

ICMIF Advanced Management Course

Extended Reference List

1 Monday: Welcome

- Mami Mizutori, United Nations Office for Disaster Risk Reduction (UNDRR): [Collaboration opportunities to scale up resilience-building and disaster risk reduction](#) (ICMIF Conference 2022)
- Lesley Ndlovu and Bianca Tetteroo as members of [Leading With Purpose leadership panel](#) (ICMIF Conference 2022)
- Rob Wesseling, [2022 ICMIF General Meeting](#) (ICMIF Conference 2022)
- Shaun Tarbuck, [The future is filled with purpose](#) (ICMIF blog, 2022)

1.1 Key ICMIF resources

- The ICMIF [Knowledge Hub](#)
- ICMIF's future and past [Webinars](#)
- EY Global Insurance Mutual Market Scan: [Key principles of mutual differentiation](#)

2 Tuesday: Leading Mutual Insurers with Purpose

2.1 Leading With Purpose in a Complex World

- **Key recommendation: The Origin of Wealth (Beinhocker)**
- [Farnham Street](#) blog
- The Practice of Adaptive Leadership (Heifetz & Linsky)
- Thinking in Systems (Meadows)
- Learning to Live With Complexity, Sargut and McGrath, HBR (Sept 2011)
- [You can't tackle complex systems with linear thinking](#) (Rita McGrath blog, June 2022)
- The Model Thinker (Page)
- Engine of Impact (Meehan, Starkey Joiner)
- Super Thinking (Weinberg and McCann)
- Resilience Thinking (Walker)
- What Got You Here Won't Get You There (Goldsmith)
- What is Health (Sterling)
- **ICMIF: [From protection to prevention](#)**: The role of cooperative and mutual insurance in disaster risk reduction

2.2 A Framework for Thinking About Thinking

- **Key recommendation: Seven and a Half Lessons About the Brain (Feldman Barrett)**
- **Key recommendation: A Brief History of Intelligence (Bennett)**
- **Key recommendation: The Chimp Paradox (Peters)**
- **Key recommendation: [Cognitive Bias Cheat Sheet](#) (Benson, September 2016)**
- Thinking Fast and Slow (Kahneman)
- The Riddle of Experience Vs Memory ([TED Talk](#), Kahneman, February 2010)
- A Thousand Brains (Hawkins)
- Deviate (Lotto)
- Debunking Myths of the Medical World, NY Times ([read here](#)) [source of the Donald Redelmeier quote]
- Principles (Dalio)
- Behave (Sapolsky)
- The Brain (Eagleman)
- The Idiot Brain (Burnett)
- [What We Can Do About Bias](#) (Benson, June 2019)
- [How Human and Deep Learning Perception Are Very Different](#) (Perez, April 2018)
- [Five Breakthroughs](#): A First Approximation of Brain Evolution From Early Bilaterians to Humans (Frontiers of Neuroanatomy, Bennett, 2021)
- How the Mind Works (Pinker)

- The Psychology of Judgment and Decision Making (Plous)
- Judgment in Managerial Decision Making (Bazerman)
- Beyond Greed and Fear (Shefrin)
- Psychology of Intelligence Analysis (Heuer)
- The Wisdom of Crowds (Surowiecki)
- Emotional Intelligence (Goleman) – especially Chapter 2 and Appendix 3
- The Rationality Quotient (Stanovich & West) [more academic in style]
- Medical Decision Making (Sox, Higgins, Owens)
- The Human Advantage (Herculano-Houzel)
- Human Error (Reason)
- [Psychological Paths of Least Resistance](#) (Housel, March 2023)
- The Undoing Project (Lewis)
- “Upside down head” video, [Can You Spot What’s Wrong](#), Prof. Richard Wiseman
- [Black and White Colour Illusion](#), Dr. Andrew Steele (via YouTube)
- Order the [cognitive bias codex poster](#)

2.3 Leading With Purpose

- **Key recommendation: The Heart of Business (Joly)**
- The Economics of Higher Purpose by (Quinn)
- Give and Take (Grant)
- The Infinite Game by (Sinek)
- Beyond Entrepreneurship 2.0 (Collins and Lazier)
- Bury My Heart at Conference Room B (Slap)
- [Leading Large Scale Change](#) (NHS England)
- Glenn Croasdale, [FMG’s purpose-led focus on prevention](#): The Feeling’s Mutual (ICMIF Conference 2022)
- How Royal London is [putting a purpose driven strategy into practice](#) (ICMIF Member Webinar, 2021)
- Fumio Yanai, [Zenkyoren’s SDG actions to ensure the sustainability of agriculture and local communities](#) (ICMIF Conference 2022)
- CEO panel: [Mutuality at the heart of a purpose-driven business](#) (ICMIF Conference 2022)
- Panel: [Adapting to the new world of work](#) (ICMIF Conference 2022)
- Chad Park, The Co-operators, [Inclusive resilience through protection and prevention](#) (ICMIF Conference 2022)
- Royal London, [Putting a purpose-driven strategy into action](#) (ICMIF Webinar, 2021)

