

A Cultural Transformation Journey

People CMM[®] ML3 Journey
@ **Mahindra** INSURANCE BROKERS

Partnered by..

| QAI

| QAI

Mahindra Insurance Brokers Ltd (MIBL), India was appraised and rated at maturity level 3 of the People CMM[®] as a result of an appraisal conducted using SCAMPI^(SM)-A on 11th December 2015.

MIBL (started in 2004) is empanelled with various public and private insurance companies to offer best insurance solutions to customers covering Life and Non-Life areas. In addition to Direct broking, MIBL also provides Reinsurance broking.

The Business Context

In the last eleven years MIBL has organically grown from 50 to 800 employees in India. As the organization grows, maintaining consistency in employee experiences; building and sustaining employee engagement becomes challenging.

MIBL's compelling vision "To be the first Indian company amongst the Global Top 100 Insurance Brokers in Revenue by 2020" depicts high aspirations for business growth.

There were 3 key questions, for which the leadership had to find relevant answers:

1. How successful is our business today?
2. How can our human capital develop personally as well as contribute to the growth of our organization?
3. How ready are we for the future?

These thoughts ignited and provided impetus to **synergize people, process, technology & culture** and that is how the company's cultural transformation journey started in April 2014.

Key Objectives Defined

- Increase in employee engagement scores by 10%
- Reduce Attrition Rate
- Develop Risk Taking culture – (enhance implementation of Rise philosophy i.e. "alternative thinking", "accepting no limits" and "driving positive change" to bring in innovation and customer centricity)
- Enhance and scale up Organization competency profile
- Increase HR functional resonance and business alignment

Key Business Benefits/Results

1. Improved retention of employees : Reduction in attrition rate by 41% in the last 3 years;
2. Improvement in engagement scores from 3.9 to 4.26 (on 5 point scale) in the last 2 yrs.
3. Employee as Promoter Score (EPS) improved by 42% in the last one year.
4. In the last two years, MIBL has been able to hire over 70% through employee referrals, saving considerable hiring costs. Employees are acting as 'promoters' of the organization in the job market.
5. Improvement in Great Place To Work (GPTW) Trust Index Score: Retained Grand Mean score at 79, FY 2015-2016 scores improved in 11 sub dimensions of GPTW model practice areas compared to last survey results of FY 2013-2014.
6. Implemented a robust competency framework which has become a basis for hiring, transfers, trainings, career development & promotions, reward and recognitions and succession planning; Have improved Organization Competency Profile (in range of 24%-38% for various critical competencies in the last 1 year).
7. Improved employee productivity levels. Human Capital ROI increased by 9.6 % in the last one year
8. Empowered employees: through drill down of delegation of decision making authority.
9. Ability to execute strategic business projects faster, and in a more controlled manner.

About Mahindra Insurance Brokers Limited

The company's long-term Vision is: **To be the first Indian company amongst the Global Top 100 Insurance Brokers in Revenue by 2020.**

Mahindra Insurance Brokers Limited (MIBL) is a subsidiary of Mahindra & Mahindra Financial Services Limited (MMFSL). MIBL has a Composite Broking license enabling it to operate as a Direct as well as a Reinsurance broker. MIBL is one of the few insurance broking companies in India to have adopted Quality Management systems **ISO 9001:2008 certification and World's first in Insurance Sector to achieve People-CMM Maturity level 3 for its organization processes & people practices.** MIBL is committed to providing value to its customers by understanding their insurance needs and risk profile, and providing innovative, cost effective, customized solutions to ensure total customer satisfaction. MIBL's role, in short, encompasses various activities right from risk profiling to claims administration for customers.

As on today, the insurance solutions developed by MIBL have reached out to over 150,000 villages and have serviced over 6 million cases in the rural and semi-urban markets. Our presence in 350+ locations across 25 states in India gives us extra mileage to serve our customers.

MIBL has set its eyes on the global market by spreading its wings globally and developing relationships in over 30 countries in reinsurance broking business.

“Some of the challenges in the financial and insurance sector are high employee attrition and low employee engagement levels. We expected to improve our employee engagement and to reduce attrition levels. Our larger objective was to align HR with business strategies and drive excellence in HR processes to achieve our Vision. We have started realizing immense benefits in our journey over the last 15 months. A few of these are: a) Improved employee engagement scores b) Reduced Attrition levels c) Significant improvement in transparency and effectiveness of our internal communication channels, which have further enhanced our Trust Index levels d) A robust competency framework aligned to our various people practices e) Better execution of strategic business projects at a faster pace now .

