

The key to **SUCCESS** is **PEOPLE**

The key to **PEOPLE** is **MANAGEMENT**

Who is **FWD**?



7 countries in just 3 years
3 more next year



To change the way PEOPLE feel

about INSURANCE

Who is **Mike**?

46 years in the Insurance
Business

20 years as a CEO

What have I learned?

- I am only as good as the people around me
- Everyone has a talent and need to be given space to show it
- The key to success is people

STRUCTURES

OLD

“Sitting on top”
Hierarchical
Many layers

NEW

“Supporting”
Non Status
Flatter



Key Reasons for **SUCCESS**



Brand



System



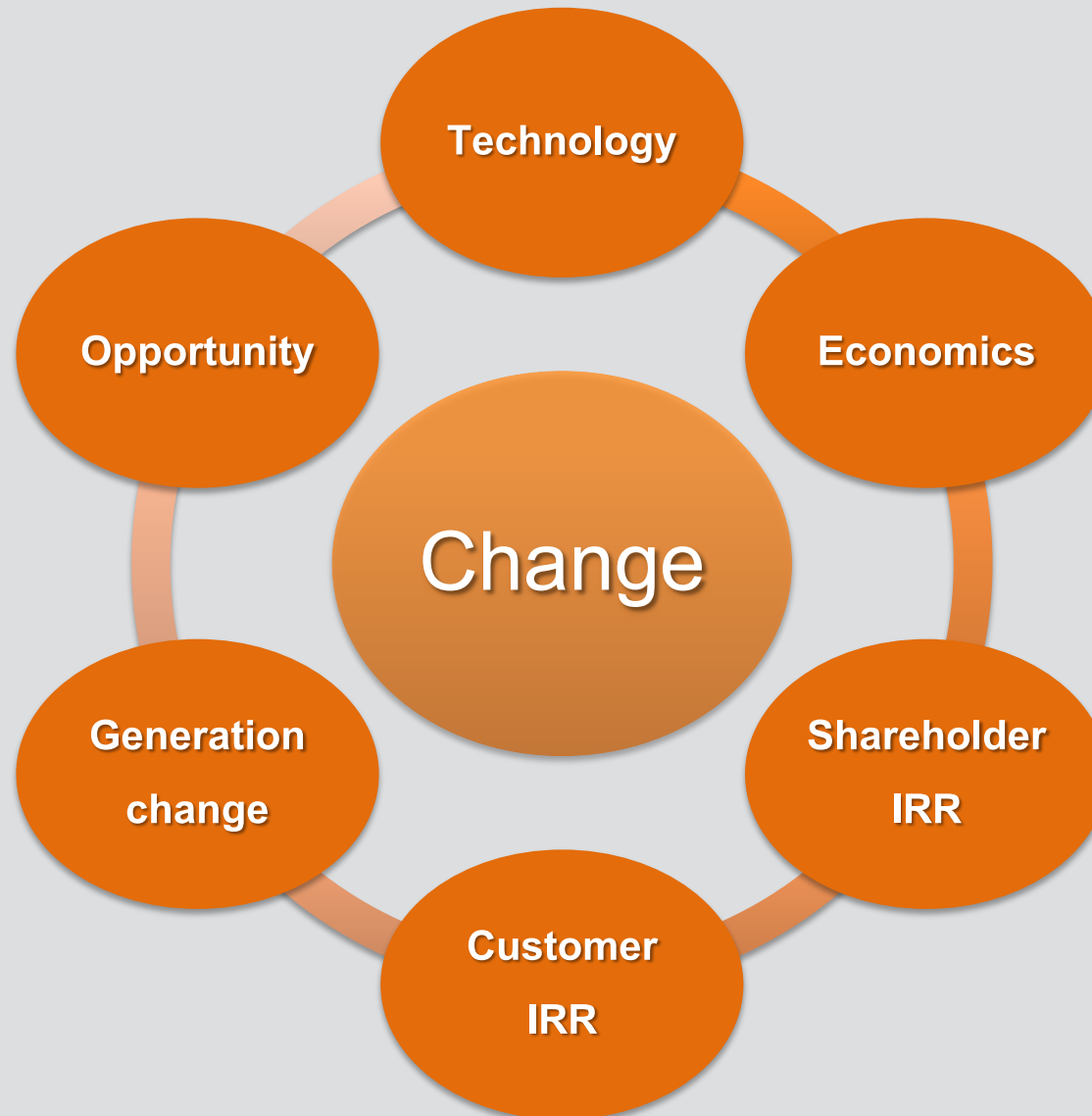
Innovation



Process

Mike says **NO ! PEOPLE** are the factors here

What is **driving change** today?



