

# Client Case Study

Nº 12



## Allianz Insurance Talent Development Programme

*“ Thank you for such an enjoyable and valuable experience - it was really useful to find out how we act and also getting feedback with regards to how we are perceived by others and how we can turn our overdone strengths into a positive thing.”*

**Hayley Watterston, Delegate,  
Allianz Insurance.**

## Synopsis

Following a Talent Development Programme with Farscape, the return on investment is already being felt. Delegates are taking a proactive approach to their own development and demonstrating the leadership behaviours required to take the next step in their career.

## Background and Context

Allianz Insurance takes a proactive approach to developing their high potential staff. In order to prepare aspiring leaders for the Allianz internal leadership development programme, they identified that staff would benefit from having a leadership ‘experience’ designed to stretch and challenge them and highlight their current performance level and behaviours. The individuals were selected from across different departments within Allianz, some of whom had been identified as ‘talented’ staff by their line managers; others who had put themselves forward for development; and some who needed to demonstrate their commitment to their own learning and development in order to be considered for progression.

## The Farscape Learning Experience

Working in partnership with Allianz, Farscape designed and delivered a Leadership Experience over a 6- month period, which focused on and included:

- Specific objective setting with individuals and their line managers against the Allianz behavioural framework, in order to identify programme objectives and areas for development;
- Leadership behaviours self assessment against the Kouzes Posner Leadership Practices Inventory;
- Exploration of behaviours in leadership, in order to highlight the importance of self awareness; relationships with others; and flexibility in leadership styles;
- Individual profiling using the Strength Deployment Inventory (SDI) in order to enhance delegates’ understanding of their own Motivational Value Systems and how they relate to others;
- Creating a challenging and emotionally engaging programme in order to push delegates outside their comfort zones and give them an opportunity to experiment with different leadership techniques in unfamiliar situations. These were then related back to the context of the workplace at Allianz.
- An outdoor Learning Experience, designed to create opportunities for leadership and feedback in an exacting environment in order to enhance self awareness and drive forward performance;
- Individual feedback about performance, including key strengths and areas for development. This was fed into Personal Development Plans and is being driven forward by Managers at Allianz;

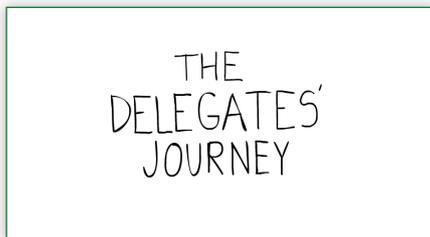
“ We’re already seeing the return on investment from the Leadership Experience. People’s behaviours have changed and they are clearly now ready to take the next step in their leadership journey. The individual feedback that you provided has been invaluable and is helping to ensure that the results are long lasting and lead to real, tangible improvements in performance. ”

**Karen Ballard, Professional Development Resources Manager, Allianz Insurance**

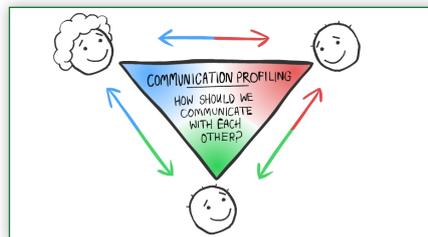
- Regular email contact to support delegates and ensure that learning is embedded in the workplace;
- Group action learning follow up designed to focus on the transfer of learning in the workplace and to focus on specific leadership challenges at Allianz.

## Outcomes and Results

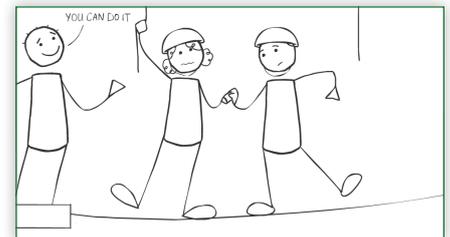
- Feedback to delegates has resulted in all individuals raising their performance and aspirations. They are now communicating and behaving in a way which indicates that they are ready to take the next step as leaders and are proactively taking responsibility for their own development;
- Improved behaviours are being seen amongst delegates in line with the Allianz behavioural framework;
- Greater openness has resulted in strong feedback being welcomed and delivered and is creating a culture of honesty, trust and high performance;
- Delegates are now in a position to move into leadership positions with the knowledge that they can effectively manage others and get the best from them.
- A pool of talented people is being created, which helps with succession planning and career development;
- A consistent approach to leadership behaviours is being built across the organisation with clear standards being set at all different levels.



*Delegates took part in a carefully designed learning journey*



*The Strength Deployment Inventory was used to raise self awareness*



*An outdoor learning experience enabled them to try out new skills*



*Reflection around the campfire created an environment of openness*



*Delegates felt proud of what they had achieved*



*Further support helped them to embed their learning*