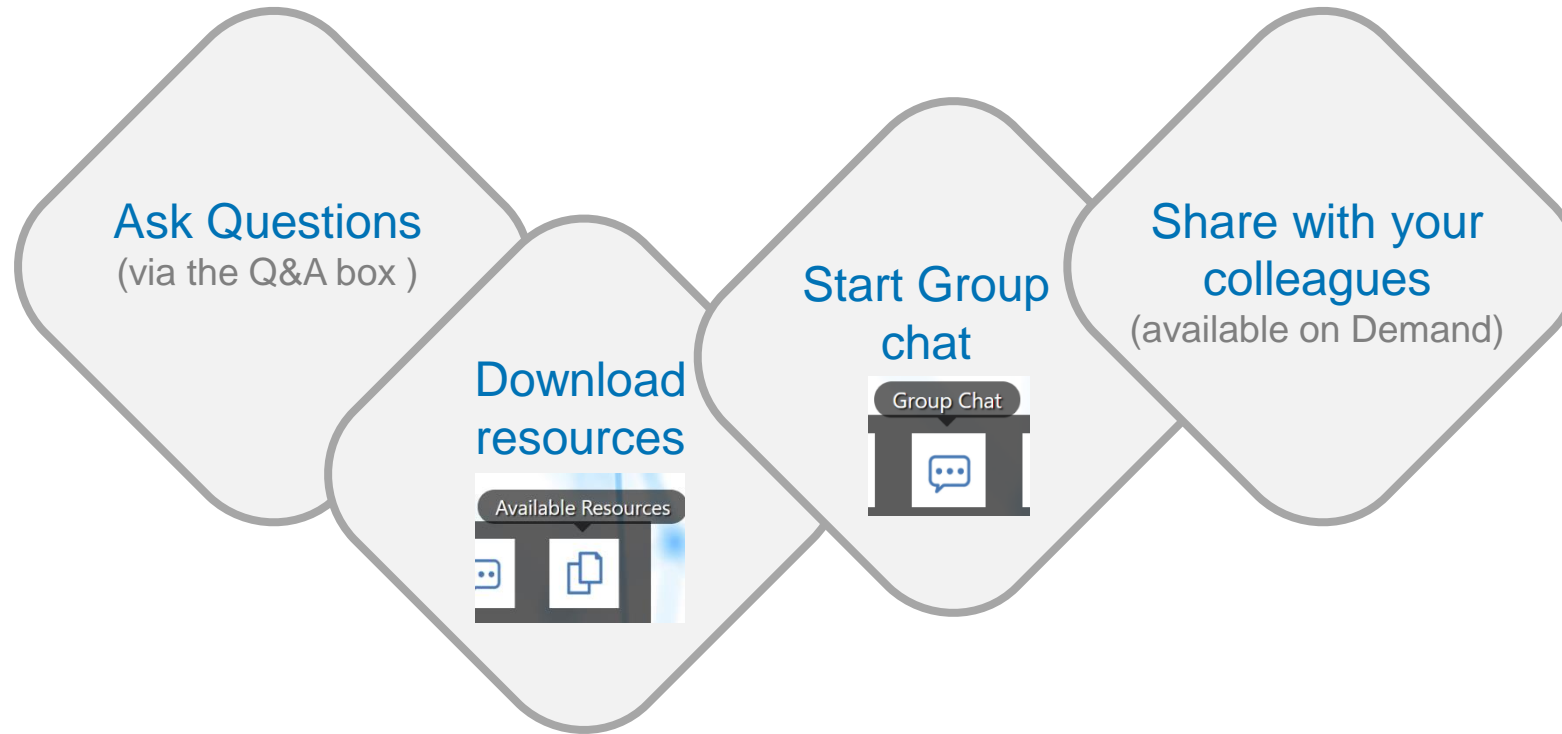


Making the most of the webcast



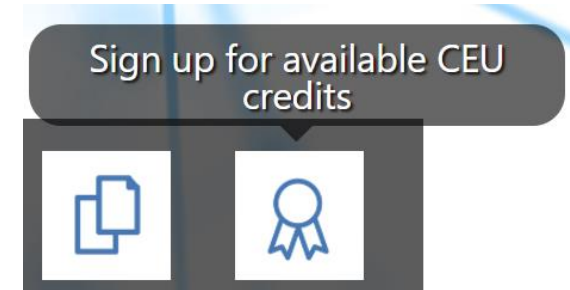
Tell us about your experience to help us improve our future program



Earn Credits

HRCI, SHRM, & CPE (NASBA)

- ✓ Click the link in the **CEU Request Widget** to sign up for credit
- ✓ Stay online for the entire webcast
- ✓ Click 'ok' for 3 popups that occur during the program
- ✓ Credit available for participation in live webcast only



Panelists:



Patricia Stone

Head of Agile & Organisational Change
Swiss Re.

[Bio](#)



Angsar Thiessen

Head COO Office
Swiss Re Corporate Solutions

[Bio](#)



Tom Plug

(Moderator)

Council Director, Employee Engagement and Experience Council,
EU

The Conference Board

[Bio](#)



PLEASED
TO
MEET
YOU



Patricia Stone

Head Agile & Organisational Change
Swiss Re – Group Operations

Ansgar Thiessen

Head COO Office
Swiss Re – Corporate Solutions

Activating Strategy & Change

When campaigning the way forward touches neither hearts nor minds

The Conference Board | July 1st 2021 | Patricia Stone & Ansgar Thiessen (Swiss Re)



1

About us & Swiss Re



2

Three lies about Strategy & Change Activation



3

How to do it differently - and getting it right

4

Sharing is caring - lessons learned



Let's go!

7



About us @ Swiss Re

Our mission



We make the
world more
resilient.

”

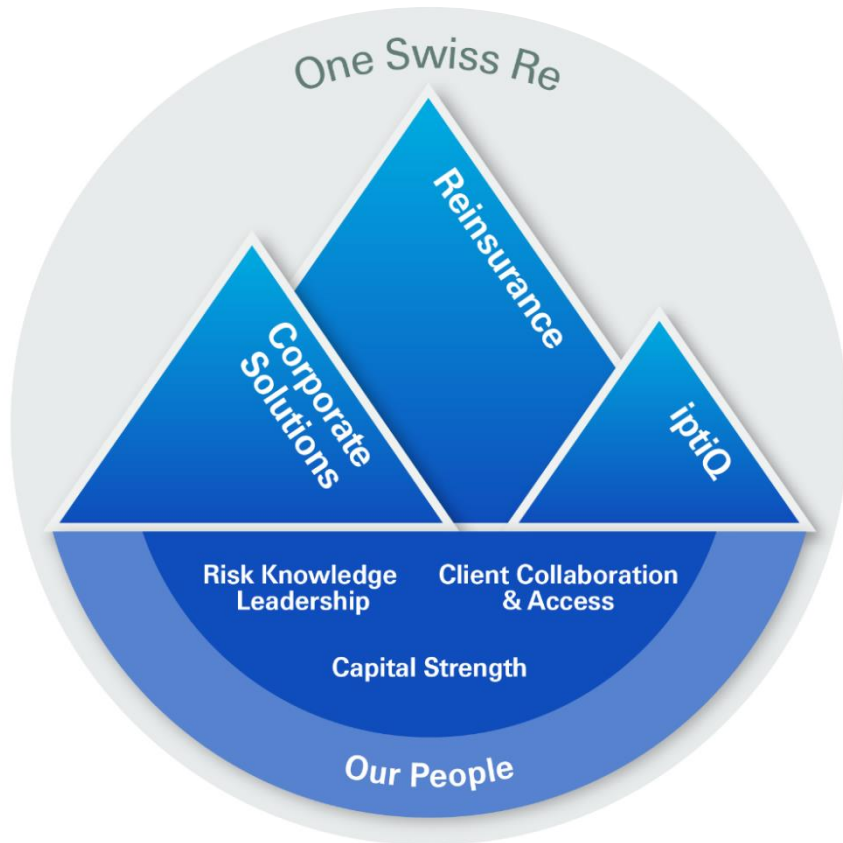
Risk is our business



Today, 75% of insurance risks remain uninsured.

