

Actuaries Summit

Think Differently



**Actuaries
Institute**

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Why “Human Centered Design” Should Matter for Actuaries

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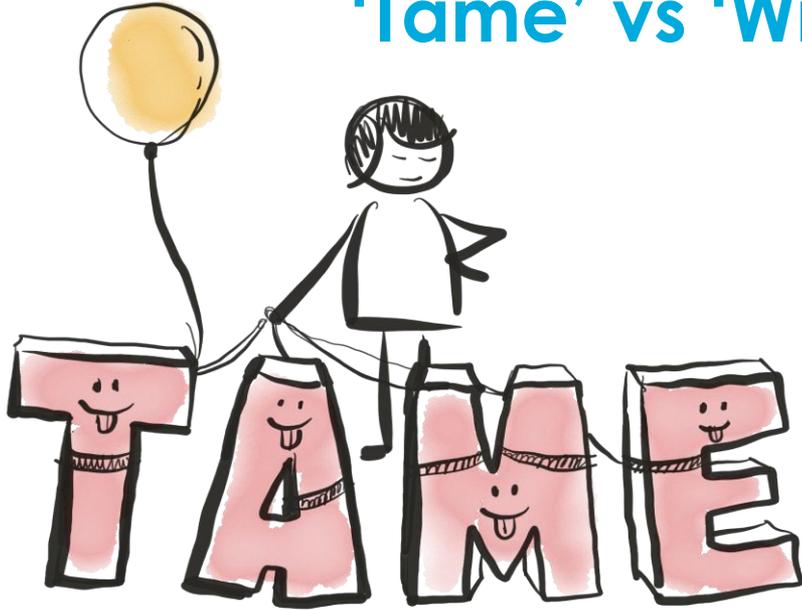
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*This presentation has been prepared for the Actuaries Institute 2017 Actuaries Summit.
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What's the
problem we see?

'Tame' vs 'Wicked' problems



vs





What is Human Centered Design or HCD?

“It’s an approach to innovation that draws from the designer’s toolkit to integrate the needs of people, the possibilities of technology, and the requirements for business success.”

