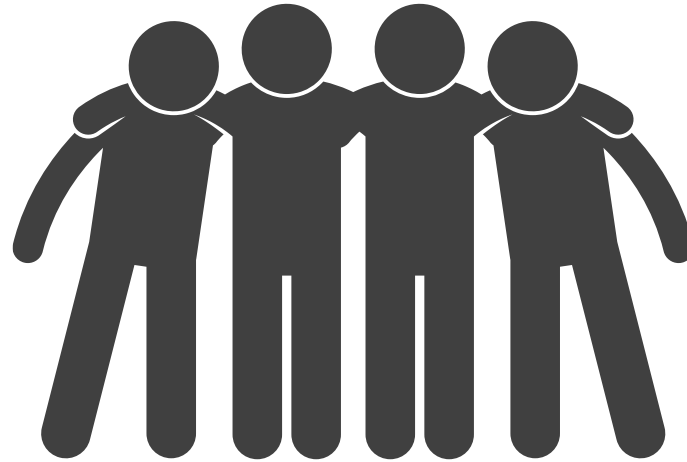
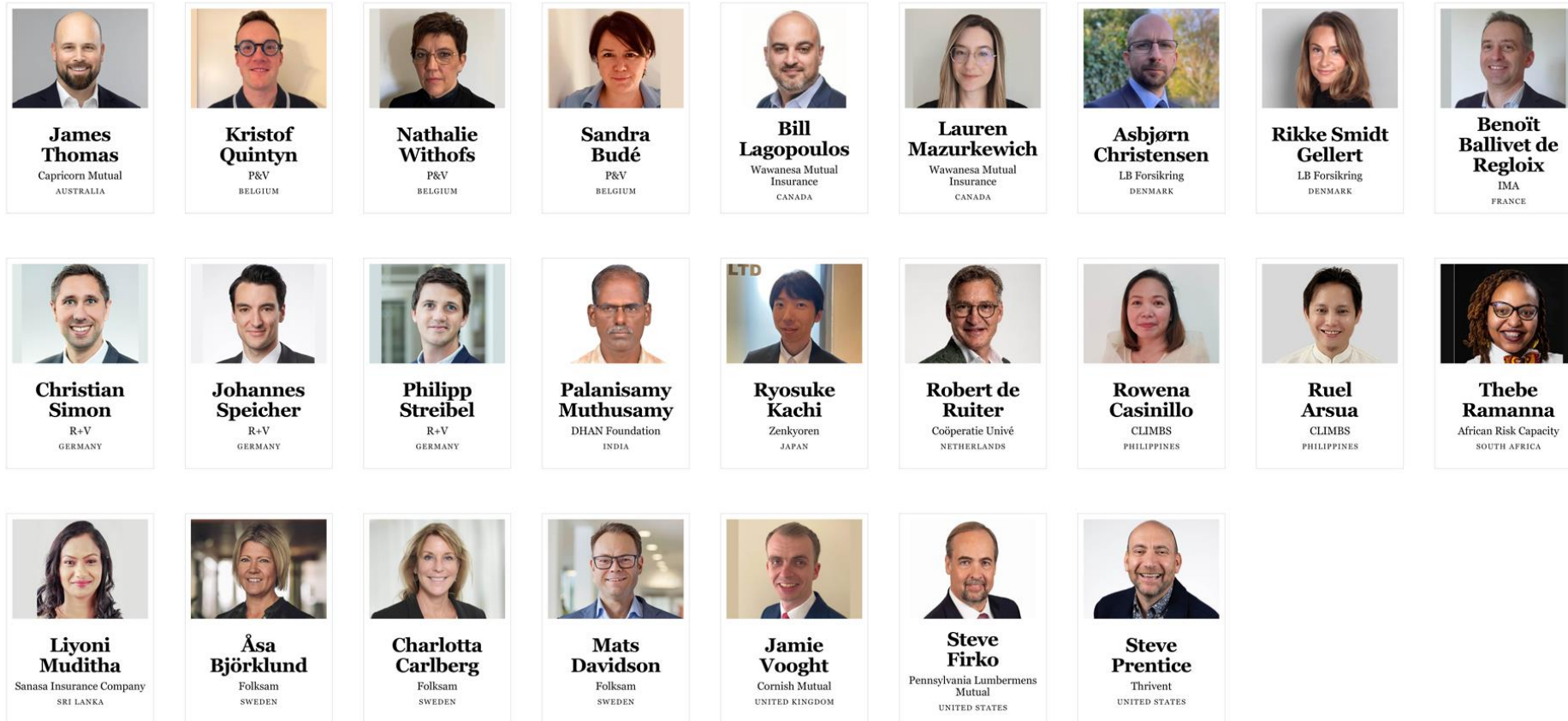


# ICMIF Advanced Management Course

## 1. Welcome and Introductions



# ICMIF Advanced Management Course 2024



# We Need You

The insurance industry has always been our most important partner in the private sector for disaster risk reduction and resilience



**Mami Mizutori**

Special Representative of the Secretary-General for Disaster Risk Reduction, United Nations Office for Disaster Risk Reduction (UNDRR)

# We Need You

**Co-operative and mutual insurers** can  
**lead** the rest of the industry



**Mami Mizutori**

Special Representative of the Secretary-General for Disaster Risk Reduction, United Nations Office for Disaster Risk Reduction (UNDRR)

# So **Let's Do it Together**

This is actually what's happening



**Mami Mizutori**

Special Representative of the Secretary-General for Disaster Risk Reduction, United Nations Office for Disaster Risk Reduction (UNDRR)