We aim to change that

Who we are: One Swiss Re



Reinsurance

A leading global reinsurer



Corporate Solutions

A specialised risk partner with direct access to corporate customers



iptiQ

A globally leading digital B2B2C insurance platform



Group foundation

A balanced approach to accountability, shared values and strengths

Pandemic risk modeler	Ageing societies expert	Medical researcher	Atmospheric perils expert
Trend spotter	ILS structurer	FinTech expert	Emerging risk specialist
L&H transactions structurer	Telematics specialist	Nuclear risks expert	Disaster risk financing specialist
Prospective modeller	Behavioural researcher	Terror risk expert	Data insights analyst
Sustainable development advisor	Flood expert	Driverless cars specialist	ILS trader
Cyber risks expert	External run-off specialist	Infrastructure investment specialist	P&C transactions structurer
Retrospective solutions expert	Medical doctor	Big data expert	Retakaful specialist

A knowledge company with top talent & highly diverse workforce

Some examples





TOKYO 2020™

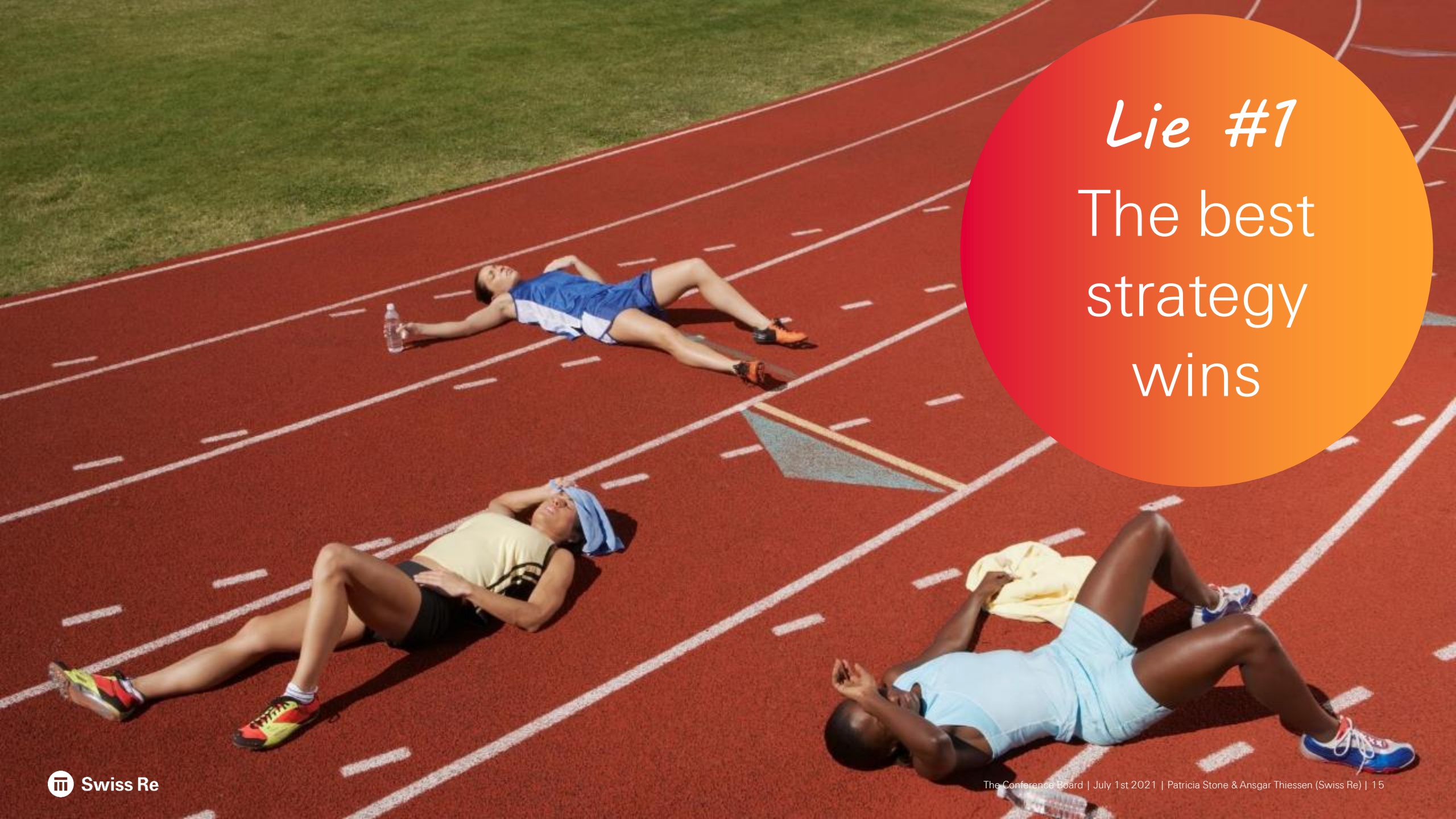


2



THREE LIES about Strategy & Change Activation





Lie #1
The best
strategy
wins

A grid of white eggs is arranged on a light blue background. In the center, there is a large blue circle containing the text "Your strategy may not be that special" in a white, cursive font.

*Your
strategy
may not be
that special*



*Preached, measured, enforced
...and filed*



*Understood and inspiring joint movement across
all levels in the spirit of aligned autonomy*



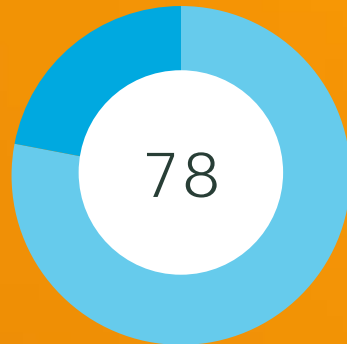
ALIGNMENT GAP*

*or „Genius“ gap



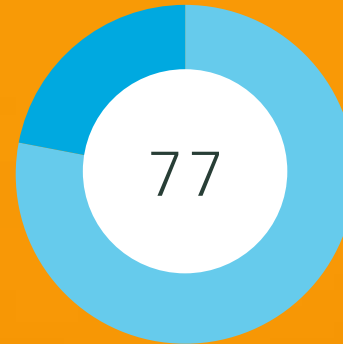
60% of managers in average, **cannot clearly state their own business strategy.***

FOCUS GAP



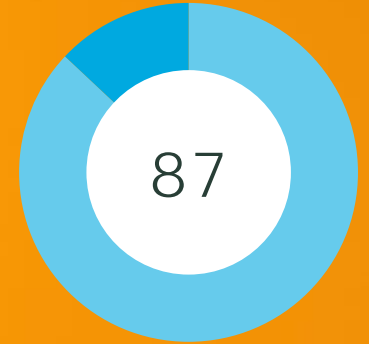
Majority of companies have an expert or engineer-driven corporate culture which **leads to silo mentality and losing the big picture.***

COMMITMENT GAP



77% of employees say that there is **a culture of destructive criticism** in their company.**

