

Climbing The Corporate Ladder:

Strategies to Move Ahead
During Tough Times

New York City CPCU

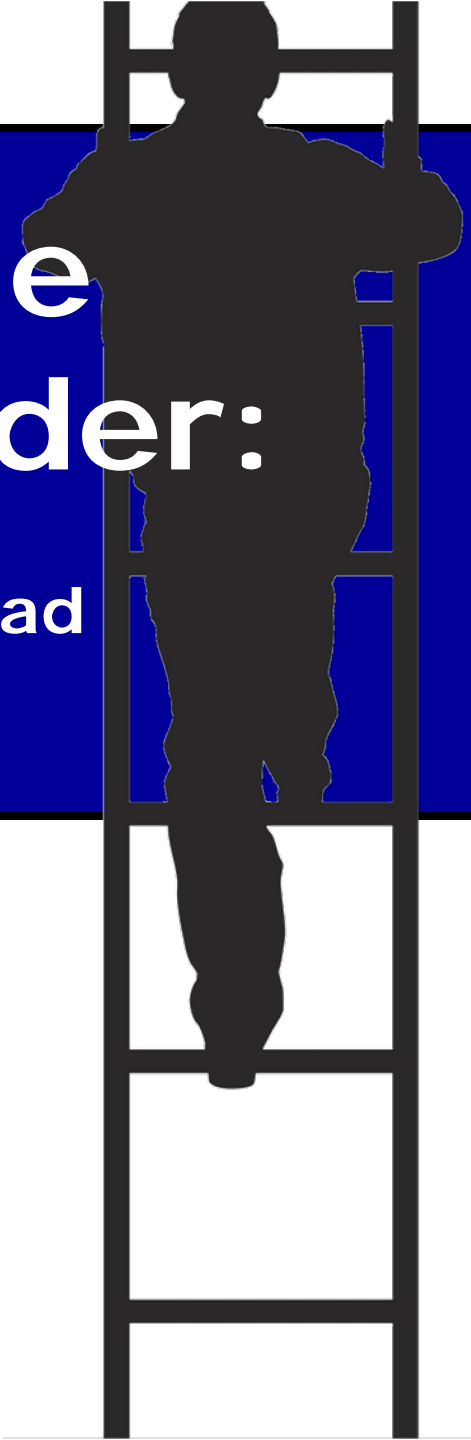
Presented by:

Martin Murphy, CPCU

Senior Vice President

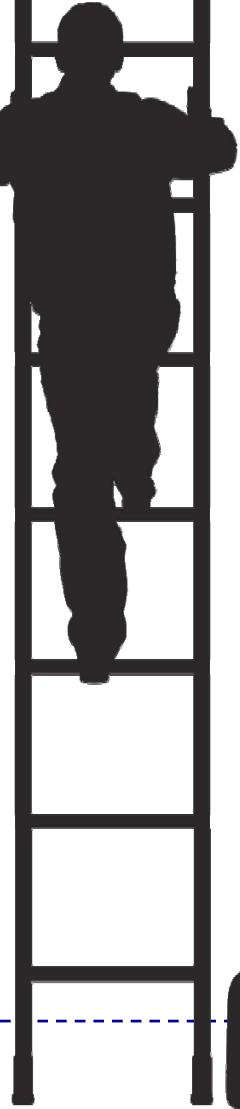


JACOBSON



Today's Agenda

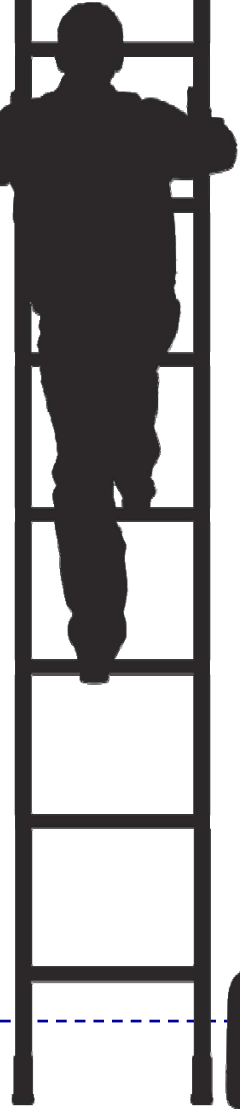
- Review the market and our employment environment
- Emerging hiring/employment trends
- Ways to move ahead and capture tomorrow's opportunities



Ongoing Career Mantra 2009

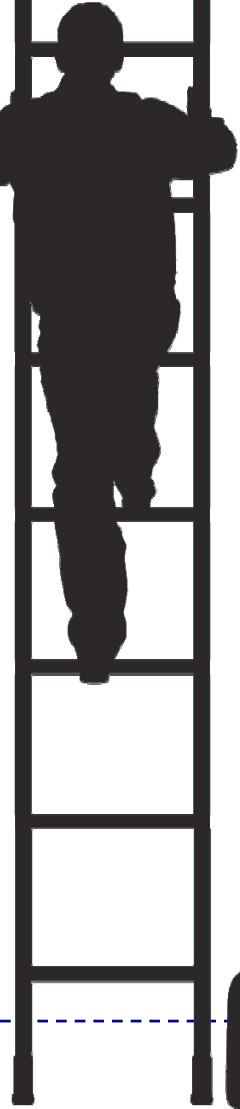
Change is mandatory;

Progress is optional.



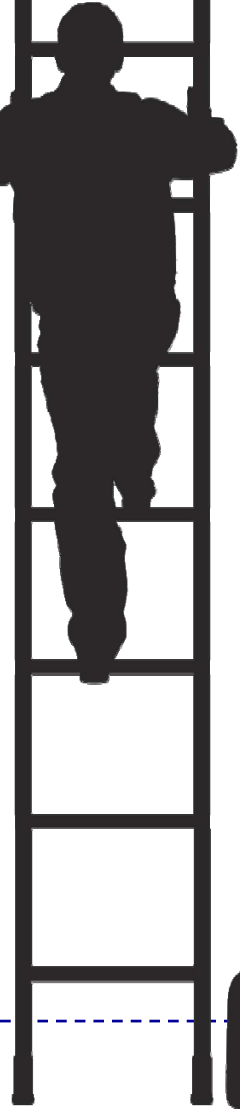
Evolution Never Stops

- Manufacturers of products
 - Failures, mergers, globalization, joint ventures, start-ups
- Distribution systems
- New products
 - New issues, societal demands, tort reform
- Technology



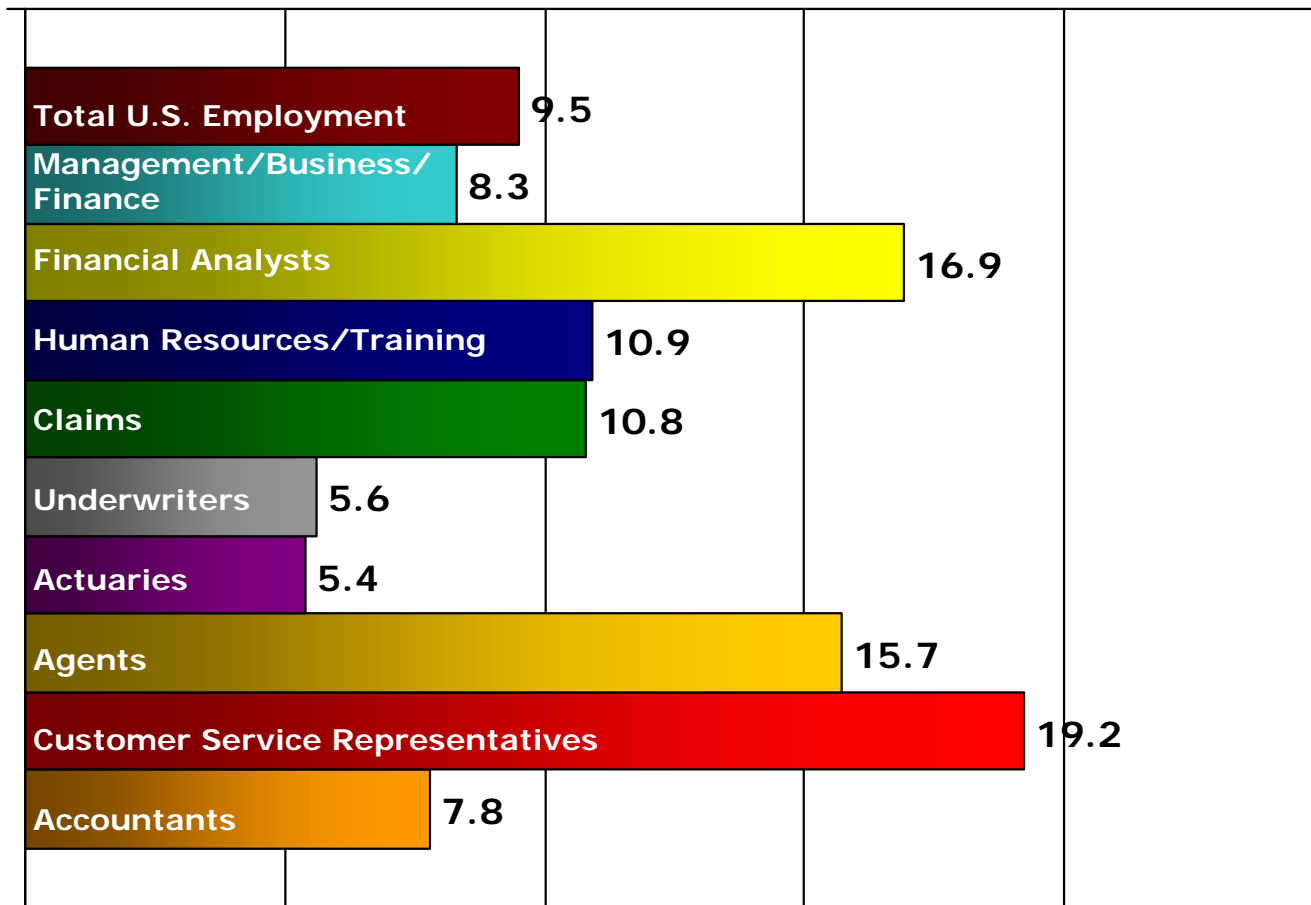
How Do Most of Us Advance in Our Careers?

Hit-or-miss!



Industry Job Growth: 2006-16

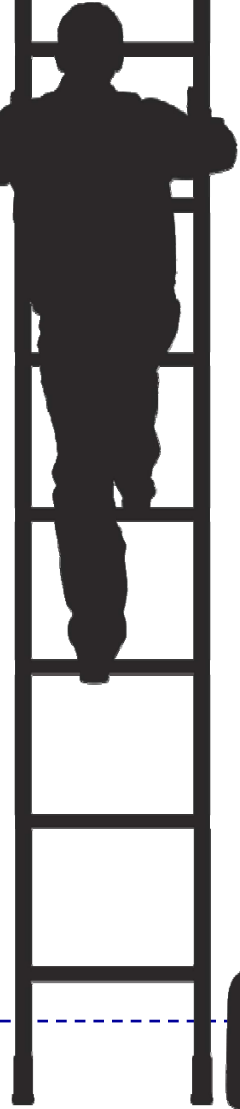
Insurance industry labor market is expected to grow at 7.4 percent.