# Leading with Purpose is Not Simply Something We Do

It is in the very nature of our business



**Shaun Tarbuck**  
Chief Executive, ICMIF

# Your Work Is More Important Now

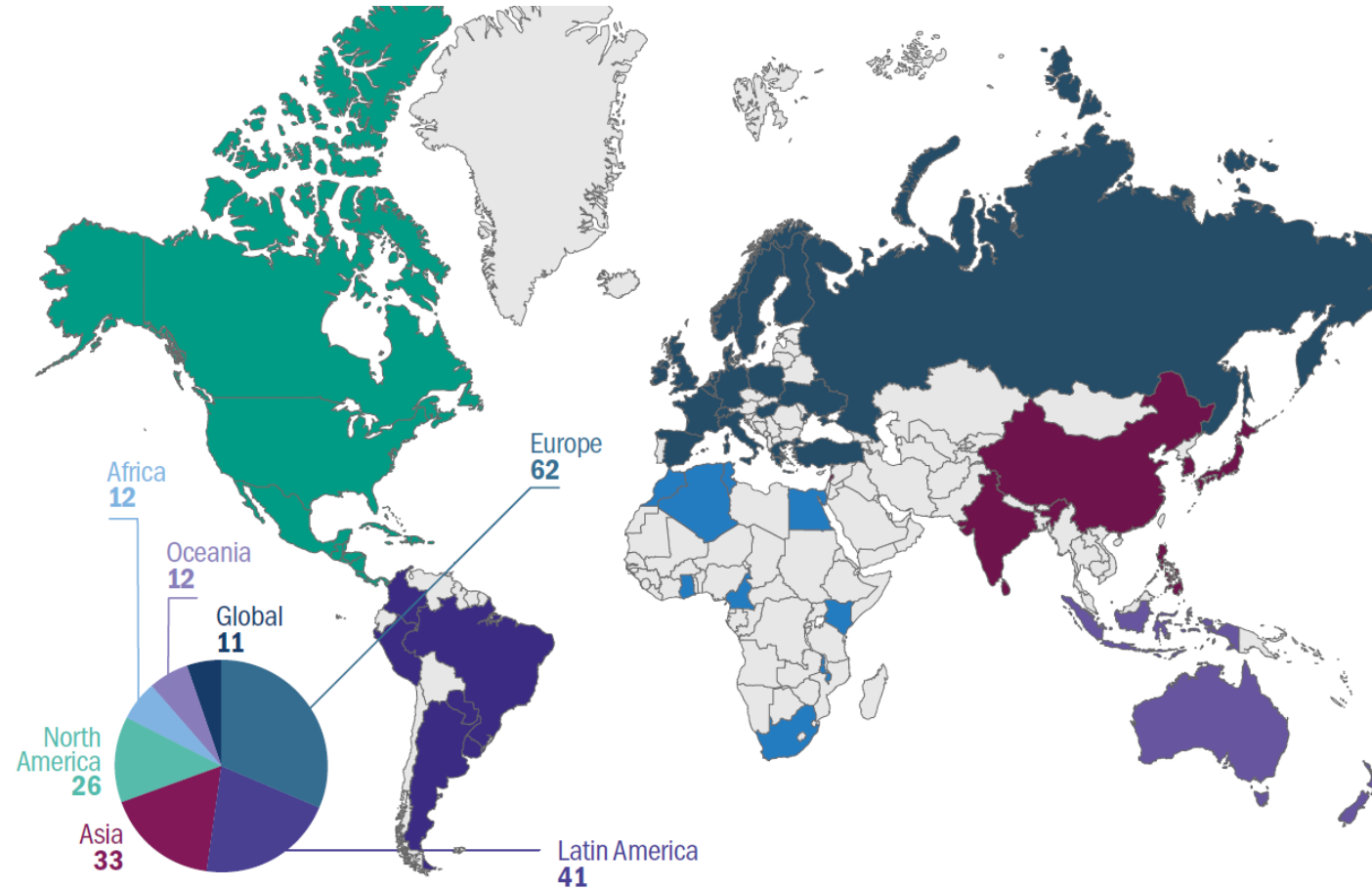
Than at any point in history



**Rob Wesseling**

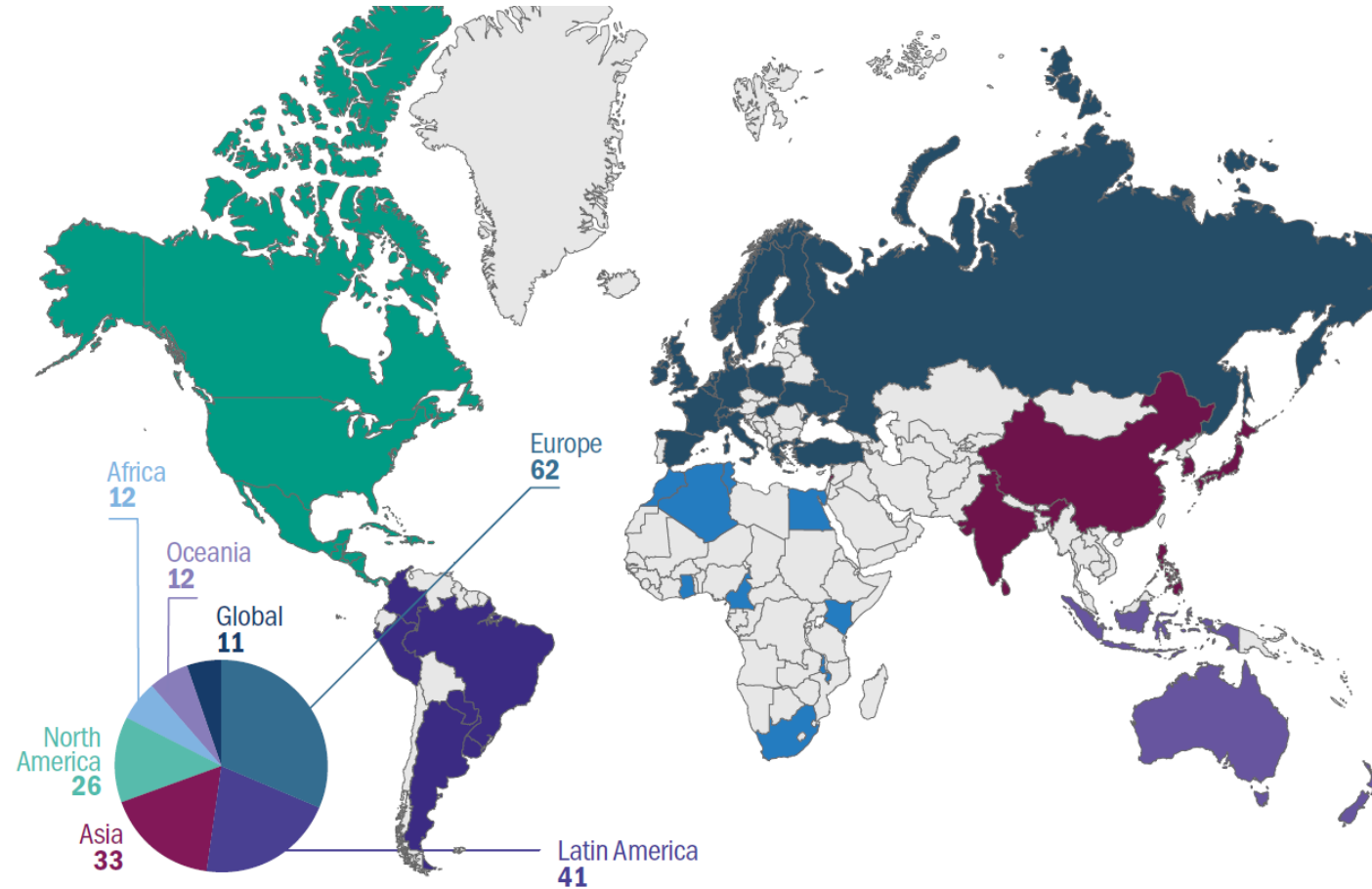
ICMIF Chair and President and CEO, The Co-operators

# 204 Members in 60 Countries





# 230,000 Friends You Never Knew You Had



# ICMIF's Higher Purpose

We exist to create a **safer, more resilient** world



**Rob Wesseling**

ICMIF Chair and President and CEO, The Co-operators

# ICMIF's Vision

Resilience through **protection and prevention**



**Rob Wesseling**

ICMIF Chair and President and CEO, The Co-operators

# ICMIF's Mission

To **inspire** and **assist members** to build and sustain a **purpose-led, resilient** future



