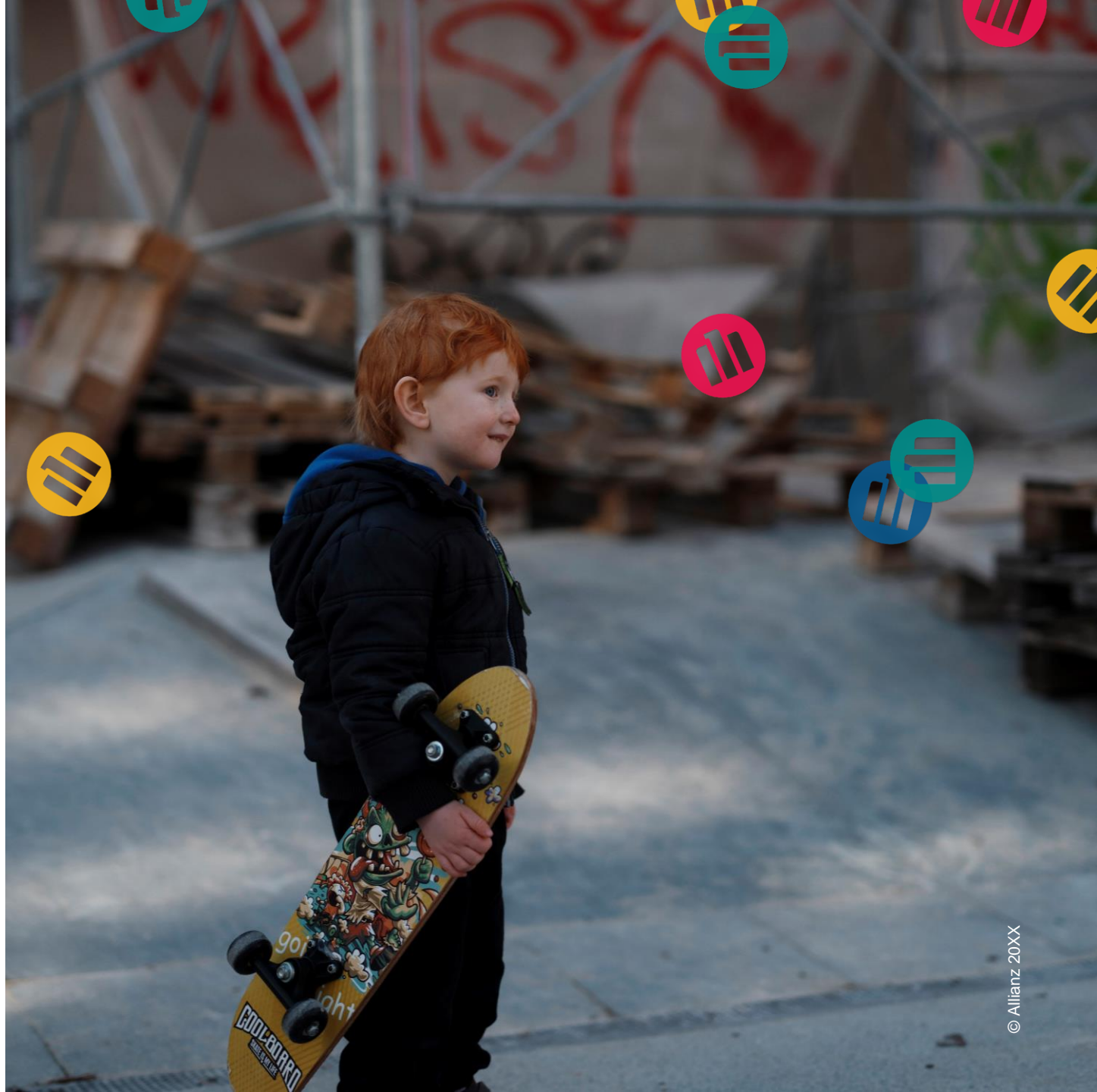




Leadership Development Program

Unlocking potential - a development
program for tomorrow's leaders

Customer Care Conference
17th -18th May, 2023



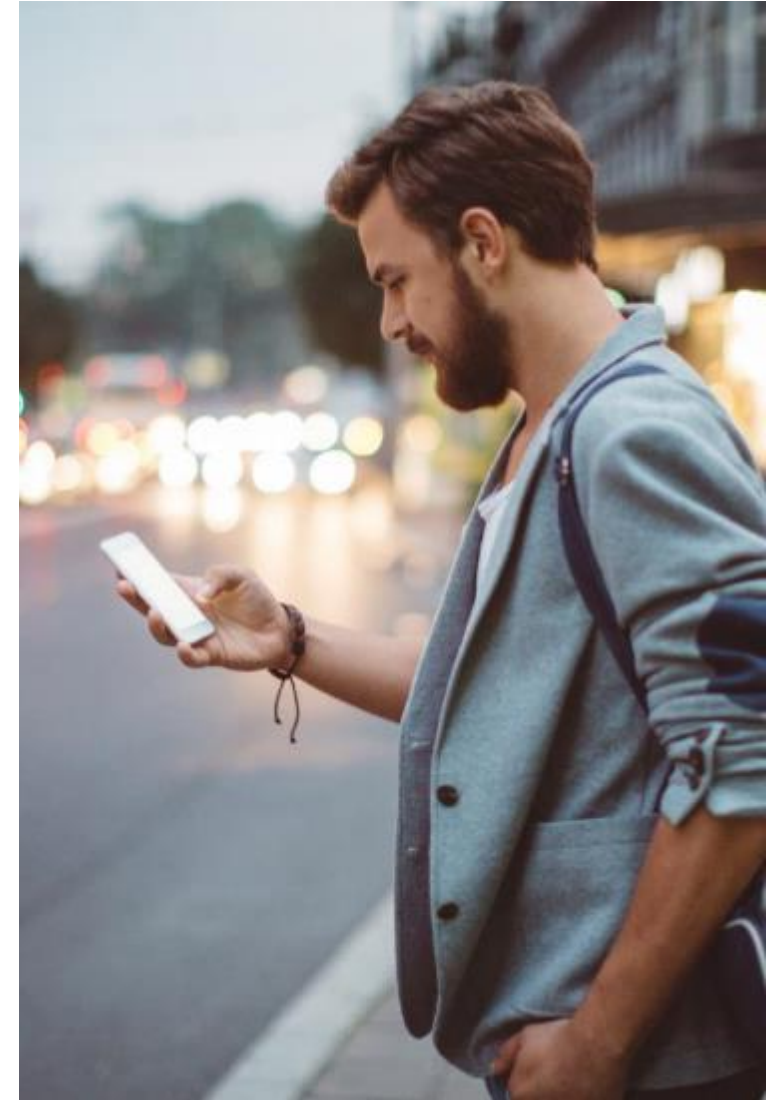
Agenda

GCC Romania – short intro

**Our learning and development
framework**

Leadership Development Program

Best Practice Sharing



Global Presence



GCC Romania – short intro



As part of Allianz Partners, we provide peace of mind to our clients and customers with transparent, simple and intuitive solutions, supporting customers throughout key moments of life, fully digitalized with the 'human touch'. This is why we are a leader in our field. Our approach to helping people sets us apart, because we believe technology should always have a heart

Activities:

01 Front office

Calls (Inbound & outbound)
Email management

02 Front office

Claims management
Policy Administration
Medical Provider management
Provider Invoice Management
Supplier Data Management

03 Support Functions:

Quality management
Complaint management
Anti Fraud Management
Voice of the Customer
OFR/ CFR quality assessment



Industries

- Retail and Online Retail
- Automotive
- Banking and Online banking
- Micromobility
- Travel industry
- Airlines

Line of Business

- Travel
- Assistance (Appliance protection, Easy Leaving, Home , Roadside, Medical)
- Automotive / Micromobility
- Engineering
- Liability
- Property
- International Health

GCC in numbers:

- Support across Europe (26 countries)
- 330 FTE
- > 20 teams
- 0.8 million calls
- 1 million back-office activities (claims, policy administration, etc)

Our learning and development framework:



Onboarding

In-house program which aims to equip all the newcomers with the information needed to perform and deliver after the ramp up period.



