



The Path to Risk Management &
Insurance Talent Success:

A GUIDE FOR FORGING EQUITABLE LEADERSHIP PATHWAYS

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Introduction

An explosion of AI advances. A looming retirement exodus. Decreasing levels of employee engagement. Organizations around the world are feeling pressure on their talent management function, with research from DDI suggesting that confidence in leadership has dropped to the lowest level in a decade.

Organizations must create an environment where employees are offered a path for growing their skills and their careers. Career mobility and a pathway to leadership are quickly becoming “table stakes” in an employers’ value proposition, and without a strong leadership pipeline your organization risks falling behind the competition.

Most organizations realize employee training and upskilling are non-negotiables in today’s talent economy. But **learning paths** are just as important—if not more important—than unstructured learning and development opportunities.

This guide explores strategies and best practices to help you create a path for risk management and insurance talent success through the full employee lifecycle: from onboarding, to technical development, to strong leadership.

By leveraging these insights, your organization will be better equipped to navigate disruption, foster transformative leadership, and empower your workforce for sustainable success.



Tricia Ferman, CPCU

Setting off on the Right Foot:

THE VALUE OF ONBOARDING

New hires are excited, eager to soak in information, and motivated to complete onboarding activities. Use this time to your advantage to set them off and running and help reaffirm they've made the right decision to join your organization.

A well-planned onboarding experience is important for performance as well as retention. In fact, a study from [Paychex](#) revealed that 80% of new hires who receive poor onboarding plan to quit—especially if they're remote workers.

Could your organization's onboarding program be enhanced with foundational insurance training that helps new hires get up to speed and feel at ease during business interactions?

The Institutes Knowledge Group can help make insurance onboarding easy with these foundational education resources:

Onboarding Micro-Courses

New-hire onboarding micro-courses give an overview of risk management and insurance—including ethics, regulation, finances, and more—and can be completed in under an hour.

Insurance Essentials

This foundational course guides learners through a basic understanding of risk management and insurance via self-paced videos and knowledge checks that can be completed in about 4 hours.

Associate In Insurance (AINS®)

Help your employees master insurance basics and gain valuable skills while working toward their first credential from The Institutes Designations.

See our [Sample Onboarding Plan](#) for ideas on how you might structure a learning path for your new hire's first 4 months on the job!

Remember: Effectively onboarding your new employees and providing them with insurance basics are critical parts of their development journey. Doing so will help them establish a solid foundation for future growth and skills development.

Gaining Core Job Function Mastery:

THE POWER OF SKILL DEVELOPMENT

“Obtaining my AIC designation was the first step I took to improve my understanding of the insurance business, specifically with claims focus. It started me on a path of learning the business, which I continue today. It gave me the confidence I needed to proceed into my CPCU designation pursuit.”

Craig Coppock, CPCU, AIC
Casualty Claims Specialist



Once your employees are onboarded, help them navigate their career journey with your organization by providing a path for learning new technical skills. This can be based on specific role functions or career tracks such as **underwriting** or **claims handling**, for example.

The Institutes Knowledge Group offers a wide range of designation courses that allow your employees to continuously upskill on their career path.

Below are several technical offerings from The Institutes Designations to help your employees master the core skills critical to the risk management and insurance business.

Associate in Commercial Underwriting (AU™)

Skills Gained

- Data Analysis
- Risk Management
- Insurance Operations
- Commercial Underwriting
- Disaster Risk Reduction
- Threat Analysis

Associate in Claims (AIC™)

Skills Gained

- Claims Handling
- Claims Resolution
- Claims Investigation
- Interviewing
- Data Analysis
- Inter-Department Collaboration
- Fraud Prevention
- Negotiation
- Communication

Associate in Personal Insurance (API™)

Skills Gained

- Personal Insurance
- Insurance Marketing
- Portfolio Management
- Personal Property
- Big Data Analytics
- Inland Marine

Associate in Insurance Data Analytics (AIDA®)

Skills Gained

- Big Data Analytics
- Predictive Modeling
- Strategic Data Analysis
- Exposure Assessment
- Loss Reserving
- Business Performance Management

Associate in Risk Management (ARM™)

Skills Gained

- Risk Management
- Strategic Thinking
- Data Analysis
- Compliance
- Risk Analysis
- Risk Financing
- Cyber Risk Management

Associate in Reinsurance (ARe™)

Skills Gained

- Reinsurance
- Risk Analysis
- Loss Mitigation
- Claim Resolution
- Contract Management
- Catastrophe Insurance
- Insurance Accounting
- Risk Management

See our **Underwriting Skills Pathway** for a sample learning track tailored to this job function.