**Rob Wesseling**

ICMIF Chair and President and CEO, The Co-operators

# Well, That's All Very Inspiring But What Does It Mean for Me?



Your work is more important now than at any point in history



The world needs you to lead the whole industry with purpose

# ICMIF Will Assist and Inspire to Help You

To **achieve your purpose** and the **impact** you have the ambition to have



**Rob Wesseling**  
President and CEO, The Co-operators

# The Problems of Mutual Insurers are Universal

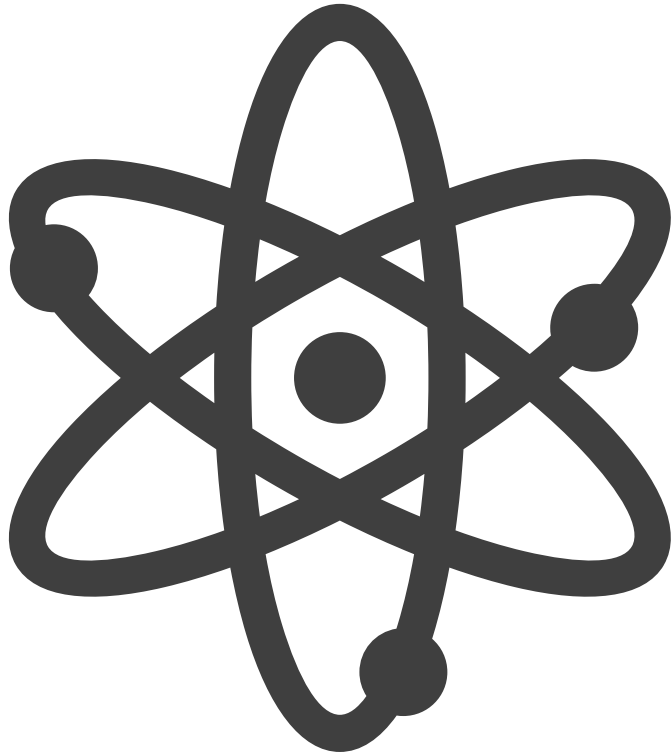
The **solutions** are **specific** and **context dependent**



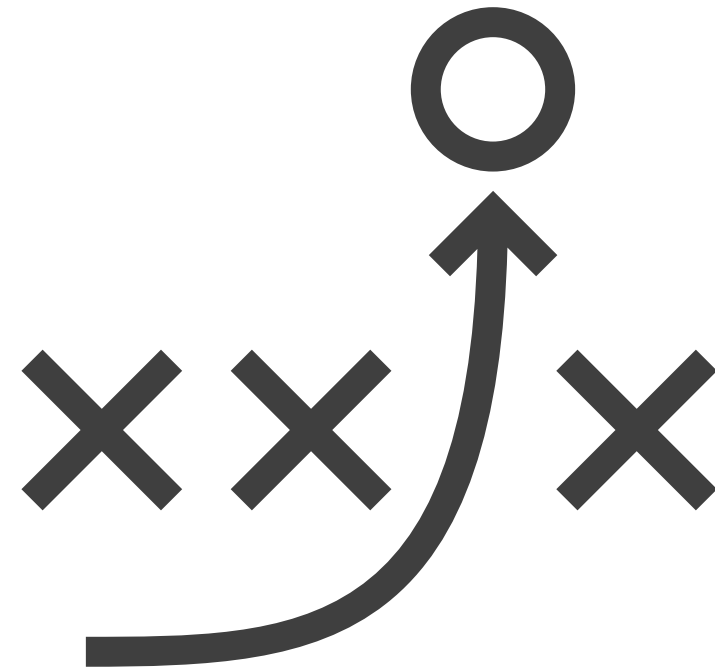
**Rob Wesseling**  
President and CEO, The Co-operators

# ICMIF Makes it Easier For Members to Assist Each Other

Diagnose  
Universal Challenges



Co-develop  
Specific Solutions



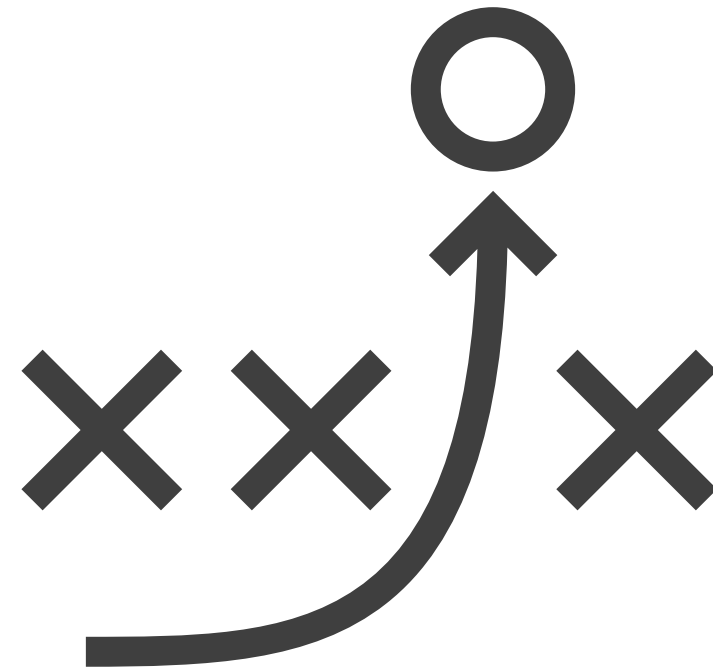


# ICMIF Makes it Easier For Members to Assist Each Other

## Diagnose Universal Challenges

- Economy and interest rates
- Emerging risks
- Battle for talent
- Digitalisation and AI
- From protection to prevention
- Sustainability
- The mutual difference

## Co-develop Specific Solutions



# Everyone, Please Speak The Cumulative Total Out Loud



**1000**

**40**

**1000**

**30**

**1000**

**20**

**1000**

**10**

**Actual total** →

**4100**

# Thanks Goodness Nobody Here Is Responsible For

Numbers



Money



# What Happened?

1000

40

1000

30

1000

20

1000

10

Actual total →

**4100**

# Our Brains Used Patterns to Save Energy

1000

40

1000

30

1000

20

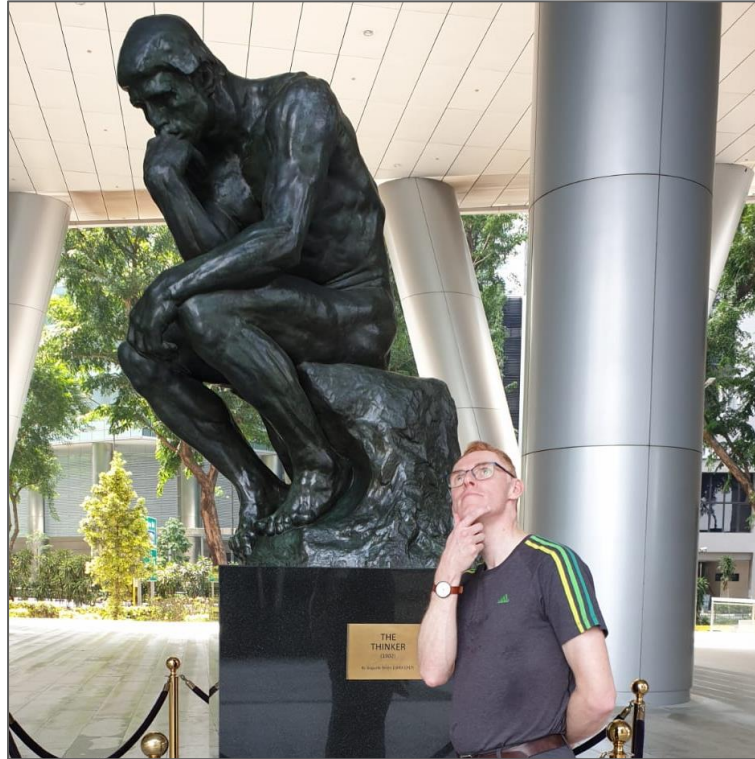
1000

10

Actual total → **4100**

“When we think we think less than we think we think”