Tim Brown, president and CEO, IDEO

Design cycle



F

Shared understanding of the challenge, and vision of success

U

Deep insight into what's *desirable* for customers

D

Generate a portfolio of concepts

D

Prototypes to learn about, and refine, *feasible* solutions for AMP to offer

E

Use market-based evidence to build confidence and scale offers

Design cycle



FRAME



UNDERSTAND



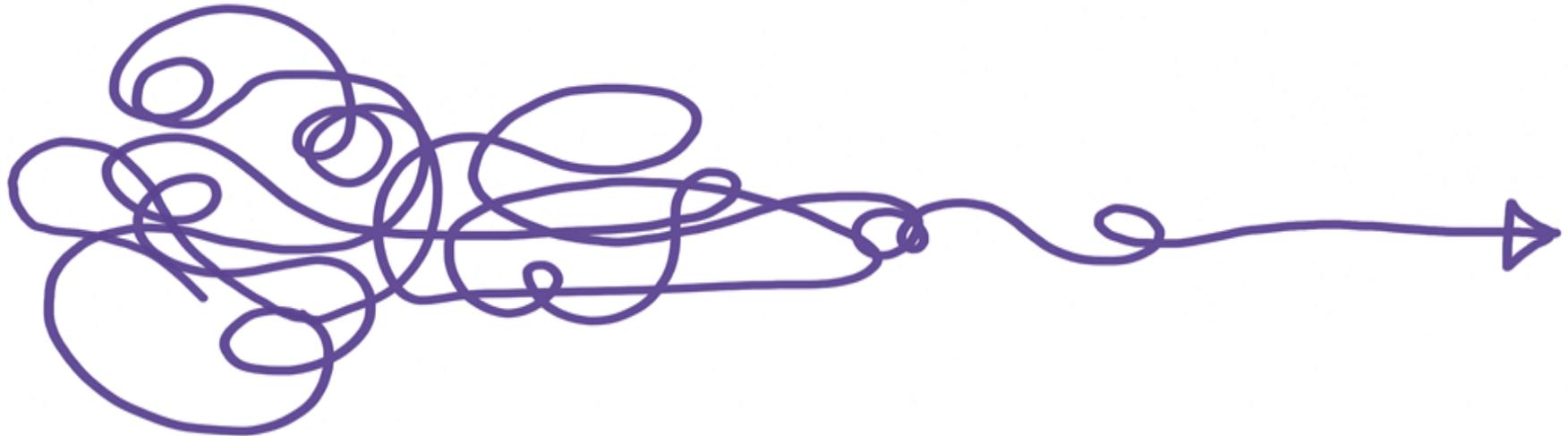
DEFINE



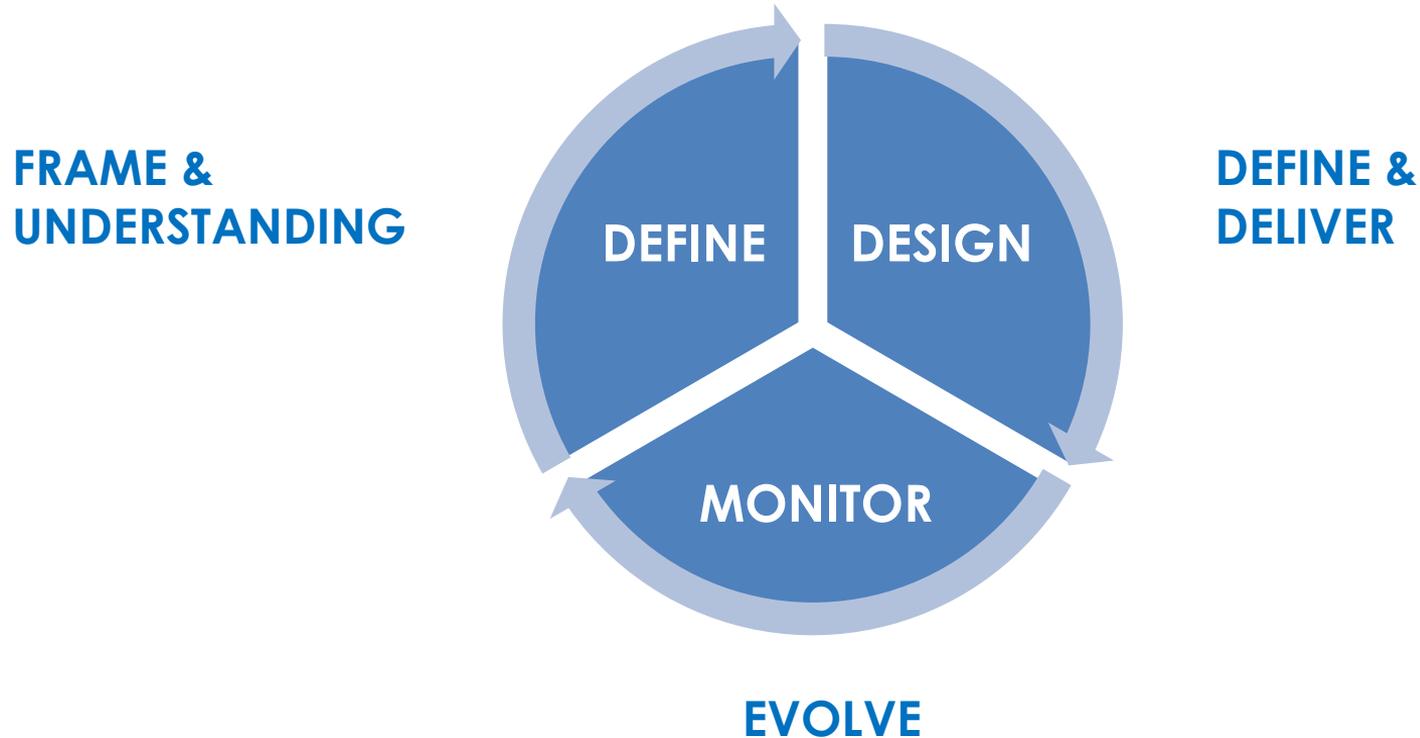
DELIVER



EVOLVE



Design cycle vs control cycle



Case study

Key Insights

The game you never win!

What happens next?

Insurance is replaceable.

My life changes, insurance doesn't.



