



# SPARK: Igniting Innovation and Leadership Excellence at Chubb APAC

Chubb Limited and BTS Group

Best Leadership Development Program

November 2024



## Company Background

# CHUBB®

Company-at-a-Glance	
Headquarters	Zurich, Switzerland
Year Founded	1881 (under ACE INA HOLDINGS INC)
Revenue	USD 52 Billion (2022 AR)
Employees	34 000+ (2022 AR)
Global Scale	With operations in 54 countries, Chubb has more than 500 offices in the US, Europe, Asia, Latin America and other parts of the world.
Customers/Output, etc.	Global provider of insurance products covering property, casualty, accident, health, life Insurance, and reinsurance.
Industry	Insurance and Reinsurance
Stock Symbol	NYSE: CB
Website	<a href="https://www.chubb.com/">https://www.chubb.com/</a>



## Company Background



Company-at-a-Glance	
<b>Headquarters</b>	Stockholm, Sweden
<b>Year Founded</b>	1986
<b>Revenue</b>	SEK 2,5 Bil (USD 243 Mil)
<b>Employees</b>	1180+
<b>Global Scale</b>	35 offices across Europe, Asia-Pacific, North America, South America, Africa, Middle East
<b>Customers/Output, etc.</b>	BTS is a strategic consulting firm that helps organizations achieve tangible business results from people development initiatives. As a strategic partner to over 500 companies, BTS designs powerful experiential experiences that inspire new ways of thinking, supporting companies' evolving business strategies, and driving enterprise-wide value creation.
<b>Industry</b>	Professional Services
<b>Stock Symbol</b>	NASDAQ-OMX Stockholm Stock Exchange: BTS Group AB (STO: BTS-B)
<b>Website</b>	<a href="http://www.bts.com">www.bts.com</a>

## Budget and Timeframe

Budget and Timeframe	
<b>Overall budget</b>	SGD 127,500
<b>Number of (HR, Learning, Talent) employees involved with the implementation?</b>	3 Chubb Talent & Development Team Members
<b>Number of Operations or Subject Matter Expert employees involved with the implementation?</b>	Programme Design 6 senior leaders were interviewed on the business context, needs and customer personas for the programme. ~30 APAC leaders attended the networking dinners with SPARK participants
<b>Number of contractors involved with implementation</b>	3 project members, 4 facilitators
<b>Timeframe to implement</b>	4 months (March 2023 – June 2023)
<b>Start date of the program</b>	20 <sup>th</sup> July 2023



## Fit to the Needs

Zurich-based Chubb, a leading global insurance provider with a strong presence in the Asia-Pacific region (APAC), acquired Cigna's Life insurance business in 2022, creating the need to establish synergies between the General Insurance and Life Insurance businesses through the 'One Chubb' agenda. This was one of multiple **business conditions** and imperatives facing Chubb in APAC amongst other factors: (1) Chubb has been on a digital transformation journey, with multiple transformation projects being implemented across the region, thus leading to the need to build skills such as innovation, creative thinking, and customer-orientation; (2) Chubb needed its employees to keep abreast of innovation trends across the organization and the Insurance industry as a whole, for example, evolving product/service portfolios, distribution models, and partnerships; (3) Chubb needed to invest in talent development, engagement, and retention amidst the competitive talent landscape, as Chubb talent are highly valued in the Insurance industry; and (4) Chubb needed to build a strong internal talent and leadership pipeline.

The above imperatives led to the design of SPARK, Chubb's flagship top talent programme in APAC. The programme journey spans six months for each cohort, during which the participants learn from each other and forge meaningful connections, while being challenged to take risks and stretch themselves on the job.

The goal is to disrupt the execution culture by preparing high-performing, high-potential mid-career professionals to go beyond execution excellence, encouraging them to (1) stretch themselves, (2) identify innovation opportunities, (3) model great leadership, and (4) increase their visibility across APAC.



Prior to the design stage, the Chubb leadership team identified **five main skills and mindsets** to hone amongst the participants:

- Ownership: be a “product owner” for their function; identify efficiencies and new ways of doing things by working smart, not just hard.
- Curiosity: be hungry and curious and take an untethered approach to identify areas that may be transformed; challenge the status quo.
- Learning agility: evolve and learn; go beyond the job description.
- Empathy: dialogue is critical; be proactive with customers and cultivate a customer-first and solution-oriented mindset.
- Entrepreneurial mindset: build breadth of experience; apply learnings from one area to another, bring the best of Chubb to the customers.

Following a discovery call, Chubb and BTS defined the following **programme objectives**:

1. Allow the participants to practice growth mindset and learn innovation behaviors and tools.
2. Stretch and challenge the participants and prepare them to step up to the next career phase.
3. Help the participants understand attributes of a strong leader and how they can model them.
4. Encourage participants to reflect on their career aspirations and articulate a personal brand that captures their ambitions.
5. Allow participants to connect with leaders and peers across APAC, increasing visibility and building meaningful connections.

