

# REDEFINING EXCELLENCE:

Disrupting Insurance Leadership  
with Data, Culture, and Controls



INSURE

DO GREAT THINGS EVERY DAY





## Not quite a fire yet →

### What I found

- Small business with massive targets
- 'Unique' culture forged by pressures unlike other parts of the industry
- Regulatory threat
- Reluctance to change
- In other words, I found **potential**

### What did I want

- Same thing I always want –

*To be recognized for having made a valuable contribution.*

Only now, that meant a much larger contribution.





# DEFINING THE COST TO PLAY



## There is ALWAYS a cost to play

I'm a simple-minded person, I tend to think in binaries or linear equations when it comes to work and task related matters.

### **Example:**

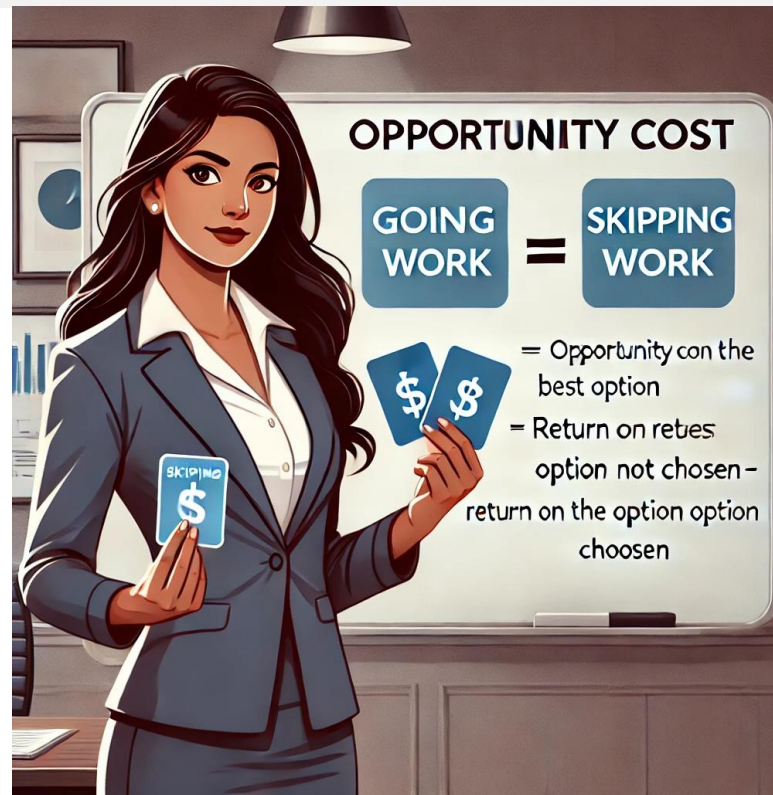
- Cost
- Effort
- Benefits
- Cost + effort = Benefits

