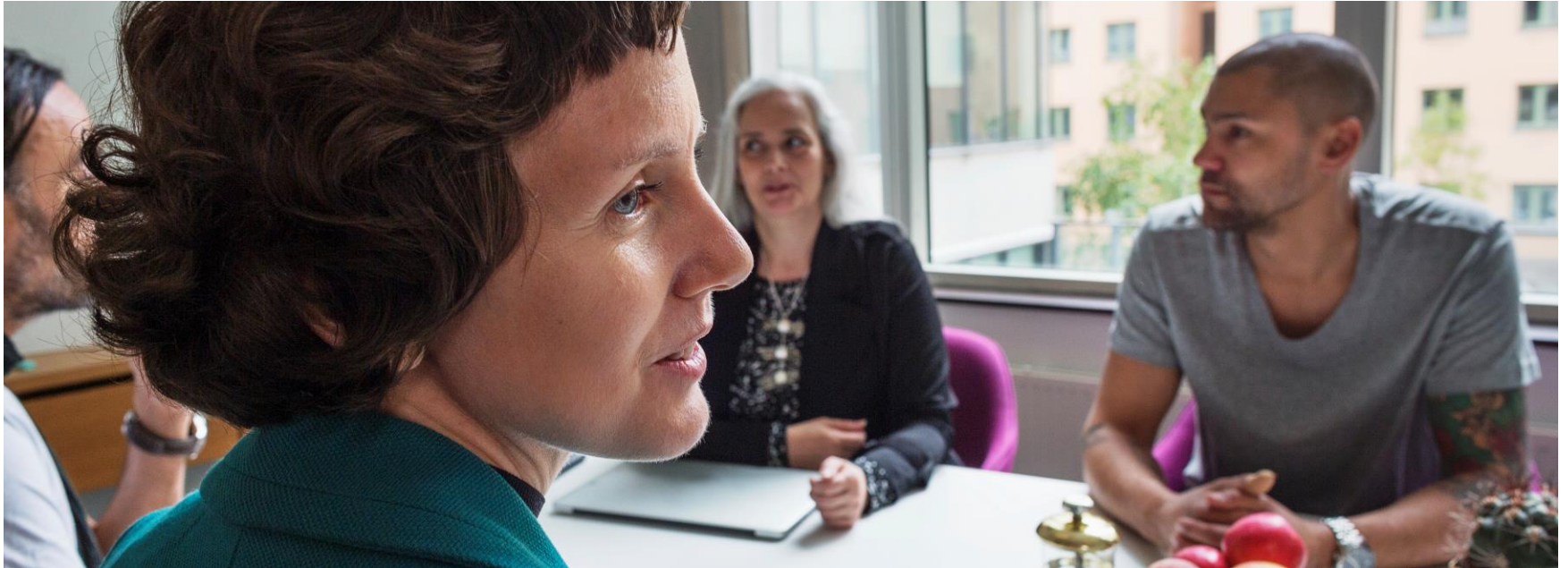


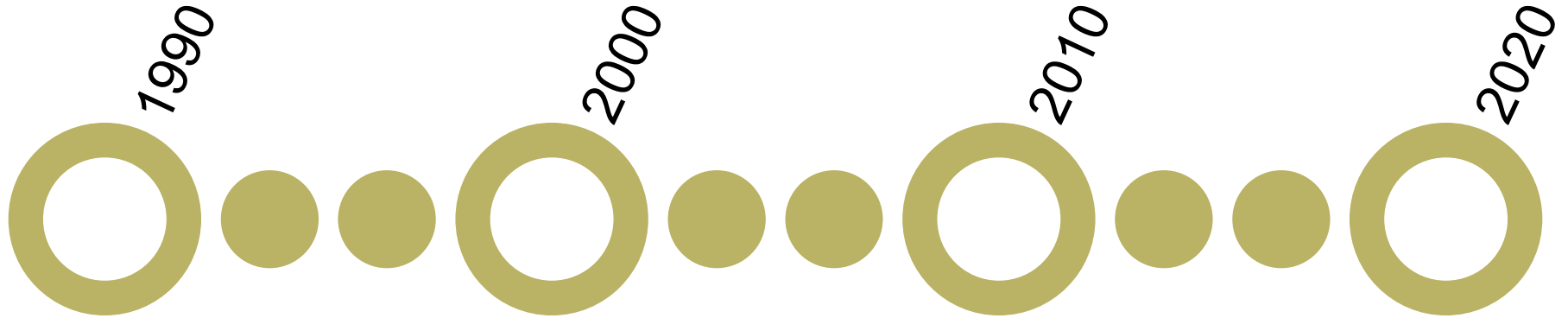
Careers of the future

Some ideas to address the seismic issues affecting your career in investments

Roger Urwin



Some conclusions



- Be global
- Work on the long game
- Close-knit team and culture
- Resilience critical

