



winmark

A Winmark Development
Case Study - AVIVA

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

2022 - How it started

- **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 became a CHRO member once again. As a result, several members of her team, including the talent leads, had the opportunity to participate in Winmark's 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 organising of internal guest speakers.

2022 – Two Day MBA Cohort



Suzanne Rose
*Head of Master Trust and
Propositions, UK Wealth & Advice*



Vicki Mclean
*Head of Direct & Trading Centre,
UK Health*



Kelly Whittington
*Property & Speciality Lines
Claims Director, UK GI Claims*



Paula Colk-Halls
*Head of Partnerships Pricing,
UK GI Personal Lines*



Karon Chapman
*Head of Talent Development and
Commercial Leadership Programme
Lead*



Emma McPherson
*ALPI Head of Operations,
Ireland Life*



Julie Shaw
Head of Distribution, UK GI



Sarah Allen
*Head of Aviva University,
People Function*



Mai Rajah
*Head of Workplace Investments,
UK Wealth & Advice*



Sophie Vilain
*Head of Risk and Conducting
Officer, Aviva Investors*



Mark Kemp
*Head of Group Protection
Commercial, UK Protection*



Jasmin Slider
*Head of Finance Business
Partnering, UK Savings & Retirement*



Claire Reed
*Head of Individual Annuities, UK
Retirement Solutions*

Starring - Aviva Internal Guest Speakers



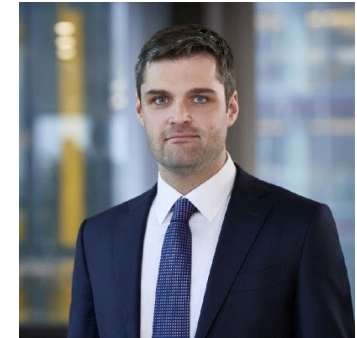
Andrew Dinwiddie
Group CFO
Aviva



Adam Winslow
CEO UK & Ireland
General Insurance



Andrew Dinwiddie
Chief Financial Controller



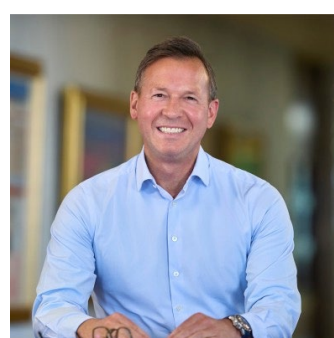
Stephen Marsden
Group Strategy Director



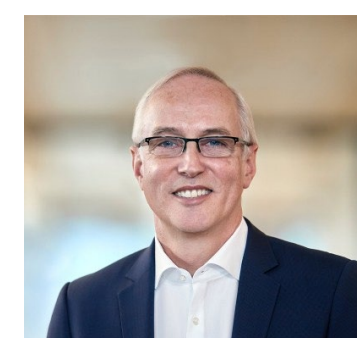
Cheryl Toner
Chief Customer & CMO



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.



2024 – How the Relationship has Continued



- In 2024, Winmark and Aviva continued the relationship, delivering one and two-day MBA programmes for various groups including:
 - National Advisory Council
 - Commercial Leadership Programme
 - Evolution Council
 - ... and the Finance Team
- The programmes were delivered in London at Aviva HQ and in their York offices.

How Aviva integrated their development

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

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 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.



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

winmark

"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

LinkedIn

Delegates are proud of completing their masterclasses with Winmark and often share their Certificates and success on social media.

LinkedIn is the most common platform used, and it also illustrates to the public, current and future employees that Aviva invests in its people – please see this recent post by Sam Nixon as an example.

Winmark supports all LinkedIn posts such as this and recommends that we are tagged so that we can share the good news.



Sam Nixon • 2nd

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Head of D2C Wealth Proposi...

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I'm happy to share that I've obtained a new certification: Two-Day MBA (part of Aviva's Commercial Leadership Programme) from [Winmark!](#)

Thanks to [Winmark](#), [Szandi Pankász \(Assoc CIPD MSc\)](#) and [John Jeffcock](#) for putting it together and covering so much in such a short time!

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