See our **Claims Skills Pathway** for a sample learning track tailored to this job function.



Remember: Take a long-term view of the talent lifecycle by including skills your employees need now as well as skills to help them grow in their career and leadership capability.

Building Future Leaders:

THE IMPORTANCE OF LEADERSHIP PATHWAYS & CAREER MOBILITY

In a fast-paced, AI-disrupted business environment, the essential (and uniquely human) skill of leadership has never been more important. According to [LinkedIn Learning](#), Management and Leadership are 2 of the most in-demand skills of today.

To maintain a competitive advantage, **your organization must build a pipeline of leaders who can successfully carry you into the future.** Establish a pathway to leadership to give your most ambitious and motivated talent a way to envision their future career with you—and a clear map for getting there.

The Institutes Knowledge Group offers educational solutions to guide your employees through every level of leadership they aspire to. From first-time leaders to senior executives, you can help upskill your employees with unparalleled risk management and insurance expertise and the confidence to boldly lead the future.



Leadership Designations

Associate in Commercial Underwriting-Management (AU-M™)

Skills Gained

- Strategic Hiring
- Supervisory Skills
- Business Relationship Management
- Data Analysis
- Strategic Leadership
- Account Management

Associate in Claims-Management (AIC-M™)

Skills Gained

- Strategic Hiring
- Supervisory Skills
- Claims Management
- Data Analysis
- Business Resilience
- Strategic Leadership

Associate in Management (AIM™)

Skills Gained

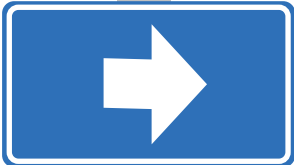
- Strategic Hiring
- Enterprise Risk Management
- Supervisory Skills
- Business Resilience
- Cyber Risk Management
- Strategic Data Analysis

CPCU® - The Risk Management and Insurance Leadership Standard

The newly updated, 8-course CPCU program provides your employees with the holistic risk management and insurance expertise they need to lead the future:

- Business Problem-Solving Capabilities
- Critical & Strategic Thinking
- Analytical Decision-Making
- Practical Leadership Skills
- Ability to Explain Coverage
- Deep & Broad Insurance Business Expertise

Discover how to build your future leaders with CPCU



In-Person Leadership Development Tailored to the Context of the Risk Management & Insurance Business

Business Strategy for Emerging Leaders Program

In Partnership with the Wisconsin School of Business

Designed for: Experienced, high-potential directors or managers. A common next step for CPCU designees.

3.5 days of interactive learning for:

- Deeper Knowledge of Organizational Dynamics
- Improved Financial Acumen
- Improved Leadership Capability
- Better Trend Spotting in the Risk Management and Insurance Business

Executive Education Program

In Partnership with the Darden School Foundation at UVA

Designed for: Experienced, senior-level leaders. A common next step for BSEL program graduates.

4.5 days of interactive learning for:

- Broadened Business Perspective
- Strategic Decision Making
- Improved Organizational Leadership Skills
- Enhanced Ability to Drive Initiatives

Remember: Promote leadership pathways to your employees from day one. It's never too early to begin shaping career paths.

Make Learning Paths a Force for **EQUITY IN THE WORKPLACE**

Learning paths don't just organize your talent management efforts; they can also go a long way in fostering equity in your organization.

For too long, professional development—and leadership development in particular—was reserved for a small group of “high potential” talent or senior-level leaders in an organization. Although many organizations have made great progress toward democratizing development opportunities and covering the cost of training employees, **there's still much work to be done.**

For many employees—particularly those from historically underrepresented and marginalized groups—the absence of a visible path for career progression and limited skills development opportunities can be significant barriers. Other barriers include biased reward and promotion structures and the lack of accommodations for health conditions and disabilities. Identifying these barriers and creating solutions to dismantle them play an important role in improving the overall employee experience and engagement within the workplace.



