



Case Study

# Future Leadership - Development program for future-ready leaders

Objective & background of the organization | Content & structure |  
Challenges & learnings | Evaluation & conclusion



## The organization

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Die Bayerische is a German insurance company headquartered in Munich. They offer their customers life insurance, property and casualty insurance, and supplementary health insurance.



**600** employees

Founded in **1858**

## Goal

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Die Bayerische wants to prepare its nearly 100 leaders for current leadership challenges. Specifically, the following goals are being pursued. Leaders should:

- master the challenges arising from changes in the world of work (digitalization, remote work, etc.) and leverage the opportunities they offer
- develop their skills in 10 key core competencies (including empathy, capacity for reflection, and a sense of responsibility)
- actively promote diversity, equal opportunities, and inclusion at Die Bayerische
- increase the organization's willingness to change

It is important to Die Bayerische that its piloted leadership development program is equally effective for experienced and new leaders from different business areas. In addition, it should be as easy as possible to integrate – both into leaders' tightly scheduled day-to-day work and into Die Bayerische's hybrid working model. Alongside the goals named above, the program is intended to foster self-reflection and exchange among leaders.

## Target group

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The target group of the development program comprises all leaders at Die Bayerische. This includes both traditional leadership roles (Level 1 and Level 2) as well as People Leads from the agile organizational units. The target group is heterogeneous in terms of leadership experience and business areas. In parallel with the leadership development program, a high-potential program was implemented for individuals without leadership responsibility.

## Content

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The development program, designed jointly with troodi, consists of 5 modules and includes a self-assessment and external assessment based on 360° feedback, individual coaching sessions to identify one's strengths and development areas, self-learning phases with e-learning modules, and joint live sessions for reflection and practical application of the content.




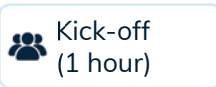
In terms of content, the 5 modules cover the following topics:

<b>Module 1</b>	Communication from the leadership role and fostering a positive feedback culture
<b>Module 2</b>	Needs-oriented leadership: leadership styles and leading in coaching mode
<b>Module 3</b>	Inclusive leadership: promoting diversity, equal opportunities, and inclusion
<b>Module 4</b>	Digital leadership: leading in a remote and virtual context
<b>Module 5</b>	Agile leadership: leading in a new world of work

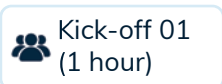

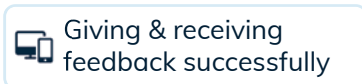
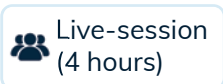

## Process

To achieve the greatest possible impact, Die Bayerische opted for a continuous development program in which leaders develop their mindset and skill set over a period of 12 months. Individual elements (self-learning with e-learnings and coaching conversations) alternate with group elements (live sessions held virtually and in person).

### 00 Kick-off

 LPP\*
  Coa-  
ching
 
 Kick-off  
(1 hour)

### 01 Effective communication & giving feedback

 Kick-off 01  
(1 hour)
  Effective  
communication
  Giving & receiving  
feedback successfully
  Live-session  
(4 hours)
  LPP\*

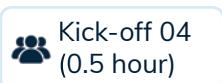
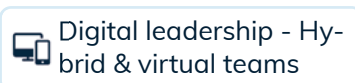
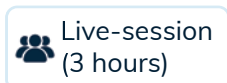
### 02 Leading & developing people

 Kick-off 02  
(0.5 hour)
  Caring & daring  
leadership
  Leading in a coaching  
mode
  Live-session  
(4 hours)
  Coa-  
ching

### 03 Conscious leadership

 Kick-off 03  
(0.5 hour)
  Unconscious bias -  
Reducing harm
  Inclusive leadership
  Live-session  
(4 hours)

### 04 Digital leadership

 Kick-off 04  
(0.5 hour)
  Digital leadership - Hy-  
brid & virtual teams
  Live-session  
(3 hours)

### 05 Agile leadership & closing

 Kick-off 05  
(0.5 hour)
  Agile leadership
  Live-session  
(4 hours)
 
 Coa-  
ching

\*Linc Personality Profiler

Die Bayerische chose a blended learning format for three key reasons:

The mix of digital and in-person elements reflects Die Bayerische's hybrid working model.

The sessions, each lasting a maximum of four hours, can be integrated well into leaders' day-to-day work.

The large number of short sessions and the program's duration make it easier to transfer what is learned into practice.

*"The days when a leader is simply sent to a seminar for three days are over. We rely on a continuous development program in which newly acquired skills can be applied directly in practice."*

Luisa Müller, Learning & Development Specialist



## Challenges & learnings

The close integration of personality analyses (Linc Personality Profiler), coaching, and training required substantial alignment and intensive coordination of content. At the same time, it became clear that the deliberately compact design of the live-sessions – four hours each – was easy to integrate into leaders' schedules, but also posed time limits for some content. Some topics could therefore only be touched on in a focused way and had to be explored further through other formats. Participant feedback also showed that, despite the positive evaluation of the blended learning approach, there was a strong desire for in-person exchange.

Overall, the format was rated very positively:

**100 %**

of participants perceived the combination of digital learning and live-training as beneficial.

## Results

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The pilot program had an impact both professionally and culturally, noticeably bringing the group closer together and strengthening cross-departmental exchange. Some participants already knew troodi from other programs, which created trust and made it easier to get started. Additional short exercises between the modules ensured that participants were repeatedly activated and could continuously carry the content into their day-to-day work. At the same time, the program helped establish a more consistent shared understanding of leadership at Die Bayerische.

**92.4 %**

completion rate for  
the entire journey



4.21 stars rating for the  
learning programs



4.29 stars rating for the  
trainers

## Conclusion

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The program impressively demonstrated what becomes possible when leadership development is designed strategically and pursued consistently. Instead of isolated learning impulses, a shared space emerged in which leaders not only develop individually, but also engage with the topics that are decisive for the organization's future – among them a shared understanding of leadership as well as conscious handling of diversity and bias. Working with models that are also used in other development formats at Die Bayerische additionally created a shared meta-language and made cross-department understanding easier. The program was also particularly effective thanks to strong backing from the Learning & Development department, the visible involvement of the executive board, and the consideration of different learning preferences.


## Contact

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