

Client Success Story

TOP RATED INSURANCE COMPANY ACHIEVES GROWTH DUE TO HYBRID ENABLEMENT TRAINING

Rockingham Insurance experienced a disruption in team dynamics due to a transition to remote work. The executive team aligned on a hybrid workforce vision through the Goplaceless remote enablement program, and 20 leaders leveraged Leadplaceless training to overcome accountability, communication, and employee isolation challenges.

About

Name	Rockingham Insurance
Industry	Insurance
Year Founded	1869
Size	117
Type	Hybrid-remote



Top Goals

1. Determine the **best strategic operating model** to support business growth.
2. **Fix leadership challenges** with team accountability due to employee location shifts.
3. **Resolve remote communication gaps** that have negatively impacted engagement and performance.
4. **Reduce overwork and isolation** on a suddenly hybrid team.



Workplaceless created an environment to build the confidence of the executive team and managers to hire remote employees. This allowed Rockingham to cast a broader net for qualified job candidates and has increased our gender and locational diversity. We utilized both asynchronous and synchronous platforms in our hiring and orientation processes which drove an increase in efficiency. We continue to work at adapting and changing how business functions when your colleagues are dispersed around the US and the world. We are on our way to a new Rockingham Insurance!

Marcy Engle
VP, Human Resources



Challenges

Due to COVID-19, Rockingham Insurance faced a disruption in team and supervisory dynamics due to their rapid transition to remote work. As the organization adjusted, the executive team determined a distributed model might suit their business goals.

However, leaders and managers were not equipped with the remote tools, policies, or procedures to effectively lead. Experiences of overworking and isolation weighed heavily on the team. Engagement within the entire organization was difficult, because employees missed the spontaneous in-office connections that were foundational to Rockingham's culture.

Overall, managers were seeking better ways to collaborate and communicate across distances. They were having difficulty recreating in-office experiences in virtual settings. Rockingham was challenged with accountability in their teams due to fewer personal interactions and struggled to handle interpersonal conflict while in a remote environment. Individuals also experienced communication gaps between leadership and middle management due to the new remote work context.



Solution



The executive team completed Goplaceless to set the vision and lay the foundations for long-term success of their digital-first team. By aligning to a remote-first mindset, the leadership team developed an action plan to enhance their remote organization's performance.



Twenty managers completed the Leadplaceless virtual leadership program to close knowledge and behavior gaps. Through this training, they developed skills around async-first communication, performance management, and conflict management.



Results

1. Determine the best strategic operating model to support business growth.

By completing the Goplaceless program, the executive team aligned on core principles for effective remote work, including mindset, infrastructure, and capability. The executive team established a remote-first vision for their organization that would best support their plans for growth. The Goplaceless program helped identify some of the potential challenges that applied to their hybrid workforce and develop a rollout plan with clear ownership.

As a result, Rockingham's prioritized asynchronous (async) collaboration and strategic synchronous (sync) connection. In addition, they expanded their technological resources in order to support the hybrid-remote work environment. Rockingham Insurance began the transition to hybrid in early 2021 and as of summer 2021, 11 teams are hybrid with an emphasis on remote-first practices.

2. Fix leadership challenges with team accountability due to employee location shifts.

During the shift to fully remote, then to a hybrid model, Rockingham managers found maintaining consistency a challenge. Leaders struggled with managing employee performance due to fewer personal interactions, and with how to handle interpersonal conflict while in a remote environment.

Through the Leadplaceless training, managers learned proven practices for leading employees in distributed environments, and gained skills on how to address the changes in personal interactions.

The Impact

10%

Decrease in Synchronous Meetings

Eliminated 10% of synchronous meetings via intentional communication practices

11

Remote-First Teams

11 teams have effectively adopted a remote-first approach to hybrid work

8

State Expansion

Embraced new remote employees in 8 additional states in 12 months

3. Resolve remote communication gaps that have negatively impacted engagement and performance.

Teams struggled to respond to messages in a timely manner, and managers were developing workarounds in response, rather than creating strategic communication norms. A lack of proactivity and technological acumen stalled work for multiple departments.

The Leadplaceless Virtual Leadership Program helped Rockingham managers pinpoint the gaps in skills that were leading to these miscommunications. As a result, the team crafted new processes that shifted to a more effective balance of async and sync communication, better suited to remote-first work environments. This shift has also enabled a more efficient and geographically diverse recruiting process that more effectively supports Rockingham's ongoing expansion.

As an extension of the Leadplaceless program, every leader focused on strengthening their communication skill set via the synchronous Communication and Performance Management workshop. The team has also embraced new remote-first collaboration tools, such as MURAL, and aligned on the need for a team Communication Charter.

With more focused and intentional communication practices, Rockingham eliminated 10% of synchronous meetings.

4. Reduce overwork and isolation on a suddenly hybrid team.

Due to the pandemic, teams were burdened by overwork and felt isolated. Engagement within the entire organization was difficult. To support team members who struggled to keep up with meetings and collaboration, managers applied what they learned from Leadplaceless to successfully collaborate through Teams, Zoom, WorkCompass, and other online tools.

While async-first collaboration is prioritized, Rockingham has chosen to meet in person for team-wide gatherings in the fall and spring to further cultivate feelings of togetherness.

“[I realized] that the work environment that I’ve been in my whole life is likely to be drastically different going forward. [I have a] better understanding of how this shift will demand different skills to manage and lead effectively.”

Rockingham Insurance Leadplaceless Participant

W
GO
PLACE
LESS

W
LEAD
PLACE
LESS

LEARN MORE ABOUT OUR TRAINING PROGRAMS.

Schedule a discovery call with our learning consultants to discuss your team needs.