ACTION GAP



87% of the workforce **reacts negatively** to change.***

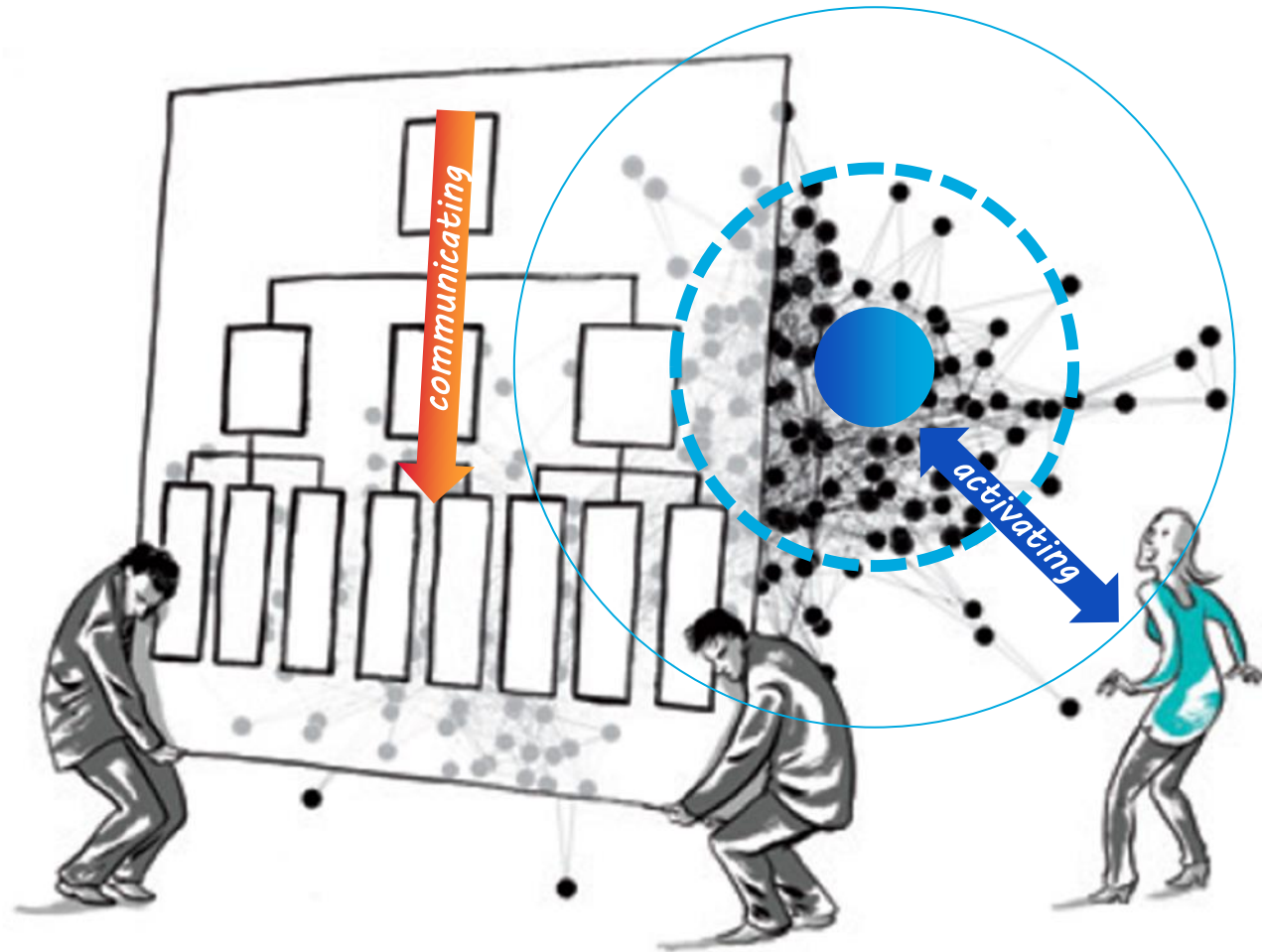


A man with a beard and short hair, wearing a light blue denim shirt, is shown in profile from the chest up. He has his hand cupped around his mouth as if shouting or calling out. The background is a solid bright yellow.

Cascading ensures alignment

Lie #2
It's a matter of
communicating

*Reality
Check
How
organisations
really work*





From communication & campaigning

Typical formats

- **Top-down** presentation at Townhalls
- Workforce = **consumers**
- Selected audiences
- **Cascading** from management to teams
- Dialogue sessions (stopping at the dialogue)
- “Alignment” instead of joint objectives and measures

To meaningful, two-ways conversation & activation

Typical formats

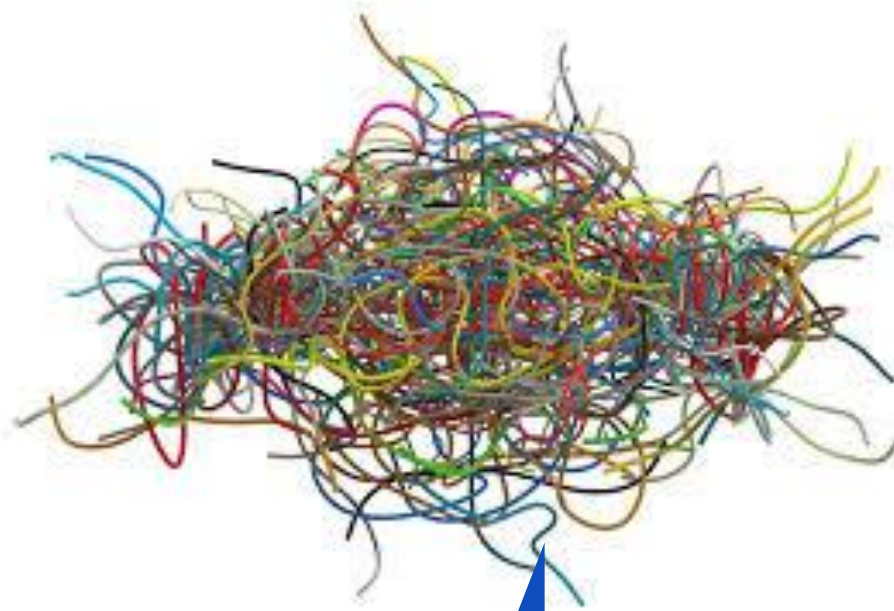
- **Co-creation** (across bands, across business units and teams, across regions) of the content
- Workforce = active **promoters** bringing new strategy to life in their everyday business
- **All**: Entire company is the reach (no exception)
- Interactive listening, dialogue problem-solving formats with life documentation & continuation based on the content created
- Existing initiatives and running projects will provided with context
- Crystal clear definition of personal/team contribution towards strategy, incl. measurement

Lie #3

Simplification
creates
engagement



*Contextualise,
don't
simplify*



Real-life **complexity**

Creating **simplicity**
& reduction



Providing **context** & reference



Big Picture

Don't miss out on Visual Storytelling!

