



MTC PEOPLE MANAGEMENT & TEAM LEADERSHIP

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ABOUT THE FACILITATOR



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- Marketing and Enterprise Development Expert, Strategist, Seasoned Trainer & Mentor, Consultant, Event Planner and HR Expert.
- CEO & Managing Partner, MGA Consulting - Ghana (Fastest Growing Company - AGI - 2025), MGA Consulting - Nigeria, Supreme Trust Insurance Brokers Ltd., JKA Logistics Ltd., CorEvents Solutions Ltd., Chipper Farms Ltd., and Innosol Ltd.
- President & Chairman of the Governing Council - Chartered Institute of Marketing, Ghana, Chairman - SIB Limited, Member - eCrime Bureau, Built Technologies.
- Most Influential Corporate Leader of the Decade - 2025.

SCAN TO REGISTER FOR SESSION



LEARNING AGREEMENTS: GROUND RULES



- A two-day workshop works only with a shared discipline:

☐ Be Present

☐ Be Candid

☐ Confidentiality Holds

☐ Speak Up, Step Back

☐ Apply, Do Not Just Listen

☐ Punctuality After Breaks

WHY THIS DAY, WHY NOW

New Ownership

September 2025: emPLE Group acquires the Metropolitan Ghana life, health and pensions businesses.

New Brand

December 2025: Rebrand to emPLE. The promise on the door: Empowering People. Every Step of the Way.

New Model

People-first, digital-driven growth into a market with insurance penetration below 1 percent of GDP.

Three (3) transitions at once mean every team is re-forming, and employees look first to you for what it means.
The strategy will be executed or cancelled in your daily leadership.

*“Before you are a leader, success is all about growing yourself.
When you become a leader, success is all about growing
others.”*

- Jack Welch -

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OWNING YOUR ROLE AS A PEOPLE LEADER

SOME BASIC FACTS: YOU ARE THE LEVER

- **70% of the variance** in team engagement is **attributable to the manager alone** (Gallup, 2015).
- **Engaged teams consistently outperform** on **productivity, customer ratings, retention and safety** (Gallup, 2015).
- **Employees experience the company through their supervisor**. For your team, you are emPLE.
- **People management** is a **performance discipline, not an administrative one**: clear expectations, real delegation, honest feedback manufacture productivity.

THE SHIFT: FROM STAR PERFORMER TO PEOPLE LEADER

- In insurance, as in most industries, people are usually **promoted into supervision because they were excellent at the work itself.**
- The skills that earned the promotion, are no longer the skills that deliver success.
- What delivers success now is the **performance of other people.**
- The **hardest part is letting go of the work that made you successful.**

FROM DOER TO LEADER: THE SHIFT THAT DEFINES THE ROLE

THE DOER (Individual Contributor)

- Succeeds through personal efforts.
- Measured on own targets and tasks.
- Holds on to technical work.
- Answers every question.
- Fixes problems personally.

The
Transition



THE PEOPLE LEADER (Supervisor/Manager)

- Succeeds through the team.
- Measured on team results and growth.
- Delegates and builds capability.
- Ask questions and coaches.
- Builds systems so problems stay fixed.

Value is no longer what you produce yourself. It is what your team delivers, learns, and sustains