- Plan for headwinds
- Governance and culture issues are always central
- Integration questions are always lurking

- Culture and D & I
- Complexity
- Silo issues
- Research, brand and relationships

What next?

1 Why there is a tougher ask of all of us in our careers in future
– *it's connected to the accelerating pace of change and the growing disruption*

2 How work-life integration is both necessary and doable and why you should see this in a new light
– *it involves seeing the relationship with work as a flywheel in which your combined efforts produce a multiplier*

3 How our individual effectiveness is tied to our values, competencies and experiences; and those of your organisation
– *all things we've thought about, but difficult concepts*

4 How there are ways we can improve our career trajectories, even future-proof ourselves
– *the key must-haves being thinking ahead, feedback and flexibility; and strong values*

Change is speeding up

1

There is huge disruption to the investment industry

2

The world of our jobs and our work is changing

3

Sustainability is a growing factor in all our lives

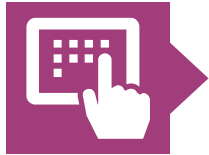
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We can take steps to try to future proof our careers



Multiple overlapping concepts support this subject

Exploring these areas helps professionals shape their futures



VALUES AND BELIEFS

- Values are factors in our lives that matter to us and motivate us, and we hold up as standards; beliefs are the assumptions we make about work which we think are true or feel are true



COMPETENCIES AND EXPERIENCES

- Competencies are the critical capabilities needed to perform a task or job; experiences arise from our lifetime journey that contribute uniquely to competencies



CULTURE AND LEADERSHIP

- Culture is a force that aligns behaviours to norms, leadership is the principal source of defining those norms



DIVERSITY AND INCLUSION

- Diversity is the presence of differences in corporate contexts, inclusion is the leverage of those differences; identity is the spectrum of qualities of a person that make them different from others

Values

- 1 Values are factors in our lives that matter to us and motivate us, and we hold up as standards for behaviour; that vary widely by person; that can be ordered by significance
- 2 There are three values' clusters that describe certain personal values or 'core values' that produce value at work in behaviours:
Caring and kindness | Truth and fairness | Loyalty to groups
- 3 Corporate values are varied as well but there are three clusters that describe certain core corporate values that produce corporate value:
Purpose and meaning | Inclusion and belonging | Leadership and serving
- 4 Given the innate nature of values – they are unresponsive-to-persuasion and slow-to-change – organisations and individuals will need to work to settle on some target values and behaviours

Career flywheel

The key to the flywheel is how it takes your inputs and multiplies them

▪ **Apply the flywheel**

The professional applies their diverse skills
...in multiple roles and experiences
...turning the flywheel year-by-year
...multiplying their efforts in alliance with their organization

▪ **Maintain a learning strategy and growth mind-set**

Build the career strategy and 'flow'. Getting the career flywheel turning

▪ **Build an alliance with each employer**

Develop a 'give and get' deal that works for both sides

▪ **Establish work-life integration**

Get a life. Life is work, work is life, the divisions are becoming softer. Be purposeful



The career equation and the career flywheel

The career equation helps professionals plan and plot career progress

The career flywheel provides the check-in on career progress



Your check-list

1

Understand your organisation – vision, strategy and culture



2

Think about the career flywheel and your part in it. Think ahead



3

Get feedback and flexibility working in your career



4

Understand and work on your values



Defining moments - reflecting on issues around COVID-19



Getting through
a crisis

2020

- A search for strong values – life and work
- Culture and leadership will change; what they could be, what they should be
- Resilience and bouncebackability can be worked on
- Fresh lessons for new careers

1. Values

- 1 There are three values' clusters that describe certain personal values or 'core values' that produce value at work in behaviours:
Caring and kindness | Truth and fairness | Loyalty to groups

