



Courageous Leader Program Case Study



FUTURE READY LEADERSHIP DEVELOPMENT

ARISTOTLE
PERFORMANCE

CASE STUDY OVERVIEW

AP

01

Developing Courageous Leaders & Navigating Change in a Global Financial Services and Insurance Organization

OBJECTIVES

Our client was a leading global financial services and life insurance agency. The Singapore based office faced external challenges of rapid change and steep competition along with internal challenges of strengthening its culture of well-being, psychological safety, and engagement. They sought a customized leadership development strategy emphasizing psychological safety, learning, and innovation that could be scaled across the organization.

SOLUTIONS

Aristotle Performance implemented the Courageous Leader Program (CLP) to enhance leadership skills and improve the culture of the organization. The CLP is a comprehensive 8-month program aimed to increase psychological safety, productivity, communication, team leadership, innovative thinking, and high performance.

Over 120 mid- to senior-level managers participated in the program and reported that it significantly strengthened their leadership capabilities, sense of engagement, and commitment to the organization.

BENEFITS

High impact while time sensitive

- a meaningful learning experience that was time sensitive & actionable.

Increased organizational resilience

- enhance peer to peer and cross-silo relationships in a vertical, horizontal or matrix setting.

Oriented towards scalability

- directly applicable to a wide range of participant context in a format designed to reach across the organization with an option to enrol champions and leaders as internal trainers.

AT A GLANCE

Challenges

- Time sensitivity
- High pressure environment
- Rapid change
- Culturally complex

Benefits

- 7% increase in productivity across 800+ team members
- 3% increase in productivity across 120+ participant leaders
- 7% increase in psychological safety
- 4% higher retention across 800+ survey respondents



"The CLP helped to give me more confidence to walk the talk as a leader. My team was good but its reputation has as high performing has become well established.

I have been able to connect with my peers in a new way, learn from their experiences and transfer that knowledge directly into my leadership."

Julien Fey

Head of Business
Generation

ARISTOTLE PERFORMANCE

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Aristotle Performance is a management consulting and training firm working with organizations across the world to increase psychological safety, leadership effectiveness and organizational excellence

More importantly we are experts in our field and humans in our approach.

We specialize in helping organizations achieve high performance learning environments through interactive training and scalable solutions that build psychological safety and organizational capacity.

Additionally, we are a core partner of The Fearless Organization in **collaboration with Dr. Amy C Edmondson** of Harvard University. We help to implement strategies based on her research while providing innovative training, certification and championing evidence based research.

We have partnered with numerous organizations such as Prudential Assurance, Boehringer Ingelheim, Kite Pharma, Logitech, Cisco, Ogilvy, FINRA, HubSpot, LexisNexis, and Yale School of Medicine to help **increase productivity, team effectiveness and employee well-being** through the development of critical leadership skills, internal capacity building and psychological safety.



In partnership with:

the
fearless
organization

THE CHALLENGE

03

The Client

In the fast-paced world of finance, where the stakes are high and the margin for error is slim, cultivating psychological safety is crucial to ensure that an organization can succeed in an uncertain environment.

As a global leader in financial services and life insurance the organization had a well established presence in Singapore having been established there for more than 90 years. This history provided a stable foundation and above average levels of psychological safety but the organization faced dual challenges as it sought to thrive in our post-pandemic world.

Externally, they encountered the same turmoil felt across the financial sector with rapid change and steep competition. Internally, organizational leaders sought to strengthen the culture of well-being, psychological safety, and engagement to support staff's ability to improve cross-silo communication, productivity and lead through organizational restructuring, hybrid workplace transitions, and pivots in strategic direction.

The organization already had a well-established internal learning and development department and impactful leadership initiatives, but they sought a leadership development strategy that emphasized psychological safety, learning, and innovation that could be customized to their context and scaled across the organization.

