Generational talent management for insurers

Strategies to attract and engage Generation Y in the U.S. insurance industry
Dear Colleague:

As many of you already know, the face of our workforce is changing: as those who have shaped and guided our path prepare to retire, a new group is entering – one with different values, ideals, and experiences. The challenge now is to pass the baton in such a way that preserves our base of institutional knowledge and increases our competitiveness.

To address this challenge, Deloitte Consulting LLP has developed significant knowledge in the area of generational talent management. With a focus on the newest workforce group, Generation Y (birth years 1982 – 1993), our research and programs address the challenge of attracting, engaging, and connecting talent for enduring value. We provide insight into the values that drive this young group, strategies to address them, and examples of executed success in the industry. We believe that these elements together begin to describe an institutional aptitude in high demand: that of generational competence.

This report reflects the collaborative efforts of many Deloitte professionals, including leaders in our insurance, human capital, and research & development practices – all of whom are acknowledged in the back of this book. We hope that their work will provide you with some deeper insight into the challenge that faces us all, and a constructive starting point to address it.

Rebecca C. Amoroso
National Insurance Industry Group Leader
Deloitte & Touche USA LLP
Executive summary

The U.S. insurance industry is at a crossroads: at the time of this publication, the majority of underwriters, adjusters, and sales agents employed are aged 40 or older, and the younger pipeline of replacements is diminishing steadily. Further compounding this threat of brain drain are changing market landscapes that require new perspectives and skills to navigate. To be competitive, it is imperative that leaders across this industry develop an understanding of the new and largest entrant workforce — Generation Y — their expectations, strengths, and working styles. They must then rethink their strategies and priorities to engage this group and connect them to their broader organizations.

Over the past few years, Deloitte Consulting LLP has developed significant expertise in the area of generational talent management, with a particular focus on Generation Y — also called Gen Yers — (birth years 1982-1993). This topic is of critical interest: 1.4 million more Gen Yers graduated from U.S. bachelor programs this year, further injecting their unique values and needs into the U.S. labor pool (see exhibit 6: Workforce Generations). More than any previous workforce generation, they balance idealism with pragmatism and demand flexibility, balance, respect, and accessibility. Specifically, Gen Yers tend to look for long-term career development, variety of experiences, a sense of purpose and meaning in their work, open social networks, and work/life balance. As they join the three existing workforce populations (Veterans, Baby Boomers, and Generation X), company leaders need to offer agile talent infrastructures that allow each of these groups to thrive and work together to grow institutional knowledge.

This Point-of-View (PoV) focuses on strategies for replenishing and growing the workforce within the U.S. insurance industry. Specifically, it examines the values of Gen Yers, and suggests tactics to engage and sustain the interests of these young people. In doing so, it builds upon Deloitte Consulting LLP’s Develop-Deploy-Connect Talent Management framework (see exhibit 4: What is the Develop-Deploy-Connect Model?). Generally, insurance firms can ‘develop’ their workers by providing them with active learning opportunities, ‘deploy’ them by designing effective organizational environments, and ‘connect’ them by creating infrastructure to foster collaboration. The study also presents targeted approaches for employer branding through its components: expertise, culture, and positioning. While individual tactics may provide quick fixes, enduring generational competence requires companies to incorporate the underlying workplace values deeply and consistently.
While finding new hires has not been a top concern for the U.S. insurance industry historically, a combination of broader demographic dynamics and industry-specific issues could lead to critical shortages in the near future. At the same time, a shifting market landscape requires that companies recruit, engage, and motivate new talent to remain relevant.
Aging workforce

According to the Bureau of Labor Statistics, between 2002 and 2012, growth in available workers aged 16 to 44 will lag that of workers aged 45 and older across all industries in the U.S. (see exhibit 1). This labor shortfall is further aggravated by the impending retirement of those in older age groups, namely Baby Boomers and remaining Veterans.

Many insurance companies, in particular, could face critical talent deficiencies in the next few years. Currently, 88 percent of Chartered Property Casualty Underwriter (CPCU) members are aged 40 or older, along with 70 percent of company adjusters (see exhibit 2). Moreover, the average life insurance sales agent is 47, and nearly 60 percent of these workers are over the age of 45.

