

Engaging Executives to Drive Culture Change

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About Aon

A leading global professional services firm providing a broad range of risk, retirement and health solutions enabled by data & analytics



The Aon Portfolio

Commercial Risk Solutions

- #1 primary insurance brokerage
- +\$60B bound premium annually
- +90% average retention

Reinsurance Solutions

- #1 treaty and facultative brokerage
- +\$30B bound premium annually
- 24 consecutive quarters net new business in core treaty

Retirement Solutions

- +4T assets under independent advisory
- \$100B assets under delegated management
- 1000's of companies trust their retirement plans to Aon

Health Solutions

- #1 provider of health exchange solutions
- Leading provider of global health & benefits
- \$180B in premium and equivalents placed globally

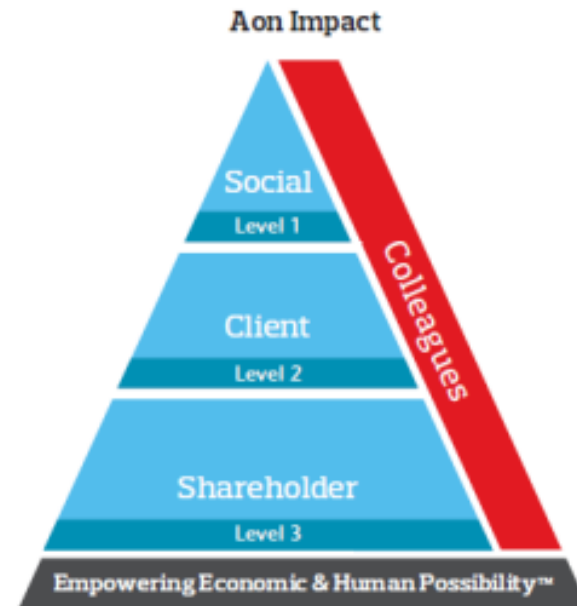
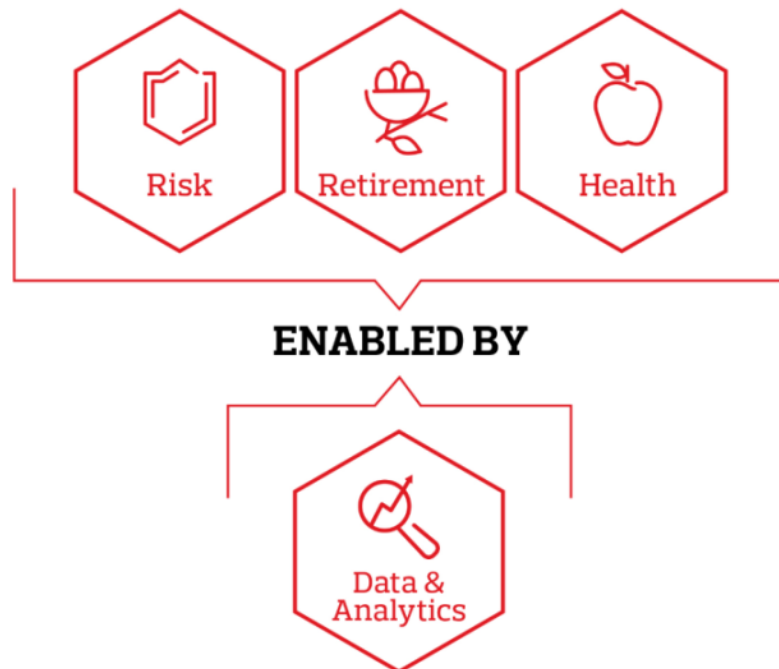
Data & Analytic Services

- \$400M annual investment in data and analytics
- \$170B bound premium through Aon Inpoint platform
- +30M individual customers from +200 organizations served by Aon Affinity

A firm going through change

Driving transformation across the firm through:

- Leading Aon United
- One P/L with 5 Revenue Lines
- Aon United Operating Model, including Global Business Services
- One Global Brand



12+ month evolution of executive communications strategy

From

- No central channel
- Varying cadence
- “Information dump” vs. action-oriented
- Reuse required additional work for execs
- Limited feedback opportunities
- Messages not regularly cascading

