

Client Spotlight

Anthem Blue Cross and Blue Shield

CHALLENGE: To improve the corporate culture, organizational effectiveness, productivity, leadership bench strength

SOLUTION: To transform Anthem's leadership culture from one of "servitude" to one that exemplifies "Servant Leadership" through a blended learning initiative incorporating classroom, online, and Web-based courses utilizing Situational Leadership® II and Situational Self Leadership

RESULTS: Almost unanimously, leaders and managers reported a high level of confidence that their use of the SLII® skills will pay off in the future through reduced work errors, increased retention of high performing associates, achievement of critical business goals, higher employee morale, and increased customer satisfaction.

Anthem Blue Cross and Blue Shield—a dynamic and rapidly growing company in the challenging health care industry—has a strategic objective to be among the best and the biggest in its industry, with the size and scale to deliver the best product value with the best people. Anthem recognized that organizational renovation was paramount to remaining competitive. So, in the midst of the tornado that represents today's health care climate, it set out to transform its leadership culture from one of "servitude" to one which exemplifies "Servant Leadership." Goals were specific, but not simple. Anthem wanted to break down bureaucratic barriers, enable self-leadership, foster effective communications, focus on business results and distinctive service, execute its business plans thoughtfully and effectively, make the organization a great place to work, move beyond "command and control" and leadership by intimidation, and promote a learning culture. Using The Ken Blanchard Companies® Situational Leadership® II (SLII®) as the foundation of its leadership training, the company launched a blended learning approach incorporating classroom, online, and Web-based courses designed to improve organizational effectiveness.

The Payoff: Ernie Scrivani, an Anthem Leadership Consultant, says that an impact study shows that SLII® applications have made a significant impact on the company's culture. Seventy-three percent of managers indicate that conversations with their staff improved; 79.5 percent of managers indicate that they are able to determine the development needs of their staff accurately; 79.8 percent of managers indicate that they are comfortable using multiple leadership styles; 68.3 percent of managers indicate they are better able to manage the performance of their staff using SLII® skills; and, Anthem realized a \$2.5M cost avoidance because of a performance conversation with an associate. It appears that a dose of Situational Leadership® II was just the prescription needed to create organizational health at Anthem Blue Cross Build Shield!

Ernie Scrivani has been a Leadership Consultant with Anthem Blue Cross and Blue Shield since 1989. His responsibilities include leadership, performance management, and organization development consulting. Ernie led the blended implementation of Situational Leadership® II and is often called upon to develop and provide educational and inspirational talks throughout the Anthem enterprise.