

From Risk to Reward: Mastering Career Advancement in Underwriting

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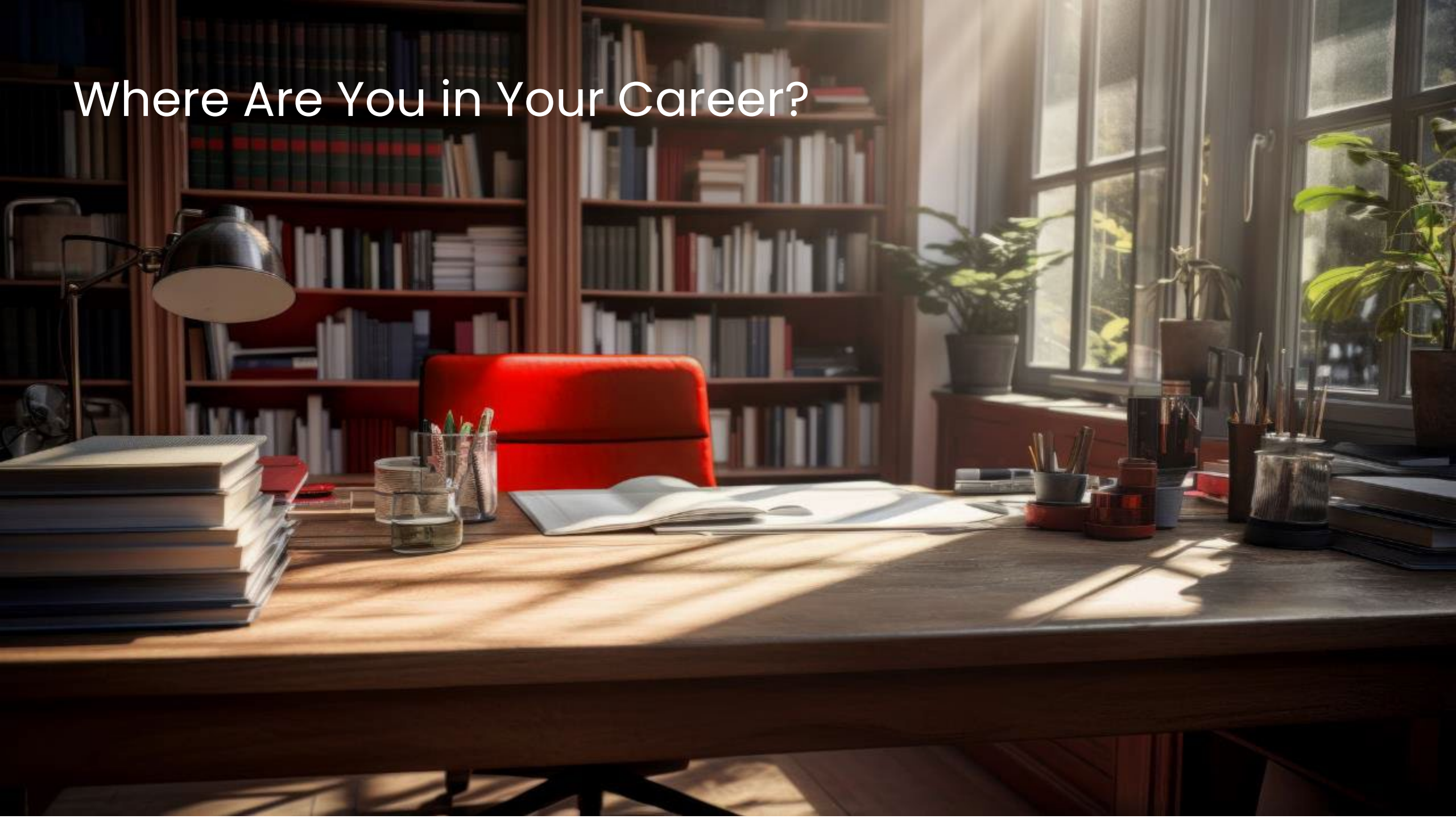
Agenda

Build A Path to Success

- 1 Current Career Status
- 2 Technical UW Skill Development
- 3 Leadership & Mentoring
- 4 Optimizing Communication
- 5 The Winning Mindset



Where Are You in Your Career?



