

# Design Your Future with the Competency Framework

The Complete Actuary:  
A Guide for Actuaries by Actuaries

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Curtis Lee Robbins, ASA, MAAA, FCA

# Opening Wonderings

## *your questions answered...*

- Chapter 1, page 4  
Why did the Society of Actuaries design the Competency Framework?
- Chapter 2, page 10  
I'm intrigued about a noble purpose, that can motivate me to "Design My Future".
- Chapter 3, page 15  
Should I become a deep expert in one specialty, or should I focus on broad knowledge?
- Chapter 3, page 16  
How do I complete the Competency Framework Self-Assessment and choose the elements of my own Personal Development Plan?
- Chapter 4, page 29  
What is *Ikigai*, and what does it have to do with longevity and happiness?
- Chapter 4, page 30  
I want to do three things in my lifetime. How do I go about designing my life to accomplish all three?
- Chapter 4, page 33  
How do I identify my foremost strengths?
- Chapter 4, page 35  
How does my personality fit to my ideal career and life choices?
- Chapter 4, page 36  
What are the foremost skills I need for connecting with clients and colleagues?
- Chapter 4, page 41  
What are the unwritten laws of business for success early on in my career?

- Chapter 5, page [47](#)  
Give me proof, an example, of how proficiency with the non-technical competencies drove a major career breakthrough.
- Chapter 6, page [58](#)  
How do I align myself with my company culture and find my tribe in the insurance and actuarial arena?
- Chapter 7, page [64](#)  
The world has changed a great deal since the Competency Framework was introduced fifteen years ago. Which new competencies are important and urgent to master today?
- Chapter 8, page [95](#)  
Why do actuaries need heroes?
- Part III, Introduction page [105](#)  
How do I acquire learning materials from past actual meeting sessions economically?
- Part III, page [105](#)  
Which questions should I consider for each of the eight competencies in turn, to help me focus in choosing personal development goals?
- Appendix I, page [A3](#)  
Help me visualize the process of developing my personal development plan, with a flowchart.
- Appendix III, page [A8](#)  
Who designed the Competency Framework?

# What Others Say

*“From its inception, this book has ignited excitement within our team at ACTEX Learning. Now that it’s published, it has surpassed even our highest expectations. This achievement is a testament to the unwavering passion and dedication of its two authors, Rich and Curtis. As a mission-driven Benefit Corporation, it has been our privilege to not only support their vision and energy, but also to help create a resource that enlivens the SOA Competency Framework and extends its reach within the actuarial community. It’s an exceptionally valuable career resource, but don’t just take my word for it...”*

Bill Marella  
CEO, ACTEX Learning

## *acclaim from near and far...*

*“A must-read for the Modern Actuary and their communities! Chocked full of practical insights as well as visionary aspiration, Rich and Curtis have given us a gift to ignite growth and fuel fresh thinking. Design Your Future with the Competency Framework supports the rise of the Modern Actuary who transforms, reimagines and translates complexity into action with a voice and a story that is warm, compelling and relatable. Time to put on your ‘Superhero Capes,’ lead with purpose and drive the Actuarial Profession to new heights in a single bold bound!”*

Margaret Resce Milkint  
Global Insurance Practice Leader  
Diversified Search Group  
Outside SOA Board Advisor & Volunteer  
Inclusion Champion

*“Once we’ve finished taking our actuarial exams, we no longer have as clear a path for development. This book is a great tool and the more honest we are with ourselves as we work through it, the more valuable it will be!”*

Jennifer Gillespie, FSA, MAAA  
President, Society of Actuaries, 2021-2022  
CAS/SOA Joint Committee for Inclusion, Equity & Diversity  
Vice President Actuarial Services, Consortium Health Plans  
Judge and Chief Referee for U.S. Figure Skating

*“Actuaries have traditionally played an integral role in providing technical, data-driven support to inform key decision making. Organizations inherently face challenges of evaluating risk relative to return to inform strategy; evolving competitive and regulatory pressures enhance the significance of this mandate. Consequently, the skillsets of actuaries must adapt with commensurate versatility. The Competency Framework characterizes comprehensive success parameters that coincide with the SOA’s mission to advance the actuarial profession’s capacity to evolve its value proposition to drive more organizational value. Junker and Robbins take a pragmatic approach to demystifying contributing factors that help to advance this mission.”*

