

Impact Study

AXA Equitable

Global powerhouse develops the skills it needs to achieve breakthrough performance

Industry
Financial Services

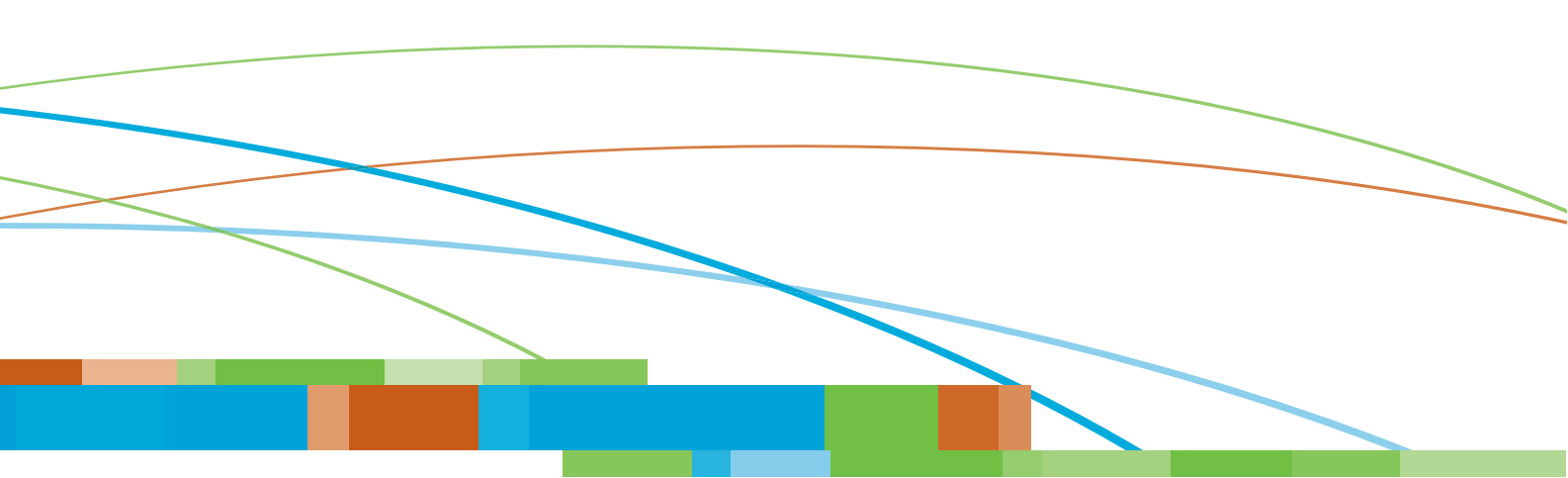
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GAUGING THE IMPACT

A comprehensive evaluation shows significant progress at AXA since the company's leadership development launch. Communication within and across business units is more open and effective. Individuals are more aware of their leadership role, their impact and how to infuse what they've learned throughout the organization. They are delegating more responsibility and helping AXA strengthen its leadership bench. Most importantly, the organization is on track to achieve its Ambition 2012 goals.

Reflecting the value now placed on leadership development, AXA has joined CCL's Creative Leadership Council, a philanthropic organization for global leadership research and training. The company also is investing in building a stronger leadership team by taking *Results through Leadership* to the next level.

"We hope to help *Results through Leadership* alumni become even better at applying what they've learned and responding to industry changes," Blevins said. "Leadership development isn't a static event. It's a way of thinking, making choices and acting that catalyzes extraordinary performance."

THE IMPACT OF LEADERSHIP DEVELOPMENT AT AXA EQUITABLE

BY THE NUMBERS

- > AXA Equitable's executive management committee, including the CEO, participated in *Results through Leadership* and attended *Leadership at the Peak*, a CCL program for top executives.
- > 70% of AXA Equitable vice presidents and senior vice presidents have participated in *Results through Leadership* to date.
- > 89% agreed/strongly agreed the program was relevant to the leadership challenges.
- > 89% reported an increased understanding of how their leadership style and behaviors impact the performance of others.
- > 78% agreed/strongly agreed the training helped them become a more effective leader.
- > 62% reported improved delegation skills.



"It's life-changing in subtle ways that can have impact on your attitude, your success and the way you deal with problems. It stays with you and becomes a part of your new way of dealing with things."

- **Anne Katcher**, senior vice president, office of the chief financial officer, commenting on her leadership development experiences





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GET STARTED WITH CCL

If building organizational leadership capacity is a concern for you, the Center can offer creative and customized solutions for addressing your leadership needs. Whether your goal is to improve the effectiveness of the executive team, to systematically develop your high-potential managers, expand your organization's ability to work globally or to create a shared leadership culture at all levels of the organization, we can help. To get started, visit www.ccl.org/custom or contact us at the CCL location most convenient to you.