

# Mutual leadership

## adapting to a complex world

An interactive online ICMIF course for  
existing and emerging leaders from mutual or cooperative insurers

Learn essential **frameworks**, **mental models**  
& **tools** that ICMIF members praise for  
transforming **agility** in **complex** situations

Peer to peer **personalisation**  
of learning and **collaboration**  
will translate **insights** into **near-term value**

Be part of a **global network** of peers  
who develop **long-term mutual**  
**support** and **collaboration**

**Register now**

Course dates, fees and registration links can be found at the  
ICMIF website: [ICMIF Mutual Leadership Course](#)

# This is for you if you are ...



Increasingly leading others (formally or informally)



Increasingly tackling complex problems



Increasingly collaborating across cultures

Participants will include a mix of technical insurance and non-technical people, reflecting the typical make-up of a mutual/cooperative insurer.

**Participants must be comfortable holding conversations in English**

“The learning journey has been an amazing one, the way the course was structured, the communication, the collaboration and networking opportunities you created for us. You apply all the principles that you are teaching us throughout the course, which is really good because you are embedding the knowledge while teaching us the theory.”

African participant, June 2020 course

# Course details

- Where** Online
- When** Normally twice-weekly on Tuesdays and Thursdays over a three-week period.  
Latest course dates, fees and registration links can be found at the ICMIF website:  
[ICMIF Mutual Leadership Course](#)
- Duration** The duration of each course is around 16 hours, with seven two-hour sessions and approximately two additional hours for preparation and review time  
A typical week would comprise:  
2 hours of live lectures  
2 hours of interactive peer to peer discussions  
1 hour of preparation and personal reflection
- Fee** Latest course dates, fees and registration links can be found at the ICMIF website:  
[ICMIF Mutual Leadership Course](#)

# Mutual leadership: adapting to a complex world course

## Course information

Seven two-hour online sessions, normally twice-weekly and spread over three weeks.

An online blend of live, high-level presentations and interactive discussions with peers from other mutual/cooperative insurers around the globe

## Course dates, fees and registration links

Go to the ICMIF website for the latest information:

[ICMIF Mutual Leadership Course](#)



Explore near-term challenges with peers from different contexts



Acquire essential frameworks and tools for thriving in a complex world

Embracing complexity



Judging & deciding



Effective collaboration



Healthy challenge & thinking strategically



Working across cultures



Preparing for action



Develop a global network of peers for long-term mutual support



This course is for you if you are increasingly:

- ✓ Leading others (formally or informally)
- ✓ Tackling complex situations
- ✓ Collaborating across cultures

## Your commitment

- ✓ A total commitment of 16 hours over three weeks
- ✓ Six interactive two-hour sessions
- ✓ Plus a dedicated networking session
- ✓ 15-30 minutes of pre-work per session

## For more information

Contact Mike Ashurst,  
VP Reinsurance &  
Professional Development  
[mikea@icmif.org](mailto:mikea@icmif.org)

# How you will benefit

## Here's what you'll learn

The essential **frameworks, mental models** & **tools** that ICMIF members praise for transforming **agility** in **complex** situations



### Learn how to overcome the key challenge

*"When we think we think less than we think we think"*

Daniel Kahneman, Nobel Prize Winner 2002

### The **learning** delivers what CEOs seek

*"We are in direct competition with global players, but do not have access to global knowledge"*

European CEO, ICMIF Conference 2019

## Here's how your learning will deliver value

Peer to peer **personalisation** of learning and **collaboration** to translate **insights** into **near-term value**



### Explore how to overcome the key challenge

*"The most common leadership failure stems from applying technical solutions to adaptive challenges"*

Prof. Ronald Heifetz, Harvard

### The **exploration** delivers what CEOs seek

*"The problems are universal. The solutions are specific and context dependent"*

Americas CEO, ICMIF Conference 2019

## Here's how you'll build a global network

You will be part of a **group** of peers who develop **long-term mutual support** and **collaboration**



### Network how to overcome the key challenge

*"The way we see the world seems so obvious it is difficult to imagine others might do things differently"*

Prof. Erin Meyer, The Culture Map

### The **networking** delivers what CEOs seek

*"Mutual insurers are changing from closed systems to open systems"*

Asia Pacific CEO, ICMIF Conference 2019

# How previous participants benefited immediately

## Here's what you'll learn

The essential **frameworks, mental models** & **tools** that ICMIF members praise for transforming **agility** in **complex** situations



"The course is about gaining more awareness of self and others, understanding decision-making and being able to lead better in complex situations."