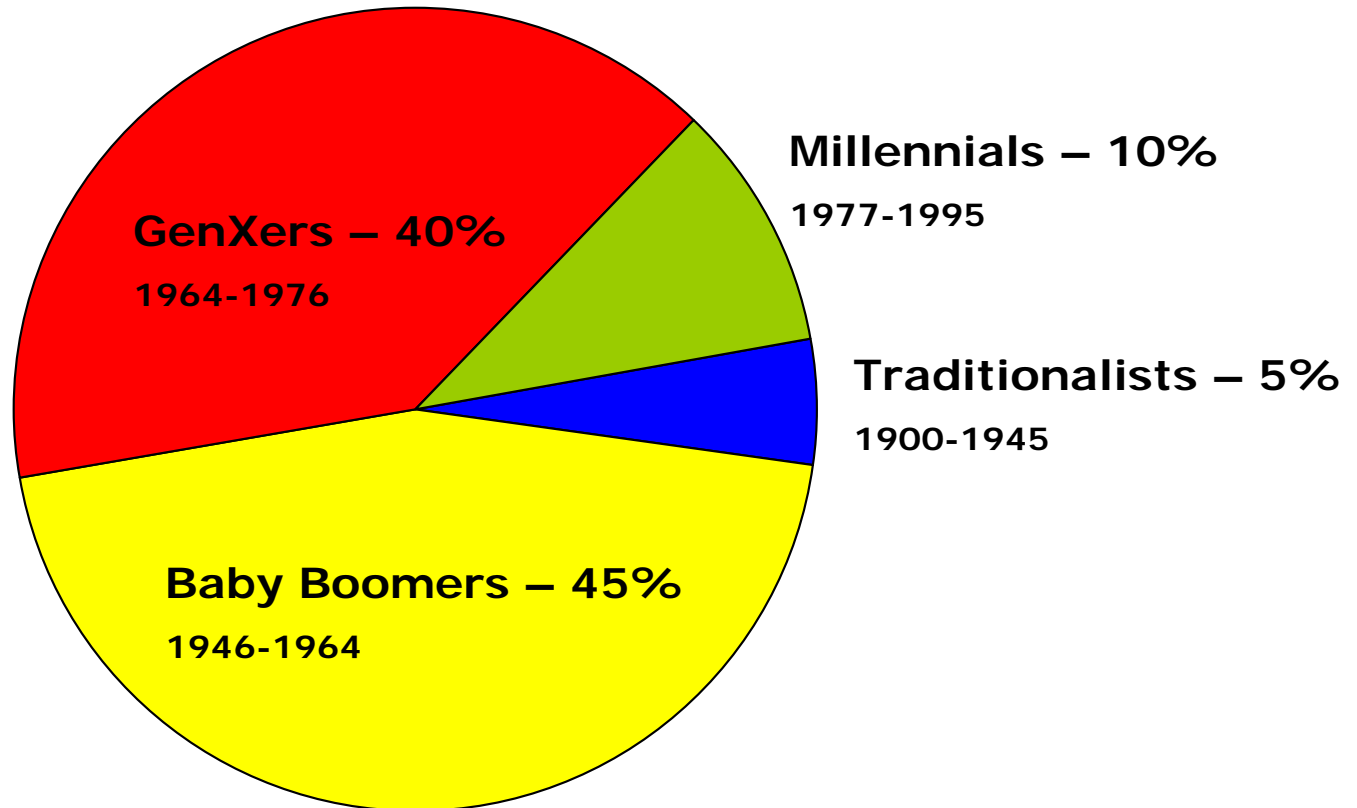
Source: Bureau of Labor Statistics

Mass Exodus of Baby Boomers

- The first boomers turned 60 in 2007.
- The average age of an insurance professional is 54.
- One-third of the nation's population is included in the baby boomer generation.
- 43 percent of the labor force will be eligible for retirement within the next 10 years.



Changing Workforce




The Tide is Changing

When millennials graduate college, millennials and boomers will comprise a majority of the workforce.

"Boomers, know this: You are outnumbered. There are 78.5 million of you, according to Census Bureau figures and 79.8 million members of Gen Y."

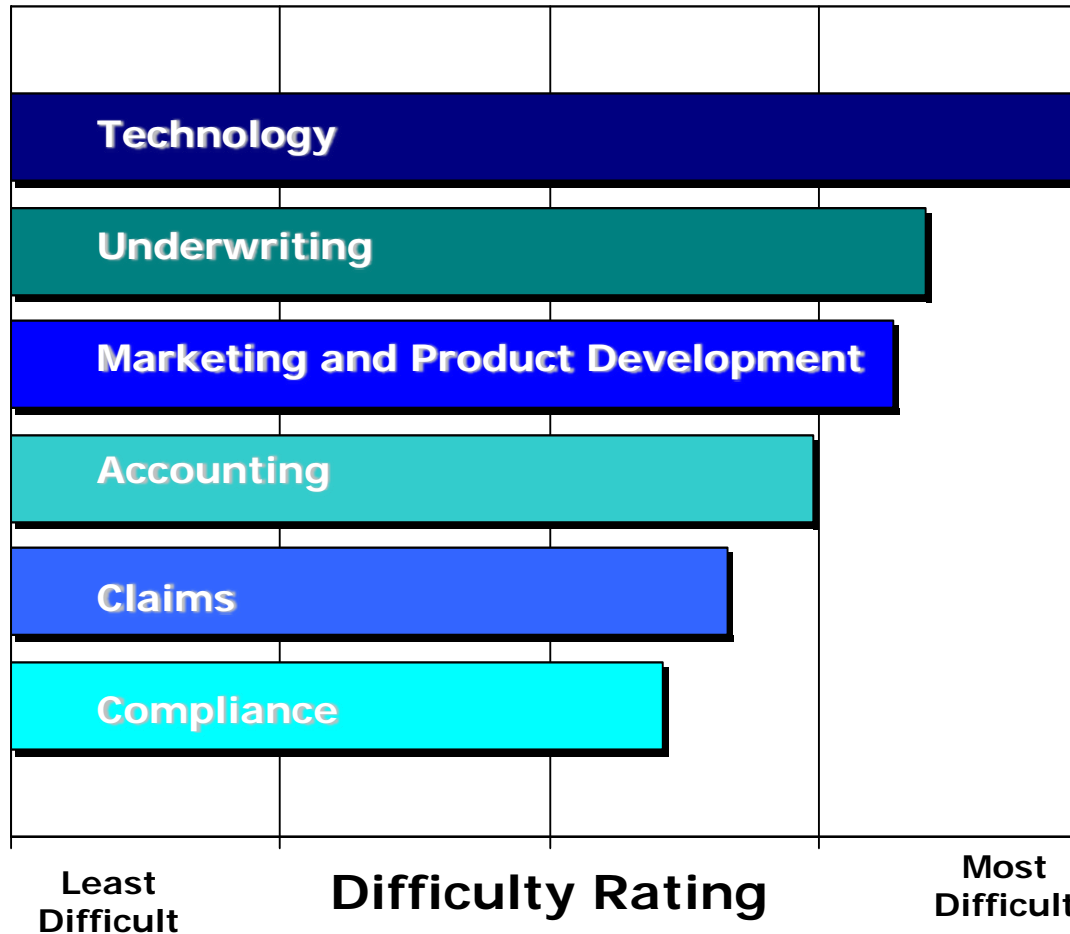
~ Fortune, May 2007

The Situation

- 
- A silhouette of a person climbing a ladder on the left side of the slide. A briefcase is on the ground at the base of the ladder. A horizontal dashed blue line is positioned near the bottom of the slide.
- Continued industry job growth*
 - + *Mass exodus of baby boomers*
 - + *Less skilled industry workers*

Shortage of talent

Most Difficult Disciplines to Recruit



Source: The Jacobson Group, 2008 Industry Hiring Outlook Survey

Insurance Hiring Environment

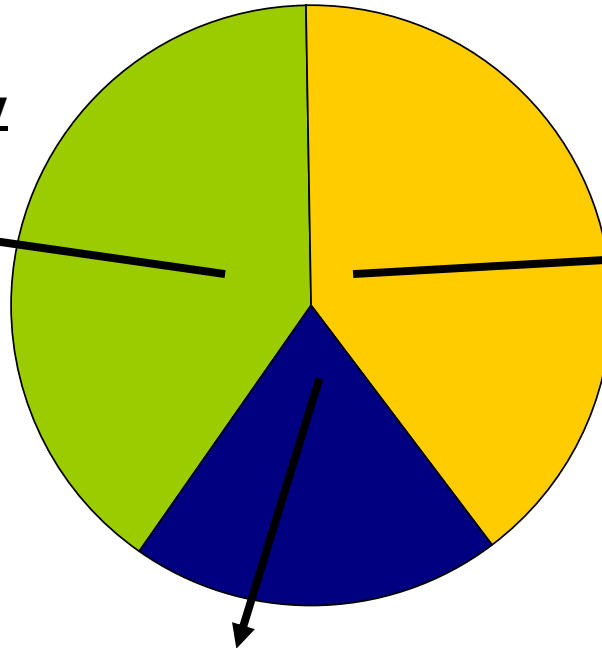
- Realities brought about by economic downturn and sub-prime meltdown
- Lack of qualified/skilled candidates; high demand for candidates
- Age of qualified talent pool/mass retirement
- Lack of interest in industry
- Competition for candidates = increased salaries
- Decrease in company loyalty
- Onboarding/training

Source: The Jacobson Group, 2008 Industry Hiring Outlook Survey

What Is Important?

Great Company

- Values and culture
- Well-managed
- Exciting challenges
- Strong performance
- Industry leader
- Talented employees
- Strong development
- Inspiring mission
- Fun
- Job security



Great Jobs

- Freedom and autonomy
- Exciting challenges
- Career advancement and growth
- Fit with admirable boss

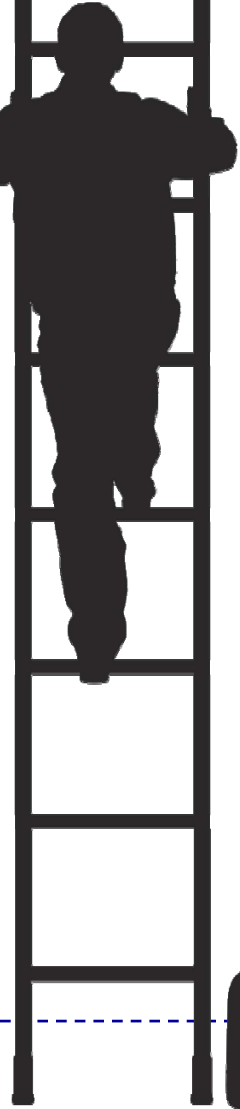
Compensation & Lifestyle

- Differentiated compensation
- High total compensation
- Geographic location
- Respect for lifestyle
- Acceptable pace and stress

