



NOW TO NEXT

EMPOWERING LEADERS FOR THE AI ERA OF INSURANCE

AI Isn't Just A Technology, It's a Business Strategy An Executive Program for Insurance Leaders with Strategies for the AI Era Ahead

Welcome to our December, Executive Program Edition. In this edition, we explore why building AI-savvy leaders is critically urgent and what it will take to accomplish this.

AI's advancement is relentless. Comprehending its potential and impact is imperative. While many executives recognize that AI will be a paradigm shift, they've yet to develop a comprehensive program to lead their company through it. Many still see AI as a mere efficiency tool, while in fact, it's a strategic force redefining the industry and its leadership.

SVIA's Now to Next provides insurers with a comprehensive program. It provides their leaders and managers the insights and skills needed to weave AI into the fabric of their business strategy, operations, and product development — from revolutionizing customer engagement with AI-driven personalization to innovating products and operational excellence.

This Newsletter shares vital insights gained from delivering successful Leadership Programs. They will be invaluable as you develop a strategy to guide your company through the rapid changes AI will bring. Here, you will learn about the critical urgency to develop leaders and culture across your organization capable of harnessing AI's transformative impact and what it takes to accomplish that.



We've provided questions to help you assess where your company is on this journey. At the end, we make a simple request. Reach out to us. Find out how we can help. We believe we can accelerate your leadership's ability to help your company thrive in the coming AI Era of insurance.

Mike Connor, CEO, Silicon Valley Insurance Accelerator, Inc.



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Now To Next: A Program Brief

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Crossing the AI Chasm

Why is it critical to think about AI beyond today's insurance paradigm?



A Paradigm Chasm is created when companies understand a huge change is coming but haven't empowered their organization to make the necessary changes. Helping your leaders and managers cross the Paradigm Chasm is critical if you expect to survive and thrive in the AI future.

Most insurers today are still on the legacy side of the Chasm, where AI is seen as a technology that can make things happen faster and more accurately.

However, AI is going to do far more than that. It will literally change our society and economy. If you think back on science fiction movies where planets are terraformed, that is the level of impact and change that AI will bring. That is the other side of the chasm.

Crossing the Chasm means empowering leaders and their teams to see the world not as it is, but as it will be. They must be able to leverage AI to uncover insights, predict trends, and create innovative products that were previously unimaginable.

This requires a leap in strategic thinking infused by a deep understanding of AI and its impact—a move beyond the current paradigm. That vision and the initiatives that bring it to life must be driven by a customer-centric strategy and culture that has embedded AI at its core.

Key Questions

What are you doing to educate leaders and their teams so they have a comprehensive understanding of AI capabilities, impact, and limitations? Are you building a culture where trial and error in AI applications are accepted and encouraged? In an AI-powered world, the other side of that chasm, Risk, is being redefined. Inaction often outweighs the risk of trying new approaches.

The AI Revolution In Insurance Leadership

Empowering Agile Leaders for AI-Era of Insurance



The challenge for insurers is building a culture and teams that can define and implement AI strategies that transform their business before their competitors do it for them. The key is developing agile leaders prepared for continuous innovation and change.

AI's Current and Emerging Impact

AI is already redefining policy creation, customer engagement, underwriting, claims, and operations. These changes are just the tip of the iceberg. AI's role will become pervasive, demanding a deep, evolving understanding across all organizational levels.

There is a revolution coming. Content generation and personalization driven by Generative AI will totally redefine customer engagement strategies. AI-Native Operational Systems that redefine core processes. Specialized AIs that enhance data-driven decision-making. Causal AI and Neuro-Symbolic AI will push the boundaries in understanding complex cause-effect relationships and decision-making, and far more.

The Leadership Imperative in the AI Era

Leaving AI integration to IT departments is no longer viable. Leaders must actively translate AI advancements into business strategy, continuously creating new customer value and operational efficiencies. It will take more than knowledgeable leaders. It takes an organization where continuous learning, experimentation, and adaptation are the norms.

Key Questions

Where is your AI-Generation Leadership development today? How comprehensive and pervasive is it in ensuring a cross-organizational understanding of how and where the intersection of human and AI working relationships will change? Do your leaders have the insight and knowledge needed to build and support an AI-adaptive culture?