Underwriting Career Stages

Early In Career

- Learning underwriting philosophy & skills
- Queue management
- Time management
- Increases in underwriting authority
- Demonstrating competency
- Adjusting to quality checks/audits

Mid Career

- Deepening medical underwriting skills
- Demonstrating leadership in projects
- Advancing to higher authority levels
- Informal mentoring Early In Career underwriters
- Choosing a specialty area of interest to learn more deeply about

Experienced

- Achieving highest authority limit possible
- Formal & informal mentoring daily
- Role model to all in UW department
- Leader, Manager, Trainer or Technical SME
- Industry involvement (volunteering, writing)

Sunsetting

- Experienced leader, manager, trainer or technical SME
- Executive role
- Leadership in industry organizations outside of daily role
- Success planning
- Growing, onboarding, training newer generation of UWs

Create a Long Term Plan for Success



The Most
Important,
Vital,
Fundamental,
Business
Behavior an
Underwriter
MUST do to
succeed!

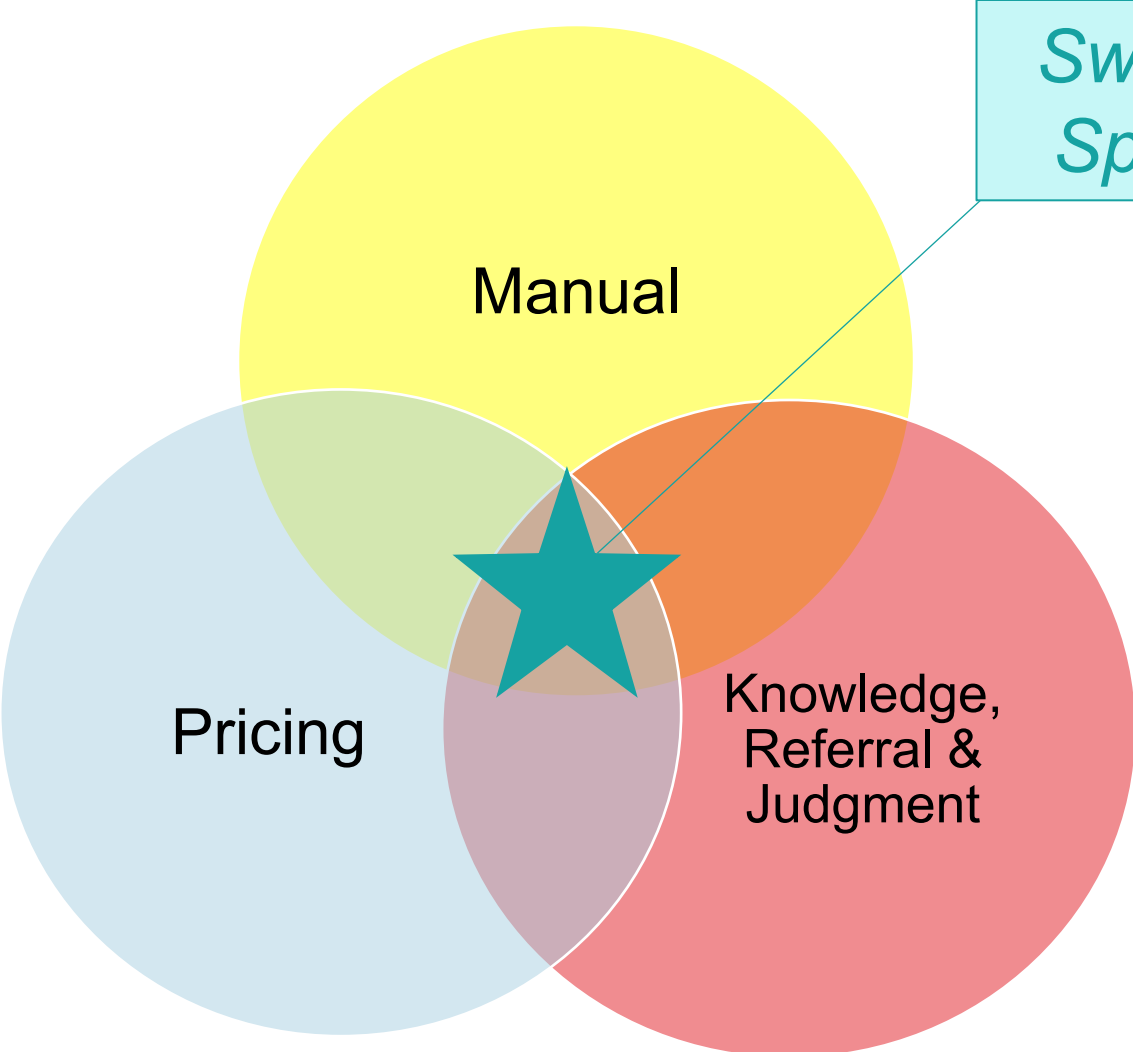


Critical Thinking:



