



The Airmic Competency Framework & Your Professional Journey

Becoming 'future fit': Developing your risk management competencies

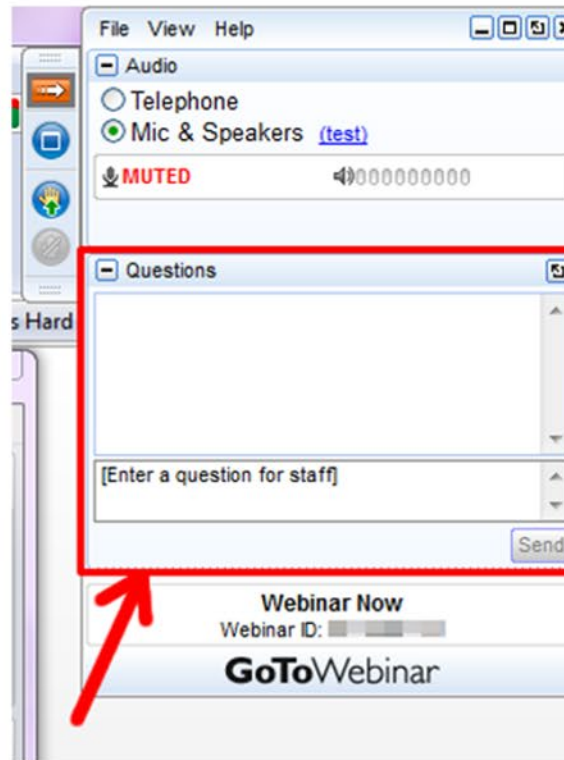
Risk Stream	Insurance Stream	Professional Skills Stream
JANUARY Risk management principles and practice	FEBRUARY Insurance purpose, principles and practice	FEBRUARY The Competency Framework & Your Professional Journey
MARCH Risk culture and risk appetite	MARCH Laws, regulations & compliance	APRIL Working effectively remotely
MAY Risk maturity and communicating the value of risk management	MAY Claims principles and practice	JUNE Personal resilience and well-being
JULY Risk assessment tools and techniques	JULY Creating a broker tender and presenting a renewal	AUGUST Collaboration and building networks
OCTOBER RMIS and their application	SEPTEMBER Cyber risk	NOVEMBER Unconscious bias, diversity & inclusion

How to participate

How to ask questions during the webinar

Use the questions panel in the GoToWebinar console

If the console is not visible, click the orange arrow to expand it



Our speakers

Matthew Hall

Strategy & Operations
Manager, Insurance
Societies & Networks, CII



Matthew is responsible for developing and leading strategic change initiatives focused on transforming the framework in which the Chartered Insurance Institute engages with its members and key stakeholders. He has oversight for the strategic and operational delivery of the CII's Societies programme and the CII's National Insurance Network, and also sits on the Society Advisory Boards for the broking, claims, and underwriting sectors.

He has over a decade of experience within professional membership bodies, including previous engagement roles at the Chartered Institute for Securities and Investment and the Chartered Institute for Public Relations.

Matthew is currently pursuing the Global MBA programme from Cass Business School, where he is the recipient of the Public & Third Sector scholarship award.

Tom Hoad

Head of Innovation,
Tokio Marine Kiln



Tom is Head of Innovation at Tokio Marine Kiln and the current Co-Chair of the Lloyd's Product Innovation Facility. Tom is responsible for leading Tokio Marine Kiln's product development strategy including R&D, Product Development, Risk Incubation and Scale. He has been responsible for developing and underwriting dozens of new insurances over his career predominately relating to intangibles, supply chain, non-damage business interruption, the carbon economy, contingency and parametrics as well as having led numerous digital initiatives.

Tom holds a first-class MSc in Insurance and Risk Management from Cass Business School.

Chris Murray

Co-founder & Director, PLD



Chris is a Co-founder and Director of Perform Learn Develop Ltd (PLD). Prior to starting PLD, Chris worked in several senior management positions within IT, Business Transformation and Mergers and Acquisitions.

PLD was founded with the development of their mentoring software platform, which marked the start of PLD's drive to find new ways to connect people in knowledge sharing relationships.

PLD has helped many organisations across varied sectors to drive significant benefits through running a mentoring programme on the mentoring platform, helping to create hundreds of successful mentoring relationships.

Learning objectives

By the end of the session, you will be able to:

- describe the value of CPD
- identify the competencies needed now and in the future as a risk management professional
- explore some of the development opportunities offered by Airmic to help you develop those competencies