Upon the cohorts completing the journey, **all initial goals of the SPARK leadership programme were met**. Participants were stretched to apply what they learned during the journey, with 70% of participants completing the assigned on-the-job applications. Amongst the on-the-job applications, various innovation opportunities were identified, such as automating data management, creating a standard on-boarding programme for new hires, and exploring targeted solutions for specific demographics of customers. Based on self and manager-rated surveys, SPARK participants saw an overall improvement in showing great leadership behaviours of 8% (self-rated) and 4.3% (manager-rated).



Lastly, through the networking dinner during the two-day workshop, the three fireside chats over the six months, and a presentation to their managers of their identified innovation opportunities, SPARK participants gained greater visibility amongst senior leaders. Further details are provided in the “Judging Criteria 3” section.

## Design and Delivery of the Program

The SPARK program was custom designed for the specific needs of Chubb in consultation with the Chubb APAC leadership. The learning intervention is built to ensure that learning is not only about obtaining new knowledge but also about executing new actions. BTS & Chubb framed the overall journey according to BTS’ four-step process to promote learning that can be applied in the workplace and benefit the leaders.



First, BTS introduces a disruptive moment where participants identify the gap between their current reality and the desired future. This is achieved through guiding SPARK participants to apply the design-thinking process while running a fictitious insurance company, Amazin’, and reflect on how they can apply their learnings back in Chubb.

Second, BTS shifts the participants’ mindsets by teaching them how to adopt a deeply customer-centric and innovative mindset, sharing numerous design-thinking tools to support this mindset shift.

Third, SPARK participants have opportunities to live the innovative mindset as they engage in on-the-job applications (referred to as Go-Do Actions) of the frameworks taught during the workshop. Go-Do Actions are tasks assigned to help participants apply their learning on innovation practices, tools, and techniques. Post-workshop, the participants also work closely with their manager to identify opportunities for innovation within their area of work, build solutions, and experiment with new ideas.



As the programme stretches across six months, monthly manager check-ins promote retention of the workshop learnings by encouraging participants to apply the skills on the job, and share their experience with their managers.

Finally, the customer-centric and innovative mindset is reinforced through manager support to ensure that SPARK participants retain accountability for living the innovative mindset and through fireside chats with senior leaders to discuss other leadership behaviours that support an innovative mindset, such as building trust, managing conflicts, taking accountability, showing commitment, and achieving collective results. The participants were able to interact first-hand with these senior leaders on strategic matters and seek advice according to the specific themes for each learning cycle.

### **Designing the Journey**

For the programme design, BTS learned about the current state of innovation within Chubb and identified typical Chubb customer personas as well as potential future disruptions to be used as part of the design-thinking process in the fictitious insurance company, Amazin'. BTS interviewed six senior leaders from Chubb:

1. Head of Claims, APAC
2. Regional Head Consumer, APAC
3. Regional Head of Consumer Propositions
4. SVP, Global HR Optimization
5. Chief Customer Officer, Chubb Life
6. Chief Agency Officer, Chubb Life

These conversations revealed external and internal factors driving innovation within the industry. Externally, the emergence of generative AI, escalating cybersecurity threats, and the burgeoning importance of open data and data analytics were identified as pivotal forces shaping the insurance landscape. Notably, the exploration of new insurance solutions based on non-traditional data sources and the evolution of distribution models highlighted the need for agility and adaptability in responding to diverse customer preferences. Internally, the alignment around the One Chubb agenda, alongside digital transformation efforts and considerations of organizational structure and processes, emerged as critical enablers of innovation. The emphasis on fostering a culture of collaboration, agility, and responsiveness underscored Chubb's commitment to driving transformation from within.



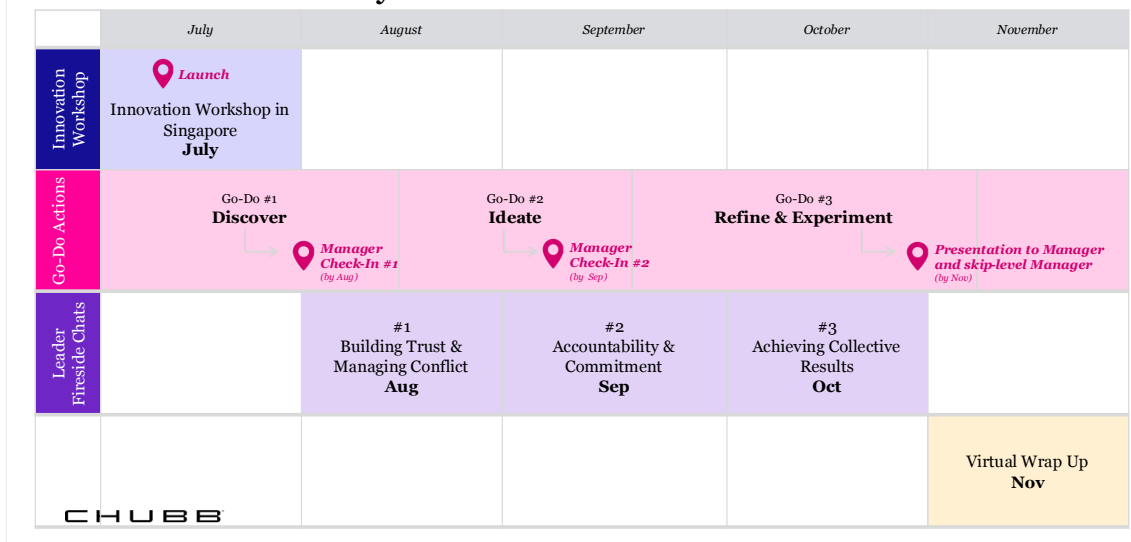
Secondly, BTS uncovered a nuanced understanding of the diverse personas that populate the insurance ecosystem. Examples include personas from intermediaries such as Chief Operating Officers from SMEs, founders of startups, and brokers to end-users such as high-net-worth individuals, young professionals, pre-retirees, and young families.