Source: McKinsey Quarterly

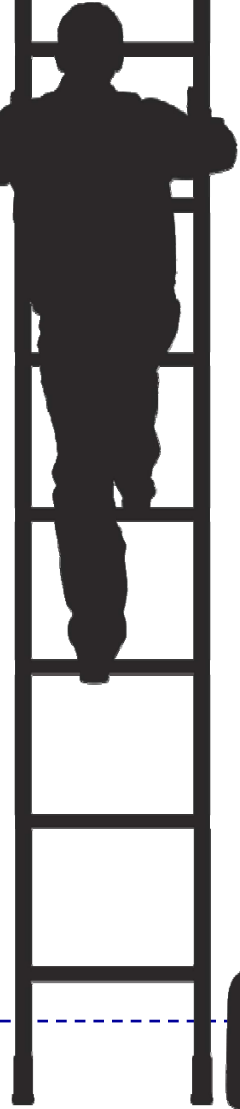
Corporate America's Challenges

- Company factors (reputation, stability, leadership)
- Location (cost of living, commute)
- Compensation/benefits (flex schedules, telecommuting options, career pathing/advancement)
- Work/life balance
- Generational expectations



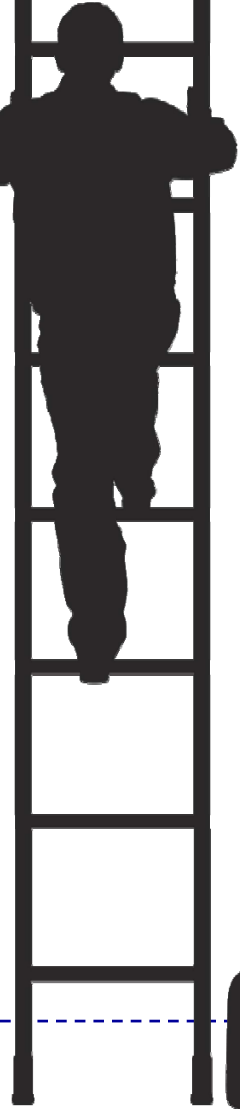
Top Recruiting Trends

- Increased compensation and starting bonuses to attract top candidates
- Pursuit of passive job seekers
- Hire for fit, train for skill
- Formal employee retention and engagement strategies
- Reliance on recruiters
- "Recruitment culture"
- Hiring from within
- Strategic succession and leadership development planning



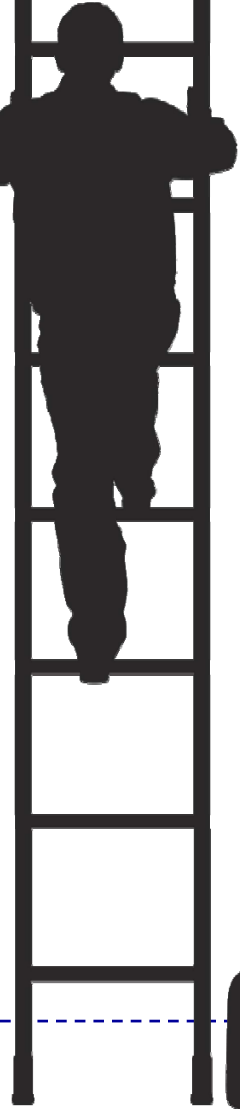
Training Trends

- New learning vehicles
 - Cross-training
 - Planned career rotations
 - Stretched work roles
 - Subject Matter Experts
 - Individual career building: coaching, shadowing and mentoring
 - Personal executive coaches: skills, development, performance



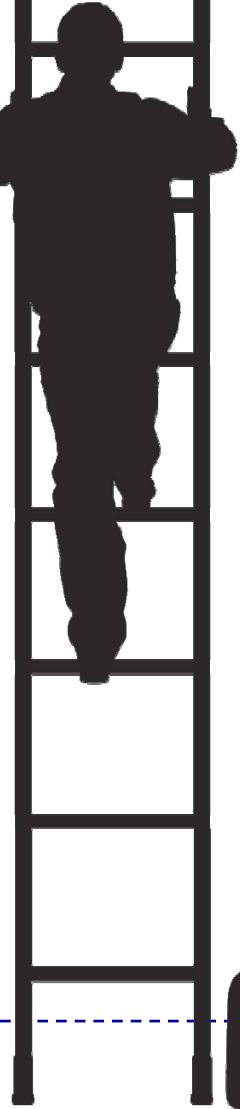
Changing Career Landscape

- Career security vs. job security
- No more job for life
- Strategic contribution vs. tactical production
- Required soft skills vs. hard skills
- Work life vs. personal life



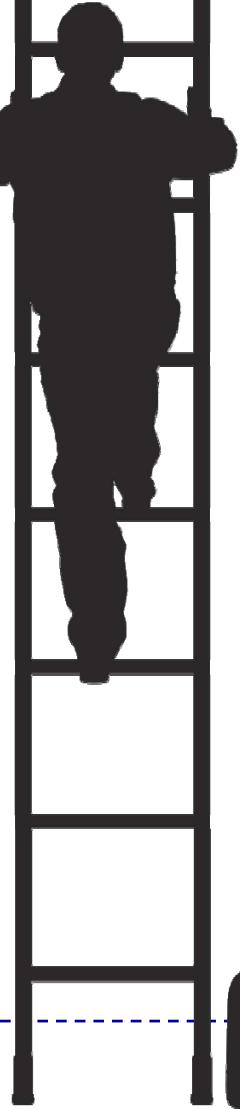
The \$64 Million Question

**What Are Companies
Looking For?**



Climbing the Career Ladder

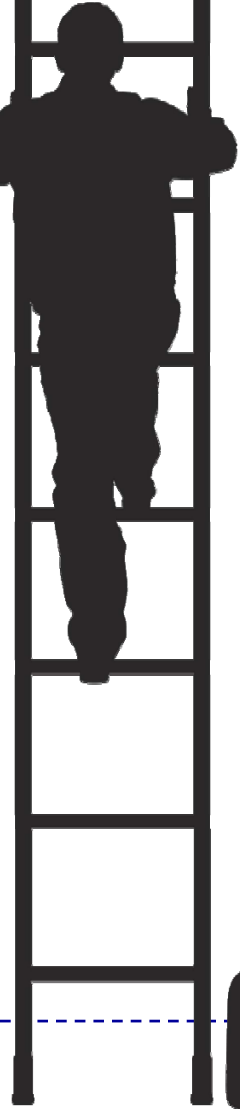
- It is not what it used to be — or is it?
- It can be a struggle; but with preparation and planning, you can beat out the competition.
- Today, the average person makes between five and ten job changes in his/her career.



Where Does This Leave You?

How to move ahead and capture tomorrow's opportunities:

- Manage what you can manage; learn how to deal with the rest.
- Continually learn.
- Be self-aware.
- Proactively manage yourself and your career.



Manage What You Can Manage: **RAA, RAA!**

Join the corporate pep club!

- ***Resiliency***
- ***Agility***
- ***Attitude***



Manage What You Can Manage:

Need For Personal Resilience

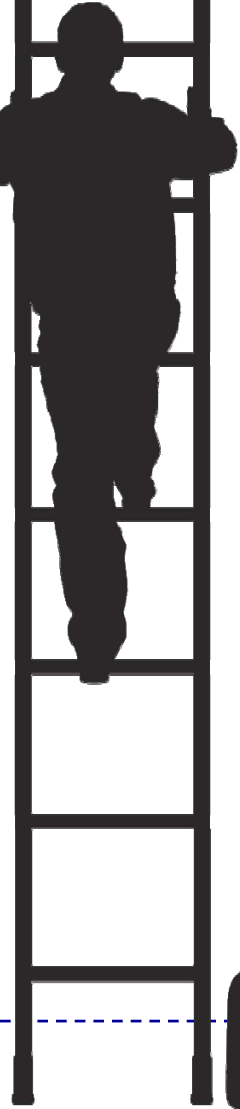
re·sil·ience

Pronunciation: ri-'zil-y&n(t)s

Function: *noun*

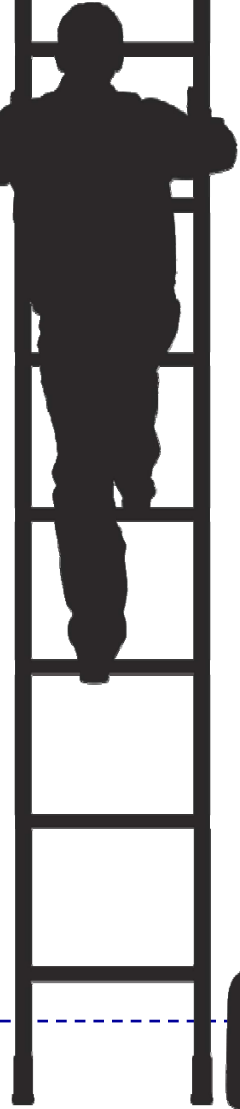
1 : the capability of a strained body to recover its size and shape after deformation caused especially by compressive stress

2 : an ability to recover from or adjust easily to misfortune or change



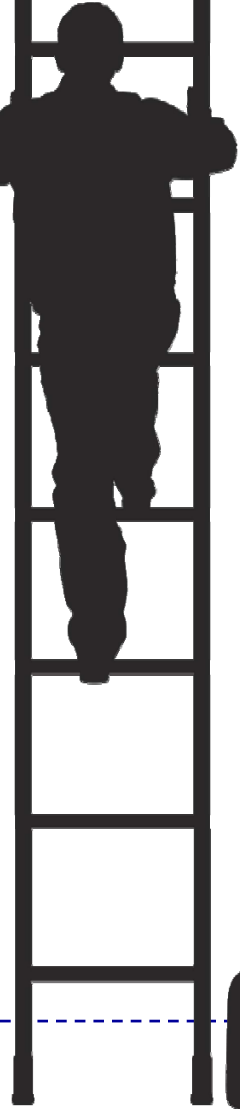
Manage What You Can Manage

- Resilience is critical.
- You must possess it to survive in a leadership role.
- It is becoming more important than technical knowledge in this ever-changing industry.



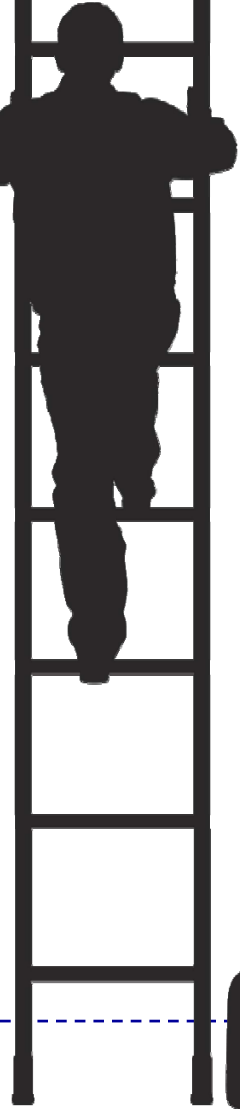
Manage What You Can Manage: Develop Personal Resilience

- Learn from those who are naturally resilient.
- Learn from your own experience.
- Understand yourself.
- Know the territory.
- Connect to those who can help.
- Take care of yourself.