For Participants

Across the globe, numerous industries and in particular front line leaders were struggling to manage the effects of the pandemic. Leaders who would eventually join the Courageous Leader Program were no exception. They found themselves struggling to accomplish the increased need for communication and collaboration while maintaining well-being in their teams.

Time sensitivity was top of mind for all participants. In addition there was an expectation that the program would contain practical skills that were immediately relevant while providing an opportunity for participants connect with other leaders share strategies and increase their own psychological safety and well-being.

THE SOLUTIONS

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Partnership & Collaboration

Together with Aristotle Performance, an industry leader in leadership development and organizational performance, the Courageous Leader Program (CLP) was launched.

The CLP is a comprehensive 8-12 month curriculum aimed at improving self, situational and team leadership skills while remaining times sensitive and scalable. This was proposed as a holistic approach to leadership development program that would:

- Increase: Psychological Safety, Resilience, & Productivity
- Increase Communication & Team Leadership
- Increase Innovative & High Performance

Survey Data was collected to track and compare growth for participants and non participants in productivity, engagement, and well being. Qualitative Feedback was collected to understand how and where learning was being applied.

Due to the changing post-pandemic environment the format of the program itself became a pathway to rapidly communicate and support leaders through unexpected market and organizational change. This was accomplished by utilizing the peer learning groups, designed as a part of the program, to their full potential. Through collaboration and customization of the reflective and application exercises participants experienced a responsive and contextually relevant program.

Promoting a Culture of Learning

To achieve these goals Courageous Leader Program incorporated learning through several formats which included:

- Keynote presentation and panel discussion (Singapore)
- Psychological Safety Masterclass (virtual)
- Development of Internal Champions
- (5) 90-minute live learning modules (virtual)
- Self reflection, Peer learning group & Team application assignments

Participating in a regular cycle of learning, reflection and application participants quickly applied and practiced new skills and shared results with fellow participants.

More than 120 mid- to senior-level managers participated in the program. Upon completion of the Courageous Leader Program, the participants reported that the program significantly strengthened their leadership capabilities, sense of engagement, and commitment to the organization.

PARTICIPANT JOURNEY

05

Content & Learning Process

- **Psychological Safety Masterclass** - Leaders develop knowledge and awareness of psychological safety necessary to navigating an uncertain world and foundational to team performance.
- **Courageous Leadership through Uncertainty** - Leaders develop awareness of their impact and influence while growing their confidence and courage as leaders.
- **Creating Team Alignment & Commitment**- Leaders learn how to use candor to build team alignment and commitment to continuous innovation & learning.
- **Decision making for impact** - Leaders develop their knowledge of common barriers to effective decision-making and how to facilitate and generate more rapid and effective decisions.
- **Failure, Innovation & Learning** - Leaders learn how to invite, prepare and reframe conversations about failure to create an environment that is ripe for innovation and productivity.

LEARNING & DEVELOPMENT INTEGRATION



I have attended numerous trainings over the years. lots of them have been great , some actionable and some were great team building.

This training was the most practical and cathartic training I've had the pleasure to experience. This has changed how I see myself as a leader and given me new ways to work effectively as I lead other people.

Amal Dakka

Director of Alliance Management

THE RESULTS

07

Quick Wins

3% increase in leader productivity

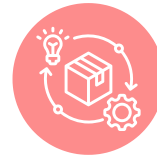
- across 121 participants) which helped to drive productivity gains across surveyed team members

7% increase in team productivity

- across 840+ team members. This increase in productivity represents a significant benefit without the added costs of recruitment, compensation or office space.

10% increase in both resilience & energy

- This effect was seen in CLP participants and a **6% increase** across 840+ team members. Internal stakeholders observed this as a representation of the sustainability of work practices and continuous growth.



+7%

Team Productivity

+3%

Leader Productivity



+10%

Leader Resilience & Energy

+6%

Team Energy

Long-Term Return on Investment

4% higher retention and increased trust in leadership.