90%

of the information
transmitted to the
brain is **visual**

50%

of your brain is
active in visual
processing

Stories

trigger the release of
oxytocin, the hormone
of trust as well as
dopamine, making it
easier to remember
with greater accuracy

Our brain
processes visuals
60'000
times **faster** than
text

**Neural
coupling**

allows listener to turn
the story into their
own ideas and
experience



3

How to do it differently - and getting it right



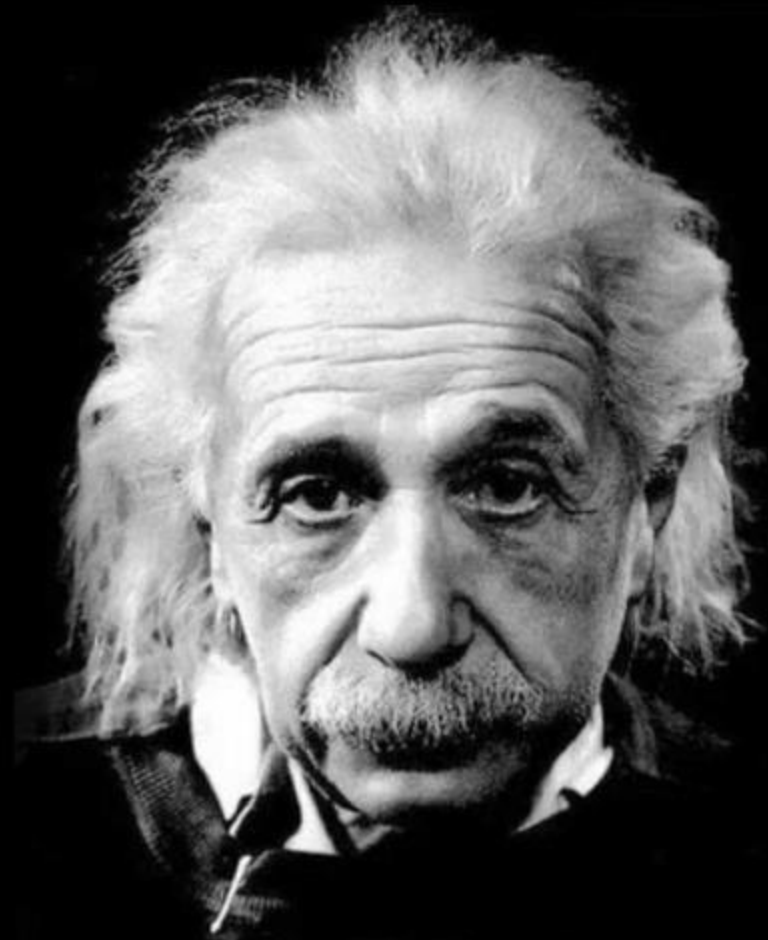
Strategy Ambassadors as starting point

- Dialogues in the regions **indicate lack of knowledge** about our strategy...
- ... paired with **desire to personal contribution** (yet still unclear how)
- Due to the magnitude of (good and important) projects and initiatives, partially **confusion around the big picture** – particularly around **where to set priorities** (despite existing Must Wins)

*Mind the gap:
Challenges to
address*

Data points to back-up some of the observations

- Clear **gap between senior management and wider organisation** on understanding of our strategy and viewing CorSo as inspiring place to work (EES) with...
- ... **relatively low strategy understanding** in the regions (EES)
- **Relatively low identification** with the CorSo strategy (baseline survey)...
- ... however almost 100% **seek to personally contribute** to a successful strategy implementation (baseline survey)



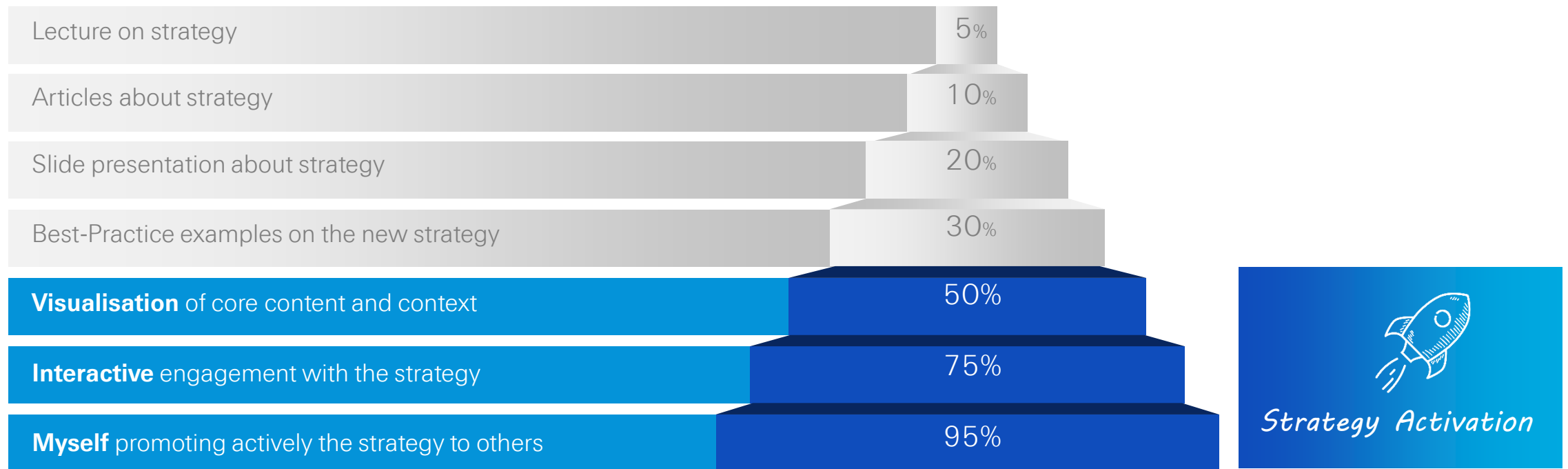
The most pure understanding of insanity is to repeatedly do the same thing over and over again – while expecting different results.

Albert Einstein

Most effective levers: engagement and emotions

Internalization rate of strategic content:

Our goal is not to make everything new, but to do much better with what is already established.



Involve, Inspire, Activate: Our approach to Strategy & Change Activation

WHO



30
Key Stakeholders



150
Pit Stops



350
Moderator's briefing

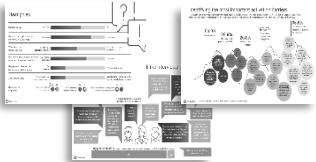


ca. **1'700**
Townhall on CorSo Big Picture

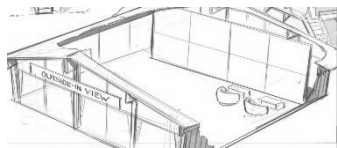


ca. **2'600**
Two-week Challenge

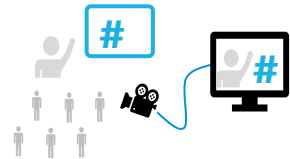
WHAT



Interviews with key stakeholder and alignment of outcome (heat analysis)



Involvement of pit stop community to elaborate how success will look like for CorSo



Training of the multipliers to carry the Big Picture in the entire organization



Telling the exciting future of CorSo by means of the final CorSo Big Picture



Active Involvement of the entire CorSo and empowerment to tell the story of the successful future

Heat Analysis

Big Picture co-creation

100% Activation

Most effective levers: engagement and emotions

Internalization rate of strategic content:

Our goal is not to make everything new, but to do much better with what is already established.



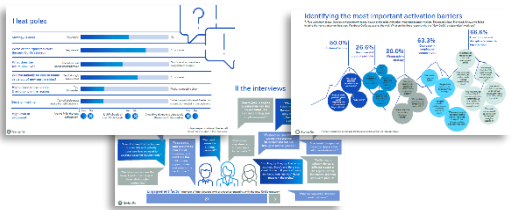


Contextualise

The CorSo Big Picture is truly “ours” – and it is a rich content tool



CorSo strategy documents
from Project Evergreen, Strategy Office & Swiss Re CEO (“One Swiss Re”)



“Heatmap” dialogues
with assumptions, interpretations
and priorities outlined

Employee Engagement Survey
and 2020 pulse survey



Strategy Pitstop
with more than 150 leaders
from every seat



CorSo Big Picture
“As the Sun Rises on the New CorSo”

WHY?