### **Costs**

- Navigating a new world
- Time vs experience
- Buy in

### **Effort**

- Resistance

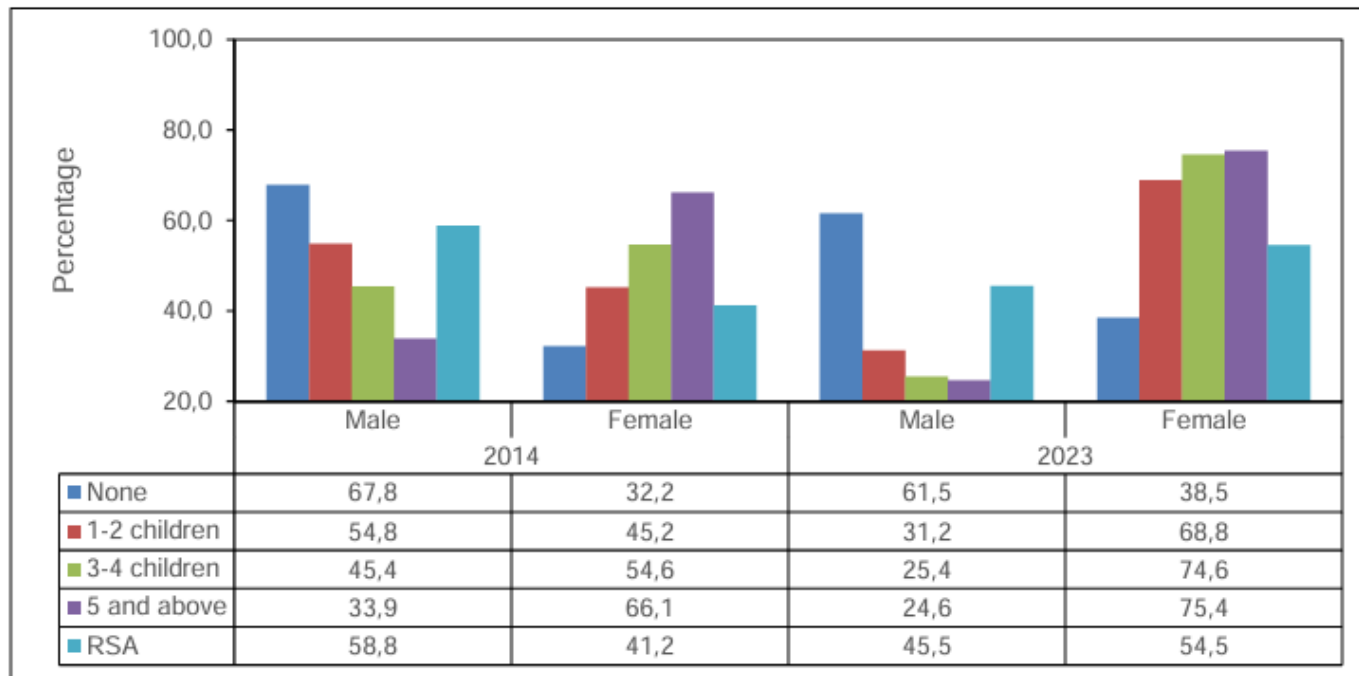




# DEFINING THE COST TO PLAY



**Figure 2.7 - Proportion of female-headed households without an employed household member by the presence of children, 2014 and 2023**



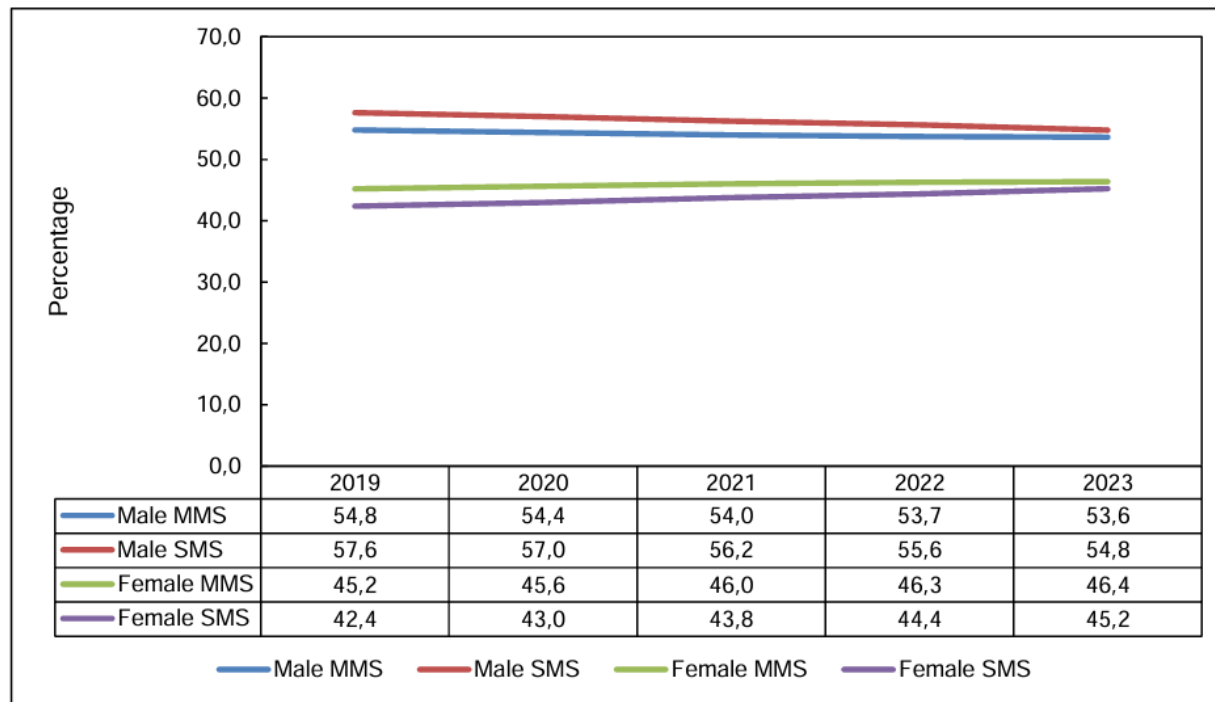
Source: GHS 2014 & 2023



# DEFINING THE COST TO PLAY



Figure 4.1 - Trend analysis of female share in senior (SMS) and middle (MMS) management positions in the public sector by sex, 2019 to 2023