Finally, discussions with Chubb's senior leaders shed light on the mindset and behaviors essential for driving innovation and leadership excellence. The interview insights validated the initial objectives of the SPARK programme, which included driving an ownership and innovation mindset (objective 1), enabling participants to understand the why behind their actions and have the courage to lead (objectives 2, 3, 4), and equipping leaders to establish relationships across various parts of the business (objective 5).

Following the interviews with Chubb's senior leaders, BTS and Chubb jointly customized a journey specifically around Chubb's business strategy and context and its leaders' expectations. The design includes:

- 1.5-day Face-to-Face Workshop for 53 participants (supported by four BTS facilitators across two cohorts)
- 3 x Virtual Fireside Chat
- 3 x Go-Do Actions (supported by the BTS project team)
- 3 x Manager Check-ins
- 1 x Virtual Graduation

### The Overall Journey





## Participant Selection Process

Participants were selected based on nominations by Chubb managers and HR leaders and an assessment of factors including their job grade, performance and talent ratings, and depth of experience. While assessing leadership potential, Chubb prioritized three key aspects: foundation, growth, and career. Foundation evaluates cognitive abilities and personality traits, focusing on individual's inherent capabilities and characteristics. Growth focuses on assessing learning agility and motivation, mainly looking at an individual's capacity for continuous development and adaptability within evolving work environments. Career trajectory examines leadership capabilities and experiences, ensuring a comprehensive view of an individual's leadership potential and track record of achievements.

The nominations were reviewed by the respective Country Presidents and then by the APAC HR Head. The two cohorts for 2023 were formed taking into account diversity considerations (e.g., country, function/domain, gender, experience, etc.) to ensure a wide range of perspectives.

## Delivering the SPARK Experience

The first two SPARK cohorts attended the 1.5-day workshops in 2023, one in July and one in August. The agenda of the programme is detailed in this table:

Spark Program		
The Disrupt Experience for HiPo – 1.5-day Broad Agenda		
<b>Outcomes</b>		
<ul style="list-style-type: none"> <li>Disrupt the execution culture to enable leaders to think at a higher level, enhancing the willingness and capability of innovation on the job</li> <li>Practice and internalize the growth mindset and related innovation behaviors and tools</li> </ul>		
Day 1 (1-day)		Day 2 (0.5-day)
0	<b>Opening by Chubb</b> Context setting & opening remarks by Senior Leader	60 min
1	<b>Workshop Opening</b> The strategic relevance for being disruptive	30 min
<b>In the Mind of a Disruptor – Onboarding</b>		
2	Introducing the Amazon' experience, expectations and Disruptor Playbook	15 min
<b>Future-Back Thinking</b>		
3	Practice leading from the future back by applying techniques to foresee future opportunities & threats	120 min
<b>Customer Centricity: Discover</b>		
4	Obsess about the customer by exploring unique insights into customer needs/wants and define the problem to be solved	120 min
<b>Applying Creativity to Provoke New Solutions: Ideate</b>		
5	Apply divergent thinking and creativity to step out of our rivers of thinking and generate novel ideas that re-imagine how to solve customer needs	90 min
		<b>Day 2 Reflections</b> Key take-aways, maintaining vitality in previous days learnings
		30 min
		<b>Leveraging Diversity &amp; Alternate Perspectives: Refine &amp; Disciplined Experimentation</b> Leverage diversity and 'distance-from-field' techniques to strengthen, shape and refine disruptive ideas
		120 min
		<b>Winning as Ourselves</b> Reflections and agreement on how to win in our organization; implications for personal leadership:
		90 min
		<ul style="list-style-type: none"> <li>Stop &amp; start doing, symbolic acts</li> <li>Personal action and accountability plans</li> </ul>
		<ul style="list-style-type: none"> <li>Draft timings for a 1.5-day experience; regular breaks not included</li> <li>Modules &amp; activities may be further refined in subsequent alignment with the client</li> </ul>







Following the programme introduction and opening remarks with a client partner, participants embarked on a “Future-Back Thinking” segment, where they were transported into a world of digital disruptions through a fictitious company’s retreat, called the Amazin’ Disrupt Retreat.