African participant, June 2020 course

"The pre- and post-event materials were of excellent quality. I really loved the content and the delivery. The energy of the facilitator really came through."

European participant, June 2020 course

## Here's how your learning will deliver value

Peer to peer **personalisation** of learning and **collaboration** to translate **insights** into **near-term value**



"What I found so great was I learned something which I could use straight away. Within days I was able to change the approach and get a better result."

European participant, June 2020 course

"I'm very happy with the experience. The course dynamics were very interesting and the tools I now have are very practical and easy to put into action."

South American participant, June 2020 course

## Here's how you'll build a global network

You will be part of a **group** of peers who develop **long-term mutual support** and **collaboration**



"So much of the enrichment is making the connections and feeling like your problems are not unique, other people have encountered them and you can get help."

North American participant, June 2020 course

"Though we are from different parts of the world, the problems we are facing are not that different and there is great value in talking with each other."

African participant, June 2020 course

# Schedule

“Having two sessions a week was so right. I felt more engrossed in the course as the next session was never far away.”

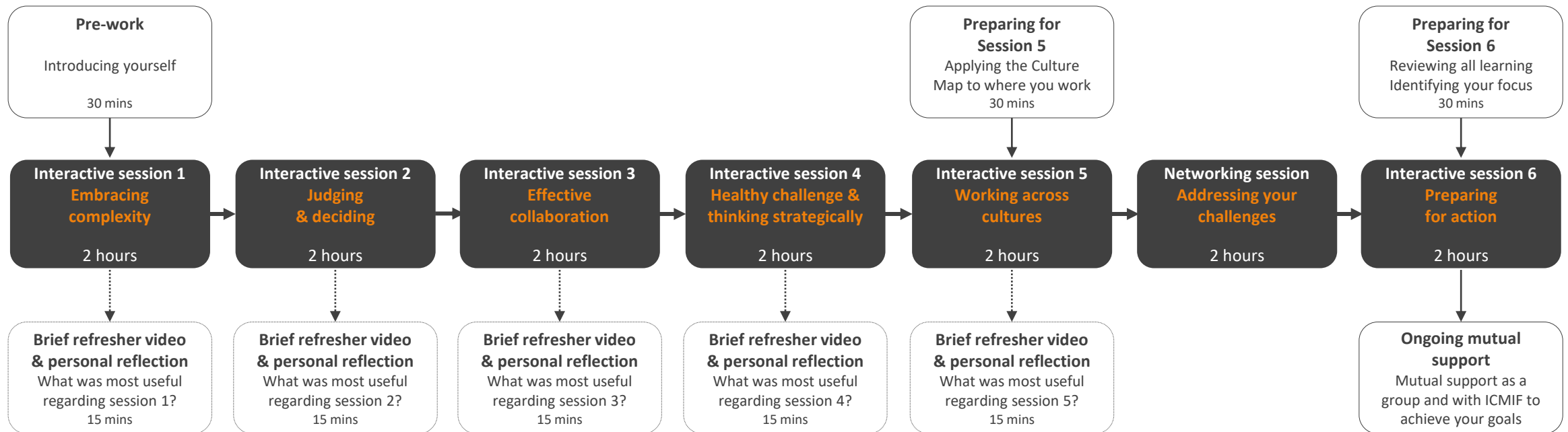
South American participant, June 2020 course

“I liked that the sessions were spaced out over three weeks, it gave me additional time to reflect on the content and helped me to see how elements of the course could be applied to real work situations.”