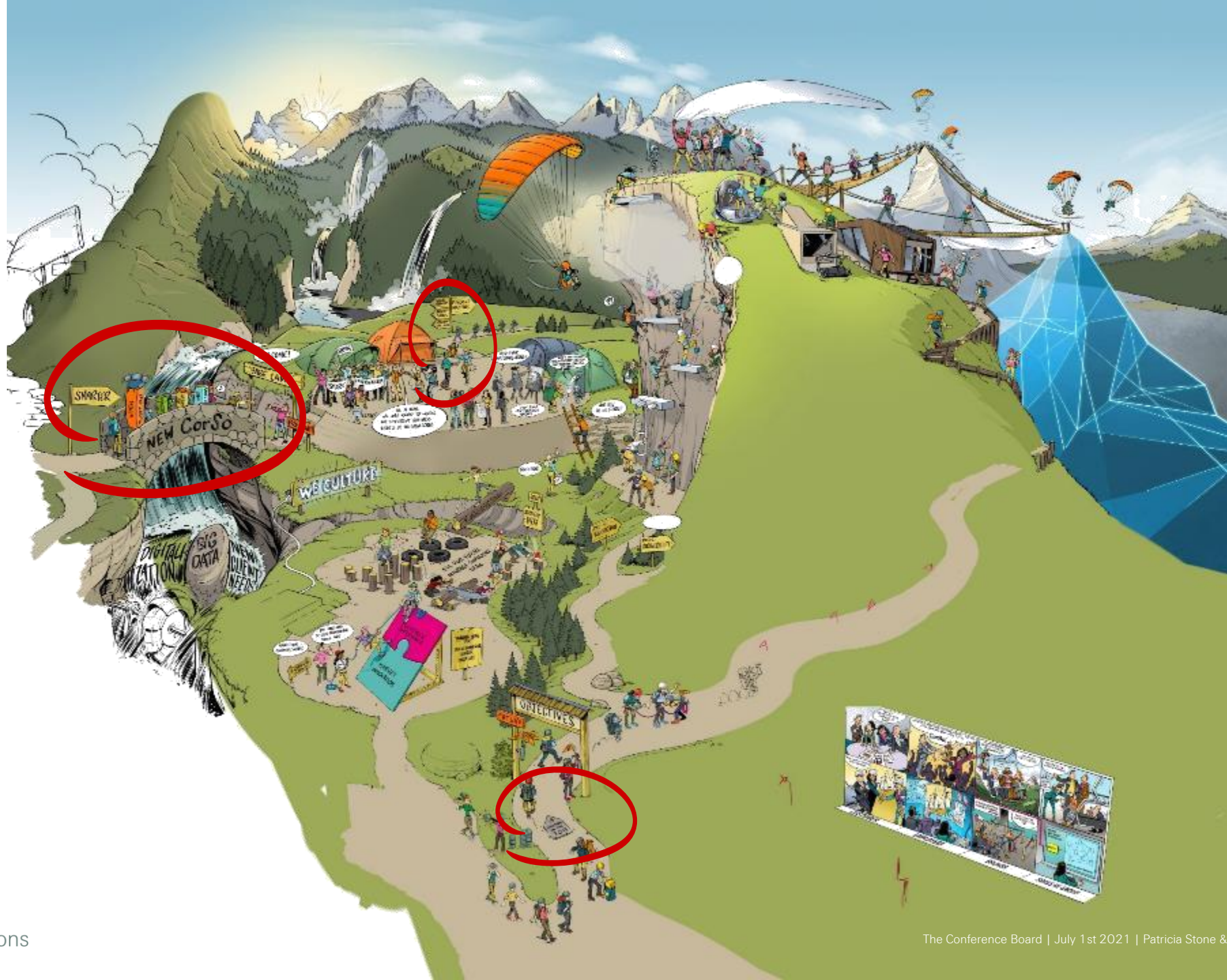
HOW?

WHAT?



Climbing Helmet Colour Chart:

-  Customer/Broker
-  CorSo
-  Swiss Re Group
-  Partner



Big Picture

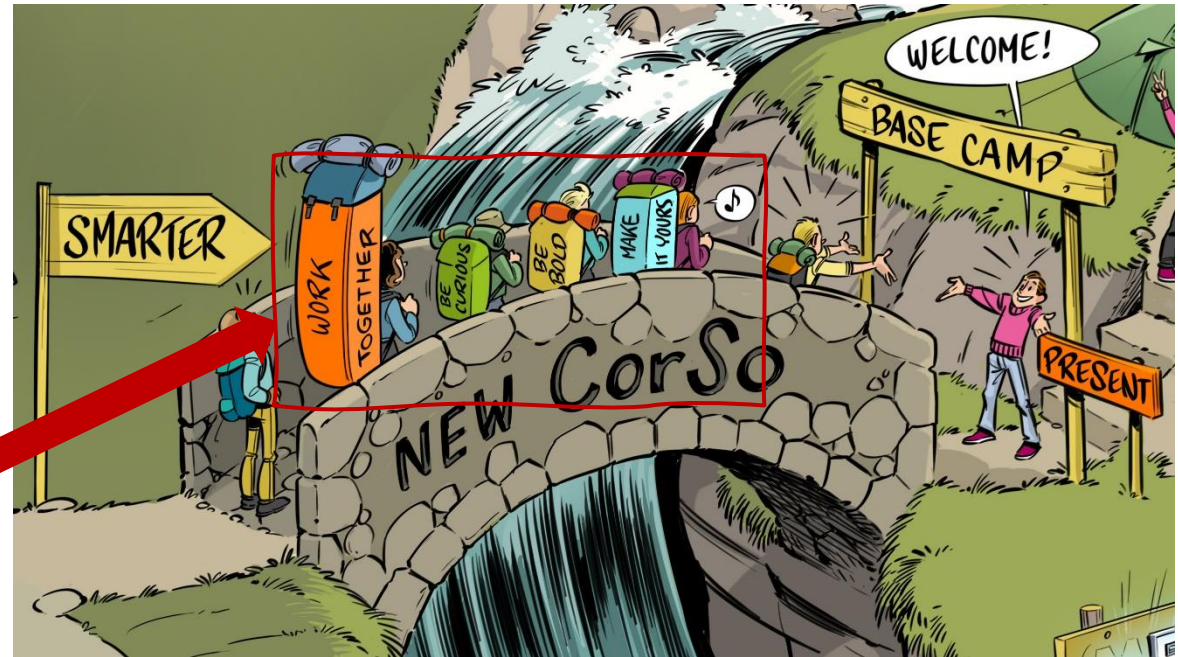
Direct link to Capability Development

– Summary from Capability project –

Our world and the risk management landscape are constantly changing, requiring fresh solutions and presenting real opportunities for growth. We are redefining how we win in this new world – raising the bar as **'new CorSo': the leading specialized risk partner for corporates.**