- The intention to remain with the organization for a longer period of time compared to non-participants translates to significant return on investment by avoiding wasted time and resources while maintaining institutional knowledge and customer trust. by increasing trust in leadership the ability to execute complex strategy, engage entrepreneurial drive and innovative problem solving will continue to increase over time,



+4%

Higher Retention

+3%

Trust in Leadership

7% increase in psychological safety.

- This is a total 16% greater than the global median benchmark determined in the research of Dr. Amy C Edmondson of Harvard university and validated by the global benchmarks of The Fearless Organization Scan.
- This demonstrates there is a significant impact on participant and organizational outcomes even in organizations where psychological safety levels at the beginning of a development initiative are above global averages.

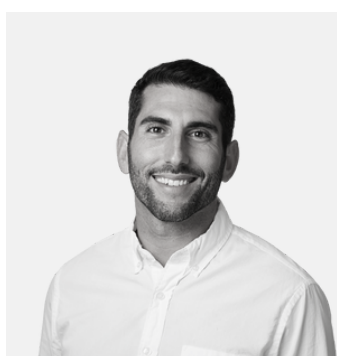


+7%

Psychological Safety

OUR LEADERSHIP

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Jason Eisner

Chief Operating Officer

Integrator. Coach. Biomechanics Nerd. Jason believes in the power of co-creation and that the best systems get the best results.



Dr. Taylor Harrell

Head of Learning

Researcher. Consultant. Swing Dancer. Taylor believes everyone has the capacity to lead, and good leadership can make all the difference.



Neil Pretty

Chief Executive Officer

Leader. Entrepreneur. Adventurer. Neil is on a mission to create exponential impact for organizations and the people who work for them.

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ADMIN@ARISTOTLEPERFORMANCE.COM

DATA OVERVIEW

Survey Process

The survey used in this case study have been used to track engagement, wellness and productivity for several years at this same organization. The data has been created validated by internal professionals supported by external experts and has been used for several years by senior leaders and executives for strategic decision making.

Courageous Leaders*

Engagement & Leadership	PACS	Non-CLP	CLP ALL	CLP Advocates
I intend to stay with my company for the foreseeable future (next 6-12 months).	86%	85%	89%	90%
I have confidence in the leaders at my company.	84%	84%	84%	87%
Well-being Index (PACS)	79%	78%	86%	86%
		n=840	n=90	n=31

- Degree of change compared to non-attendees

	+7%	+10%	+10%	+3%	+10%
Safety	85%	85%	92%	97%	
	+3%				
Resilience	81%	80%	90%	97%	
	+2%				
Growth	81%	80%	90%	90%	
	+2%				
Productivity	83%	83%	86%	84%	
	+7%				
Energy	63%	62%	72%	65%	
	+6%				

- CLP Attendees performed well in all 5 questions compared to non-attendees

Notes:

3% increase in leader productivity (across 121 participants) which helped to drive a 7% increase in productivity across 840 participants

7% increase in psychological safety. this is a total 16% greater than the global median benchmark

10% increase in both resilience and energy - which was observed by internal stakeholders to represent the sustainability of participant productivity and likelihood of continuous growth

4% higher retention and increased organizational trust - which translates to approximately 1/2 of a million in recruitment and an a significant ROI by avoiding wasted time and resources while maintaining institutional knowledge and customer trust

Things to add:

The benefits of the program were both expected and unexpected - the program was designed to increase psychological safety, resilience and overall employee wellness. But the added benefits of increased productivity, energy and higher retention were seen as logical outcomes that had not been the primary focus of the program.

Regular feedback was designed into the program from the start. Utilizing the peer learning groups as a forum to share content which reflected emergent leadership and organizational issues provided an adaptive approach while also providing a consistent participant experience.

