



TECHNICAL MANAGEMENT

OVERVIEW OF KEY DEVELOPMENTAL AREAS FOR YOUR CAREER PATH



FOUNDATION



EMERGING



ESTABLISHED



Transitioning from 'individual contributor' to 'technical consultant'

- As in your early career, be a 'sponge' to learning, log experience miles, and ask questions
- Influence and consult on the procedures, tactics, and approaches to your unit / division's work
- Stay abreast of industry trends and continue to build your insurance expertise
- Consider how you can engage and contribute to the broader industry



Serving as a trusted advisor and role model to your colleagues

- Grow more comfortable with providing operational support / advice
- Provide advice across different product lines or offer guidance from your unit / division on a cross-functional level
- Develop solutions drive outcomes for your department / organization forward
- Consider engaging the industry in ways that continue to build your technical competency (eg. participate in research / panels, task force or curriculum review, etc.)



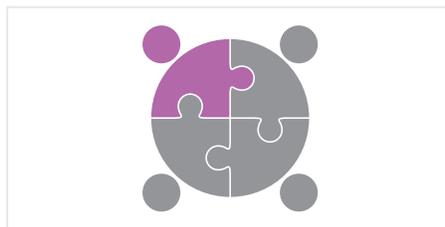
Forming technical policy, leading key projects, supporting development of your colleagues, and strategic leadership

- Hone in on self-awareness to support continued development
- Check your team's work against the direction / vision of the organization to inform your decisions
- 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
- Consultant
- Business communicator
- Negotiator
- Resourceful



- Functional leader
- Ethical decision making
- Problem solver
- Policy specialist
- Innovator
- Change manager



- Strategic lead
- Authenticity
- Policy maker
- Change agent
- Mobilizer
- Influencer





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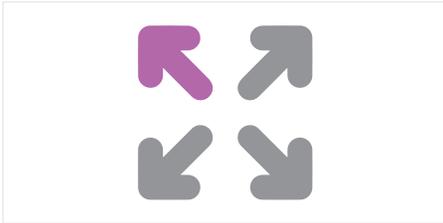


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KNOWLEDGE

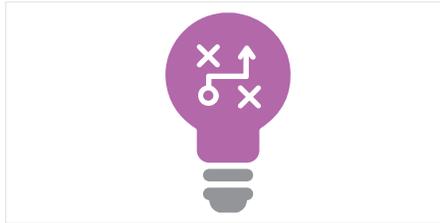


Rounding out your technical and leadership competency

- Ensure completion of CIP
- Pursue continuing education offerings focusing on management / leadership development or internal leadership programs (check-in with your HR team)
- Consider additional learning in the areas of negotiation, problem solving, business communication, and relationship building

Next Steps:

- Plan to pursue the Advanced CIP



Deepening your knowledge and capacity for functional leadership

- Complete the Advanced CIP
- Attend advanced level continuing education targeted to your area of specialty
- Consider additional learning in Measuring Business Effectiveness, Problem Solving & Decision Making, and Fostering Innovation

Next Steps:

- Determine if the FCIP is right for you



Recommitting to continuous learning and technical excellence

- Complete and leverage learning from FCIP
- Consider additional leadership development in Strategic Planning, Cross Functional Project Management, and Corporate Policy / Governance

Next Steps:

- Stay on top of emerging trends and potentially game changing issues to continue to add value through your technical expertise

SKILLS & EXPERIENCE



Leveraging insurance expertise to provide advice and counsel to team members

Core Skills: Time management; business communication; coaching / consulting; interpersonal; resourcefulness; active listening; relationship building; conflict management; problem solving

Key Experiences: Leading the application of best practices / approaches to team's work; providing skills-based training / support to team members; understanding of process and change management; supporting team members in working effectively in regulatory / compliance / internal audit frameworks; providing advice and counsel; understanding reporting, departmental, and financial responsibilities of your unit



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

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

Key Experiences: Serving as technical consultant to a broader operational team; contributing to new product development / operational frameworks; transferring knowledge through training; providing expert advice outside the department / to senior leaders; influencing decisions through sharing industry trends / best practices; supporting projects implementing new / revised actuarial rules, quality insurance, technological innovation, etc.



Demonstrating capacity both as a functional and strategic leader

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

Key Experiences: Leading projects to support quality assurance, product development / revisions, innovation, etc.; influencing internal and external stakeholders on key issues / trends; fostering expertise in shaping organizational policy and procedures; providing expert level guidance and direction to senior leaders; developing aptitude for strategic planning and leadership; supporting succession planning / knowledge transfer across the organization