

# Game-Changing Recruitment and Engagement



**Presented by:**  
**Margaret Resce Milkint**  
**Managing Partner**

Insurance Talent

# JACOBSON

# 2013 Workplace

**Hunger for Innovation**  
Oprah

**"War for Talent"**

**Technology Rich**

**Sheryl Sandberg**

**Mark Zuckerberg**

**Aging Workforce**

**Steve Jobs**

**Marissa Mayer**

**Social Media – Here to Stay!**

**Work/Life Harmony Demanded!**

**Lady Gaga**

**Barack Obama**



**Global Workforce**

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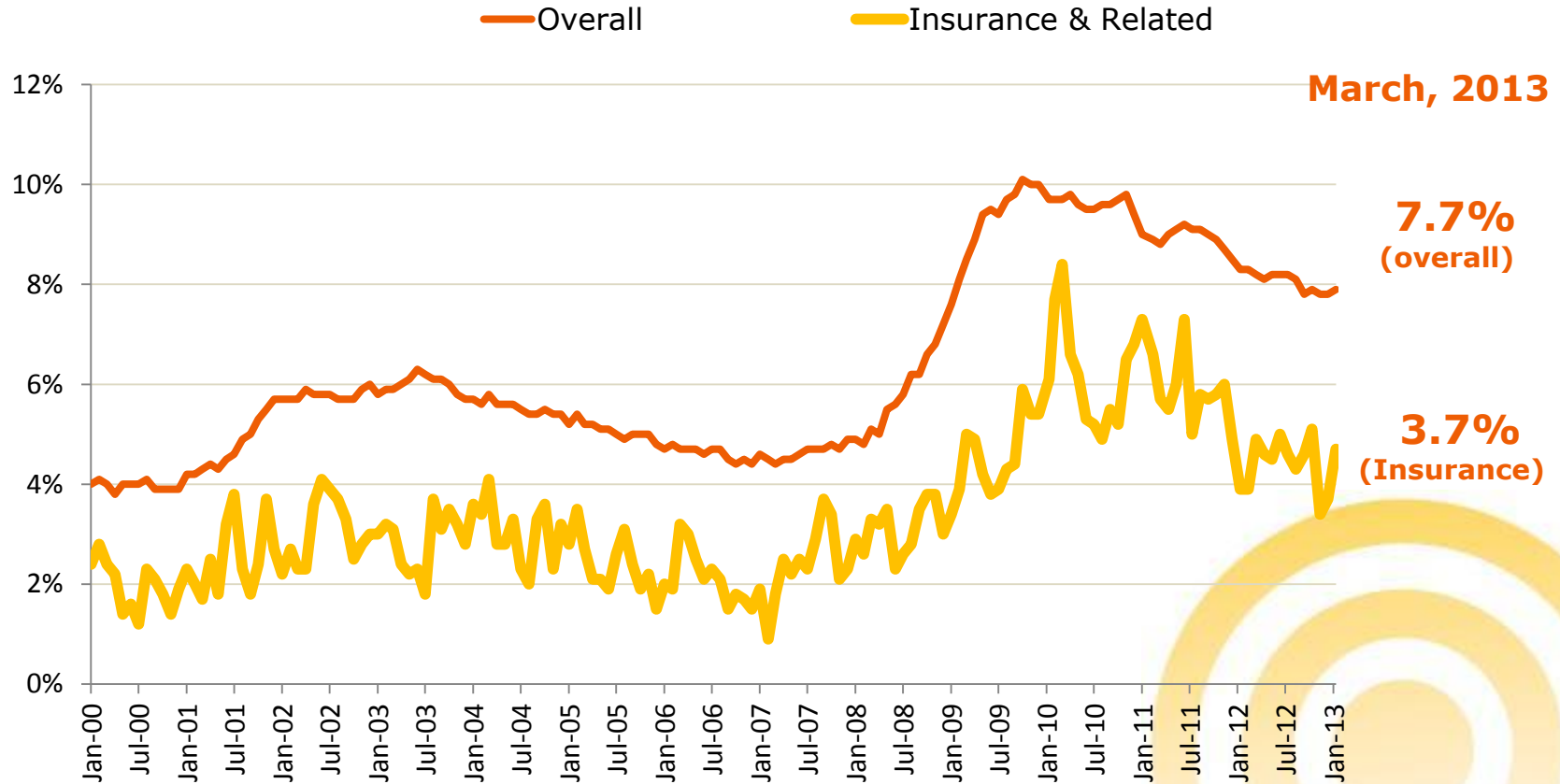
# **Game-Changing**