The **Key** to **Underwriting
Success**

Underwriting Decisioning: Critical Thinking

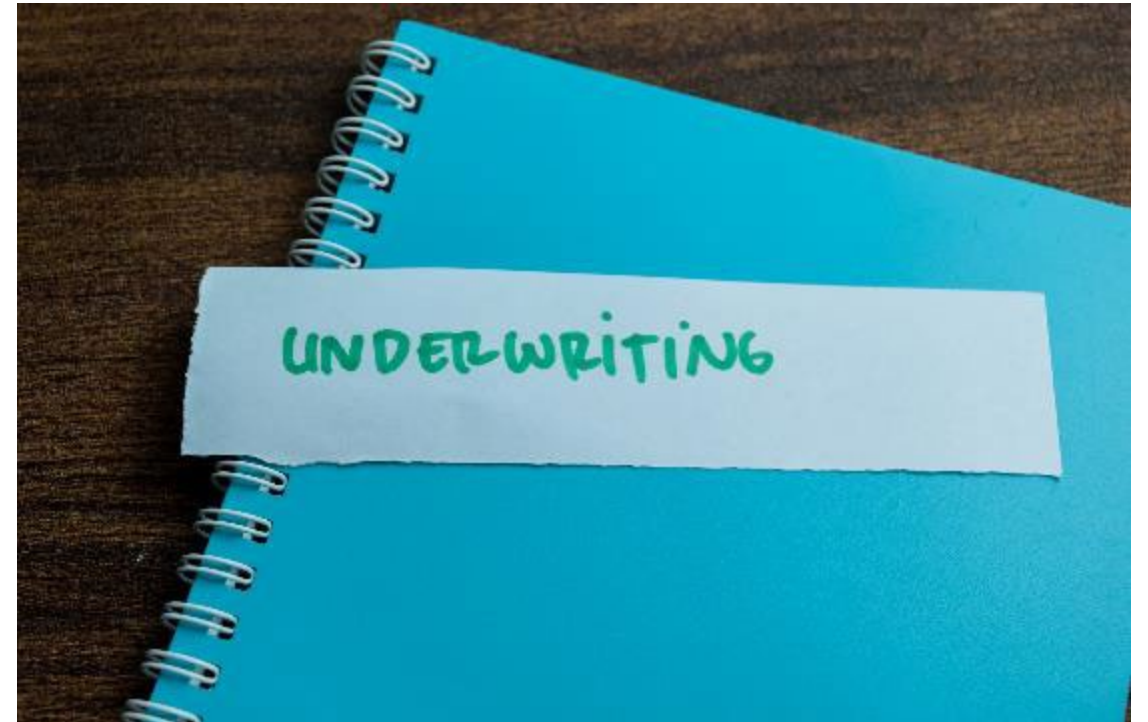


Demonstration of Competency

Key Objective: Learning, organizing, managing, communicating

Early In Career (0-5 years)

- Learning underwriting philosophy & skills
- Queue management
- Time management
- Increases in underwriting authority
- Demonstrating competency
- Adjusting to quality checks/audits



Collaborative Team Player with Strong Competency

Key Objective: Continued learning, demonstrating technical skills, exams



Mid Career (5-10 years)

- Deepening medical underwriting skills
- Demonstrating leadership in projects
- Advancing to higher authority levels
- Informal mentoring Early In Career underwriters
- Choosing a specialty area of interest to learn more deeply about

Underwriting Leader & Mentor

Key Objective: Share knowledge, provide support, act as role model



Experienced (10–30 years)

- Achieving highest authority limit possible
- Formal & informal mentoring daily
- Role model to all in UW department
- Leader, Manager, Trainer or Technical SME
- Industry involvement (volunteering, writing)

