

Case study

AVIVA Ltd: Asian Management Development

AVIVA Ltd (AVIVA) is one of the world's largest insurance group and the largest insurance services provider in the UK. Its main activities are long-term savings, fund management and general insurance.

AVIVA underwent a significant period of change as a result of a series of large mergers between Commercial Union and General Accident to form CG and then between CG and Norwich Union, at first becoming CGU and then unifying under the AVIVA brand.

The Challenge

CELSIM was asked to design and deliver a management development programme for managers targeted for succession into senior management positions in Asia to enhance their management skills to effectively manage cross cultural newly merged teams for sustained business growth.

The objective of the programme is to develop managerial effectiveness in:

1. Managing People: fulfill role as defined within the organisation structure and manage people in a way that achieves the organisation's goals.
2. Managing Performance: assure the financial profitability of the organisation and ensure the continuity of provision of service in terms of effectiveness, efficiency and quality.
3. Managing Cross-Cultural Teams: enable participants to appreciate and leverage the national and international context in which the organisation operates.

The Solution

In partnership with Choon Mei Woo, Asia Human Resource and Development Manager, we designed the Asian Management Development programme with Henley Management College – combining Henley's academic excellence and international faculty with our highly engaging workshops, Asian case studies and personal development activities – to address the leadership and business challenges of AVIVA. This included:

- Increasing self-awareness to develop a successful approach and to leverage performance improvements in the workplace.
- Maximise team leadership effectiveness working with and learning from people from diverse backgrounds, cultures and different viewpoints.
- Improving competence and confidence in developing new ideas, leading cross-functional teams and delivering business results.

The Results

AVIVA managers gained leading edge academic knowledge and best practices in managerial effectiveness and developed the skills to better equip themselves to manage people and to deliver business performance for competitive advantage.

Choon Mei Woo (Asia Human Resource and Development Manager) summed up her satisfaction with our Asian Management Development programme saying, *“The course surpassed our expectations. There were lots of group discussions both with lecturers and peers - very useful and stimulating. Where the programme excels is how the lecturers were able to demonstrate real-life practical examples for the theory they were explaining supported with experiential activities to put the theories into practice.”*