Roy Ju, FSA, CERA, MAAA  
Chief Risk Officer  
Sagicor Life Insurance Company USA

*“Actuaries should continually revisit which competencies are critical in an ever-challenging work environment. Rich and Curtis provide an excellent primer on the SOA Competency Framework, a terrific tool to assess strengths and weaknesses, but also to reflect on future work opportunities.”*

Carlos Arocha, FSA  
SOA Ambassador to Switzerland

*“Just as there is a great variety of actuarial companies, teams, practice areas, problems to solve, workstreams, objectives and goals, so is there a variety of individual preferences, personalities, dreams, skills, and personal situations of Actuaries. We do not and should not strive to be the same, as we are each uniquely positioned to drive success within our organizations and profession. With the Competency Framework, you can identify and develop your own unique space—and build a spectacular and rewarding career, showcase your strengths, and change the world.”*

Christine Hofbeck, FSA, MAAA  
Author of *Winning Conditions*  
Vice President of Actuarial Development  
Fortitude Re

*“For most actuaries I know their greatest fear is sharing a wrong answer. They go to extraordinary lengths to make sure that does not happen. In ‘Are You With It,’ a Broadway show and movie of the same name, this fear is brought to life when a young actuary loses his promotion and quits his job over a misplaced decimal point. But even when an actuary has the right answer, for many, their second greatest fear is having to share or explain that answer to others, especially non-actuaries. Human interpersonal relationships and communication are not formulas an actuary can memorize or calculate. Or are they? For actuaries and aspiring students, the SOA Competency Framework and this book are the formula and the solution. By following the path outlined in this book an actuary can learn and hone the skills needed to turn their answer into information that they can confidently share. I highly recommend this book.”*

P. Anthony Hammond, ASA, MAAA  
Principal, Greenwood Consultants

*“Becoming an actuary can be a daunting task. Passing exams is difficult but it is a well-worn path. However, the path isn’t so clear after the exams and the SOA created the Competency Framework as a guide to help actuaries find their way. Richard and Curtis have identified the wisdom in the framework and have invested years fine tuning the details on how to fit it to your needs. In particular, I found ‘Heroes of Noble Purpose’ to be a breath of fresh air.”*

Dave Kester, FSA, MAAA  
Founder, Coaching Actuaries

*“Identifying your own Noble Purpose as an actuary and in your life makes creating a five-year plan for personal growth meaningful and motivating. The Society of Actuaries has as one of its main initiatives ‘Spotlight Societal Purpose’. In our day-to-day work lives, setting prices, determining reserves and so on, we must remember that we provide humanity great social good. The actuarial profession globally is estimated at about 80,000 individuals; but the work that we do provides financial security for several millions of people around the world. This is the Noble Purpose that this book addresses.”*

John Robinson, FSA, FCA, MAAA  
President, Society of Actuaries, 2022-2023  
President & Chief Actuary, Robinson Associates LLC

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# Foreword

## by Margaret Resce Milkint, Editor

Over 25 years ago I wrote an article that was published in *Contingencies Magazine*, it was titled *Why I Love Actuaries*. I still love actuaries, but that love is richer and deeper as love often goes.

Over the years I have had the joy and the gift of working, volunteering and partnering with actuaries. I have learned, laughed, cried and celebrated with them. It has been a journey we are still on together.

What strikes me most about actuaries is their generous spirit, their humble brilliance and their kind hearts. Actuaries are modern superheroes. Their superpowers are the backbone of the insurance, healthcare, reinsurance and insurtech industries and are expanding into the broader sectors of financial services, hospitality, consumer services, and Big Tech to name a few—think NASA, McKinsey & Co., Amazon and Google, too. They are Corporate Directors and leaders in the C-Suite as Chief Actuaries, CEOs, CFOs, CROs, CDOs CIOs, CMOs and more.

Actuaries are guardians. At their core, they serve and protect. They see around the corners, they mitigate risk, they dissect a problem and simplify it, they harness the power of data and tell its business story. And they do it all in a single bound.

I have always seen the human side of actuaries, but not everyone has been as fortunate. There are still biases to be broken and branding to be done to share the impact and the good that actuaries offer to business, the world and, yes, the galaxy.