“The definition of insanity is doing the same thing over and over again, but expecting different results” - Albert Einstein





The first iteration

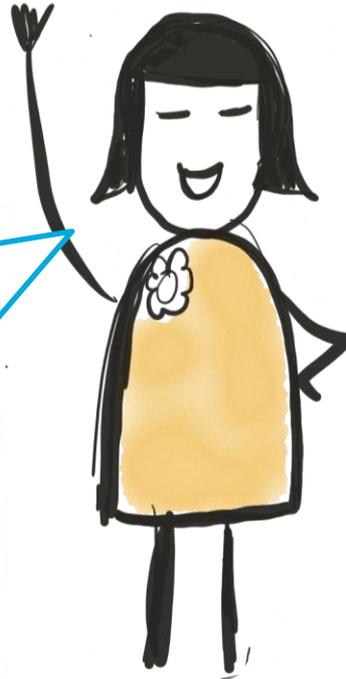
“We were caught between a new world of customer centricity and HCD, and the old way of doing things” Head of product

Meet the team



Dot

"HCD gives clarity to what you are doing and saves time doing unnecessary work... it's a more efficient way of doing things"



Senior Pricing Analyst

Li Wen

"The process is different. It's a more enjoyable process. We were physically close, we could turn around and ask people questions rather than having to wait for a meeting"



Pricing Manager

Matt

"I worked 18 years without HCD and I've now worked 3 years with it. But I can't imagine working without it anymore!"



Head of Pricing

Nat

"I think when we first started using HCD, everyone thought it was risky because that's not what we are used to. People thought you are going to end up with this touchy feely stuff. It was seen as pretty risky, whereas it's probably the other way around"



Product Innovation Manager

Greg

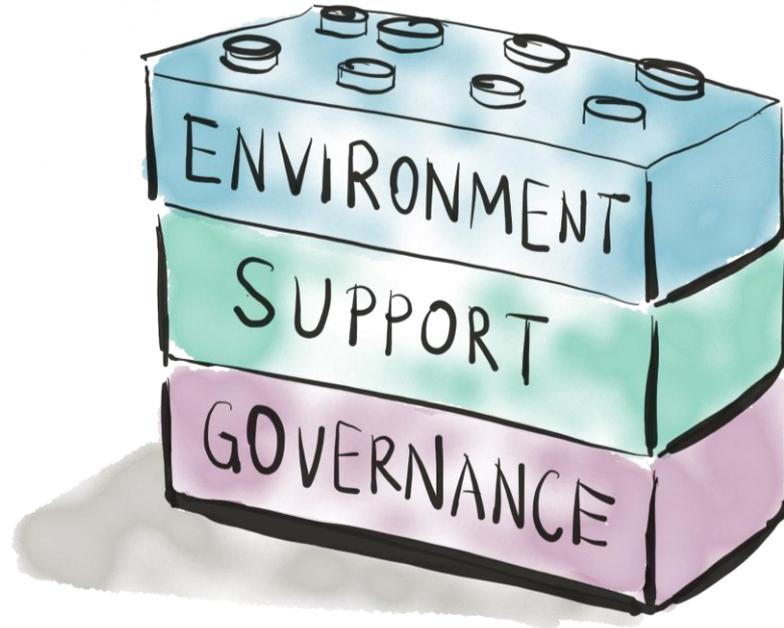
"I would go so far as to say that Human Centered Design is one of the best opportunities for actuaries to evolve their profession"



