

# Aviva Case Study



**winmark**

**A Winmark Development  
Case Study**

# Aviva Introduction

- Formed in 1696 and Headquartered in London Aviva now employs 22,000 people.
- Aviva has an annual revenue of £21bn and is divided into 3 main divisions in the UK:
  - Aviva Life
  - Aviva Insurance
  - Aviva Investors
- Aviva has international businesses in China, Canada, India and Ireland.
- Aviva's Chief People Officer (CPO) is Danielle Harmer.

## Key People



Danny Harmer  
Chief People Officer



Nicola Green  
HR Director



Karon Chapman  
Head of Talent  
Development

# Aviva Development Aim & Objectives

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## Aim

- To create a connected talent pool, who become Aviva's future leaders, multiplying their collectively impact.

## Objectives

- Improving mindset and behaviours aligned to Aviva's strategy to drive a cultural change.
- Increase representation at MD level, making sure the participants represent the diversity we want in our future leaders.
- Enable understanding across the business, as Aviva gains significant value from customers who buy more than one service.
- Integrate development and succession planning in a material way, so expectations can be met, careers fulfilled and key staff retained.

# 2022 - How it started

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- **Danny Harmer** became a member of Winmark's CHRO network when she was Chief People Officer (CPO) at Metro Bank.
- When Danny joined Aviva as CPO in 2020 she signed up again as a CHRO member. Through this a number of her team including the talent leads were able to come on the Winmark masterclasses.
- These masterclasses obviously made an impact and in 2022 Winmark was invited by **Nicola Green**, HR Director - Group Talent, Culture and Capability, to deliver a:
  - **Two Day MBA for People Business Partner Academy**
- **Karon Chapman**, Head of Talent Development then took over the relationship and was heavily involved in the tailoring of programmes and organizing of internal guest speakers.

# 2022 – Aviva Stated Benefits & Cohort

## Cross Business

- To enable understanding of how other parts of the business works
- Delegates love learning from other people from across the group and the programme encourages this.

## Driving Change

- It is an organizational development tool helping to drive cultural change

## Talent & Succession Pipeline

- Delegates have to go on the programme to be considered career ready, so it becomes part of their career journey.
- The guest speakers show the delegates that they are being invested in and are important.

## Company Integration

- Integration with the company strategy is essential for it to work
- Winmark works really well when integrated into a wider talent development strategy

## Delegates

1. Head of Master Trust & Propositions
2. Head of Direct & Trading Centre
3. Property & Specialty Claims Director
4. Head of Partnerships & Pricing
5. Head of Operations, Ireland
6. Head of Distribution, UK
7. Head of Aviva University
8. Head of Workplace Investments
9. Head of Risks & Conducting Officer
10. Head of Group Protection Commercial
11. Head of Finance Business Partnering
12. Head of Individual Annuities
13. Head of Talent Development

Cohort names and photographs have been removed from this presentation.

# Starring - Aviva Internal Guest Speakers

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**Andrew Dinwiddie**  
Group CFO  
Aviva



**Adam Winslow**  
CEO UK & Ireland  
General Insurance



**Andrew Dinwiddie**  
Chief Financial Controller



**Stephen Marsden**  
Group Strategy Director



**Cheryl Toner**  
Chief Customer & CMO



**Andrea Balance**  
iNED and Chair of the  
Risk Committee



**Doug Brown**  
CEO, UK & Ireland Life



**John Cummings**  
Group CIO

# 2023 - How it Expanded

- In 2023 the programmes were adapted and one and two day MBA variants were made for four additional groups:
  - Evolution Council (a sort of shadow Board)
  - Commercial Leadership Programme
  - Accelerated Development Programme
  - ... and the Tech Team
- The programmes were delivered in London at Aviva HQ and in Dublin at the Aviva Stadium.



# How Aviva integrated their development

Aviva blended internal programmes with tailored Winmark masterclasses, supported by internal projects and challenges. Other suppliers included online courses from London Business School (LBS), board training with Wavelength and an Accenture training operation.

## Aviva's Commercial Leadership Programme



### Business challenge

- Accelerate **commercial capability** and **business acumen**
- Grow an **Aviva network of commercial leaders**
- Bring the **outside in**
- Drive a **step-change** in leadership capability and performance
- Strengthen succession** to commercial leadership roles e.g. Managing Director
- Build diverse talent** pools to fill future leadership roles



### Personalised programme

- Personalised development programme covering:
- MBA in two-days**
  - Business masterclasses**
  - Executive Assessment**
  - Courage to Lead** programme
  - Job-shadow** a Managing Director
  - Access to **coaching** and / or **mentoring**
  - Access to a **monthly live webinar** with some of the world's most progressive leaders



### Partners



### What we expect from participants

- Share their expertise** and knowledge
- Be ready to **challenge and debate**
- Embrace new skills** and techniques
- Build their network**
- Define & accelerate their **step-change**
- Have fun learning!**
- Provide feedback** – tell us what works well and not so well

## Building Commercial Leadership



A wide range of short courses equip participants with the mindset, capabilities and network for the future.



Each month, Wavelength Inspire provides live, curated access to some of the world's most progressive organisations and leaders.



Commercial Leadership Insights, Case Studies and "deep dives" with Aviva Leaders.



### winmark

Winmark provides a grounding in, or refresh your understanding of, the key tools and concepts of a full MBA and put them in the context of real-world business challenges.

### NOTUM

Prepares participants who have not yet had exposure of operating in a board environment. The session provides solid grounding in Board governance, structured questioning and lateral thinking



Leadership Development  
Courage to Lead and Courage to Drive Performance



# Aviva Feedback

*"I thoroughly enjoyed the sessions last week and have been thinking a lot about how I can build on my breadth."*



Laura Stewart-Smith  
Head of Client Engagement

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*"It was really great. It's inspiring to see someone bringing wisdom into the business world. Thank you!"*



Laura Foster  
Aviva UK Life

*"I really enjoyed both days and thank you very much for the book."*



Dee Hylton  
Head of Claims  
Procurement

*"It was great to meet you and thanks very much for the really enjoyable and informative last few days."*



Angela Robertson  
Head of Distribution  
Retirement

*"Thanks for such an engaging couple of days. Really enjoyed the content, and in particular how relevant it and the numerous examples felt."*



Karl Greenway  
Head of Strategic Platform  
Development

# Your Development Contacts

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