Empowering AI-Ready Teams Across the Company

Why AI must become a tool of the many, not the few.



The transformation of a company into an AI-competent entity requires a profound cultural metamorphosis at scale. No organization or individual within your company can track, anticipate, and respond to the upcoming complex and high-impact changes driven by AI. It takes villages spread throughout your organization with leaders with the knowledge, characteristics, support, and courage to help reshape your company and deliver differentiating value in the AI future.

That transformation journey has strong parallels to Joseph Campbell's Hero's Journey. The Call to Adventure - Recognition that things must change. The Refusal Of The Call - the reluctance to fully embrace needed changes. Crossing The Threshold - when the hero leaves the status quo and crosses into the unknown—encountering Tests, Allies, and Enemies.

Organizations must anticipate the challenges and support their heroes throughout their journey to benefit from the incredibly important and urgent insight and capabilities they will bring.

Study after study shows 70% of transformation efforts fail. Failure usually comes from death by a thousand blows, courtesy of the status quo. A status quo that is compensated and rewarded to support past paradigms, not those of the future

When AI knowledge and experimentation are widespread, the organization becomes a dynamic entity capable of adapting and evolving rapidly. This collective approach accelerates the transformation process. It also helps you build one of the most critical elements of the culture - a strong, deeply informed middle management that can integrate AI into daily operations.

Key Questions

Are you ready to accelerate and scale your metamorphosis? Are you embedding AI understanding and application across all levels? Are you building next-generation leaders by equipping middle management? Will your current culture attract Digital Natives?

Accelerating Your AI Journey

SVIA Starts By Meeting Your Organization Where It Is



Accelerating your organization's AI journey requires creating a tailored Program. A Program needs to start by highlighting and celebrating the work already done and then delivering customized sessions that accelerate the momentum you are building by aligning with your specific needs, culture, and stage of digital maturity.

We begin with an assessment to understand your current level of AI integration, from technological infrastructure to employee AI literacy. That includes assessing how receptive your organizational culture is to AI-driven change.

Tailoring and Accelerating the AI Roadmap

With a clear grasp of your starting point, we focus on defining specific, measurable, attainable AI goals aligned with your broader business strategy.

Next, we work with you to develop a dynamic roadmap, ensuring each phase builds on the previous one and adapts to new insights. Before each new session is delivered, it's important to evaluate feedback, celebrate progress, and modify the roadmap based on new learnings, technological advancements, and shifting business priorities.

Key Questions

How effectively are different departments within your organization collaborating on AI initiatives? Can cross-functional cooperation be enhanced to drive a more cohesive AI strategy? Are your existing AI efforts operating under a common vision and understanding of how AI fits into your overall strategy? Does your current approach adjust and build momentum through regular check-ins?

An Adaptive Approach to Executive AI Education

The need for continuous, adaptive learning and collaboration



It's important that the Program you implement is as dynamic and multifaceted as your organization. It should be tailored to meet the needs of your leaders as their knowledge and priorities evolve. One-time learning sessions don't work. They've been proven ineffective time and again. Delivering a continuous, adaptive learning and collaborative journey is key.

Core Elements of Creating a Successful Program

Understanding how to design the Program for executives and other leaders throughout your organization is a critical factor in its success. We focus on strategic implications rather than the technical intricacies of AI. Making sure to address the strategic impact of AI on business models, customer engagement, and operational efficiency. Helping your teams understand how to merge cutting-edge AI with real-world business strategy and applications.

Workshops, group discussions, and collaborative projects are critical to success.

We encourage participants to exchange ideas and develop practical organizational strategies. Experience has taught us that unless participants have the opportunity to apply what has been presented to their situation or department, it creates little lasting value.

Dynamic and Responsive Structure

Structuring your Program into modules is important so that it can be updated or reoriented as AI technology and industry applications evolve quickly. This modular design ensures that the content remains relevant and impactful. Regular feedback from participants is integral to your Program. This feedback informs the ongoing adjustments, making sure it meets your organization's evolving needs.