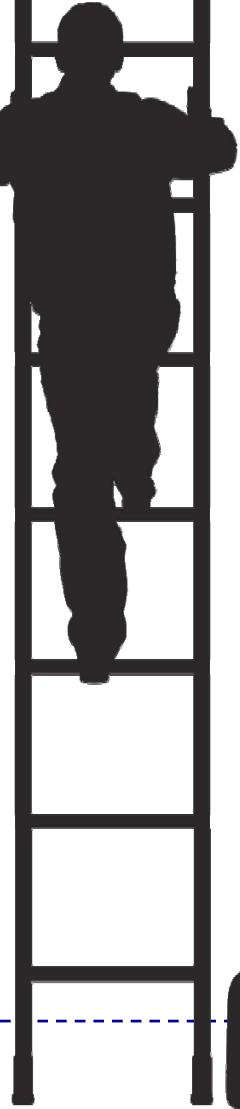
Manage What You Can Manage: Demonstrate Agility

- Be focused.
 - Proactively seek information.
 - Understand what you can control and impact.
 - Seek out those who can help.
 - Plan tasks and projects in detail to implement change.
 - Ask questions to clarify priorities, objectives and timelines.



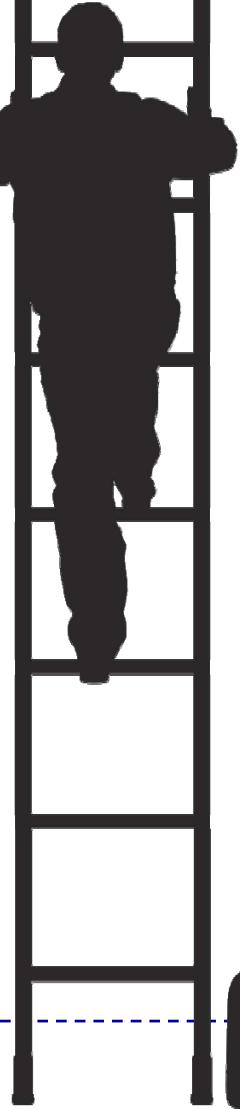
Manage What You Can Manage: Demonstrate Agility

- Be flexible.
 - Adapt to fit changing business demands.
 - Take appropriate risks and accomplish tasks.
 - Continually update skills.
 - Operate in an environment where structure is not always present.
 - Propose innovative solutions.



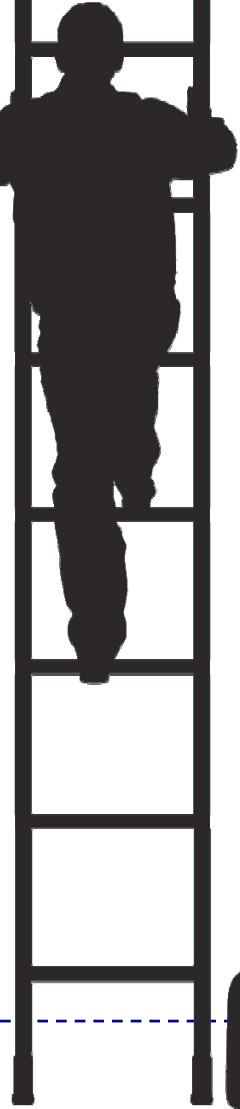
Manage What You Can Manage: Demonstrate Agility

- Be facilitative.
 - Assist those who are struggling with change.
 - Help others maintain a positive attitude.
 - Collaborate to accomplish goals.
 - Focus on benefits of change — for self and organization.
 - Make suggestions to improve outdated processes and systems.



Manage What You Can Manage: Demonstrate Agility

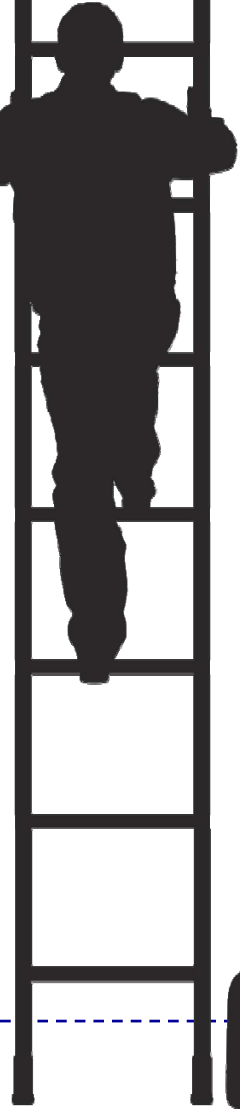
- Be fast.
 - Strive to maintain momentum and move forward.
 - Gather information efficiently to make timely decisions.
 - Promptly inform those impacted by the change.
 - Generate ideas to remove obstacles.
 - Proactively seek needed tools and resources.



Manage What You Can Manage:

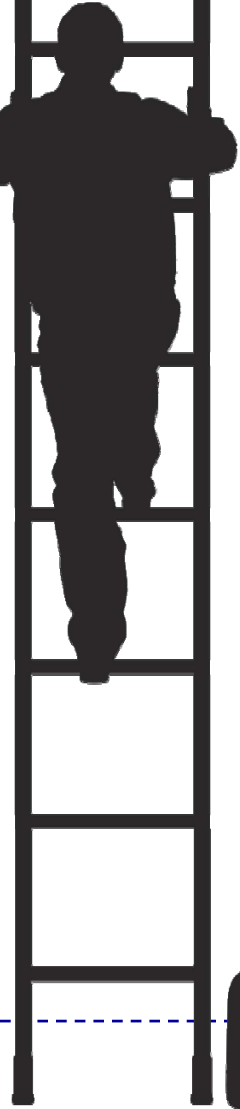
Attitude Determines Altitude

- Live in the now.
- Don't be weighed down by past failures or successes.
- Embrace the day.
- Give thanks.
- Utilize your talents.
- Be your own destiny.



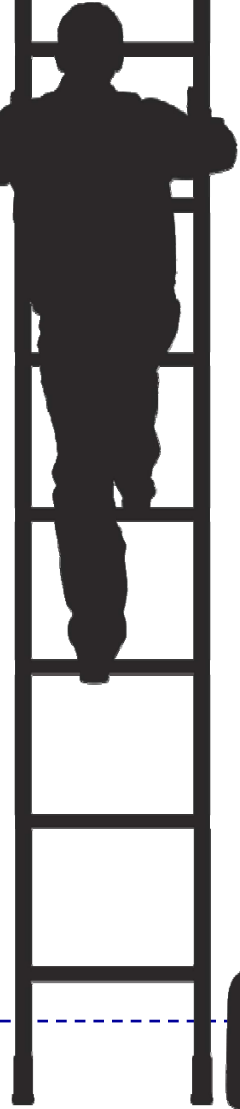
Manage What You Can Manage: Make it Stick!

- Encourage yourself.
 - Avoid “I’ll try” or “I hope to.”
 - Use “I will.”
- Engage in optimistic behaviors.
 - Each day identify three achievements, personal or business-related.
 - Determine why it was an achievement and how you can make further progress.



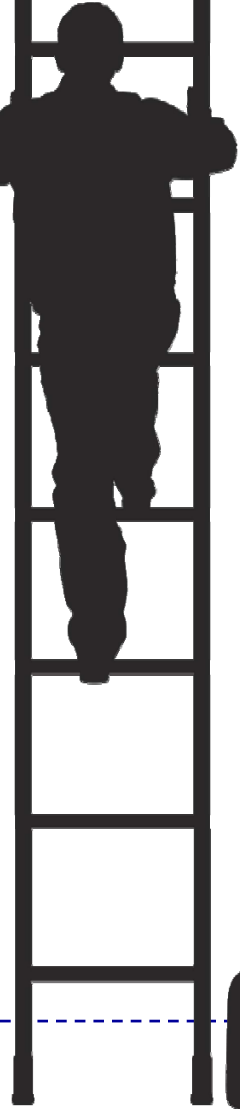
Manage What You Can Manage: Overcome Obstacles

- Stop blaming.
 - Blaming costs organizations millions in productivity, customer service and job satisfaction each year.
 - Blaming suffocates creativity and teamwork.
 - Blaming keeps employees from taking risks.



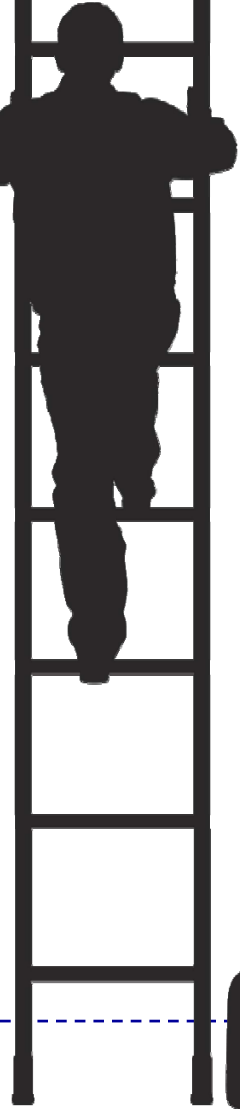
Manage What You Can Manage: Overcome Obstacles

- Stop asking the wrong questions.
 - Why do we have to make changes?
 - When will someone train me?
 - Why is so-and-so making so many mistakes?
- Begin asking better questions.
 - What is the problem?
 - How can we fix the problem and avoid it in the future?



Manage What You Can Manage: Overcome Obstacles

- Create, instead of complain.
 - Utilize your sense of vision to create goals.
 - Identify obstacles between you and the achievement of your goals.
 - Transform obstacles into solutions.



Activity



Understanding/ Managing Change

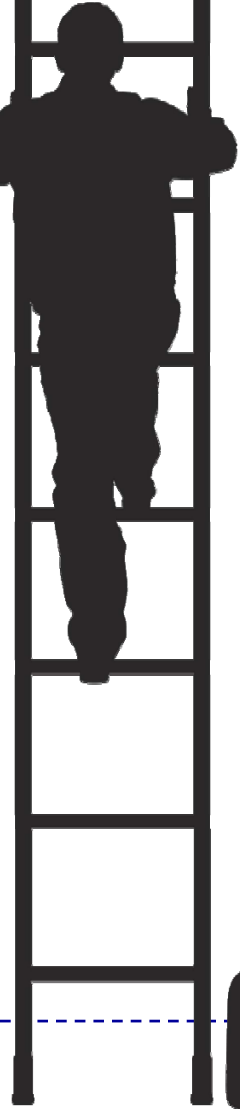
**The past is history; your
future is still to be written!**



Manage What You Can Manage: Manage Your Brand

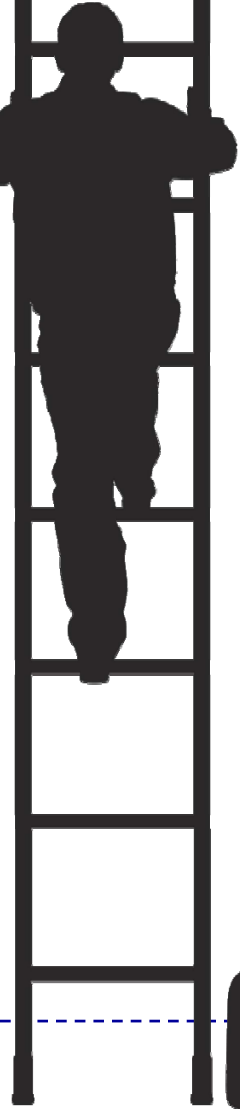
Your brand should:

- Distinguish you from others.
- Make others aware of your character, strengths and personality.
- Become the message that is conjured up when someone thinks of you.
- Influence the decisions, attitudes and actions of others.
- Increase confidence, presence and visibility.