Project Sponsor & Head of Product

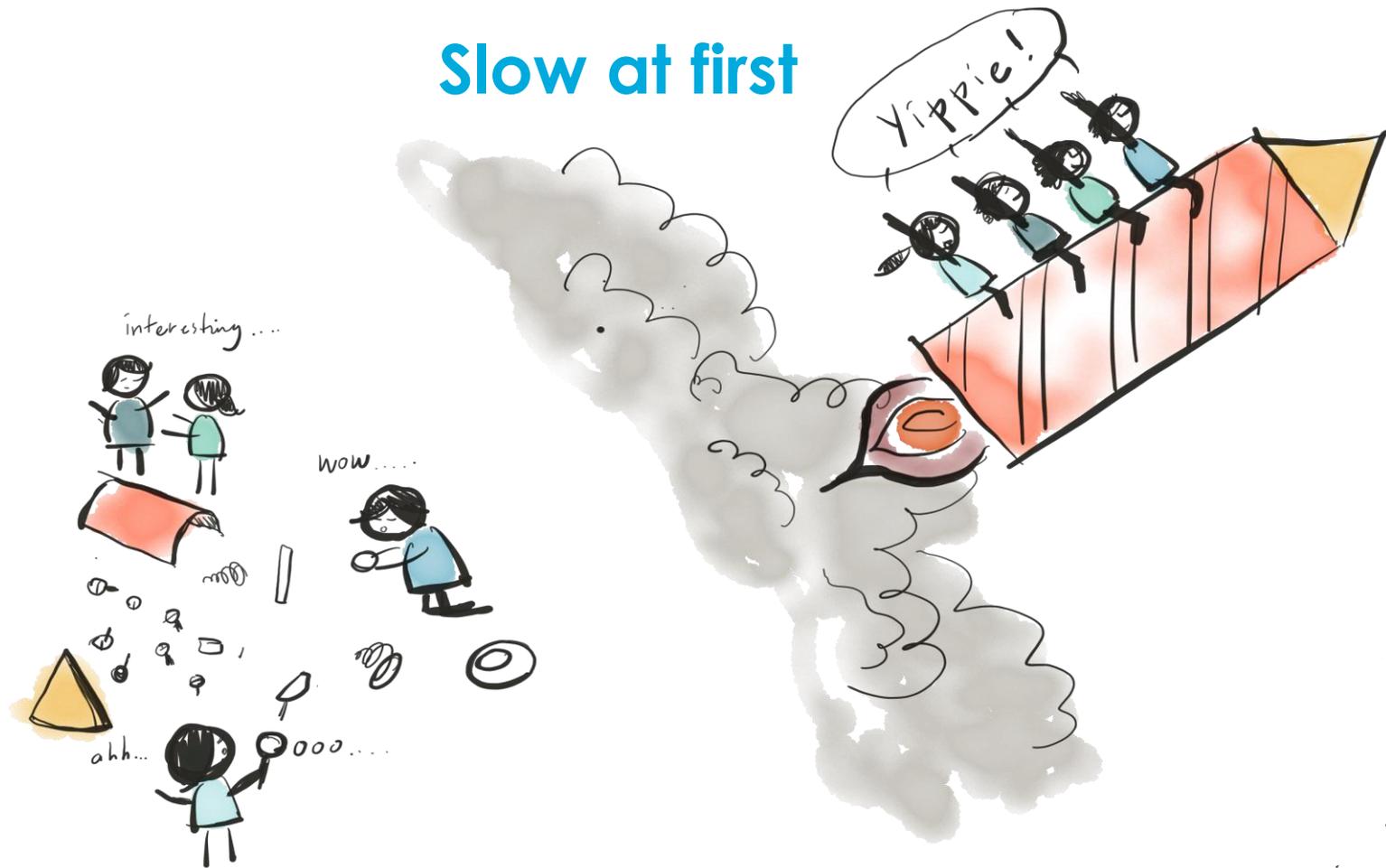
Preparation

Creating the right environment via people & culture



**What was different about the
project?**

