Innovation Culture: A 4-Year Journey

A leadership story about the courage & commitment to change

By Pete Behrens

Agile**Leadership**™ Journey

Pete Behrens

Founder & CEO

Agile Leadership Journey

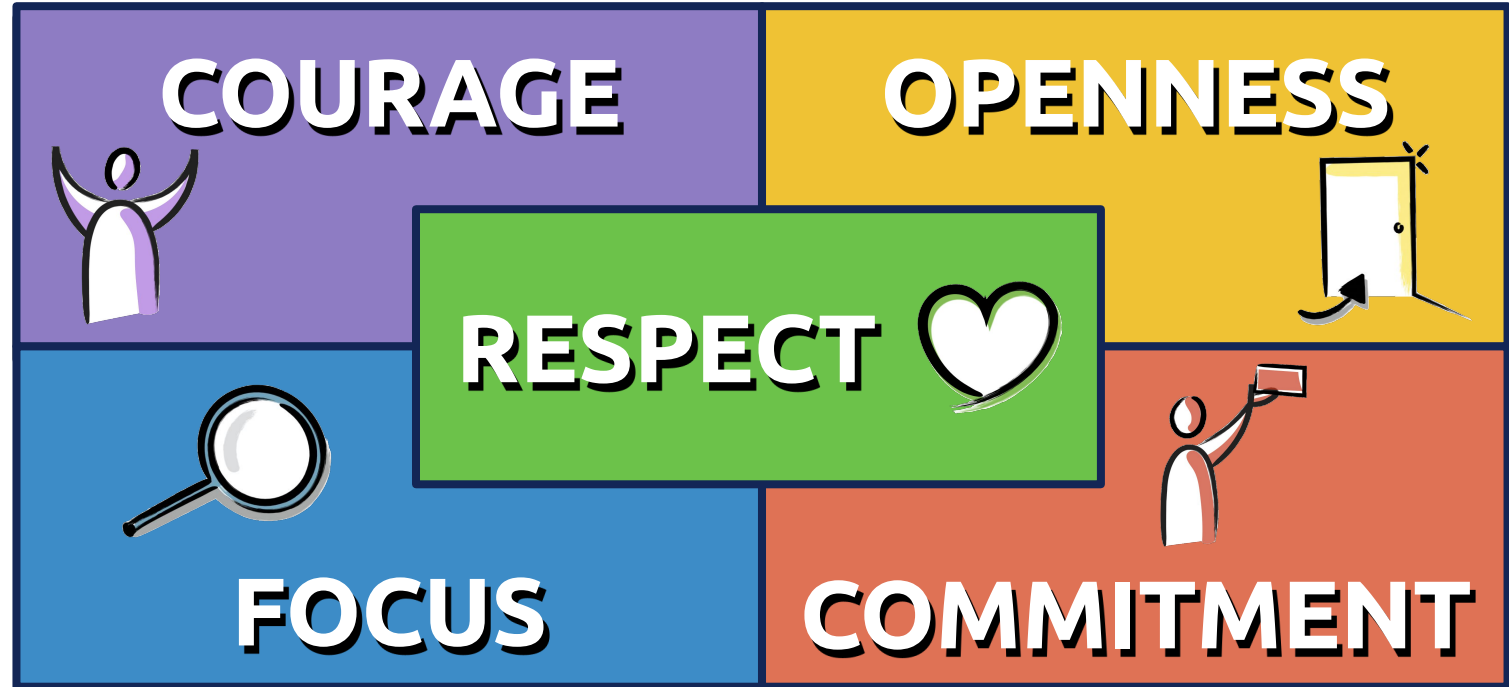Inspiring, educating and catalyzing leaders to transform themselves and their organizations.

A story from my past

Do you recognize these words?