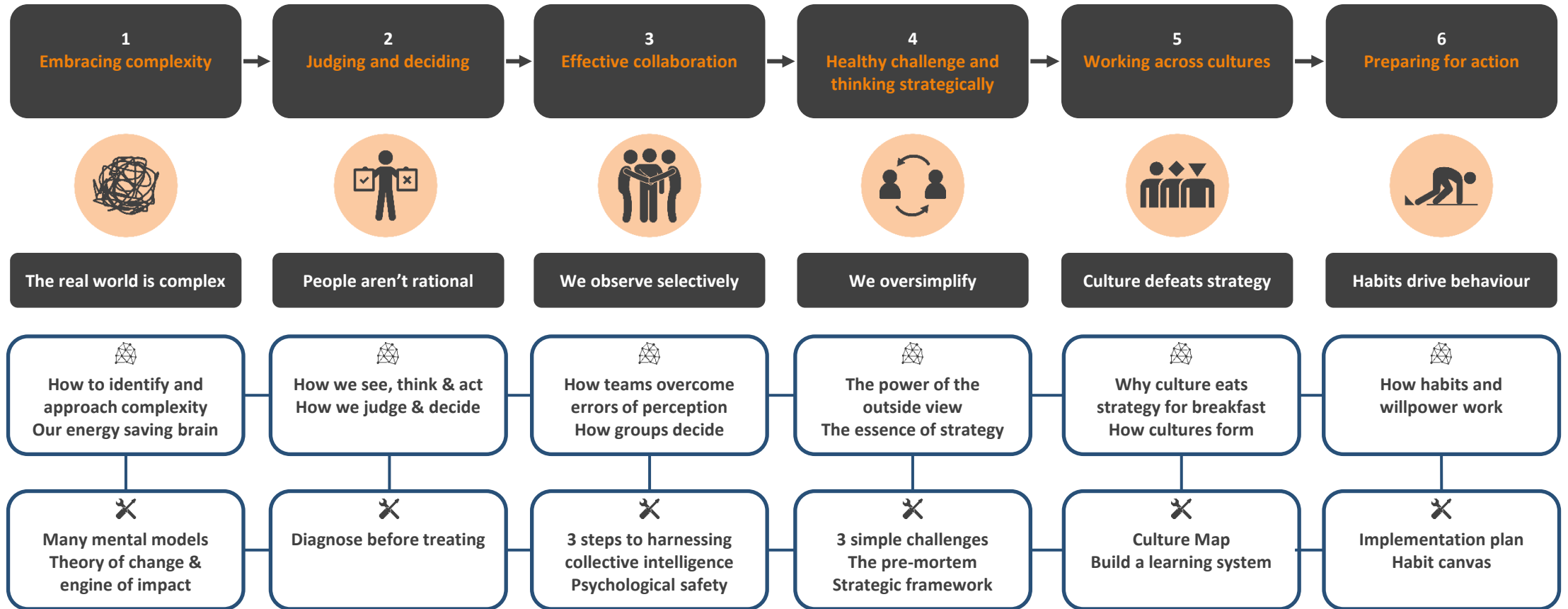
North American participant, June 2020 course