Semi custom. At the start of the project the CLP was seen as the most effective format to fit with time constraints of participants and intended impact. Due to the cultural complexity of the organization and its population it was determined that it would be most effective to have also include design and collaboration as a part of the partnership. This led to several elements being modified in response to the participant journey. Most notably was in response to large market shift and cultural transformation determined and managed at a global level and managed at the regional offices. AP response was made possible by having a learning experience which was designed into the structure of the program leaving space for content to shift without derailing the participant experience.

PROGRAM OUTCOMES

The Impact

According to Prudential Assurance's annual culture & engagement survey, CLP participants scored notably higher on the domains of psychological safety, resilience, growth, productivity and energy, as compared to the rest of the organization.

In addition, 89% of CLP participants reported that they intend to stay with the company for the foreseeable future (6-12 months) vs. only 85% of non-CLP employees. These findings emphasize the significant positive impact of the CLP program on individual and organizational engagement and performance.

In addition, participants shared that the program has been transformative for their leadership development.

The story of Prudential Assurance Company of Singapore's journey to psychological safety through the Courageous Leader Program is not just about numbers; it's about transformation. It's about recognizing that leadership is not merely a role but an everyday practice, a commitment to fostering a workplace where every voice matters, where innovation thrives, and where individuals are empowered to achieve their full potential. Their commitment to cultivating a culture of psychological safety and high-performance is a legacy that will shape the future of the organization.

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PROGRAM OVERVIEW

Psychological Safety, Innovation & Performance ROI

Psychological safety has consistently emerged as the single most important driver of individual, team and organizational performance. It fuels innovation, and boosts work quality while increasing productivity and sales.

Inclusive, empathetic leaders who encourage open communication help to create these environments. Leaders who are also able to create mutual accountability, alignment and orient their teams towards continuous learning are adaptable, creative and productive. To achieve the most high value environments leaders skills and the courage to use them.

The Courageous Leader Program was designed from the outset to provide :

- help equips leaders with skills to foster trust, alignment, and collaboration in their teams. The result is a **Learning Experience** increase in productivity, resilience, psychological safety and commitment for leaders who are responsible for influencing and innovating with their teams.

Participants in the program experience a learning journey which is designed to encourage peer-to-peer learning, relationship building and application within the work context. As a result, the time spent during live sessions is focused on experiential learning and enabling participants to successfully apply concepts in a progressive and sustainable manner.

Results

Participants:

- Improve cross-silo communication
- Improve 2-way feedback
- Improved productivity & team alignment
- Improve self-awareness and emotional intelligence
- Increase in adaptive and resilient strategies
- Encourage speaking-up over speak-out culture
- Improve independent decision making



COURAGEOUS LEADER PROGRAM CASE STUDY

Client Profile and Challenge

In the fast-paced world of finance, where the stakes are high and the margin for error is slim, cultivating psychological safety is crucial to ensure that an organization can succeed in an uncertain environment.

Prudential Assurance Company Singapore (PACS), a leading life insurance company in Singapore for more than 90 years, faced dual challenges as it sought to thrive in our post-pandemic world. Externally, PACS encountered turmoil in the financial sector with rapid change and steep competition. Internally, PACS sought to strengthen its culture of well-being, psychological safety, and engagement to support staff's ability to improve cross-silo communication, productivity and lead through organizational restructuring, hybrid workplace transitions, and pivots in strategic direction.

The organization already had a well-established internal learning and development department and impactful leadership initiatives, but they sought a leadership development strategy that emphasized psychological safety, learning, and innovation that could be customized to their context and scaled across the organization.

COURAGEOUS LEADER PROGRAM CASE STUDY

The Solution

Prudential Assurance partnered with Aristotle Performance, an industry leader in leadership development and organizational performance, to launch The Courageous Leader Program (CLP).