COURAGE

OPENNESS

RESPECT
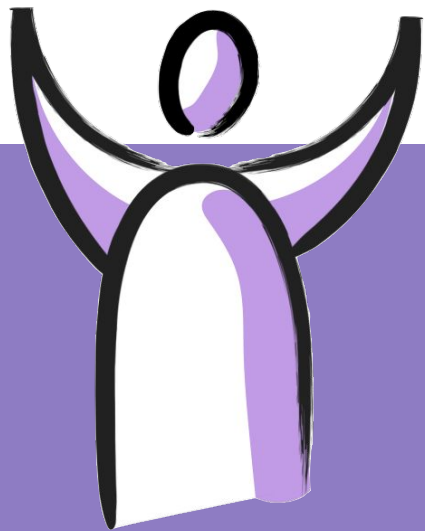
FOCUS

COMMITMENT

The values of Scrum

A story @ Amerisure

A private commercial insurance company founded in 1912.

Focus on construction, manufacturing, commercial property, and healthcare.

4-Year Journey

Transforming a more innovative culture through the values of Scrum

COURAGE

It's easier to act when your back is against the wall.

Amerisure leaders chose to shake up their business, even as it was "running smoothly".

It's easier to hire a consulting firm and delegate transformation responsibility.

Amerisure leaders chose to take personal responsibility of their transformation.

It's easier to run short, clear, low-risk experiments.

Amerisure leaders ran an experiment for all executive & senior leaders across every business function.

It's easier to follow the trends and use pre-packaged frameworks.

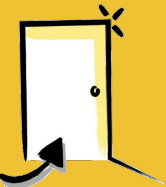## Amerisure leaders were open to learning something new.

OPENNESS

A company would never hire an employee without education and experience.

Yet every day, companies promote employees into leadership roles without them.

"Only 30% of leaders receive formal education, mentoring and/or coaching."

The Blanchard Report

"*Leadership development is not a priority or understood as necessary to our business transformation.*"

A Business Agility
Survey Response

Organizations mirror their leaders

Leaders

Organization

Unless leaders do their own development,

no organizational transformation will occur.

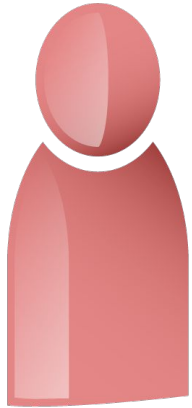**Amerisure leadership team being open to learn something new.**

It's less about leaders learning Agile processes and frameworks.

And more about leaders learning the levers that shape culture to enable more agile ways of working.
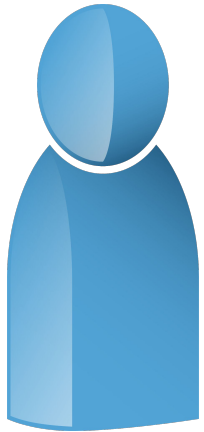
Agile Leadership is **NOT**

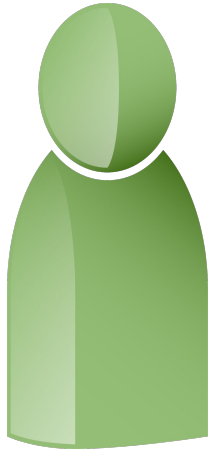# Leaders who know and understand Agile processes and frameworks

Agile Leadership is **NOT**
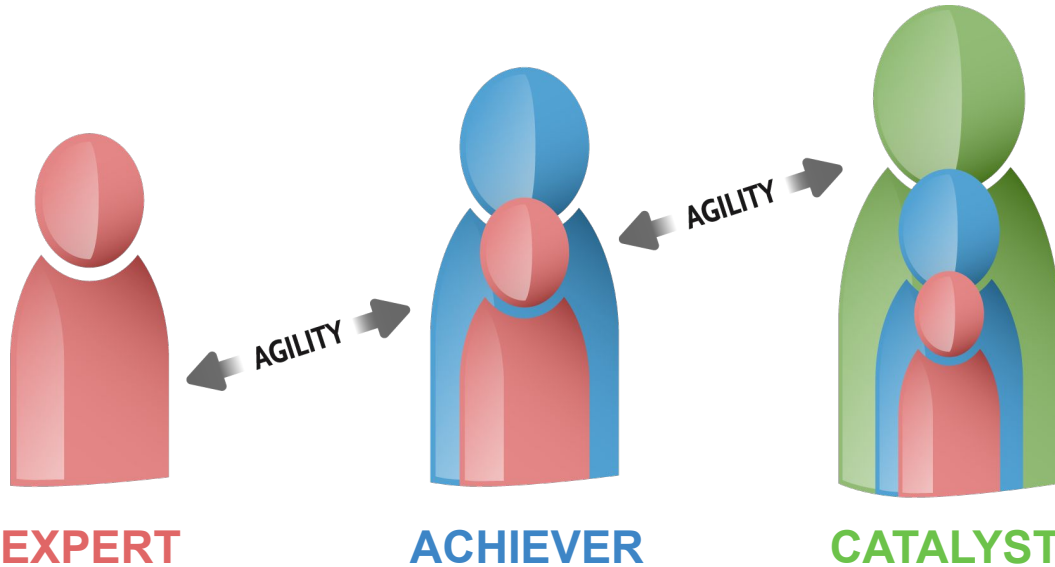
Leaders who drive agile transformations

