

In Conversation With...

Stephanie Greer



REFLECTIONS ON Leadership, Learning, and Change

What do you think has contributed most to your success throughout your career?

Curiosity and a willingness to take on things I didn't already know how to do. I've always been interested in learning new things and understanding areas where I'm not the expert. I also haven't been afraid to work on myself — to push outside my comfort zone, develop new skills and seek out experiences that would help me grow.

For me, that has meant moving well beyond my original training as an actuary and deliberately developing in areas that didn't come as naturally. Even now, I rely on people around me to be the experts, but I want to understand the issues well enough to explain them clearly, particularly in an organization that deals with a lot of complexity.

Some of the best opportunities in my career have come from doing exactly that.

If you stay curious, ask questions and are willing to stretch yourself, over time you develop the expertise. That willingness to keep learning is part of how I ended up at Assuris and why, more than 15 years later, I'm still learning and taking on new challenges here.

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Throughout your career, what has most shaped the way you lead, especially in strengthening your resilience during periods of change or uncertainty?

Early in my career, I had a lot of exposure to change and uncertainty. The company I worked for was acquired, and I later worked in a

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high-pressure consulting environment, all while I was still finding my feet professionally and figuring out how I could contribute.

Those experiences taught me to be comfortable with change, stay open to new ideas and focus on where I could add value even when I didn't have all the answers. I think resilience is less about having certainty and more about knowing that you can learn, adapt and keep moving when circumstances change.

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What is the key area you're focused on right now to prepare your organization for the future – and what's driving that focus?

A big focus for us is making sure Canada's life insurance resolution framework keeps pace with how much the industry has changed. Canadian insurers are strong and well regulated, but today's largest companies are also much bigger, more complex and more international than they were when our current framework was developed.

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For Assuris, that means thinking ahead: Building our own resolution capabilities, working closely with regulators, government and industry, and making sure the tools are there before they

are ever needed. The best time to build crisis preparedness is when you're not in a crisis.

Which trends are you currently watching most closely, and how are you preparing your organization in light of those trends?

AI is probably the one I'm watching most closely. There is enormous potential in how we work, how we use information and how smaller organizations like ours can expand what they are capable of doing. At the same time, we're operating in a relatively new and still somewhat untested environment, so we need to be thoughtful about the risks.

Our approach is to learn by doing — finding practical ways to use AI, building our understanding as we go and putting appropriate guardrails around it. I don't think waiting until everything is figured out is realistic, but neither is adopting new technology without understanding the risks. It is about finding the right balance between opportunity and good risk management.

If you could leave our readers with one practical takeaway on leadership, what would it be?

Don't be afraid to take on something before you feel completely ready. Growth often means being willing to be uncomfortable for a while — whether that's taking on a new challenge, developing a skill that doesn't come naturally, or putting yourself in a situation where you have a lot to learn.

You don't have to wait until you know everything to take something on. Be curious, ask questions, learn from the people around you and be willing to work on yourself along the way.