

CAS Leadership Skills For The 21st Century

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- **Aaron Halpert, ACAS**

Chair, CAS Leadership Development Committee

Member, CAS Nominating Committee

- **Mark Vonnahme**

Member, CAS Nominating Committee

IBE Clinical Professor of Finance,

University of Illinois at Urbana-Champaign

- **Camille Minogue, FCAS**

Member, CAS Board of Directors

Member, CAS Leadership Development Committee

With Us Today

The mission of the CAS Leadership Development Committee is to foster an environment within the CAS in which potential leaders are identified and developed to both broaden the volunteer talent pool and to help prepare committed volunteers to assume CAS leadership roles.

The CAS
Leadership
Development
Committee (LDC)
Mission

- In 2015, the LDC focused significantly on fleshing out the leadership skills necessary to effectively serve as a CAS Board Member or to serve as President-elect of the CAS.
- This led to the development of the CAS Leadership Skills Template which is the subject of our discussion today.

Identifying CAS Leadership Skills For The 21st Century

Mark will share his thoughts on leadership skills and talent development from:

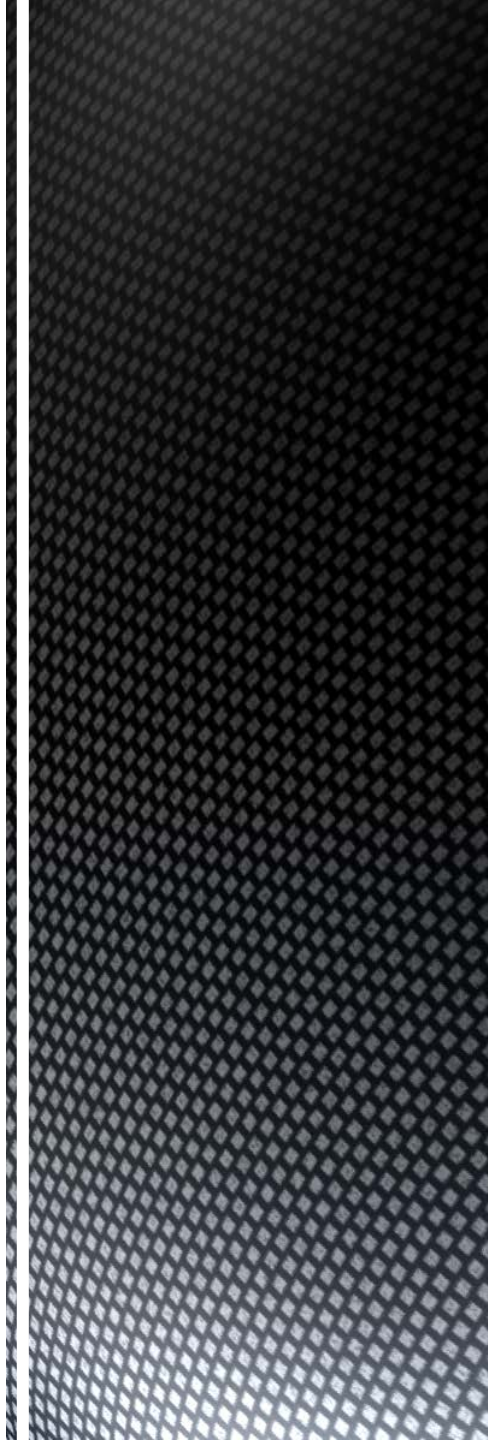
- An insurance industry perspective, having served as a CEO of an insurance organization, and from
- The CAS Nominating Committee perspective

Mark Vonnahme

Camille will share her thoughts on leadership skills and talent development and provide the background and context for the development of the CAS Leadership Skills template.

Camille Minogue

CAS Leadership
Development
Perspectives
Mark Vonnahme



Leadership development

-Perspectives

- CAS nominating committee participation
- Developing talent over a career in business
- Developing Quants in a university setting

CAS Leadership Development

Nominating Committee Challenge

- CAS has grown significantly
- Demographics of our members continues to change and evolve
- Volunteers of the past vs. volunteers today
- Candidates we know vs. candidates we need to know
- Tools to help us consider and assess candidates
 - Objective but still flexible

CAS Leadership Development

Skills template

- A tool to help us identify candidates
- My perspectives

CAS Leadership Development

What are/were my expectations for leadership

- Passion
- Teamwork
- Collaboration
- Integrity and values
- Building relationships
- Communication
- Credibility with stakeholders
- Listening vs. talking
- Technical skills

CAS Leadership
Development

Developing Quants

- The challenge

CAS Leadership Development

- Summary
- Final thoughts

Mark Vonnahme
IBE Clinical
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Champaign

CAS Leadership
Development

Development of the
CAS Leadership Skills
Template
Camille Minogue

Development of the CAS Leadership Skills Template

- The Impetus
- The Journey
- The Template

CAS Leadership
Skills Template

The Impetus

- Needs of the Nominating Committee
- Recognition that
 - CAS members want to know what it takes to be considered for a CAS leadership position
 - Need a good mix of soft skills on Board, as well technical skills

CAS Leadership Skills Template

The Journey

- Consulted with
 - Industrial psychologist familiar with actuaries
 - HR experts
 - Company & CAS leaders
- LDC working session
 - Hammered out a draft
- Sought feedback
 - Nominations Committee
 - Membership Advisory Panel

CAS Leadership Skills Template

Where we landed:

The ideal skills/attributes for CAS leadership roles are

- Communicates Effectively
- Collaborative
- Consensus Builder
- Passion to Inspire
- Vision/Innovation/Courageous
- Relationship Builder
- Diplomatic
- Externally Focused

CAS Leadership
Skills Template

The Template

CAS Leadership
Skills Template

The Template defines its terms

Skill/Attribute	Description
Communicates Effectively	Able to influence, persuasive, self-confident, navigates through ambiguity to share a vision
Collaborative	Active listener, open minded, gathers diverse perspectives, creates a sense of ownership
Consensus Builder	Nurtures, appropriately handles conflict, knows when to be quiet
Passion to Inspire	Earns trust of and motivates others, shows enthusiasm, inspires confidence
Vision/ Innovation / Courageous	Sees what's possible, guides action, decisive, firm in resolve for driving needed change
Relationship Builder	Able to relate to all membership demographics, inclusive, connects at a personal level
Diplomatic	Politically astute and aware, understands cultural implications
Externally Focused	Sees external trends and issues and understands how they might impact the CAS and its membership

- Final thoughts

Camille Minogue

Member of CAS Board

Member of CAS Leadership
Development Committee

CAS Leadership
Skills Template