

PPEARL CLIENT SUCCESSES

In a M & A exercise, our client faced the challenge of integrating employees from two different organisation and needed to restructure its management team quickly.

PPEARL designed solutions for the organisation using psychometric tests, and made recommendations for appointment of roles and re-deployment of staff.

CASE 1

BACKGROUND

Aviva General Insurance (Aviva GI) has been providing general insurance solutions and products to policyholders for more than 100 years. The organisation offers one of the most extensive and largest general insurance network and distribution channels in the Asia region.

The strategic aim to grow its business within Asia remains through the years. Where liberalisation of the insurance industry is taking place in various countries, the region as a whole offers strong potential for the organisation. With many players entering the market, top management sees the need to remain competitive through constant change and re-invention to keep up with the rapidly evolving industry.

Aviva built its presence and strength through many mergers and acquisitions over the years. One of the most recent being its acquisition of the Insurance Corporation of Singapore (ICS) to further extend its reach in Asia.

THE CHALLENGE

With the acquisition of ICS, Aviva GI Asia faced the challenge of integrating employees from two different organisations. Aviva GI Asia needed to restructure its management team quickly to consolidate its strength as a major player in the market.

Aviva GI Asia engaged the expertise of Ms Natasha Mak, (Managing Director, PPEARL) to design an effective system to move forward with this mandate.

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THE SOLUTION

Working closely with HR, a robust assessment system was designed through the following actions:-

› The functionality of various jobs and managerial roles were analysed in depth to gain clarity on the specific organisational competencies, which are the performance levels and capabilities needed for Aviva's leaders.

› With a clear understanding of the organisational goals, two development centres reflecting the leadership competencies for management level roles were designed. The centres were poised towards the organisation's future needs.

› Over a period of 2½ months, a group of over 60 middle and senior managers were assessed

› the two development centres which compared their performance against the leadership competencies.

› Evidence was gathered from psychometric tests, work styles and motivation profiling tools, simulation business cases and interviews. This was analysed and carefully consolidated to form a clear and comprehensive view on each manager's strengths and development needs.

› Managers were provided a detailed feedback on their performance and the results were also compiled into individual reports which acted as a platform for structuring clear career development plans.

› Based on the collective results of the development centres, recommendations were presented

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to senior management for appointment of roles and re-deployment of staff to areas where there were clear management gaps, strengthening the overall business structure.

THE RESULTS

The development centre initiative provided several key results:-

- › The organisation was able to restructure within a few months, through an objective process that focused on business needs while balancing the sensitive issues surrounding the acquisition.
- › Aviva gained an in-depth understanding on the capabilities of its middle and senior managers. This allowed

Aviva to re-position itself strategically through clear person-job match to enhance overall business competitiveness. The detailed results further helped to identify high potentials for succession planning.

› The objective feedbacks to the managers increased their self-awareness of respective performance against future business needs. It helped them to focus clearly on specific development areas and improve overall effectiveness.

Mr Patrick Wale, CEO of Aviva GI Asia, says the process helps remove subjectivity and biasness, and allows for the organisation to benchmark its employees on a wider context.

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“The process is totally objective. Internal selection process will always have some subjectivity”... “We find this process very valuable.”

Director of Corporate Services, Mr Goh Eng Kiat, says the initiative provided a common platform for individuals with different corporate cultures and backgrounds to demonstrate their capabilities equally.

Aviva has since worked with PPEARL to design various assessment and development centres for its recruitment and development strategies.

“(We) continue to use it for new recruits, career progression, high potential selection and development purposes... CV and credentials are just a part of the whole process... a reference point. We are more concerned about a person’s potential, which this process assesses.”

ABOUT PPEARL

PPEARL is a HR consultancy with offices in Singapore and Malaysia. We partner with our clients to design effective and efficient HR solutions that are aligned with their unique business strategies and objectives.

We at PPEARL believe every individual plays an integral part towards an organisation’s success regardless of their role. Our team of experienced consultants have the skills and tools to uncover those talents and bring out the best in every individual.

We can identify where people should be placed so that they are motivated to grow and perform to their maximum capacity.

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