



第二十五届组织发展年会

2021年6月08-09日，北京





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People Solutions

Developing our Culture and People for Swiss Re's Future

“As our vision is to make the world more resilient, it makes sense to start with us.
#personal resilience

Personal resilience at Swiss Re covers a broad spectrum

01

Physical wellbeing

Enabling us to take good care of our physical health through awareness, prevention as well as inclusion and support.

02

Mental / emotional wellbeing

Ensuring that mental and emotional wellbeing are treated and supported like physical wellbeing.

03

Financial wellbeing

Enabling us to be financially resilient, care for our families and provide support for hardship cases.

04

Community wellbeing

Through the Swiss Re Foundation and through our people we can help making our communities more resilient.

Developing our culture and people for Swiss Re's future

Our Shared Ambition

We are driving an agile and commercial culture to be successful in a dynamic environment

Leadership from every seat



Be courageous

Take personal accountability



Adapt at speed

Shape and drive the business



Create joint movement

Show true leadership

One set of Leadership Imperatives

Modern people solutions

Continuous Performance Management (rating-free)

MyFeedback

LearningOne

Engagement & Agility Pulse

Ensuring future success

- Seizing new business opportunities
- Quickly responding to our clients
- High engagement of our people

Developing our Culture and People for Swiss Re's Future



[Leadership Imperatives](#)

[Continuous Performance Management](#)

[MyFeedback](#)

[LearningOne](#)

[Engagement & Agility Pulse](#)

Tap into our leadership potential by taking ownership

Improve continuously through regular performance dialogue

Ask for feedback and grow faster

Boost our skills through continuous learning

How are we doing in creating a more engaging & agile work environment

To enable leadership from every seat, one single and common set of behavioural expectations (revamped LI) for all of us will be introduced

Leadership from every seat means that every employee

- **takes responsibility** and assumes ownership
- thinks **commercially** and drives business success
- is **courageous** and speaks up
- **adapts quickly** and moves things forward
- **inspires joint actions** and takes people along



Be courageous

Take personal accountability
Stand for integrity | Improve continually | Navigate ambiguity



Adapt at speed

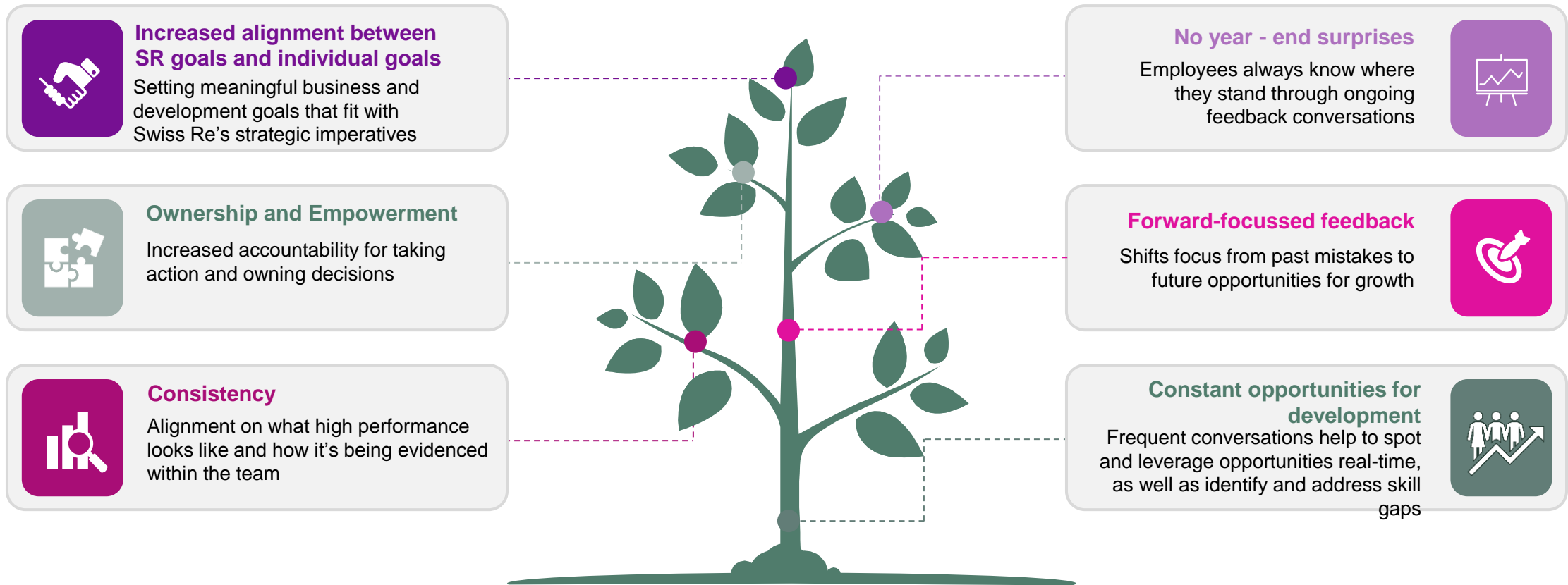
Shape and drive the business
Think strategically | Focus on the client |
Drive sustainable performance