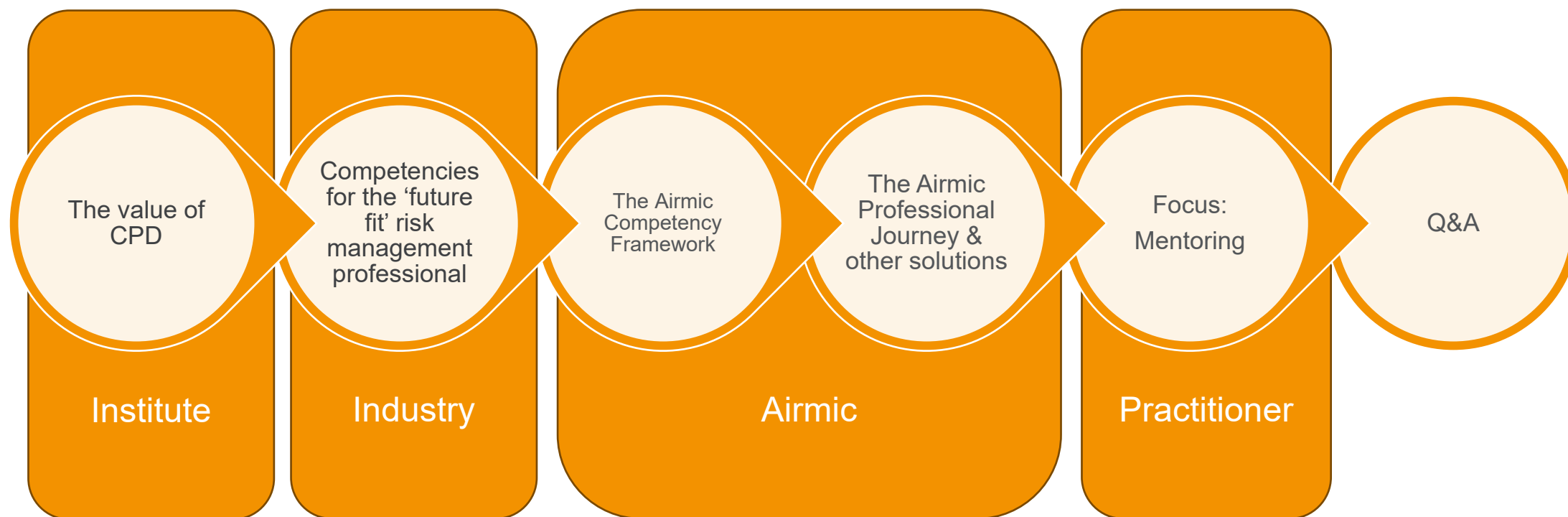
“Risk professionals can become **strategically aligned enablers** in their organisation. To achieve this, they must develop **new mindsets** and ensure their competencies move at the pace necessary for them to operate as part of an integrated and collaborative team”

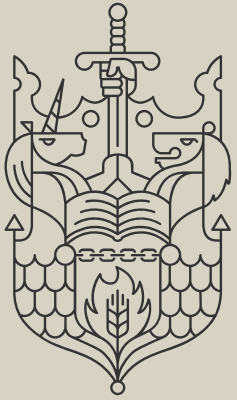
Airmic Competency Framework, 2021

“A cultural change is required because risk professionals have historically been technical people. There is a need for risk professionals to become **business partners.**”

Airmic Competency Framework, 2021

What we'll cover...





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Standards. Professionalism. Trust.

The Value of CPD

Matthew Hall, Strategy & Operations Manager, Insurance Societies & Networks

Thursday 25 February 2021



“Continuing Professional Development (CPD) is a combination of approaches, ideas and techniques that will help you manage your own learning and growth.”

Chartered Institute of Personnel and Development

“CPD is the holistic commitment of professionals towards the enhancement of personal skills and proficiency throughout their careers.”

CPD Certification Service



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Setting the scene

- 5 years from now, 35% of the skills seen as essential will change (World Economic Forum)
- 30% of current jobs that exist today could be lost to automation by 2030, but many will be replaced (World Economic Forum)
- When looking to address a skills shortage, 84% of vacancies driven by technical need, 66% driven by interpersonal need, 30% driven by digital need (UK Department for Education, 2019)
- Confidence in competing globally in the insurance marketplace (67%) is falling in the UK, coinciding with a rise in concern about access to good quality talent (51%) (CII Skills Survey)
- *“There is a significant shortage of insurance professionals who, further to their technical skills, experience and qualifications, have the personality, presentation and drive to make a significant impact within their roles.”* (Michael Page International, Insurance Recruitment)



Skills in demand

LinkedIn
Communication
Problem solving
Analytical skills
Customer Service
Leadership

Milkround
Communication
Customer Service
Teamwork
Professionalism
Results oriented
Curiosity & Ability to learn

TargetJobs
Communication skills
Problem Solving
Customer Service
Emotional Intelligence
Numeracy
Teamwork
Organisation & Time Management
Leadership & Team Management