Key Questions

How does your current executive education program address AI's strategic rather than just technical and tactical implications? In what ways can your organization benefit from a customized, interactive approach to AI learning and strategy development? Does your current approach provide a heartbeat that regularly brings your teams back to the table to check in on their progress and learning to keep momentum building?

Structuring Successful Leadership Sessions

Driving strategy and cultural change with interactive collaborative sessions



Sessions won't be successful if they are just presentations; they need to be dynamic, interactive platforms where participants from diverse organizational levels and functions come together to engage with industry innovators and thought leaders. This structure is pivotal in fostering a culture of collaborative learning and accelerating strategic innovation.

This type of Program Session helps build a holistic view of AI's impact and potential by bringing together individuals from different departments and levels. This diversity is crucial in developing strategies that include the multifaceted needs of different organizations.

Your participants must gain insights from leaders and companies at the forefront of AI. This gives them a real-time understanding of emerging trends, technologies, and best practices. This is invaluable for staying ahead in a rapidly evolving industry.

Collaborative Workshops

We've found that central to successful Programs are Collaborative Workshops. This is where participants apply what they learned directly to their own organization. Guided by industry experts, these workshops help your team analyze current trends, threats, and opportunities. With that insight, they can collaborate to integrate newly found insights into strategies and priorities.

Leadership Involvement and Celebration of Progress

Senior leadership participation in these sessions is critical. It provides visible support and reinforcement of the strategic importance of AI and the work of this program. Celebrating progress and recognizing 'heroes' within the organization championing AI initiatives are integral to these sessions. This motivates participants and underscores the organization's commitment to embracing AI-driven change.

Key Questions

Does your organization understand that the rapid changes AI will bring are much broader and deeper than IT and a small group of AI experts can address effectively? How is your organization ensuring that diverse perspectives from different levels and departments are integrated into your AI strategy sessions? Are you bringing your teams together to create a collective understanding of how the innovators shaping the future of insurance see that future unfolding? How does your organization recognize and celebrate individuals actively contributing to AI initiatives and cultural change?

Inside A Customer Engagement Workshop

Blending innovator insights with collaborative, cross-functional strategy development



Let's use Customer Engagement as an example of how a successful session is structured. AI's impact on insurance has been most visible in Customer Engagement. Even in their early stages, chatbots, predictive analytics, and personalized recommendations are changing the face of customer service and marketing. And we are just at the beginning of that change. So it makes using this area a great proxy for illustrating a successful session.

As we develop the Session theme and agenda, we start by sitting down with your team to understand where they are. This includes status, priorities, challenges, and session objectives. We find out which innovators they've worked with and who they'd like to meet. Based on that information, we work with you to create a powerful results-oriented agenda.

We start with a kick-off Session by your CEO, discussing the work being done in your company and why this program is part of it. We have them acknowledge the "Heroes" in your organization and invite those heroes to share their progress and plans.

We are with you to define and provide a series of Sessions that are laid out in a way that both engages and educates senior leaders and helps them to understand and create a strategic roadmap ahead.

Example topics include:

Using AI To Deliver an Integrated Customer Experience

- Personalization at Scale
- AI for Predictive Analytics
- AI Powered Marketing Operations
- Ethical Considerations

It's important to have both internal and external AI innovators speak. We have them discuss the current and future state, implementation requirements, challenges, and best practices. Make sure they share how they see the future unfolding as AI matures.

Collaborative Workshops and Real-world Applications

We organize workgroups within a session with no more than five or six people and have them come from different company areas. Each group identifies key takeaways and applies their learnings to a high-priority strategy/use case. At the workshop's close, we have each group share takeaways and present their use case. This approach is instrumental in helping build cross-company understanding and collaboration.

Key Questions

What is currently being done within your organization to create a customer-centric vs. product or business unit-centric approach to customer engagement and support? What's being done to develop an integrated AI strategy for marketing, customer engagement, and support? Do the leaders and team members across the various groups have a shared understanding of AI's impact and a common strategy to address it?

The Imperative For AI-Ready Leaders

Essential AI leadership skills you need now



AI is rapidly reshaping value creation across industries. Insurance isn't immune. Leaders who understand the AI landscape, including the AI economy and tools like ChatGPT, are essential. Without this knowledge, strategically positioning companies for success in a rapidly evolving market will be impossible.