# What Happened?



**“When we think we think less than we think we think”**

Leading Mutual Insurers With Purpose in A Complex World

# Universal Challenge #1: People Aren't Rational



**“When we think we think less than we think we think”**

Daniel Kahneman

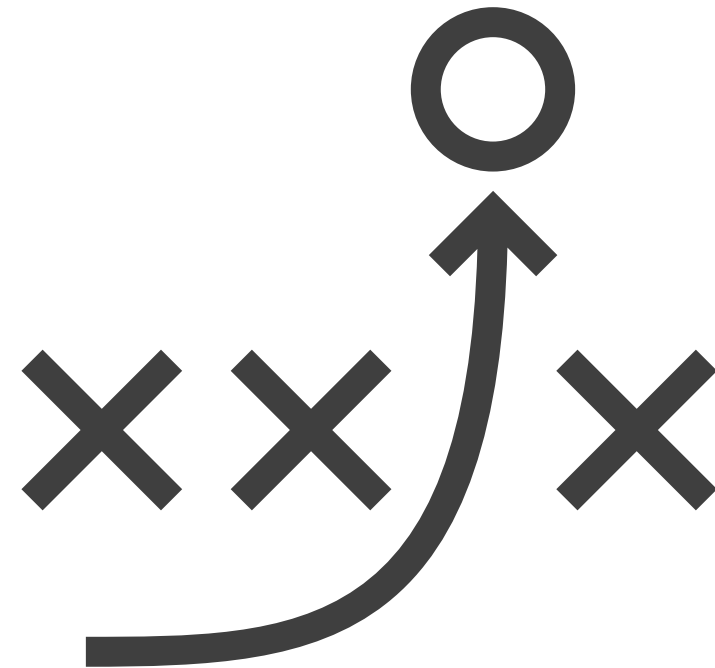


# The **ICMIF AMC** Makes it Easier For You to **Assist Each Other**

Diagnose  
**Non-obvious** Universal Challenges

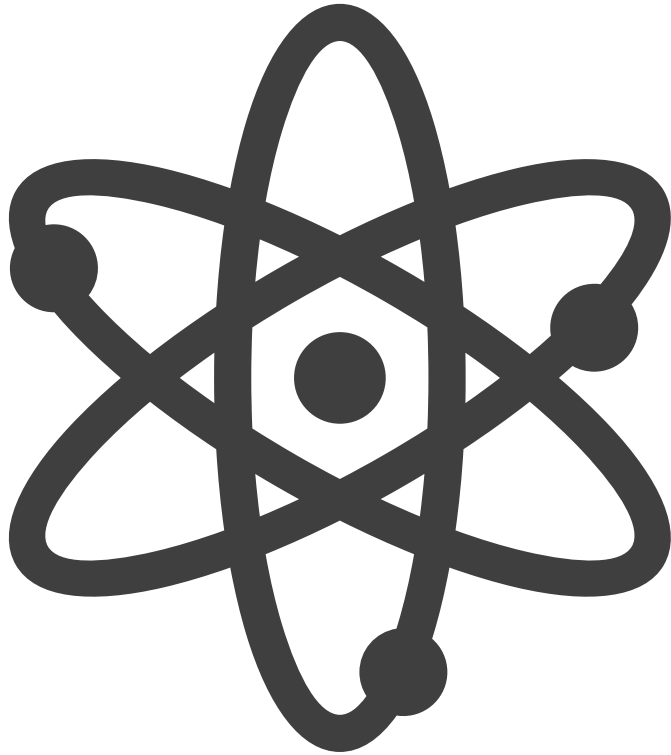
- How we think
- Tackling complex challenges
- Translating strategy into action
- Leading with purpose

Co-develop  
Specific Solutions



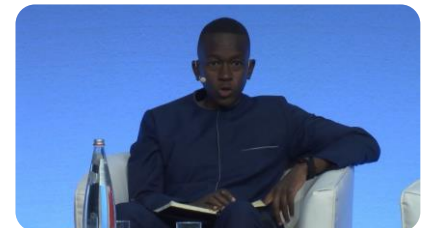
# The **ICMIF AMC** Makes it Easier For You to **Assist Each Other**

Break Down Complex Subjects  
Into **Easy to Understand** Atomic Parts



# Mutuals Exist

To solve the problems our members have

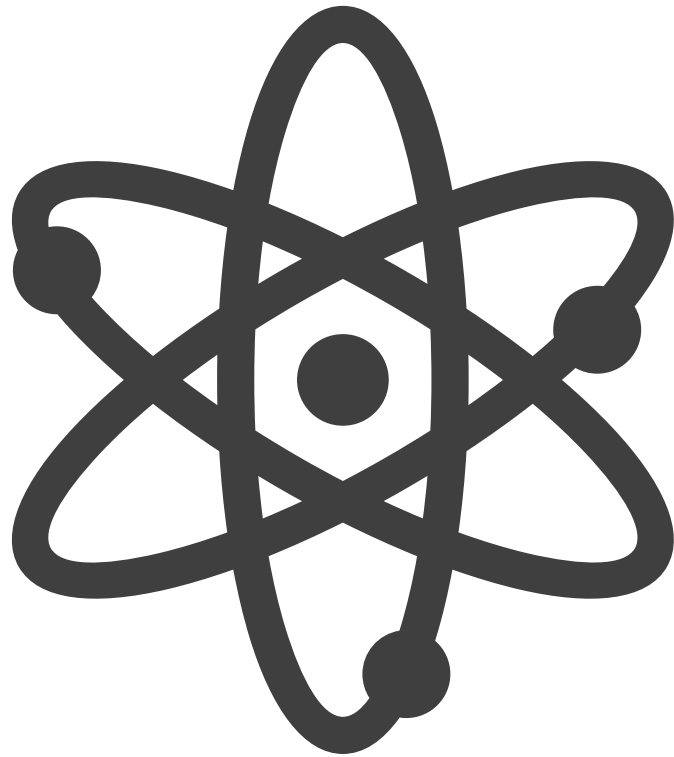


**Lesley Ndlovu**

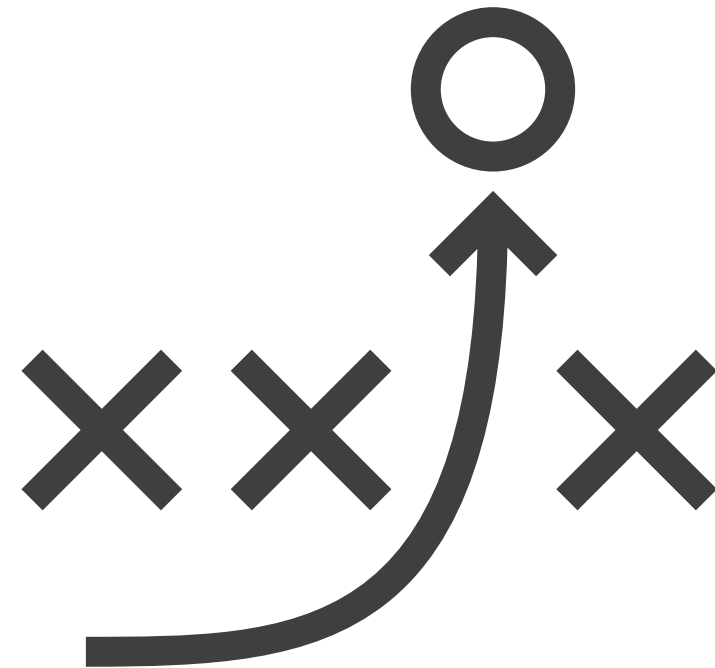
CEO, African Risk Capacity (South Africa)