Conclusions so far

- In Mike's experience people have made him successful
- People drive success in all leading companies
- Change is all around us and the key to success from change is people

**Great Companies are
built by Great People**

QUESTION

If the world is changing and the key is people how does **management need to change** to live in today's fast moving environment?

Key challenges for Managers

- **Allowing the team to own the Vision**
- **Setting clear goals to achieve the vision**
- **Building a Success Culture defined by values to support the vision**
- **Empowering the team to move quick**
- **Engaging the team on execution regularly**
- **Developing / training the team to deliver**
- **Celebrating success and learning from failure**

Learning to deliver by **“LETTING GO”**

IDEAS from experience



- Shift from **“status”** to **“contribution”**
- Everyone matters and should be listened to
- People need to be able to speak up openly
- Empowerment not abdication
- Fast Success / Failure and **“no blame”**
- Values are lived not recited
- Owning it together
- Bottom up is OK as well as top down

Management's challenge



- Learning new skills sets
- Living values
- Learning to “Let Go”
- Control the process not the outcome
- Continuous improvement not perfection
- Accepting failure
- Corporate Social Responsibility
- **Make sure you have fun**

How 1? Engagement Know your Team

CEO / SMT meet staff

What do you like about working here?

What don't you like about working here?

CEO goes for a smoke and
they write their responses
or questions on flip chart

CEO responds

Agree so what will we repeat or change?

Explain why you disagree is very important

**It must result in real
change in the company**

How 2? Set the Vision

Make it high level

Make it a journey not an end

- **Changing the way people feel about insurance**

Build a corporate goal around it

- **Top 5 in 5**

Measure it and share results

Encourage ideas around it continuously

Celebrate progress

Make it fun

How 3? Agree and Live Values

Dare to be
DIFFERENT

Perform with
PASSION

Do the
RIGHT THING

SUCCEED together

CARE for people

How 4? turn words into “living”

The values through a journey

Don't teach – SHOW through action

Don't train – workshop facilitation

- Let them discover the words
- Let them define how to “Live” the values
- Have fun doing it

Set up transparent measurement processes

- Let them recommend actions

Find the Champions (Monthly Staff Award)

Make it fun

How 5? Speak Up

Select a group of “Change Agents”

Empower them to research speak up

Build a process driven by the Change Agents

- Gap – what manager thinks and what manager’s team think on ability to speak up
- Share results
- Workshop on results to identify why the gap
- Provide facilitation on “Fear”
- Agree next steps

Make it fun

How 6? Empowerment

What does it mean?

Do we really do it?

How do we handle success?

How do we handle failure?

Make it fun

How 7? Managers “Let Go!”

Managers generally control from outset

- Makes life easy for the manager
- Makes life tough for the team
 - **Kills initiative from team**
 - **Kills contribution from team**
 - **Kills ownership by the team**

Markets are changing so fast Managers need to learn to respond fast by “Letting Go”

Fast SUCCESS or Fast FAILURE

How 8: Letting go process

	Manager role	Team role
1	Brief high level vision and empower the process to be used (don't share the answer you want)	Listen and challenge for understanding
2	Provide resources – manpower, money and access (open doors)	Plan around the resources
3	Share any research that has been done already (don't share your conclusions)	Allow to develop additional research to get a full picture
4	Leave them alone to analyze and make recommendations (more than one)	Review the data, consider options, make selections and develop business cases (more than one)
5	Manager reviews the choices and asks team to identify top option <ul style="list-style-type: none">• Manager agrees great but WHY?• Manager disagrees but critical to explain WHY?• Empower next step	Present options to manager in order of preference. Challenge manager on his selection. Challenge manager on next step.
6	Empower the next step but be around to praise for success OR take responsibility for failure. (Make it FUN)	You own it, you deliver it. If you win it is YOUR SUCCESS . If you fail it is MY FAILURE

I love this work

Any question ?



Thank you