

## THE CHALLENGE

Bupa - and the health insurance industry more broadly - has been undergoing huge market-driven change in the past few years. Coupled with disruption throughout 2020 from COVID-19, this has meant that this specific team of executives from a key business unit within BUPA has been under significant pressure to continue to perform whilst supporting change efforts being implemented throughout that period and currently.

The individuals within the team whilst each having high technical skills in their respective cross-functional area, were at different stages of leadership experience and ability. They each also had responsibility for navigating these changes and leading teams of people through restructures and critical operational changes, including the implementation of robotics and automation.

## THE APPROACH

Over the past year, at the direction of the head of the department, an overall leadership development strategy was agreed, and each team member received personal leadership coaching which used individual Leadership Circle® profiling at the commencement of each project. This coaching has been personalised with respect to individual development goals, whilst being aligned to the broader strategic direction of the business unit, and the changes being implemented.

The culmination of this process was to conduct both an aggregate team profile as well as a Collective Leadership Assessment™ (CLA) on the team - to review the leadership culture. These profiles were run and were presented at the first day of the current strategic planning process for the team. One of the aims of the leadership/culture session was to consider ways in which their collective strength can serve to help us focus on what they want, rather than what they don't want. Whilst reviewing the profile, initial focus was on considering how to maintain the overall strengths as highlighted in the aggregate profile and CLA, and how best to embody this strong competitive advantage, so vital to the organization at this time of change. Attention was also given on how to better utilize the gifts within the Reactive, and a plan for doing so was developed, with particular emphasis on putting to good use, the gifts within the Compliance category, which had previously been over-dialed in some business contexts, as well as showing up in individual profiles.

*"This CLA result has enhanced their individual and collective input to the current strategy planning project."*

## THE IMPACT

Each member of the team engaged fully in their separate coaching programs, and each personal development plan was aligned to respective department changes (e.g. the move to robotics and the subsequent fear that this raised within both the leader and teams). Such changes were listed as Mission Critical

Initiatives, providing measurable platforms on which to gauge the effectiveness of specifically identified leadership behavioural change. Whilst this team has been stretched and is experiencing some energy drain, getting these exceptional results for their CLA report, and aggregate profile, served to provide a pick-up in their individual and collective drive. They are a team of people who genuinely like each other, have great respect for their leader, and give their best effort to the organisation. This CLA result has enhanced their individual and collective input to the current strategy planning project.

*“Each member of the leadership team has benefited greatly with individual personal coaching. Personal development efficacy has been tested during this past year with the dimension of resilience being utilised to step through tremendous change and move in the new direction.*

*Our team’s remarkable profile is one to be treasured and celebrated.”*

*Bupa is an international health insurance and healthcare provision group with over 33 million customers worldwide. Its origins and headquarters are in the United Kingdom. Health provider compliance audits and reviews are conducted in accordance with legislation, to protect public funds and make sure benefits are correctly paid.*

*Thank you to Executive Mandala for contributing to the above case study.*