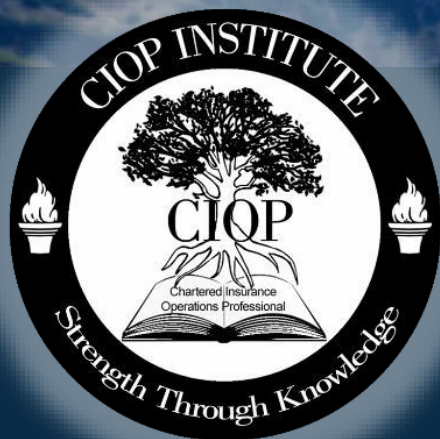



Strength Based Leader and Coach (SBLC)

**Revealing, Amplifying and
Unlocking the True Potential
of Your Organization, People,
and Yourself**



How to enhance, unleash and harness individual talent and creativity while infusing the organization with unrelenting purpose, resiliency and a business context that continually brings out the very best in everyone



Now is the time to transform human potential into human magic

This time in the insurance industry is like no other. For this is an extraordinary time. There is a convergence of multiple and incredibly powerful forces of change that are sweeping across our industry and the society it serves. This moment, this time of transformation, is a time of unprecedented freedom for those insurance organizations and their leaders with the foresight, the grit, the imagination to rewrite the rules of the game. This is the time to ignite the potential of the organization by uncovering, amplifying and leveraging the potential of everyone. This is the time to help people reach from where they are to where they can be. This is the time for all to go beyond what is simply required to envision and make real that which is truly possible

An extraordinary time calls for extraordinary people

While leaders, and how they influence, are widely diverse – the very best have one common trait. They believe in their heart of hearts, in their guiding principles and values, that all people have the potential to be extraordinary. And they strive to create a context by which everyone has the opportunity, indeed the responsibility, to discover and pursue their hidden potential. To instill self mastery. For everyone to write their own never unending story of who they can become. To discover new sources within themselves by which they can contribute more to the organization and to all they hold dear. For how can leaders ensure their organization thrives in this extraordinary time without nurturing, coaching, their people to become extraordinary; to become all that they can be?



An impactful professional development experience like no other

Through this dynamic, fast paced, and highly interactive program you will learn how to effectively tap into the latent potential of the people around you, as individuals and as teams, to deliver unprecedented results.

Participants gain the knowledge and skills to ignite and inspire everyone they touch to grow far more, to achieve far more and to contribute far more value. This is a deeply impactful learning experience. And its impact is designed to last a lifetime. You will emerge with the enriched ability to help people to become all they can be to better address immediate organizational challenges while they collectively become more focused on achieving greater things together and bringing their organization into a better future

The Strength Based Leader and Coach (SBLC) program provides the knowledge, skills and techniques to lead and speak with exceptional clarity and vividness to bring out the very best in people in rising to a higher purpose and elevated level of performance. Through interactive group discussion, engaging case studies, new assessment instruments and other experiential learning methods you will gain unique and profound insights. Insights that light the fire of courage and self confidence in people. You will learn to enhance the human experience; giving voice to people, nurturing and instilling their self worth, and motivating them to work and live more fully – to bring all their passion, imagination and energy to their role, assignments and team

In Search of Insurance Excellence

The SBLC curriculum emerged from a comprehensive research program that sought to answer two crucial questions. Why is it that some, although far too few, insurance organizations achieve ever higher levels of sustainable profitable real growth? And what must insurance companies do to understand and build the drivers of such performance excellence? In seeking the answers to these pivotal questions our research doggedly pursued several avenues in revealing the root causes that differentiate the truly outstanding insurance companies. Beyond the extensive statistical analytics of historical industry and company metrics, the very best practitioners and thought leaders were enrolled. Ethnographic deep dives into the most enduringly successful insurance firms were further supplemented by rigorous case studies and challenging interviews