THE TWO MANDATES: PERFORMANCE AND PEOPLE

THE PERFORMANCE MANDATE

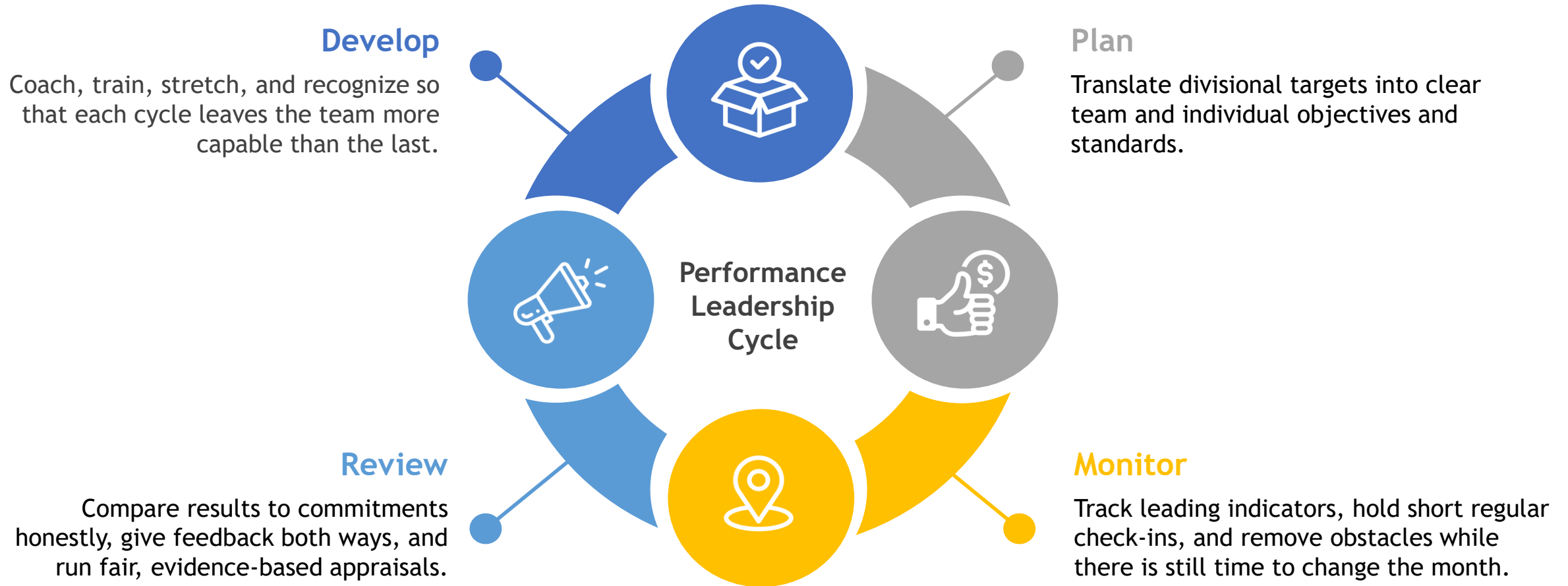
- **Deliver the numbers:** production, persistency, claims turnaround, compliance, and cost.
- Set standards, monitor honestly, and act on gaps.

THE PEOPLE MANDATE

- **Build the team that delivers:** engagement, capability, fairness, recognition, and retention.
- People rarely leave companies; they leave managers.

The people leader at emPLE carries the two (2) mandates at once, and the job is to hold them together rather than choose between them.

THE PERFORMANCE LEADERSHIP CYCLE



GROUP DISCUSSIONS



CASE STUDY 1: THE STAR WHO COULD NOT STOP SELLING



DISCUSS IN YOUR GROUPS

- What has Efua not yet let go of, and why is it costing the team?
- Which of the two mandates is she serving, and which is starving?
- What should her manager hold her accountable for going forward?

PRINCIPLES BEFORE TECHNIQUES

Principles	How It Works
Clarity	People perform to the standard they understand. Ambiguity is a leadership failure, not an employee failure.
Fairness	Consistency between people, and between words and actions, is the raw material of trust. Perceived favouritism corrodes teams faster than low pay.
Respect	Every team member, from the cleaner to the chief underwriter, is treated with dignity. In Ghanaian workplace culture, public disrespect is rarely forgiven and quietly repaid.
Accountability	Leaders hold themselves to account first, own their mistakes openly, and follow through on commitments, however small.
Service	The leader exists to make the team successful, not the reverse. Leaders who remove obstacles, secure resources and develop people earn discretionary effort

MGA PEOPLE LEADERSHIP COMPETENCY FRAMEWORK



Honest self-assessment is the entry fee for development.

This baseline will be revisited at Day 90.

1 RATE — Score each competency honestly

Rate yourself 1 (lowest) to 5 (highest) on each of the six competency areas in Figure 4, using evidence from the last three months — not intentions.

2 PRIORITISE — Find the one that matters most

Ask: which single competency, if improved, would most change my team's results? Mark it as your development priority.