Agile Leadership is **NOT**

Servant Leadership

Agile Leadership **IS**

EXPERT ⟷ AGILITY ⟷ ACHIEVER ⟷ AGILITY ⟷ CATALYST

A personal growth journey toward better leadership.
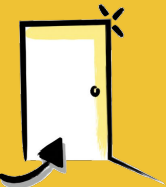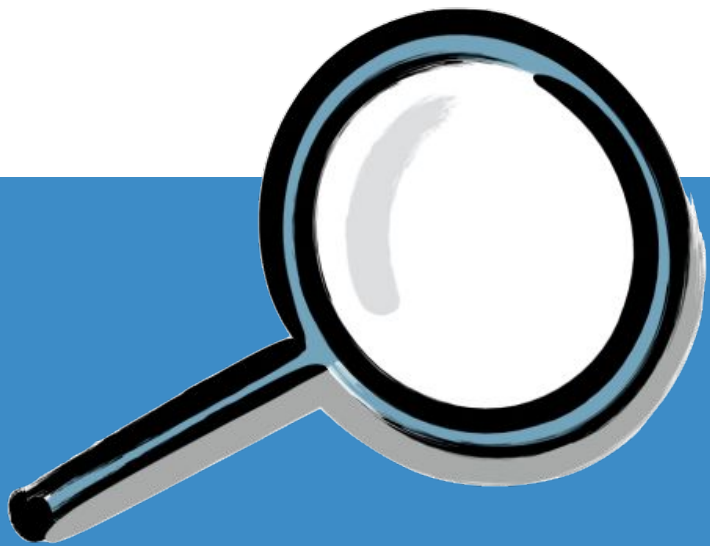
With improved awareness, vision, decisions & actions.

Amid complexity, uncertainty, and rapid change.

Agile frameworks are helpful
but not sufficient for transformation

Organizational transformation requires
a different mindset and culture

FOCUS
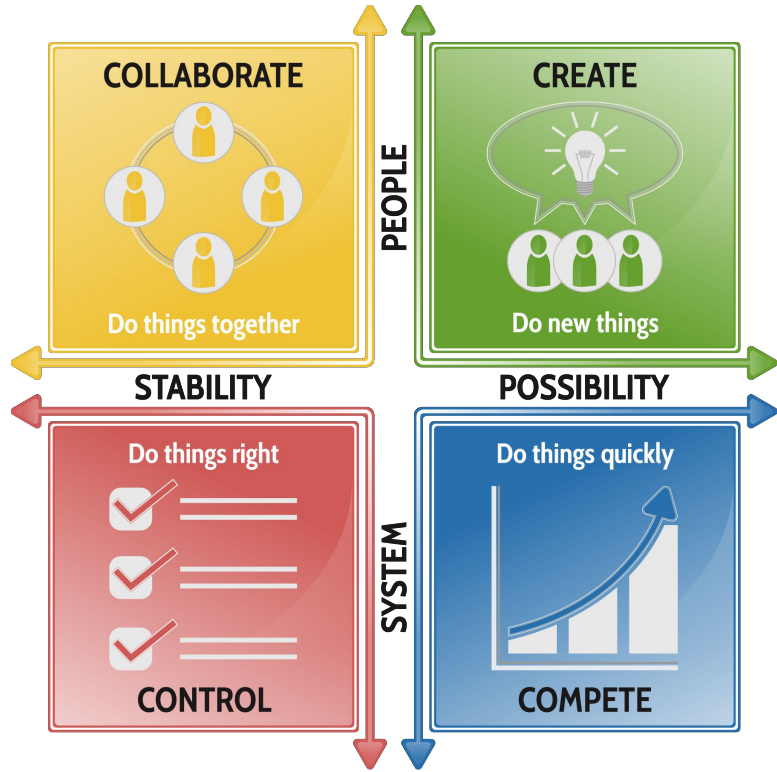
Many organizations focus on agility as their goal.