# The **ICMIF AMC** Makes it Easier For You to **Assist Each Other**

Break Down Complex Subjects  
Into **Easy to Understand** Atomic Parts

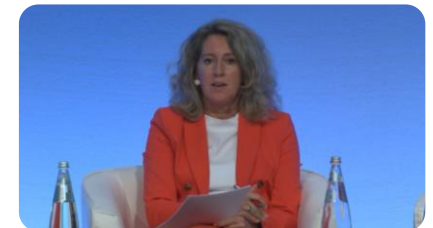


Develop Leadership **Plays** With Fellow  
Mutual Insurance Leaders



# Requires Eternal Strategic Renewal

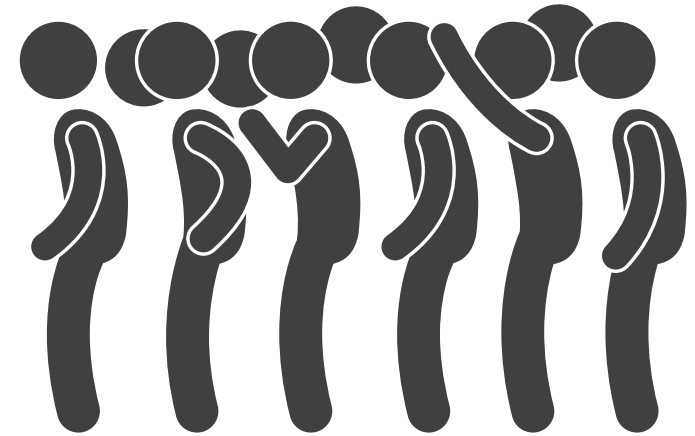
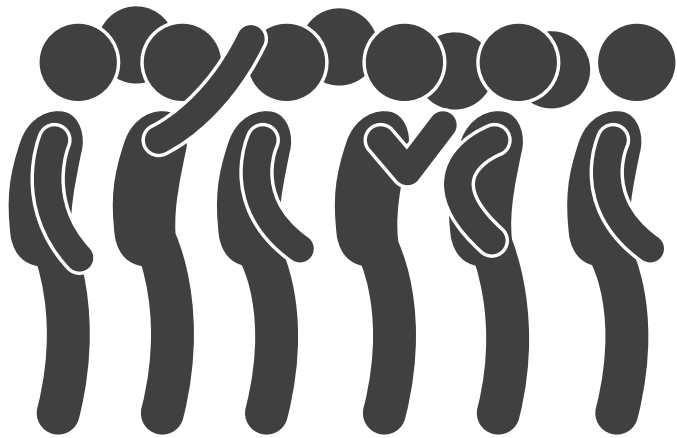
Finding new business models and looking for  
**solutions for new problems in society**



**Bianca Tetteroo**

Chair of the Executive Board, Achmea (Netherlands)

# We All Work For **Purpose-Driven** Organisations Engaged In an **Eternal Struggle** to Benefit People



# While People's Needs And the Tools for Meeting them May Change

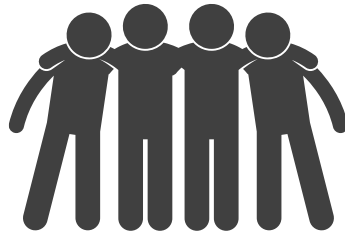
Our **purpose remains the same**

**GORE  
MUTUAL**  
INSURANCE THAT DOES GOOD.

**Gore Mutual**  
Canada's oldest general insurance company

# The ICMIF AMC is Designed for **Leading Eternal Strategic Renewal** in Purpose-Driven Organisations

Monday  
**Welcome and introductions**  
18.00 – 19.00



Tuesday  
**Leading mutual insurers with purpose**  
09.00 -17.00



Wednesday  
**Leading teams in a complex world**  
09.00 -17.00



Thursday  
**Activating strategy in a complex world**  
09.00 -17.00

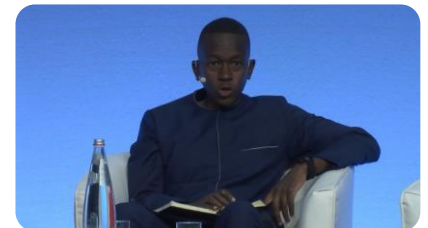


Friday  
**Translating learning into value**  
09.00 – 15.00





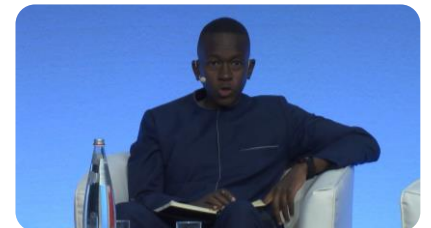
# What Does **Leading With Purpose** Mean to You?



**Lesley Ndlovu**  
CEO, African Risk Capacity (South Africa)

# We Can All Play a Much Greater Role in **Reconnecting** Back to our Founding **Purpose**

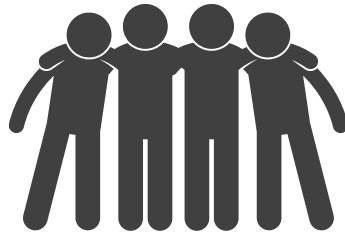
Which is why I strongly believe that **problem solving, purpose** and **strategy** are all really **one integrated piece**



**Lesley Ndlovu**  
CEO, African Risk Capacity (South Africa)

# So The ICMIF AMC is Designed as One Integrated Piece

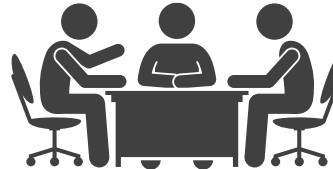
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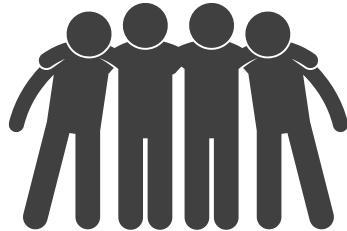


Friday  
**Translating learning  
into value**  
09.00 – 15.00



# I'm Not Going to Tell You Anything You Don't Already Intuitively Know

Monday  
Welcome and  
introductions  
18.00 – 19.00



Tuesday  
Leading mutual insurers  
with purpose  
09.00 -17.00



Wednesday  
Leading teams  
in a complex world  
09.00 -17.00



Thursday  
Activating strategy  
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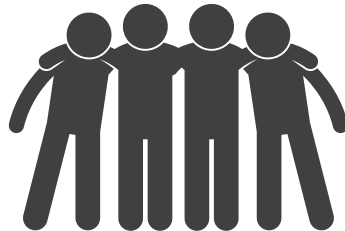


