

## Case Study – MMIC

**Industry:** Health Care Risk Management Professionals

**Pain Points:** Inconsistent and ineffective leadership communication, informal senior management development

### The Challenge:

MMIC Group provides physicians, clinics and hospitals in the Upper Midwest with medical professional liability insurance, including risk management services that promote safety and minimize risk. Their affiliate company, MMIC Health IT, provides expertise in helping health care providers stay on top of their technology needs to ensure their practices are efficient, cost-effective and enhance patient safety. The firm has grown since 1980 from its headquarters in Minneapolis to offices in Iowa and Nebraska.

Management sensed disconnect between initiatives the CEO wanted to put forth in the organization and the effectiveness of other leaders to understand, contribute to and/or implement those initiatives. Leadership could not identify specific conflicts or miscommunication that might be causing the apparent disconnect or their inability to move forward with initiatives.

MMIC needed an independent consultant who could help the CEO and other leaders get past blind spots that seemed to hinder effective communication. They wanted more self-awareness of their strengths and weaknesses to think strategically regarding the entire organization, be open to giving and receiving feedback and to think creatively. Overall, they wanted to develop a more engaged and effective leadership team.

### The Solution:

MMIC chose The Bailey Group through a well-respected referral and began working with them in 2009. Executive Coach Barb Krantz Taylor facilitated senior management assessments to help leaders understand their strengths and that of other leaders. This assessment resulted in a clear awareness that senior leaders were not seeing themselves as responsible for the overall vision, but operating more from a managerial or implementation standpoint.

Using additional professional assessments, Barb engaged her skills as a licensed psychologist to help MMIC identify specific leadership opportunities and challenges. It was determined that the organization's growth required leaders to begin taking more initiative and ownership of MMIC's future.

This engagement expanded to include individualized and measurable coaching programs for the CEO and several senior leaders with Barb and Executive Coach Martha Carlson.

## The Results:

Over the past year, senior management at MMIC has gained awareness of the communication stumbling blocks that may have led to the disconnect with each other and staff. In addition, they have developed new methods of listening and communication that encourage contribution and feedback, leading to improved productivity and overall job satisfaction.

According to Bill McDonough, “We realized that the conflict wasn’t really conflict but it was the lack of dialog. If people disagreed or misunderstood, they kept it to themselves. We have learned as leaders to share issues and concerns and challenges. That’s made a big difference. What I also try to do now when talking to people is to ask them to repeat what they thought they heard in order to address any confusion right away. Working with The Bailey Group has created great opportunities to unify senior management and staff.”

Building upon this success, MMIC has engaged Organizational Development Practice Leader and Consultant Jan Dick to facilitate the selection of competencies which will be integrated into MMIC’s performance management system, hiring profiles and talent review process. By ensuring a future-orientation to the work, The Bailey Group is supporting a cohesive vision and culture for senior management at MMIC. To communicate a consistent vision to its board, MMIC has engaged Leigh Bailey and Barb Krantz Taylor to facilitate board governance training. Within one year, MMIC has efficiently leveraged The Bailey Group’s full complement of practical and results-based strategies to build a high-performance organization.

## Final Thoughts:

“It seems like customer service is a major focus for them and they are clearly attentive to customer needs. We really think we need XYZ, but they will say, ‘Have you thought about this?’ They really focus on what’s best for the customer, not just best for them.”

—Bill McDonough, CEO and President of MMIC Group and MMIC Health IT

MMIC utilized the following services lines The Bailey Group offers:

- Results-based Leadership Development
- Roadmaps to Build and Retain Great People
- Align and Engage People to Execute Strategy