Underwriting Leader at All Levels

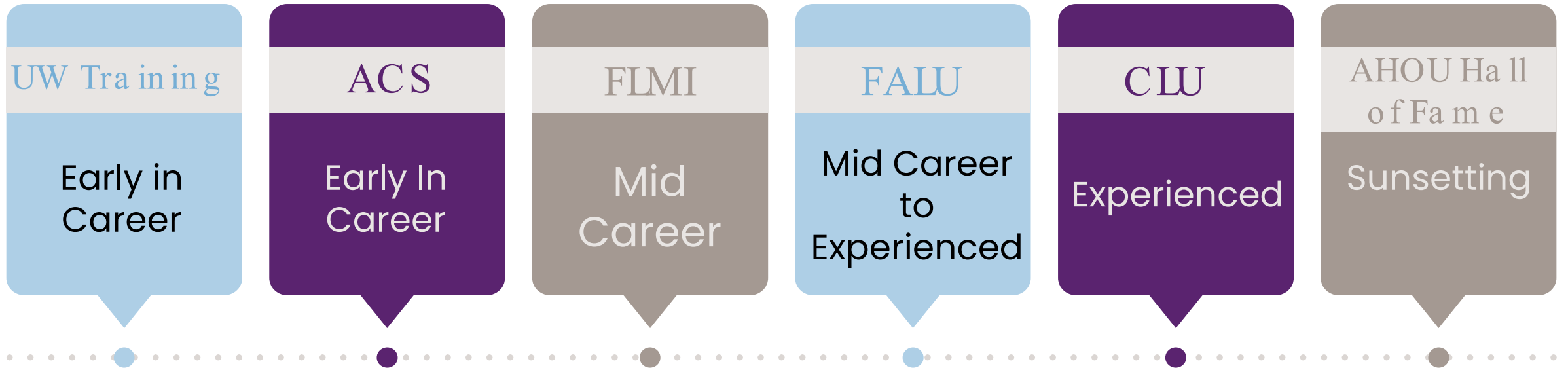
Key objective: Ensure succession planning, share knowledge, lead

Sunsetting (30+ years)

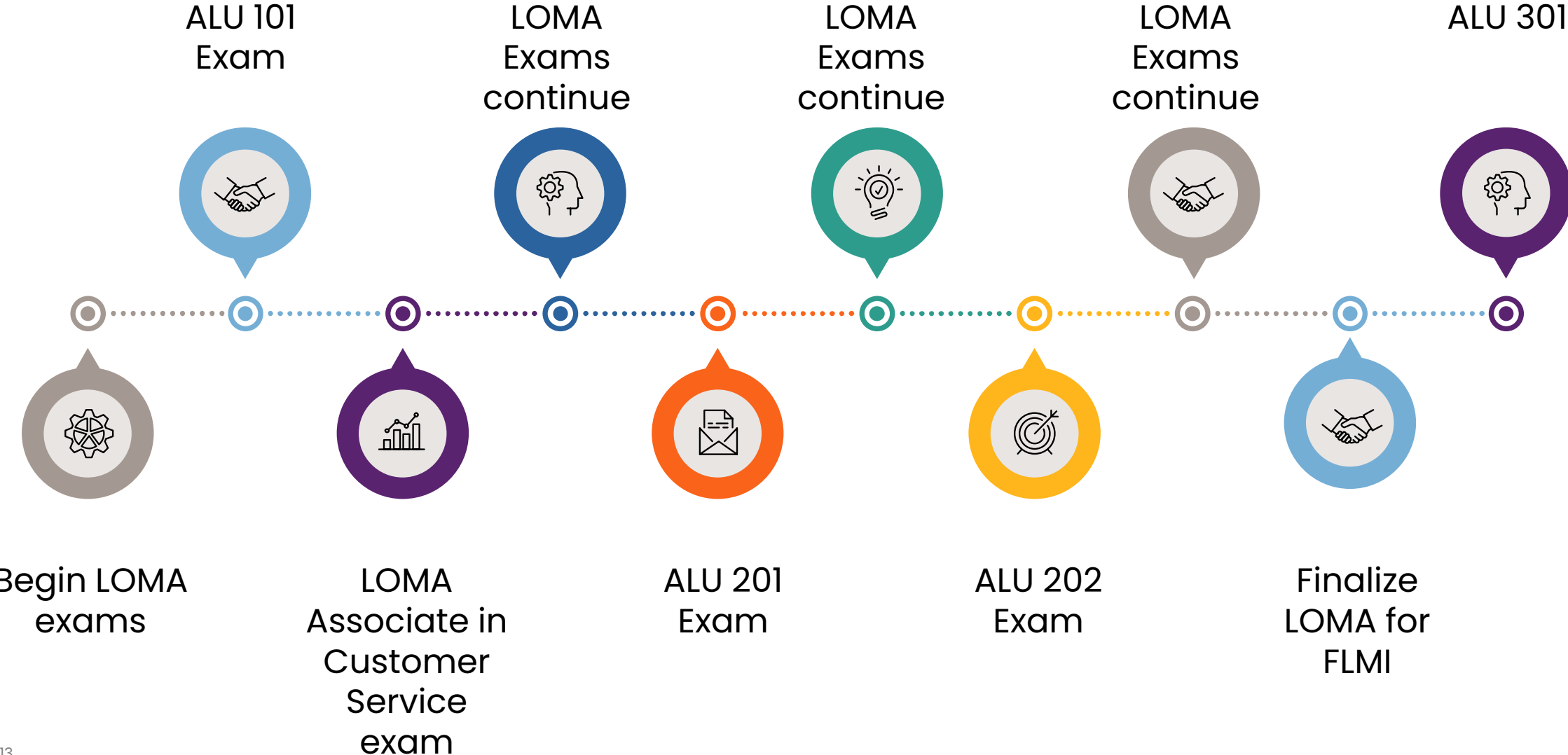
- Experienced leader, manager, trainer or technical SME
- Executive role
- Leadership in industry organizations outside of daily role
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The Ideal Career