However, agility is a competency: a means to accomplish business goals.

Amerisure leaders already knew their strengths and challenges.

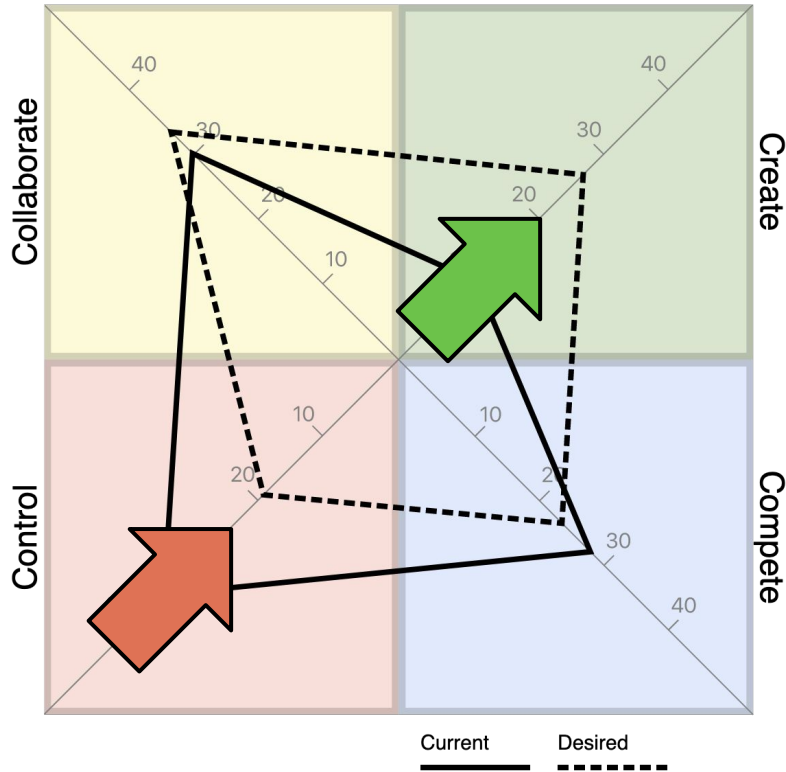## We simply helped visualize them in a meaningful and tangible way.

All organizations have strengths / challenges

Understanding their interdependence is key to performance / health.

Amerisure values as expressed in 2019 helped leaders connect the dots.

Speeding innovation would require letting go of their illusion of control.

Many leaders delegate transformation activities to others

Amerisure leaders now had focus and understood their role and responsibilities for transformation.

Amerisure was focused on innovation.

Novarica Innovation Awards

And were recognized for it!

COMMITMENT

Business transformations do not typically occur within a year.

Neither Amerisure leaders, nor their organization, were "transformed" in 2019.