Slow at first





Adapting

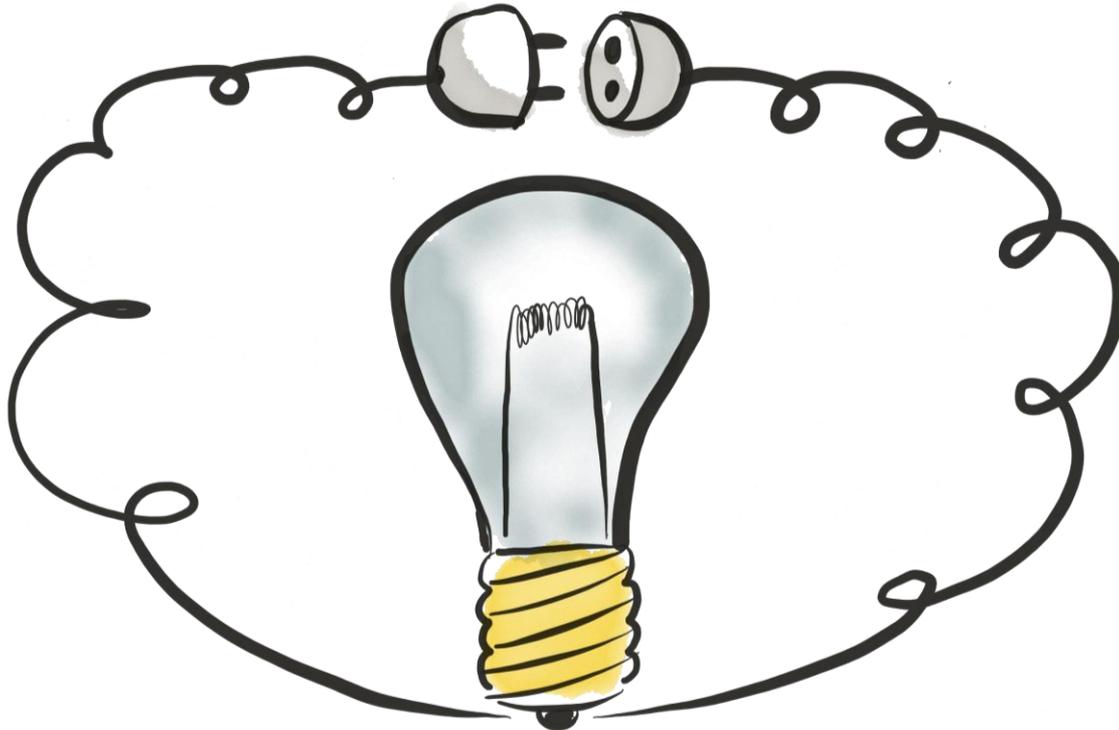


Comfort with ambiguity





My Idea + Customer Voice =



What was the result?

