

People Letter – Allianz Senior Executives (1/4)

1 Customer & Market Excellence ¹						
Behavior	Assessment					
	Does not meet	Partially meets	Fully meets		Exceeds	Far exceeds
We strive for excellence at every touch point with the customer	Makes decisions without considering internal/external customer needs or perspectives.			Initiates and develops solutions that are truly centered around the customer and proactively uses customer feedback to improve products, services and processes.		Constantly is a role model for own organization and educates people in customer excellence. Always seeks opportunities to improve customer experience.
We foster state of the art technical/ operational knowledge and strive for continuous simplification	Little focus on investing in talent up-skilling; develops overly complicated strategies; struggles providing clarity in ambiguous situations.			Willingness to continuously learn and develop own and team's skills to ensure state-of-the-art knowledge. Creates processes and interfaces that are as simple as possible.		Cuts through highly complex scenarios to provide simple and focused strategies. Constantly builds future capability and excellence by developing professional knowledge and skills across the organization.
We want to be the benchmark	Does not change approach to respond to market shifts or competition; is not committed to raising standards.			Actively uses fact based analysis or external benchmarking to establish new ways of doing and improving things.		Delivers strategy to put the organization ahead of competition; sets ambitious goals to continuously raise the bar and deliver superior service.

1. Refers to internal as well as external customers

People Letter – Allianz Senior Executives (2/4)

2 Collaborative Leadership						
Behavior	Assessment					
	Does not meet	Partially meets	Fully meets		Exceeds	Far exceeds
We empower the team and provide purpose and direction	Struggles with communicating the vision and setting clear expectations; systematically fails to empower team members.			Explains context and provides understanding of the group, company and department strategy; provides people with freedom to act towards clear role expectations.		Always communicates his/her vision in a way that is inspiring and engaging vision. Sets a clear sense of energy and pace. Creates a culture where others are empowered and act in line with shared direction.
We develop people, provide feedback and care for employee wellbeing	Provides few opportunities for people to grow or builds talent without clear focus; places delivery over employee wellbeing.			Helps people grow as individuals and as a team; provides timely and constructive ongoing feedback; clearly differentiates between performance levels in team; actively cares for wellbeing of employees.		Continuously develops strategies to maximize people potential and develop people in line with future needs. Always looks beyond own area towards building talent for Allianz Group. Is seen as a role model for employee wellbeing.
We collaborate and exchange best practice	Drives silo thinking; focuses on own business area; misses opportunities to share and gather information for efficient decision making.			Strives for collaborative relationships across departments/operational entities/locations; is open minded; shares ideas and supports ideas of others.		Proactively gets people from different parts of the business to work together on strategic priorities. Builds exceptionally strong connections with stakeholders across the Group and industry.

People Letter – Allianz Senior Executives (3/4)

3 Entrepreneurship

Behavior	Assessment					
	Does not meet	Partially meets	Fully meets		Exceeds	Far exceeds
We act on opportunities, anticipate trends, take risks and promote a culture that allows for honest failure	Reacts too slowly to new developments in the market; takes an overly cautious approach in order to avoid making mistakes.			Seeks opportunities to recommend a better approach where it makes sense; takes reasonable risks and is able to act quickly; constructively deals with mistakes as learning opportunity.		Exceptionally skilled at translating developments or market shifts into business opportunities. Creates a culture where failure is seen as an opportunity to learn.
We take ownership and responsibility	Lacks proactivity in driving business performance; does not hold self and others accountable for business outcomes, shifting the blame.			Takes personal responsibility within area of immediate influence to optimize results for the whole organization.		Continuously delivers the best combination of profit and growth; optimizes business-wide performance. Strong business overview; on a macro and micro level.
We embrace innovation and a culture that allows to make decisions without fear of retribution	Only drives tested and established practices; reluctant to change; tends to punish unsuccessful efforts and initiatives.			Confidently and constructively challenges the status quo and tries new ideas and approaches.		Pro-actively initiates and drives change and ongoing continuous improvement; anticipates and creates novel solutions to address tomorrow's challenges.

People Letter – Allianz Senior Executives (4/4)

4 Trust		Assessment				
Behavior	Assessment					
	Does not meet	Partially meets	Fully meets		Exceeds	Far exceeds
We act with integrity , we honor our commitments and we tell the truth	Does not pay particular attention to regulations, compliance; does not take a courageous stand on integrity issues.			Shows zero tolerance for unethical behavior and speaks up against misbehavior; does not shy away from difficult conversations and holds them.		Creates a high integrity and compliance culture. Always exhibits outstanding behaviors others want to emulate when it comes to integrity and fairness.
We foster diversity and inclusiveness	Develops processes and practices that do not promote diversity and inclusivity; unwilling to share or listen to different view points. Demonstrates unethical, biased behavior.			Seeks multiple points of view and listens carefully; encourages and appreciates contributions by others regardless of level, age, gender, etc.; actively promotes diversity.		Champions a culture of diversity and inclusiveness; proactively leverages others' unique talents and perspectives in decision making.
We act transparently and promote corporate social responsibility	Does not provide or act transparently; does not share rationale behind decision making; lack of attention to corporate social responsibility.			Is open and honest about own motives, intentions and decisions; expresses views and concerns openly, creates clarity for people; supports and promotes corporate social responsibility.		Highly influential at all levels in shaping a sustainable future for the business and the society.