Exhibit 1: U.S. Percentage change in workforce by age group, 2002 – 2012

Exhibit 2: Age distribution in U.S. property & casualty industry

<table>
<thead>
<tr>
<th>Age Group</th>
<th>2002</th>
<th>2012</th>
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<td>16-24</td>
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Source: Bureau of Labor Statistics

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<tr>
<th>Age distribution of CPCU members</th>
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<tr>
<td>88% of CPCUs are age 40 and older</td>
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Source: CPCU Society Member Statistics, 2006

<table>
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<tr>
<th>Age distribution of company adjusters</th>
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<td>70% of company adjusters are age 40 and older</td>
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Source: Conning Research & Consulting, Claims Survey
Diminishing pipeline

Compounding the aging demographics of the insurance talent force is a diminishing pipeline of replacements. As exhibit 3 illustrates, fewer than 23,000 professionals sat for their CPCU exams in 2006, an over 55 percent decrease from 1992. Similarly, the number of AIC (Associate In Claims) examinations has decreased steadily.

These statistics demonstrate the growing difficulty the industry faces recruiting new talent. Such trend will likely be amplified by the increasing overlap in expertise between insurers, banks, and investment management firms, which translates to greater employment choice.

Exhibit 3: CPCU and AIC examinations given

Source: American Institute for CPCU, 2006

Source: Insurance Institute of America, 2006
Negative publicity and perception

Recent high-profile scandals in the insurance industry have likely worked to reduce the public’s perception of its integrity. In particular, allegations of fee manipulation at several large U.S. property and casualty insurance brokers have drawn attention to conflicts of interest in insurance distribution, and their potential negative effect on consumer choice. Gen Yers, whose parents and older siblings may have been impacted by such practices, and who tend to prioritize social responsibility, could therefore be more skeptical of insurance companies as employers. Furthermore, many Gen Yers view employment in the insurance industry as rigid and slow-paced – attributes which can contradict their workplace values.

Changing customer demographics

At approximately 75 million, the population of Gen Yers is the largest after Baby Boomers (~80 million). This is significant, because it signals their growing importance not just as employees, but also as customers.

It is widely believed that the Gen Y customer group will eventually transform the delivery of financial services. The group’s noted “tech-savvy” bent will likely influence their preferred styles of interaction. Insurance companies that understand these differences and innovate their service accordingly will be better able to differentiate their offerings to these youngsters. To that end, insurance organizations may be well-served by increasing the employment and influence of this new workforce, thereby gaining valuable multi-generational perspective. Further, by involving Gen Yers in the development of company products and services, management can demonstrate, through action, their commitment and respect for this group as both employees and consumers.

It is useful to note that further compounding their customer impact is the strong influence Gen Y is known to have on their parents’ spending habits. This phenomenon has been noted at much greater intensity than previous generations, and is frequently termed the “boom-boom effect”, after Gen Y’s alternate alias: “echo-boom” generation. It has been estimated that the value of this influence may almost double their own spending power.

Changing competitive landscape

Shifting industry business models have increased the demand for certain marketplace competencies. For example, the investigations into insurance distribution compensation a few years back brought to light some underlying conflicts of interest, and the need for greater compliance and regulatory skills. Further, globalization has driven the need for technical aptitude. Of course, core insurance expertise such as underwriting, claims adjusting, sales, and actuarial knowledge remain critical.

Against this backdrop is a looming shortage of supply. According to a LIMRA (Life Insurance and Market Research Association) Agent Production and Survival Survey, the four-year retention rate for agents in 2004 was 13%, close to the 30-year low of 11% in 2003. Further, a Deloitte Consulting LLP analysis estimates that between 2004 and 2014, the U.S. Property and Casualty industry will need to fill almost 25,000 underwriting and 85,000 claims positions. With a large proportion of such functions filled at the entry-level, insurance companies across both sub-industries need to motivate new talent to remain relevant.

