



## CASE STUDY - LINCOLN NATIONAL REINSURANCE

### HOW DO COMPANIES THRIVE DURING CHANGE AND CONSOLIDATION?

#### CLIENT CHALLENGE

Lincoln National Reinsurance was one of the world's largest life and health reinsurers. When Larry Rowland took the helm as the company's new CEO, he quickly realized that a number of changes would need to be made in order for Lincoln Re to continue to serve its ever-widening array of customers. It was important for the company to shift culturally to respond to customers more quickly. Due to the wide range of issues Mr. Rowland had to address personally, he decided to enlist an outside expert to assist with the culture change.

#### VISIONQUEST SOLUTION

Beginning with three motivating leadership workshops, we wove The New Reality™ into the corporate culture's framework. The New Reality workshop helped the staff begin to work through productivity decreases, including how to proactively manage the problem.

We added two workshops—The *13 Paradoxes of Change* and *Get Over It!*—to complement The New Reality. These sessions helped participants understand that higher performance today doesn't necessarily equal high performance tomorrow.

To round out the culture change management approach, Lincoln National Reinsurance retained VisionQuest's services for executive coaching, extensive meeting facilitation and team development.

### THEY BECOME CHANGE-ADAPTIVE!

#### SHARED RESULTS

Lincoln National Reinsurance created a faster, more flexible approach to the marketplace as a result of this relationship. They experienced many significant changes due to the rapidly consolidating financial services industry. Feedback from within the organization indicated that employees better managed the changes because they had the skills needed to create a more change-adaptive culture.

Lincoln National Reinsurance was ultimately pursued and purchased by Swiss Re in no small part because of their change-adaptive, customer-focused culture.