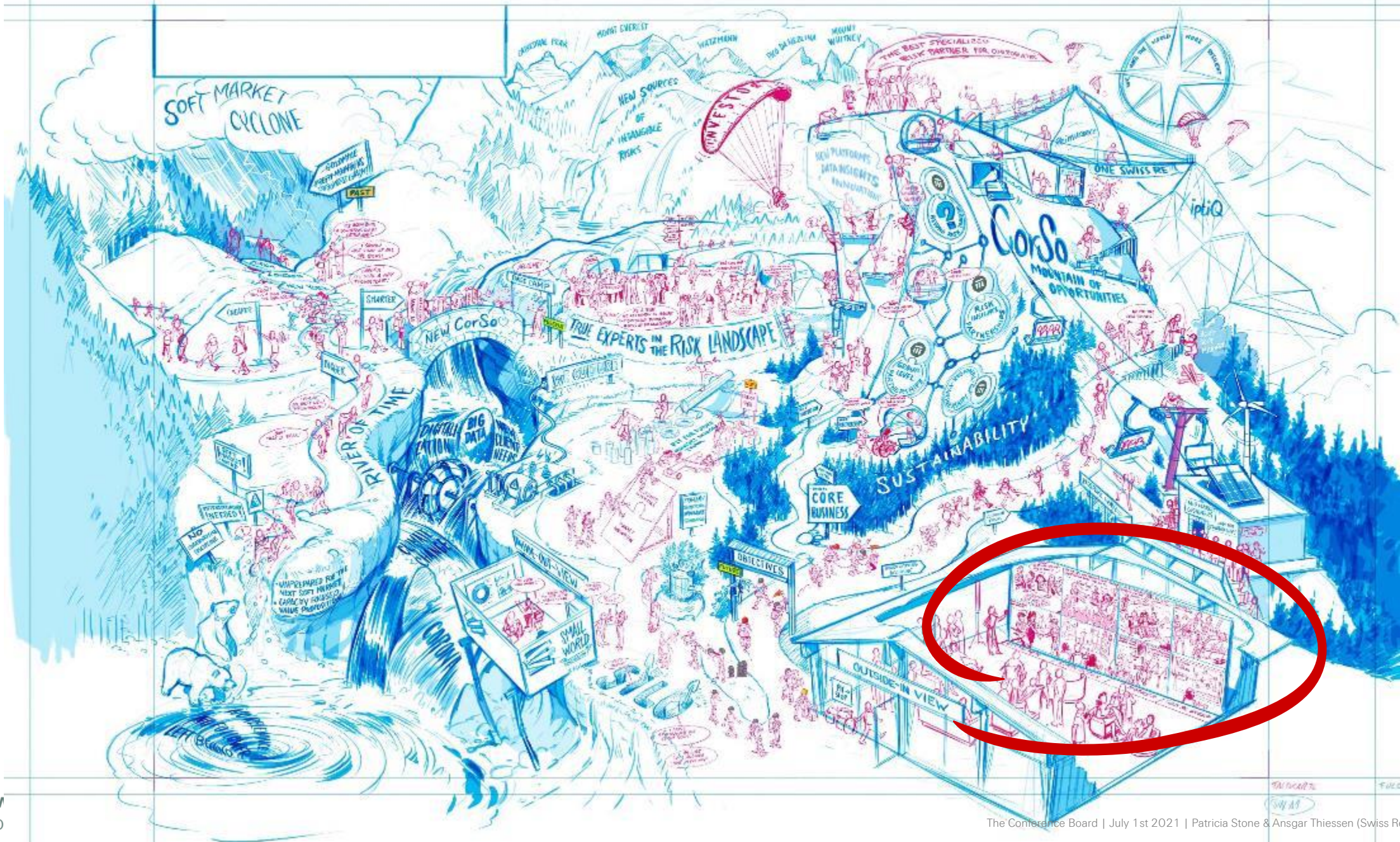
Our people capability approach	What we aim to develop	How we will get there						
<p>We at CorSo embrace the need to always keep adapting, learning and growing in this ever-evolving environment, and know that our people are and have always been our central asset to achieving our aspiration.</p> <p>We have reframed the way we develop people capabilities to lead in this new reality – strategically, systematically and continuously investing in and preparing all of our teams.</p>	<p>We followed a systematic method and assessed key functions (Customer & Distribution, Claims and Underwriting – assessment still in progress) at the core of our business against industry best practice to understand strengths & opportunities relating to critical capabilities.</p> <p>This allowed us to identify top behavioural and technical capabilities to further develop to be fit for the future:</p> <table border="0"> <tr> <td data-bbox="471 763 700 863"> BEHAVIOURAL: <ul style="list-style-type: none"> • Data based analytics and insights • Digital adoption and advocacy • Embracing new ways of working • Judgement and decision making • Innovation and adaptive thinking </td> <td data-bbox="700 763 866 863"> TECHNICAL: <ul style="list-style-type: none"> • Portfolio mgmt. • Market/client strategy • Customer behavior • Sales process mgmt. • Product expertise </td> </tr> </table>	BEHAVIOURAL: <ul style="list-style-type: none"> • Data based analytics and insights • Digital adoption and advocacy • Embracing new ways of working • Judgement and decision making • Innovation and adaptive thinking 	TECHNICAL: <ul style="list-style-type: none"> • Portfolio mgmt. • Market/client strategy • Customer behavior • Sales process mgmt. • Product expertise 	<p>We are developing an integrated learning experience for our teams, comprised of a mix of relevant content and formats.</p> <p>We all have a part to play in this collaborative, inclusive and ongoing journey, one where we need to work together, be curious and adopt a mindset of continuous improvement to make <u>CorSo</u> a great place to succeed.</p> <table border="1"> <tr> <td data-bbox="879 749 1082 806">BE CURIOUS</td> <td data-bbox="1082 749 1286 806">WORK TOGETHER</td> </tr> <tr> <td data-bbox="879 806 1082 863">MAKE IT YOURS</td> <td data-bbox="1082 806 1286 863">BE BOLD</td> </tr> </table>	BE CURIOUS	WORK TOGETHER	MAKE IT YOURS	BE BOLD
BEHAVIOURAL: <ul style="list-style-type: none"> • Data based analytics and insights • Digital adoption and advocacy • Embracing new ways of working • Judgement and decision making • Innovation and adaptive thinking 	TECHNICAL: <ul style="list-style-type: none"> • Portfolio mgmt. • Market/client strategy • Customer behavior • Sales process mgmt. • Product expertise 							
BE CURIOUS	WORK TOGETHER							
MAKE IT YOURS	BE BOLD							