This segment was curated based on findings from the leadership interviews; BTS facilitators guided participants to relook at the insurance industry, focus on the principles behind mindset change, and evaluate their current mindset. Participants were encouraged to draw parallels from other industries and to lean in to ambiguity to take the future for a test run using innovation tools and procedures. This was related to objectives 1, 2, and 3 of the SPARK programme. Leveraging insights from the interviews, BTS introduced several customer personas that the participants would serve (e.g. Experienced Broker, Young Professional, Father of a Young Family).

Towards the end of the day, participants continued to dive deeper into objectives 1, 2, and 3 of the SPARK programme, as they were inspired to think differently about how they could potentially disrupt their industry by exploiting speed, digital technology, deep customer insights, and disciplined rule-breaking to outpace traditional players. In the evening, a networking dinner was arranged for participants to meet with Chubb’s key APAC senior leaders.



Picture 1. SPARK Cohort 1 from Chubb Overseas General.



Picture 2. SPARK Cohort 2 from Chubb Life.

On the second day, participants explored leveraging idea flow and learned the necessity of legitimizing dissent, while revising their action plans to see their ideas through. Finally, the participants “returned to Chubb” with three assigned on-the-job experiments (Go-Do Actions) to apply insights they have learnt from the Amazin experience to their own roles. The Go-Dos encouraged participants to:

- (1) Define an opportunity to innovate within Chubb
- (2) Brainstorm new ideas to solve the identified problem
- (3) Refine and execute their idea (see Appendix for further details)

Participants applied knowledge gained from SPARK to generate innovative and engaging results, utilizing manager check-ins to discuss experiences with design-thinking tools and share new insights. They were also encouraged to incorporate feedback from their managers to enhance their Go-Dos. Finally, they concluded with a presentation to both their immediate manager and a higher-level manager to showcase innovation initiatives and ideas, followed by a cohort graduation call.

The participants also participated in three virtual fireside chats from August–October. These virtual group connect sessions were designed to achieve the programme objectives 3, 4 and 5.



The purpose of each fireside chat was two-fold:

1. Allow participants to interact with senior leaders in APAC in an informal setting and learn about the leaders' perspective on what great leadership looks like and what inspires them. The leaders shared their insights and experiences on how to build great, high-performing teams by focusing on themes including Building Trust & Managing Conflict, Accountability & Commitment, and Achieving Collective Results, and offered career advice to the participants.
2. Allow participants to share their individual progress on the Go-Do tasks with each other. This gave them an opportunity to learn from each other and share ideas on how to better execute their on-the-job assignments; it also served as a progress monitoring forum to ensure the Go-Dos were on track.

## Adoption of the Program

SPARK was well-received by Chubb leadership as a game-changing talent development programme for the whole organization. From the onset of the concepting phase, **Chubb leaders were highly involved in co-creation of the experience**, including enthusiastically participating in the discovery interviews. Their strategic foresight and valuable insights guided the design of the SPARK programme, ensuring its alignment with Chubb's wider organizational objectives and ethos. With this, they were able to help shape future leadership at Chubb.

The commitment of Chubb's senior leaders was also **demonstrated by their willingness to be part of the fireside chats**. These intimate sessions provided a unique opportunity for sharing knowledge, mentoring, and fostering meaningful connections. This demonstrated the leaders' endorsement of SPARK, elevating the program's visibility and underscoring its strategic significance in shaping the future of Chubb.

**Managers were closely involved at every stage of the learning journey** – working with their team members to set goals prior to the programme, offering advice on the execution of Go-Do tasks, working with the participants to build action plans after the programme, and providing valuable feedback on the behavioural shifts observed in the participants.



Given the strategic nature of this programme and its alignment to Chubb's business priorities, senior leaders were supportive of the initiative from the beginning. While some leaders were cautious about the return of investment from the programme, the Chubb team regularly provided updates on how the programme was being designed and shared business impacts observed (e.g., Go-Do completions).

Overall, the qualitative feedback from the leaders and their managers, coupled with other success metrics (e.g., promotions, succession plans, role changes as elaborated in the next section), all illustrated the programme's positive business impact. With these measurable benefits, the Chubb leadership was extremely pleased with the investment as they witnessed willingness and capability of innovation on the job. Alongside the buy-in from Chubb's leadership, the enthusiasm of the participants was also reflected in the positive attendance rate, with ~90% attendance across all sessions, including the workshop and fireside chats, as well as the on-the-job experiment completion rate of 70%. The positive adoption trend continues to be reflected through the overwhelming number of 100+ nominations received from across APAC for the 2024 SPARK programme.

## **Measurable Benefits**

To evaluate the effectiveness of Chubb's SPARK programme, the project team gathered and analyzed various data points on both formal and informal occasions. The benefits of the programme are categorized using Kirkpatrick's model of training evaluation:

### **Level 1: Reaction**

- 1) Attendance: ~90% of participants were present across all sessions including workshop and fireside chats.
- 2) Post-session Surveys and NPS ratings



Ratings were recorded by averaging the responses of Cohorts 1 and 2 and based on a 5-Point Likert Scale (1 – Strongly Disagree to 5 – Strongly Agree).

