

Case Study:

First Nonprofit Insurance Company
Chicago, Illinois

PI's Common Language Results in an 80% Reduction in Turnover

First Nonprofit Insurance Company, based in Chicago, Illinois, provides insurance coverage for non-profit agencies such as youth services, mental health, education, religious and cultural groups. The company first opened its doors in 1978 and currently writes business in 10 states with even more aggressive growth plans.

As the company continued to expand, so did their turnover. At close to 30%, Phil Warth, CEO of First Nonprofit identified this as a critical issue for the organization. He knew the foundation of the problem was in placing people in jobs that did not support their natural behavioral style. In addition to the financial implications, Lena Suizzo, Director of Human Resources, attributed low moral and poor customer service to the turnover issue.

Phil learned of the behavioral assessment survey Predictive Index (PI) and was impressed with the accuracy of the tool. After sharing his results with Lena, they viewed the PI as a way to hire the right people to fit the culture of the company and to help place them in jobs that supported their natural work style. They made the commitment to train all the managers in the use of PI.

Shortly after the training, it became clear that Predictive Index was not only an exceptional hiring tool but also a great vehicle for the managers to understand their own behavioral drives and motivations and how their communication style impacted others at First Nonprofit. It only made sense to Phil to expand the PI knowledge to all employees as a way to create a culture that shared a common language regarding employee behavior and job fit. It is now a company policy that all employees are trained in Predictive Index.

Since implementing this change, morale is at its highest level ever. The results of the most recent employee survey showed a significant improvement in employee satisfaction scores; moving from historic highs of 9's and 10's to impressive scores of 1's and 2's (1 being the highest, 10 being the lowest).

The Predictive Index has improved communication at all levels of the organization and has had a significant impact on the culture. Having a "common language" provided important insight into a reoccurring frustration between the sales and marketing groups. The sales department consisted of a group of highly extroverted people that wanted things done quickly with little attention to detail. The Marketing group on the other hand had the same strong sense of urgency but more importantly needed the messaging and details to be perfect before being comfortable releasing the materials to the salespeople. According to Lena, "The insight from the Predictive Index provided a non-judgmental understanding of the behavioral styles of these individuals and departments and a new found appreciation of their efforts."

Since using the Predictive Index, the company has seen tremendous results within their organization. In 2002 the average number of employee sick days taken was 6.5; today, the average number is 3.77 days, a reduction of over 40%. The average turnover rate went from a high 30% to an incredibly low 6%. Employees are happy to come to work every day!

First Nonprofit continues to find ways to use the Predictive Index to benefit their employees and everyday work ethics.

The Predictive Index® is a unique, in-house management tool used by executives throughout the world for over 50 years to develop leaders and build successful businesses. PI Worldwide is an international association of management consultants who help companies use PI to manage their most important resource—their people.

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**Lena Suizzo, Director
of Human Resources**