3 DEFINE — Name one observable behaviour

Write one observable behaviour that would demonstrate improvement — e.g. "I give SBI feedback within 48 hours of an observed issue."

4 COMMIT — Transfer, share, be accountable

Move the priority and behaviour to your Personal Leadership Action Plan (Annex A) and share it with your accountability partner.



CLEAR EXPECTATIONS & ACCOUNTABILITY

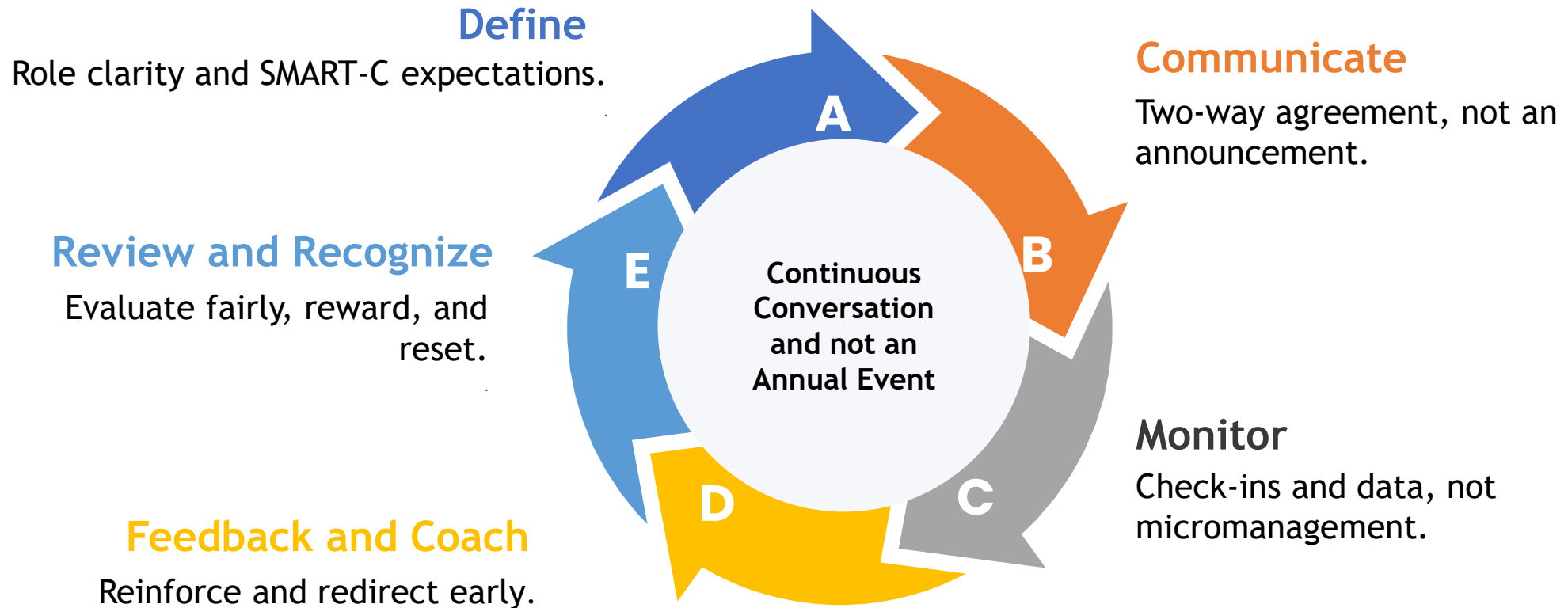
THE EXPECTATION GAP

- “I know what is expected of me at work” is the first and most **foundational engagement condition**, and many employees cannot strongly agree (Buckingham & Coffman, 1999).
- **Clarity is not bureaucracy. It is a performance intervention.**

Some Gaps in Insurance Operations

- a. An underwriter chasing speed while her manager silently wants risk quality.
- b. A claims officer processing forms when the company needs provider relationships managed.
- c. An agent selling new policies while management worries about persistency.

THE PERFORMANCE EXPECTATIONS CYCLE



Most teams are strong at stages 1 and 5 on paper, and weak at everything between.