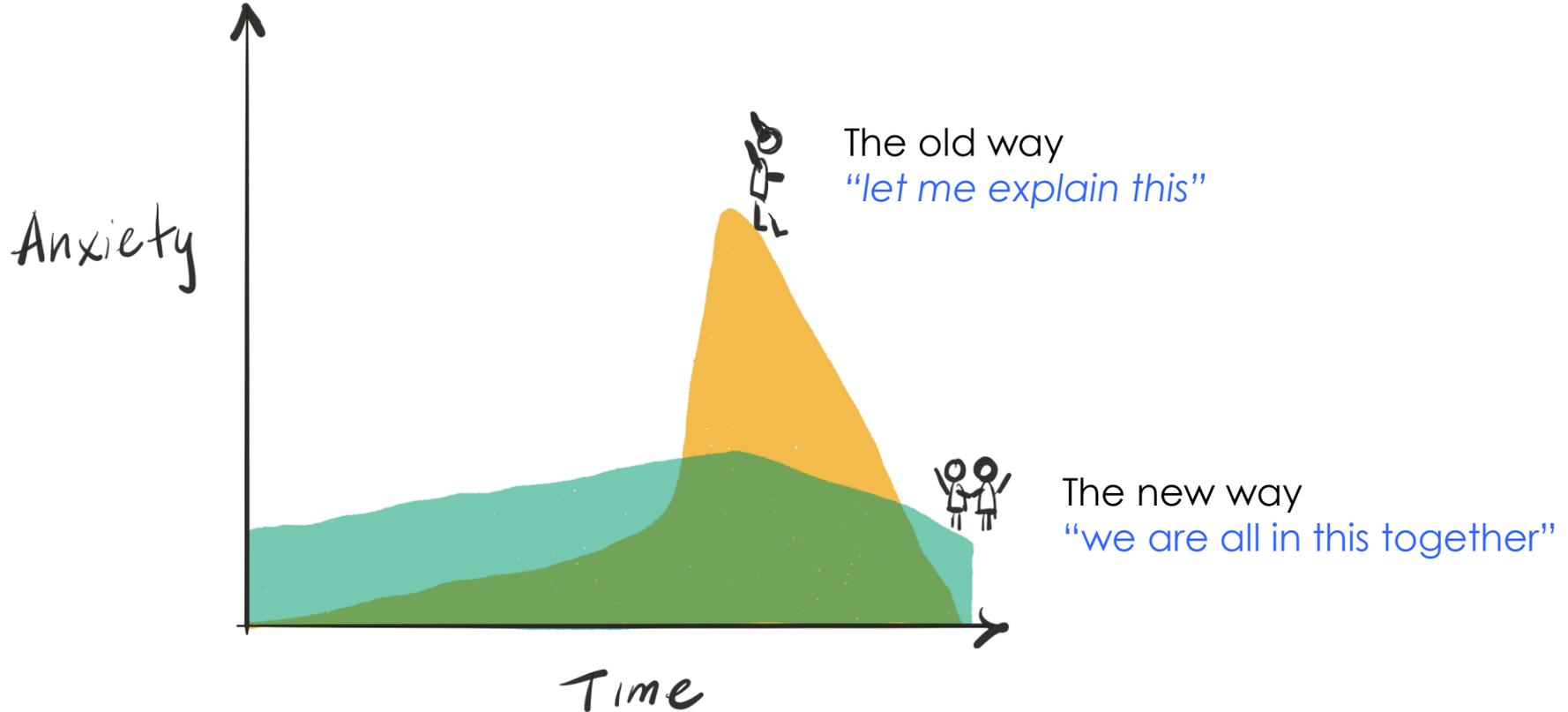
New ways of working as a team



Expanding roles



Shared results



What were the personal benefits?



Learning from others

“Actuaries might go through that process and decide it is rubbish and that's fine because some stuff is rubbish. But you have to engage in a process that says, I will suspend disbelief for long enough to understand, so that I can make a better informed judgment” Greg



HCD helps you get to the bottom of things

*“There were lots of workshop about ‘**Why**’ we are doing this product. The HCD methods helped everyone understand what the product is for and what we were trying to achieve” Li Wen*

Having fun and contributing



“From a personal point of view, I really like the collaboration of working with people. You get more insight from talking with different people rather than just focusing data” Dot

What were the challenges?

Communication and collaboration

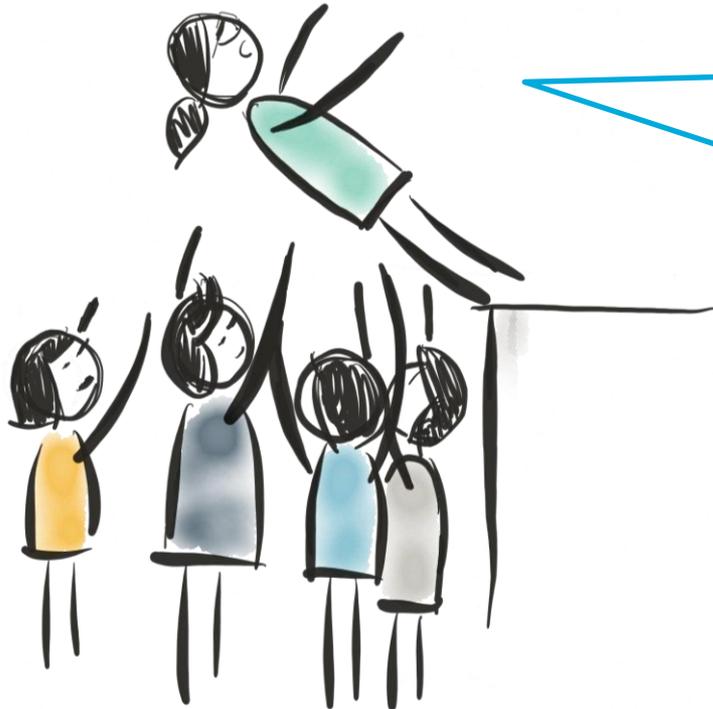


"I was slightly frustrated that people were changing their mind all the time, it's like let's go here today, now let's go there tomorrow, so I was trying to make the point that pricing work needs some time." Dot

Going above and beyond

“It’s about thinking about actuaries as more than just the people who are good at numbers” Nat

Working with a big group



*"I'm not there to judge,
I trust the people I'm
working with" Li Wen*

Why should you care?

Why should you care?



A new way to
approach problems!

Why should you care?



“Actuaries are more
imaginative than they think
they are” Matt