The CLP is a comprehensive 8-12 month curriculum aimed at improving self, situational and team leadership skills while remaining times sensitive and scalable. This was proposed as a holistic approach to leadership development program that would:

- Increase: Psychological Safety, Resilience, and Productivity
- Increase Communication and Team Leadership
- Increase Innovative and High Performance

The Method

To achieve these goals Courageous Leader Program incorporated learning through several formats which included:

- Keynote speaker and panel discussion
- Psychological Safety Masterclass (virtual)
- Development of Internal Champions
- (5) 90-minute live learning modules (virtual)
- Self reflection, Peer learning group & Team application assignments

Participating in a regular cycle of learning, reflection and application participants quickly applied and practiced new skills and shared results with fellow participants.

More than 120 mid- to senior-level managers participated in the program. Upon completion of the Courageous Leader Program, the participants reported that the program significantly strengthened their leadership capabilities, sense of engagement, and commitment to the organization.

Data was collected to track and compare growth for participants and non participants in productivity, engagement, and well being.

PROGRAM OVERVIEW

Psychological Safety, Innovation & Performance ROI

Psychological safety has consistently emerged as the single most important driver of individual, team and organizational performance. It fuels innovation, and boosts work quality while increasing productivity and sales.

As a result Psychological Safety is a focal point for the program. Participants learn how to create, improve and repair psychological safety but most importantly learn how to leverage that environment to provide better feedback, make better decisions and innovate.

Inclusive, empathetic leaders who encourage open communication help to create these environments. Leaders who are also able to create mutual accountability, alignment and orient their teams towards continuous learning are adaptable, creative and productive. To achieve the most high value environments leaders skills and the courage to use them.

The Courageous Leader Program was designed from the outset to provide :

- a meaningful learning experience that was time sensitive
- Designed to enhance peer to peer and cross silo relationships in a vertical horizontal or matrix organizations.
- directly applicable to the context of a wide range of cohort participants
- cohort driven, scalable and repeatable outcomes.

To help equip leaders with skills to foster trust, alignment, and collaboration in their teams. The content was designed to offer skills and experiences for self development, situational awareness and team leadership.

The goal was to help move leaders beyond just managing.

The results have been clear - increase in productivity, resilience, psychological safety and commitment for leaders who are responsible for influencing and innovating with their teams.

ABOUT US

ARISTOTLE
PERFORMANCE

“The whole is greater than the sum of its parts.”

Aristotle

Aristotle Performance: Building High-Performance Learning Environments

Aristotle Performance is a top-tier management consulting and training firm with a global presence. We specialize in interactive training and scalable solutions that nurture psychological safety and increase organizational capacity. Our team is a core partner of The Fearless Organization and we work closely with Dr. Amy C. Edmondson of Harvard Business School to develop training programs that promote psychological safety.

Our work with organizations such as Logitech, Cisco, Prudential Assurance, Boehringer Ingelheim, Kite Pharmaceuticals, Ogilvy, FINRA, HubSpot, LexisNexis, and Dartmouth Health has helped to develop psychological safety and foster high-performance environments. Our goal is to help organizations build the skills necessary to promote learning and high-performance.

Visit our website for more information: www.aristotleperformance.com



PARTICIPANT JOURNEY

Program Timeline

- Month 1 - Early Communications
- Month 2 - Program Kick-off & Keynote (recorded)
- Month 3 - Psychological Safety Masterclass
- Months 4 - 8 - Courageous Leader Modules + Peer Learning
- Month 8 - Closing session