Holistically, we have improved in our agility, responsiveness and customer-focus across the organization ”

Dr. Jaideep Devare, Managing Director of MIBL

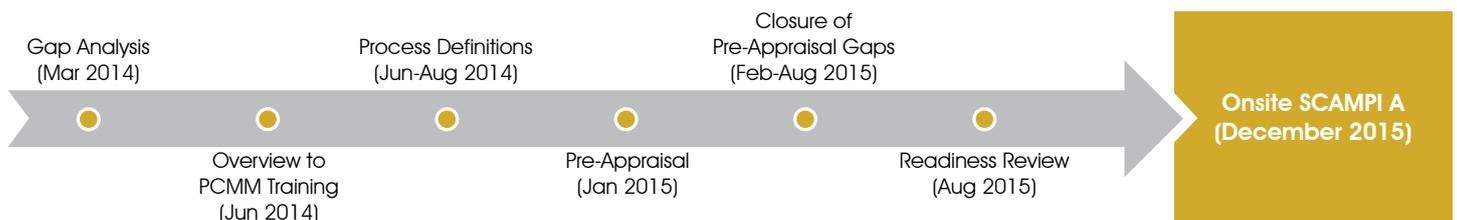
Initiation & Rollout

Adoption of P-CMM model & Initial Diagnostics – MIBL engaged with QAI, an industry leader helping organizations achieve operational excellence, to help guide and provide consultancy in implementing P-CMM. QAI ran the diagnostics to gauge MIBL people practices in line with P-CMM model. Gaps and areas of improvement were identified in various practice areas. All the gaps were consolidated and a structured Project plan prepared with timelines for PCMM- ML 3 implementation.

The whole transformation journey was managed as a project using Cross Functional Teams. Having a risk mitigation plan in place and proper resource allocation made it easier to implement each initiative smoothly and within specified time-frames. Interim implementation review mechanism was established and MIBL leadership team represented by the Strategic Management Council of the company always had an oversight on the progress of the project.

“MIBL has done well to create an ecosystem built on an ethos of trust and collaboration with Quality driven processes as the foundation. We had to think differently, more structurally to define key processes, develop capabilities for the future to be ready for the changes occurring in the internal and external environment, and ensure that all of this would keep our employees engaged. P-CMM, as a framework, has given us the robustness to pursue our journey to the next level of growth.”

Nikhil Save, Head – People Development



Key Challenges & counter measures

- Managing risk related to attrition of key team members: Concrete project implementation plan and resource allocation ensured timely completion and institutionalization of various initiatives and development programs
- Getting buy-in and participation from line functions to ensuring inclusivity for each initiative posed a challenge as our employees are spread pan India across 350+ locations: We designed and ran several sensitization and awareness programs. The mantra followed was “Communicate... Communicate... and Communicate” through various channels to handle the change.
- Line Managers’ understanding and implementation of competency framework and competency based people practices like recruitment, employee development, rewards & recognition etc. Running orientation programs across regions both from a point of orienting employees and their managers to the new practices as well as orienting managers and employees to the tools helped
- Setting accountability: We held our people managers accountable for development and engagement of their team members and also accountable for attrition in their team. The same also reflected in their goal sheets which ensured accountability and actions in line with organization transformation roadmap
- Risk Identification and mitigation plan ensured smooth sailing and controlled the impact of external environmental forces in our transformation journey.
- Monitoring & Control: Interim reviews by Senior management and mid-course corrections helped the transformation project to be on track and ensured continuous improvement in various processes and initiatives

“Execution of such a large scale strategic project becomes successful by inspiring leadership, team work and contribution by each employee. This achievement is an affirmation of our strong and collaborative culture by which we will achieve sustainable competitive advantage in the market. We are now looking forward for PCMM level 5 journey to improve our organization’s learning curve, build an engaging culture and reap more business benefits in long run”

Ashwini Kumar, Project Manager (PCMM) & Lead – Organization Development

About People CMM® ...

The People CMM® is a roadmap for implementing workforce practices that continuously improve the capability of an organization's workforce.

It enables organizations to:

- Attract, develop, organize, motivate, and retain the workforce required to build their products and deliver the services
- Align workforce development with strategic business or mission goals

- Characterize maturity of workforce practices
- Set priorities for improving workforce capability
- Become an employer of choice
- Enhance Business Performance



Each maturity level of the People CMM®, with the exception of the Initial Level, consists of three to seven process areas. Each process area (PA) identifies a cluster of related practices that, when performed collectively, achieve a set of goals

considered important for enhancing workforce capability. The process areas at each level of maturity create an inter-linked system of processes that transform the organization's capability for managing its workforce.

About QAI

QAI is a global consulting, advisory and workforce development organization addressing Operational Excellence. QAI today has a global footprint with offices and subsidiaries in India, USA, China, Malaysia, Singapore and Dubai.

Today, the QAI Global Services works with organizations worldwide for enterprise-wide deployment of process improvement and quality initiatives using various models like CMMI®, People CMM®, and Six Sigma, Risk Management, Project Management, Change Management, Knowledge Management and Innovations Management interventions to name a few. QAI Global Services is designed to help organizations align their strategic objectives with day-to-day business and operational goals. QAI's services aid companies world over to reduce cycle time, increase productivity, and improve quality of service delivery and processes.

Over 300+ Customers Trust us for their Excellence

By taking an integrated approach to achieving operational excellence, we have consistently delivered significant bottom-line savings to our clients; by virtue of which, QAI has had the opportunity of implementing CMM®, CMMI® and P-CMM® at over 300 leading clients from across 30 countries.

Of the top 6 consulting firms in the world, 5 of them have either worked or are working with us. These include Accenture, Deloitte, Price Waterhouse Coopers, Cap Gemini, Ernst & Young and Bearing Point. This goes a long way to indicate the confidence and faith by the best of the consulting organizations in our abilities, experience and team. We tailor our efforts to deliver precisely the support required to help its clients build their organizations' capabilities. This consistent attention to organizational impact and attitudes is a critical factor in the successful implementation of any change thereby helping clients respond quickly, effectively and efficiently to changing business environments.