Skills in demand – Insurance

Bright Network

Customer & Client Service

Numeracy

Organisation

Problem solving

Attention to detail

Analytical skills

Communication

Pwc

Leadership

Business minded

Technical capability

Global acumen

Relationships

Inside Careers & CII

Communication

Problem Solving & Analytical

Customer Service & Client Relationships

Numerical Ability

Teamwork



emotional intelligence

time management

problem

organisation

customer services

services client relationship

business relationship

professionalism

customer

numerical ability

communications

teamwork

client services

leadership

curiosity

details

analytical

leadership team management

customer services client

numeracy

technical capabilities

results

global acumen



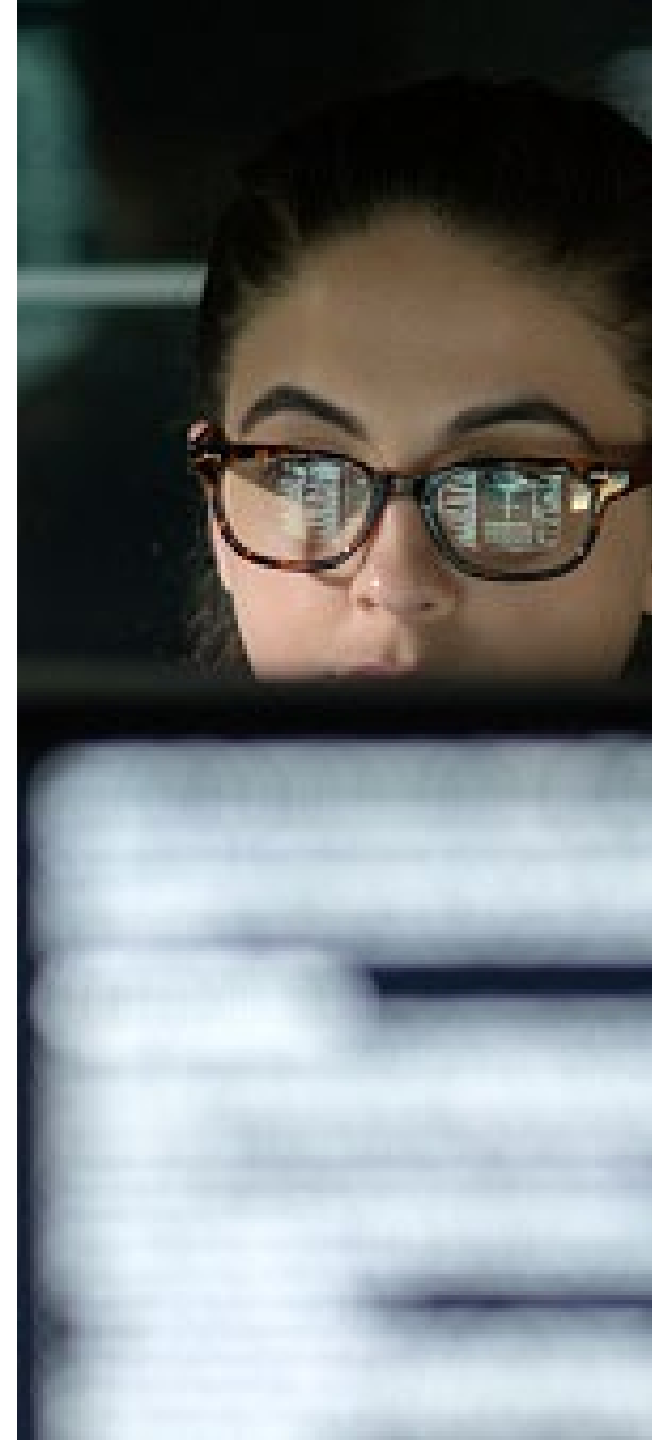
Get more from your CPD

Don't restrict yourself

- *CPD can come from many sources*
- *You're in charge: find the formats that work for you*

Think broadly

- *Aim for depth and breadth of knowledge*
- *Social, economic, political & regulatory insight can be invaluable*
- *Consider how the information affects you, your organisation, and your industry*



Get *even* more from your CPD

Learn little and often

- *The world is changing all the time, your CPD needs to keep pace*
- *Aim to do CPD regularly throughout the year, not all in one go*
- *Fits with a busy life and career*

Keep a CPD log or record. CPD is most effective when it's planned and structured. A CPD log will:

- *Incentivise you*
- *Allow you to reflect on learning*
- *Demonstrate your progress*



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Get *the most* from your CPD

Align your CPD with your career goals

- *Think about what you want and where you're going, and how CPD can help you achieve that*
- *Make a plan*

Learn by teaching

- *Benefit yourself and others*
- *Gain new perspectives on old knowledge*

Positive mindset

- *Engage with CPD meaningfully*
- *Be clear about the rewards and benefits*
- *Stick at it*



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What next?