By utilizing learning paths, your organization can provide a structured framework for all employees to develop the skills necessary to excel in their careers. **Beginning from onboarding, established learning paths can drive equitable mobility within your organization from an employee's first day on the job.**



Tip: Remove Financial Barriers to Learning

According to [HR Dive](#), employee utilization of tuition reimbursement programs is remarkably low—with only 1-5% of employees taking advantage of the benefit. **The need to pay upfront for educational programs makes the offering inaccessible to large groups of employees.**

Pre-paid agreements (PPA) or learning stipends can remove financial barriers and make your learning and development programs far more equitable.

Remember: By investing in comprehensive educational programs and providing upfront financial support for learning opportunities, **your organization can empower all your employees to take advantage of the L&D benefits available to them**—a shift that can help eliminate disparities and foster a more inclusive learning culture.

The ROI of Structured LEARNING PATHS

Research from [Gartner](#) shows it costs an average-sized organization \$49 million annually when its employees leave due to a lack of future career opportunities.

Providing learning paths and talent mobility opportunities, on the other hand, can be used as strategic tools to reduce attrition, close skills gaps, and lower talent acquisition costs.

For these reasons and more, it's critical to have structured learning paths and a plan to build a pipeline for future leaders.



Tip: Reposition skill development from a cost center to a source of savings by highlighting these metrics:

Internal Mobility Metrics: Metrics such as Internal Fill Rate can help you show the effectiveness of learning paths in developing employees' skills and preparing them for higher-level roles.

Employee Engagement & Retention Metrics: Engaging and retaining current employees through continuous learning represents a huge cost savings to your organization and a pivotal aspect to your L&D program's ROI.

Business Impact Metrics: When you can tie upskilling to performance KPIs such as Underwriting Loss Ratio or Claims Settlement Ratio, you can show ROI and further drive uptake and adoption of the learning from employees.

98%

A survey from The Institute's Enterprise Research Team shows **98%** of decision-makers who recommend the CPCU (the risk management and insurance leadership designation) say that even an incomplete CPCU is still a positive return on its investment.*

**Source: The Institutes 2022 CPCU Research Survey*

REASONS TO BELIEVE

For today's employees, learning paths and career mobility are non-negotiables. Companies must build a corporate culture that supports—and proactively links—continuous learning and a pathway to leadership. Here are a few more stats that offer even more reasons to believe.

32%

According to [HR.com's](#) Future of Upskilling and Employee Learning research report, **only 32%** of respondents say their organization has **identifiable paths for learning**.

3 Out of 4

A study from [Workplace Intelligence](#) found that **3 out of 4** Millennial and Gen Z employees would willingly leave a role that did not offer **skills development or career mobility opportunities**.

41%

A survey from [McKinsey](#) found that **41% of employees** left their previous jobs due to lack of opportunities for **career development and advancement**.

2 X

In [LinkedIn Learning's](#) Workplace Learning Report, **employees who saw a clear path** to their next promotion stayed **2 times longer** than those who didn't.

Billions

Major brands such as [PepsiCo](#), Walmart, Home Depot, and McDonalds are **spending billions** on employee upskilling and reskilling opportunities that **map to specific career paths** within the company.