Evaluation towards relevancy of programme	
The workshop is relevant to Chubb's context.	4.5
The content is applicable to my role at Chubb.	4.4
The pace of the workshop was appropriate.	4.4
The quality of presentation materials and tools were good.	4.7
BTS facilitated the workshop in an effective manner.	4.8

In the post-session survey, **80% of the participants across Cohorts 1 and 2 shared that they would recommend the workshop to their colleagues**, demonstrating strong positivity towards the programme.

3) Verbatims

Verbatims from Participants
This workshop <b>made me more confident</b> and I <b>got more ideas from other people across Chubb</b> . The topic of the workshop is very helpful to apply to my role and team.
Very well-designed workshop, the duration of 1.5 days was just right. <b>The trainers were very engaging and made the session so interesting</b> . Would love to apply what I have learnt to my everyday work.
<b>Very fruitful training</b> for new managers
The <b>contents are relevant</b> and good many new perspectives
In addition to the workshop and innovation methodology, <b>I loved that I was able to expand my network</b> within the Chubb group. I <b>appreciated the recognition</b> of being selected to participate in the program. Hats off to the organizers. <b>It was well planned and organized</b> . I highly recommend this program.
Very good program, especially <b>the material that we've got, very useful when implementing</b> on the daily task.
Verbatims from Managers
This is great that the managers are involved! <b>[Participant 1] is really enjoying the experience</b> .
Just a brief comment to tell that I am very happy with how this course is going with [Participant 2]. She is normally quite curious but when it comes to planning and getting strategies on paper, not the best; in this case, <b>with the guidance and tool kits that the course is providing, she has been engaging, actively</b>



**researching and using them, forming ideas and strategies;** an immediate outcome was that her mid-year review (which is usually not very engaging), was much more productive and critically thinking.

On top of that, **the way that you engage and guide me with the material as the manager, is truly rounding the experience.**

If there was a Google Review, you would get 5 stars from me!

**Level 2: Learning**

For Level 2, the project team measured the participants’ abilities to do things differently as a result of the skills acquired during the programme and how confident they are in executing the learnt skills back at Chubb.

Here, the project team looked at the participants’ self-evaluation on SPARK programme objectives, as well as their level of comfort with executing their learnings back in their role (rated on a 5-Point Likert Scale, 1 – Strongly Disagree to 5 – Strongly Agree).

**Post-session surveys: Learning reported**

<b>Evaluation towards programme objectives &amp; self-awareness</b>	
I know how to anticipate actions to take, based on opportunities and threats taking shape on the fringe.	4.2
I know how to generate insights from consumer data / interactions.	4.2
I know how to articulate a problem statement prior to starting the innovation process.	4.3
I know how to apply role storming to ideate.	4.2
I know how to strengthen initiatives by developing mitigating plans for possible reasons for failure.	4.2
I know how to execute initiatives by testing underlying assumptions.	4.2
Overall, the workshop enabled me to learn innovation behaviours & tools.	4.5

### Level 3: Behaviour

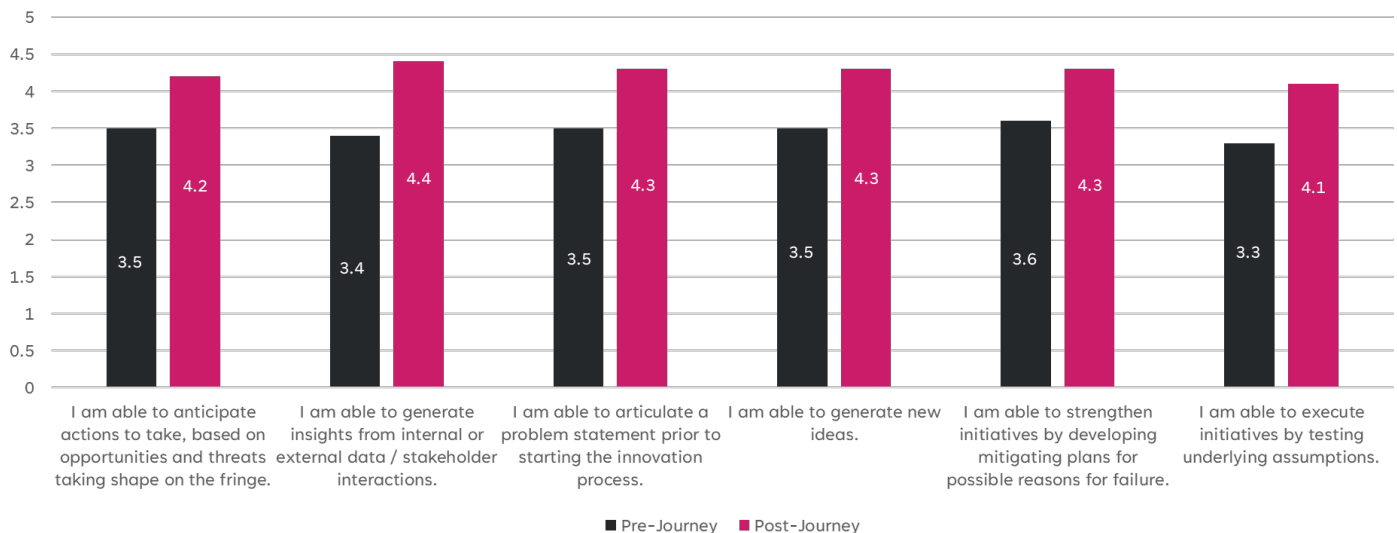
#### 1. Pre- and Post-Programme Observations (Participants Ratings)

Prior to attending the SPARK programme, the participants were invited to complete a survey to gauge their leadership capabilities. Three months post-programme, they were once again invited to review the same capabilities and assess the changes in their knowledge and skills.