3 Wednesday: Leading Teams in a Complex World

3.1 Leading Collaboration in a Complex World

- **Key recommendation: The Fearless Organization (Edmondson)**
- Teaming (Edmondson)
- Moments of Impact (Ertel & Solomon)
- Interview with Jeff Hunter [[listen here](#)]
- Unlocking Leadership Mindtraps (Garvey Berger)
- Why Are We Yelling (Benson)
- Juice (Wilson)
- The Fifth Discipline (Senge)
- The Fifth Discipline Fieldbook (Senge)
- The Secret Language of Leadership (Denning)
- The Coaching Habit (Bungay)
- [Ideas that Changed My Life](#) (Housel blog December 2022)
- [Sounding the Alarm on System Noise](#) (McKinsey, May 2021)
- [Psychological safety](#) (from Re:work with Google)
- [What Google Learned From Its Quest to Build the Perfect Team](#) (NY Times)
- [Optical Illusions Show How We See](#), Beau Lott TED talk

3.2 Making Remote Working Work

Dave is indebted to INSEAD's October 2020 [blog](#) which contained two outstanding references for making remote working work

- The GitLab (the world's largest remote-only company) Employee [Handbook](#)
- [Making Remote Work](#) (20 episode podcast) and INSEAD's accompanying [index](#) of all 20 episodes

3.3 Leading Challenge-Based Strategy

- **Key recommendation: Good Strategy/Bad Strategy (Rumelt)**
- **Case study: Paul Jackson, [Gore Mutual's purpose-driven, digitally-led business transformation](#) (ICMIF Conference 2022)**
- The Crux (Rumelt)
- Strategy Safari (Mintzberg)
- Planning as Learning, Arie de Geus, HBR (March- April 1988)
- The Rise and Fall of Strategic Planning, HBR (Jan-Feb 1994)
- The Role of Expertise in a Data-Driven World (McKinsey 2017)
- Measure What Matters (Doerr)
- The Three Box Solution (Govindarajan)
- Unstoppable (Zook)

- Bain's Chris Zook and James Allen series:
 - [The Changing Nature of Strategy](#)
 - [Introducing the Bain Micro Battles System](#)
 - [Founders Mentality](#)

3.4 Conducting A Healthy Challenge Process

- **Key recommendation: Think Again (Grant)**
- Sources of Power (Klein) [origin of the pre-mortem]

4 Thursday: Activating Strategy in A Complex World

4.1 Why Culture Eats Strategy for Breakfast

- **Key recommendation: The Critical Few (Katzenbach)**
- The Culture Code (Coyle)
- Organizational Culture and Leadership (Schein)

4.2 Leading Across Cultures

- **Key recommendation: The Culture Map (Meyer)**

4.3 Leading with Purpose to Activate Strategy

- **Key recommendation: The Strategy Activation Playbook (Wood)**
- **Key recommendation: Start With Why (Sinek)**
- [Marketing Myopia](#) (Levitt, Harvard Business Review)
- The Power of Positive Deviance (Pascale)
- It's What You Stand For (Spence)
- An Astronaut's Guide to Life on Earth (Hadfield)
- [Leading Large Scale Change: A Practical Guide](#) (NHS England)
- The Coaching Habit (Bungay Stanier)
- Team of Teams (McChrystal, Silverman, Collins & Fussell)
- Bain's series (source of hand of change): [Founders Mentality](#)
- Nudge (Thaler and Sunstein)
- [EAST: Four Simple Ways to Apply Behavioural Insights](#)
- EY's [Organizational Culture](#) presentation to ICMIF (April 2023)
- Source of "[system 2 thinking is hard work](#)" (Rita McGrath blog, June 2022)
- Ayanda Seboni, [PPS Marketing the Modern Mutual](#) (ICMIF Conference 2022)
- Diego Guaita, [Grupo San Cristóbal's business transformation to become truly customer-centric](#) (ICMIF Conference 2022)
- Kimberly Palatnick, [Wawanesa's Leading with Mutuality strategy](#): starting out on a sustainability journey (ICMIF Conference 2022)

5 Friday: Translating Learning Into Value

5.1 Building a Learning Organisation

- **Key recommendation: Right Kind of Wrong (Edmondson)**
- The Debrief Imperative (Duke and Murphy)
- Hidden Potential (Grant)
- Clear Thinking (Parrish)

5.2 Using Habit to Make Behavioural Change Easier

- **Key recommendation: Atomic Habits (Clear)**
- The Power of Habit (Duhigg)
- Stick With It (Young)
- Willpower (Baumeister)
- Tiny Habits (Fogg)
- Making Habits, Breaking Habits (Dean)
- The Ritual Effect (Norton)
- Why We Remember (Ranganath)
- Teddy Nyahasha, [Modern Mutuality and the Democratisation of Financial Wellbeing](#) (ICMIF Conference 2022)