Operational Trainings

Organized at team level, they include the initial process training and future refreshers, all meant to ensure the right level of quality delivered to customers and stakeholders.



Hard Skills

In-house and external tailored trainings with focus on: various tools, project managements, risk and compliance management, certified courses, etc.



Soft skills trainings

Strategical roadmap of training and courses aligned with employees' PDP as well as with the business priorities meant to uplift the soft skills needed for the role.

Our objectives:



1

Develop skills.

We aim to help participants develop the skills and competencies needed to become effective leaders. This can include skills such as communication, decision-making, problem-solving, strategic thinking, and emotional intelligence

2

Succession planning.

Our Leadership Development Program also serves our way to identify and prepare future leaders within the organization, ensuring a smooth transition of leadership and continuity of operations

3

Improve employee engagement .

By providing opportunities for growth and development, demonstrating the organization's commitment to employee development, and promoting a positive culture

4

Build a strong leadership pipeline.

Our Leadership Development Program helped yp build a pipeline of talented leaders who can fill key leadership positions within the organization, reducing the need to hire external candidates

5

Drive organizational performance.

Effective leadership is critical to driving organizational performance, and a leadership development program can help ensure that leaders have the skills and competencies needed to lead the organization to success.

Our considerations:

- **Organizational goals:** The program is aligned with the strategic goals of the organization and it focused on developing people who can help the organization achieve its goals.
- **Target audience:** The program was customized to answer to the needs of the target audience, which includes current leaders, high-potential employees, or emerging leaders.
- **Competency framework:** A competency framework was developed to help identify the skills and competencies needed for effective leadership within the organization.
- **Learning objectives:** Clear and measurable learning objectives were established for the program.
- **Program structure:** The program is structured to include a mix of training methods, such as classroom instruction, coaching, mentoring, and experiential learning opportunities.
- **Program delivery:** The program is delivered in a way that is flexible and accessible to participants (mix of online courses and workshops)
- **Program evaluation:** The program includes a system for evaluating its effectiveness in achieving its learning objectives, as well as its impact on the organization's performance.
- **Continuous improvement:** We aim to regularly review and update the program to ensure that it continues to meet the changing needs of the organization and its leaders and experts.

GCC Romania Leadership Development Program:



Our Leadership Development Program – Curriculum

Leading Teams

- In-depth understanding of role and responsibilities
- Improve communication with team
- Set expectations for yourself and your direct reports
- Adapt your leadership style to meet the needs of individual team members
- Communicate organizational goals
- Apply delegation strategies to increase productivity and motivation
- Use effective coaching techniques to maximize your team's performance

Delegating & To do lists

- Coordinate and assign tasks
- Identify the correct skills
- To do lists
- Organize your day

Making decision

- Decision making definition, principles, styles
- RACI matrix
- Managing unpredictable outcomes
- Reducing the risks
- Question to ask yourself before making a decision

The key of motivation

- Definition of motivation
- Types of motivation
- Benefits of motivation in the workplace
- Motivation factors
- Personalize your motivational approach

Goals vs Objectives

- Strategy and Vision
- Journey to achieve Goals, Objectives, Tasks.
- Main differences between mentoring and coaching.

Learn to say "No"

- Why leaders must learn to say no
- How to assess the request
- Explain reasons
- Balance investments withdrawals
- Provide an alternative



Our Leadership Development Program – Curriculum (continued)

Critical thinking

- How to define the problem
- Apply new lenses; change the point of view, context, remove constraints
- Use blow up model: business, revenue, costs
- 5 why's, 7 so what's
- Pareto rule (what the main drivers of impact are)
- High road for strategic analysis and low road for tactical methods

Effective writing

- Email communication: impact and structure
- Key characteristics: Clarity, Conciseness, Coherence, Accuracy, Tone and Style

Analyze data

- KPI's, SLA's, operating plan, FTEs, reports
- CAPA
- Drive improvement and efficiency

Solve problems and difficult conversations

- Solve problems with colleagues, customer and peers
- Do's & don'ts

Business Review

- Preparation - delivery - follow up
- Power Point presentation
- Supportive and positive attitude. Be adaptable.
- Cooperation on ideas or projects.