Visit our Learning Content Hubs

Chartered Insurance Institute

Society of Insurance Broking

Society of Underwriting Professionals

Society of Claims Professionals

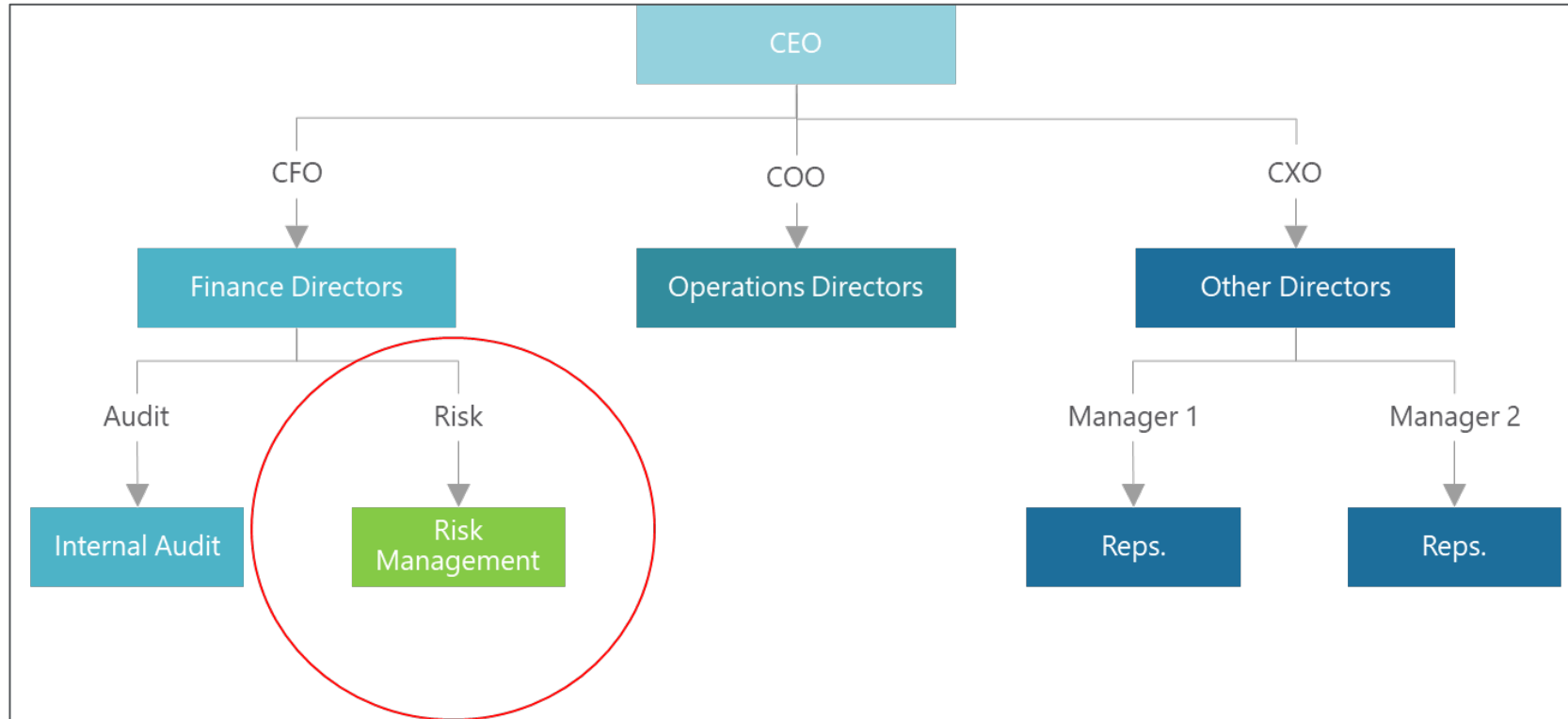
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Competencies for the ‘future fit’ risk management professional

Tom Hoad, Head of Innovation, Tokio Marine Kiln

Adam Ireland, Learning & Development Manager, Airmic

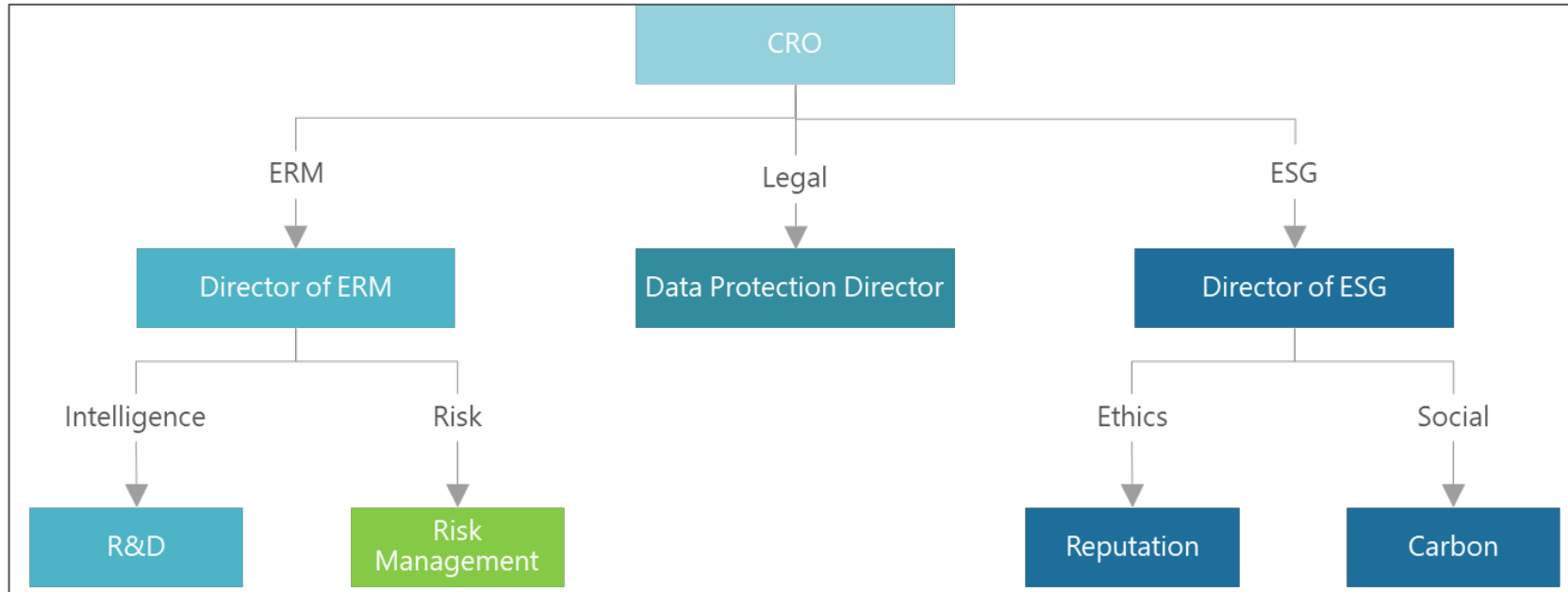
Corporate Structure



Considerations

- Who “speaks for the risk team” and how is risk management represented internally;
- Waiting for instructions, we’ve bought a new property or signed a new contract;
- Budget, and saving spend;
- Broker/insurer interest in this structure, market motivation?