– Reference on CorSo Big Picture –



Strategy Activation Group

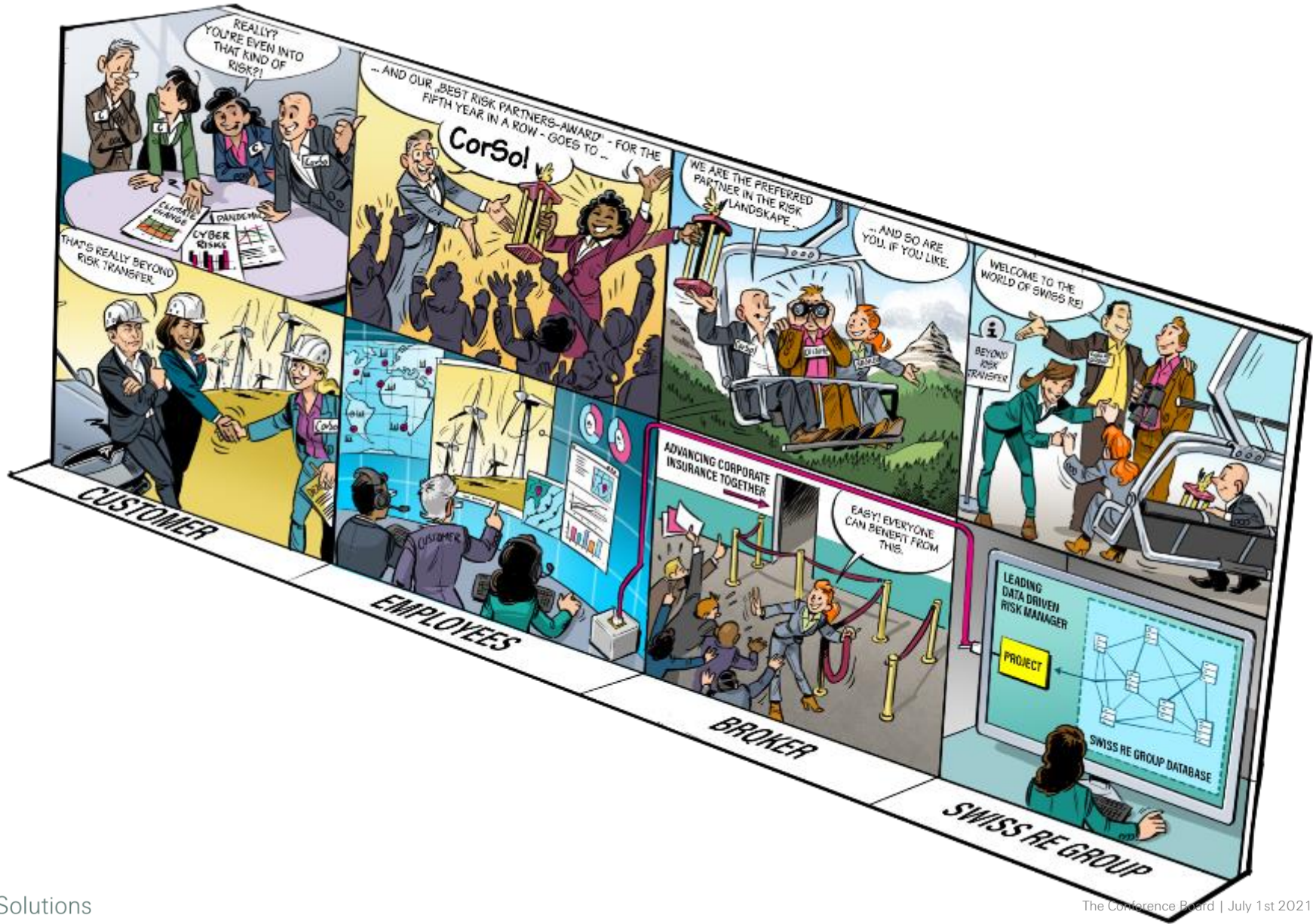






Big Picture

Outcome of the Strategy Pitstops





Big Picture Outside-in chalet

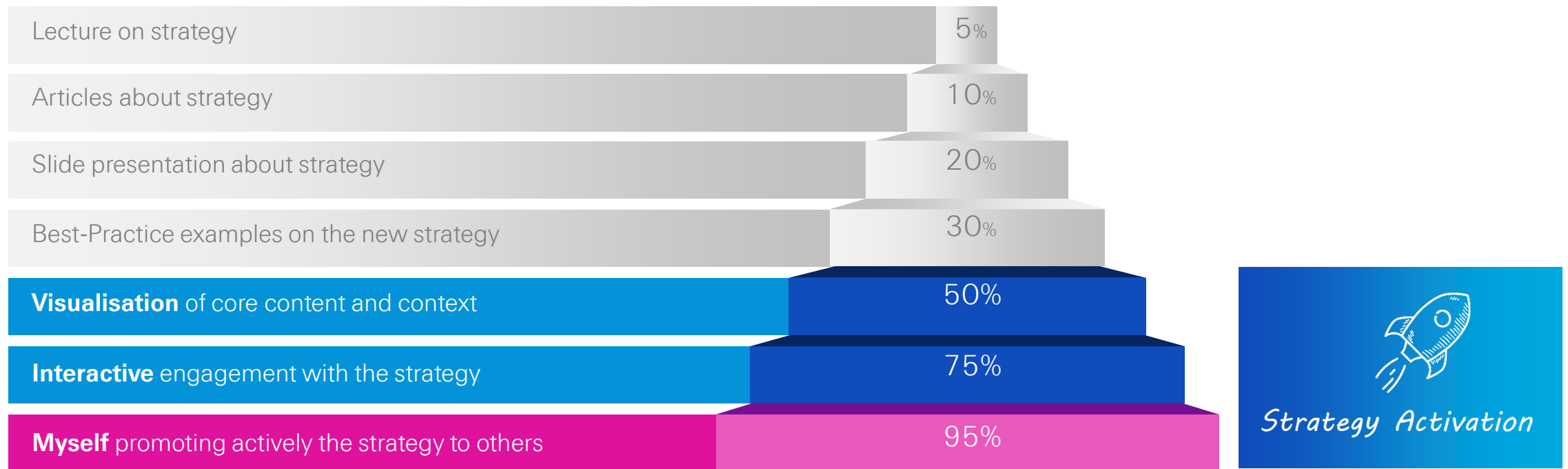


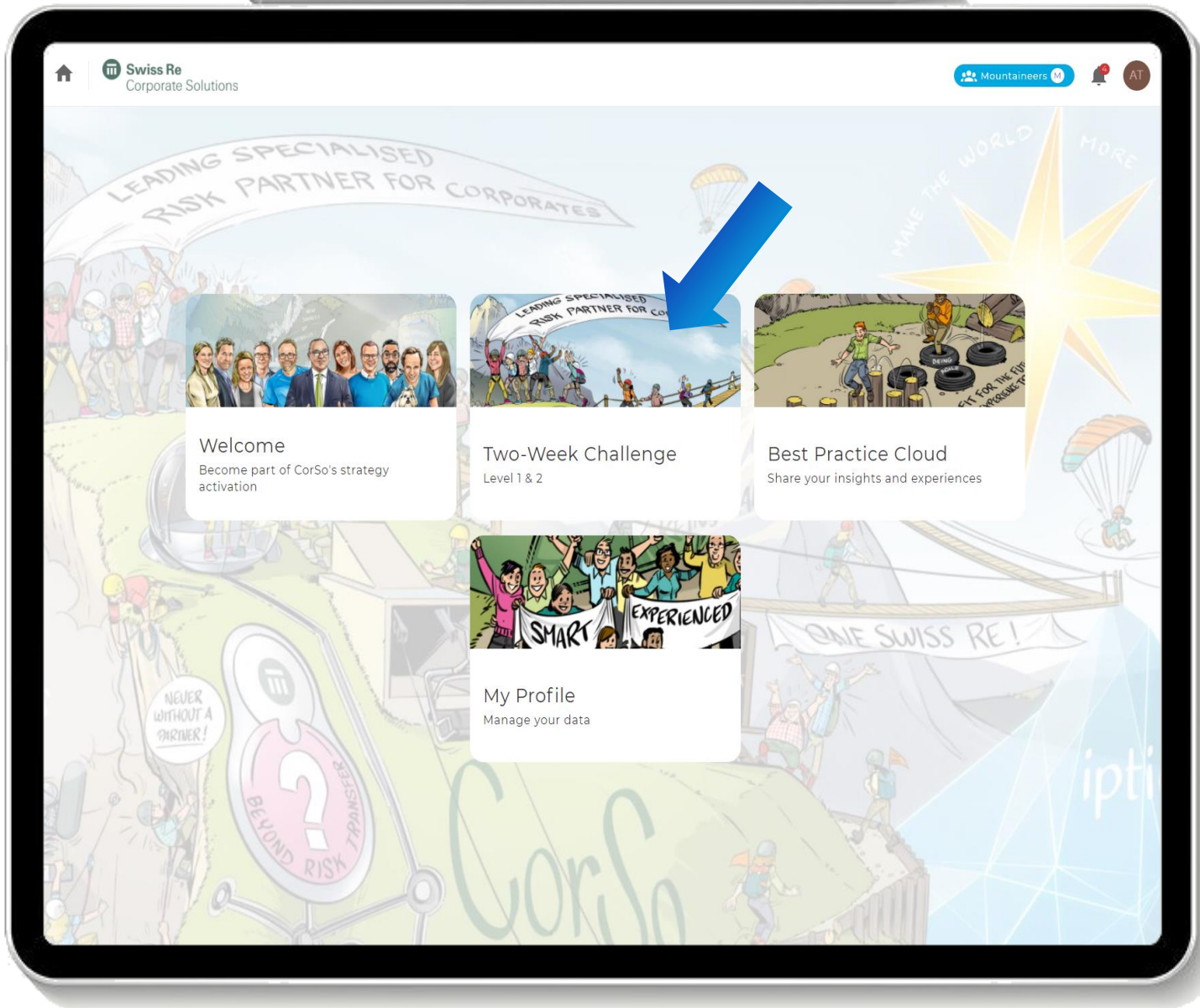


Most effective levers: engagement and emotions

Internalization rate of strategic content:

Our goal is not to make everything new, but to do much better with what is already established.