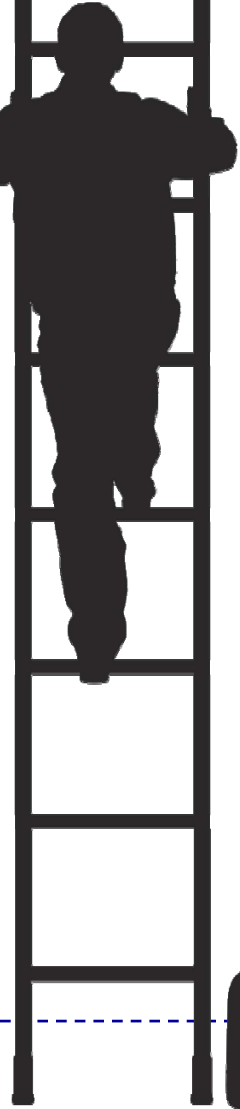
Manage What You Can Manage: Personal Brand

- Know yourself.
- Express yourself.
- Know your competition.
- Know your target.
- Give your brand context.
- Evaluate and evolve.
- Recruit a band of “brand cheerleaders.”



Manage What You Can Manage: Personal Integrity

- Deemed one of the most important traits in today's business world
- May be impossible to recover if you step over the line
- Value of a "personal integrity statement"



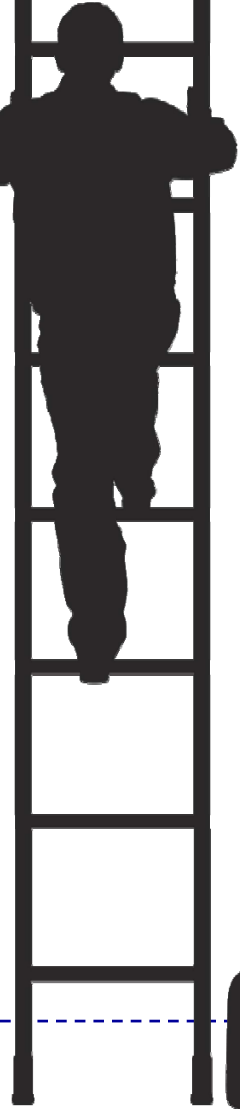
Activity



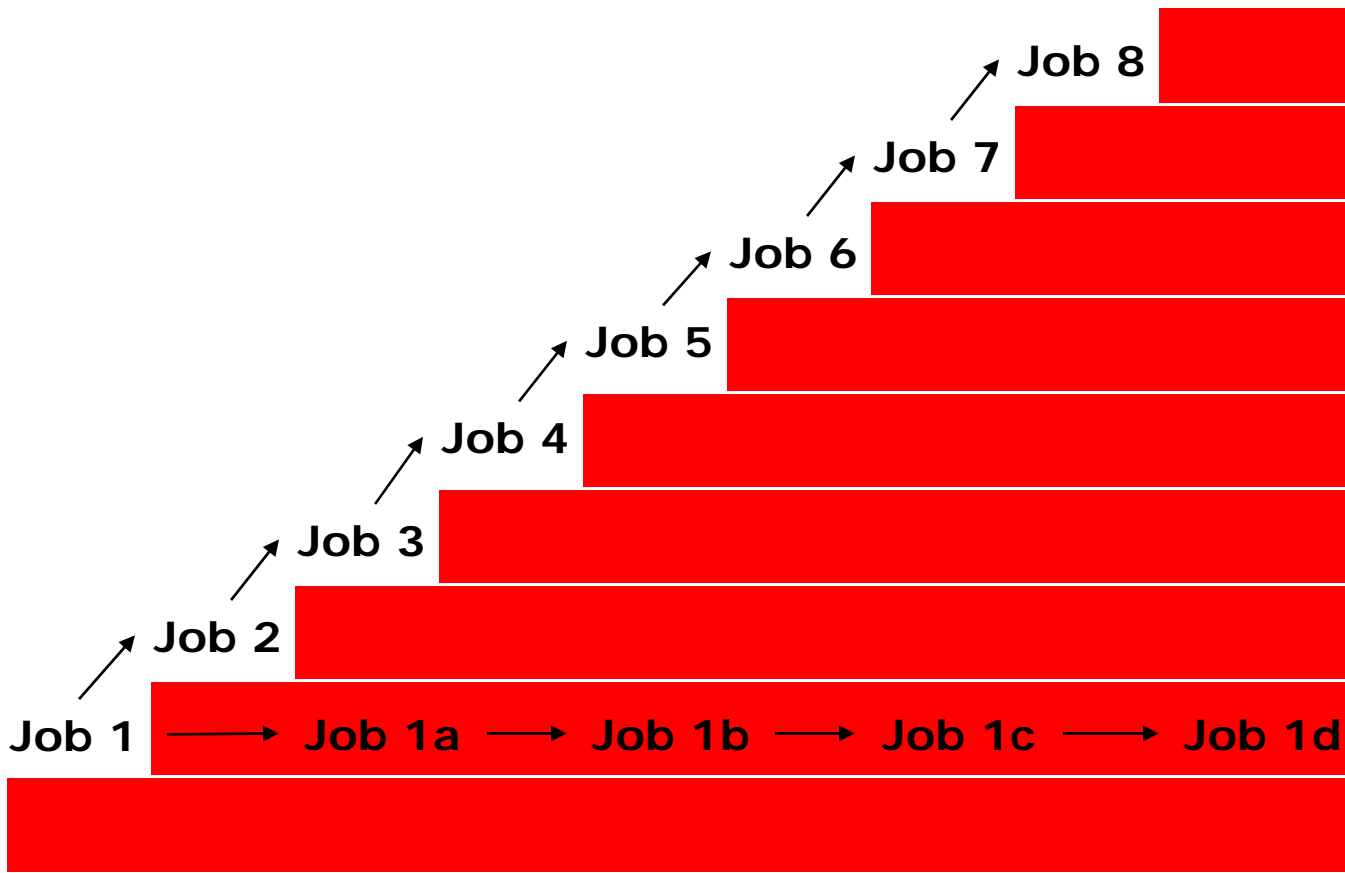
Personal Integrity Statement

Continual Learning

- Breadth versus depth
- Mixture of staff and line
- Ability to transition into new roles
- Challenging assignments outside of “comfort zone”
- Failures and successes
- Gaining new skills — not overusing old ones
- Ongoing education
- Know the business



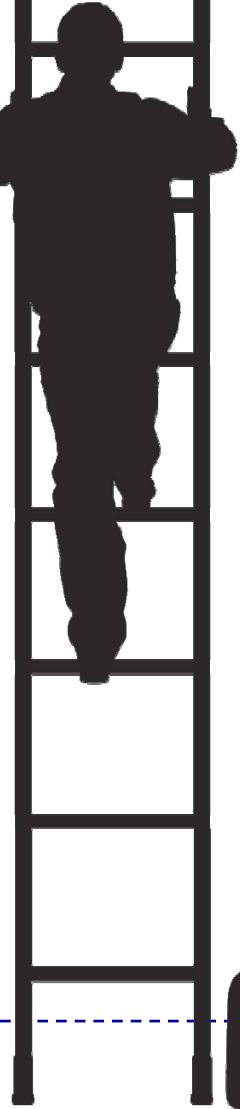
Continual Learning: The Course To Success



Continual Learning:

Key Core Competencies

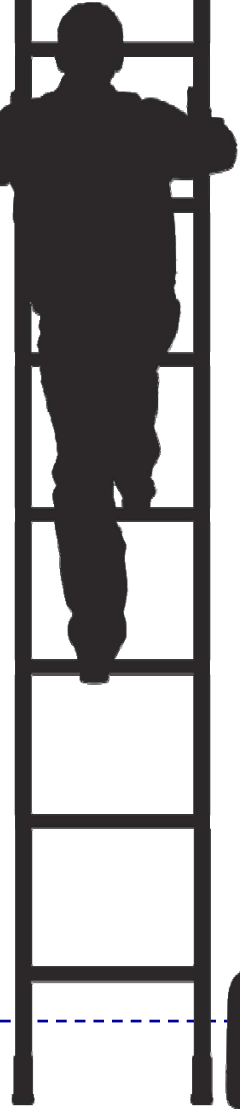
- Leadership
- Analytical Ability
- Technical Ability
- Communication
- Business Knowledge
- Strategic Thinking



Continual Learning:

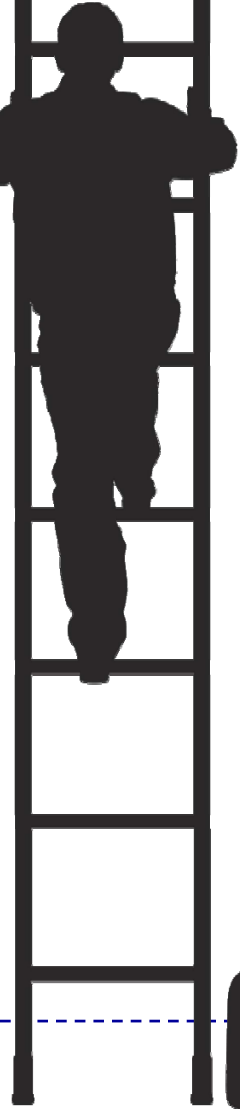
Consider Mentoring Relationships

- Connect with leaders who are not your managers.
- Gain further insight on what it takes to be a leader, thrive in the position/industry.
- Gain additional company perspectives.
- Obtain guidance and suggestions.
- Reverse the roles and learn something new.
- Build relationships and networks.



Mentoring Considerations

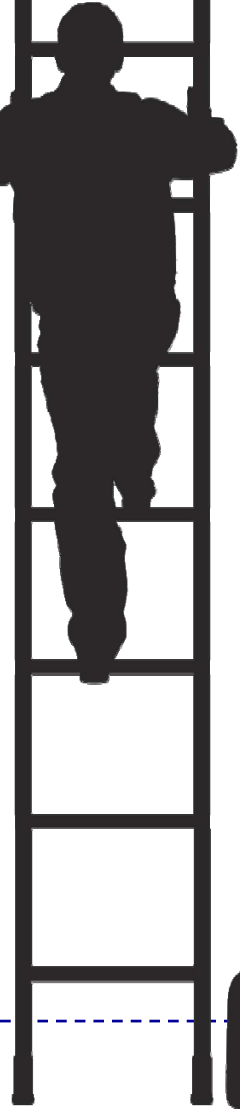
- What is your goal in a mentorship?
- Is there a formal program or do you need to create your own?
- Who do you know and respect that can provide you with critical information and honest feedback?
- How will you structure the relationship?
- What structure will you put in place to make it happen?
- How do you know when there is no longer value in the activity?



Continual Learning:

What Mentoring is *Not*

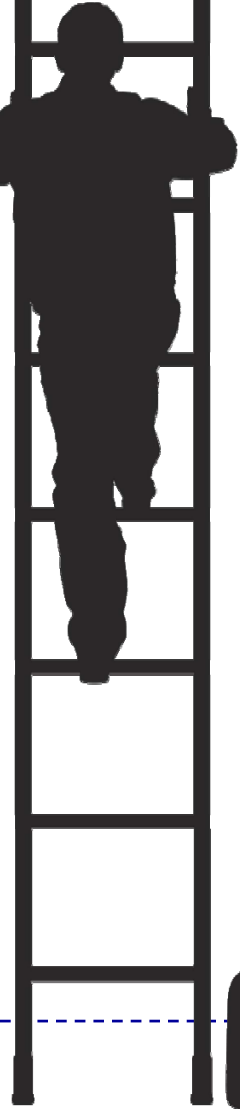
- Formalized coaching
- A remedial program
- A way to manage performance
- A way for mentees to get promoted



Continual Learning:

What Makes a Good Mentor?