Leaders must be able to define and develop product and service offerings that leverage AI. AI is accelerating the ability to offer highly personalized solutions at scale. However, the critical role for leaders is establishing a customer-centric strategic and technology framework for the business that guides and supports those continually evolving AI-driven products and services.

AI-induced changes are coming to distribution. This includes channel diversification, automated online channels, and AI-enhanced broker models. Cross-channel strategies that leverage AI to integrate and optimize experiences, consistency, and efficiency in customer engagement will also be critical. Next-generation chatbots, personalization systems, and real-time interaction, communication, and knowledge systems will be just a part of AI's enhanced capabilities. Staying ahead requires leaders who see beyond the existing distribution paradigm and can overcome internal resistance to prepare the company for that future.

AI will redefine operational excellence for insurance companies from risk assessment to claims processing and beyond. Staying competitive requires understanding how Digital Native systems will change workflows, organizational structures, and operating costs. As more of these systems come online, regulatory and ethical governance will become increasingly important. It will take leaders who are deeply knowledgeable and forward-thinking to anticipate and navigate these opportunities and challenges

You must have leaders who can cultivate an AI-ready culture. One that is constantly driving innovation and embracing the changes it brings. This includes developing strategic and tactical AI partnerships. In the market that is forming, you can't compete successfully without these.

Effectively allocating resources for AI projects and developing the roadmap for change is critical to delivering real business and customer value and organizational momentum. Developing leaders who identify and evaluate opportunities and drive change that delivers real business results requires ongoing investment and education.

To succeed in the AI era, leaders must move beyond traditional management paradigms. They must help their teams adapt to the current AI landscape while proactively shaping the organization and its behavior for the future. They must continually redefine workflows where human and AI capabilities are constantly redefined. Managers must also shift the paradigms of employee reward, motivation, and performance measurement. In the AI world, the value expected from managers and employees will shift from task completion to collaboration and innovation through the use of AI, as AI takes on more of the day-to-day tasks.

Key Questions

How does your organization assess and develop the specific competencies leaders need to succeed in the AI era of insurance? What proactive measures are in place to cultivate leaders who can navigate and shape the AI-driven future of the insurance industry? Have you identified gaps in current leadership capabilities regarding AI readiness, and what strategies are being implemented to address these gaps?

Presenting Now to Next to Your Leadership

Strategies for accelerating AI-forward leadership



Introducing a new Program, especially one that requires the investment of time from busy executives and their staff, can be intimidating. However, in an era where AI is rapidly transforming the business landscape, not just understanding but strategically acting on AI's potential is no longer optional—it's essential for the future of any organization.

Bridging the gap between the knowledge that a paradigm shift is coming and taking actions that deliver the business change required is critical. Because AI is still such an unknown and the change it will bring is so pervasive, that gap is currently a significant barrier for many organizations.



Susan Gibson, Chief Executive at Canada Life Assurance Europe

In the words of one of our clients, Susan Gibson, "Partnering with SVIA transformed our business at Irish Life. Their program, blending industry expertise with practical workshops, has been invaluable. It fueled our digital shift, igniting a new vision and helping us build a culture with the tools to act."

The goal isn't just to bring another educational program to your management's attention. It's about presenting a compelling case for why this kind of strategic AI integration and leadership development isn't just beneficial but crucial. This kind of program offers more than insights—it provides the frameworks and tools necessary for your leaders and teams to actively navigate and shape the AI-driven future of the insurance industry.

While other organizations might offer AI-related training, SVIA's Now to Next Program stands out. It's uniquely positioned to frame the issue of AI in the insurance industry clearly and help your organization take the action required to truly address it. By getting SVIA in front of your executives, they'll have the opportunity to hear firsthand about the program's potential to transform your organization's approach to AI. This isn't just about choosing SVIA or another provider; it's about making an informed decision on how best to prepare for and lead in the AI era.

With this in mind, we offer the following as an example of how to kick off this critical conversation about your organization's future in the rapidly evolving world of AI.