Over the next decade, the aforementioned factors will likely combine to tighten the supply of critical talent in the U.S. insurance industry. To remain competitive, insurance industry leaders should take proactive steps to understand the unique values Gen Y holds, and then formulate strategies to attract, engage, and connect this new resource within their broader organizations in an agile way. Building such competence should result in greater commitment and collaboration across all the workforce generations.
Strategies to target Generation Y

Through its thought leadership and internal programs, Deloitte Consulting LLP has developed comprehensive frameworks for addressing the Gen Y talent challenge. This section presents a primary tactical model (see exhibit 5: How to attract and engage Generation Y), which can serve as a starting point to explore the needs and ideals of the incoming generation in a meaningful way.
Generation Y needs/wants

The model starts by identifying core Gen Y workplace values, drawn from a 2004 study by Deloitte Consulting LLP and the Institute of the Future:

- Long-term career development and multiple experiences within a single organization
- Sense of purpose and meaning in the work
- Availability and access to mentors and other company champions
- Work/life flexibility
- Tech-savvy work environment
- Open social networks that embrace open/honest communication

These particular workplace values can be very different from that of existing workforce generations (Veterans, Baby Boomers, and Generation X). For example, the first identified workplace value: long-term career development within a single organization, varies significantly from the employer infidelity generally noted with the preceding age group, Generation X. It is important to note the caveat inherent in this characteristic – that Gen Y demands variety in experience and learning opportunity in return for such loyalty. Of course, given that the oldest Gen Y college graduates are likely to have been in the workforce for a maximum of three years, such characteristic has yet to be proven. This early survey serves primarily to identify salient attitudes and tendencies of this still very young group. For more details on the generalized values and needs by each generational grouping, as well as information about composition and corporate influence, see exhibit 6 (Workforce generations).

Implications for employers

With these core Gen Y workplace values identified, the model then explores their implications on employers, as well as the strategies needed to develop, deploy, and connect these new entrants. In doing so, it builds upon Deloitte Consulting LLP’s Develop-Deploy-Connect Talent Management framework (see exhibit 4: What is the Develop-Deploy-Connect Model?). In general terms, employers can ‘develop’ their workers by providing them with opportunities to learn through experience, ‘deploy’ them by designing effective organizational roles and environments, and ‘connect’ them by creating seamless networking infrastructures. Also included is a sampling of specific tactics that companies in the U.S. insurance industry have executed, with varying scope and complexity. These examples offer a tangible starting point for understanding, appreciating, and meeting the Gen Y needs identified. More importantly, they demonstrate a corporate willingness to address the Gen Y talent management challenge proactively.

In summary, the model described and presented here provides some insight into the working styles of the entrant workforce and tangible advice on how to engage and motivate them. It is useful as an ingredient to generational talent strategy. Still, to truly capture the diversity of perspective that different workforce cohorts offer, and to leverage it for competitive advantage, organizations need to create a foundation for lasting generational competence. Specifically, they need to consistently incorporate the following workplace ideals, which underlie the aforementioned Gen Y values and strategies:

- Flexibility
- Balance
- Respect
- Accessibility

These fundamental workplace ideals originated from specific Gen Y values, identified through a representative sample survey. When examined outside this context, they appear to be reasonable demands of any workforce generation and, more broadly, manifestations of the changing marketplace. Developments such as technological advancement, focus on social responsibility, flexible sourcing, and global connectedness influence us all – Gen Y is simply the most recent and untainted reflection of this evolution.

As demographics and economics shift the balance of talent, U.S. insurance leaders must proactively research and establish the infrastructure for ongoing cultural change. One large insurer has confronted this challenge by instituting a new department for broad-based workforce planning, moving beyond traditional succession programs targeted just to senior positions. Another firm has created a comprehensive talent architecture that engages cross-functional leaders in the process of requirements determination, assessment, workforce development, and monitoring. Such transformational strategies demonstrate long-term corporate commitment. Employers can then hone and convey their workplace values through their branding activities.
Exhibit 4: What is the Develop-Deploy-Connect model?

By “develop,” we mean providing the real-life learning employees need to master a job. We don’t mean just traditional classroom or online education. As importantly, we mean the “trial-by-fire” experiences that stretch their capabilities and the lessons they learn from peers, mentors, and others.

By “deploy,” we mean working with key individuals to (a) identify their deep-rooted skills, interests, and knowledge, (b) find their best fit in the organization, and (c) craft the job design and conditions that help them to perform.

By “connect,” we mean providing critical employees with the tools and guidance they need to (a) build networks that enhance individual and organizational performance, and (b) improve the quality of their interactions with others.

The Develop-Deploy-Connect model should be at the core of an organization’s talent strategy. By focusing on these three elements, organizations can generate capability, commitment, and alignment in key workforce segments, which in turn improve business performance. When this happens, the attraction and retention of skilled talent largely take care of themselves.