Corporate Structure



Considerations

- Strategically aligned activities;
- Multi-functional and specialist risk team;
- Informed data and decision making;
- Supports corporate deal-making;
- Trends analysis, forecasting and back-casting; and
- Interacts with multiple capital providers.

Strategic Enablement



"day to day" risks



managed through risk
register and control
framework

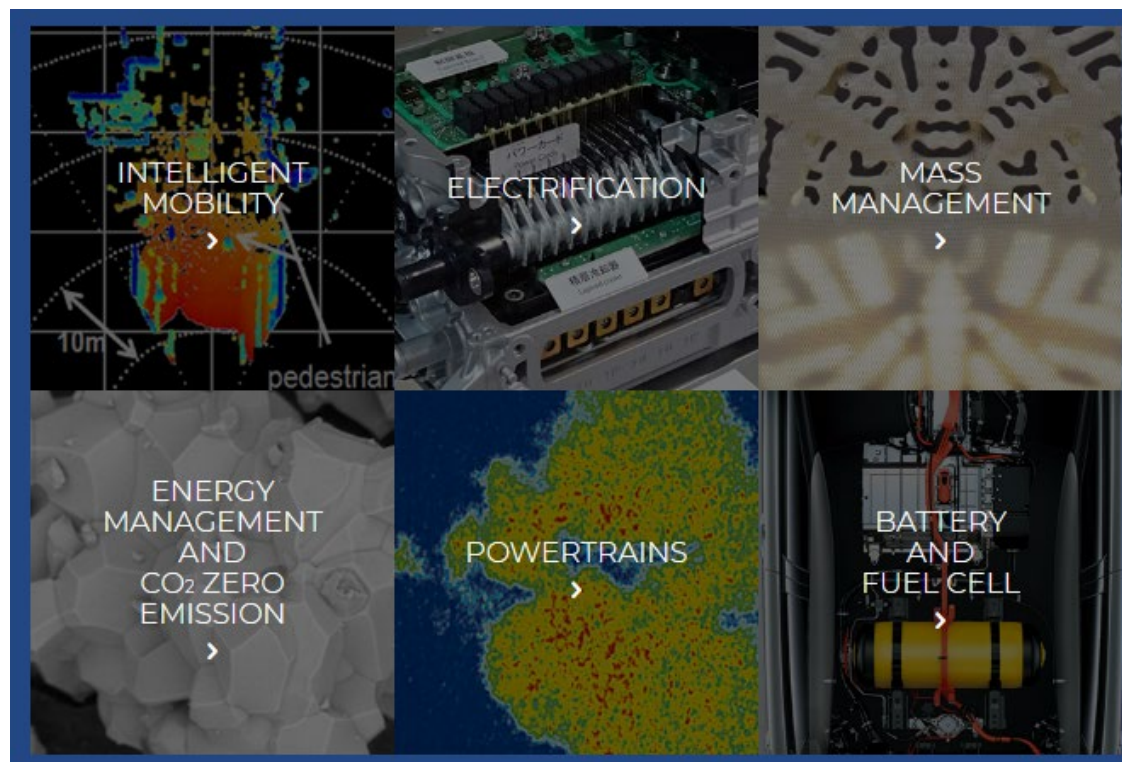


"BIG" emerging risks

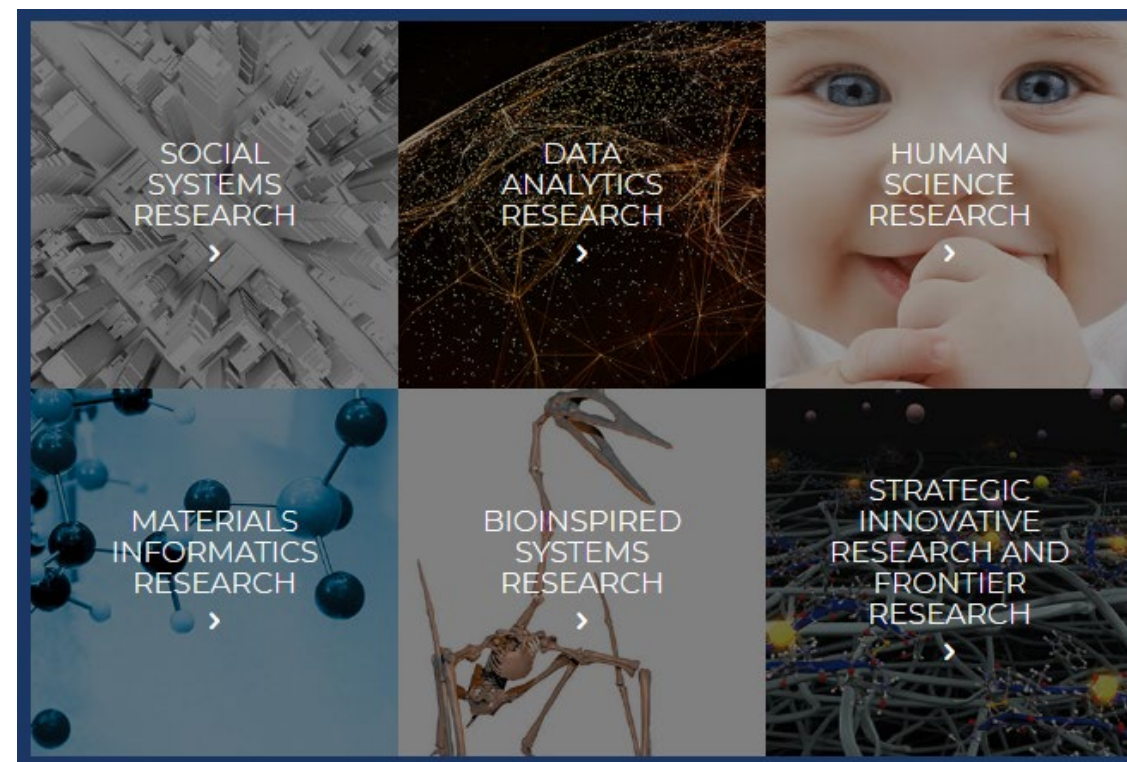


managed via a
"Strategic response"