The Four Drivers of Achieving Sustainable Profitable Growth

Our research revealed four uncompromising practices that leaders of the very best insurance companies are obsessed with: Attaining Self Mastery, Fostering Organizational Health, Building Team Excellence, and continually assisting people at every level in Elevating and Fulfilling Their Potential. These four practices serve as the topical domains of performance excellence that constitute the uniquely robust SBLC curriculum

The Four Positive Practices of Strength Based Leadership and Coaching



Attaining Self Mastery



Your SBLC development begins by learning and distinguishing the attributes of self mastery – then quickly builds on this strong foundation of understanding by providing you the tools and insights on how to truly Attain Self Mastery. Through proprietary instruments specifically developed for the SBLC curriculum, you will rapidly calibrate and further advance your own journey in Attaining Self Mastery – turning theory into action and providing you improved capabilities to apply the processes and practices that enable and inspire growth and creativity throughout the organization

Whether in a formal position of leadership by title, project manager, or a key professional, to ignite and sustain organizational growth everyone must continually strive to grow themselves in meaningful ways. To inspire others to achieve more, you must constantly strive to be more. To influence across the organization, to influence others, you must learn how to become a towering source of positive influence in all you do and all you are. To trust people, believe in who they are and who they can become, you must yourself always and forever be trustworthy. Attaining Self Mastery is essential as our success in our work and throughout our lives depends on it. For before we master the task, before we master our assignments and responsibilities, we must gain awareness of and always practice those habits, behaviors and disciplines that constitute self mastery.

Becoming a Masterful Communicator: Hearing and speaking in new and more engaging ways; Learning and practicing to effectively connect with people in creating meaningful dialogue and mutual purpose; Fostering group alignment by facilitating conversation in helping people better hear one another and to explain themselves more clearly; Quickly and accurately recognizing the type of dialogue to nimbly adjust and match our conversation style; Understanding, preparing for, and managing crucial conversations

Discovering Who We Are Now: Revealing our strengths and learning how to better leverage these strengths to bring out the very best in ourself, in others and to achieve far greater success; Exploring, fully acknowledging and taking the necessary steps to reduce our blind spots; Accurately determining and articulating our preferred style of working, living and interacting with others; Understanding our history and past decisions in reclaiming and reframing our options and choices

Exploring Who We Aspire to Become: Gaining clarity and articulating the person we are striving to become; Crafting our plan to attain the observable and impactful attributes of our desired future self; Understanding our own unwavering principles and values that will serve as a beacon along our journey from who we are today toward who we are striving to be; Setting achievable but meaningful performance and behavioral markers and milestones in measuring our progress along our planned journey to be who we aspire to become

Building and Amplifying Positive Relationships: Understanding the attributes of enduring positive relationships; Learning to practice the behaviors, habits and personal characteristics that make people want to form a positive relationship with you; How to mitigate and address negative relationships; Moving beyond reciprocity in developing trustful, honest, joyful relationships; Learning how positive relationships elevate and amplify people's professional performance and personal fulfillment

**Building &
Amplifying
Positive
Relationships**

**Becoming
A Masterful
Communicator**

**Discovering
Who We Are
Now**

**Exploring Who
We Aspire to
Become**



Elevating People Performance



Getting intentional about setting professional goals, creating sensible and doable pathways to these goals, and the personal energy, grounded confidence, passionate commitment and tenacious courage to succeed



Accurately revealing people strengths and aligning people strengths with the needs of the organization; crafting assignments that generate the best return on people strengths; uncovering, understanding and addressing weaknesses, the behavioral anchors, that diminish individual performance and potential



Unleashing one's potential through clarifying and building character; conditioning people to be proactive and growth oriented; to take the initiative to expand themselves as individuals and team members; to learn and be courageous enough to apply new knowledge even when it creates discomfort; how to build and apply critical thinking skills