SMART-C EXPECTATIONS THAT MEAN SOMETHING

WEAK

- “Improve customer service”
- “Sell more policies”

SMART-C (Illustrative)

- “Resolve 90% of client-service requests within 48 hours from 1 August, measured weekly from the service log.”

Two additions make SMART-C work:

- **ALIGNMENT:** Every expectation traces visibly to an emPLE priority (growth, persistency, claims quality, compliance, customer experience).
- **AGREEMENT:** Imposed expectations buy compliance; expectations shaped in dialogue buy ownership (Locke & Latham, 2002).



DELEGATION AS EMPOWERMENT

DELEGATION

WHY WE DO NOT DELEGATE

- a. “Faster to do it myself.”
- b. “The team is stretched.”
- c. “Last time it came back wrong.”
- d. “If someone else can do this, what is my value?”

Short-term logic, long-term cost: You become the bottleneck, the team stops growing, and succession stalls.

WHAT REAL DELEGATION DOES

- a. Frees leadership capacity for work only you can do.
- b. Develops people through genuine responsibility.
- c. Signals trust, the engine of engagement and discretionary effort.

Supervisors who hoard decisions work against the emPLE strategy.

THE DELEGATION LADDER

FIVE LEVELS OF EMPOWERMENT



Match the level to the person and the task, agree it openly, and move people up over time

Agree on the level out loud at handover, and Plan each person's climb.

DELEGATION BRIEFING: FIVE THINGS TO HANDOVER



Outcome

The result and standard, not the method.



Context

Why it matters and where it fits; purpose converts a chore into a responsibility.



Authority

The ladder level, resources, boundaries, escalation triggers.



Checkpoints

Review moments agreed upfront are support; invented mid-task they feel like distrust.



Support

How you will help: access, introductions, air cover. Then keep the promise.

FOUR FAILURE PATTERNS TO KILL ON SIGHT

REVERSE DELEGATION

“I am stuck; can you just handle it?” Coach, do not rescue: what have you tried, what are your options, what do you recommend?

DUMPING

Only tedious tasks, no context, no development intent, no recognition. Teams read it accurately and disengage.

SEAGULL SUPERVISION

Delegate, disappear, swoop in at the deadline with criticism. Destroys the confidence delegation was meant to build.

CREDIT CAPTURE

They do the work; you present it as yours. Nothing ends future volunteering faster.



COACHING & FEEDBACK THAT CHANGE BEHAVIOUR

THREE MODES, CHOSEN DELIBERATELY

DIRECT

- Transfers instructions.
- Right for novices, emergencies, compliance non-negotiables.
- Wrong as a habit, builds dependence.

MENTOR

- Transfers experience.
- Right for craft and career guidance over a longer horizon.
- Pair your veterans with rising staff, both ways.

COACH

- Transfers ownership.
- Questions that help people think better; the solution and the growth, belongs to them.

Direct the compliance procedure. Mentor the career decision. Coach the performance challenge.

THE GROW COACHING MODEL & SBI FEEDBACK

GROW Coaching Conversation

G **GOAL**
What do you want to achieve?

R **REALITY**
What is happening now?

O **OPTIONS**
What could you do?

W **WAY FORWARD**
What will you do, by when?

SBI Feedback Structure

S **SITUATION**
When and where?

B **BEHAVIOUR**
What you observe?

I **IMPACT**
The effect

Coach with **GROW** to grow capability. Feed back with **SBI** to stay specific, factual, and fair.

SBI IN PRACTICE



REINFORCING (ILLUSTRATIVE)

“In this morning's provider meeting **(S)**, you presented the utilization data before the provider raised billing concerns **(B)**. It changed the tone of the negotiation and protected the relationship **(I)**. Do that in every renewal.”

REDIRECTING (ILLUSTRATIVE)

“On Tuesday's client call **(S)**, you quoted the exclusion clause without first acknowledging the client's situation **(B)**. She escalated to a complaint that took two days to recover **(I)**. Let us talk about the next one.”