CORE TECHNOLOGY



STRATEGIC RESEARCH





3,600+

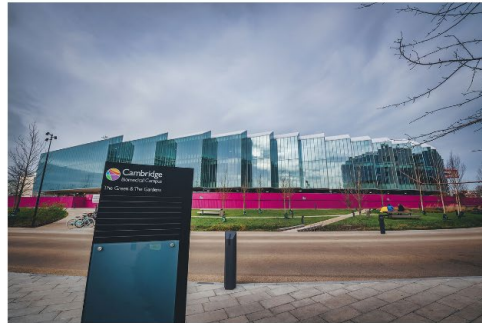
Employees based in Cambridge

200+

Collaborations with Cambridge academic institutions

100+

PhDs in Cambridge sponsored by AstraZeneca



Collaboration...

We have established over two hundred partnerships across Cambridge with academia, business and leading scientific institutions.

Culture...

At AstraZeneca we share a common purpose: to push the boundaries of science to deliver life-changing medicines.

Community...

We take an active part in our local community and work in partnership with various local initiatives.



Freshfields Bruckhaus Deringer

Freshfields Lab

Developing tech-based solutions with our clients

The Freshfields Lab is a vital part of our response to the rapidly advancing digital landscape. It is a space where we work collaboratively with clients to explore digital technologies and develop new ways of working that tackle the challenges and opportunities stemming from digitisation across the legal sector and clients' own industry sectors.

airmic



airmic

AIRMIC Future Minds



The Airmic Competency Framework



The Airmic Competency Framework

CORE PRINCIPLES

What is expected of me and how I should act

What applies to all risk management professionals regardless of their role, sector or stage in their professional journey.

BUSINESS AWARENESS

What I must know to add business value

Business knowledge and understanding to support good risk management judgements and decisions and to contribute to improved organisational performance and personal leadership development.

RISK MANAGEMENT ATTAINMENT AND DEVELOPMENT

What professional knowledge and skills I must have and how to use them

Governed by a Code of Ethics and certified by a professional body, with knowledge, skills and other competencies achieved and maintained according to established and verified standards.

BEHAVIOURS AND MINDSET

What allows me to interact successfully with others and how I can achieve success

The behaviours we adopt are the result of our mindset combined with our knowledge and skills. Mindset plays a critical role in coping with challenges and those with a positive mindset are more likely to achieve success.

The Airmic Competency Framework – Proficiency Levels

Level	Knowledge & Skills	Typical Career Experience/Stage
5. Authoritative	Pioneering new knowledge and skills for self and others	Thought leader
4. Excelling	Mastery of knowledge and successful skills application	Practice leader
3. Established	Mature knowledge and the skills to apply this	Mid-career
2. Emerging	Meaningful knowledge with some skills in how to apply this	Newly Qualified
1. Entry	Acquiring knowledge and skills application	Qualifying

Examples

CORE PRINCIPLES	Building Agility Professionals must learn from experience, adapt their skill set, be tolerant of change and learn to be comfortable with uncertainty. As cost pressures build up and increasingly capable technology-driven systems emerge, more tasks will be undertaken by professionals, giving rise to new opportunities for managing risk.		
	RISK MANAGEMENT ATTAINMENT AND DEVELOPMENT What professional knowledge and skills I must have and how to use them		
	BUSINESS AWARENESS What I must know to add business value		
	Capab	Governed by a Code of Ethics and completed studies and research	
	Under	Competency	The knowledge and skills to be successful business professionals
	Contir needs	Risk in a changing world <ul style="list-style-type: none">• Ethical decision-making• Fundamental concepts• Standards, guidelines• Risk management• The internal and external environment• Culture and risk communication• Risk attitude, approach• Risk governance and models• Internal audit• Compliance• Resilience• Business continuity management principles• Health, safety and environmental practice• Key risk indicators	Competency 1. Business Resilience Business resilience is the ability of organisations to anticipate, prepare for, respond to and encourage recovery from a range of purpose and a range of employees, suppliers and others who make up a dynamic area of business and new tools
	Using	Diverse and Inclusive Diversity means difference and inclusion means the ability to include difference. Diverse and inclusive professionals promote and support diversity in the workplace and value everyone in the organisation as an individual. However, to reap the benefits of a diverse workforce it is essential you have an inclusive environment where everyone feels able to participate and achieve their potential. While legislation covering age, disability, race, religion, gender and sexual orientation sets minimum standards, an effective diversity and inclusion strategy goes beyond legal compliance and seeks to add value to your organisation, contributing to the well-being and engagement of everyone. You uphold these principles, always leading by example.	
	Appre	Empathic Empathy means the ability to share or understand the emotions and feelings of another person and can be a prerequisite of feeling compassion. Empathetic professionals want to understand, but too often human nature makes us focus on wanting to be understood as	
	Measu	Entrepreneurial Entrepreneurship means acting upon opportunities and ideas and transforming them into financial, cultural or social value for others. Innovation and entrepreneurship have different meanings. The key difference is that innovation means introducing something new – this can be an idea, product, model, or a service. Converting a great idea into a business opportunity is entrepreneurship. Entrepreneurship begins with innovation – it is making great ideas into a business opportunity by taking risk. Entrepreneurs understand the business opportunity for great ideas and search for innovation sources. Entrepreneurs need skills such as planning, decision-making, managing, leading, motivating and risk-taking. As entrepreneurial professionals you are aware that entrepreneurial knowledge, skills, behaviours and mindset can be learned and that this will help you to contribute to the culture beneficial to your organisation and society.	
	Agile c	Influencer Influencing means putting together a case that clearly communicates the benefits of ideas and engages the audience rationally and logically as well as emotionally.	

