

Case Study // Aviva - Delivering Individual Recognition in Outplacement



Aviva is the world's sixth largest insurance group and the largest in the UK. It has 45,000 employees in 28 countries around the world who serve over 53.4m customers. Aviva Group Centre, the head office operations situated in London, was listed as one of the Sunday Times 100 Best Companies to Work For in 2011.

The Challenge

When 1400 individuals across the business were informed that they would be made redundant in early 2009, Norwich Union were also preparing to rebrand themselves under the new name of Aviva. A renewed focus on providing individual recognition to customers and employees was central to the rebrand, with the internal brand promise of 'No one recognises you like Aviva'.

As a result of organisational restructure, Aviva were making a number of redundancies at the same time as launching the new brand and internal brand promise. To manage these potentially conflicting priorities, they were determined to find a creative and practical way to provide meaningful individual recognition and guidance to each person as they made their transition through the outplacement process.

Capp's Approach

Capp worked in partnership with the People Transition team to develop a bespoke workshop called 'This is My Future' about using strengths through transition. We explored the issues facing managers who were being made redundant and developed a workshop that:

- Provided each individual with the opportunity to complete Realise2, Capp's online strengths assessment tool, in order to identify their strengths and explore how they could align these strengths to their next career steps
- Supported individuals to use their strengths to inform their career choices, build their personal resilience and help them navigate their journey through change and transition
- Enabled managers to help their team members also use their strengths through the transition.

Capp trained the Aviva People Transition team to co-deliver the 'This is My Future' outplacement workshops together with a Capp facilitator.

Sharon Bailey, HR Business Transformation, Aviva, said *"We have found that supporting our employees who are leaving the organisation due to redundancy with a workshop focusing on understanding their natural strengths has made them feel more positive about their future outlook and career direction."*

Outcomes

Evaluation of the workshops, despite the challenging circumstances in which they were being delivered, showed that:

- 62% of delegates said that the workshop helped them to think more positively about their future
- 58% of delegates believed the application of strengths to job search to be the most useful part of the workshop
- 54% of delegates said the workshop had positively changed their perception of Aviva
- 23% of delegates said it had changed their perception positively because it provided them with individual recognition.

This project was also featured as a case study in *Assessment and Development Matters*:
Trenier, E. (2010). Using strengths to guide career transition. *Assessment and Development Matters*, 2 (2), 5-7.