They rated themselves on a 5-point Likert Scale (1 – Strongly Disagree to 5 – Strongly Agree) for the following statements:

- 1) I am able to anticipate actions to take, based on opportunities and threats taking shape on the fringe.
- 2) I am able to generate insights from internal or external data / stakeholder interactions.
- 3) I am able to articulate a problem statement prior to starting the innovation process.
- 4) I am able to generate new ideas.
- 5) I am able to strengthen initiatives by developing mitigating plans for possible reasons for failure.
- 6) I am able to execute initiatives by testing underlying assumptions.

On average, the participants **improved on these 6 key learnings by an average of 7.9%.**



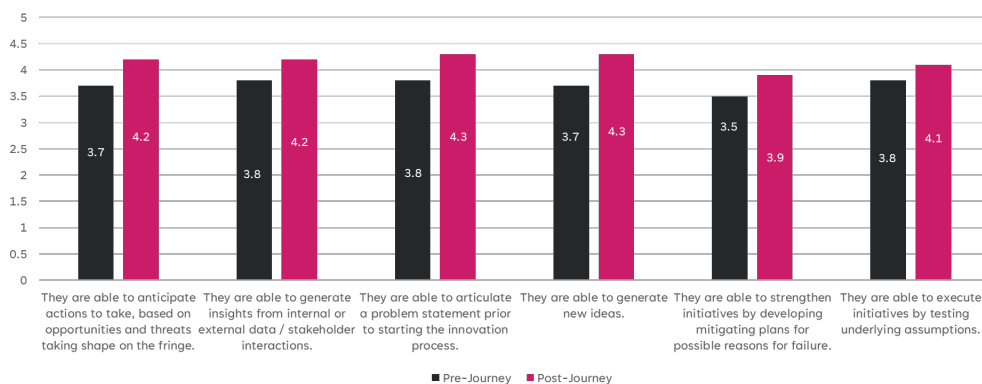


## 2. Pre- and Post-Programme Observations (Managers' ratings) & Verbatim Comments

The participants' managers were also invited to complete a pre-programme survey to gauge the participants' leadership capabilities based on their interactions with them. Three months post-programme, they were once again invited to review the same capabilities and assess the changes in the participants' knowledge and skills.

On average, the managers noted delegates had **improved on these 6 key learnings by an average of 4.3%**. They rated their direct reports on a 5-point Likert Scale (1 – Strongly Disagree to 5 – Strongly Agree).

Qualitative manager feedback (Performance and talent assessments)



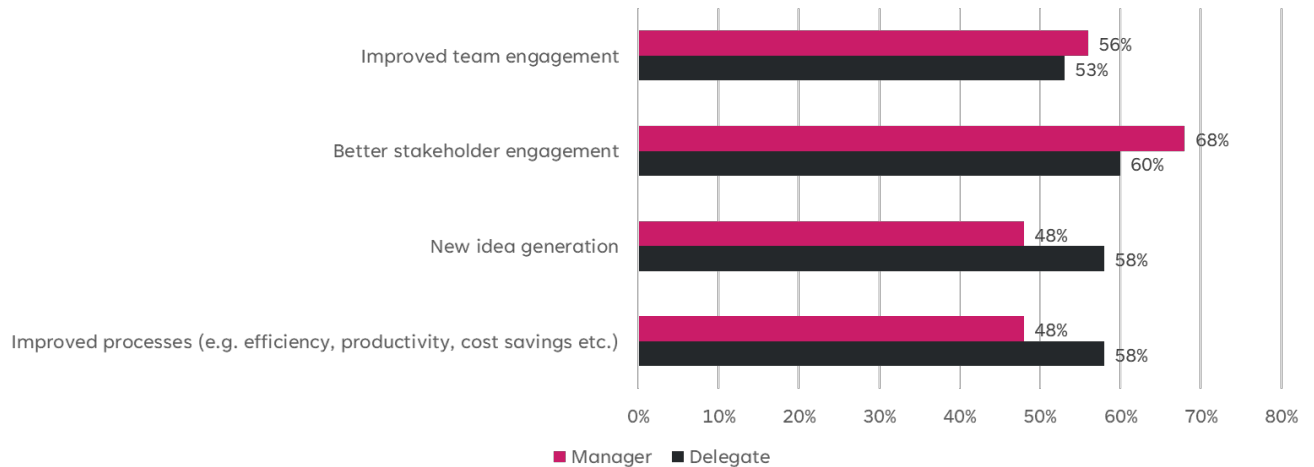
- “Strong leadership capabilities, actively seeks opportunities to drive his career at Chubb, exceptionally drives Chubb’s culture model and developing his technical capabilities to progress into an underwriting or product management senior role in the foreseeable future.”
- “...is ready for a leadership position that could technically support business to understand profitability segmentation swiftly while also developing more front-end business skill for further senior roles. She is capable of leading a team of 3-5 with full functionality.”
- “Strong Leader, great cultural fit, technically strong, could take on broader role.”
- “...has strong business knowledge and has the resilience to deal with complex problems and adverse situation.”
- “Very technical, extremely smart, passionate and dedicated Chubb leader example as company's top talent.”
- “...has been selected for the SPARK talent program which we're strongly supporting to develop [Participant]'s leadership competencies”





