

Tokio Marine fuels HR transformation with continuous development

Tokio Marine built **new HR capabilities** to **guide HR through digital transformation**, future-proof the function, and **drive more business impact**.



AIHR | ACADEMY TO
INNOVATE HR



Transforming HR by building new skills

Tokio Marine HCC underwent an HR transformation to enhance the way HR support the business and their employees. To realize their vision, they needed to equip their HR team with new capabilities.

Challenge Transforming HR

Tokio Marine HCC built a philosophy around One HR to unify its HR practices across multiple entities and large geographical footprint. The approach was designed to make HR more responsive to business needs.

“We built depth over a 9-year period in our centers of expertise, like talent acquisition, compensation, L&D, and organizational development. We also ensured that HRBPs were the primary relationship owners aligned to each business unit,” said James Smalley, chief learning officer @Tokio Marine HCC.

“Our goal was to evolve to the point we were not just responding to business leaders, but bringing human capital insights and business intelligence to them.”

New ways of working

In order to deliver on the next phase of its transformation, Tokio Marine HR would implement a new, common HRIS. Upskilling was identified as the crucial component for success.

“It was a significant change from a cultural and workflow perspective, and also from a capabilities perspective,” explained James. “Automating daily transactional tasks, and proactively dealing with the business meant understanding both who to equip and how to equip them for that transition.”

In addition, the organization knew there would be exponentially disruptive technologies on the horizon and wanted to future-proof the HR professionals whose skill sets continued to be relevant and crucial for the next 5-10 years.

About Tokio Marine HCC

Tokio Marine HCC is one of the world’s leading speciality insurers. They have set the standard for protecting and defending policyholders since 1974.

51

Years of insurance
excellence

4500

Employees

81

Geographical locations

“We wanted to give HR the tools to be competent and confident in strategic, value-added work.”

James Smalley

Chief Learning Officer, Tokio
Marine HCC

Sustaining momentum with continuous development

Solution

Breaking down silos

AIHR worked with Tokio Marine to develop a persona-based approach that built on their strategic plan. Personas were mapped to the T-Shaped Competency Model to prioritize the necessary skills for the business environment.

“We work with a mantra as common as possible as different as necessary,” said James. “AIHR’s T-Shaped Competency Model complimented how we work today and how we wanted to work in the future.”

A tiered curriculum was built for each persona with an overlap in analytics, consultation, and business acumen to reinforce a common language. This approach fostered understanding between personas and information sharing across roles, functions, and seniority in an agile business environment.

Establishing continuous development

Tokio Marine ensured that COEs and HRBPs were fully supported to manage change and step up to the plate, but the journey has just begun. They will spend another 18 months on organizational learning and coaching.

The plan for continuous development moved into phase two with a focus on senior leaders and front line managers, including a deeper dive into COE skills and the impact of AI.

“We have to continue to learn, hone our skills, and prepare for a radically different future,” said James. “Culturally we reinforce the importance by encouraging learners to set time each week for the program as a part of work in support of the business.”



AIHR’s thought leadership and HR persona-based approach was key to our partnership and success.

James Smalley

Chief Learning Officer at
Tokio Marine HCC

Becoming true HR advisors and partners to the business

Results

Proactive, confident partners

AIHR's approach gave Tokio Marine's HR team a common way of looking at challenges and opportunities, and a common language with which to tackle them.

"We've come from a world where HR simply responded or reacted," said James. "Our team is now proactively using the business acumen and analytical skills they developed within the courses as a framework for discussions, and business leaders are wowed."

Excited learners

One of the most gratifying aspects of the transformation was seeing previous siloes break down and the culture of learning take hold.

The team shares their most used resources from AIHR's Resource Library and stays up-to-date on trends with the mini courses.

"People are diving in," noted James. "They love the courses. Participants have taken courses outside of their expertise to better understand other functions."



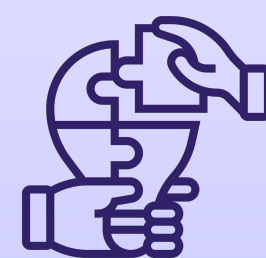
On-demand training

High-quality content
available on-demand



Culture of learning

HR professionals owning
their development



Strategic partner

Continuous support and
on-the-job tools.

Support your team through HR transformation

Help your HR team gain the skills to successfully navigate and thrive as your HR department transforms.

From targeted skill-building to transforming HR capabilities at scale, AIHR has a learning solution for your organization.

Find out how AIHR can help you develop your HR team.

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