## Seven twice-weekly two-hour interactive sessions with your group

A total commitment of approximately sixteen hours



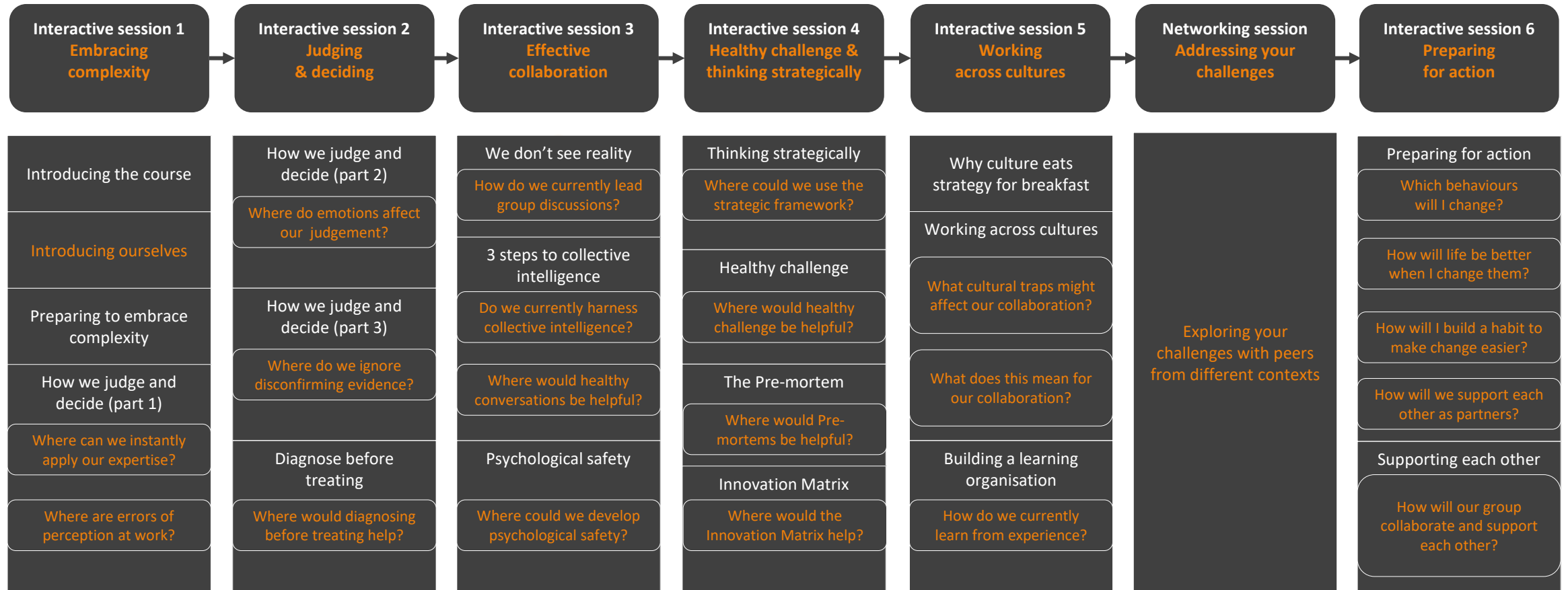
# Learn the essential mental models and tools for mutual leadership in a complex world





# How your time will be invested

A 50/50 blend of live online presentations and interactive discussion with your peers



# 1. Embracing complexity

Overcome the key challenge: **The real world is complex**

*“The most common leadership failure stems from applying technical solutions to adaptive challenges”<sup>1</sup>*



## Introducing ourselves



### Help your fellow group members to help you

You will maximise the value you take from this course if your peers understand the challenges and opportunities you face. Preparing a very short, informal profile will help you to mentally walk a mile in each other’s shoes. The relaxed “introducing ourselves” discussion will provide an opportunity to get to know each other.

## Preparing to embrace complexity



### How to identify and approach complexity

Technical challenges involve applying well-honed skills to well-defined problems whereas complex challenges are messy, open-ended and ill-defined. You will learn to look beyond methods that worked well when tackling technical problems earlier in a career to the different approaches that are effective in complex situations.



### Many mental models

“We know more about the world, but it is more complex. Consequently, any single model is more likely to fail.”<sup>2</sup>  
You will learn how combining many mental models makes it easier to apply logic to complex situations.



### Theory of change & engine of impact

You will learn to mentally note your theory of change in each complex situation and hence what will deliver impact.

## How we judge and decide – part 1



### Our energy saving brain

You will learn how our brains have evolved to conserve energy. We will explore what this means for your expertise and how you perceive reality. You may discover your brain does not work quite the way you thought it did.



### Where can we instantly apply our expertise?

During this discussion with your peers you will explore the ways in which you can each instantly apply expertise.



### Where are errors of perception at work?

Having understood what drives errors of perception you will discuss where errors may occur where you work.