### 3. Pre- and Post-Programme Observations (Qualitative changes)

On top of the aforementioned ratings, the participants and their managers indicated that they have experienced positive changes in terms of team engagement, stakeholder engagement, idea generation, and process enhancements since attending the SPARK Top Talent Programme.



### Level 4: Results

#### Quality and Impact of Go-Dos

Through the on-the-job experiments (Go-Do Actions), SPARK participants brainstormed ideas that could benefit Chubb across various areas. The potential benefits from these ideas were then categorized into innovations in (1) operational efficiencies, (2) employee engagement, and (3) product innovation.

Examples include:

#### (1) Operational efficiencies

- **Automating data management:** Implementing automation, such as real-time reporting for Compass scores and developing a PowerBI dashboard, can significantly reduce time and manual effort. This not only streamlines processes but also allows for more strategic use of managerial time.
- **Improving excel macros:** Creating new simulation programmes to integrate multiple files (40 files into just 5 files) and reduce reserve simulation times (from hours to 20 minutes) can drastically enhance productivity and reduce operational bottlenecks. This initiative aligns with the broader industry move towards digital transformation, ensuring Chubb remains competitive and agile.



- **Product library system:** Developing a product library system would enable team members to be more efficient in retrieving product documents instead of relying on their personal repositories. It would also allow for more comprehensive coverage of products within Chubb's offerings.

## (2) Employee engagement through a revamped onboarding process

- **Revamping Onboarding:** Introducing a "WELL PROGRAM" and creating video-based manuals for new employees can enhance the onboarding experience, making it easier for newcomers to adapt and thrive in their roles. This approach not only improves employee experience but also addresses knowledge gaps more effectively. It was launched in Nov 2023 and has received some initial positive reviews. Currently, 75% of new hires are following the onboarding tasks according to the 1-day, 7-day, and 1-month cadence and the new hires have given a 4.7/5.0 satisfaction rating on the interim pulse surveys (it was 3.8/5.0 before the revamp).

## (3) Product innovation

- **Addressing Specific Customer Needs:** Exploring new coverage limits for common but previously excluded costs (e.g., burst water pipe repairs) can increase customer satisfaction and differentiate Chubb from competitors. This idea emphasizes the importance of listening to customer and broker feedback to fine-tune product offerings.
- **Targeted Solutions for Specific Demographics:** Focusing on the young generation segment to improve persistency rates through tailored product features and enhanced digital engagement tools showcases a strategic approach to addressing demographic-specific challenges.

The solutions ideated from the programme's Go-Dos exhibited a focus on leveraging technology for operational efficiency, prioritizing employee engagement from their initial onboarding, and innovating product offerings based on specific needs. Implementing these strategies could lead to significant benefits for Chubb, including increased efficiency, customer satisfaction, and market competitiveness.

Beyond the quality and impact from the participants' Go-Dos, the following statistics were obtained during the talent review: **~51% of the participants were promoted** within 9 months after attending the SPARK programme launch, **~55%** of the participants **identified as high-performers** in the latest performance review, and **~55% of the participants identified as top talent** in the latest talent assessment.



## Overall

There were three main lessons learnt from the SPARK programme.

1. **Partnership with the business ensured enhanced outcomes** – managers were deeply engaged with their participants' development, the programme got access to leaders' strategic views and client perspectives, and participants gained visibility amongst senior leaders.

The programme required managers of the leaders to be closely involved in their learning journey to set programme goals, identify on-the-job stretch assignments, solicit feedback and build development action plans. Beyond that, the team also worked with Chubb's business leaders to invite a client (Lazada) to speak, which provided an external perspective of how the client has experienced partnering with Chubb in innovating new products and how the relationship can further enhanced.

The programme also involved three fireside chats with Chubb executives and thought leaders to share practical advice and experiences on what it takes to be a successful leader at Chubb. This model not only enhanced the learning outcomes for the delegates but also provided a great opportunity for business leaders to be involved in the participants' on-the-job development and coaching. It also gave further visibility to these participants amongst Chubb's senior leaders, who could eventually advocate for these participants' advancement within Chubb.

2. Partnership with the solution provider ensured that the **programme leveraged BTS' best-in-class training methodologies** as well as a programme that accurately **reflected Chubb's context**.

