

change
leadership
digital
learning
project delivery



simplified
performance
solutions

We rapidly transformed culture in Zurich's operations team ahead of a wholesale change program

The problem:

Zurich, one of the world's biggest insurance groups, had a major operational efficiency change program fast-approaching. Within the retail business, the culture was predominantly sales orientated with little or no metrics in place to measure cost or performance.

The goal:

To help bridge the gap by building the leadership team's understanding of operational management and putting the measures, disciplines and framework basics in place in readiness for a wider transformational change program.

Curium's solution:

We could see that as a sales-oriented team, Zurich's operations team excelled at building customer relationships but lacked knowledge and confidence around day-to-day metrics and operational disciplines, the cornerstones of a well-run operations unit. We had a tight timescale to deliver a significant change project, so our first priority was to build a strong and open relationship with the whole team; we knew mind-set and behavioral change would be key to making change stick fast.

The result:

Due to trust we built, the whole team collaborated with us to embed our action plan, which included improvements to the telephony system, the introduction of clear and simple performance KPIs, along with consistent, daily work allocation and planning. Through coaching the leadership team to look at operational data from a different perspective it opened up a whole new world of options for them and allowed them to be ahead of the game for their next challenge within their transformation process.

What Zurich say:

"We have been provided with invaluable tools to help consider and implement this insight into my team and move their efficiency and performance to the next stage, as well as a robust documented plan to deliver this."

Senior manager, Zurich

"10 weeks on from Curium's engagement, I'm still wondering how the changes they made went in so fast. Within a week the team was re-organized and running a core framework, which was exactly what was needed. I'm also so impressed by the extent of the engagement, passion and drive that Curium created in a relatively short period. I pride myself on setting a high bar and always challenging for more but on this one, both Curium, and as a result, my team, are running way ahead."

Head of Retail Business Operations, Zurich