**Pre-work**  
Introducing yourself

30 mins

**Interactive session 1**  
**Embracing complexity**

120 minutes

Introducing the course

Introducing ourselves

Preparing to embrace complexity

How we judge and decide (part 1)

Where can we instantly apply our expertise?

Where are errors of perception at work?

**Brief refresher video & personal reflection**

What was most useful regarding session 1?

15 mins

# 2. Judging & deciding

Overcome the key challenge: **People aren't rational**

"When we think we think less than we think we think"<sup>1</sup>



## How we judge and decide – part 2



### How we see, think and act

In the first session you will explore how complex systems feature uncertainty. "Wherever there is uncertainty there has got to be judgment, and wherever there is judgment there is an opportunity for human fallibility."<sup>2</sup> You will acquire a three-step model of how we see, think and act that reveals, step by step, the sources of human error.



### Where do our emotions affect our judgement?

While personalising the three-step model you will focus on the role that emotions play. This discussion provides an opportunity to explore with your peers where emotions may affect judgement and decision making where you work. In the process you may make visible universal challenges that are currently invisible to you.

## How we judge and decide – part 3



### How we judge and decide

"Nothing could be more practical or useful for a person's life than the thinking processes that help them find out what is true and what is best to do"<sup>4</sup> This section covers how our energy saving brains snap, stick and use shortcut rules of thumb. You will complete the mental model of judgement, including how habit drives our behaviour.



### Where do we ignore disconfirming evidence?

One of the subtle ways we save mental energy once we have made a decision is to look for all the reasons why we are right and filter out disconfirming evidence. In this discussion you will explore the implications with your group.

## Diagnose before treating



### Diagnose before treating

You will have internalised that 90% of decision errors are errors of perception and not reason. You will recognise the value of spending longer in diagnosis mode. In particular, when working on complex challenges you will appreciate the principal tool to always diagnose before treating.



### Where would diagnosing before treating help?

During this discussion with your peers you will explore the ways in which you can each instantly apply expertise.

**Interactive session 2**  
**Judging & deciding**

120 minutes

How we judge and decide  
(part 2)

Where do emotions affect  
our judgement?

How we judge and decide  
(part 3)

Where do we ignore  
disconfirming evidence?

Diagnose before treating

Where would diagnosing  
before treating help?



**Brief refresher video &  
personal reflection**

What was most useful  
regarding session 2?

15 mins

# 3. Effective collaboration

Overcome the key challenge: **We observe selectively**

"We believe we perceive accurately and if reality is obvious to us it is to others. Reflection reveals none of this is true"<sup>1</sup>



## We do not perceive reality



### How teams overcome errors of perception

Since we do not perceive reality, no two people see the same complex situation the same way. 'Collective intelligence' can be unlocked by combining multiple vantage points so groups should outperform on complex tasks.



### How groups decide

While in theory groups should make better judgements than individuals, in practice unless we avoid easy-to-fall-into collaboration traps, we are easy prey to misunderstanding, circular arguments and ineffective outcomes.



### How do we currently lead group discussions?

To prepare for the remainder of this session, you will reflect with your peers how you currently lead group discussions in your work and what the insights from the first part of the session mean for your team leadership.

## Three steps to collective intelligence



### Three steps to harnessing collective intelligence

You will acquire a light touch framework of 3 very simple steps to harness collective intelligence.



### Do we currently harness collective intelligence?

Building on your earlier discussion with peers you now reflect on how you currently harness collective intelligence.



### Where would healthy conversations be helpful?

You have the opportunity to discuss where the heavyweight healthy conversation framework might help you

## Psychological safety



### Psychological safety

Complex situations involve uncertainty, so we fear looking foolish as we share perspectives to achieve collective intelligence. Psychological safety is the belief that the work environment is safe for interpersonal risk taking.<sup>2</sup>



### Where could we develop psychological safety?

You explore with peers where you could develop psychological safety in the teams you influence.

## Interactive session 3 Effective collaboration

120 minutes

We do not perceive reality

How do we currently lead group discussions?

Three steps to collective intelligence

Do we currently harness collective intelligence?