Understanding and acquiring personal and professional resilience; facing reality in an unblinking fashion; creating meaning out of setbacks; being able to improvise, readily adapt and succeed with what is at hand; remaining calm and certain in oneself during times of stress, disruption, ambiguity and discontinuity; being forever mindful to bring a sense of urgency in successfully attaining purposeful progress

The very best insurance organizations create a working environment which serves as a crucible of human experience that brings out the very best in people. It is a context forged through a defining and profound belief that each person has their own innate potential and strengths that can be developed into exceptional capabilities. These are the organizations that have embraced the understanding that people develop and perform best when they can use their strengths; When people are provided the opportunity to do what they do best – as well as the organizational commitment to expand what they do best. These are the organizations that know, deeply understand, that engaging customers effectively is essential to growing the business – and that engaged employees create engaged customers. That the path toward elevating employee engagement is perceiving in people their potential; often seeing greater potential than people realize themselves. And building a demandingly positive relationship that enables, indeed challenges, people to reach ever higher in fulfilling their potential. Continually enhancing, leveraging and applying their strengths while forthrightly acknowledging, owning and addressing their weaknesses.

Your SBLC learning experience transcends theory by providing you actionable insights, techniques and skills that shape human possibility. You will learn how to act on a sincere belief that every person has both the potential and responsibility to make a positive difference. You will enhance your ability to cultivate meaningful connections with people in a way that generates an enduring context of mutual trust and respect within which personal growth and performance can flourish

You don't reach your potential; you reach for it. It's your awareness of potential that you can always strive to be better. And it is through this process of awareness and striving that you become ever better. - Robert Oppenheimer

Fostering Organizational Health



Crafting and infusing an inspiring vision and unified purpose of excellence in every plan, position, process and project



Establishing and living an organizational creed that conveys a clear, understandable, and unwavering line between right and wrong throughout the firm and for all individuals regarding ethics, values, conduct and behavior



Coming to market with exceptional products, services and solutions delivered through a sense of professional urgency that is based on deep empathy of the expressed and unexpressed needs and wants of targeted customers



Managing the present in an outstanding manner through incremental improvements while shaping the future through results-oriented creativity, experimentation and innovation



Reinforcing an accountable organization by investing in growing the capabilities of individuals; and to motivate, enable and inspire people to fully and enthusiastically apply these expanded capabilities



Creating and continually renewing an agile organizational structure that readily adapts to the challenges of a rapidly changing insurance industry, enables strategic growth, and mitigates practices that inhibit extraordinary performance



Building a trustful, transparent, and inclusive environment that facilitates candor, feedback, the diversity of intelligence and strengths regardless of position; measuring the right things in the right way and quickly, effectively, acting with purpose on these measurements

Organizational health is an absolute essential in achieving and sustaining outstanding performance. Not just attaining competitive results. But unleashing the true potential of the organization and all its people in becoming extraordinary. Organizational health is all about the endless efforts in shaping a context that serves as a platform in building an exceptional insurance company. A context that is vibrant, high energy, innovative, inexorably resilient. A setting that places working relationships over reporting relationships and hierarchy. A context that continually seeks to remove unintended obstacles that inhibit individual initiative and creative collaboration across organizational barriers. A platform that empowers people by loosening controls not tighten them; that reduces bureaucracy not tolerates it; that not only allows people to make decisions on their own but requires it. A work setting that constantly encourages people to get smarter; to know what they do not know and pursue gaining this knowledge with a sense of urgency; to move people from trying to be know-it-alls to becoming learn-it-alls. Organizational health that steadily propels everyone toward an inspiring vision of what becoming exceptional looks like. And together strive toward achieving this higher mutual goal. An inclusive, challenging and joyful setting that gives equal voice to all and attracts a diversity of thinkers and doers. An organizational platform that creates more customers and brings the customer into every decision, every process, every project, every unit, and every meeting.

We start from the presumption that our people are talented and want to contribute. We accept that, without meaning to, our company is stifling that talent in myriad unseen ways. Finally, we try to identify those impediments and fix them.

