



USING STRENGTHS TO LEAD CHANGE , INCREASE ENGAGEMENT AND BUILD TRUST

“Legal and General has benefited from the introduction of a strengths focused approach at a time when focusing on what gives people energy is crucial. The approach challenges assumptions that exceptional performers are well rounded, and gives a fresh perspective on managing employee performance. We are now starting to embed this philosophy into our culture through the developmental journey, and I am confident that we will create a perceptible shift in the mindset of our leaders by continuing to work with the Strengths Partnership in these key areas.”

Helen Souter, Learning and Development

CLIENT PROFILE

Legal and General is a leading provider of risk, savings and investment management products in the UK. Established in 1836, L&G has been in business for almost 175 years, demonstrating its experience in every kind of economic climate. L&G currently has 6.9 million customers for life assurance, pensions, investments and general insurance plans.

Following a large scale period of business change and restructure in response to the economic downturn, L&G was faced with a number of challenges:

- Achieving more with less - Raising the bar on capability through performance management processes meant a bigger demand was placed on 'survivors'.
- Trust - through large scale redundancy, employees lacked trust in the organisation, damaging the psychological contract.
- Engagement - a lack of trust affected employee engagement and discretionary effort.
- Leadership skills - organisational shifts meant that new lines of management were in place, meaning a strong leadership message was needed to transition the change.
- Intent to stay – talented employees were at risk of jumping ship as things improved.

OUR APPROACH

L&G invited Strengths Partnership to support the Management Development function in the following areas:

- Building a strengths focused approach into L&G's senior manager leadership



CASE STUDY - LEGAL AND GENERAL

programme, in order to encourage a culture where people play to their strengths and influence from the top.

- Delivering strengths-focused development to specific business areas in order for lines of business to place people in roles and projects that played to their strengths.
- To implement strengths-focused coaching through workshops and group sessions.
- To build strengths-focused development and the use of the Strengthscope™ tool in selecting and developing high potentials and build into talent frameworks.



CASE STUDY - LEGAL AND GENERAL



These aims were achieved initially by upskilling the internal Management Development function in the use of Strengthscope™ and the strengths approach in development.

Strengths Partnership then continued to provide ongoing support to the internal team by responding to requests for different applications of strengths and co-developing interventions that would work in the L&G context.

OUTCOMES

SINCE STARTING WORK WITH L&G IN 2009, THE COMPANY HAS REPORTED THE FOLLOWING ACHIEVEMENTS THROUGH ITS ENGAGEMENT WITH STRENGTHS PARTNERSHIP:

MAKING A STRENGTHS-FOCUS AN UNDERPINNING PRINCIPLE OF THE MANAGEMENT DEVELOPMENT CORE CURRICULUM TO INCREASE LEVELS OF ENGAGEMENT, ENTHUSIASM AND PERFORMANCE.

THROUGH FOCUSING ON WHAT GIVES PEOPLE ENERGY, THE OUTPUT FROM EXECUTIVE COACHING HAS SHOWN AN INCREASE IN ENGAGEMENT AND MOTIVATION. THIS HAS, IN TURN, IMPROVED LEVELS OF TRUST IN LEADERSHIP MESSAGES BASED AROUND STRENGTHS.

DEVELOPING A PROCESS FOR REALLOCATION OF PROJECTS BASED ON PEOPLE'S STRENGTHS HAS DRIVEN UP ENGAGEMENT AND AWARENESS IN PROJECT TEAM WORK.

ACROSS THE MANAGEMENT LEVEL, BEING OPEN AND HONEST ABOUT STRENGTHS IN OVERDRIVE, AND GIVING PERMISSION TO CHALLENGE WHEN PEOPLE SEE STRENGTHS IN OVERDRIVE HAS RESULTED IN BETTER WORKING RELATIONSHIPS AND MORE HONEST CONVERSATIONS.

BUILDING AN INTERNAL NETWORK WHERE MANAGERS' STANDOUT STRENGTHS ARE VISIBLE HAS BEEN USED TO ENCOURAGE CROSS-BUSINESS COLLABORATION.

THE TALENT REVIEW AND MANAGEMENT PROCESS IS NOW BEING REDEVELOPED WITH A STRENGTHS-FOCUS AS PART OF THE LANGUAGE, TO IMPORT SOME OF THE POSITIVES FROM THE EXPERIENCE AT MANAGEMENT LEVELS OF THE BUSINESS.