Our superhero authors, Rich Junker and Curtis Lee Robbins, are change makers and pioneers. They had a bold dream and they made it a reality. Written with inclusivity, courage, resilience and boundless energy, this book is their gift to the actuarial profession of today and tomorrow. It is a celebration of the actuary as leader, as purposeful citizen of the world, and as growth-minded person striving to become their best self.

I invite you to treasure the journey of *Design Your Future with the Competency Framework*. Whether you read it consecutively or skip around to the chapter that suits your mood, this is a book you should savor and share. Perhaps you'll find a

modern superhero to serve as your role model or be inspired to unleash your own superpowers. Turn the page and let the magic begin. I stand by my words “I Love Actuaries”. They are my Guardians of the Galaxy.



**Margaret Resce Milkint**

Margaret Resce Milkint began her journey as a non-actuary over 30 years ago when she reported to a kind and wise actuary aka superhero at Allstate Insurance. Since then, she has been an active volunteer, serving as Board Chair for The Actuarial Foundation and Emeritus Trustee, Outside Board Advisor for the Society of Actuaries and Employers Council Member. She is co-founder with Olga T. Jacobs, FSA, of the SOA’s Women’s Leadership Forum. In her day job, she is the Global Insurance Practice Leader for Diversified Search Group. Margaret is honored to call the late and beloved Helen M. Galt, FSA, one of her most impactful mentors.



# Chapter 1

## What is the Competency Framework?

The Society of Actuaries (SOA) **Competency Framework** is a powerful tool to enable you to design your future. Though it has been the SOA's instrument for prioritizing continuing education and support to members since 2010, many actuaries are still not fully aware what a potent tool it can be to them in planning their personal careers.

The SOA's **Competency Framework** is a tool to help actuaries make decisions related to their individual professional development and career management plans.

To raise that awareness, and to inspire you to take action, the authors will provide answers in these introductory chapters to the following questions:

1. What is the Competency Framework ?
2. Why did the SOA design the Competency Framework?
3. Where are actuaries today?
4. Where will you be in five years?
5. How do you gear up for designing your future?
6. How do you create a personal development plan?
7. How will the Competency Framework help your future?

Simply stated, a *competency* is a demonstrable ability (the synthesis of skills, knowledge and behaviors) that contributes to an essential outcome (product or service) that defines an individual as qualified.

The Competency Framework is a meaningful model of competencies that may be organized by content, role, position or a combination thereof and may be used for a variety of purposes and processes. It is the synthesis of these skills, knowledge, behaviors, attitudes and attributes that contribute to outstanding job performance.

The SOA’s Competency Framework is a tool to help actuaries make decisions related to their individual professional development and career management plans. It applies systematic, sound approaches to selecting professional development opportunities, focusing on the skills needed to go beyond technical and specific actuarial analysis.

The Competency Framework was introduced to focus and prioritize continuing education and support to members. The Personal Development Plan (PDP) answers the constant question, “What should I be doing next?” The eight competencies in the Competency Framework are shown in Table 1.1.

Competency	Legend	Definition
Communication	C	Demonstrating the listening, writing, and speaking skills required to effectively address diverse technical and nontechnical audiences in both formal and informal settings
Professional values	P	Adhering to standards of professional conduct and practice, where all business interactions are based on a foundation of integrity, honesty, and impartiality
External forces & industry knowledge	EF	Identifying and incorporating the implications of economic, social, regulatory, geopolitical, and business changes into the design and delivery of actuarial solutions
Leadership	L	Initiating, innovating, inspiring, creating or otherwise acting to influence others, regardless of level or role, toward a common goal
Relationship management & interpersonal collaboration	RM	Creating mutually beneficial relationships and work processes toward a common goal
Technical skills & analytical problem-solving	TS	Applying the actuarial knowledge, skills and judgment required to provide value-added services
Strategic insight & integration	SI	Anticipating trends and strategically aligning actuarial practices with broader organizational business goals
Results-oriented solutions	RO	Providing effective problem-solving that addresses relevant interests and needs

**Table 1.1:** Competency Framework



# Chapter 2

## Gear Up for Designing Your Future—Your Noble Purpose

In the first chapter, we addressed:

- Why did the SOA design the Competency Framework?
- Where are actuaries today?
- Where will you be in five years?

