



Serge Raffard, Group Strategy, Marketing,  
Distribution Officer at Allianz

## » The result:

*"For me, the open exchange with the external consultants was very valuable. I can see that my managers are seriously striving to work together more comprehensively and to treat everyone involved with appreciation. This openness has been positively received by the employees. The course of a Town Hall confirms this impression. The managers, some of them relatively new to GSMD, have gained more confidence in each other, even when dealing with controversial issues and expectations. The effort to comply with the rules is evident. We will continue to work on these topics and gladly accept further suggestions from the consultants".*

## Task:

In summer 2020, the GSMD department of Allianz SE commissions the management consultancy CUM NOBIS to support the managers of the individual business units in defining and implementing measures to improve the internal performance climate. The support is planned exclusively on a virtual basis.

## Background:

In 2019, the annual employee satisfaction survey and the Work Well Index were significantly below expectations. Criticism is levelled at the limited ability to plan working hours, frequent reprioritization, unsatisfactory cross-functional collaboration and insufficient open feedback. As a result, those responsible are developing the so-called WE-Spirit: obligatory principles for an appreciative and inspiring collaboration.

## Measures:

- ❖ Individual and group interviews with managers and employees: What are current burdens and possible reasons? How is the WE-Spirit perceived and lived? What contributions can be made to a reliable and trustful working atmosphere?
- ❖ Combining the "quick wins" for managers to quickly initiate effective improvement measures
- ❖ Second round of interviews with managers in individual and group interviews: What are experiences and successes? What are short-term, medium-term and overarching issues that are now being dealt with?
- ❖ Continuous exchange and documentation of all steps with the internal steering committee