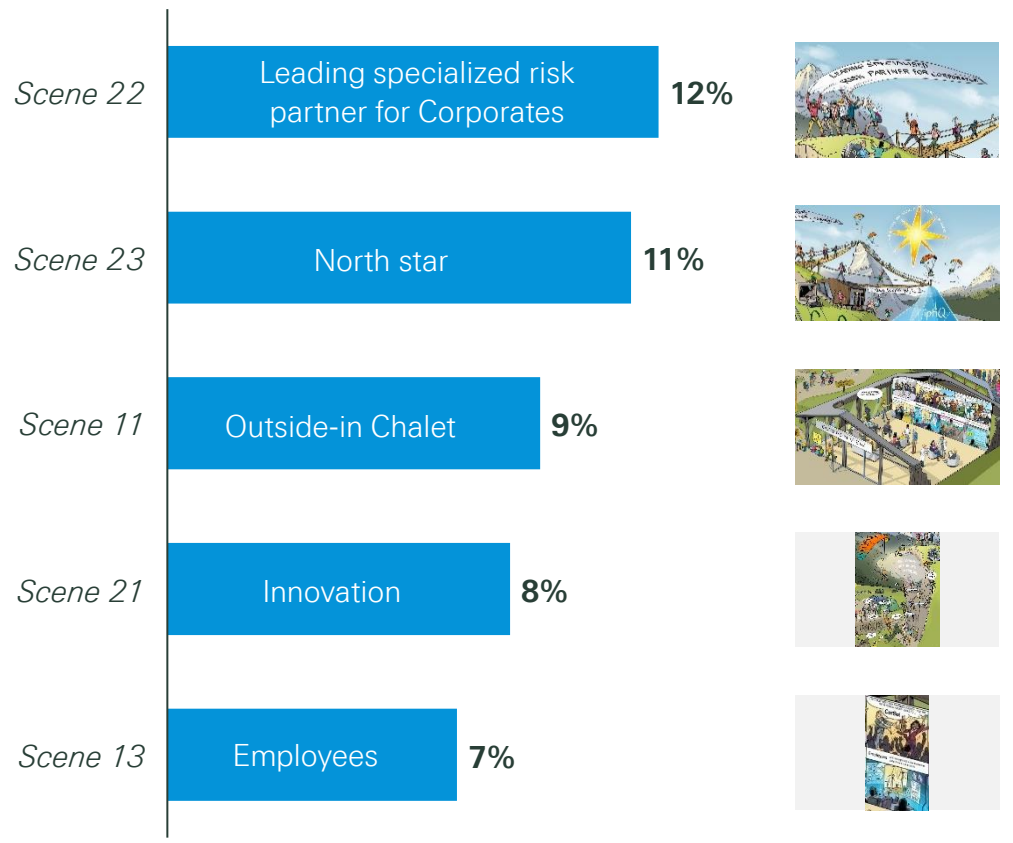
Mission “2-Week Challenge”

- Entire CorSo (ca. 2’600 employees across the globe) will **work with CorSo and Group strategy**
- Highly **interactive team dialogues**
- **More than 300 moderators** as “leaders from every seat” will support during these dialogues
- **Two “levels”** to complete

CorSo Big Picture

Most motivating scenes

Top 5 most motivating scenes – BU CorSo



Comment

- Becoming a leading specialized risk partner for Corporates seen as biggest motivation within CorSo
- Scene ranked in top 5 by all departments except Legal, Corp. Partnerships, HR and Risk
- No significant deviation for region, age, gender or tenure

- North star (making the world more resilient, together with the Swiss Re Group) seen as 2nd biggest motivation
- Scene ranked in top 5 by all departments except APAC, Legal, CX & CITO
- Scene ranked in top 5 by all bands except B bands (#10)
- No significant deviation for region, age, gender, or tenure

- Engagement with key stakeholders and the impact / success we can achieve ranked third
- Scene ranked in top 5 by all departments except APAC, Latin America, CX & HR
- Scene ranked in top 5 by all bands except B and F bands
- No significant deviation for age, gender, or tenure

- Innovation ranked in top 5 by North America, Ops, Bespoke, Claims, Legal, CITO & Corp. Partnerships
- Innovation ranked in top 5 by all bands except F bands
- Innovation ranked in top 5 by all employees except the ones with a tenure <1 year
- Male employees ranking innovation higher (#3) vs. female employees (#6)
- Innovation also ranked as 3rd biggest challenge (see page 7)

- Recognition of our employees (internally as well as externally) ranked in top 5 by Ops, Finance & CITO
- Scene ranked in top 5 by all bands except C bands (#7)
- Scene ranked in top 5 by all employees with a tenure >3 years

▪ **Strategic positioning, Swiss Re purpose and outside-in view** (especially employee perspective) as most motivating scenes across all CorSo employees

▪ **Core business** (Bespoke & Standard) **not included** in top 10

4

*Sharing is caring
Lessons learned*



(1) Drive such an approach with **top leadership support**

(to position activation as strategically relevant and avoid the notion of “fun picture painting”)

(2) Build a **bottom-up setup**

(to avoid getting lost in “politics”)

(3) Use the power of **cross-functionality**

(this is neither an HR nor a communications nor strategy approach alone)

(4) Be bold and don't break with the first negative feedback

(it's new for most people – and leaders)



Thank you!





Legal notice

©2021 Swiss Re. All rights reserved. You may use this presentation for private or internal purposes but note that any copyright or other proprietary notices must not be removed. You are not permitted to create any modifications or derivative works of this presentation, or to use it for commercial or other public purposes, without the prior written permission of Swiss Re.

The information and opinions contained in the presentation are provided as at the date of the presentation and may change. Although the information used was taken from reliable sources, Swiss Re does not accept any responsibility for its accuracy or comprehensiveness or its updating. All liability for the accuracy and completeness of the information or for any damage or loss resulting from its use is expressly excluded.

Related Peer Networks:

[Employee Engagement & Experience Council, EU](#)

For the first time in many years, we have a new discipline that everyone is talking about - Employee Experience – with a significant number of people around the world who are doing a role that they have never done before. This council is designed for those who look after ‘Employee Experience (EX)’ to help wherever you are in your EX Journey. Meet and learn from other EX leaders at face to face and virtual meetings throughout the year, and access relevant research and case studies. This council grew out of a desire that engagement leaders expressed to us to meet other EX leaders who are facing similar challenges and are making headway in their EX Journey.

[Apply Here](#)

For more information contact:

Nathalie Urbanczyk

+32 (0) 2 566 99 06

Nathalie.urbanczyk@conferenceboard.org