The Airmic 'Professional Journey'

SUPPORTING YOUR PROFESSIONAL JOURNEY

The *fastTrack* programme is an integral part of Airmic's Professional Journey that supports Airmic members throughout their careers.

5. AUTHORITATIVE | THOUGHT LEADER

Pioneering new knowledge and skills for oneself and others, by contributing to research, attending Risk Leadership Group events, membership of the Airmic Board and chairing committees, presenting at external events as an ambassador of Airmic, and demonstrating commitment by contributing to the Airmic Mentoring Scheme as a mentor.

4. EXCELLING | PRACTICE LEADER

Mastering knowledge and successful skills application by attending the Airmic Risk Leadership Programme (delivered in partnership with The Business School (formerly Cass), City, University of London), by taking part in committee activities and leading or moderating workshops, and demonstrating commitment by contributing to the Airmic Mentoring Scheme as a mentor.

3. ESTABLISHED | MID CAREER

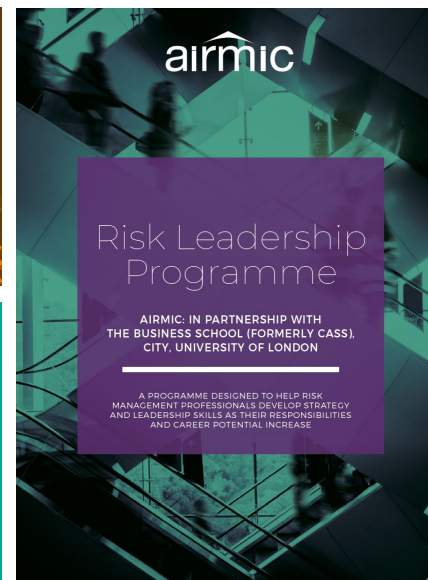
Maturing knowledge and skills by attending sector, subject and regional community groups, lectures and round tables, while deepening their knowledge from the technical library, Airmic Talks and Airmic News and increasing commitment by contributing to the Airmic Mentoring Scheme as a mentor.

2. EMERGING | NEWLY QUALIFIED

Achieving meaningful knowledge with skills and how to apply these. Members can enhance their careers by exchanging experiences with peers, attending the Airmic Academy and Business Excellence Programmes, while deepening their knowledge from the technical library, Airmic Talks and Airmic News.

1. ENTRY | QUALIFYING

Acquiring knowledge and skills. Qualified or newly qualified. Members can develop their technical knowledge through the *fastTrack* Programme and Airmic EXPLAINED Guides which accompany the programme.



Mentoring

Chris Murray, Co-founder & Director, PLD

The Airmic Mentoring Platform

- The Airmic mentoring platform is a member benefit available to all Airmic members
- Members are able to join the platform as mentors or mentees or both
- As a mentee, you will be able to search and connect with an experienced mentor who can support you with career choices, specific areas of expertise and skill transfer

Welcome to the Airmic mentoring scheme



Airmic's mentoring tool is perfectly designed to help members develop their professional skillset, network with peers, and learn new skills and techniques to improve and grow in their careers.

Mentors can give back and share insights earned throughout their own careers.

Using bespoke matching technology the tool will allow mentors to offer their skills to members who seek support in specific career or personal areas and for mentees to identify a mentor with the suitable experience to suit their development needs.

Mentoring Benefits

Benefits for mentees

- Receive independent advice about your development
- Gain insight into the different career routes
- Identify your strengths and weaknesses
- Develop the capabilities and skills needed to succeed
- Access support and networking opportunities



Mentoring Benefits

Benefits for mentors

- The ability to develop your coaching and mentoring skills
- The ability to pass on your experience
- A new perspective on your professional experiences
- Satisfaction from helping others to overcome challenges
- The opportunity to develop new skills




Airmic Mentoring

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The Airmic Mentoring Scheme offers members the opportunity to learn from experienced and senior members.

Mentoring scheme



Find out what mentoring can do for you

Using bespoke matching technology, Airmic's mentoring tool is perfectly designed to help members develop their professional skillset, network with peers, and learn new skills and techniques to improve and grow in their careers.

Mentoring provides the mentee with proven benefits such as improvements in performance, productivity, career progression and promotability, employability, perspective, confidence, well-being and professional happiness.