Create joint movement

Show true leadership
Inspire and engage | Build talent | Collaborate

We are improving our PM practice by focusing on **continuous** and **high-quality** performance and development dialogue, in a rating-free environment



Boost your growth

Ask for feedback and grow faster

- Asking for and giving feedback regularly helps us strengthen our skills
- Constant improvement through constant feedback fuels agile teams
- Valuable feedback is exchanged timely and broadly across hierarchies and divisions

Our integrated digital solution – MyFeedback - can help



Ask



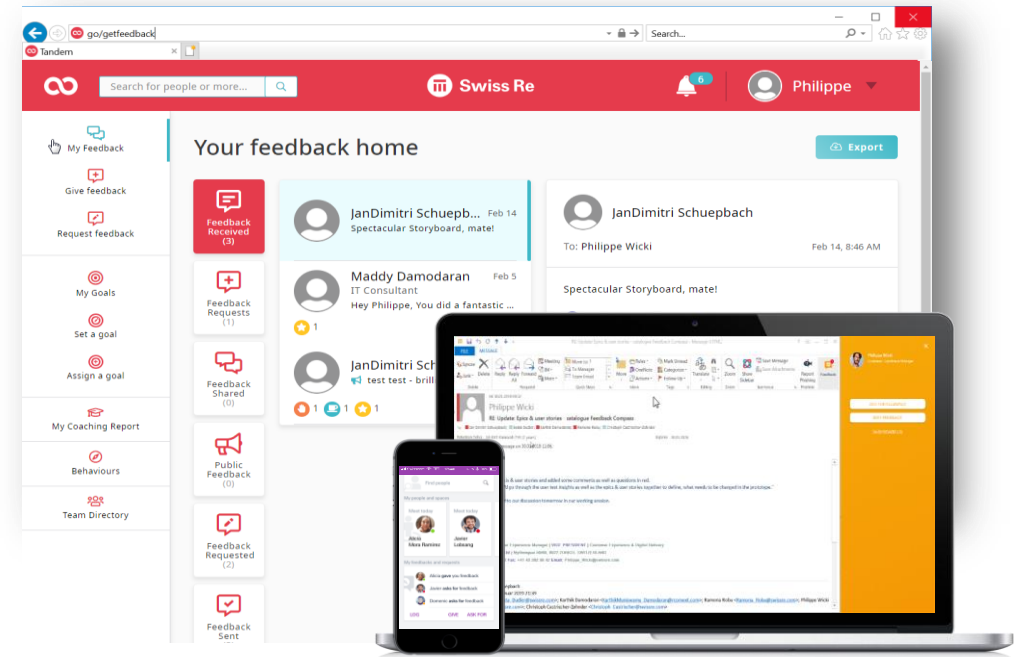
Give



Receive



Manage



**MyFeedback is disconnected from current performance management process*

Take a glimpse at LearningOne now...

