



# WellPoint, Inc.

To support the rollout of a new corporate strategy, WellPoint realized a need for business acumen training. They concluded that in order to implement their game plan successfully their managers would need to fully understand the relationship between their individual roles and the company's broader strategy. Building Business Acumen<sup>®</sup> training provided the solution.

### Overview

WellPoint, Inc. is the largest health benefits company in terms of commercial membership in the United States, providing benefits to 35 million members. With over 40,000 employees and over \$60 billion in revenues, WellPoint currently ranks #32 on the Fortune 50.

### The Challenge

WellPoint identified a need for business acumen based on feedback from company managers and began to outline areas where improvements would have the most impact:

- » *Employees could develop a better understanding of the company's financials and how they compared with competitors.*
- » *Decisions made with unintended negative consequences to the business could be reduced.*
- » *Employees could more clearly connect their personal actions with key measures.*

- » *Managers and leaders responsible for communicating the company direction could articulate it easier and with more usefulness.*
- » *Employees could gain a broader perspective to better understand how financial decisions impact other areas of the business.*

### The Solution

WellPoint selected Acumen Learning to customize a business acumen course designed to communicate the company's new strategy more quickly and relay the training in context of various roles and levels of experience.

"One of the reasons we landed on Acumen Learning, as a partner of choice, was their underlying program model that was designed to carry our strategy to the company in different situations," said Todd Harrison, Director of Leadership and Associate Development.



Largest health benefits company in the United States

### » Fortune 500 Rank:

#32

### » Industry

Insurance

### » Location

United States

### » Results

- Increased Manager Effectiveness Scores by 50 percent
- Introduced a common business language
- Increased productivity levels by 6 percent
- Accelerated the promotion and adoption of a revamped corporate strategy

*"I attended the class with the hopes of learning about our business generically. What I received is how our products, culture, communication, and business impacts our strategy on a micro and macro level... In summary, I endorse the class so much that I think it should be mandatory for all associates."*

- Workshop Feedback Form



“I’ve been a learning professional for 20 years and this is the best training I’ve experienced in that time.”

**Dale Tucker**  
*Chief Learning Officer*  
*WellPoint, Inc.*

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“The solution was further refined to exactly what we needed and what our managers needed; to understand fully how our company operates and what they need to do in that system to make it successful.”

Working closely with WellPoint’s leadership development team, Acumen Learning conducted a series of interviews with executive officers, including the CFO and CEO, key organizational leaders, and participants to ensure a workshop that would be relevant to leaders and specific business units.

Weaved into the learning process were WellPoint’s financials, competitive data, key metrics, and core messages so that learners could experience first-hand the impact business decisions have on the company’s bottom-line.

The customized Building Business Acumen® workshop taught employees how to positively contribute to WellPoint’s five keys to driving business results. Simulations were developed to encourage participants to share insights, promote best practices, and encourage better teamwork.

Additionally, each individual created a personal “Action Plan” to further drive accountability and knowledge retention. The Action Plans communicate specific responsibilities and goals that are followed up on to ensure execution.

### **The Result**

The Building Business Acumen® course held at multiple company locations throughout the year proved to be a key component in solidifying the new company strategy and increasing productivity.

“It’s really about the results. We have compared the people who have been to the training with those that haven’t, and we can see the difference in the numbers,” said Harrison. “It’s very clear, those who have gone through the training gain a better understanding of how our company operates and they’re producing and getting better results. Our Manager Effectiveness Scores (an annual measure performed by WellPoint) showed a 50% improvement of those who attended the training compared to those who had not.”



Contact Acumen Learning to be put in touch with someone who can answer your questions:

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