

# Intact Insurance Finds Stronger Leaders Are the Best Policy



*"Our engagement score has improved by four points this year. That's quite impressive. I'm pretty sure that's not only due to [the Leadership Passport] program, but it must have a strong impact."*

- Robert Dubreuil, Vice President, Learning & Development, Intact Insurance

Intact Insurance is Canada's largest home, auto, and business insurance company, with more than four million customers. The company reached this pinnacle quickly through acquisition, growing from fewer than 3,000 employees to more than 11,000 employees after it acquired a larger competitor (AXA Canada) in 2011. The rapid growth created the need to forge a unified culture for the newly combined and expanded organization—a need that demanded effective leaders.

Toward bolstering the organization's leadership strength, Intact's HR team created leadership development programs for multiple levels to impart the skills and organizational knowledge needed to make the leaders—some of whom were new to Intact after the acquisition—more effective and promote a common leadership language and culture. The resulting culture also would create a foundation from which to facilitate the integrations that would accompany future acquisitions.

## Support for Day-to-Day Interactions

Recognizing the need for leaders to be developed in order for the new culture to take root, Intact launched programs for leaders at multiple levels.

The first program, a certification program for frontline leaders, is called Leadership Passport. The Leadership Passport program includes 11 courses delivered over an 18-month period. The curriculum, which features several courses from DDI's Interaction Management® leadership development system, included nine required courses and two electives. The required courses cover critical topics such as customer focus, performance management, coaching, employee engagement and retention, and managing priorities. The two elective courses, which can be selected from seven options, cover areas such as influential leadership, resolving conflict, and leading remote employees. The curriculum is delivered in both English and French by Intact's own facilitators, based in Montreal, Toronto, and Calgary.

Leadership Passport, according to a communication from Intact's CEO, Charles Brindamour, announcing the program's launch, is designed to "put much emphasis on skill building and practical learning, as well as provide tools that will support you in your day-to-day interactions with your team."

In addition to going through the courses, leaders participating in Leadership Passport also complete a 360° assessment and take part in a feedback session with a coach to confirm their strengths and

pinpoint their individual areas for development. By early 2015, at least 850 of Intact's 900 frontline leaders had completed at least three of the program's courses.

## Stronger Leaders at Multiple Levels

Leadership Passport was so well-received that Intact decided to extend its development efforts across its leadership pipeline. "Because people really saw the value of Leadership Passport, we decided to offer a similar program for our high potentials and key talent who weren't yet in formal leadership positions," says Robert Dubreuil, vice president, learning & development.

The resulting program, Leadership Visa, is a five-course, 12-month curriculum for team leaders, unit managers, and early-career high potentials. The five courses in the curriculum include Insights, a course that makes leaders more aware of their personal leadership style, as well as four Interaction Management® courses: The Customer Driven Leader, Essentials of Leadership, Influential Leadership, and Coaching for Success. By the end of 2014, almost 400 leaders and individual contributors had completed the program. "Leadership Visa is very popular, especially with those, ages 25 to 35, who really want to get into management very fast," says Dubreuil. "It's a great way to show them the roles and responsibilities that come with leadership."

A third program, for directors, was launched in 2015, featuring a course on Intact's Leader Success Factors and four courses from DDI's Business Impact Leadership® mid-level leadership development system. These courses, which target the knowledge and skills middle managers need to be effective, include Translating Strategy into Results, Cultivating Networks and Partnerships, Mastering Emotional Intelligence, and Coaching for High Performance. As with the Leadership Passport program for frontline leaders, the development program for directors also includes a 360° assessment and coaching component to identify personal areas of strength and development. "It's very useful for our managers across the organization to be able to explain things or share things using the same vocabulary," says Dubreuil. "Having these leadership programs at different levels, with the same provider, really helps."

### The DDI Solution

Interaction Management®  
Business Impact Leadership®

### Results

Partnering with DDI to create the Leadership Passport and Leadership Visa programs to develop more than 850 frontline leaders, Intact Insurance has realized the following results:

- + 4 percent improvement in employee engagement in one year.
- + Average satisfaction ratings of 93 percent and 92 percent, respectively, for the director and team leader programs.
- + 89 percent of leaders surveyed agreed or strongly agreed that participation in the development program improved their effectiveness as a people leader.
- + 88 percent of leaders surveyed agreed or strongly agreed that participation in the development program improved their ability to "use my personal style effectively."

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