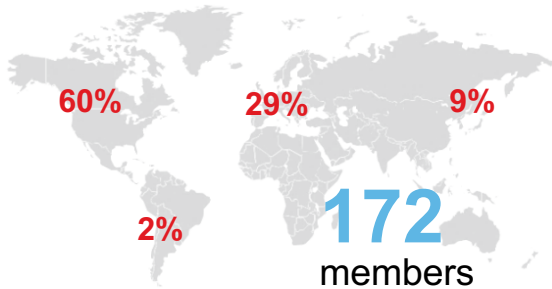


To

- Regular communication milestones:
 - Annual meeting
 - Quarterly webcasts
 - Quarterly small group dialogue sessions
 - Monthly newsletters
 - Culture workshop
- Action-oriented language and behavior change focus
- Tools and resources to support an effective cascade (e.g. talk tracks, infographics)
- Regular opportunities for two-way dialogue

Results: Executive Leadership Team communications (Jan. – Oct. 2017)

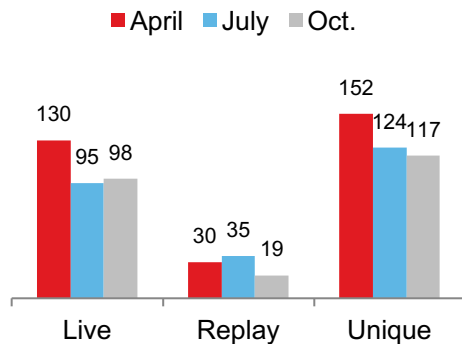
Membership



Webcast Participation



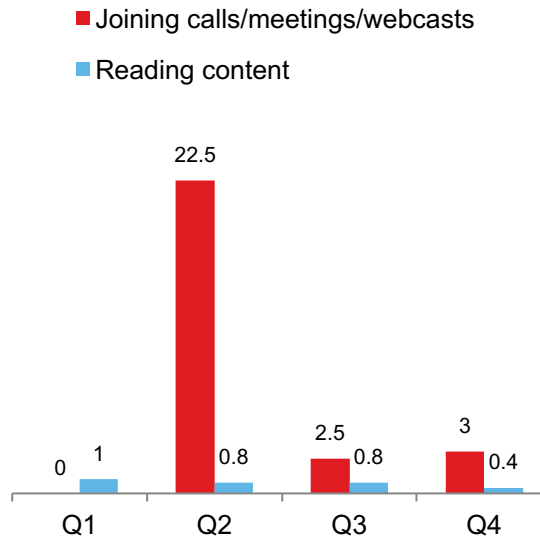
Number of attendees



Overview



Hours spent consuming content



ELT Brief

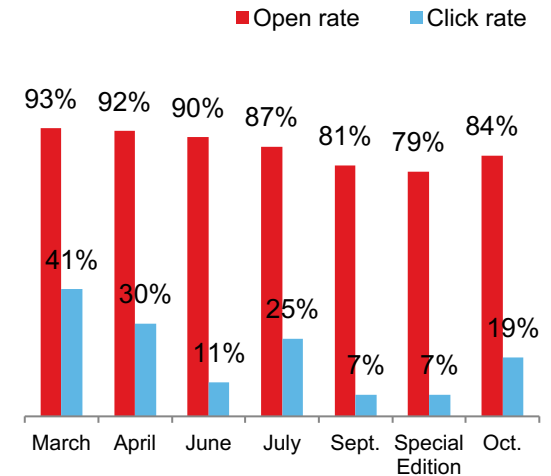
87%
Average open rate



23%
Average click rate

48%
Opened all 6 emails

Performance by edition

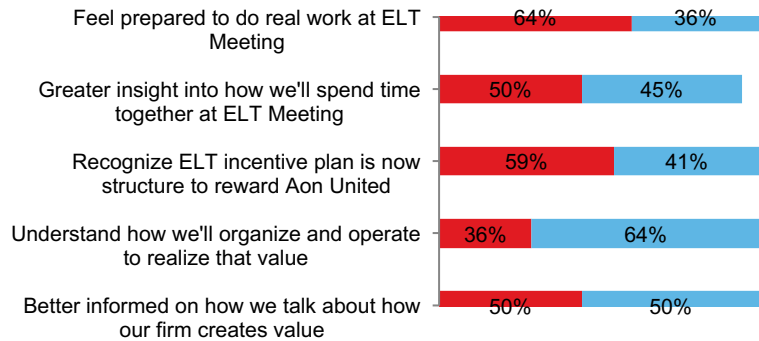


Results: Executive Leadership Team Communications (Jan. – Oct. 2017)