Building The Alphabet Soup



Technical Underwriting Skills



LOMA Designations

Goal: Achieve the Fellow, Life Management Institute (FLMI) designation

- **Most important LOMA designation for life underwriting: FLMI**
- There are numerous designations that can be obtained from LOMA (Life Office Management Institute).
- Work on these **10 exams concurrently** while taking the Academy of Life Underwriting (ALU) exams
- FLMI Level 1 Certificate (2 courses)
 - LOMA 281 & 291
- ALMI (5 courses)
 - Level 1 Certificate (LOMA 281 & 291)
 - LOMA 302, 308, 321
- Another important designation to life underwriting: **Associate, Customer Service (ACS)**

Academy of Life Underwriting (ALU) Designations

Goal: Achieve the Fellow, Academy of Life Underwriting (FALU) designation.

- Website: www.alu-web.com
- Designation takes 3-4 years to achieve.
- Exams:
 - ALU 101 (Given in April & October; a mix of medical & non-medical topics)
 - ALU 201 (intermediate medical info)
 - ALU 202 (intermediate non-medical topics)
 - ALU 301 (advanced medical & non-medical info)
- FALU Diploma Program
 - ALU Level One Certificate (ALU 101, LOMA 280/281, 290/291, 311)
 - Associate, Academy of Life Underwriting (AALU)
 - ALU Level One Certificate reqs
 - ALU 201
 - ALU 202
 - LOMA 320 & 335
 - Fellow, Academy of Life Underwriting
 - AALU requirements
 - ALU 301
 - Three fellowship electives

Academy of Life Underwriting (ALU) Designations

Goal: Achieve the Fellow, Academy of Life Underwriting (FALU) designation.



FALU **must** be obtained to volunteer on the ALU Committees, including *On The Risk*

ALU Committees include:

- Exam Writing
- Curriculum
- Scholarship
- Website
- Marketing

ALU-AHOU-CIU Continuing Education Program

Become Certified Today!

Continuing Education



Charter Life Underwriter Designation

Goal: Achieve the Charter Life Underwriter (CLU) designation

- American College of Financial Services designation
- Considered a difficult designation to achieve due to complexity of information & cost of exams that must be paid for upfront
- Series of 5 exams
 - HS 323 The Tools & Techniques of Life Insurance Planning
 - HS 324 Legal Aspects of Life Insurance
 - HS 330 Fundamentals of Estate Planning
 - HS 331 Planning for Business Owners & Professionals
 - One elective course from 5 options

Become a Subject Matter Expert (SME)

What interests you most about underwriting?