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# **Big Picture**



# The Big Picture - Unemployment



**March, 2013**

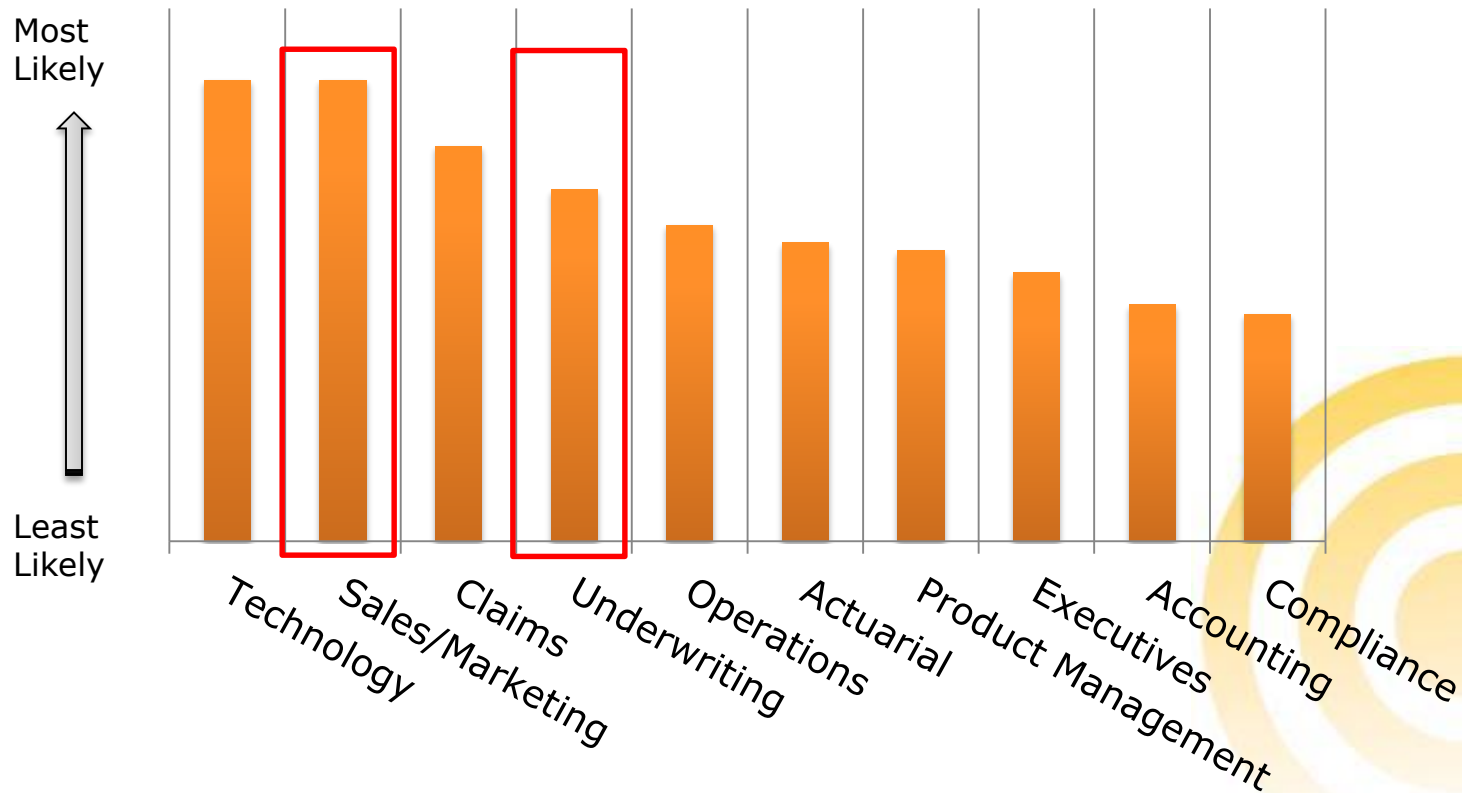
**7.7%**  
(overall)