In this chapter, we will address gearing up for designing your future. Using the SOA Competency Framework for Actuaries and the complementary Self-Assessment Tool can help you create a plan to design your professional, continuing education and volunteer experience to achieve success in your career and personal development. Consider your personal experience and inspirations as you build your plan.

### Setting Your Personal Goals

Actuaries are always comparing themselves to others. We wonder at early career, mid-career, late career, “Can I cut the mustard? Am I competent?” (Precept 1, Code of Conduct)

In 1934, the supernova star of the Detroit Tigers was Schoolboy Rowe, 23 years old and the winner of 24 games that year - 16 in a row. He was on the Rudy Vallee radio show in late September, being interviewed before a nationwide audience. Midway into the interview, he called out, “How ’m I doin’, Edna?” Now, Edna was his high school sweetheart. They married after the World Series that year. All the female baseball fans loved Schoolboy for his handsome mug and charm, but especially for his head-over-heels rapture for his sweetheart, Edna. But opponents razed him for years after, every time he got into a pitching jam. “How ’m I doin’, Edna?”

We actuaries are the same as Schoolboy. (Except I can’t pitch.) We ask our spouse, “How ’m I doin’?” We ask our parents, “How ’m I doin’? Aren’t you proud of me? Don’t you just love me?” Puddles, we are.

It’s tempting to compare ourselves to our peers. For example, the salary surveys say an actuary of 20 years’ standing is earning on average \$200,000 a year. We well know that any average is skewed. In this case, the number is skewed by some actuaries who

are now C-suite residents, earning upward of \$1 million a year. So we consider our \$150,000 salary, and fret that we are a full standard deviation below the mean. Yet we are still earning more than most state governors!

Wherever you stand in the actuarial firmament today, to remove this troubling source of psychic pain, you need to define your own personal standards of competence and excellence. This is where the SOA Competency Framework comes in. You set your personal and business goals and measure yourself against them, just as an athlete does as he trains to be the best he can be. A pole vaulter may go to a meet, only clear 17 feet and finish in fifth place. But it's a personal record for the athlete, and his coach is delighted. If you are to be a good coach unto yourself, cut yourself some slack and forget about the world beaters, the C-suite denizens - focus on your own growth. Focus on your personal development plan.

## Find Your Noble Purpose

Now that we have established that measuring our progress is an internally directed endeavor, we next face the enthusiasm hurdle. Yes, the Society of Actuaries Competency Framework tools are ingeniously conceived, but the worksheets can be a bit tedious. Where shall we find our noble purpose, the passion, the stamina, to design our future?



We cleared the foremost hurdle to becoming credentialed actuaries by the admirable trait of doggedness. Yes, we can credit ourselves with strong elements of talent, brains and curiosity as well, but mostly it takes doggedness to clear the bar to Associateship, then to Fellowship. The hurdles we cleared during several years were well-defined. Continuing education is far less clearly defined. “What shall I do next?” is the question

that will face us from now on. First, of course, we encounter another less-than exhilarating ongoing requirement: professionalism training; then attestation; then recording our continuing education, so that we may be reasonably inoculated against a visitation from the Actuarial Board for Counseling and Discipline (ABCD).

Now you are urged on to a new exercise in career gratification, to “Design Your Future,” to complete the Competency Framework exercise. Before you can do justice to creating your five-year plan of personal development, you will need to first ramp up your imagination and your capacity to dream.

## Refine Your Dreams by Considering Your Heroes

Looking deeply to the past, we all drew our passion from an early love of mathematics. For me, it was the joy in first grade of endlessly writing the numbers from 1 to 100 in my Big Chief lined pad. Then it was on to second grade, where I had the fortune to own a pencil box with a roller to dial the multiplication table to  $9 \times 9$ . I had them memorized before we were introduced to carry addition. Then in fourth grade it was my first database: a pack of 20 baseball cards loaded with numbers to memorize.

“What I’ve dared, I’ve willed, and what I’ve willed, I’ll do.”

- Captain Ahab in  
Herman Melville’s *Moby Dick*

For many future actuaries, the math by itself was enough to excite us. Yet all through elementary school, middle school, high school and college, no teachers ever introduced us to the heroes of math. Why did they invent these math concepts? Who were these guys - Euler, Chebyshev, Riemann, Stieltjes, Lipschitz, Gauss? What problems did they solve? Did they have wives, kids? Who paid them to invent math?