Where would healthy conversations be helpful?

Psychological safety

Where could we develop psychological safety?

Brief refresher video & personal reflection

What was most useful regarding session 3?

15 mins

# 4. Healthy challenge & thinking strategically

Overcome the key challenge: **We oversimplify**

“When faced with a difficult question, we often answer an easier one, usually without noticing the substitution” <sup>1</sup>



## Thinking strategically



### The essence of strategy

You will acquire a powerful understanding of the essence of strategy: judging the critical factors and the biggest challenges in a complex situation prior to deciding how to overcome the challenges to move closer to your goal.



### Strategic framework

The strategic framework brings together all the learning to date in the form of a simple, four-step framework. This too makes it easier to reliably and repeatedly judge what is true before deciding what to do.



### Where could we use the strategic framework?

Alumni of ICMIF's face to face workshops frequently refer to the impact of the strategic framework. In this discussion you have the opportunity to explore with peers how to make the framework work for you.

## Healthy challenge



### The power of the outside view

Healthy challenges are essential because our energy saving brains often snap to our first idea despite disconfirming evidence. A powerful antidote is to invite an outside view. In this respect your group will be invaluable.



### Three simple challenges

You will acquire three simple challenges that overcome human nature to prematurely jump into treatment mode.

## The Pre-mortem and the Innovation Matrix



### The Pre-mortem

Gary Klein's Pre-mortem uses the essence of Charlie Munger's saying, "I want to know where I'm going to die so that I never have to go there," to transform planning and execution in complex situations.



### Where would Pre-mortems be helpful?

Having immersed yourself in the Pre-mortem you take a step back to consider where the tool could help you.



### The Innovation Matrix

You become familiar with and discuss this powerful tool for equipping teams with the motivation and capability to translate strategy into action, avoiding waste cause by solving the wrong problem or reinventing the wheel.

**Interactive session 4**  
**Healthy challenge & thinking strategically**

120 minutes

Thinking strategically

Where could we use the strategic framework?

Healthy challenge

Where would healthy challenge be helpful?

The Pre-mortem

Where would Pre-mortems be helpful?

Innovation Matrix

Where would the Innovation Matrix help?



**Brief refresher video & personal reflection**

What was most useful regarding session 4?

15 mins

# 5. Working across cultures

Overcome the key challenge: **Culture eats strategy for breakfast**

“The way we see the world seems so obvious it is difficult to imagine others might do things differently”<sup>1</sup>



## Why culture eats strategy for breakfast

### Why culture eats strategy for breakfast

You will learn how our habitual patterns of behaviour, forged by our experiences, impact what we see, what we think and what we do so that our automatic cultural behaviour is stronger than our efforts to adopt a new strategy.

### How cultures form

The mental models of human behaviour will drive a deeper understanding of how cultures form and why they vary.

## Working across cultures

### The Culture Map

“Just as fish don’t know they’re in water, people often find it difficult to see and recognise their habitual ways of working until they start comparing them with others.”<sup>2</sup> Building on brief preparation regarding the culture where you work, you will contrast your approach with peers to recognise your default responses within a coherent model.

### What cultural traps might affect our collaboration?

Your first discussion will reveal the specific decision traps that could hinder the future collaboration of your group.

### What does this mean for our collaboration?

This provides the platform for your team to explore how you can work effectively together across your cultures.

## Building a learning system

### Build a learning system

Your actions should move you closer to your goal and also improve your approach. While the second purpose is the more important in the long-term, “most people focus more on the first purpose, which is a big mistake.”<sup>3</sup> You will learn the essence of systematically building a learning system to compound your successes.

### How systematic is our learning from experience?

You will explore with peers how systematic the learning from experience is where you work.

**Preparing for session 5**  
Applying the Culture Map  
to where you work  
30 mins

**Interactive Session 5**  
**Working across cultures**

120 minutes

Why culture eats strategy  
for breakfast

Working across cultures

What cultural traps might  
affect our collaboration?

What does this mean for  
our collaboration?

Building a learning system

How systematic is our  
learning from experience?

