

🔪 Nailing executive alignment and organisational health at MLC Life



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#BAconf



Nippon Life Insurance Company

Context and problem

The Epiphany



Our frame for Business Agility

1. Customer centricity and outcome focus
2. Value driven to focus on what matters most
3. Lean and outcome centric governance
4. Continuous organisation wide improvement
5. Self organising networks of teams

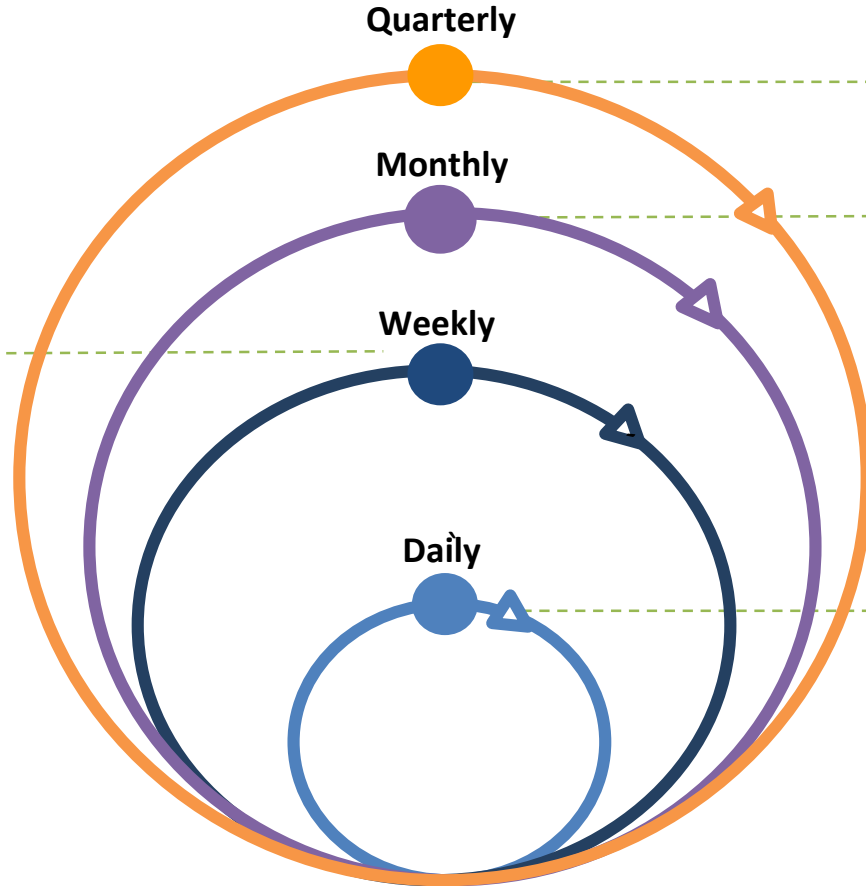
Creating a healthy, adaptable & resilient organisation

Approach and Execution

“Only those who dare to fail greatly, can ever achieve greatly” --Robert F. Kennedy



Co-designed Leadership Operating Rhythm



Quarterly

Quarterly planning

- *How'd we go?*
- *What's our next focus?*

Monthly

Monthly strategic

- *Where are we going?*
- *Lean portfolio walk*

Weekly

Weekly operational

- *How are we going?*

Daily

Stand up/ check-ins

- *How you going? How can I help?*



7 of the most impactful key learnings

1. Internal champions
2. Creating space and time to 'self and team reflect'
3. Co-designing the change
4. Promote the value of unlearning
5. Make it safe to take calculated risks
6. Lean thinking by making governance simple, clear and fast
7. Recruitment and structural change

The Future



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