We want to discuss how to provide our company with the insight and capabilities it needs to thrive in the face of the changes AI will bring to insurance. Most companies still see AI as a technology that will improve effectiveness. But it is much more than that. AI will soon become pervasive and commoditized across our lives and business processes. It will dramatically change what is valued and how value is created.

For our company to thrive, we need to translate that understanding of AI into strategic action now. We need a catalyst to unify leaders and teams across the company. They need a deep, shared understanding of AI's rapid evolution, its impact on insurance, and a strategic framework for setting priorities and driving implementation.

SVIA's 'Now to Next' is a great starting place. It's an Executive Leadership Program for the AI Era of Insurance. Their Program is a powerful example of what we need to stay in front of the AI curve. Now to Next isn't just another AI briefing or training program. It is the basis for defining and accelerating a transformative strategy essential for our organization's future. While there may be other programs out there, Now to Next is a great blueprint for what we need.

Now To Next Executive Leadership Program

Background Information

Now to Next is an immersive Leadership Program tailored to your needs. It's an ecosystem of learning, connection, and actionable strategy, providing your executives and leaders across the organization with a deep understanding of AI's potential and the ability to lead, including:

Insight

Provide your leaders with an in-depth understanding of AI's rapid evolution and strategic impact.

Action

Bring your leaders together in workshops to collaboratively assess, prioritize, and mobilize.

Connections

Accelerate strategy. Connect your leaders with a powerful network of AI innovators.

The Sessions outlined below can be tailored to address your priorities

Now To Next

The AI Leadership Mastery Series



The AI-Era of Insurance: A New Paradigm

Gain a critical understanding of the AI future, and how it will impact insurance, and your company.

Demystifying Modern AIs: The GPT Genie & Beyond

An operational intro to ChatGPT, and coming AI's and how to shape the future with them.

Leading with Vision: An AI-Centric Strategy Framework

Know how to design agile AI strategies for the evolving economy.

Innovating with AI: Product & Service Revolution

Harness AI to create breakthrough personalized insurance solutions.

Customer Engagement 2.0: AI's Personal Touch

Learn techniques & tools to forge deep customer understanding & relationships.

Redefining Distribution: AI in Channels & Relationships

Understand optimization strategies for distribution in an AI-infused industry.

Operational Excellence: The AI Transformation

Know where and how AI will transform operations.

AI's Challenging Terrain: Data, Ethics, and Regulation

Learn how to develop a Framework for AI Governance and Management

Nurturing Innovation: Cultivating an AI-Ready Culture

Understand the keys to developing an innovative, adaptive culture, ready to integrate and thrive in an AI-powered economy.

Synergies for Acceleration: AI Collaborations & Partnerships

Define and manage AI partnerships to accelerate AI advantage.

Resource Alchemy: Maximizing AI's Value Generation

Dive into the methodologies for ensuring maximum value from AI projects

Blueprint For AI Transformation:

Strategies, frameworks, and nuances of change management to lead organizations into the AI economy.

Leading in AI-Era: Essential Management Skills:

Deep dive into leadership skills, methodologies, and ethical frameworks needed in the AI Era.

Synthesis & Momentum

Revisit the insights gained, the future of insurance and develop priorities and an action plan for the future.

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Staying Ahead Of The AI Curve

an example of the insight and materials provided in The Now To Next Program.

It provides 25 pages of guidance and tough questions for executives committed to leading their organization successfully in the AI Era of Insurance



Staying Ahead of the AI Curve: The Executive Playbook

- Playbook Introduction
- The Real Competitive Landscape
- Visioning the AI Future of Insurance
- Future Proofing Data Infrastructure
- Tailoring Analytics For The AI Future
- Selecting the Right AI Technology
- Change Management and Cultural
- Refining AI Processes
- Scaling AI Across The Enterprise
- Navigating AI's Ethical Maze
- Choosing Partners
- Legacy to AI Native Transition
- Overcoming Challenges
- Key Metrics and KPIs
- AI Investment Strategies
- Human-AI Hybrid Work Environment
- AI, Employment, And Jobs
- Transforming Leadership
- Leadership Assessment & Matrix
- Candidate Interview Guide
- Presenting The Business Case
- Delivering Business Results
- Best Practices

Staying Ahead of the AI Curve: The Executive Playbook
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