**3.7%**  
(Insurance)

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# The Demand

The Semi-Annual U.S. Insurance Labor Market Study asked insurance companies to rate each function in its likelihood of staff increases in 2013.

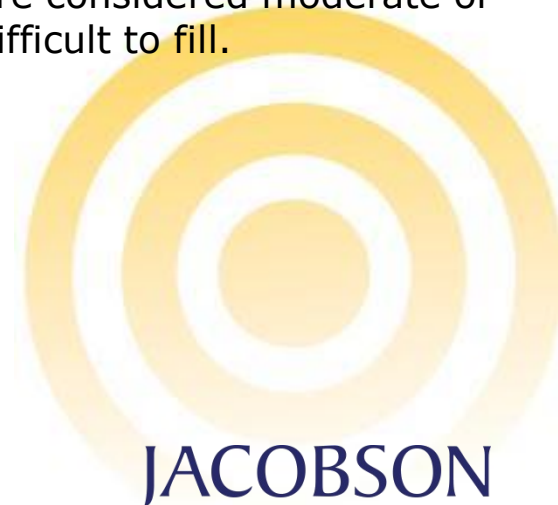


# Recruiting Challenges



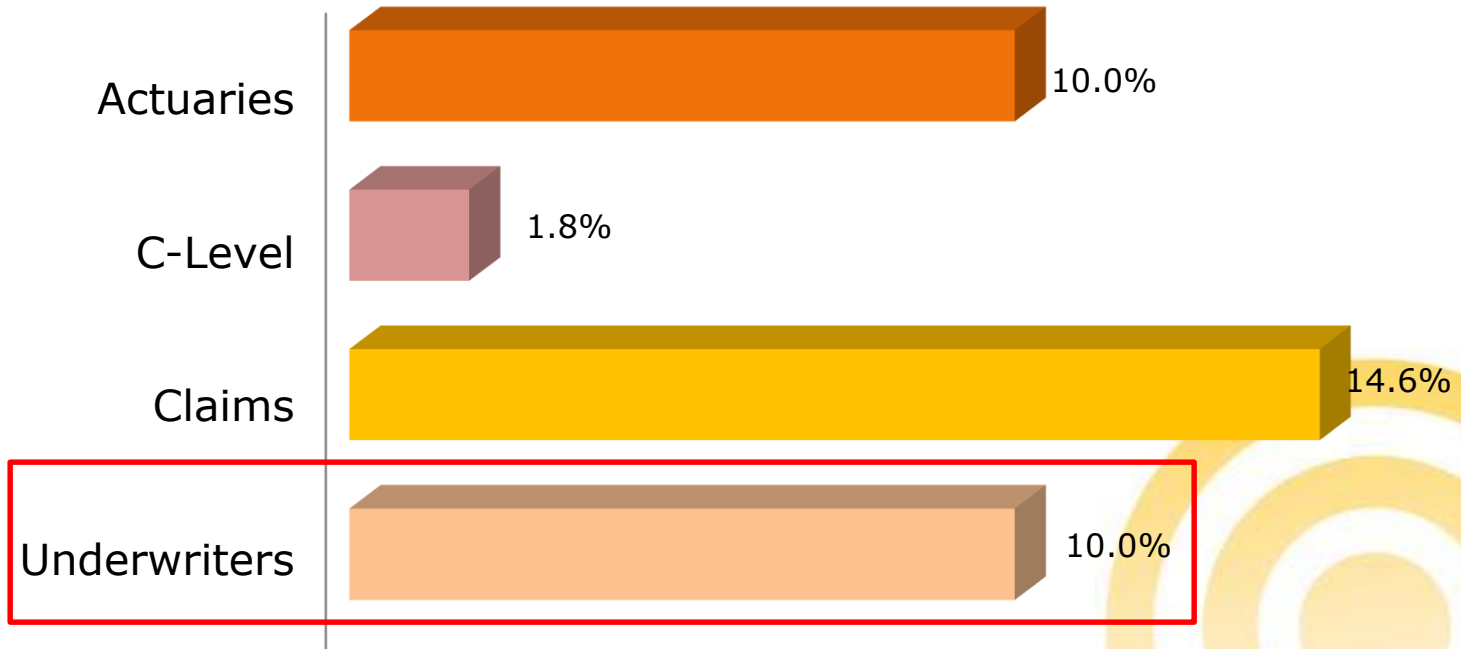
On a scale of 1 – 10 (10 being most difficult), companies responded that positions are still moderately difficult to fill and recruiting is slightly more difficult in most disciplines than it was a year ago.