Balance Matters: *High-performing teams hear far more specific reinforcement than correction. 'Good job' is a pleasant noise; named behaviour is repeatable.*



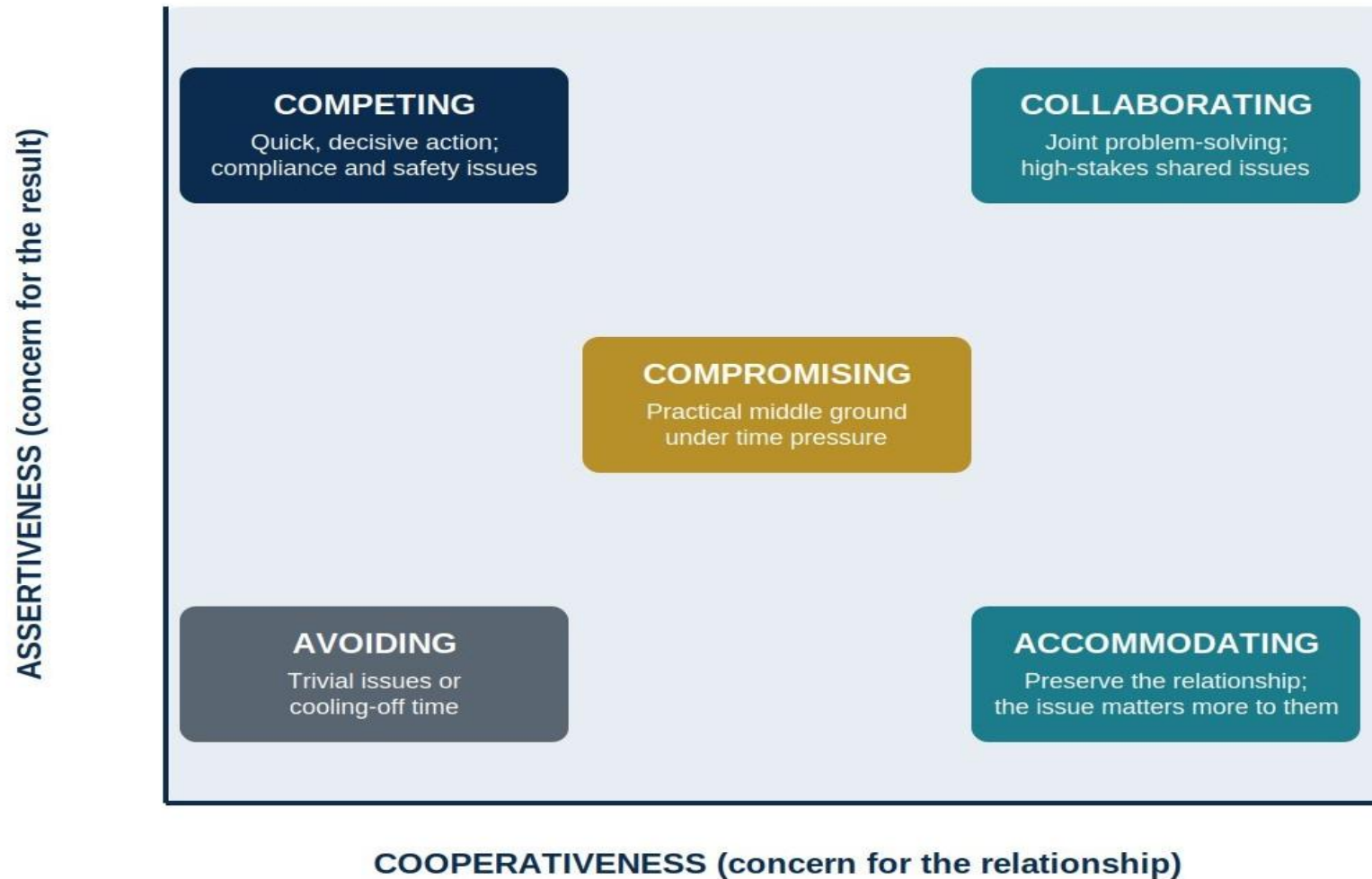
CONFLICT & PSYCHOLOGICAL SAFETY

CONFLICT IS INFORMATION

- **Task conflict** (about ideas and methods) **in moderate doses improves decisions**; **relationship conflict** (about people) reliably **damages performance and trust** (De Dreu & Weingart, 2003).

