

CreateConsulting and Hollard Insure say **YES**  
to building leadership team capability



# Introduction

As South Africa's largest privately-owned insurance group, the **Hollard Insurance Group** includes the **Hollard Insurance Company** and **Hollard Life Assurance Company**. The group provides short-term and life insurance as well as investment products to a diverse customer base, including individual consumers, commercial entities and corporate clients. Established in 1980, their purpose is to enable more people to create and secure a better future.

## Our contribution

Having previously experienced the powerful thinking solutions and methodology of **CreateConsulting, Hollard Insure** once again engaged with us in October 2020. The team's first step was to ensure a deep understanding of **Hollard Insure's** purpose and objectives and then craft a comprehensive programme to achieve them.

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"Self-awareness is a critical competency of leaders, as is the appreciation for the preferences of others. I need to know how to best impact the team's modus operandi."

Willie Lategan, CEO

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## GOALS

In October 2020, mid-way through their 5-year strategy, and after many months of navigating the disruption of COVID-19, the Hollard Insure executive team decided that to achieve all their ambitious goals, they would:



**Leverage thinking diversity**



**Enhance leadership capability**



**Enhance team cohesion and alignment**

...so that they could lead with energy, resilience and courage and be the leaders their 1300 staff want to follow to navigate the highly uncertain environment together.

# A comprehensive solution

This included a combination of synchronous in-person and virtual workshops, supported by asynchronous elements such as pre-work (case studies, white papers, articles & exercises) and a 6-month Stretch Thinking Partner Programme for the executive team.

The journey also included the design and facilitation of two large virtual Town Halls in March and May 2021, for over 100 of the next level leaders with a focus on finding practical opportunities for greater collaboration to support the achievement of the strategy.

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“For me, it is crucial to understand the thinking style of each colleague. I’m better equipped to address challenges and even tap into their thinking preference to help me solve challenges. I will now bounce ideas with people who have a different thinking preference.”

Adel Kriel, Head of Marketing

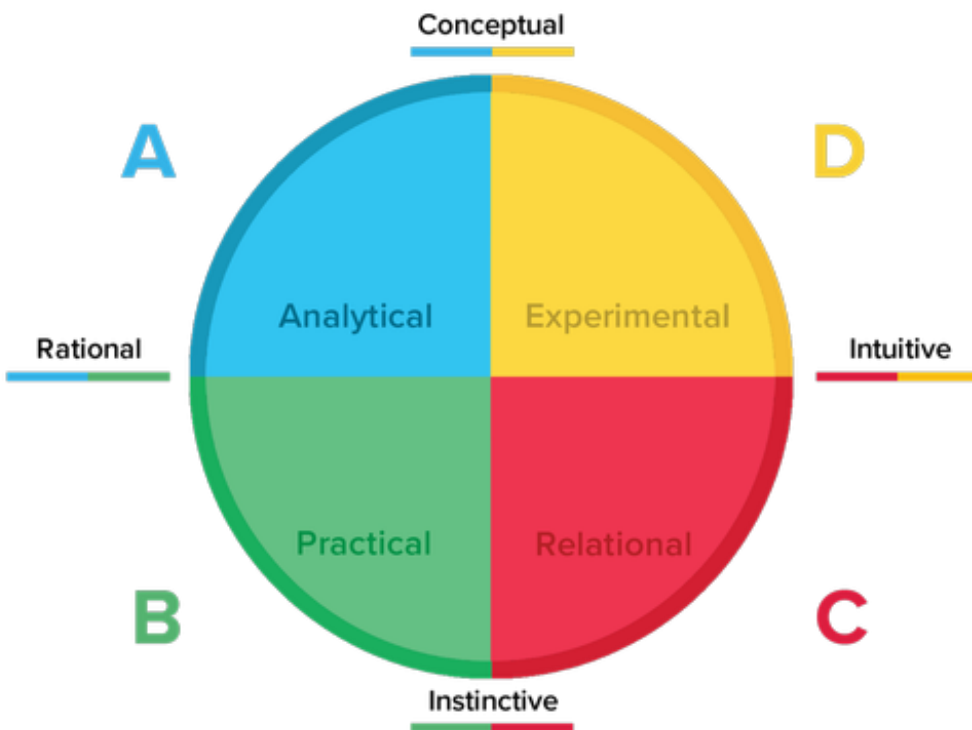
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- 1 Synchronous virtual & in-person workshops**
- 2 Asynchronous prework including case studies, articles & exercises**
- 3 6-month Stretch Thinking Partner Programme**
- 4 Virtual Town Halls**
- 5 Herrmann Brain Dominance Instrument® (HBDI®)**

## Herrmann Brain Dominance Instrument® (HBDI®)

Key to the journey was the use of the Herrmann Brain Dominance Instrument® (HBDI®), which defines and describes a person's preferences for thinking across the four quadrants of the Whole Brain® Model.

The HBDI® provided the team with specific insights about how their thinking preferences affect communication, collaboration, trust, decision making and problem solving.



## Other elements of the journey included:

- Creation of a Thinking Environment®
- Understanding the Whole Brain® Model and the application of Whole Brain® Thinking in team effectiveness and business
- Using the HBDI® (Herrmann® Brain Dominance Instrument) to support the understanding of cognitive diversity and leverage opportunities within the team
- Understanding the HBDI® Pair Reports and the HBDI® Team Report
- Using the TED (Herrmann® Team Effectiveness Dashboard) as a diagnostic tool to measure the team's current and ideal focus areas
- Exploring successful Whole Brain® Change and the importance of agile leadership as an essential tool to navigate disruption and manage distributed productivity and remote teams
- Understanding the factors contributing to healthy organisations and healthy teams
- Learning tools to enable effective communication for sustainable team health.

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“We have generated greater alignment and synchronization amongst the Insure leaders. Spending good quality time-out highlighted key learnings about our strengths and opportunities to step up. Whole Brain® Thinking crystalized our gaps and gave us insights and self-awareness to augment these gaps and take advantage of our differences and diversity.”

Pierre Geyer, Divisional Managing Director

## A successful journey

After a year-long journey, the executive team is aligned, understands each other's thinking, and has the know-how to unleash their individual strengths and work together to achieve their ambitious goals.

The knowledge and tools shared by **CreateConsulting** has also strengthened trust and cohesion within the team. The applicability of the content covered was described by the team as relevant to all aspects of the business. Whole Brain® Thinking became the framework for ensuring that the best thinking was ignited within the team.

When asked about the team journey and how well the program achieved its objectives, the team again rated its success very highly.

With this greater understanding, deeper appreciation of each other and valuable tools at hand, the **Hollard Insure** executive team is now even better positioned to live their purpose of helping others create and secure a better future.

## In conclusion

Our clients are our reason for being and we are proud to partner with such a respected organisation such as Hollard Insure, helping them ignite best thinking and transform, through conversations that matter.

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“As a leadership team we are now more comfortable to have the tough conversations about our role as leaders. We value that Melanie takes time to understand the dynamics of our team and business and worked with us at a pace that was comfortable, whilst still pushing us to deal with some challenging pain points. She is very professional with a human touch and was most accommodating to shift focus when needed due to the realities of our business and the environment. With COVID, this flexibility was an absolute gift!”

**Marlon Isaacs, Head of HR at the time**

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## Connect with us today



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