Positions rated 5 or above are considered moderate or difficult to fill.



# Job Growth Outlook From 2010-2020

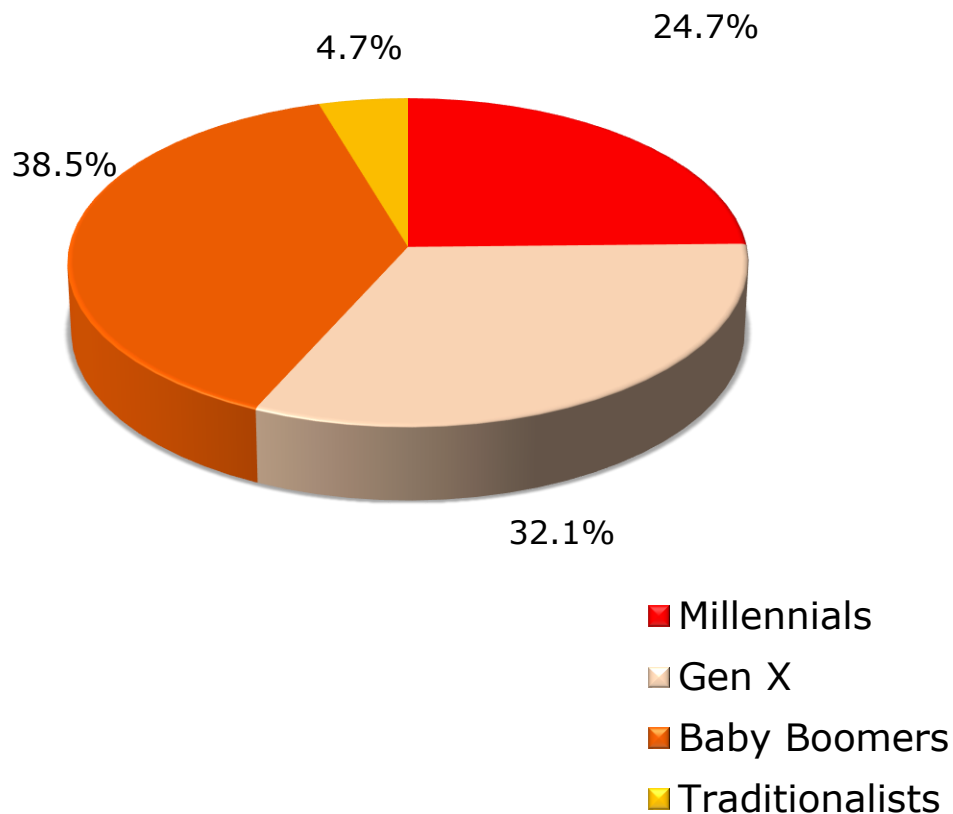
The insurance industry labor market is expected to grow at 16.4 percent.



