

CASE STUDY



**100% of Zurich professionals
that took part in the programme
say they've become more
inclusive leaders**

**Since taking part in the Circl programme,
professional participants say they're
more inclusive, better communicators
and more effective at achieving goals.**



ABOUT ZURICH

Industry: Insurance

**Location: Multiple
offices across the UK**

**Company size: 4,500+
employees in the UK**

Zurich Insurance Group is one of the world's leading insurers. In the UK, they provide general insurance products covering business, casualty, motor, property and travel insurance, life insurance and pensions products to individuals and corporate customers.

THE CHALLENGE: PUTTING THE 'I' INTO D&I

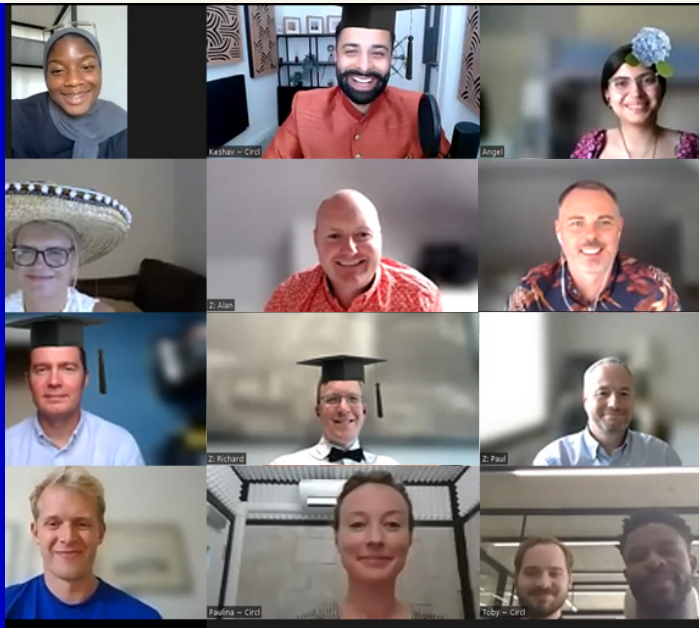
Prior to working with Circl, Zurich had taken significant strides to improve diversity and inclusion within the company. While their commitments were going well, they welcomed the support of Circl to continue to improve inclusivity.

Knowing that inclusion is integral to retaining and attracting a diverse workforce, they sought an initiative where their leaders could gain hands-on experience.

Kumu Kumar, Head of Zurich Resilience Solutions UK said, "You can't train inclusivity, it has to be experienced. We had a business need to help our leaders to be better coaches. Getting leaders to work deeply with people from underrepresented backgrounds, allowed us to develop an understanding of inclusive behaviours that we sought too."

THE SOLUTION:

BUILD INCLUSIVE LEADERS WHO COACH



11 Zurich managers took part in Circl's Leader as Coach programme to undertake coaching training with biweekly theory sessions to develop skills such as active listening, coaching questions and goal-setting methods. Participants were paired with a young person from an underrepresented background to practise coaching on each other throughout the programme.

The pair would meet 1-1 on a weekly basis to practise coaching each other by applying what they had learned in their theory sessions. By developing coaching skills, participants learned how to empower others by listening effectively, leading with empathy, and helping the coachee to discover their own solutions, rather than providing the answers for them.

PROGRAMME PARTICIPANTS:

11 Zurich professionals in leadership positions

FUTURE LEADER PARTICIPANTS:

11 FL's

TRAINING HOURS:

20 per person

THE CIRCL APPROACH

The Circl approach has proven to create long-term behaviour change; working alongside a young person with completely different interests and experiences, engages professionals more than working alongside their peers. It also helps them to increase their cultural awareness by gaining a deeper understanding of diverse perspectives.

THE OUTCOMES

“We achieved our objectives - the team are now better coaches, they are full of empathy and they have a greater understanding of how important inclusivity is. I’m really pleased that we have a second programme underway.”

Kumu Kumar, Head of Resilience UK

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MORE INCLUSIVE LEADERS

Following the Circl programme, 100% of the professional participants reported that they’ve become more inclusive leaders.

“During the programme we were getting people to really challenge their subconscious bias, talk about different cultures and understand people who come from underrepresented parts of society. It’s had a fabulous impact and they have a greater understanding of how important inclusivity is. People are actively encouraging diversity and thinking about whom they engage with. People are listening more and not putting their opinions forward as much, but opening up questions to the wider audience and hearing everyone’s voice.”

~ Zurich Professional Participant

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EMPOWERED TEAM MEMBERS

64% of the Zurich professionals felt that they stepped outside of their comfort zone during the programme. The challenge improved the participants confidence, communication skills and self-drive. Team members shared that it encouraged their drive to gain a promotion, while others used the new skills to improve goal setting with their team.



**RICHARD WOOD -
HEAD OF OPERATIONS**

"I clicked with my Circl Match straight away. We enjoyed chatting together and we both challenged and inspired one another. I was really impressed by her drive and motivation to achieve her goals which rubbed off on me too.

The facilitation of the sessions was excellent and ensured everyone learned something, took part in the sessions and picked up new skills.

The process challenged my management skills. I’m used to providing answers, advice and direction. This made me change that to allow the people that I’m mentoring to identify their own blockers and resolutions, which I learned was more valuable and rewarding over time.

Since taking part in the programme, my self-awareness has improved and the ability to work through personal challenges and goals. I’ve tried to give my team the chance to find solutions themselves and decide the most appropriate course of action. It’s creating a more empowered and confident team and is improving the way we interact and share ideas."

THE OUTCOMES

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ENGAGED PARTICIPANTS

Zurich saw a high level of engagement among the employees who took part in the programme, receiving positive feedback across the board. Many employees felt as though they had gained a new skill for life that had impacted both their professional and personal lives.

"The level of engagement with my leaders was really high. They were talking about it for weeks afterwards. People enjoy it, people engage with it, they gain an appropriate qualification out of it and they can feel that it's changing them. That's why it's so effective."
~ Zurich Professional

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IMPACT ON FUTURE LEADERS

88% of the Future Leaders felt that their experience on the programme helped them to achieve a personal or professional goal. The FL's shared that their biggest takeaways were developing their active listening skills, increasing their confidence in a professional environment and gaining more self-awareness.

"I was able to attend a work experience on my own for the first time. The Circl programme and my match has helped me understand that I can do it, and to be more confident within myself."
~ Zurich Future Leader

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INCREASED TEAM EFFICIENCY

Managers have been able to save time by coaching team members to come up with their own solutions and progress their goals. The improved communication has meant that leaders are better able to organise their teams and communicate the goals that they need to achieve.

ANGEL NAKHLE - FUTURE LEADER AND LAW STUDENT



"I really got along with my Circl Match. We were both open-minded and ready to learn and we became a support network for each other. The main sessions were very beneficial and were taught in an efficient way that everyone understood. I'm a much better listener as a result of the programme and I feel more confident in myself. By being coached to find my own solutions, I feel more accomplished than if someone just told me what to do."