Module Overview

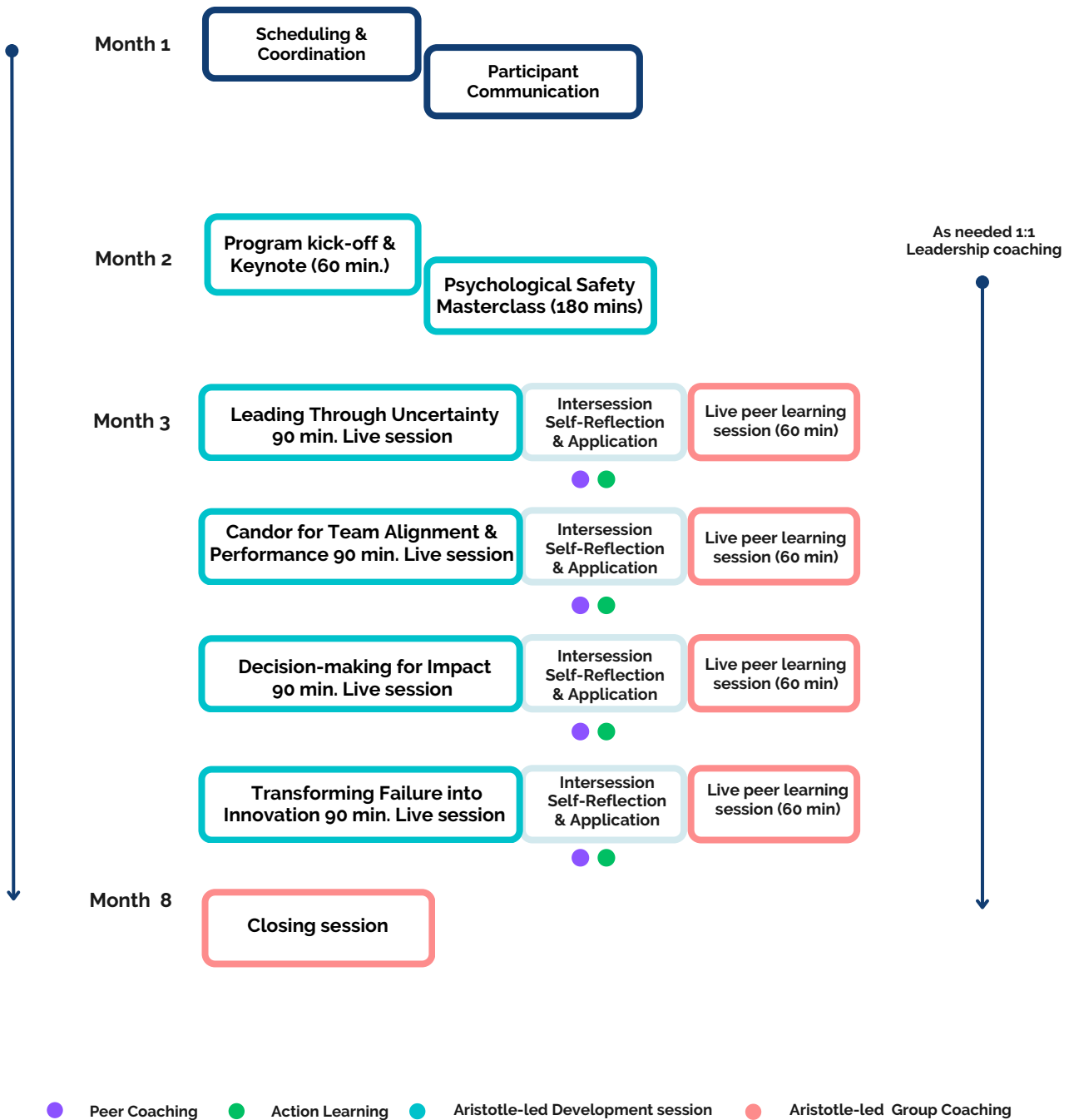
- **Psychological Safety Masterclass** - Leaders develop knowledge and awareness of psychological safety necessary to navigating an uncertain world and foundational to team performance.
- **Courageous Leadership through Uncertainty** - Leaders develop awareness of their impact and influence while growing their confidence and courage as leaders.
- **Creating Team Alignment & Commitment**- Leaders learn how to use candor to build team alignment and commitment to continuous innovation & learning.
- **Decision making for impact** - Leaders develop their knowledge of common barriers to effective decision-making and how to facilitate and generate more rapid and effective decisions.
- **Failure, Innovation & Learning** - Leaders learn how to invite, prepare and reframe conversations about failure to create an environment that is ripe for innovation and productivity.