BTS and Chubb found value in meeting regularly to discuss and align using an iterative process. In addition to exchanging emails, the Chubb-BTS project team met at least twice a month to discuss the programme design. There was transparency in communication as the team debated about the optimal programme design and provided close-looped feedback to each other.

For example, the team worked together to identify relevant future trends that business leaders were observing (e.g., getting insurance anywhere and anytime, expanding insurance into niche areas such as for pre-diabetics) as well as refining customer personas that SPARK participants would use during the workshop (e.g., building out the profile of a chief operating officer who has



a young family—profiles were created to support the One Chubb strategy where participants from Chubb Overseas General and Chubb Life would be able to find combined solutions to address the holistic needs of the individual, instead of seeing them based on separate personal and professional identities). This partnership between Chubb and BTS resulted in a strong programme, with BTS providing their best practices in designing an experiential innovation programme and Chubb providing an in-depth understanding of their business context.

Example workshop materials: future trends (left) & customer persona (right).

## Expanding Insurance into Niche Areas

This is a future in which insurance expands into covering the previously uninsured (e.g., pre-diabetics). Underwriters and actuaries work with multiple data sources to ensure that these niche markets are eligible for policies.



**CHUBB**

**spark** CUSTOMER PERSONAS

**Charles Chia**  
Chief Operating Officer

**Demographics**

- Age: 37
- Gender: Male
- Occupation: Chief Operating Officer
- Company: Ah Chia's Delivery (family business); Industry: Logistics
- Annual revenue: \$515 million
- Marital status: Married

**Personal Life**

Charles leads a life driven by strategy and precision. His workdays are filled with crucial decisions that keep the gears of the supply chain humming. His extensive industry experience and innate knack for problem-solving have propelled the firm to new heights.

At home, Charles, a devoted husband and a loving father of two, manages to juggle familial responsibilities. His children adore him, admiring his ability to be present despite his demanding career. His spouse is his stalwart support, their bond strengthened by shared dreams and laughter.

In his free time, he enjoys exploring the great outdoors with his family, an activity that satiates his need for adventure and connection. Despite the constant professional hustle, Charles never misses his children's soccer games, embodying the epitome of an involved parent.

In Charles' life, strategy extends beyond boardrooms, ensuring success both in the realm of logistics and in the heart of his family home.

**Goals / Needs**

- 1. Make his Family Proud**
  - "I want my kids to be proud of what I've accomplished and want to provide a good life for them"
  - Sees work as his life & his life as his work because of a sense of duty to provide for his family
- 2. Risk Mitigation**
  - "We need to protect our operations against vehicle breakdowns and delayed shipments"
  - Wants to mitigate risks associated with running the business (e.g., potential liabilities, accidents, disruptions)
- 3. Get the Best Value**
  - "The more (free) add-ons the better"
  - Looks for the best insurance coverage for the premium paid and wants to be able to report back on the cost savings to the CEO

**Frustrations**

- 1. Limited Options for Industry-specific Coverage**
  - Insurers that do provide industry-specific coverage can sometimes charge premiums that are too high
- 2. Unclear Coverage Exclusions**
  - "It's difficult to comprehend the fine print. How do I make sense of the policy documentation?"
  - There have been previous insurers that had exclusions that left their cargo underinsured or exposed to certain risks
- 3. Inefficient claims handling**
  - "There is just too much documentation to be included in the claims process. Why can't data that's readily available be uploaded into the system automatically?"
  - This has resulted in slow and complicated claims processes, and this had a negative impact to his company's cash flow and disrupted the resumption of some operations



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3. **Regular programme touchpoints and on-the-job assignments were important in sustaining learning momentum as well as driving behavioural change.**

The SPARK programme spanned six months, with monthly group connects, check-ins and on-the-job assignments. This gave the SPARK participants the opportunity to apply the learned skills and practice on-the-job, while executing these initiatives by running disciplined experiments. With this guided approach,



participants were able to bring novel ideas to market via internal initiatives as listed in section four of this application.

The qualitative feedback from leaders and managers, coupled with the resulting success metrics (e.g., promotions, succession plans, role changes) streamlined the work that the talent development team had to do to justify the investments. These tangible data points helped identify areas of notable impact on the business and allowed the Chubb leadership to comprehend the positive benefits brought about by investing in human capital. This pipeline of capable candidates for future leadership advancements keeps Chubb pointed towards the future while ensuring that participants are engaged and loyal.

### **Outlook for 2024 and beyond**

Moving forward, Chubb would like to explore curating a success profile for the participants and rolling out a 360-feedback survey based on the identified competencies and behaviors. During the discovery interviews there emerged several core themes, mindsets, and values that set great leaders apart from not-so-great leaders. Chubb sees this as an opportunity to surface what great looks like in a leader's day-to-day work, which they can refer to as a guide to further scaffold their development. Additionally, with the number of nominations for 2024, given the success of the programme in 2023, Chubb is looking to conduct two cohorts of the SPARK programme annually.



# About Brandon Hall Group™

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