Source: DPSA 2023



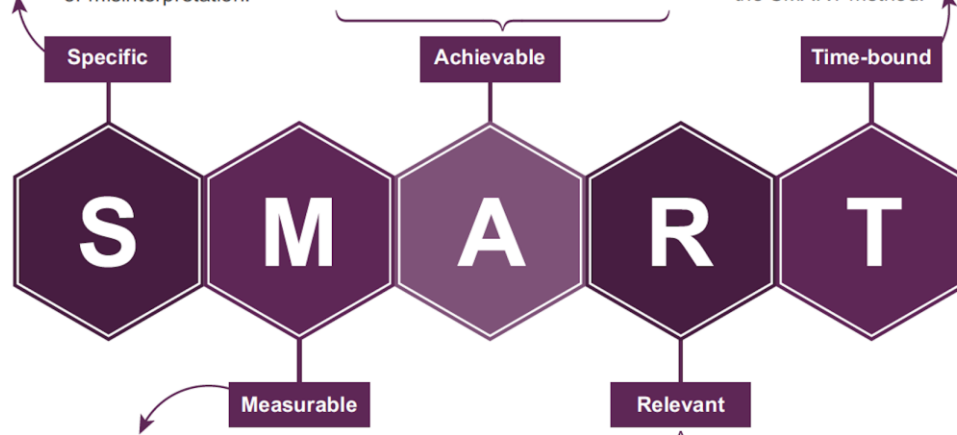
# BRINGING THE 'WOW' BACK



It is critical to be clear about what is needed or what is intended. The factor to be assessed must be defined in such a way that there is very little room for misunderstanding or misinterpretation.

It is unproductive to set an unrealistic goal. Those who work towards the goal must believe that maintaining their commitment and focus is achievable.

The timeframe for achieving the factor evaluated should be understood by everyone involved. There should be no open-ended measurement or metric defined in alignment with the SMART method.



Measuring the factor being evaluated should be possible, either directly or indirectly. This concept seems clear for a metric and the measurement is straightforward. In some cases, by critically analyzing associated indicators, the only way to 'measure' an objective.

Any factor assessed must have meaning in relation to the desired results.





# THE KEY INGREDIENT... RESISTANCE



Google

the benefits of resistance at work



**Improved muscle strength and tone** – to protect your joints from injury. Maintaining flexibility and balance, which can help you remain independent as you age. Weight management and increased muscle-to-fat ratio – as you gain muscle, your body burns more kilojoules when at rest.



## A positive approach to stress, resistance, and organizational change

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### Abstract

The literature of organizational change is dominated by the idea that stress and resistance are two independent phenomena, and that they are immediate and natural reactions to organizational change. This paper suggests a model of organizational change that views the stress as a mediator between organizational change and resistance to change. According to this model, stress and resistance are not inevitable reactions to organizational change. Rather, what makes organizational change stressful or susceptible to resistance of employees is the way people are treated during implementation of the change. The model introduces strategies for reducing negative stress and resistance, and for increasing positive stress and positive health outcomes among employees adapting to change.



# THE KEY INGREDIENT... RESISTANCE



### 3. The Positive nature of resistance

Research on organizational change have approached resistance from two opposite perspectives; one viewing resistance as a destructive force in any situation (e.g., Cummings & Huse, 1989), and the other viewing resistance as a positive force (e.g., Perren, 1996). The idea of an absolute positive resistance seems to be an extreme reaction to the more prevalent idea of resistance as wholly negative. I propose a third approach suggesting that resistance to organizational change is problematic in many circumstances, but may be rooted in positive aspects of human nature. I define resistance as “a behavioural reaction or symptom of distress, intended to reduce distress level”. According to this definition, resistance has three positive functions: (1) Resistance as a symptom similar to a pain signals that there is something wrong and warns people to attend to the problems behind it. (2) It serves to manage or control the distress coming from change. (3) Resistance can be a result of employees’ commitment to their current status, tasks, and groups. For example, a feeling of contentment in one’s current work situation (Lewis, 1975), and of attachment can affect people’s preferences for their current job activities and inhibit them from accepting new activities (Staw, 1982). Much resistance is driven by basic socio-psychological needs for security consistency, predictability, and stability in life (Trice & Beyer, 2001). It is possible to provide arrangements that facilitate employees’ transition from an accepted current status to a new and challenging one, by not threatening employees’ basic human needs during challenges of organizational change. To manage such transitions in organizations, in the following section a model is proposed in which resistance is seen as a product of the ways in which change is introduced to employees.



# METRICS FOR SUCCESS



## 1. YOUR WHOLISTIC WELLNESS

- Mind
- Body
- Soul

## 2. A CLEAR PICTURE

- What
- When
- Who
- How
- With

## 3. A FANTASTIC TEAM

- No great thing was ever achieved alone.
- Be okay shedding dead weight

## 4. IMPERFECT PROGRESS

- What goes up....? 😊



# CONCLUSION



My conclusion is a call to action and confirmation that  
YOU are  
the change maker, the center, the light in the darkness!

**Let US be the wave of excellence...**

**Let us drive simplicity, tenacity, focus all while  
being who we want to be!**

**Let us be happy with this life and opportunity  
and lead others into that happiness!**



# THANK YOU

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