



PEOPLE MANAGEMENT

OVERVIEW OF KEY DEVELOPMENTAL AREAS FOR YOUR CAREER PATH



FOUNDATION



EMERGING



ESTABLISHED



Transitioning from 'individual contributor' to 'team leader'

- As in your early career, be a 'sponge' to learning, log experience miles, and ask questions
- Understand and drive the business expectations / goals for your team
- Set a positive and engaging tone
- Consider how you can engage and contribute to the broader industry



Leading and being a role model to your team members / colleagues

- Grow more comfortable with the management of people and operational leadership
- Understand and drive the business expectations / goals for your team
- Develop solutions for operational challenges and to drive outcomes for your department / organization forward.
- Consider engaging the industry and volunteering in ways that continue to build your leadership competency (eg. serve as a member of a local council / national task force or fundraising for community organizations, etc.)



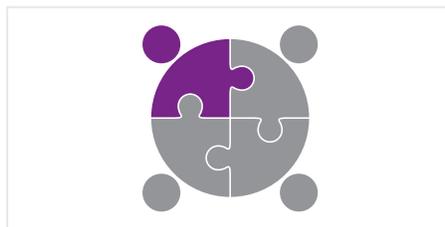
Realizing your leadership potential through legacy building, supporting succession planning / knowledge transfer, and strategic leadership

- Hone in on self-awareness to support your leadership of your team / continued development
- Check your team's work against the direction and vision of the organization to inform your decisions / approach to leadership
- Consider senior leadership / executive positions in your industry engagement and volunteer endeavours (eg. national council / board of governors, President of your professional association, etc.)

ATTITUDES AND CORE VALUES



- Active listener
- Team builder
- Business communicator
- Coach
- Conflict manager



- Operational leader
- Ethical decision making
- Problem solver
- Resourceful
- Innovator
- Change manager



- Strategic leader
- Visionary
- Authenticity
- Mobilizer
- Influencer
- Change agent



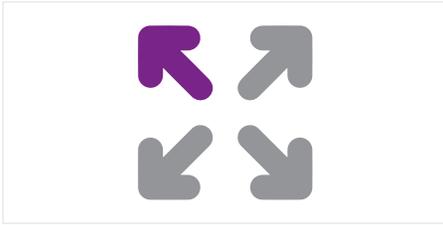


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KNOWLEDGE

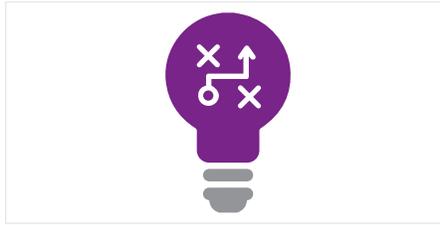


Growing your knowledge and leadership expertise

- Complete insurance designations (ie. CIP), pursue certificates (ie. Advanced CIP or Risk Management) or senior level licenses to solidify insurance expertise
- Pursue management / leadership courses within the continuing education offerings of the Institute or leadership offerings within your organization; check in with your manager / HR for more information
- Consider additional courses in Financial Management, Conflict Resolution, and Business Communications

Next Steps:

- Determine whether the FCIP is right for you



Deepening your knowledge and capacity for strategic leadership

- Complete the Advanced CIP and / or pursue the FCIP
- Attend advanced continuing education to enhance your insurance knowledge and management / leadership competencies

Next Steps:

- Consider additional learning in Leading Cross Functional Teams, Performance Management, and Measuring Business Effectiveness



Recommitting to continuous learning and leadership excellence

- Complete and leverage learning from FCIP
- Consider additional leadership development in Strategic Planning, Optimizing Organizational Performance, and Executive Leadership

Next Steps:

- Stay on top of emerging trends and potentially game changing issues to continue to add value and be successful in your leadership role

SKILLS & EXPERIENCE



Setting the tone by creating a supportive and engaging environment

Core Skills: Time management; business communication; coaching / team building; interpersonal; resourcefulness; active listening; relationship building; conflict management; influencing

Key Experiences: Setting realistic and measurable goals / expectations; providing training and on-going support; developing understanding of performance management cycle / process; completing HR documentation to company standard; providing feedback; understanding and acting appropriately to meet financial, HR, and reporting responsibilities; setting and communicating expectations



Honing your management expertise and growing comfort with increased leadership scope / autonomy

Core Skills: Negotiating; maintaining strong internal / external relationships; initiative; multitasking; building a strong personal / organizational brand; cross-functional communication; change management; presentation

Key Experiences: Serving as a leader / consultant to an operational team; contributing to new product development / revisions; transferring knowledge and providing counsel to others; supporting other people leaders in achieving business objectives; honing capacity to negotiate and influence decisions; supporting innovation and technology projects; growing comfort to 'lead' / 'inspire' vs. do



Leading a division or organization as a whole

Core Skills: Strategic thinking; organizational management; change leadership; performance optimization; business planning

Key Experiences: Leading innovation, process improvement, and technology projects; fostering expertise in shaping organizational policy and procedure; providing guidance / direction to other leaders; establishing division / organizational priorities; cascading and managing projects to achieve organizational objectives; recognizing fellow leaders and their successes; supporting succession planning and knowledge transfer across the organization; influencing regulatory decision makers to create best climate for organizational success