

The logo graphic consists of two overlapping parallelogram shapes. The front shape is blue and the back shape is a light teal color. They are positioned in the top-left corner of the slide.

NAIC/NIPR

Mission: We exist to protect insurance consumers by supporting and enabling State Insurance Departments.

Annual Revenue: \$100 million

Customers: 9 million (direct), 56 members, insurance consumers, and insurance industry

Employees: 600

Engineers: 250

Applications: ~20



Where I fit

- Where I fit
 - Chief Architect reporting to the CTO
 - CTO reports to the COO and owns all application development and operations
- Responsibilities
 - All technical aspects of our cloud and data transformation initiatives
 - Helping lead the cultural transformation



NAIC's Transformation Journey

The transformation story of
one of the oldest non-profits
in the U.S.





The problem

Silos

Eliminate the silos between technology teams.

Different cultures, processes, and technology.

Efficiency

Ensure efficient use of member resources.

Right size spend with capabilities.

Improve Tech

Provide regulators with better tools and data.

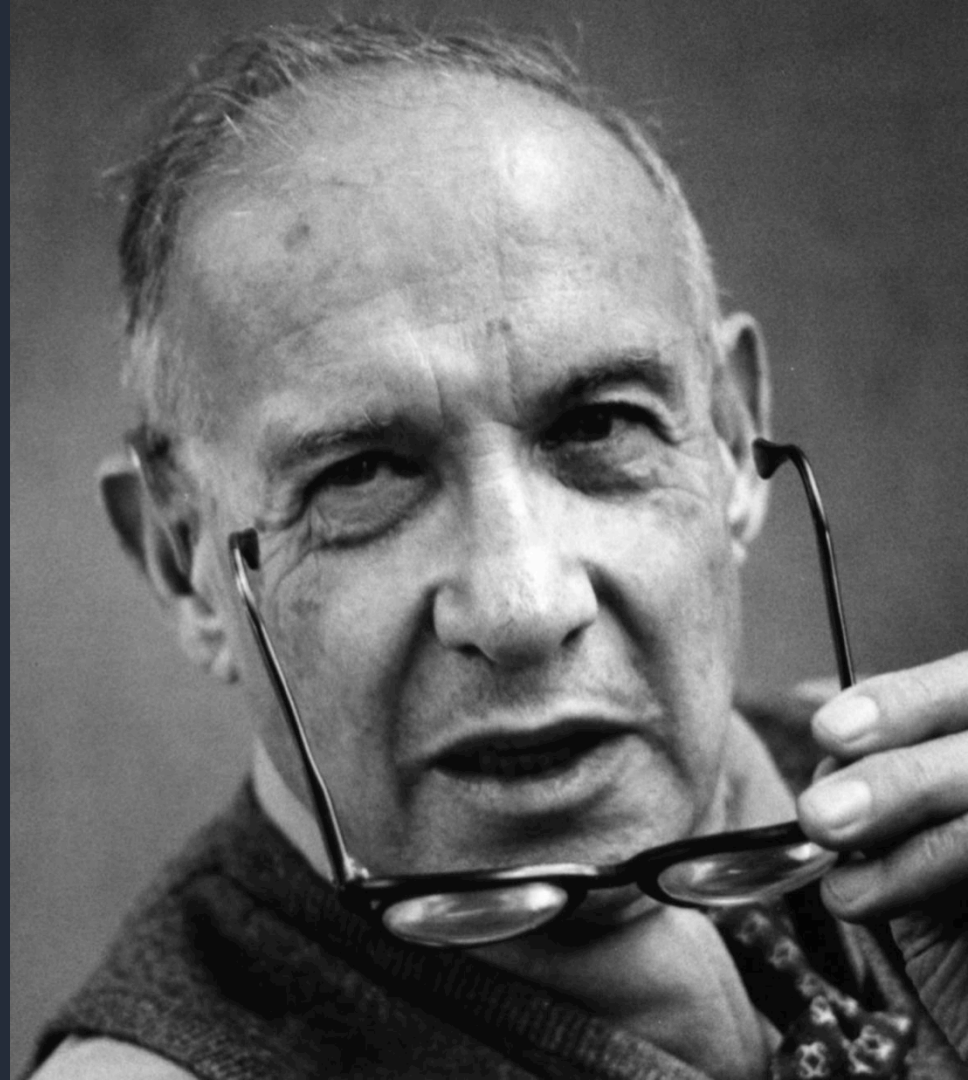
Prepare for the future - more data, new technology, and InsurTech.



“Culture eats strategy for
breakfast”

-

Peter Drucker





Getting started with change

- understand your context
- focus on business value
- put people first



Pilot Project #1

Explored serverless, single page apps, etc.

Started small. Solved a problem.

Cloud



Selling Transformation at the Top

- shared experiences
- broad involvement
- share openly



Selling Transformation with Staff

- choose wisely
- share often
- facilitate learning



Pilot Project #2

Challenged the norm by
using an outside trusted
resource.

Started small.

Data Capture



Pilot Project #3

Challenged the norm by
using new technology and
focusing a team member.

Started small.

Business Intelligence



Selling Change

- learn
- share
- grow



Accelerate!

- Created a migration platform
- Created a platform team
- Brought more people in



Thanks!

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NAIC



here's the help I'm looking for

- What are successful organizational architectures?
- How have you gone about migrating hundreds of applications?
- Do you want to share?
- Have you done BYOD?
- Have you open sourced tools?



References

- Leading the Transformation - <http://a.co/0Smj1QG>
- The AWS Way - <http://a.co/bkF0L1g>
- The Phoenix Project - <http://a.co/d/3QcqW8H>
- Turn the Ship Around - <http://a.co/d/cTNwAsF>
- Accelerate - <http://a.co/d/iamgyrp>



Key Learnings

1. Pilot, get small wins, talk about them
2. Look at what others are doing, use them for reference and support
3. Communicate in small and large groups, more than once
4. Don't be afraid to be bold, but have facts and references to back it up



Key Learnings

5. Establish goals, integrate them with the business strategy
6. Include representatives from potentially impacted parties
7. Use small successes to tell stories, connecting them to a bigger future
8. Focus on key leadership attributes of authenticity and perseverance