Personalised content

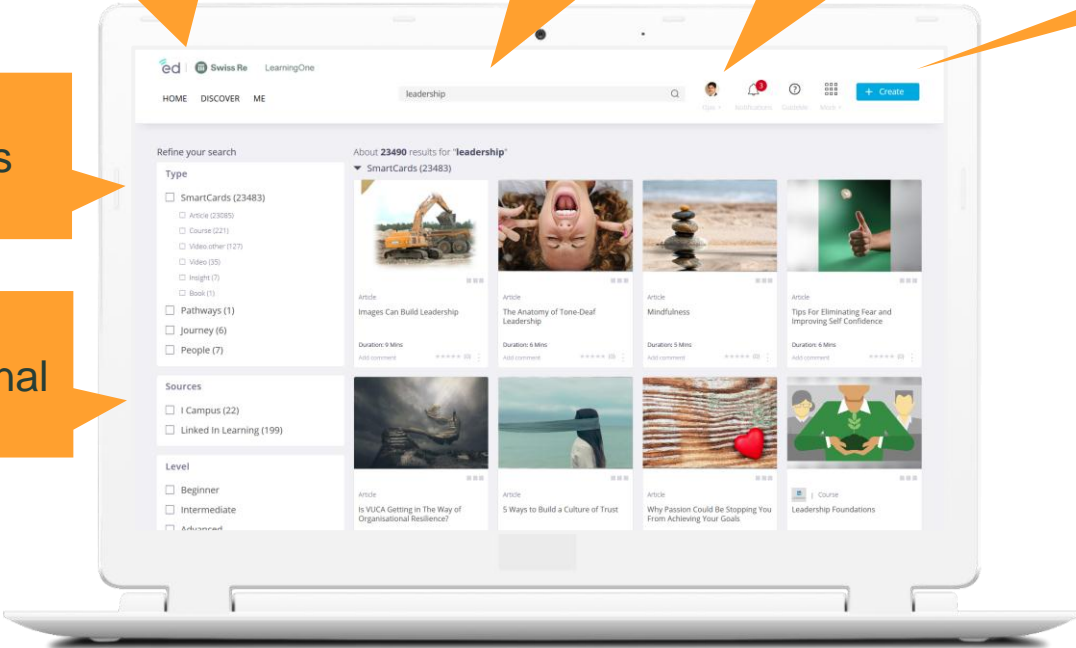
Smart search

Personalised dashboard

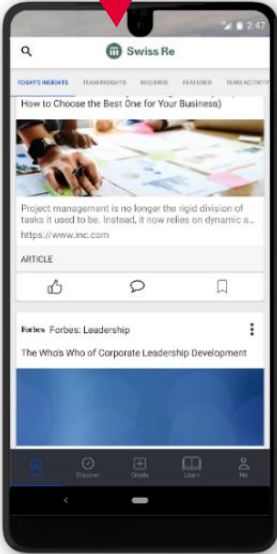
Easy content contribution

Articles, videos, insights, courses and more...

Content from internal and external sources



Learn on the go



Staying tuned in to
our progress
so together we help drive

...

*an engaging work
environment &
agile culture*

to succeed in the business

Engagement
& Agility
Pulse May
2019

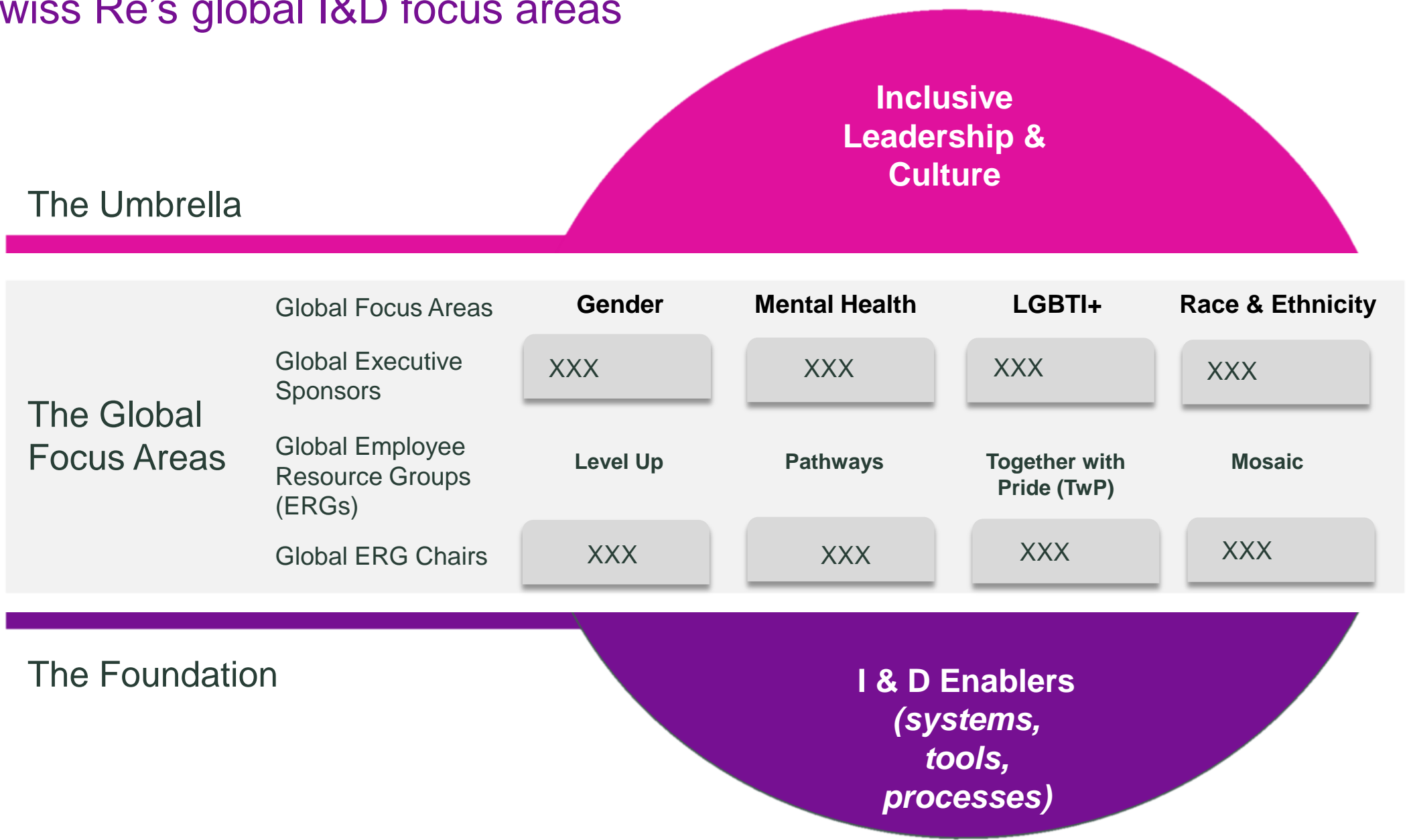
Agility
Pulse Nov
2019

XX% of ees
indicated
that we are
improving
in our Agility!

Organisationa
l Agility Index:
XX%

SR Agile
Behaviours:
XX%

Swiss Re's global I&D focus areas



Questions?