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# Aging Workforce

## U.S. Workforce by Generation



The insurance industry currently employs 2.2 million workers.

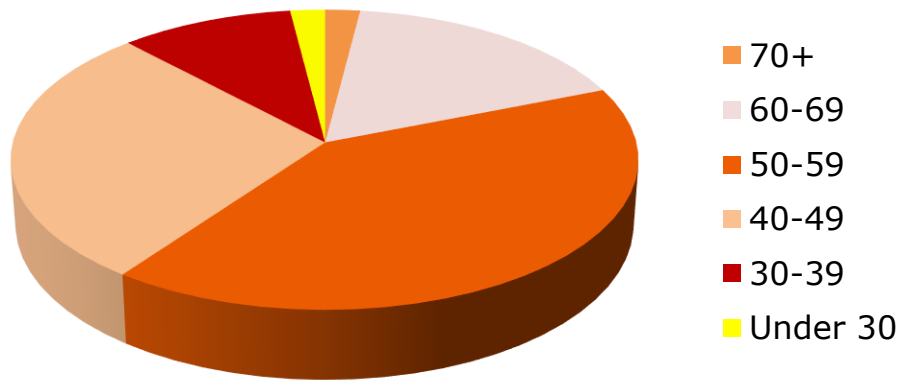
The average retirement age in the U.S. is 63.

Workers 45 and older account for 48 percent of the insurance industry's workforce. Nearly half of the industry's workforce will be retired or on the verge of retirement within the next 15 years!

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# Underwriting Workforce

## CPCU Society Members by Age



Two percent of CPCUs are under 30.

Nineteen percent are either past retirement age or approaching it within the next 3 years.



# Shifting Dynamics

Never in the modern world have there been **four generations in the workplace**; all bring vastly different beliefs, expectations and values.

Never has a generation entered the workplace using such **advanced technologies** as those adopted by its employers.

Never has technology made it so **easy to connect** anyone, anywhere for collaboration.

Never has it been possible to acquire, use and seamlessly integrate talent from **around the world**.



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**Societal Issues**



# Diversity Considerations

## **Diversity delivers opportunity:**

**Wider range of perspectives**

**Deeper client connections**

**Broadened talent base**

**Improved retention and performance**

Culture

Gender

Generation

LGBT

Physical abilities and disabilities

Race

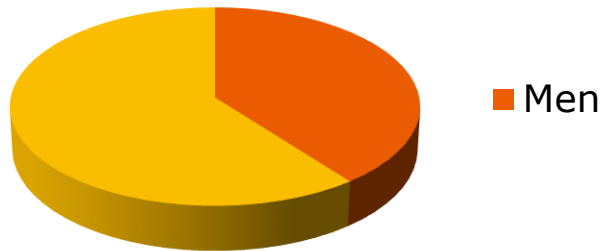
Religion

*Overall diversity of thought*

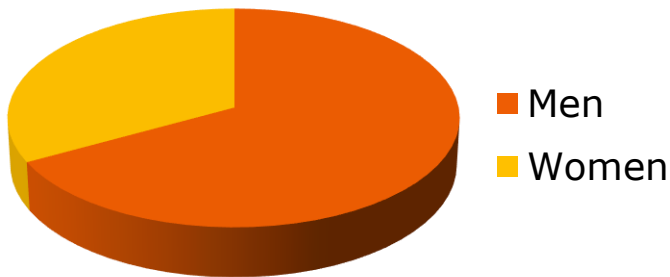


# Women's Leadership Issues

Women represent roughly 60 percent of the U.S. insurance industry workforce (persons age 16 and up)...