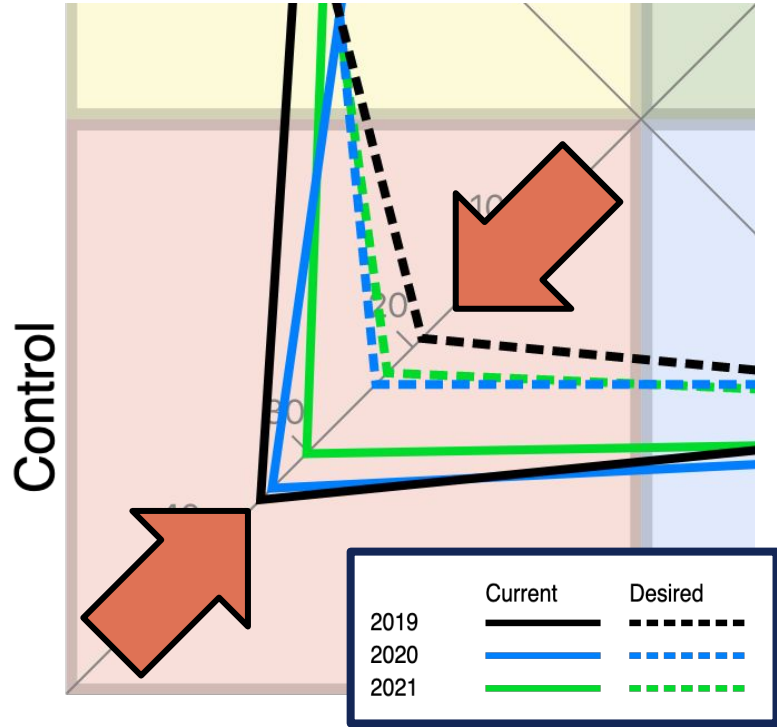"It takes 2 years on average to see the first recognizable impact in business agility."

The Business Agility Institute Report 2022

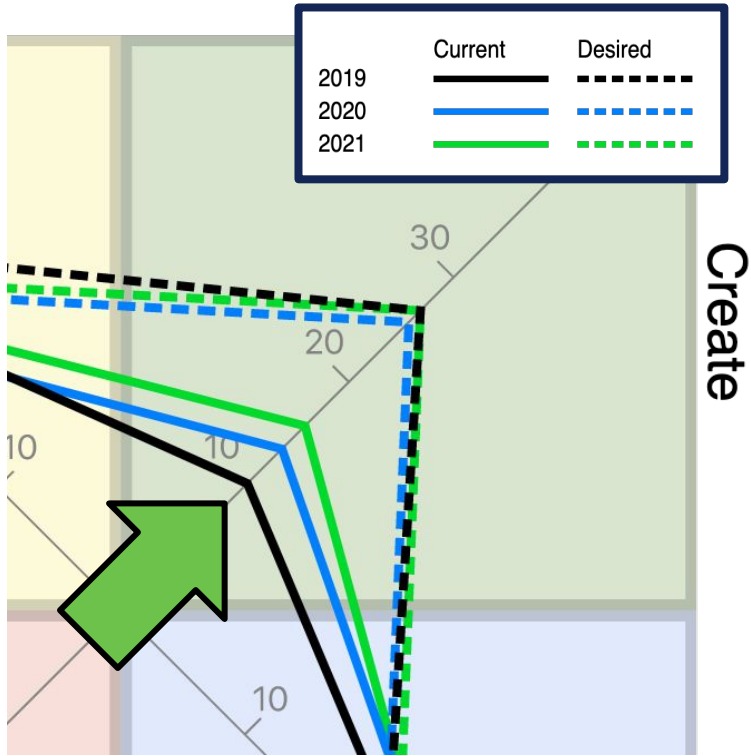# Transformation requires ongoing investment, year over year.

Amerisure leaders are in their
4th year of shaping and measuring
culture of innovation.

Year over year reductions in the need for control, as well as the realization of the value of controls, reduced their gap.

Enabling a year over year measurable increase in creativity and innovation.

Amerisure was receiving returns on their investments (ROI) every year.