Friday  
Translating learning  
into value  
09.00 – 15.00



# And the ICMIF Advanced Management Course is High Level and Foundational

Monday  
**Welcome and  
introductions**  
19.00 – 18.00



Tuesday  
**Leading mutual insurers  
with purpose**  
09.00 -17.00



Wednesday  
**Leading teams  
in a complex world**  
09.00 -17.00



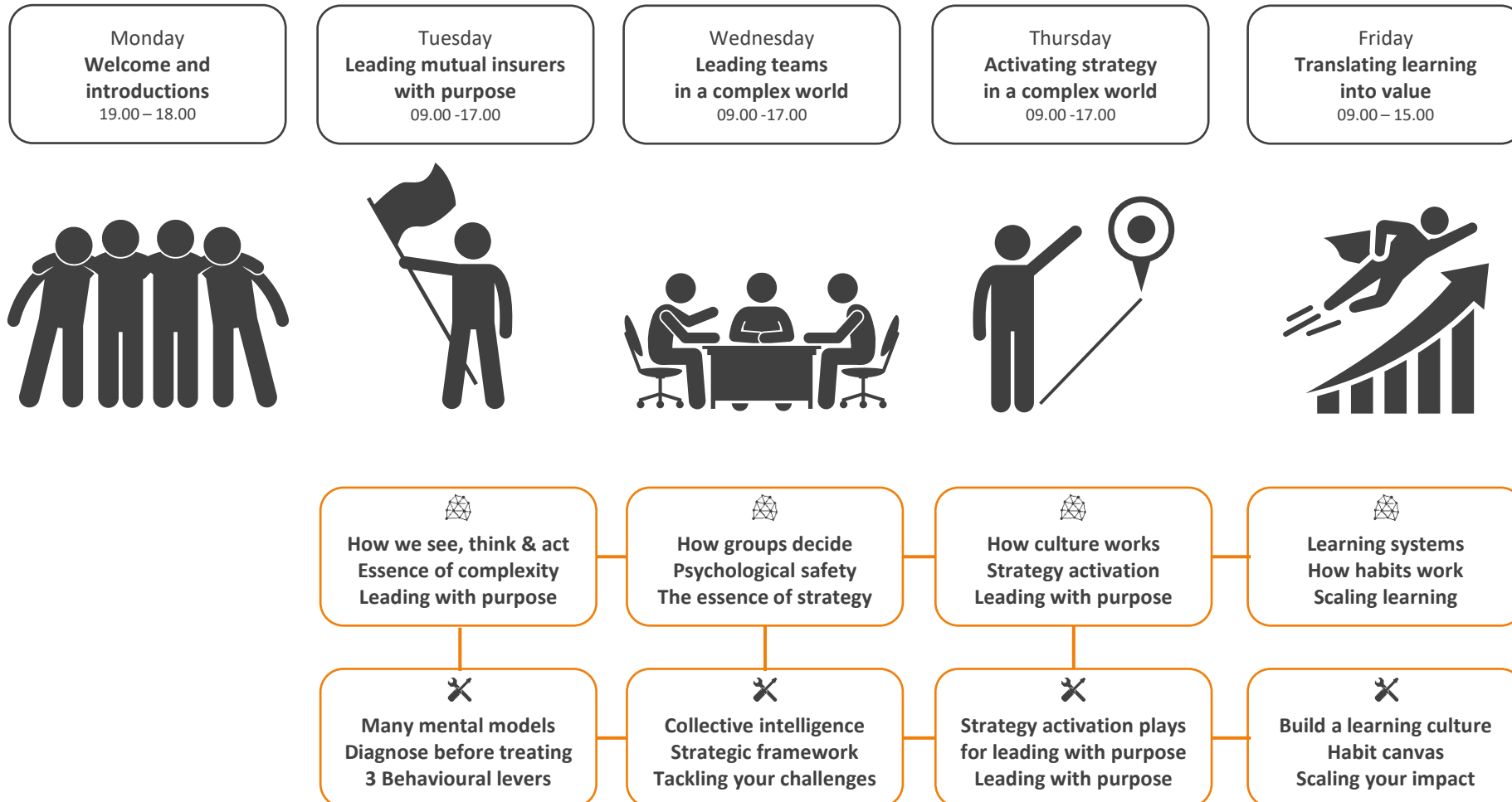
Thursday  
**Activating strategy  
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09.00 -17.00



Friday  
**Translating learning  
into value**  
09.00 – 15.00

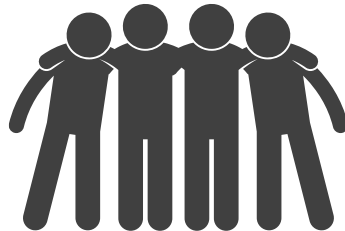


# I'll Link Models and Tools Together to Make Leading in a Complex World **Feel Easier**



# To Enable You To Work With Everyone There Will Be Allocated Seating Each Day

Monday  
Welcome and  
introductions  
19.00 – 18.00



Tuesday  
Leading mutual insurers  
with purpose  
09.00 -17.00



Wednesday  
Leading teams  
in a complex world  
09.00 -17.00



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Activating strategy  
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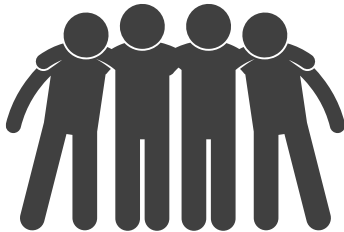


Friday  
Translating learning  
into value  
09.00 – 15.00



# To Enable You To Work With Everyone We'll Change Groups at Lunch

Monday  
**Welcome and  
introductions**  
19.00 – 18.00



Tuesday  
**Leading mutual insurers  
with purpose**  
09.00 -17.00



Wednesday  
**Leading teams  
in a complex world**  
09.00 -17.00



Thursday  
**Activating strategy  
in a complex world**  
09.00 -17.00



Friday  
**Translating learning  
into value**  
09.00 – 15.00





# ICMIF Advanced Management Course

**Day 1: Welcome and  
introductions**

Monday 18:00-21:00

**18:00**

**Welcome and  
Introducing the course**

# Tomorrow: Building the Foundations

<b>Day 1: Welcome and introductions</b> Monday 18:00-21:00	<b>Day 2: Leading mutual insurers with purpose</b> Tuesday 9:00-17:00
	<b>09:00</b> Universal challenges: Leading with Purpose In a Complex World
	Break 09:45
	<b>10:05</b> Foundations of Leading with Purpose (With an Energy-Saving Brain)
	Break 11:00
	<b>11:20</b> A Framework for Thinking About Thinking (part 1)
	Lunch 12:30
	<b>13:30</b> A Framework for Thinking About Thinking (part 2)
	Break 14:35
	<b>14:50</b> A Framework for Thinking About Thinking (part 3)
	Break 15:40
<b>18:00</b> Welcome and Introducing the course	<b>15:55</b> Three Behavioural Levers of Purpose-driven Leadership

# A Note About Timings Because What 09:00 Means Can Differ From Culture to Culture

<b>Day 1: Welcome and introductions</b> Monday 18:00-21:00	<b>Day 2: Leading mutual insurers with purpose</b> Tuesday 9:00-17:00
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	Break 15:40
<b>18:00</b> Welcome and Introducing the course	<b>15:55</b> Three Behavioural Levers of Purpose-driven Leadership

# 09:00 Means Starting Promptly at 09:00

<b>Day 1: Welcome and introductions</b> Monday 18:00-21:00	<b>Day 2: Leading mutual insurers with purpose</b> Tuesday 9:00-17:00
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	Break 15:40
<b>18:00</b> Welcome and Introducing the course	<b>15:55</b> Three Behavioural Levers of Purpose-driven Leadership