In a time of life and death, the caring and kindness value is more to the fore than ever before; as is loyalty to our colleagues to reach out and support in many ways

- 2 Corporate values are varied as well but there are three clusters that are essential:
Purpose and meaning | Inclusion and belonging | Leadership & serving

Organisations have significant dilemmas to manage, and need to be guided by a purpose and mission that respects its colleagues as the one essential element to delivering the mission

2. Culture

Culture and leadership are critical	<ul style="list-style-type: none">▪ Our well-being critically depends on the richness of the current <i>culture and leadership</i> that we are experiencing in the multiple settings we inhabit (government, employer, home, etc)	We are looking at this as part of our Power of Culture Study
Culture and leadership will change	<ul style="list-style-type: none">▪ This culture and leadership will be changed by the circumstances we are living through and by the responses we make, and we have the chance to make these better and not to waste this crisis	We are researching how this will unfold and what can be done
Culture thesis	<ul style="list-style-type: none">▪ Leadership and culture work well together. Good culture produces better behaviours and organisational outcomes in concert with good leadership▪ If better culture can emerge from our current adversity, it will do so with more purpose, resilience and leadership▪ Purpose needs to step up in the organisational setting. We need to see profit simply as a result of pursuing purpose and something that helps support that purpose	Further research coming

3 Leadership

Leadership comes to the fore

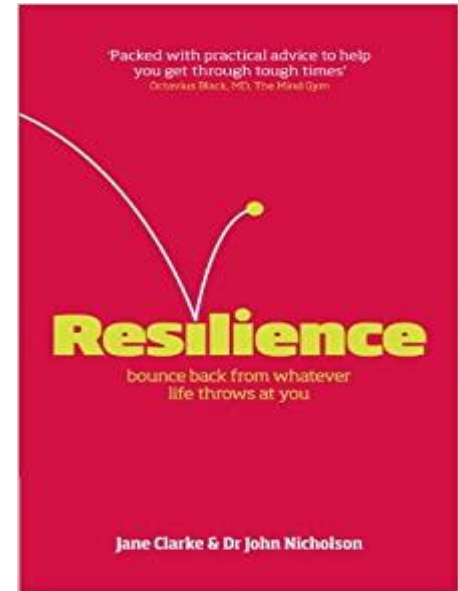
- Leadership is broadly defined as the acts of *anyone* who steps out of their regular tasks to help and motivate others.
- Leadership in our industry narrative has typically meant dominant and accomplished operators whose powers were granted from high up.
- But there is a movement towards servant-minded and quietly inspiring leadership types where powers are granted from lower down (think health workers again).
- This version plays out in organisations that have created inclusive and psychologically safe conditions and help people with their resilience in tough times.

Leadership attributes that have a bigger field of play,

- **Speaks out.** People crave strong leadership shaped from rich values; leaders have scope to craft messages that go further than the confines of the business
- **Draws on legitimacy.** Speaks within the sphere of competency and reach
- **Is empathetic.** Leaders should feel close bonds with their followers and demonstrate genuine understanding and concern
- **Shows the courage necessary.** Courageous leaders support change
- **Is clear and consistent on values.** Organizational values should be in sync with actions; authenticity is critical to today's times.

4. Resilience

- Resilience is ability to bounce back after adversity = **bouncebackability**
- Comes from a combination of acquired-from-birth attributes and acquired-from-experience attributes.
- Developed in concert with supporters, family and work colleagues
- Finessing resilience helps
- Worrying can be exaggerated or sensible, I do exaggerated, I always have
- Worries are smaller if you work within the locus of control and have a problem solving orientation; and have flexibility, optionality, and a learning mindset
- There is a powerful resilience method of visualising how bad stuff can become good stuff,
 - visualise how that can happen - that's good;
 - and work on making it happen - that's doubly good (Srikuma Rao)



5. Careers of the future

- Uncertainty squared can be an opportunity ('bad news, good news, who knows' – Sufi narrative)
- Three data points from Investment Professional of the Future (CFA Institute | 2019)
 - Globally, 75% of investment professionals are proud to be associated with their industry
 - But only 42% are committed to a career in the investment industry
 - And only 48% expect their role to shift much in the next 5-10 years
- This data suggests that the committed and the flexible have a very bright future in the investment industry
- The advice is reasonably timeless – it's this checklist....