By now, you have acquired your own heroes. Exploring their lives, we learn how they found the passion that drove them to extraordinary accomplishment, to overcoming intimidating hurdles. They found their personal noble purposes and their fonts of courage. (I invite you to learn more about four of my heroes - my inspirations - for their intellect, vision, artistry, interpersonal versatility and courage: Johannes Kepler, Alexander von Humboldt, Ada Lovelace and William Shakespeare.)

What will you gain from reading biographies of famous people and the Classics? You will learn how they put their ideas across to mobilize audiences, to be fully equipped to make moral and ethical judgments, and to master the primary tool, our majestic mother tongue.

# Chapter 4

## Design Your Future

### Design Your Future...Design Your Life

You are about to enter ... The Creative Zone!  
(Soft/Human Skills Required!)

*A new paradigm for Professional, Career, and Personal Development*

With a full understanding of the SOA Competency Framework, we expand our scope to state-of-the-art resources to *Design Your Future*. There is much advice and counsel to guide our journey along the path for our profession, careers, and lives. Competency is best engaged as a result of and in the context of self-discovery. Review, study, and reflection on the key topics presented below, along with relevant concepts, will guide you in self-discovery.

### **Engage Competency in Your Profession, Career, and Life with:**

- Purpose-Direction: Design-Visualize-Explore
- Talents-Personality: Strength-Energize-Discover
- Emotional-Social: Character-Harmonize-Breakthrough
- Qualification-Performance: Qualify-Maximize-Illuminate



In this chapter, we explore four dimensions empowering us in the engagement of our competencies.

1. Design Your Future — Pilots and Revisions
2. Play to Your Strengths
3. Emotional Intelligence
4. The Unwritten Laws

Early in our journey, we establish initial pilot plans that face many revisions over our lives. To begin our discovery, we turn our compass to explore our personal “Noble Purpose” and ideas to design our professional and personal development.



## Design Your Future – Pilots and Revisions – Purpose-Direction: Design-Visualize-Explore

### Your Noble Purpose

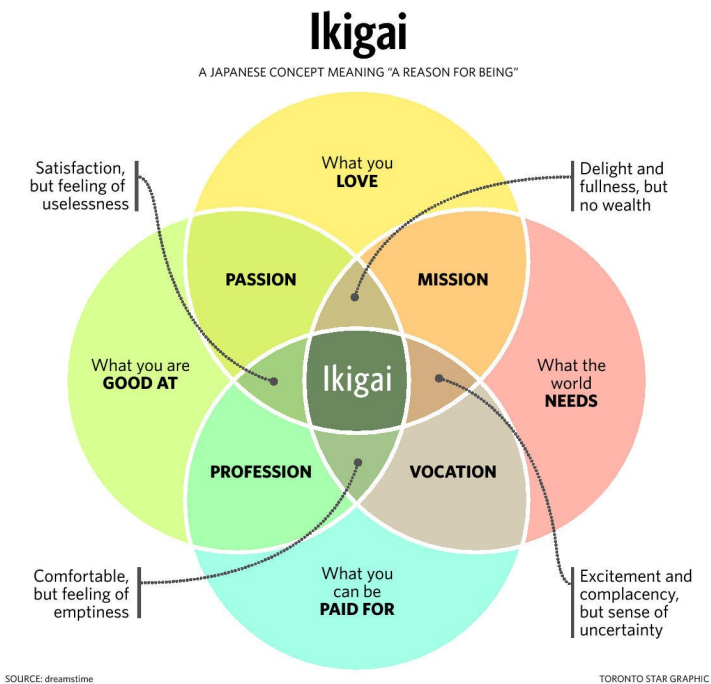
To learn your personal “Noble Purpose”, consider the French concept of *raison d'être* - meaning “the most important reason for someone’s or something’s existence” (Oxford dictionary).<sup>5</sup> In Germany, a related concept is *Selbstfindung*, meaning self-discovery. The concept for purpose is also found on the Japanese island of Okinawa, where amazing longevity is attributed to a population of millions with

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<sup>5</sup>*raison d'être* (definition)

*ikigai*, described as “a reason to jump out of bed each morning”<sup>6</sup> and, literally, “life to be worthwhile”<sup>7</sup> or “a reason for being”<sup>6</sup>. Wiktionary defines *ikigai* as “having a sense of purpose based on one’s interests and talents.”<sup>8</sup>

Dan Buettner, author of *The Blue Zones, Second Edition: 9 Lessons for Living Longer From the People Who’ve Lived the Longest*, discovered that longevity on the Japanese island of Okinawa, where *ikigai* has its origins, is said to be home to “one of the highest centenarian ratios”<sup>9</sup> in the world. Many books and articles, including TED talks, are devoted to helping you find your *ikigai* – your purpose and reason for being.