**Brief refresher video &  
personal reflection**

What was most useful  
regarding session 5?

15 mins

# 6. Preparing for action

Overcome the key challenge: **Habits drive behaviour**

*"To change behaviour focus on the day to day process, rather than the outcomes" <sup>1</sup>*



## Preparing for session 6

### Review all learning

The time between the fifth and final sessions is the perfect opportunity to review all your learning to date.

### Identifying your focus

You will increase the return on your time invested by identifying the new behaviours on which you will focus.

## Preparing for action

### Which behaviours will I change and how will life be better when I change them?

You will prepare a personal learning plan to make applying your learning easier by building on research into successful habitual change. You will be encouraged to work with a partner for mutual support.

### How habits and willpower work

You will acquire the mental models of how habits and willpower work. Reference will be made to ongoing clinical research into habit and hence the essential steps that will translate your learning into durable automatic actions.

### Implementation plan and habit canvas

You will sharpen your understanding of how habits are made and broken using a habit canvas. In particular, you will be introduced to the implementation plan that transforms the success rate of developing new behaviours.

### How will I build a habit to make change easier?

You will design personal implementation plans to build your desired habits and so make change easier

### How will we support each other as partners?

You will plan how to overcome the inevitable buffeting at work while your chosen behaviours become automatic.

## Supporting each other

### How will our group collaborate and support each other?

You will conclude the formal part of the course by planning how you will collaborate and support each other. The course is just the prelude to making complexity feel easier as you tackle it with friends and ICMIF's network.

**Preparing for session 6**  
Reviewing all learning  
Identifying your focus  
30 mins

**Interactive session 6**  
**Preparing for action**

120 minutes

Preparing for action

Which behaviours  
will I change?

How will life be better  
when I change them?

How will I build a habit to  
make change easier?

How will we support each  
other as partners?

Supporting each other

How will our group  
collaborate and support  
each other?

**Ongoing mutual support**  
Mutual support as a  
group and with ICMIF to  
achieve your goals

# ICMIF: 320,000 global peers to help you

The global network for mutual and cooperative insurers

You may already know that **your organisation is an active member** of the International Cooperative and Mutual Insurance Federation (ICMIF).

ICMIF is the **world's only global network for the cooperative and mutual insurance sector**.

With 320,000 people employed in 200+ members spread across 70 countries, the ICMIF network offers you a unique opportunity to explore live situations with peers from around the globe. As one ICMIF member CEO put it “we are in direct competition with global players, but do not have access to global knowledge.” ICMIF membership brings this global knowledge to you and by participating in this course you will start to build your own global network.

Whatever issue you may be facing, it is likely that **within the ICMIF network there are others who are in a similar situation**, perhaps even having recently made progress in ways that would be valuable to you and which they may be willing to share through an introduction facilitated by ICMIF.

## About ICMIF

ICMIF's **purpose is to help member organisations** achieve their strategic goals and sustainably grow in their markets by leveraging the knowledge, competencies and experience of ICMIF's global network and representing the sector's interests to key stakeholders.

ICMIF is **owned, governed and actively guided by its member organisations** so, just like a good cooperative or mutual, it can gauge and respond to its members' changing needs and expectations. It exists to help strengthen its members' competitiveness by delivering unique market information, networking opportunities, leadership development programmes and global advocacy.

**Trust and mutual support** are the hallmarks of the relationships that exist between ICMIF members; they enable meaningful exchanges which range from strategic learning and staff development to benchmarking and joint business ventures.

ICMIF member organisations are **collaborative by nature** and typically outperform their national markets<sup>1</sup>.

For more information and the latest developments regarding how other cooperative and mutual insurers are responding to a changing world see [icmif.org](https://icmif.org)



# Mutual leadership

## adapting to a complex world

An interactive online ICMIF course for  
existing and emerging leaders from mutual or cooperative insurers

*“Thank you for a really valuable time for me: a good investment.  
I had fun doing the course and would recommend it to anyone.”*

European participant, June 2020 course

**Register now**

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