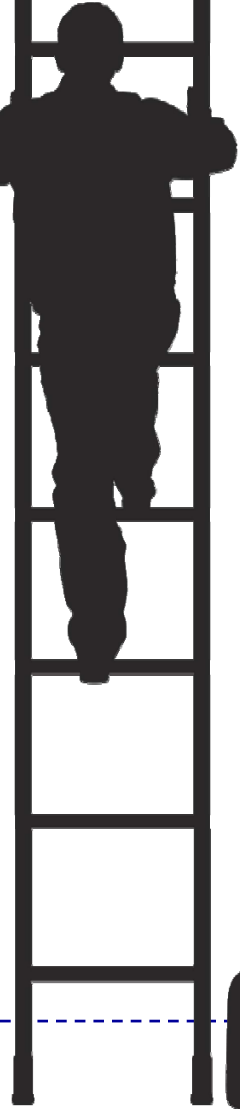
- Professional standing and experience
- Professional competence and skills
- Commitment to mentoring
- Use of active listening, reflecting and summarizing
- Respecting mentee's right to decide actions
- Sharing personal insights and experiences
- Providing feedback
- Use of business anecdotes to illustrate concepts



Continual Learning:

What Makes a Good Mentee?

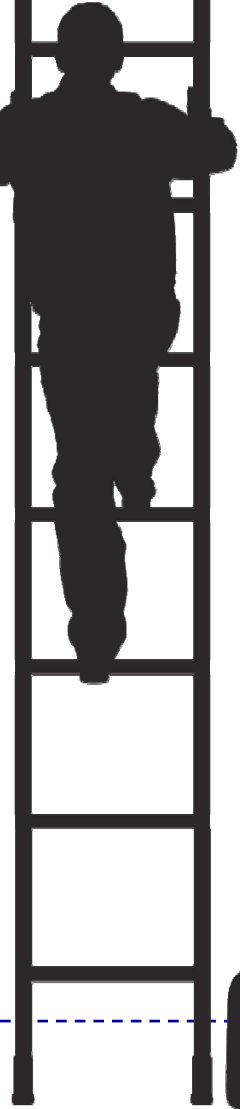
- Seeks information; asks questions
- Is open to being mentored
- Strives to deliver his or her best at all times
- Accepts critiques graciously
- Learns from mistakes
- Accepts responsibilities
- Possesses the courage to try new things
- Is open and honest
- Is respectful and gracious
- Listens, watches, learns, grows



Continual Learning:

Roles/Responsibilities of a Mentor

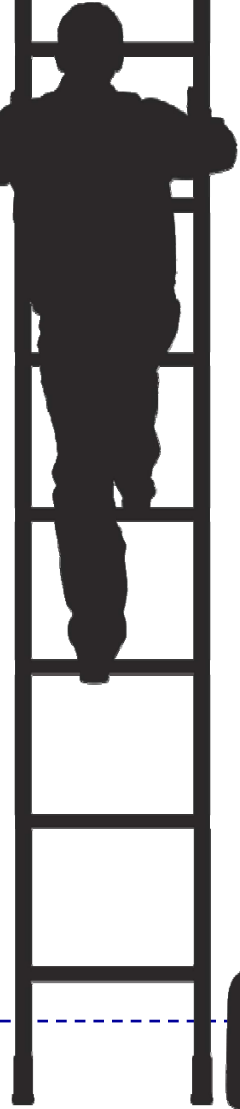
- Be committed.
- Advise and instruct without interfering.
- Offer different and impartial perspectives.
- Remain non-judgmental.
- Share own experiences.
- Act as a sounding board.
- Provide advice, but do not tell a mentee what to do.
- Act as a friend or colleague when mentee has a need.



Continual Learning:

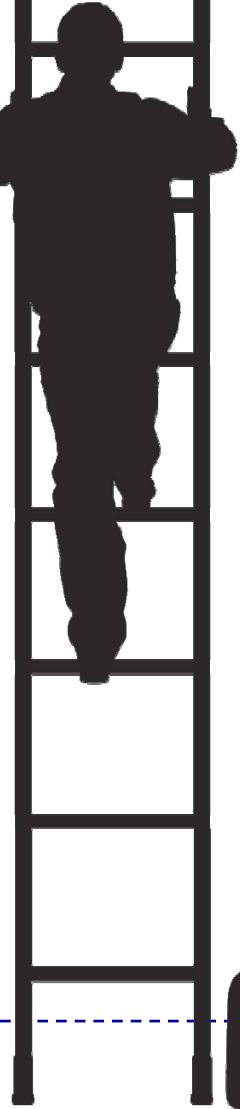
Roles/Responsibilities of a Mentee

- Commit to the process.
- Drive the relationship.
- Manage the process to ensure own needs are met.
- Request and arrange meetings with mentor.
- Be open to receiving feedback and advice.
- Do not expect mentor to solve problems for you.



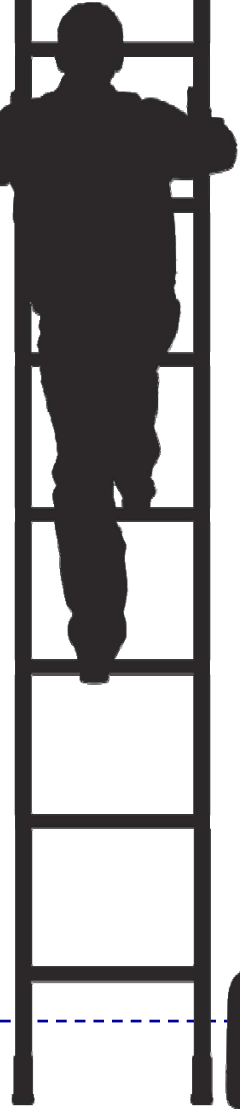
Choosing Your Mentor

- Do you respect this individual and is he/she someone that you believe can help you?
- Will he or she commit the time to meet with you and open doors for you?
- Does the individual have an “approachable” personality and demeanor?
- Is there chemistry?
- Do you both have the same expectations?



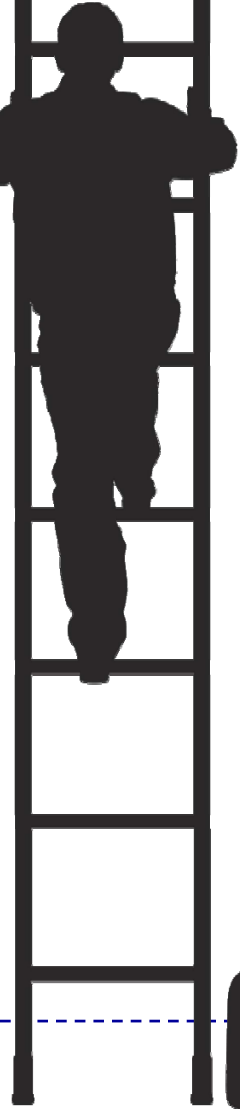
Scheduling Your Sessions

- Meetings should be planned in advance, with specific times and agendas.
- Choose a place where you will be comfortable and not interrupted.
- Before you leave the current meeting, schedule your next.
- More informal meetings should occur when the mentee has issues/concerns about specific plans or on day-to-day practices.



Ground Rules and First Meeting

- Establish rapport.
- Discuss specific mentee and mentor goals.
- Set expectations.
- Determine how to handle contact between meetings.
- Obtain agreement around confidentiality.
- Determine possible dates/places for future meetings.



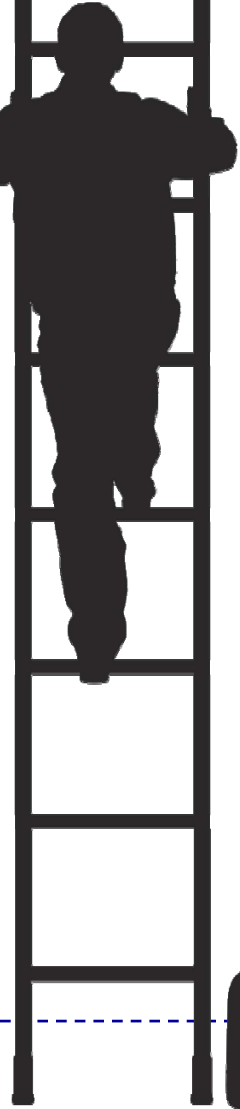
“Invisibility is Worse than Failure.”

- Keith Ferrazzi, author, [Never Eat Alone](#)



Continual Learning: Why Network?

- Stay current on what is happening in the business world.
- Learn the organization's needs.
- Determine if your transferable skills are a fit for other positions.
- Create your own new position.
- Be seen as a mover and a shaker.
- Set yourself apart.

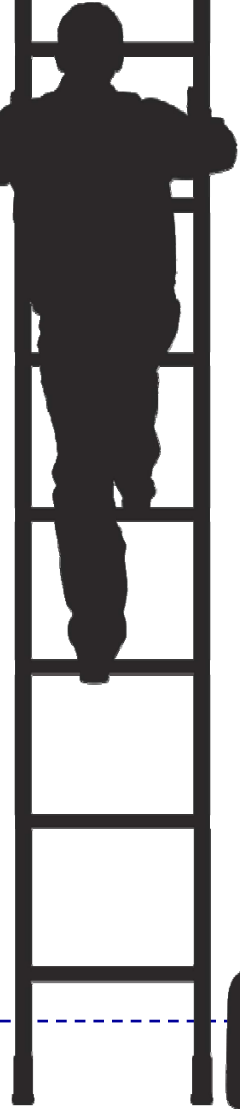


Continual Learning: Network

Passive Networking: what you are already doing each and every day at meetings, in the lunchroom, in the hallway

VS.

Active Networking: when you go out of your way to set up meetings to meet with leaders to learn more about your organization - proves you are interested and motivated

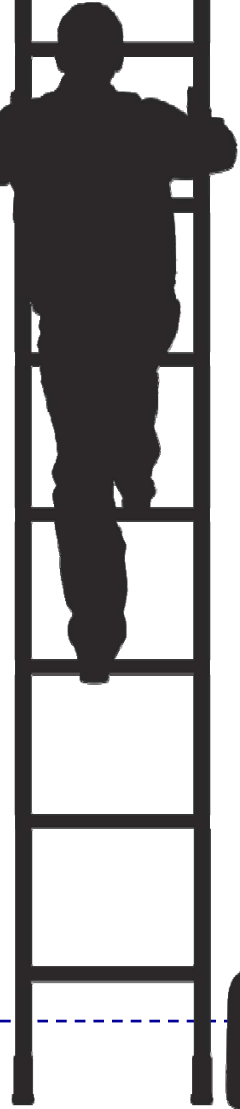


Continual Learning: Exploding the Myth

Networking is not complicated...