Source: Deloitte Research; For more details on this model, please refer to the 2004 Deloitte Research Study: “It’s 2008: Do You Know Where Your Talent Is?”

Exhibit 5: How to attract and engage Generation Y

<table>
<thead>
<tr>
<th>Generation Y needs/wants</th>
<th>Implications for employers</th>
<th>Develop-Deploy-Connect talent management framework</th>
<th>Examples from U.S. insurance organizations</th>
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<tbody>
<tr>
<td>Long-term career development and multiple experiences within a single organization</td>
<td>• Create personal development plans (PDPs)</td>
<td>• Enable Gen Y entrants to experiment and take risks as they figure out their niche within the organization. Help clarify their vision of which skills will serve them well in the future (Develop)</td>
<td>• A large insurer has instituted a broad talent development program that includes courses, learning simulation exercises, job rotation, targeted assignments, and succession management</td>
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<td>• Align PDPs with organizational roles and goals</td>
<td>• Tailor work “contracts” in ways that fulfill individuals’ unique needs while still affording them the flexibility that they need to do their jobs well (Deploy)</td>
<td>• A regional insurer conducts regular “talent assessments,” to have pools of candidates organized by competency, not just experience. This strategy can enable employees to develop their talents into practical skills, and to increase the breadth of their deployment within the firm</td>
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<tr>
<td></td>
<td>• Enable career mobility to allow individuals multiple experiences</td>
<td>• Enable Gen Y to foster the networks that they need to succeed and guide them on cultivating healthy/productive relationships within those networks (Connect)</td>
<td>• Several insurers offer customized internal training, as well as access to formal external academic programs</td>
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<td>• Chart clear and transparent career paths</td>
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<td>• Provide transparency around available positions</td>
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<td>• Invest in training and developing the workforce</td>
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<td>• Ensure that the workplace is open to the application of skills developed</td>
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<td>• Cultivate strong social networks</td>
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Fundamental Gen Y values
• Flexibility
• Balance
• Respect
• Accessibility
### Generation Y needs/wants

#### Sense of purpose and meaning in the work
- Enable individuals to find what is meaningful to them
- Create an organization that allows individuals to pursue these higher purpose goals in an effective and productive way
- Define and communicate visions around which people can rally
- Involve Yers in the development and refinement of company strategy and offerings

#### Availability and access to mentors and other company champions
- Offer formal and informal mentoring approaches that are aligned with strategic aims
- Engage Y-ers during their education and early in their careers

#### Work/life flexibility
- Encourage Y-ers input
- Offer work arrangements and benefits programs that align individual and organizational needs in flexible ways

#### Tech-savvy work environment
- Employ online recruiting tools
- Offer multiple communication platform options
- Offer gaming simulations as a learning tool

### Implications for employers

#### Sense of purpose and meaning in the work
- Provide employees with the infrastructure to determine what motivates them (Develop)
- Align organization roles with employee interests/passions (Deploy)
- Create feedback mechanisms that link employee contributions to larger organizational goals (Connect)

#### Availability and access to mentors and other company champions
- Create comprehensive mentoring programs that allow Gen Y entrants to:
  - Learn technical and personal/relational capabilities (Develop)
  - Learn about their strengths and about new career opportunities (Deploy)
  - Foster commitment to the organization and their roles within it (Connect)

#### Work/life flexibility
- Design flexible balanced learning programs that stretch employee capabilities (Develop)
- Create mechanisms to align organization roles with employee needs and expectations in a productive way (Deploy)
- Facilitate flexible work arrangements that accommodate employees’ personal circumstances and working styles (Connect)

#### Tech-savvy work environment
- Leverage the technology with which Gen Y is so comfortable by:
  - Providing learning through gaming scenarios/solutions, online interaction, etc. (Develop)
  - Utilizing internal/external online recruiting (e.g., electronic job boards that provide transparency around available opportunities) (Deploy)
  - Leveraging electronic interaction technologies that facilitate broad and rich conversations (Connect)

### Develop-Deploy-Connect talent management framework

#### Examples from U.S. insurance organizations

- A large insurer regularly surveys its employees on important business issues, and uses this input to advise action plans. This strategy has increased its employees’ self-reported engagement
- Several insurers have used Gen Y input to create products that target this group. Such offerings include features geared toward younger, healthier, cost-conscious customers, such as lower premiums with less coverage of unlikely visits. They also engaged Gen Yers in the development of associated marketing materials
- Several insurers have created a formal mentoring consortium, to provide entrant workers with guidance on MDRT (Million Dollar Roundtable – an industry organization) membership qualification. Since its inception in 1995, 38% of program mentees have successfully joined the MDRT
- A large insurer encourages top performers to seek and mentor their successors
- Several insurance firms enable virtual work arrangements, such as telecommuting. They also provide flexible health and family benefits including health club memberships and on-site day care
- Several insurance firms offer choice in supplementary rewards programs, such as commission, annual incentive plans, deferred compensation, profit-sharing, stock options, recruiting incentives, etc.