- **Your job is not to eliminate conflict but to convert it:** surface it early, keep it about the work.
- **A silent team is not necessarily a healthy team.**

FIVE CONFLICT-HANDLING MODES



No single mode is always right - effective leaders **choose deliberately**, then move **towards collaboration**.

THE DIFFICULT CONVERSATION, STRUCTURED

1. Prepare

Facts vs story;
your purpose;
your own
contribution

>

2. Open

The issue and
your intent in
two sentences,
no ambush

>

3. Listen

Their story first;
acknowledge
feelings without
surrendering the
issue

>

4. Problem- solve

From stories to
interests to
options; your
view as one input

>

5. Agree and follow up

Specific
commitments,
dates, a check-in;
document where
appropriate

Every difficult conversation is three conversations: what happened, feelings, and identity (Stone, Patton & Heen, 2010). **Privacy protects face and makes honesty possible.**

PSYCHOLOGICAL SAFETY: YOUR CLIMATE RESPONSIBILITY

BUILDERS

- Thank the messenger before addressing the problem.
- Admit your own errors first.
- Ask genuine questions; be changed by answers.
- Enforce respect in meetings; no one is mocked for a question.
- Separate blameless process review from accountability for negligence.

KILLERS

- “Bring me solutions, not problems.”
- Shooting the messenger, even once.
- Rewarding silence with a quiet life and escalation with extra work.
- One hostile reaction to bad news can silence a team for a year.



INFLUENCE AND CUSTOMER-FOCUSED LEADERSHIP

INFLUENCE BEYOND AUTHORITY, ETHICS BEYOND COMPLIANCE



INFLUENCE WITHOUT COMMAND

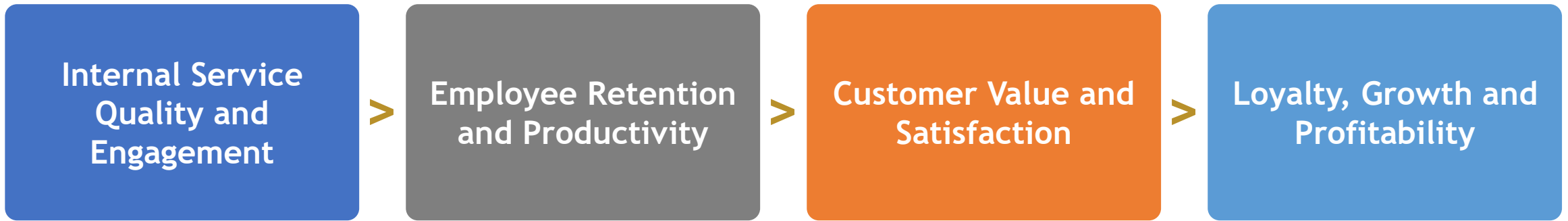
- Much of what your **team needs is controlled by people who do not report to you.**
- Foundations: Credibility, reciprocity, alliances, consistency.
- Map stakeholders; speak their language; sequence your approach; bring options, not bare problems.

THE FOUR QUESTION ETHICAL FILTER

- Is it legal and compliant with regulations and emPLE policy?
- Is it fair to the customer, colleague, and company?
- Comfortable if it reached the media or a regulator with your name attached?
- Proud to explain it to the people you lead?

Any hesitation: stop and consult.

CUSTOMERS ARE TREATED AS EMPLOYEES ARE LED



The service-profit chain (Heskett et al., 1994)

- Open every team meeting with a customer story, a compliment, and a complaint, not only production numbers.
- Walk your own team's journey as a customer would, from the call queue to the claims form.
- Empower defined service recovery within policy; a well-recovered failure often builds more loyalty than an error-free routine.

IN CONCLUSION...

- Leadership is **not a title conferred by a promotion letter.**
- It is a **pattern of behaviour observed by a team.**
- **Make the pattern worthy of the promise on the door: empowering people,** every step of the way.

30/60/90 DAY PLAN



*“Great things in business are never done by one person.
They're done by a team of people.”*

- Steve Jobs-

**SCAN CODE
TO EVALUATE
SESSION**



THANK YOU



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