

ALLIANZ LEADERSHIP DEVELOPMENT PROGRAMME



SECTOR: INSURANCE

Following a Leadership Development programme with Farscape, in which over 50 people took part, Allianz has seen improved relationships, communications and productivity. A second six-month programme was therefore designed to build on these foundations.

Challenges and requirements

- Recent and future restructures meant that people would be stepping up to leadership roles who had not had any practical experience or training.
- A history of autocratic leadership at the top had left a culture where people did not know how to be accountable or responsible.
- With a significant number of people wanting to take on more responsibility, Directors needed a way of helping people to recognise their own strengths and weaknesses as well as getting external feedback about leadership potential.

What we delivered

Farscape developed a bespoke six-month programme for five groups of 12 Allianz personnel. Each delegate had the opportunity to:

- Go on a personal journey to discover their own strengths and weaknesses, which included psychometric profiling and feedback;
- Identify personal values and drivers to help individuals understand themselves and others in order to communicate more effectively;
- Identify what good leadership looks like in order to agree a set of principles and behaviours that they would show and be measured against;
- Develop a personal leadership mission statement as part of their journey to becoming the best leader that they can be;
- Take part in a challenging and emotionally engaging programme that pushed them outside their comfort zone and gave them an opportunity to experiment with different leadership techniques in unfamiliar scenarios. These were then related back to the context of the workplace at Allianz;
- Practice different skills and techniques to identify what styles are appropriate for different people and situations;
- Learn about the foundations of high performance team work in order to help build more effective teams at work;
- Give and receive feedback about individual and team performance in order to practice having difficult conversations;
- Learn about different approaches, models and frameworks in order to develop a tool box of skills for use when leading;
- Reflect on personal attitudes and behaviours in order to identify where changes need to be made to improve performance (including creating a personal action plan).



Individuals who have taken part in the programme are now more confident and self-aware. They have a clear understanding of the importance of building trust as a leader and how to build positive working relationships. They have a number of tools and models that are practical and useable in the workplace. Project teams are operating more effectively and less time is being wasted through miscommunication and lack of clarity.



Don Morgan
Director, Allianz

BOND DICKINSON CREATIVE PERFORMANCE MANAGEMENT



Outcomes and results

- Since the programme delegates have shown increased confidence and self-awareness.
- The delegates are now much more able to talk about their own drivers and behaviours. This 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.
- Improved communications has meant that less time is wasted and project teams are working together much more efficiently.



Quite simply the most professional and innovative training provider I have ever experienced.



Don Morgan
Director, Allianz