**Through process
and service innovation,
and industry recognition!**

Innovation Awards

2019: Digital Innovation Practice

2020: Agile Practice Group

2021: Artificial Intelligent Predictive Modeling Platform

2022: AI Based Underwriting Platform
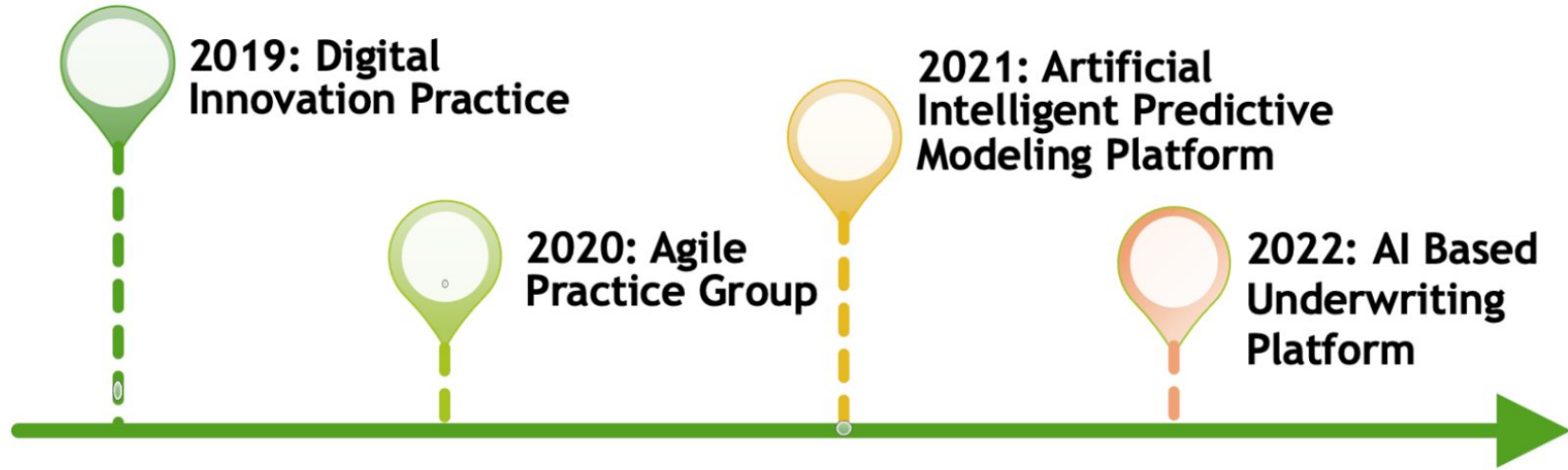
RESPECT

The moral of this story is NOT...

Only senior leaders will enable success on your agile journey.
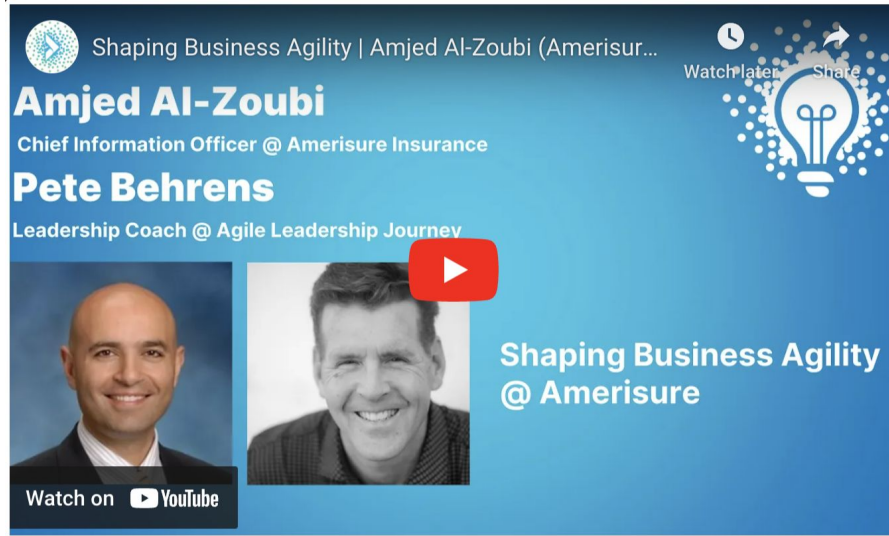
The moral of this story IS...

Any (leadership) team with courage, openness, focus, commitment and respect can shape a better future.

Presentation
Business Agility Institute Conference

Podcast Episode
(Re)Learning Leadership

Amerisure CIO, Amjed Al-Zoubi, joins Pete in sharing this story
As a formal conference presentation, and personally on the podcast

Are you ready to take a next step...

on your
agile leadership
journey?