– Ed Catmull, Cofounder of Pixar Studios

Building Team Excellence

It may be a blinding glimpse of the obvious, but the very best insurance companies demand the very best of themselves. There is simply no room for adequate. Or satisfactory. Or mediocre. Or average. This is particularly relevant in how insurance organizations staff, deploy, and develop teams. Whether a senior leadership team or a project team. Whether a call center team or a branch office team. Exceptional insurance companies know that simply organizing a group of people and calling it a team does not make the group a team. The road to being an excellent insurance organization is paved by outstanding teams. Elevating a group to become a high performing team requires commitment, resources, capital and skill. It requires a deep understanding of the social processes and work disciplines that characterize outstanding teams. More than anything else it takes commanding knowledge of team development frameworks and methodologies that are masterfully and consistently applied throughout the organization. It takes change. Transformative change. Changing the role of managers from a focus on task and control to learning how to be outstanding team coaches. Coaches who truly understand that making great teams is the overriding goal of managers. Teams whose members have a sincere, passionate and vested interest in each others success and that of the team. Members who understand that when it comes to team excellence, job titles, hierarchy, organizational charts, and tenure are meaningless. The resulting positive and enduring impact of high performing teams resonates throughout the enterprise and across all stakeholders. Increased innovation, speed, quality, and performance is gained. And employee satisfaction is elevated as working in a winning team is wonderfully challenging, rewarding, exciting, joyful and just far more fun.

Your SBLC learning experience turns high performing team theory and concepts into actionable tools and techniques that will enable you to rapidly elevate team performance in measurable and sustaining ways



Understanding the difference between coaching individuals and coaching teams. Learning and applying the Atomic Team Coaching Habits™



The Five-Cs High Performing Team Framework™: mastering team Context, Composition, Competency, team member Communication and interaction, building team Cohesion



The Five-Ps High Performing Team Framework™: managing and improving work Processes, team Problem solving, team Power sharing, measuring and advancing team social and task Progress; establishing the right team Pace and rhythm



Improving team decision making; Techniques to foster team candor, facilitate creative disagreement to arrive at the very best solution; forging absolute member commitment to team decisions and course of action



Creating mutual trust, inclusivity and respect among all team members; Holding one another accountable for their behavior, making and fulfilling commitments, creating high performing team values; leveraging team member diversity



The making of outstanding team meetings; clarity of purpose, the meeting behaviors of great teammates, eliminating wasteful meetings, schedule versus ad hoc meetings; virtual team best practices, disciplines and meetings

If you give a good idea to a mediocre team, they will screw it up. If you give a mediocre idea to a brilliant team, they will either fix it or throw it away and come up with something far better

– Robert Iger, Disney CEO

A High Impact and Immediately Beneficial Development Experience Like No Other

The SBLC class content is delivered at the graduate level through dynamic tutorial presentations. Each topic is characterized by high engagement, interaction, lively discussion and continuous participation. And is further enlivened through rigorous cases studies and insurance industry illustrations. The tone is challenging and the content robust – providing a highly informative, stimulating and fast paced learning experience. Resulting knowledge is both profound and pragmatic which participants can immediately apply to the benefit of their organizations as well as to their current and future responsibilities.



Conducting the SBLC Program for Your Organization

The Strength Based Leader and Coach (SBLC) designation program is conducted for requesting insurance carriers – thereby enabling sponsors to realize the benefits of having a broader number of management leaders collectively gain respective knowledge and skills – while working together experiencing the SBLC learning experience. To explore conducting the Strength Based Leader and Coach program for your firm please contact Paul James, Dean of Curricula at the CIOP Institute: pjames@ciopdesignation.com or by calling the CIOP Institute at 866.930.CIOP

**Attaining
Self Mastery**



**Elevating
People Potential**



**Fostering
Organizational
Health**



**Building
Team Excellence**