Active listening and 1:1 Sessions Verbal communication

- What is active listening? Way to practice it. Understand the underneath message.
- Main risks to be identified during 1:1 sessions,
- The attitude of the manager during 1:1 sessions.
- Verbal communication



Our challenges:

Limited resources for developing and delivering an effective leadership development program requires significant resources, including time, money, and personnel.

Resistance to change: Some people may be resistant to change, especially if they have been successful using existing leadership approaches. This can make it difficult to introduce new concepts and methods in the program.

Measuring effectiveness: Determining what metrics to track and how to measure them can be difficult, especially when the program's impact on the organization may not be immediately visible.

Maintaining momentum: A leadership development program can lose momentum if not properly maintained. Participants may become disengaged if the program is not refreshed regularly, leading to decreased effectiveness over time.

Participant engagement: Participants in a leadership development program may not be fully engaged in the program, leading to limited learning and development.

...and how we addressed them

Limited resources:

- Team effort to prepare the training curriculum and create the materials
- Partner with external providers where possible

Resistance to change:

- emphasize the benefits of the program to both the participants and the organization
- provide opportunities for participants to give feedback and shape the program can also help increase engagement and reduce resistance

Measuring effectiveness:

- established clear goals and objectives for the program and track progress against these metrics
- participant feedback for qualitative evaluation

Maintaining momentum:

- build ongoing support mechanisms into the program, such as regular check-ins, coaching, and mentoring

Participant engagement:

- made sure that the content is relevant and applicable to their roles and responsibilities
- Keeping a certain level of flexibility



Best practices we can share

Connect overall
program goals to
high-level business
goals



Create peer learning
groups



Plan a learning
journey that's right for
your learners' needs



Consider running a
pilot at the beginning



You cannot discover new oceans unless you have the courage to lose sight of the shore.- Andre Gide

- ❑ *“My experience with the Leadership Development Program was really positive. I got to assimilate new concepts and apply them in real time as a new team lead. I also had the chance of sharing experiences and gaining more insight from more experienced leaders around me.”*

Alexandru Dima – Team Leader of UK Complaints Team

- ❑ *“The Leadership Development Program was an amazing opportunity for me. My favourite topic was “Leadership styles”, hosted by Camelia, where I learned about the 6 Goleman Leadership styles. This helped me understand that leadership is not one strong and immovable position, but an adaptive one, where you must first identify different aspects of an individual and apply different style to serve your objective.”*

Claudiu Serban – GCC Workforce Manager

- ❑ *“Through this course, I found out what my leadership style is, how I look at things and where I still have something to improve. A course that helps you develop and offers you a lot of information that you may not have had access to or didn't know how or where to look for it. It is a unique experience that should not be missed.”*

Ana Maria Bujicu – Team Leader Claims - Europe Operations Team

- ❑ *“I had the pleasure of participating in the Leadership training organized internally, where I had the opportunity to learn both new, very concise information, as well as to consolidate already known information. All these training sessions contribute both to my professional development and to the improvement of my way of thinking and behavior in everyday life. I really appreciate the involvement of the trainers in each session, the course materials - easy to understand, as well as the interactive way to put into practice the notions from the topics learned. I am convinced that the results of the effort are felt by each of us!”*

Oana Talamba – Team Leader of International Travel Claims Team



The background is white and filled with numerous small, colorful teardrop-shaped icons. These icons are in shades of blue, teal, yellow, and pink. Many of the icons contain three white diagonal lines, resembling a simplified bar chart or a stylized letter 'H'. They are scattered across the entire page, with some appearing to overlap the text.

Thank

you