**Figure 4.1:** *Ikigai* - A Japanese concept meaning “A reason for being”.<sup>6</sup>

<sup>6</sup>Opong, Thomas. “*Ikigai: The Japanese Secret to a Long and Happy Life Might Just Help You Live a More Fulfilling Life*”

<sup>7</sup>García, Héctor and Francesc Miralles. *Ikigai: The Japanese Secret to a Long and Happy Life*. New York: Penguin Random House, 2017, p. 11.

<sup>8</sup><https://en.wiktionary.org/wiki/ikigai>

<sup>9</sup>Buettner, Dan. *The Blue Zones, Second Edition: 9 Lessons for Living Longer From the People Who’ve Lived the Longest*. Washington, DC: National Geographic, 2012, p. 68.

# Chapter 7

## The Creative Universe of the Actuaries of the Future

### *Three Questions and a Tip:*

Insights from an Inclusive Group of International Actuarial Confreres

As you continue your journey on the path of creative inspiration, the authors invite you into the lives of actuaries. In Chapters 5 and 6, you explored career breakthroughs and success through two actuaries – Phil Gold and Christine Hofbeck – demonstrating competencies as they designed their futures in both work and life. Here in Chapter 7, fourteen actuaries provide you with additional personal reflections and perspectives from their careers and lives for each of the eight competencies in the Society of Actuaries Competency Framework.

***Be creatively inspired*** in this chapter through fourteen successful actuaries representing an inclusive and international view – both experientially and geographically – sharing insights, advice, and counsel. You will gain through both:

- a historical and future view of actuarial competencies and skills; and
- contribution responses to “**three questions and a tip**”.

For years, actuaries have been recognized for their competency and contribution as skilled technicians as well as strategic senior executives. Successful actuaries will often point to their own personal “hero of noble purpose” who provided mentoring and advice to their careers. Mentoring is valuable to you and others through personal experiences as well as volunteering to your actuarial profession, government, civic, religious, or other organizations.

Our contributors represent the Society of Actuaries (SOA) and other actuarial organizations with emphasis on professional development as credentialed actuaries and as leaders at various levels in corporate, government, and consulting roles.

The following successful actuaries have shared their stories and wisdom. We consider them our own modern Heroes of Noble Purpose.

- Roy Goldman, PhD, FSA, MAAA, CERA
- Stephen Abrokwah, PhD, FSA, CERA, MAAA
- Betsy Branagan, FCAS, MAAA, AFIS
- Michael M. Braunstein, ASA, MAAA
- Renata De Leers, Member Institute of Actuaries (Belgium)
- Robert Eaton, FSA, MAAA
- Cynthia Edwalds, FSA, ACAS, MAAA
- Kelly Hennigan, FSA, CFA
- Olga T. Jacobs, FSA, MAAA
- Tonya Manning, FSA, EA, FCA, MAAA
- Craig Reynolds, FSA, MAAA
- Darryl Wagner, FSA, MAAA
- Titan Wibowo, FSA, MAAA
- Nate Worrell, FSA

Biographical profiles follow each respective contribution.

Roy Goldman, a respected actuarial trailblazer, scholar and innovator, begins this chapter by presenting “**Skills Actuaries Need for Professional Success**” from a historic perspective and future view. Roy’s extensive career as a volunteer, mentor, and leader recently culminated as President of the Society of Actuaries over 2020-2021.

We hope you gain much practical and inspirational perspective as you learn from the mentors in this chapter and consider how you can bring your expertise to others as a mentor and volunteer.

# Chapter 8

## Heroes of Noble Purpose

In Chapter 2, “Gear Up for Designing Your Future”, we cited four heroes as inspiration. This chapter is the successor, showing the glory of these heroes and how they can inspire us actuaries today, as we strive to live our best lives.