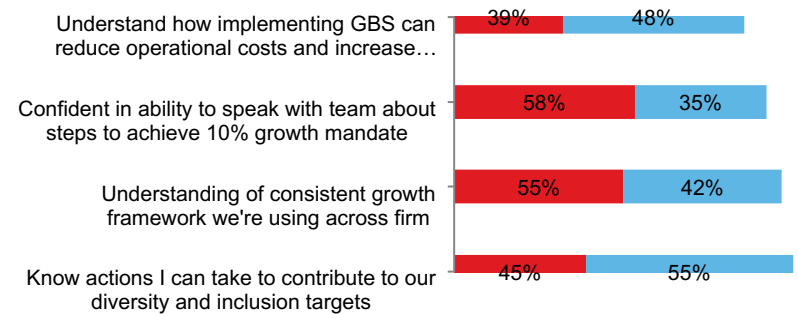
As a result of participating...

April

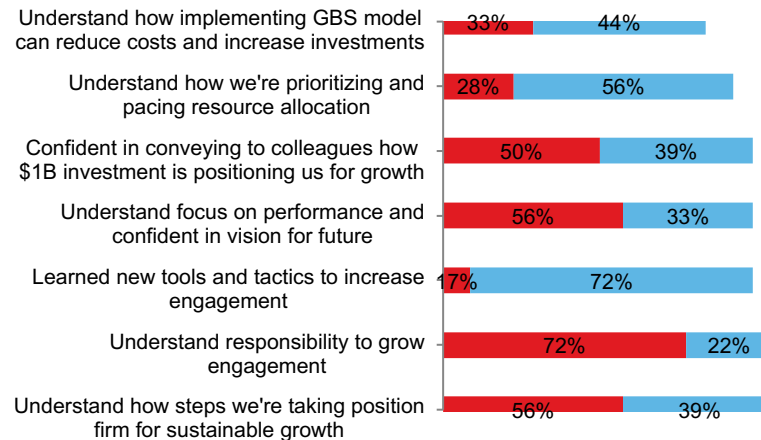
■ Strongly Agree ■ Agree



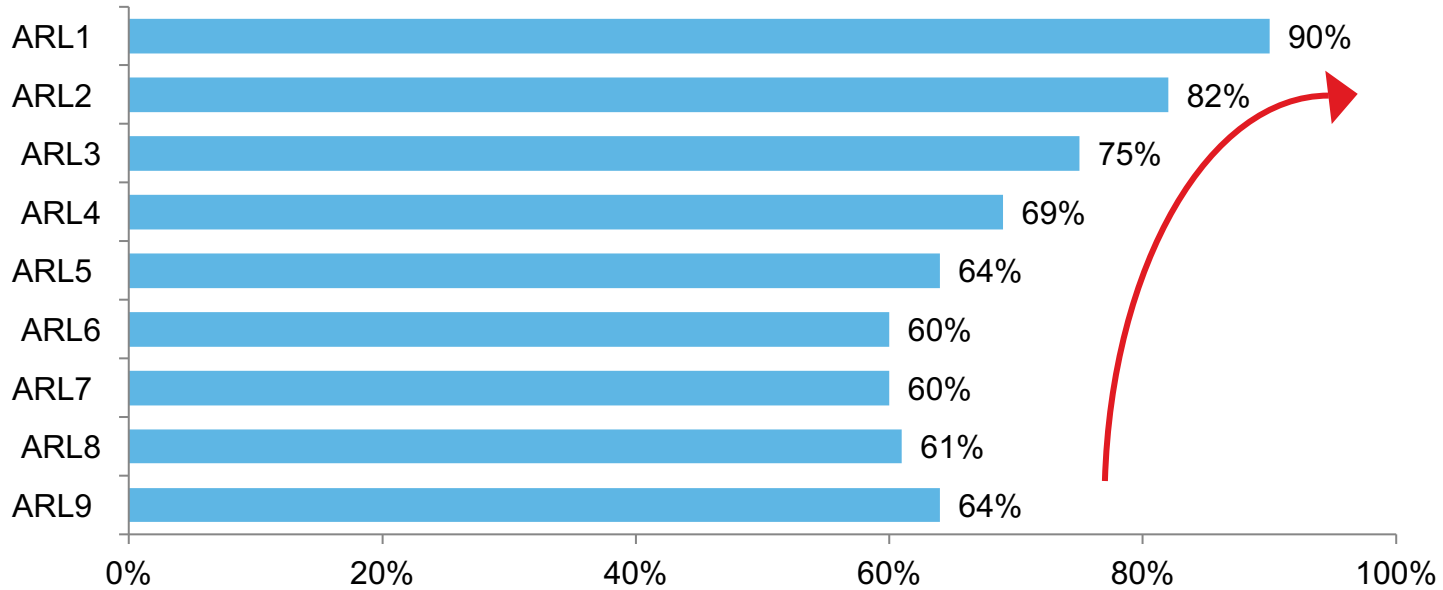
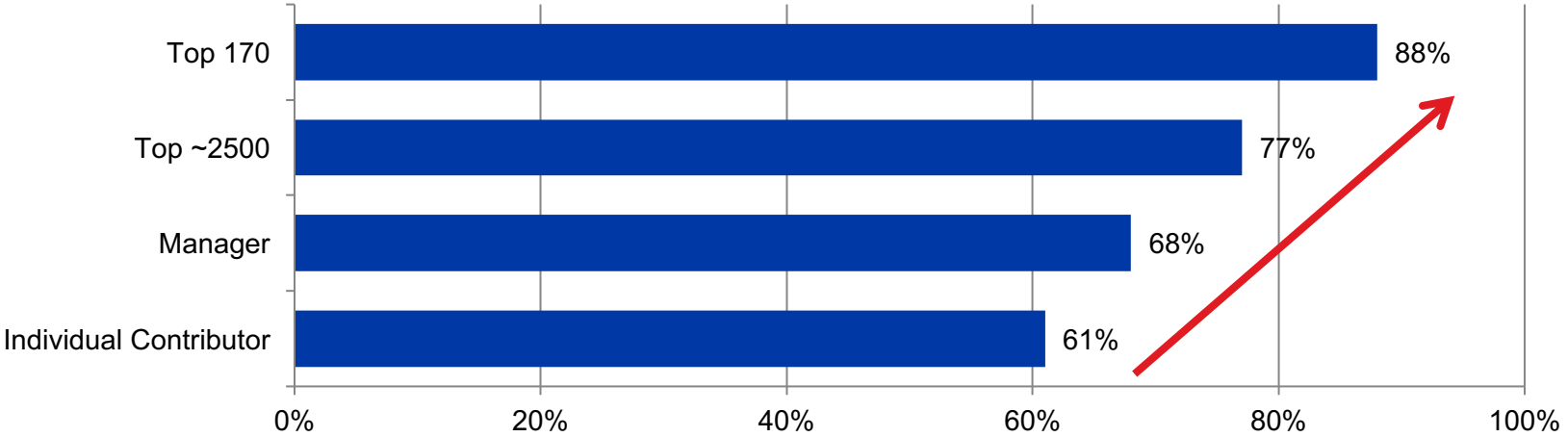
July



October



Results: Communication Index by leadership group



Asking for feedback in 2018

What we asked

- How effective are our communications channels?
- Which topics do you want to hear more about?
- How effective is the pace of various communications channels?
- How do you use the materials we provide?
- What challenges prevent you from sharing information with your teams?
- Which other communications channels would you be interested in?



What we heard (key highlights)

- Most effective: Annual in-person meeting, followed by monthly newsletter
- Leaders want more updates about progress toward growth
- Cadence is appropriate—leaders appreciate when communications are consolidated
- Most likely to use pre-prepared talking points
- Biggest barrier is lack of time
- Channels of interest include video and mobile apps; mixed feelings on podcasts

Takeaways: Enabling change at Aon

Make the Case

Present a clear, compelling and case for change

Show the Value

Demonstrate the need for and value of transformation by providing clarity on the “from” and “to”

Tell the Truth

Be transparent and empathetic about trade-offs and impacts, while demonstrating conviction about the path forward

Take Ownership

Demonstrate shared ownership and alignment across business units and functions

Use Facts

Use data to set measurable targets of desired behaviors. Track results and adapt plans to deliver outcomes.

Target for Impact

Target messages and voice to drive behavior change where it’s most impactful to avoid over communicating

Use all Levers

Change doesn’t happen by email. Use a full range of change levers and supporting communication approaches to reinforce and sustain change