Next Steps & How

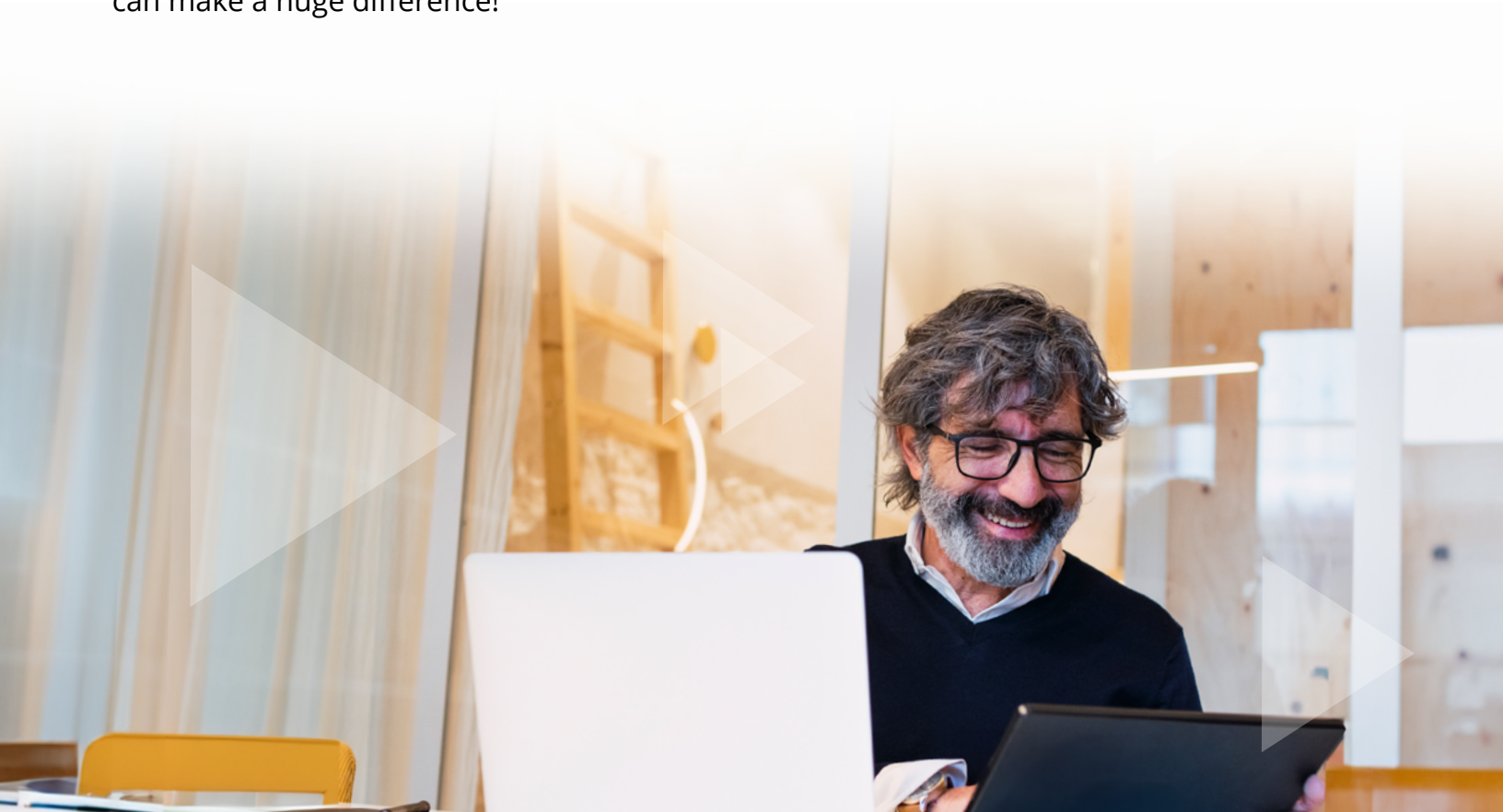
THE INSTITUTES KNOWLEDGE GROUP CAN HELP

Creating structured learning paths for skill development will allow your organization to **attract and retain top talent, foster a culture of continuous learning, and build leaders** who will successfully propel you into the future.

We understand that setting up learning paths from scratch can feel a little intimidating—especially to L&D professionals who are juggling many competing priorities. That's why having a learning partner and tools for the job can make a huge difference!

The Institutes Knowledge Group can work with you to **curate structured foundational, technical, and leadership skill development paths** from our extensive content library tailored to the risk management and insurance business.

From micro-courses, topic courses, designation courses, certificates, in-person training programs, and continuing education (CE) opportunities, there are a multitude of educational offerings that can be used to **forge a path to risk management and insurance talent success**.



Get started with our onboarding solutions and suggestions on [page 3](#).

Explore core job function skill development offerings on [page 4](#).

Dive deep into the leadership skill building opportunities on [page 6](#).

Contact your Sales Account Executive or reach out to Sales@TheInstitutes.org to learn more today!