
Contents

1	The Nature of the Insurance Business	1.1			
	Characteristics of the Insurance Product	1.9			
	The Benefits of Insurance	1.10			
	Insurance as a Service	1.12			
	Reputation of the Insurance Business	1.13			
	Continuous Improvement and Insurance	1.14			
	Summary	1.14			
2	Customer Identification	2.1			
	Manufacturing Work Process	2.3			
	Types of Outputs	2.4			
	Service Work Process	2.5			
	Types of Customers	2.9			
	Summary	2.11			
3	What Customers Want	3.1			
	Quality Strategically Defined	3.3			
	Quality Measurement	3.3			
	Quality Criteria	3.5			
	Levels of Expectations	3.9			
	Summary	3.12			
4	The Voice of the Customer	4.1			
	Reactive Methods	4.3			
	Proactive Methods	4.6			
	Reactive and Proactive Methods Combined	4.12			
	The Benefits of Customer Orientation	4.13			
	Summary	4.24			
5	Key Processes	5.1			
	Identifying Key Processes	5.5			
	Process Management	5.7			
	Process Ownership and Process Planning	5.8			
	Summary	5.9			
6	The Process Improvement Model	6.1			
	The Six-Step Process Improvement Model	6.3			
	Variations on a Theme	6.9			
	Process Improvement, Skills, and Structure	6.12			
	Summary	6.13			
7	Process Improvement Tools	7.1			
	The Value of Data	7.3			
	Data Collection Tools	7.4			
	Analytical Tools	7.8			
	Measuring Organizational Performance	7.15			
	Case Study	7.16			
	Summary	7.21			
8	Leadership, Teamwork, and Organizational Structures	8.1			
	Leadership and Management	8.3			
	Preparation of Statements	8.6			

	Empowerment	8.8	<i>Answers to Exercises</i>	2
	Teams	8.12	<i>Exam Information</i>	13
	Team Development	8.14	<i>Bibliography and Other Resources</i>	30
	Organizational Structures	8.15	<i>Glossary</i>	33
	Summary	8.20	<i>Index</i>	41
9	<i>Checking on Progress</i>	9.1		
	Maturation	9.3		
	Awards	9.6		
	Common Obstacles	9.12		
	USAA Reading	9.13		
	Summary of the Course	9.23		