- Find an area that highly interests you
- Ask your manager if they support you becoming a SME on the chosen topic
- Learn all you can about the topic
 - Read everything available online
 - If a medical topic, ask the Medical Team for all information from Up-To-Date on the topic.
- Demonstrate your SME knowledge
 - Do an internal presentation to the Underwriting Department on your topic
 - Write an On The Risk article about it
 - Market your presentation externally to local AHOU groups

Demonstrating Leadership



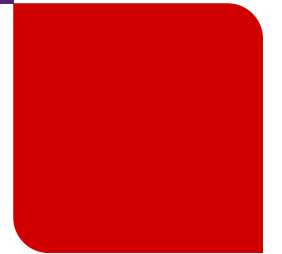
Demonstrate Leadership

Opportunities may be apparent or hidden; you may need to ask for them!

- Normally there are many ways an underwriter can demonstrate leadership in the work place.
- Volunteer to assist or lead projects
- Assist your manager when they are out
- Assist colleagues when they are out
- Build relationships outside the department & become involved in intradepartmental projects
-
- Serve as a leader in employee resource groups (ERGs)



Mentoring & Coaching



Phase 1: Find A Mentor

Key Objective: Be open to growth & development.

Formal Mentoring

- Seek a Mentor through
 - Company or department structured mentoring program
 - AHOU Mentoring Program
- Mentor should be someone other than your immediate manager
- Mentee drives the relationship by bringing topics of desired learning to Mentor
- Regular, recurring sessions over a specified time period

Informal Mentoring

- Manager or other experienced underwriter
- Mentee often is the one seeking out the mentorship although sometimes Mentors look for Mentees to further their own growth & development
- Can be structured or unstructured
- Can be case-based and/or generally professional development

Phase 2: Become A Mentor

Key Objective: Be open to growth & development.

Formal Mentoring

- Volunteer to serve as a Mentor for
 - Company or department structured mentoring program
 - No Program? **Volunteer to organize & create one**
 - AHOU Mentoring Program
- Partner with internal or industry colleagues to develop UWs
- Demonstrate leadership skills by helping to create mentoring programs & by mentoring

Informal Mentoring

- Let your manager know you would like to serve as a Mentor
- Informally socialize to colleagues that you would interested in being a Mentor
- Look for possible Mentees if supported by management
- Provide structured & unstructured mentoring as your joint schedules allow
- Can be case-based and/or generally professional development

Mentoring v. Coaching

What's the difference?

Mentoring

- Long term
- Relationship-based
- Focuses more on personal & professional development of the individual
- Normally an UW mentors with just one mentor at a time
- Can be in a formal program or informally

Coaching

- Short term
- Focuses more on helping the individual solve a specific problem or address a certain situation
- An UW can seek out multiple coaches depending upon the concern/problem
- Generally informal

Optimizing Communication & Handling Adversity with Grace



Communication Evolution

Does anyone remember the first one?