Time & Resources

Participants average 2 hours of development per month for 8 months. The blended learning format includes live-virtual sessions, self-reflection, peer learning and direct application with their teams.



TIMELINE OVERVIEW



COURAGEOUS LEADER PROGRAM CASE STUDY

Prudential Assurance Company Singapore (PACS), a leading life insurance company, faced external challenges of rapid change and steep competition along with internal challenges of strengthening its culture of well-being, psychological safety, and engagement. They sought a customized leadership development strategy emphasizing psychological safety, learning, and innovation that could be scaled across the organization.

Aristotle Performance created the Courageous Leader Program (CLP) to enhance leadership skills and improve the culture of the organization. The CLP is a comprehensive 8 month program aimed to increase psychological safety, productivity, communication, team leadership, innovative thinking, and high performance. Over 120 mid- to senior-level managers participated in the program and reported that it significantly strengthened their leadership capabilities, sense of engagement, and commitment to the organization.

OUR LEADERSHIP TEAM



NEIL PRETTY

As the CEO of Aristotle Performance, Neil spends his days collaborating with other leaders to develop strategies and initiatives that humanize the workplace.

He brings a big picture view to any project and an understanding that sometimes it is the simplest of metrics, initiatives or interventions which can be used to access greater human potential. This helps organizations to access new levels of performance where their people can become their competitive advantage.

Neil's experiences through life and work as a leader of hundreds of teams across numerous industries has provided a deep understanding of the human condition. From working with a new team every night of the week in a new city every week to developing long-term working relationships in the extreme and the mundane to founding 6 different businesses and eventually as one of Vancouver's Top 100 Innovators of 2020 and Tycoon Magazines top CEOs to watch in 2022.

Through his journey as a career, leadership and team coach to becoming an organizational consultant the realization that psychological safety was the most influential factor in effectiveness and results was confirmation of what experience has made very real.

As a result of that journey the goal is to provide opportunities for people to feel more empowered, enabled, included, valued at work, in their lives and for businesses to thrive as a result.

OUR LEADERSHIP TEAM



JASON EISNER

Jason has over a decade of experience leading teams in the financial services, software, and advertising sectors. He is able to combine a rational, structured approach with the sensitive human-centered approach to engage and connect people for change.

He is a talented integrator and passionate advocate for the development of psychological safety. Jason is a highly skilled management consultant with extensive international experience. He has worked with senior leaders and leadership teams in some of the world's foremost companies, including Cisco, Aon, LexisNexis, Logitech and FINRA, helping them deliver sustainable business success.

His passion is the development of leadership and management capability. Management capability that delivers results through harnessing the hearts and minds of their people and aligning their commitment to organization's strategic goals. His personal style enables him to quickly build trust and immediately impact the performance of the individuals and teams he works with.

OUR LEADERSHIP TEAM



DR. TAYLOR HARRELL

Taylor Harrell is an award-winning researcher, consultant, and coach in organizational leadership with over a decade of experience delivering high-impact leadership development programs across the globe. Taylor is an internationally recognized expert on psychological safety, high-performance teams, and organizational transformation. She is a certified master trainer in the gold-standard psychological safety index (PSI) assessment, and she is part of the founding team that launched PSI assessment certification programs across North America.

Taylor has trained leaders from multinational corporations, government agencies, hospitals, university departments, and non-profit organizations. She also serves as faculty at Center for Creative Leadership and teaches graduate courses at University of San Diego in the Department of Leadership Studies.

Taylor has been named San Diego Business Journal's Top 40 Under 40 Next Business Leaders in the region. Her research has won multiple awards, including 'Dissertation of the Year' and recognition by the International Leadership Association. Notably, her work was featured in a 2022 TEDx talk.

She holds a doctorate in Organizational Leadership and a masters in Marriage and Family Therapy. Through her work, Taylor aims to co-create organizations and societies that are brave, equitable, and sustainable for all.