00	64:09:00	237:52:00
Casework with New Business	72:00:00	7:27:00	79:27:00
Casework with Underwriting	29:21:00	1:51:00	31:12:00
Casework with Marketer Services	22:42:00	2:27:00	25:09:00
Other Casework (explain in comments)	15:44:00	7:45:00	23:29:00
Casework with Advanced Solutions	8:37:00	1:52:00	10:29:00
<b>Grand Total</b>	<b>322:07:00</b>	<b>85:31:00</b>	<b>407:38:00</b>

- 1 FTE working with New Business (110 hrs/month)
- 25 hours with Marketer Services (fixing Agent codes)

# Casework Time by Work Type

Sum of Total Task Time	Column Labels			
Row Labels	BGA	Career	Grand Total	
Case design assistance	52:40:00	42:25:00	95:05:00	23.3%
Other (explain in comments)	58:25:00	15:22:00	73:47:00	18.1%
Status follow-up question	60:01:00	6:34:00	66:35:00	16.3%
Negotiation with UW/CC	41:25:00	8:04:00	49:29:00	12.1%
Expediting/rush	43:19:00	1:02:00	44:21:00	10.9%
Illustration assistance	29:23:00	9:40:00	39:03:00	9.6%
Agent code issue	19:34:00	0:06:00	19:40:00	4.8%
Exceptions and waivers	17:12:00	2:18:00	19:30:00	4.8%
(blank)	0:08:00		0:08:00	0.0%
<b>Grand Total</b>	<b>322:07:00</b>	<b>85:31:00</b>	<b>407:38:00</b>	

We spend about half of our casework time fixing problems and/or conveying information that should be already fixed or communicated by others in our organization!

# Performance

Our team does **5.5 hours** of work per day on-site

Overall staffing model shows efficiency gap of 3.25 FTE (15%)

*Why???*

Names Hidden!

Row Labels	Values		Time per		
	Sum of Time	Sum of Days	day worked	Effective FTE	Current FTE
	69:55:00	11	6:21:22	0.98	1
	68:52:00	15	4:35:28	0.71	1
	77:15:00	12	6:26:15	0.99	1
	69:52:00	14	4:59:26	0.77	1
	52:28:00	14	3:44:51	0.58	1
	56:17:00	13	4:19:46	0.67	1
	53:51:00	11	4:53:44	0.75	1
	49:33:00	9	5:30:20	0.85	1
	121:38:00	15	8:06:32	1.25	1
	86:17:00	12	7:11:25	1.11	1
	100:16:00	15	6:41:04	1.03	1
	74:27:00	12	6:12:15	0.95	1
	61:15:00	13	4:42:42	0.72	1
	95:28:00	15	6:21:52	0.98	1
	86:42:00	13	6:40:09	1.03	1
	78:32:00	14	5:36:34	0.86	1
	30:07:00	4	7:31:45	1.16	1
	3:40:00	1	3:40:00	0.56	1
	30:39:00	10	3:03:54	0.47	1
	69:28:00	15	4:37:52	0.71	1
	57:49:00	14	4:07:47	0.64	1
	50:52:00	14	3:38:00	0.56	1
<b>Grand Total</b>	<b>1445:13:00</b>	<b>266</b>	5:25:59	18.32	22
		Day per FTE	Subtract RR	-0.56	-1
		12.67	FTE	17.75	21.00
		Goal:	6:30:00	Gap:	3.25
					14.8%

# Opportunity Insights

## ● Value

- Optimize system tools for customer self-help (status access) and NSD job performance (system access, reports)
- Prevent handoffs (get calls to the right place from the start) and/or hand it off cleanly (don't stay in the middle)
- Add Value: identify and remove tasks (particularly within casework) that are duplicative with other roles
- Challenge infrastructure decisions (e.g., accountabilities and goals) that drive short-term behaviors (pending casework)

## ● Flow

- Maintain lower levels of backlog (e.g., proactive follow-ups)
- “Pull” work to maximize capacity; flex to match demand

## ● Performance

- Get 6 hours work per 8 hour day by providing flexible org design, work distribution, and performance controls to leaders, teams, & individuals (with tracking self-discipline)



# Opportunity #1: Status Access

## ● Issue:

- Field partners call to get status on casework from NSD
- Status calls alone account for 0.6 FTE of NSD time, and also impact New Business Case Coordinators and other partners

## ● Proposed solution(s)

- Automate access for NSD team to:
  - New Business BPM system (rolled out in May, 2014) for case search and real-time overall status (read-only)
  - New Business Image system for case details
- Review list of partial access to documents, and decide if it will require system work (approx. 50 hours) for security settings
- Train NSD team to use the systems
- Coordinate requirements with ongoing and future systems work on agent portals, which would allow agents to self-serve

# Opportunity #2: Reports

- Issue:
  - Pulling reports can be time-consuming
  - NSD team spends 0.5 FTE pulling reports
- Proposed solution(s)
  - Fix the pending business report to allow:
    - Standard query of a report by agent list / territory rather than requiring entry of multiple codes every time
    - More than 250 lines (unlimited)
  - Create a “Pending BOES” report that draws all BOES cases (BOES is just a different kind of policy we track separately)

# Opportunity #3: Organization

## ● Issue:

- Org design promotes some good performance:
  - Sales Desk Consultants have efficient workflow
- Regional assignments and 1:1 linkage of internal wholesalers to sales regions can result in some mismatch of capacity and demand
  - Some BGA NSD team members aren't fully utilized

## ● Proposed solution(s)

- Create dedicated teams that handle multiple territories, with a “senior and junior internal wholesaler team” dedicated to cover one or more RVPs (while retaining 1:1 relationships)
- Rationalize territory coverage by premium and case count
- Create balanced teams with senior/junior roles, supported by both sales goals and proactive marketing activities

# Opportunity #4: Proactive Workflow

## ● Issue:

- Some proactive activities (follow-ups) are backlogged
- Incentives to focus on proactive activities are partially based on suspect data (counting “producer contacts”)
- Compensation drives casework focus

## ● Proposed solution(s)

- Monitor key proactive activities (e.g., follow-ups, illustrations) on a whiteboard in the team area
  - Created the whiteboard on 3-26-13
  - Started to update board on 4-15-13
  - Daily huddles to discuss workflow priorities: 5-13-13
- Deploy personal Work Tracking to count activities completed, and tie to computer systems

# Results

- Reorganized into “pods” of 3-4 team members supporting 3-4 Sales RVPs, maintaining 1:1 relationships while allowing sharing of workload and joint accountability for results
- Deployed work tracking tools and accountabilities
- Grew sales by 20% without adding staffing to the National Sales Desk
- Field Sales said:

“1 to 1 partnership is critical to supporting our customers. Now we have a structure in place that allows us to partner at a much deeper level with our customers and drive results. It is amazing!”

# Other Questions?

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