...and 33 percent of CPCUs are women.



Women make up only **18.4 percent** of executive officers in the finance and insurance industries.

**18.3 percent** of board directors in Fortune 500 finance and insurance companies are women.



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# Women Have What It Takes To Lead!

A recent study found:

**The majority of business leaders are still men.**

Women scored higher than men for **developing others and building relationships.**

Women also scored higher in leadership competencies that are not traditionally assigned to women, such as **“taking initiative”** and **“driving for results.”**



# The Enlightened Male

Male allies and champions are invaluable!

Credibility is transferable.

**Female leadership does not denote “the end of men”—but signifies working together to achieve equality.**



# The Power of Sponsorship

Take mentorship a step further with **sponsorship**.

A **sponsor** provides an opportunity to connect with leaders and visualize new opportunities.

**Sponsors** provide direct and honest feedback about what it takes to be successful.

Through **sponsors**, professionals glean additional insight into the company and the direction it is taking and obtain guidance from an insider's perspective.



# The Engagement Retention Paradigm – Make it Personal!

**Meaningful work:** People want to know that the work they do is important.

**Stimulating environment:** Employees want their environment to energize them. Think about open office plans and stand-up meetings.

**Challenges and rewards:** Work should be equally challenging and rewarding to keep employees satisfied.



# Forget Balance, Find Harmony

**“ The work-life balance conversation that has dominated the corporate landscape for almost two decades implies that work and life are separate. In this way, we set work and life against each other, and the thought that follows is that you are either working too much and living too little or vice versa. The term itself diminishes our ability to make the case that work can be a richly rewarding part of a person’s life and should in many ways be personal. ”**

-Matthew Kelly in *Off Balance: Getting Beyond the Work-Life Balance Myth to Personal and Professional Satisfaction*

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**Social Media  
Revolution**



# It's About Relationships!

It is not about which platform is better than the other; it is about **cultivating relationships.**

Stick to the platforms that most effectively enable you to **engage your target audience.**

**Beware of "social fatigue!"**

“ **New marketing is about the relationships, not the medium.** ”

- Ben Grossman  
marketing and advertising strategist



# The Medium

**A search for the word “underwriter” on LinkedIn returns 193,782 results.**

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**A search for “insurance marketing” returns 9,781 results.**

## **Which venues Fortune 500 companies use:**

Facebook: 74 percent

LinkedIn: 73 percent

Twitter: 64 percent

YouTube: 45 percent

Blogging: 37 percent

Online video: 24 percent

Bulletin boards: 15 percent

Foursquare: 11 percent

# Revitalize Your Brand's Social Media Best Practices

**Don't be too self-promotional.** Too many company-centric posts can turn followers off.

**Content is king!** Produce and share content that your users will find useful.

**Check your metrics.** What topics are being favorited and retweeted? What times of day see the most activity. Analyze and replicate!

**Keep it short and sweet.** Twitter may give you 140 characters, but a recent study says keep it at 100 characters or less for 17 percent more engagement.

**Just ask!** A tweet's retweet rate increases 12 times when the tweet asks followers to either "RT" or retweet.



# Put Your Game Changers to Work!

**Understand the shifting dynamics** of today's workforce.

**Act on the issues** that affect your talent. Ensure that they feel sufficiently challenged and valued.

**Join the social media revolution** and ensure your brand is attracting the right talent and sending a strong message.

**Address these game-changers** to make an impact in your recruitment and engagement strategy.



# Become a Game Changer!

**“ Fortune does favor the bold and you'll never know what you're capable of if you don't try. ”**

*-Sheryl Sandberg  
Coo of Facebook, Author of Lean In, Game Changer*



# Questions? Thank You!

Margaret Resce Milkint  
Managing Partner

Insurance Talent

**JACOBSON**

+1 (800) 466-1578, ext. 410  
[mmilkint@jacobsononline.com](mailto:mmilkint@jacobsononline.com)



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