



## Allianz Group

*Achieving cultural change through leadership and engagement at Allianz Group*

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### Overview

#### The need

Allianz needed to create a common understanding to unify its subsidiaries and instigate a high performance and customer-oriented culture.

#### The solution

Designed a single, group-wide survey solution in 23 languages that combined leadership and engagement to provide a voice to Allianz employees so they could express their opinions about the company, their career opportunities and their personal work environment.

#### The benefit

Company gained a better understanding of what motivates and engages their employees and also how they feel about working for Allianz.

Standardized survey format enables individual company comparisons, which help improve subsidiary companies and enables them to use the results to create and implement their own action plans.

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Founded in 1890, Allianz Group is one of the world's largest corporations. It provides insurance, banking and asset management products and services to around 75 million customers throughout Europe, the Americas, the Middle East and Africa, and the Asia-Pacific region, including the majority of Fortune Global 500 companies.  
Website: [www.allianz.com](http://www.allianz.com)

Allianz Group, one of the world's leading financial services providers, has introduced a global employee survey to gain a better understanding of its strengths and opportunities around the world and what motivates and engages its employees.

Kenexa, an IBM Company, worked with Allianz to design a single, group-wide solution in 23 languages after running two separate surveys that covered leadership and engagement.

Allianz's subsidiary companies now create and implement their own action plans. This is helping the group further build out the Allianz culture across the globe; a culture that benefits employees and enhances productivity, customer satisfaction and profitability.

How does a truly global corporation with 153,000 employees working in 66 different companies across 70 countries create a common understanding, unify its subsidiaries and instigate a high performance and customer-oriented culture?

Allianz Group began by establishing five leadership values that defined the behavior it wanted to encourage across the organization. It then introduced an annual leadership survey for its 5,000 senior managers to monitor the adoption of these values and the resultant behavior.



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**Solution component:**

- IBM® Kenexa® Survey Enterprise
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“We started with our leaders, as they play a key role in influencing the culture of the group,” said Christian Finckh, Chief Human Resources Officer of Allianz Group. “Our next priority was to focus on employee engagement. We decided to supplement the leadership survey with a separate engagement survey to get the full picture of where we stand in our organization.”

Kenexa was appointed to run both surveys for Allianz. Initially, the engagement survey was only offered to 39 companies, as some Allianz subsidiaries were already running their own employee surveys independently. For the companies it surveyed, Kenexa calculated an Employee Engagement Index – an indicator of the attitudes and perceptions that drive employee behavior.

“Employee engagement has a direct impact on issues such as customer satisfaction, efficiency, productivity and profitability,” Finckh said. “For example, we use the Net Promoter Score methodology to monitor customer perceptions of our performance and our service. We’ve found that employee engagement has a high correlation with our customers’ satisfaction and their willingness to recommend our services.”

### **Creating a single global survey**

After gaining useful insights from running separate leadership and engagement surveys, Allianz decided to combine the two to create a single survey that could be used globally across the entire organization.

“The two surveys were both excellent, but they were asking different questions, so we could not create cross-reports, and we did not have engagement data for the whole group,” said Blanca González Miranda, Project Manager of the global engagement survey. “As part of creating a unified, global culture, we wanted to give a voice to our employees so they could tell us what they think of Allianz, their career opportunities and their personal work environment. The best way to do this was to run a single global survey across the entire group.”

Allianz Chief Executive Officer (CEO) Michael Diekmann gave his personal support for the new global survey and created understanding in the Board of Management that employee engagement is an organizational asset. As a result, Allianz now uses the Employee Engagement Index score as one of the factors that impacts a portion of the annual bonus of top managers.

Kenexa worked closely with Allianz to streamline and combine the two previous surveys into a single entity that could provide globally accepted, standard measures of leadership, culture and engagement. The resultant questionnaire, called the Allianz Engagement Survey, covers 13 specific areas including strategic orientation, communication and collaboration, structures and processes, leadership behavior, diversity, best practice sharing, learning and development, performance and compensation, customer focus, innovation and employer attractiveness.

“Kenexa has a thorough understanding of engagement,” said Blanca González Miranda. “Since the first day, they have been very responsive and service-oriented.”

### **Implementing and monitoring actions**

In 2010, the Allianz Engagement Survey was offered in 23 languages to more than 106,000 employees in all 66 companies.

Kenexa managed the administrative aspects of running the survey. It also analyzed the responses, presented the key findings and provided multilanguage reports.

Allianz’s subsidiary companies use the survey results to create and implement their own action plans.

“We do not dictate a centralized global action plan,” said Ellen Heather, Head of Branding and Engagement at Allianz Group. “The CEOs of the local companies focus on the strategic priorities from their survey findings, and they make their own plans to build on their strengths and address any weaknesses in their business. They own the process. Employees then take an active part in implementing and monitoring the resultant actions.”

Because it is a standardized, global survey, comparisons can be made among the individual Allianz companies.

“The survey shows how each company has performed in key areas,” explained Ellen Heather. “Our aim here is to help the subsidiary companies to improve, not to make them compete. We encourage them to share best practice and learn from each other. Through Kenexa, we can benchmark our scores externally against high performing financial services companies. However, because Allianz traditionally sets the standard for others to follow, our companies are primarily interested in benchmarking themselves against the overall Allianz scores and against other Allianz companies in the countries in which they operate.”

## A foundation to build upon

Allianz Group's mission is to create the strongest financial community.

"We can not achieve our strategic goals without the support and commitment of our people," Finckh said. "By running a global survey, we now have a better understanding of what motivates and engages our employees and how they feel about working for Allianz. The feedback enables us to 'hold up a mirror' and see the strengths and opportunities we have around the world. We can also measure employee engagement as well as our leadership behavior and our staff development progress globally. This gives us a foundation for achieving a high performance and customer-oriented corporate culture that will ultimately benefit our employees, our customers and our shareholders."

## About Kenexa, an IBM Company

To us, business has always been personal – and it has always been about helping to make the workforce smarter, which is why we are proud to be a platform for a Smarter Workforce. We look at it from two angles – empowering people and transforming business. Our tools help enable businesses to attract and keep the best people, develop their skills, cultivate new leaders and capitalize on their collective intelligence by applying human insights, social tools and workforce analytics to transform the way they work. We provide deep insight and experience in employee engagement, talent management and leadership development mixed with industry-leading technology and social platforms, giving us the unique ability to build a Smarter Workforce.

## For more information

To learn how to build a smarter workforce, visit:  
[ibm.com/social-business](http://ibm.com/social-business)



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