# So Please Take Your Seats in Good Time

<b>Day 1: Welcome and introductions</b> Monday 18:00-21:00	<b>Day 2: Leading mutual insurers with purpose</b> Tuesday 9:00-17:00
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	Break 14:35
	<b>14:50</b> A Framework for Thinking About Thinking (part 3)
	Break 15:40
<b>18:00</b> Welcome and Introducing the course	<b>15:55</b> Three Behavioural Levers of Purpose-driven Leadership

# Wednesday

<b>Day 1: Welcome and introductions</b> Monday 18:00-21:00	<b>Day 2: Leading mutual insurers with purpose</b> Tuesday 9:00-17:00	<b>Day 3: Leading teams in a complex world</b> Wednesday 9:00-17:00
	<b>09:00</b> Universal challenges: Leading with Purpose In a Complex World	<b>09:00</b> Universal Challenges when Leading Collaboration in a Complex World
	Break 09:45	Break 10:15
	<b>10:05</b> Foundations of Leading with Purpose (With an Energy-Saving Brain)	<b>10:35</b> Foundations for Leading Effective Collaboration: Collective Intelligence
	Break 11:00	Break 11:15
	<b>11:20</b> A Framework for Thinking About Thinking (part 1)	<b>11:35</b> Foundations for Leading Effective Collaboration: Psychological Safety
	Lunch 12:30	Lunch 12:05
	<b>13:30</b> A Framework for Thinking About Thinking (part 2)	<b>12:50</b> Challenge-based strategy and Healthy Challenges
	Break 14:35	Break 14:10
	<b>14:50</b> A Framework for Thinking About Thinking (part 3)	<b>14:25</b> The Pre-mortem and the Innovation Matrix
	Break 15:40	
<b>18:00</b> Welcome and Introducing the course	<b>15:55</b> Three Behavioural Levers of Purpose-driven Leadership	

# Thursday

<b>Day 1: Welcome and introductions</b> Monday 18:00-21:00	<b>Day 2: Leading mutual insurers with purpose</b> Tuesday 9:00-17:00	<b>Day 3: Leading teams in a complex world</b> Wednesday 9:00-17:00	<b>Day 4: Activating strategy in a complex world</b> Thursday 9:00-17:00
	<b>09:00</b> Universal challenges: Leading with Purpose In a Complex World	<b>09:00</b> Universal Challenges when Leading Collaboration in a Complex World	<b>09:00</b> Universal Challenges: Why Culture Eats Strategy for Breakfast
	Break 09:45	Break 10:15	Break 09:45
	<b>10:05</b> Foundations of Leading with Purpose (With an Energy-Saving Brain)	<b>10:35</b> Foundations for Leading Effective Collaboration: Collective Intelligence	<b>10:00</b> Leading across Cultures: Mapping Culture and Avoiding Traps
	Break 11:00	Break 11:15	Break 11:10
	<b>11:20</b> A Framework for Thinking About Thinking (part 1)	<b>11:35</b> Foundations for Leading Effective Collaboration: Psychological Safety	<b>11:30</b> Leading With Purpose (part 1)
	Lunch 12:30	Lunch 12:05	Lunch 12:20
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	Break 15:40		
<b>18:00</b> Welcome and Introducing the course	<b>15:55</b> Three Behavioural Levers of Purpose-driven Leadership		

# A Typical Day Will Feature 6 to 8 Discussions of 10 to 25 Minutes Each

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	Break 15:40		
<b>18:00</b> Welcome and Introducing the course	<b>15:55</b> Three Behavioural Levers of Purpose-driven Leadership		



# 31 Opportunities for You to Have Fresh Ideas And Capture Them As Seeds for Personal Growth

Day 1: Welcome and introductions Monday 18:00-21:00	Day 2: Leading mutual insurers with purpose Tuesday 9:00-17:00	Day 3: Leading teams in a complex world Wednesday 9:00-17:00	Day 4: Activating strategy in a complex world Thursday 9:00-17:00
	09:00 Universal challenges: Leading with Purpose In a Complex World	09:00 Universal Challenges when Leading Collaboration in a Complex World	09:00 Universal Challenges: Why Culture Eats Strategy for Breakfast
	Break 09:45	Break 10:15	Break 09:45
	10:05 Foundations of Leading with Purpose (With an Energy-Saving Brain)	10:35 Foundations for Leading Effective Collaboration: Collective Intelligence	10:00 Leading across Cultures: Mapping Culture and Avoiding Traps
	Break 11:00	Break 11:15	Break 11:10
	11:20 A Framework for Thinking About Thinking (part 1)	11:35 Foundations for Leading Effective Collaboration: Psychological Safety	11:30 Leading With Purpose (part 1)
	Lunch 12:30	Lunch 12:05	Lunch 12:20
	13:30 A Framework for Thinking About Thinking (part 2)	12:50 Challenge-based strategy and Healthy Challenges	13:10 Leading With Purpose (part 2)
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	14:50 A Framework for Thinking About Thinking (part 3)	14:25 The Pre-mortem and the Innovation Matrix	14:20 Leading With Purpose (part 3)
	Break 15:40		
18:00 Welcome and Introducing the course	15:55 Three Behavioural Levers of Purpose-driven Leadership		

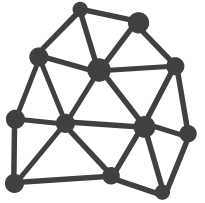
# So on Friday

## You Can Translate Your Learning into Value

<b>Day 1: Welcome and introductions</b> Monday 18:00-21:00	<b>Day 2: Leading mutual insurers with purpose</b> Tuesday 9:00-17:00	<b>Day 3: Leading teams in a complex world</b> Wednesday 9:00-17:00	<b>Day 4: Activating strategy in a complex world</b> Thursday 9:00-17:00	<b>Day 5: Translating learning into value</b> Friday 9:00-15:00
	<b>09:00</b> Universal challenges: Leading with Purpose In a Complex World	<b>09:00</b> Universal Challenges when Leading Collaboration in a Complex World	<b>09:00</b> Universal Challenges: Why Culture Eats Strategy for Breakfast	<b>09:00</b> Building a Purpose-driven Learning System
	Break 09:45	Break 10:15	Break 09:45	
	<b>10:05</b> Foundations of Leading with Purpose (With an Energy-Saving Brain)	<b>10:35</b> Foundations for Leading Effective Collaboration: Collective Intelligence	<b>10:00</b> Leading across Cultures: Mapping Culture and Avoiding Traps	
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	<b>13:30</b> A Framework for Thinking About Thinking (part 2)	<b>12:50</b> Challenge-based strategy and Healthy Challenges	<b>13:10</b> Leading With Purpose (part 2)	
	Break 14:35	Break 14:10	Break 14:05	
	<b>14:50</b> A Framework for Thinking About Thinking (part 3)	<b>14:25</b> The Pre-mortem and the Innovation Matrix	<b>14:20</b> Leading With Purpose (part 3)	
	Break 15:40			
<b>18:00</b> Welcome and Introducing the course	<b>15:55</b> Three Behavioural Levers of Purpose-driven Leadership			