Analog



Before Remote



24-7

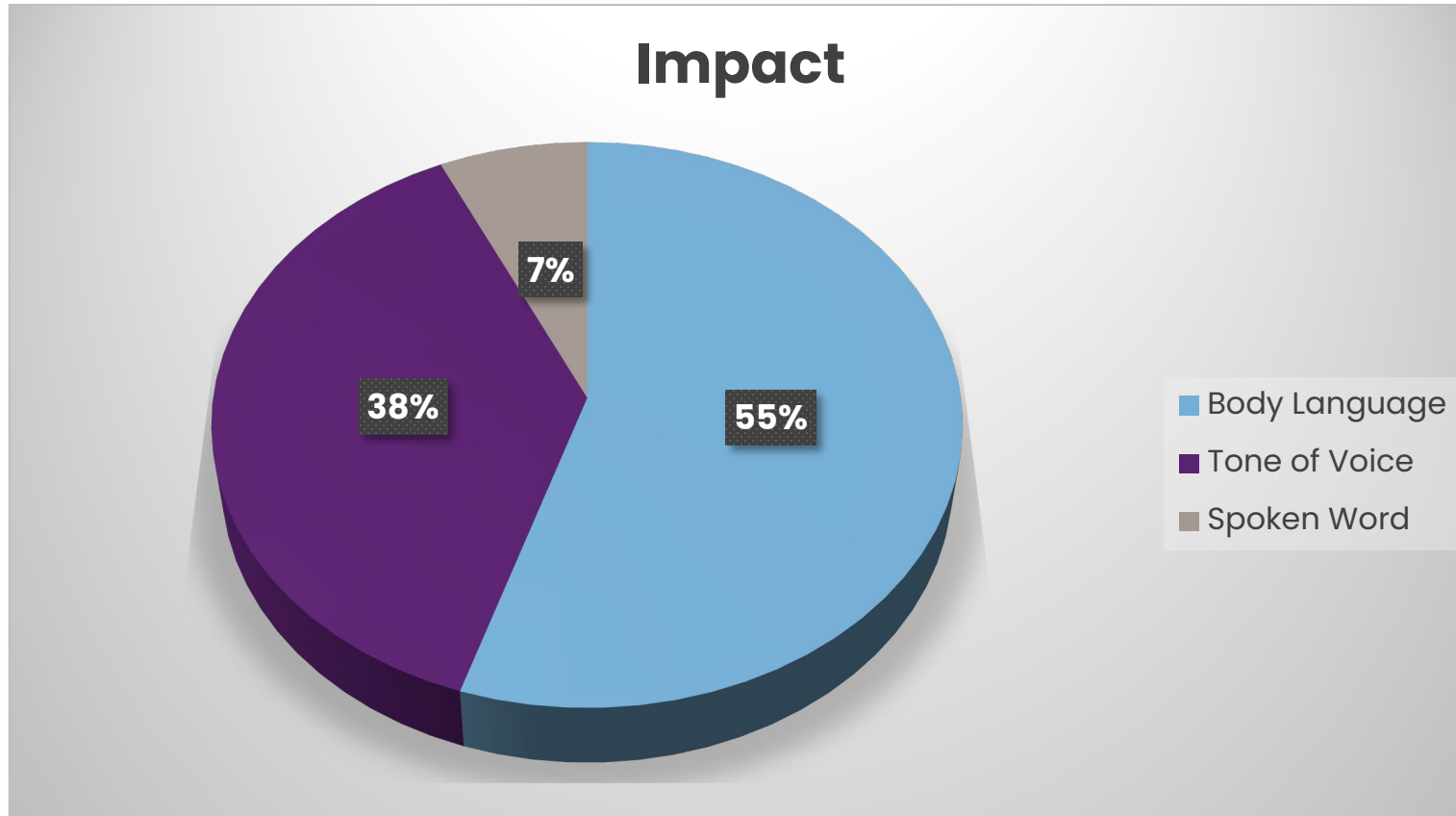


Technology advances resulted in **incredible** communication tools.

But are these tools **impeding** our ability to effectively communicate?

Impact of Communication Elements

Critically think about this chart...



What abilities do underwriters **lose** by working remotely?

What do **you** need to do differently to ensure you are communicating effectively?

Improve Your Communication Skills with Toastmasters

Key Objective: Gain confidence & create/perfect your presentation skills



Why is communication difficult?

Emotional regulation is a balancing act.

Am I ...

- In a positive mindset?
- Reacting emotionally?
- Reacting due to a lack of self confidence?
- Overreacting?
- Reacting negatively because something else **triggered me** before the current situation?

Everything you do is triggered by an emotion of either desire or fear.



Brian Tracy

Canadian-American motivational public speaker & self-development author

The Best Teaching Moments May Be Your Worst Moments

The Unhappy Agent...Boss...Sales BD...



Collision Ahead!



Keep A Winning Mindset In the Face of Adversity

What Triggers You?

Use **introspection** to recognize **what** triggers you when you respond less than optimally to a situation.

What Triggered Me

1. I felt excluded.
2. I felt powerless.
3. I felt unheard.
4. I felt scolded.
5. I felt judged.
6. I felt blamed.
7. I felt disrespected.
8. I felt lack of affection.
9. I felt I couldn't speak up.
10. I felt lonely.
11. I felt ignored.
12. I felt I couldn't be honest.
13. I felt like the bad guy.
14. I felt forgotten.
15. I felt unsafe.
16. I felt unloved.
17. I felt it was unfair.
18. I felt frustrated.
19. I felt disconnected.
20. I felt trapped.
21. I felt lack of passion.
22. I felt uncared for.
23. I felt manipulated.
24. I felt controlled.

The Gottman Institute

[Manage Conflict: Identifying Your Triggers \(gottman.com\)](https://www.gottman.com)

The Power of Self-Growth Through Introspection

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