### Fundamental Gen Y values

- Flexibility
- Balance
- Respect
- Accessibility
### Generation Y needs/wants
- Open social networks that embrace open/honest communication

### Implications for employers
- Communicate corporate goals clearly and transparently (i.e., no corporate-speak)
- Institute channels for employee feedback on corporate goals
- Design office space in a flexible way that reflect how Y-ers work
- Develop social infrastructure to share ideas
- Reduce geographic barriers; develop channels to communicate globally in a seamless way

### Develop-Deploy-Connect talent management framework
- Create social infrastructures that enable employees to develop strategic and intentional networks. Such structures should allow Gen Yers the interaction to:
  - Learn about their organizational roles/responsibilities (Develop)
  - Learn about new job/project opportunities (Deploy)
  - Foster relationships to help them succeed (Connect)

### Examples from U.S. insurance organizations
- A large insurance company has instituted cross-functional task forces to advise on corporate talent strategies
- A regional insurer brings together high-potential employees into a corporate thought academy, to share ideas and develop skills

### Fundamental Gen Y values
- Flexibility
- Balance
- Respect
- Accessibility
Exhibit 6: Workforce generations

<table>
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<tr>
<th>Generations &amp; U.S. labor force composition</th>
<th>Corporate influence</th>
<th>Workforce characteristics</th>
</tr>
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</table>
| Veterans ~5%                              | Board of Directors  | Birth Years (1925 - 1945)  
Age as of 2007: 62 – 82  
- Respect authority  
- Loyal to one employer  
- "Need-to-know-only" information sharing  
- Not very comfortable with technology |
| Boomers ~45%                              | C-Suite High-level Management  | Birth Years (1946 - 1964)  
Age as of 2007: 43 – 61  
- Competitive, driven to succeed  
- Accept the corporate structure set by Veterans  
- Self-empowered, communicative  
- Fairly comfortable with technology |
| X-ers ~40%                                | Low-to-Mid Level Management | Birth Years (1965 - 1981)  
Age as of 2007: 26 – 42  
- Pragmatic, informal  
- Less loyal to one employer  
- Very communicative, form personal networks  
- Very comfortable with technology as a tool |
| Y-ers ~10%                                | Entry Level          | Birth Years (1982 - 1993)  
Age as of 2007: 14 - 25  
- Value empowerment/excitement, idealistic  
- More loyal to one employer than Gen-Xers, so long as they can have multiple experiences there  
- Value open social networks that embrace honest communication  
- Technology as a "way of life" |

Source: Deloitte Consulting LLP
Employer reputation, like its corporate counterpart, takes years to build. This process of establishing and marketing perception is referred to as employer branding, and is a critical element of effective generational talent management. It presents an opportunity for company leaders to shape their actions, offerings, and communications in such a way that demonstrates their commitment to develop, deploy, and connect their workforces. By its broad nature, it can provide a consistent backbone that overrides tactical missteps. Given the connectedness of Gen Y, such consistency is essential to gaining and maintaining their mindshare.
The following is a model for employer brand (see exhibit 7), which was adapted from research by Peter Sheahan, a Generation Y subject matter specialist. The graphic serves as an iceberg metaphor, with a company’s name at the tip. While the name, or logo, is the most visible portion, it represents the smallest volume of the structure. The real substance of the employment brand iceberg comes from all the perceptions and practices that lie below the water’s surface, specifically corporate expertise, style, and positioning.

As noted, Generation Y can be a discerning “consumer” of the work experience. This group values substance over labels, so employers should invest resources to develop brands that honestly and consistently address the workplace values identified previously (long-term career development, sense of purpose/meaning in work, mentors, work/life flexibility, tech-savvy work environment, open social networks). Moreover, to have lasting relevance, they must build into their corporate actions the fundamental values of flexibility, balance, respect, and accessibility.