# Develop As a Leader One Habit At a Time

1. Diversify: Acquire the essential **models** & **tools**

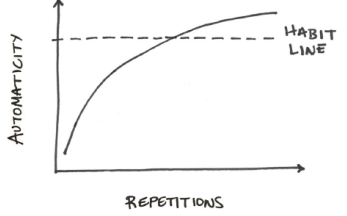


2. Select: Pick the **most appealing one** to be your **next habit**

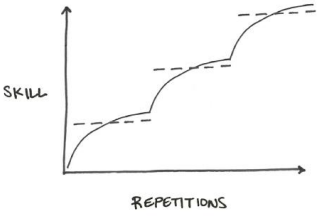


3. Amplify: Master your **next habit** and **support one another**

MASTERING ONE HABIT



MASTERING A FIELD



# So on Friday

## You Can Translate Your Learning into Value

Day 1: Welcome and introductions Monday 18:00-21:00	Day 2: Leading mutual insurers with purpose Tuesday 9:00-17:00	Day 3: Leading teams in a complex world Wednesday 9:00-17:00	Day 4: Activating strategy in a complex world Thursday 9:00-17:00	Day 5: Translating learning into value Friday 9:00-15:00
	09:00 Universal challenges: Leading with Purpose In a Complex World	09:00 Universal Challenges when Leading Collaboration in a Complex World	09:00 Universal Challenges: Why Culture Eats Strategy for Breakfast	09:00 Building a Purpose-driven Learning System
	Break 09:45	Break 10:15	Break 09:45	Break 09:45
	10:05 Foundations of Leading with Purpose (With an Energy-Saving Brain)	10:35 Foundations for Leading Effective Collaboration: Collective Intelligence	10:00 Leading across Cultures: Mapping Culture and Avoiding Traps	10:10 Using the Psychology of Habit to Activate Your Personal Development Plan
	Break 11:00	Break 11:15	Break 11:10	Break 10:55
	11:20 A Framework for Thinking About Thinking (part 1)	11:35 Foundations for Leading Effective Collaboration: Psychological Safety	11:30 Leading With Purpose (part 1)	11:10 Working Together to Collaborate for Eternal Renewal
	Lunch 12:30	Lunch 12:05	Lunch 12:20	
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	Break 15:40			
18:00 Welcome and Introducing the course	15:55 Three Behavioural Levers of Purpose-driven Leadership			

# ICMIF's Peer-to-peer Consultancy

**Better** and **cheaper** than McKinsey



**Hilde Vernailen**

Chair of the Management Committee, P&V (Belgium)

# Three Peer-to-peer Consultancy Opportunities for Tackling Your Current Issues

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	Break 14:35	Break 14:10	Break 14:05	
	14:50 A Framework for Thinking About Thinking (part 3)	14:25 The Pre-mortem and the Innovation Matrix	14:20 Leading With Purpose (part 3)	
	Break 15:40	Break 15:25	Break 15:10	
18:00 Welcome and Introducing the course	15:55 Three Behavioural Levers of Purpose-driven Leadership	15:40 Peer-to-peer Consultancy #1: Tackling Your Current Challenges	15:30 Peer-to-peer Consultancy #2: Leading with Purpose	

# Three Peer-to-peer Consultancy Opportunities for Tackling Your Current Issues

Wednesday Tackling Your Current Challenges	Thursday Leading with Purpose	Friday Spreading Your Learning
Harnessing the mutual difference	Leading with purpose	Spreading your learning to your colleagues
Challenge-based strategy	Leading continuous change	Working together for mutual support
Digitalisation, technology & AI	Influence & senior stakeholder management	Scaling your personal development
Regulation and compliance	Leading teams to embrace Agile	
Business transformation	Leading in chaos	
Recruiting and retaining talent	Culture	
<i>Practice with a key tool</i>	Prioritisation	

Your suggestions
Private reflection

# After Each Day You'll Receive a **Summary**, the **Slides** and **Tools**

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# You'll Also Receive Exclusive Access to Videos to Spread Your Learning

## Existing Videos

1. Universal challenges in a complex world
2. How to approach complex versus technical situations
3. Your energy-saving brain
4. A framework for thinking about thinking
5. Your mental Computer, including how we do not perceive reality
6. Your mental Chimp
7. Your mental Human
8. Three steps to a team that harnesses collective intelligence
9. Helping your team to operate with psychological safety
10. How to participate in a discussion using the Strategy Framework
11. Four ways to improve your outcomes through healthy challenge
12. How to participate in a discussion using the Pre-mortem
13. How to participate in a discussion using the Innovation Framework
14. Building your team's Culture Map
15. How to build and re-build habits

## New for 2024

16. Foundations of leading with purpose with an energy-saving brain
17. Three behavioural levers of purpose-driven Leadership
18. Activating strategy part 1: plays to re-program the Computer
19. Activating strategy part 2: plays to lead the Chimp
20. Activating strategy part 3: plays to manage the Human
21. Building a Purpose-driven Learning System
22. Working with ICMIF to fulfil our purpose through eternal resilience

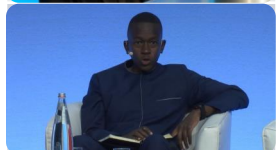
# ICMIF Advanced Management Course



**Your work is more important now** than at any point in history



**The world needs you** to lead the whole industry with purpose



**Your members need you** to solve the problems they have



**We eternally add value** by looking for new solutions to new problems in society



**We need each other** because peer-to-peer consultancy is cheaper and better than McKinsey



ICMIF will assist and inspire to help you  
to **achieve your purpose** and the **impact** you have the ambition to have




# Let's Do It Together

This is actually what's happening



**James Thomas**  
Capricorn Mutual  
AUSTRALIA



**Kristof Quintyn**  
P&V  
BELGIUM



**Nathalie Withofs**  
P&V  
BELGIUM



**Sandra Budé**  
P&V  
BELGIUM



**Bill Lagopoulos**  
Wawanesa Mutual Insurance  
CANADA



**Lauren Mazurkewich**  
Wawanesa Mutual Insurance  
CANADA



**Asbjørn Christensen**  
LB Forsikring  
DENMARK



**Rikke Smidt Gellert**  
LB Forsikring  
DENMARK



**Benoît Ballivet de Regloix**  
IMA  
FRANCE



**Christian Simon**  
R+V  
GERMANY



**Johannes Speicher**  
R+V  
GERMANY



**Philipp Streibel**  
R+V  
GERMANY




**Palanisamy Muthusamy**  
DHAN Foundation  
INDIA



**Ryosuke Kachi**  
Zenkyoren  
JAPAN



**Robert de Ruiter**  
Coöperatie Univé  
NETHERLANDS



**Rowena Casinillo**  
CLIMBS  
PHILIPPINES



**Ruel Arsua**  
CLIMBS  
PHILIPPINES



**Thebe Ramanna**  
African Risk Capacity  
SOUTH AFRICA



**Liyoni Muditha**  
Sanasa Insurance Company  
SRI LANKA



**Åsa Björklund**  
Folksam  
SWEDEN



**Charlotta Carlberg**  
Folksam  
SWEDEN



**Mats Davidson**  
Folksam  
SWEDEN



**Jamie Vooght**  
Cornish Mutual  
UNITED KINGDOM



**Steve Firko**  
Pennsylvania Lumbermens Mutual  
UNITED STATES



**Steve Prentice**  
Thrivent  
UNITED STATES