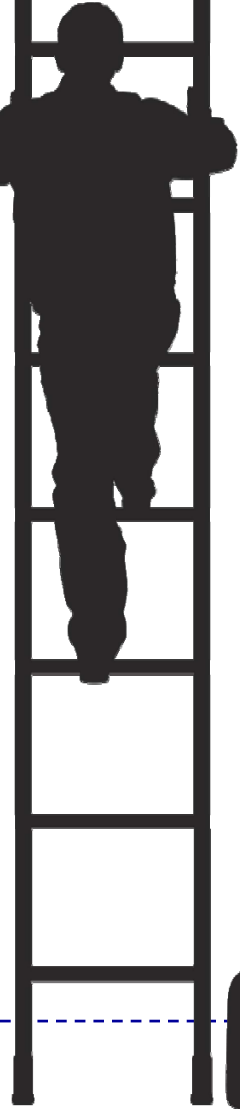
- Observe.
- Ask questions.
- Listen well.
- Accurately articulate who you are.

...it just takes focus and action!



Continual Learning: Who Do You Network With?

- People you know inside of your organization — your boss, co-workers and clients
- People you know inside other organizations that you admire
- Individuals that are members of target professional organizations
- Anyone else that can provide you with fresh points of view and ideas



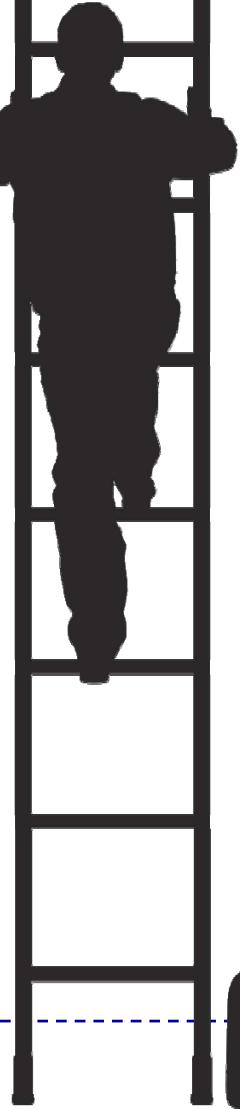
Continual Learning: How Do You Meet Them?

- Personal Introductions
 - In person
 - On voicemail
 - On the phone
- Pre-Letters
 - People you know
 - People you've been introduced to
 - People you don't know
- Direct Phone Conversations



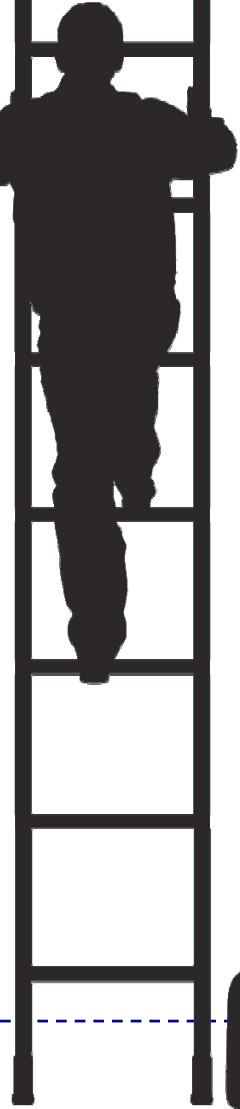
Continual Learning: Be Prepared For Active Networking

- Develop questions and scripts.
- Know what to ask.
- Ask questions that will provide answers that lead you closer to your goals.



Continual Learning: Networking Meetings With Impact

- Face-to-face meetings are better than on the phone.
- Treat them like a business meeting — begin and end on time.
- Give your meetings purpose and structure.
 - Build rapport.
 - State your purpose.
 - Present the situation.
 - Ask questions.



Continual Learning: Successfully Conduct Your Meeting

- Ask for referrals/introductions.
- Write thank-you notes.
- Update your records.



Continual Learning: Get Started Now!

- Overcome your networking phobias.
- Make it a part of your routine.
- Be organized.
- Make commitments in advance to attend events or functions.
- Stop procrastinating!



Continual Learning: Create a 30-Second Introduction

- Script your 30-Second Introduction.
- Tailor it for every audience you may encounter.
- Have you prepared an introduction for yourself that leaves your contact with the right message?



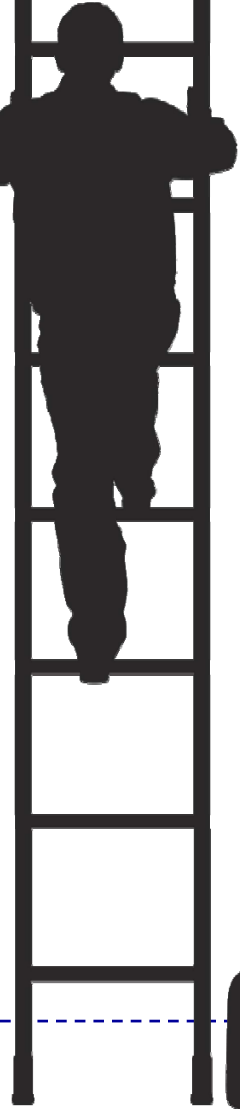
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Create Your 30-Second Commercial

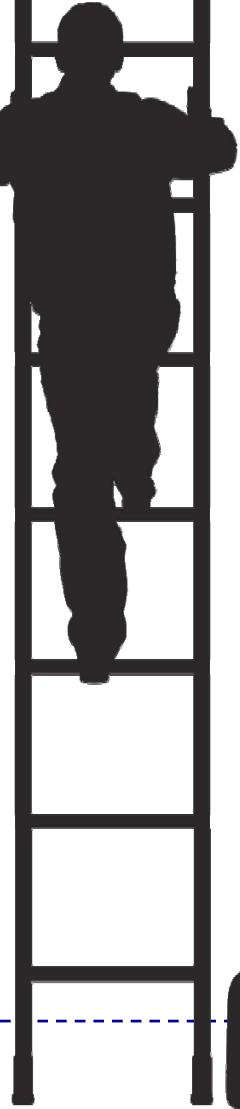
Be Self Aware: Know Yourself

- What are you good at?
- What are your passions?
- What do you hate?
- What have you actually accomplished?
- What are your personal considerations at this time?



Be Self Aware: Is Your Job in Danger?

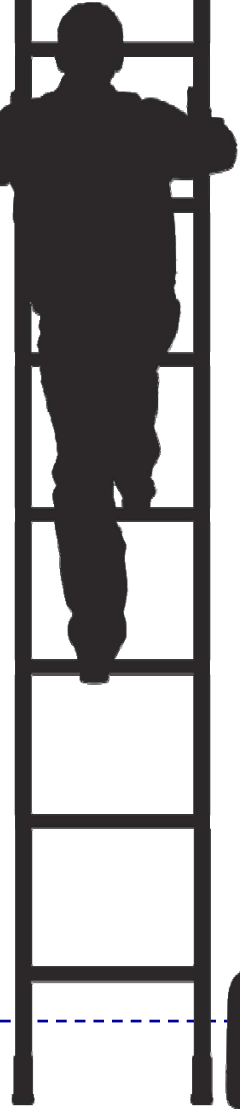
- Are you losing credibility?
- Are you no longer in the loop?
- Is your every move being scrutinized?
- Are you and your boss not seeing eye-to-eye?
- Does praise turn into criticism?
- Are responsibilities being taken away?



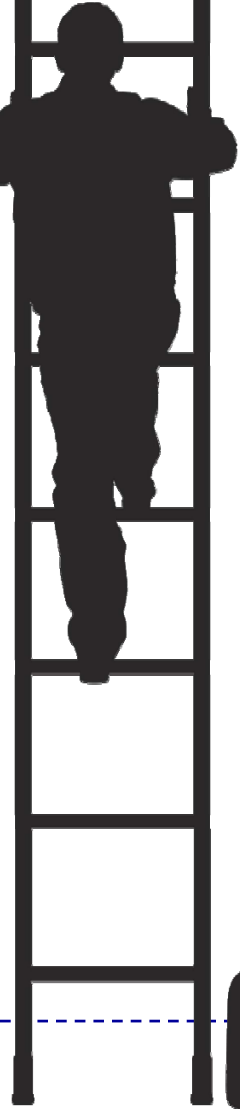
Be Self Aware:

Align Yourself with a Position/Company that Matches Your Goals

- Is your current role/company a good fit?
- Is it time to move on?
- Are you "done with it?"
- Are there other roles inside the company that are more appropriate for you?
- Are you in sync with the company philosophy and approach?
- Do you utilize your strengths and passions?
- Is your position/company toxic?

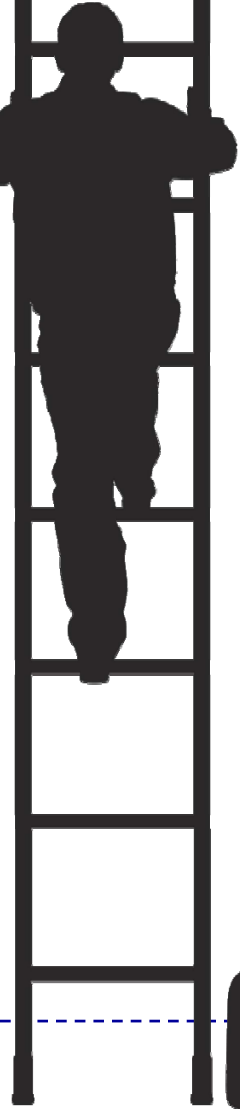


Actively Manage Your Career



Be Self Aware: Know Yourself

- What are you good at?
- What are your passions?
- What do you hate?
- What have you actually accomplished?
- What are your personal considerations at this point in time?



Actively Manage Your Career: Personal Inventory

- Activities/skills you like/dislike
- Personal priorities
- Dreams
- Ideal work environments
- Ideal geographic locations



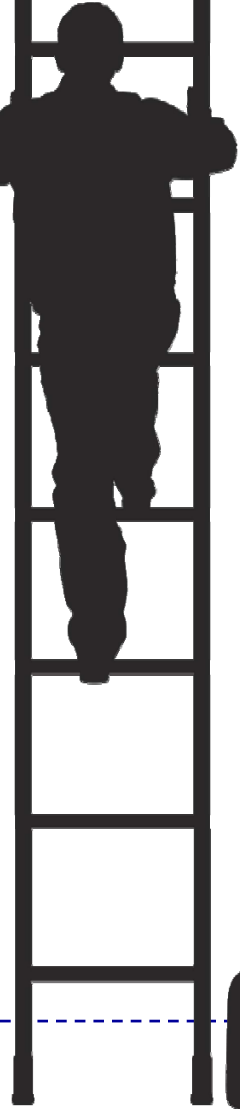
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Skill Review

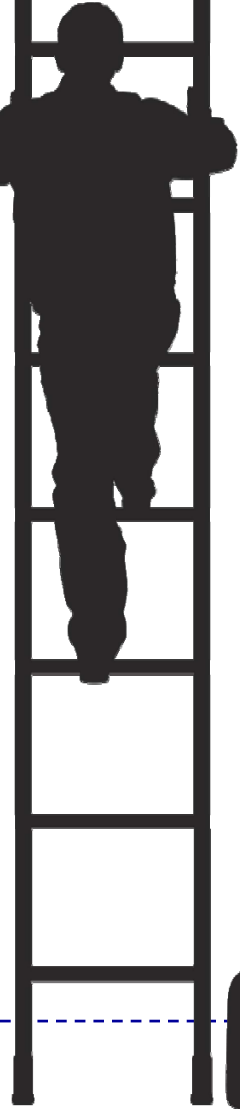
Actively Manage Your Career: Establishing Direction

- Use the knowledge gained in your personal inventory to find the match.
- Research your options and establish your path.
- Continually update your direction.



