



ICMIF Mutual Leadership: Adapting to a Complex World on-demand course

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| Format: | Fully virtual, self-paced. |
| Course dates: | On-demand via the ICMIF Learning Platform. Learners have 12 months to complete the course after registration. |
| Estimated completion time: | 6 hours (approximately 4.5 hours of video content and a recommended 1.5 hours of self-reflection). |
| Course fee*: | GBP 300 plus tax, as applicable. |

What is the Mutual Leadership: Adapting to a Complex World on-demand course?

The Mutual Leadership: Adapting to a Complex World course was designed to help equip existing and emerging leaders with the tools and mindsets to help ICMIF member organisations adapt to a changing world.

Following the success of the live online course, it has now been adapted into bite-sized chunks of video content that allows learners to engage with the material at their own pace and convenience, making it even more accessible to ICMIF members. The course consists of 20 videos split across six modules, which can be accessed via the ICMIF Learning Platform. Quiz questions at the end of each module help to reinforce the learning, and there are a series of self-reflection questions designed to help learners apply the course mental models and tools back in the workplace.

Who is this on-demand course suitable for?

This course is for employees of cooperative and mutual insurers who are increasingly leading others (formally and informally), tackling complex situations or simply want to improve their decision-making and collaboration skills. The course is suitable for technical insurance and non-technical people, reflecting the typical make-up of a mutual/cooperative insurer. Currently this course is available in English only.

What does the course cover?

The course translates insights from behavioural economics into easy to apply approaches, equipping learners with tools that transform the ways in which individuals and teams make sense of complex situations. The course curriculum is as follows (next page):

* Course fee applies to registrations made during 2026

Course curriculum

| Module 1: | Embracing complexity |
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| <i>Key challenge: The real world is complex</i> | |
| Topics: | <ul style="list-style-type: none">• How to identify and approach complexity• Our energy-saving brain• Three stages of human error |
| Tools & models: | <ul style="list-style-type: none">• Many mental models |

| Module 2: | Judging & deciding |
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| <i>Key challenge: People aren't rational</i> | |
| Topics: | <ul style="list-style-type: none">• How we see, think and act• How we judge & decide• The role of critical emotions• Types of decision bias |
| Tools & models: | <ul style="list-style-type: none">• Diagnose before treating |

| Module 3: | Effective collaboration |
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| <i>Key challenge: We do not perceive reality</i> | |
| Topics: | <ul style="list-style-type: none">• How teams overcome errors of perception• How groups decide• Psychological safety |
| Tools & models: | <ul style="list-style-type: none">• Three steps to collective intelligence• Healthy conversations |

| Module 4: | Healthy challenge & thinking strategically |
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| <i>Key challenge: We oversimplify</i> | |
| Topics: | <ul style="list-style-type: none">• The essence of strategy• The power of the outside view |
| Tools & models: | <ul style="list-style-type: none">• Strategic framework• Three simple challenges• The pre-mortem• Innovation matrix |

| Module 5: | Working across cultures |
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| <i>Key challenge: Culture defeats strategy</i> | |
| Topics: | <ul style="list-style-type: none">• How culture forms• The brain-based causes of culture eating strategy for breakfast• Building a learning organisation |
| Tools & models: | <ul style="list-style-type: none">• Debrief canvas |

| Module 6: | Preparing for action |
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| <i>Key challenge: Habits drive behaviour</i> | |
| Topics: | <ul style="list-style-type: none">• Maximising your return on investment• How habits and willpower work |
| Tools & models: | <ul style="list-style-type: none">• Habit implementation plan• Habit canvas |

Testimonials*

“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.”

Customer Service Coordinator (Argentina)

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

Organisational Development & Change Manager (South Africa)

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

Talent Development Manager (UK)

“I thought the facilitators and the material were both excellent. Some of the information was not new to me personally, but the way it was delivered, and then all tied together was absolutely exceptional.”

Director, Sales and Distribution (Canada)

* Testimonials taken after the initial, live version of the course

Register [here](#) or for more information contact Mike Ashurst (mikea@icmif.org), Senior-Vice President, Learning

Interested in further leadership development? Explore additional ICMIF programmes tailored to your career stage: [Advanced Management Course \(AMC\)](#) | [Virtual Young Leaders \(VYLP\)](#)