

Executive Forum

Inspiring strategic leadership and embedding actionable strategy literacy

Who: Generali Group

Where: Italy

When: 2003

Overview

Industry:

Insurance

Company Size:

+ 80k employees

> \$81 billion of premium per annum

Themes:

People development

Future of insurance

Strategic leadership

Long Term Competitiveness

Core Activities:

Leadership Dialogue

Strategic Risk Training

Coaching

Further Reading:

[Cultivating Leadership](#)

Challenge

How can we improve strategic thinking, talking and doing across all levels of an organisation and stay true to our people and culture?

In 2003, Generali Group underwent an organisation-wide transformation. One key challenge was that its people had never come together as a group. The call to action from management was to stop being a proliferation of companies worldwide, and to start being one company. However, one key challenge was that its people had never come together as a group and had never before considered acting as one.

Solution

CHÔRA identified innovation as a key area of interest for the new Generali Group and supported the newly launched Innovation Academy through the design and facilitation of 3 Strategic Leadership Programs to build strategic group-level agency:

1. *Top Level* - we engaged top executives in a quarterly two day reflection process about strategic risks, resilience and future competitiveness.
2. *Middle Management* - we took senior managers on a series of learning journeys where they benchmarked and exchanged ideas with experts and executives from diverse disciplines to translate their learning immediately into analysis and action.
3. *All Employees* - we raised awareness and increased understanding of key strategic issues for the future of the Group in one-day introductions to innovations for all employees.

Results

- **The Executive Forum continued to run for 4-5 years** and grew from 5 attendees in the first event to 1500 in the last event.
- **The final event presented strategic options** back to the Generali Group that were a product of the 4-5 years of leadership discussion across the forums.

Program Contact

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"I still am in touch with many of the participants who said it has been a life changing experience for them."

"Today, the difference between a successful and an unsuccessful organisation is the quality of its human resources. Our people must feel proud to belong to this Group and our managers must first and foremost know how to create an engaging, highly motivating environment as a platform on which to build a winning team - this program was a solid milestone in this direction."

Lodovico Floriani, Former Deputy General Manager Assicurazioni Generali S.P.A