Agile Leadership Journey™ Programs

	Agility in Leadership Series LEADER	**Agility in Organizations Series** ORGANIZATION
Classroom Learning **(1-Day to 2-Weeks)**	Agility in Leadership Workshop	Agility in Organization Workshop
Cohort Application **(3-Month Programs)**	Applied Agility in Leadership: **Developing a Growth Mindset** Applied Agility in Leadership: **Developing Catalyst Behaviors**	Applied Agility in Organizations: **Shaping Culture for** **Business Agility**
Coaching for Leadership **and Business Agility**	**Changewise Leadership Agility** **360 + Coaching**	**Culture Values 360 Survey** **+ Coaching**

Do you have the...

COURAGE

OPENNESS

RESPECT

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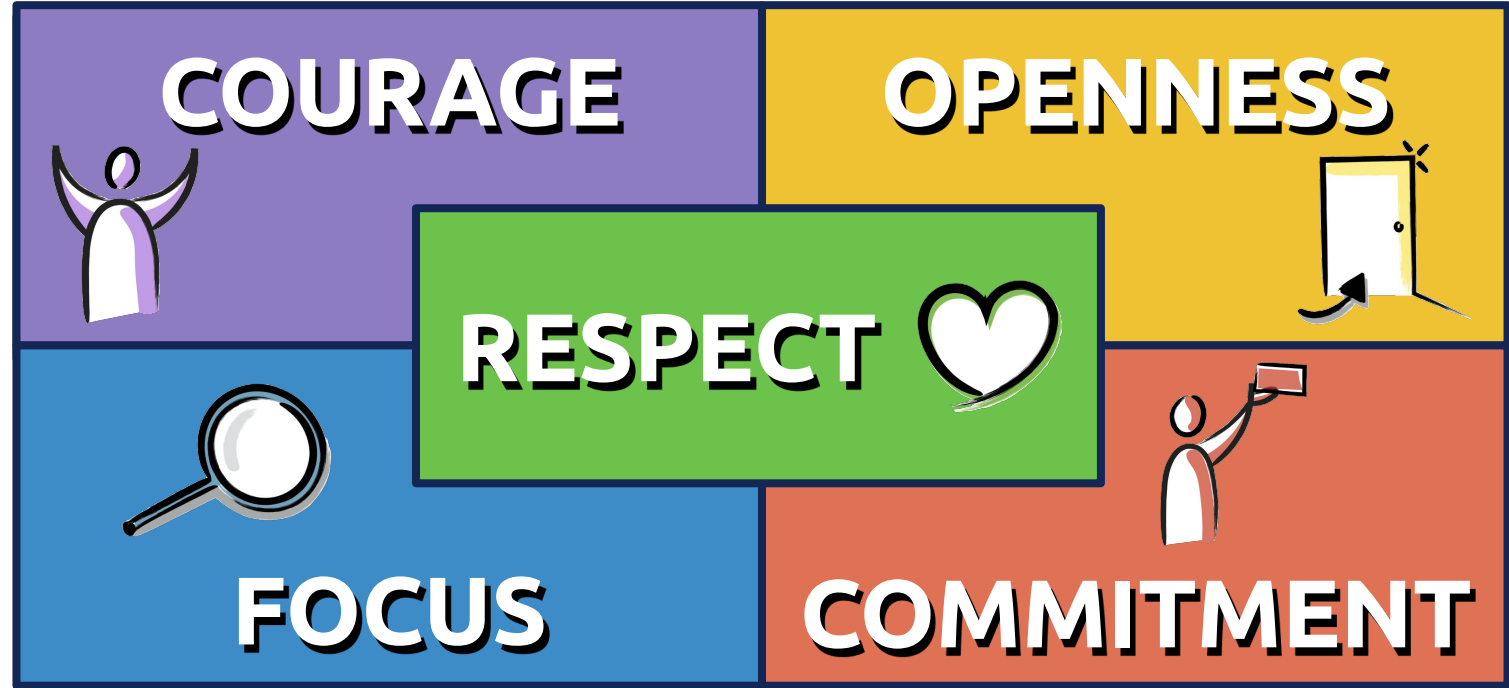
to change you or your organization?

Thank You!

Pete Behrens

Learn more…