Actively Manage Your Career: Active Search

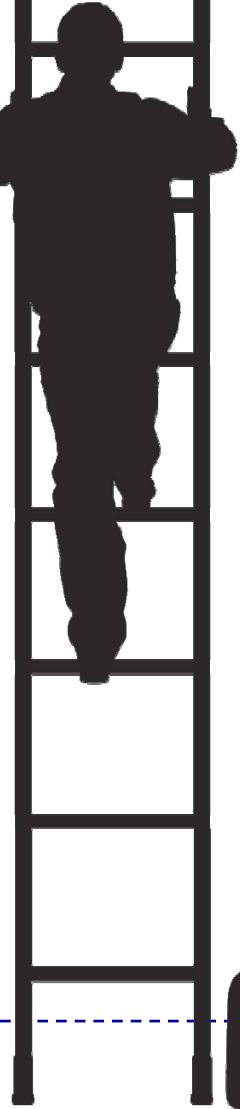
- Always have a resume ready.
- Be prepared to “interview” on the spot.
- Conduct informal job searches.
- Schedule regular check-ups.
 - Monthly
 - Annually



Actively Manage Your Career:

Establish Personal Career Goals

- Make them SMART.
 - Specific
 - Measurable goals
 - Achievable
 - Realistic
 - Timely
- Support with well thought-out action plans.



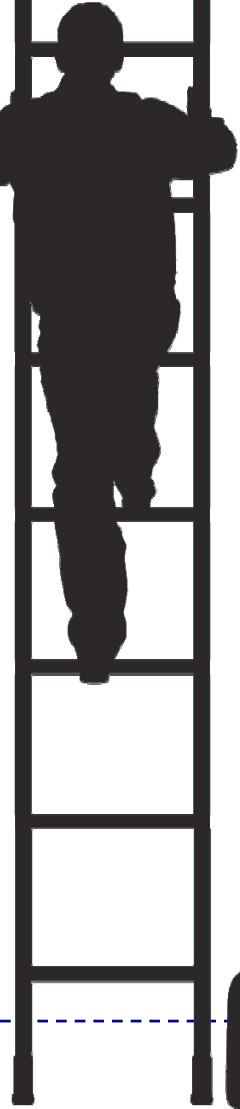
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Creating Written Goals and Action Plans

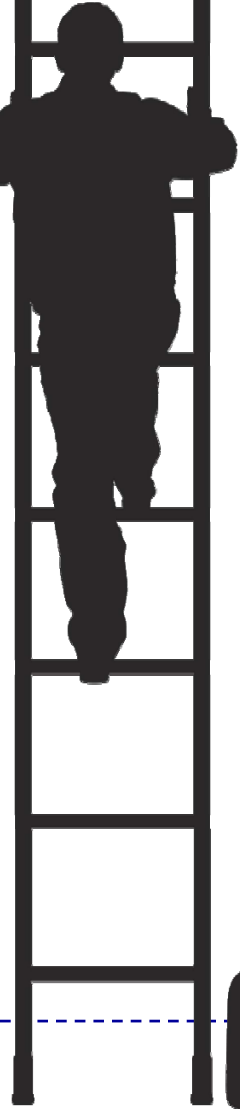
Actively Manage Your Career: Monthly Checklist

- Re-evaluate your goals.
 - Have you accomplished any goals since last month? If so, check them off your list and add a new goal in its place.
 - Have any of your goals changed due to new requirements or developments in your field?
 - Has anything happened at work or in your personal life that may cause you to rethink your career direction?



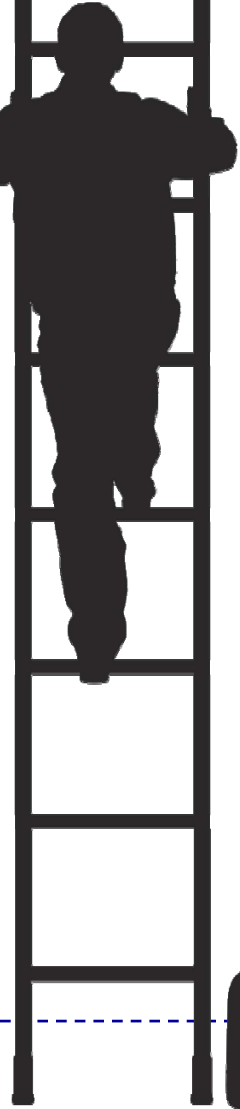
Actively Manage Your Career: Monthly Checklist

- Add new accomplishments to your success stories journal.
 - Writing down your achievements will allow you to describe them in more detail.
 - This record will jog your memory before an interview, allowing you to more clearly demonstrate how you can add value.



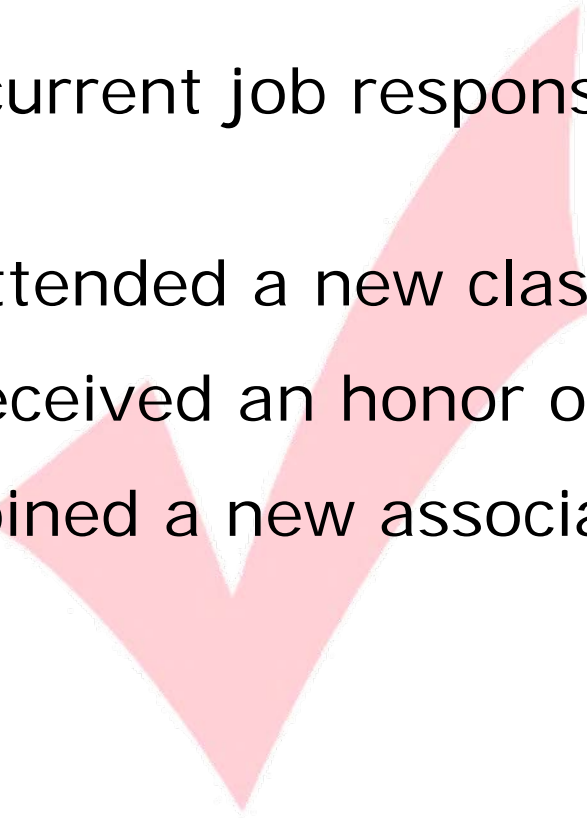
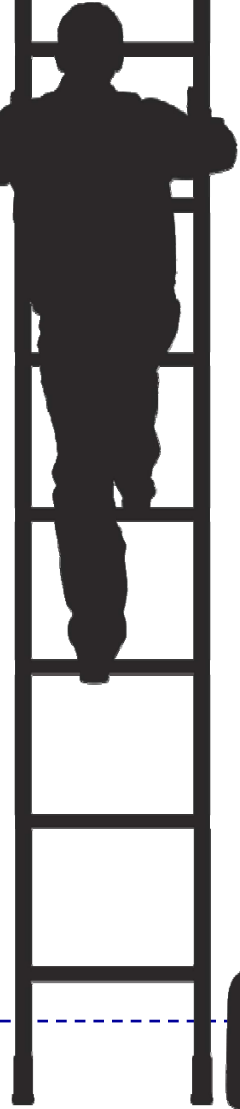
Actively Manage Your Career: Monthly Checklist

- Review your networking list.
 - Have you made new contacts since last month?
 - Did a contact share some interesting news with you?
 - Is there anyone on your networking list that you haven't had contact with in the past 90 days?
 - Be cautious when networking with clients and peers. Establish yourself as a talented individual, not a job-seeker.



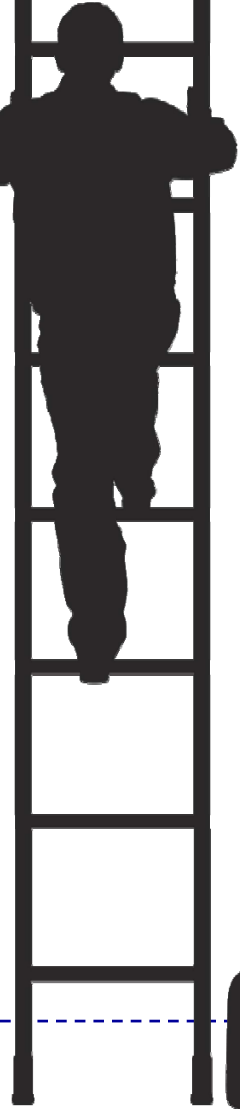
Actively Manage Your Career: Monthly Checklist

- Update your resume.
 - Have your current job responsibilities broadened?
 - Have you attended a new class or seminar?
 - Have you received an honor or award?
 - Have you joined a new association or group?



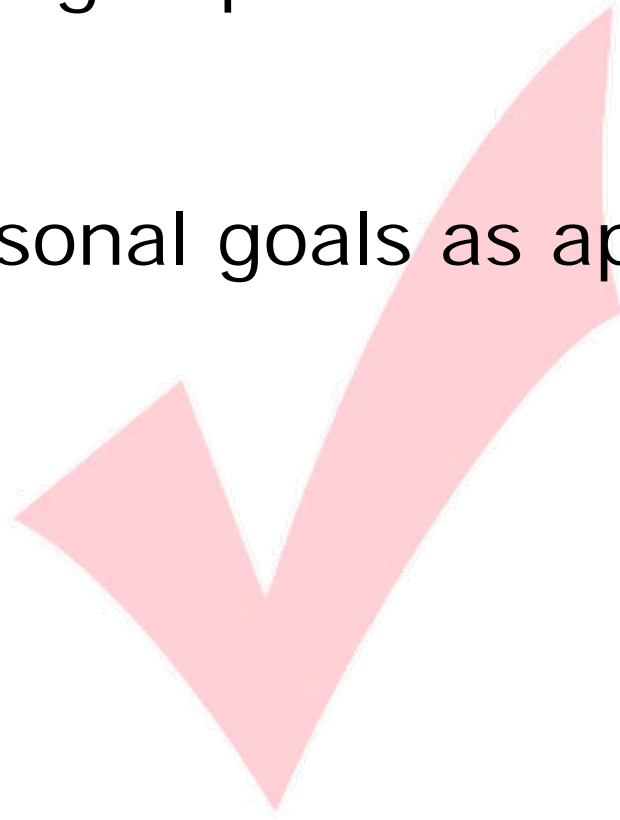
Actively Manage Your Career: Monthly Checklist

- Conduct a quick job search.
 - Scan the help-wanted ads to get a complete picture of the marketplace and the current salary for your role.
 - Visit your ideal organization's website and review their job ads.
 - Is there a new reason to set up some networking meetings?



Actively Manage Your Career: Annual Checklist

- Do a full-fledged personal assessment.
- Realign personal goals as appropriate.



So, How do You Climb the Corporate Ladder?

- ✓ Identify, accept and embrace the changes that are occurring around you.
- ✓ Learn new skills and approaches.
- ✓ Understand who you really are and recognize what you bring to the table.
- ✓ Proactively manage your career and your life to create your story — not someone else's!