

Diversity, Culture & Skills in the Workforce

April 26, 2013

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Workforce Diversity Progress is slow...

Dependent on:

- Company awareness / recognition / prioritization
- Culture change – attitudes, core values
 - Companies have different priorities
 - Is the company true to itself?



Diversity in the workforce is positively correlated with higher performing companies

- Broader pool of talent, ideas, strengths
- Better identification with customers

The Actuarial profession offers a relatively level playing field in terms of Diversity

- Passing actuarial exams carries a certain level of respect
- Passing exams is an objective way to progress

Work-Life Balance

- As an actuarial trainee taking exams, work-life balance is difficult.
- After exams – it depends
- Opportunities are definitely out there



Gender Awareness

- Stereotypes exist everywhere
- Heidi-Howard Study on success and likeability
- Ambitious Man vs. Aggressive Woman



CNA's WIL Network

Women Impacting Leadership

Goals:

- Partner in the professional development, retention, and support of women at CNA

Mission:

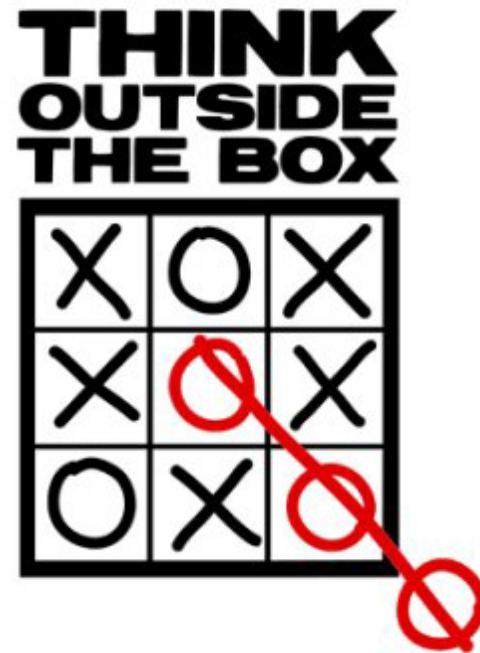
- Our mission is to provide a forum to promote leadership development and opportunities for women at CNA
- Facilitate recognition of CNA as an employer of choice by women
- Form informal professional networks to share ideas, experiences, and issues
- Increase the contribution of women in leadership positions at CNA
- Recognize and celebrate the success of women at CNA
- Leverage external formal networks

Members:

- Any CNA employee

What Skills / Competencies are companies looking for?

- Technical, of course
- Leadership (soft) skills
 - Communication
 - Collaboration
 - Project Management
 - Ability to Influence Others
 - Development of Others
 - Conflict Resolution
 - Delegation
- Business Savvy



→ **Looking for Business Leaders!**

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Do soft skills really matter?

YES!

- Performance Reviews – results & behaviors
- Development Plans – strengths & weaknesses; rotations; mentoring; classes
- Talent Reviews – skills and potential
- Succession Planning – potential next steps

Talent Review Process - Example

Performance

		Needs Improvement	Solid	Superior
Potential	Ready			
	Developing			
	Well Placed			

“High Potentials” are considered to be those in the highlighted boxes