The following section explores each of the underlying elements of brand, namely expertise, style, and positioning, by charting a case study of a large North American insurer.

Exhibit 7: The employer brand

A large North American insurer took a proactive approach to employment branding. Its goal: to create an honest, consistent, and desirable image of the company as an employer. The following steps occurred over approximately 18 months. While company leaders do seek feedback continually, they plan to revisit this formal process every 18 to 24 months.

As demonstrated through this case study below, the company used the process of brand development to convey its commitment to develop, deploy, and connect its entrant workforce in the manner that they value. Specifically, by instituting a multi-generational/functional task force to lead and communicate this initiative, the company provided the Gen Yers involved with the opportunity to expand the scope of their experience within the organization, establish meaningful mentoring relationships with senior leadership, and strengthen their social networks. Further, by seeking broad feedback on perception of company product and service expertise from all employment levels, they empowered their workforce, providing them with a sense of greater purpose and meaning. The company also demonstrated a flexible open culture by using different technologies to communicate their messages both internally and externally. Together, these strategies served to create a more consistent message for both recruiting and internal dialogue.

By including the elements of corporate expertise, style, and positioning, in addition to outward-facing labels, this model for branding offers employers a consistent lens to shape and view their actions, offerings, and communication. Those who embrace this challenge in an honest manner will likely enjoy competitive advantage in their talent marketplaces.

**Case study**

The company started its branding process by assembling a cross-functional task force of approximately 30 people, with different areas of exposure and responsibility. The group worked together to identify salient perceptions of the company in its internal and external marketplaces.

**Employment branding elements**

By engaging a multi-functional/generational team in this process, the company gained broad insight and input into perception of the company, both as an employer and a provider of products and services, or expertise. Corporate reputation, which focuses on the company as a provider of expertise to the market, was viewed as a critical component of employment brand.

Company leaders then used a variety of methods to communicate to their employees and marketplace the values underlying their employer brand. They rebranded existing communication materials and used web-based technology to distribute their message broadly. They sought best practices for consistent implementation and feedback on its effectiveness.

**Employment branding elements**

By employing variety in communication medium, the company leaders demonstrated flexibility in their corporate style. Moreover, by seeking feedback, they conveyed respect and accessibility.

Next, the task force conducted research to uncover which company perceptions were viewed favorably by its stakeholders. This included research reviews of secondary industry sources and competitor best practices, as well as primary data analysis through employee and market opinion surveys.

**Employment branding elements**

By exploring the opinions of both employees and external stakeholders, the task force developed comprehensive input into its employer brand development. This communicated, through action, the company’s balanced culture, or style, or operation.

Following comprehensive research review, the task force selected three consistent points to illustrate the company’s employer differentiation in a favorable way. The result was a foundation for employer brand. They then conducted focus group sessions with employees and the general public to further assess the validity and desirability of the underlying themes.

**Employment branding elements**

By evaluating the identified points of employer differentiation in both the internal and external marketplaces, the task force gained candid insight into its positioning - specifically, into its perception as an “employer of choice”.

By including the elements of corporate expertise, style, and positioning, in addition to outward-facing labels, this model for branding offers employers a consistent lens to shape and view their actions, offerings, and communication. Those who embrace this challenge in an honest manner will likely enjoy competitive advantage in their talent marketplaces.
Conclusion

In summary, this study explores the impending talent management challenge facing U.S. insurance companies, and provides tactical approaches to address it. By specifically examining the wants and values of the incoming workforce generation, it provides insight into the broader talent marketplace—one that demands flexibility, balance, respect, and accessibility. To remain competitive, leaders in this industry must cultivate innovative talent functions, with the agility to develop, deploy, and connect their people across changing economic and market dynamics.

Generational talent management is just one component of an increasingly critical organizational competence. Once compartmentalized into the domain of “human resources”, talent and its optimization have since become one of the organization’s only differentiable sources of value. In fact, according to a Deloitte Consulting LLP analysis, between 1997 and 2004, total shareholder return for those publicly traded companies in Fortune magazine’s annual “100 Best Companies to Work For” listing was 189%, as compared to 24% for all S&P 500 companies. To realize and sustain value across shifting contexts, company leaders must focus real investment into engaging their human capital and fostering cultures that unite them.

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A Deloitte research viewpoint

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