For the mentor, mentoring offers the opportunity to improve communication and personal skills, develop one's own leadership and management qualities, and engage in a volunteering opportunity and give something back to the

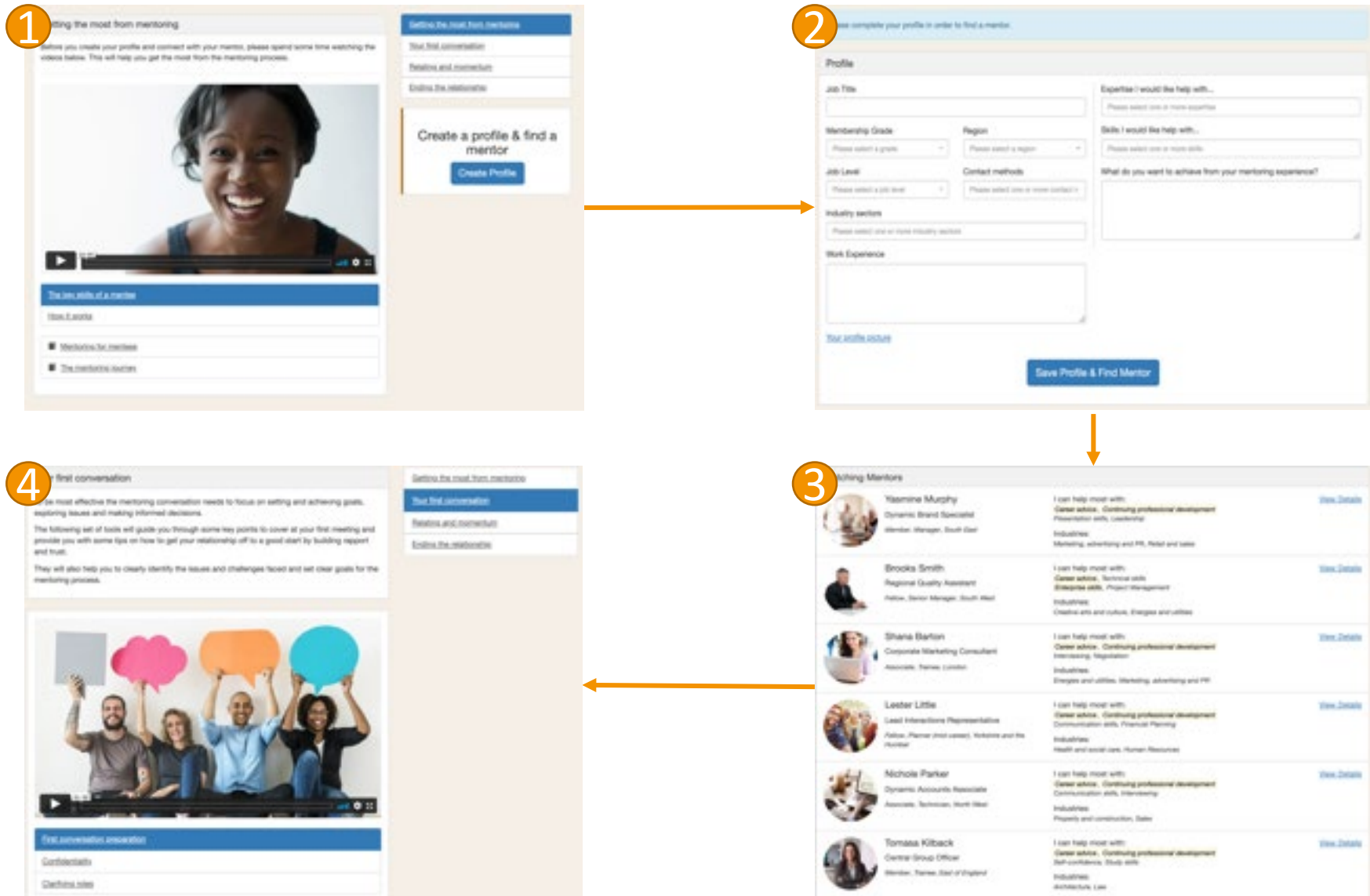
How to become a mentor or mentee

- Click on "More Info" to create an account and follow the instructions.
- Once your account has been set up you will be prompted to complete a profile form, which will enable mentors and mentees to be matched based on areas of common interest and experience.
- Once matched we recommend our mentors and mentees meet (Face to face or via an online meeting facility) for an hour a week.

[MORE INFO >](#)

Airmic mentoring guide

- This Guide will help you get the most out of the Airmic Mentoring Scheme, whether you are a mentor or mentee, by providing a framework for the mentoring relationship and supporting processes.



Mentoring Tips

- Building a relationship
- Listening Carefully
- Questioning and understanding
- Giving and receiving feedback
- Being prepared to act on what has been agreed
- Closing the mentoring relationship



Q&A

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Learning objectives

By the end of the session, you will be able to:

- describe the value of CPD
- identify the competencies needed now and in the future as a risk management professional
- explore some of the development opportunities offered by Airmic to help you develop those competencies

“The ability to cope with uncertainty and keep pursuing your mission will be **the difference** between success and failure.”

Michelle Wucker: Why Managing Uncertainty is a Key Leadership Skill, June 2020

(quoted in Airmic Guide 2020: New challenges, new lessons: Covid-19 pandemic and the future of crisis management)

Dates for your diary

- **March & April:** *fastTrack* Programme
 - Risk Culture & Risk Appetite (*Risk stream*)
 - Laws, Regulation & Compliance (*Insurance stream*)
 - Working Effectively Remotely (*Professional Skills stream*)
- **8th May:** Technology Forum
- **8th July:** *fastTrack* Forum
- **Ongoing:** Airmic LIVE, Airmic Academy, etc