Identifying your own Noble Purpose as an actuary and in your life makes creating a five-year plan for personal growth meaningful and motivating.

What will you gain from reading biographies of famous people and the classics? To aspire, to approach eloquence, to emulate the poetry of how they put their ideas across to mobilize their publics, to elevate our own characters by their examples, to be fully equipped to make moral and ethical judgments, to master the primary tool, verbal communication.

You may ask “Why do we need heroes?” The most compelling reasons include:

- heroes reveal qualities we are missing,
- heroes save us when we are in trouble,
- heroes pick us up when we are down,
- heroes light a dark world, giving us hope,
- heroes give us great stories of who we are,
- heroes give us wisdom and
- heroes deliver justice.<sup>25</sup>

By now, you have acquired your own heroes, be they scientists or artists, maybe even athletes or comic book heroes. Learning of their lives, we learn how they found the passion that drove them to extraordinary accomplishment, to overcoming intimidating hurdles. They found their personal Noble Purpose, the guidepost to where they aimed to be in five years, where they aimed to be in 30 years...

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<sup>25</sup> Allison, Scott T., and George R. Goethals. 10 Reasons Why We Need Heroes. [Heroes: What They Do and Why We Need Them](#). May 17, 2013, (accessed September 11, 2020).

# Competencies

CF 1 - Communication  
CF 2 - Professional Values  
CF 3 - External Forces & Industry Knowledge  
CF 4 - Leadership  
CF 5 - Relationship Management & Interpersonal Collaboration  
CF 6 - Technical Skills & Analytical Problem-Solving  
CF 7 - Strategic Insight & Integration  
CF 8 - Results-Oriented Solutions

The following eight sections address each competency in detail. For each competency, the questions in the Self-Assessment Tool are listed, the familiar 100 broken down by competency. Next follows a short story provided by contributing actuaries, illustrating how the competency was pivotal to achieving a milestone advance in their careers.

The following successful actuaries share their stories for the respective competencies. We include them with our modern Heroes of Noble Purpose.

- Mary Pat Campbell, FSA, MAAA  
*Communication*
- Simone Brathwaite, FSA, FCIA, CERA  
*Professional Values*
- James Miles, FSA, MAAA  
*External Forces & Industry Knowledge*
- Caroline Grégoire  
*Leadership*
- John Robinson, FSA, FCA, MAAA  
*Leadership*

- Tim Rozar, FSA, MAAA, CERA  
*Relationship Management & Interpersonal Collaboration*
- Mark Evans FSA FLMI/M  
*Technical Skills & Analytical Problem-Solving*
- Gabriela Favila Cruz  
*Technical Skills & Analytical Problem-Solving*
- Roy Ju, FSA, CERA, MAAA  
*Strategic Insight & Integration*
- Dave Snell, ASA, MAAA, MSDA, FALU, FLMI, CLU, ChFC, ARA, ACS, MCP  
*Results-Oriented Solutions*

Once you have identified those competencies with the largest gaps, reviewing each of the questions in the self-assessment for each competency will help you to identify specific elements of the competency to enhance.

**The cost of professional development** is a great concern of both actuaries and their companies. The Personal Planning Workbook is your plan to address gaps identified in the Self-Assessment. For each of the eight competencies, a dedicated worksheet is provided to enter sources of learning content that support development of the respective competencies. The SOA Individual or Corporate Recording Library Subscription Program contains access for all relevant meeting sessions, with every professional development offering noting its primary competency. In parallel, each of the actuarial sections' websites also provide reference to educational material. Beyond that, look to the "References" and "Recommended Readings" in Appendix III and Appendix IV, respectively, at the end of this book. When considering all learning sources, you have a manageable approach to the cost of your professional and personal development.

**So now that you know in which competencies you have gaps, what can you do about closing those gaps?** The Personal Planning Workbook provides professional development suggestions for each competency. All prior SOA meeting sessions provide content that, for many, are still current and relevant. The SOA Individual or Corporate Recording Library Subscription Program provides access to meeting sessions, webinars, and a full listing of audio recordings through the SOA website.

Are you attending upcoming SOA meetings? As you plan which sessions to attend at the meetings, look for the session descriptions – each identifies the primary competency it supports. For all professional development opportunities, the primary competency is identified.

From a company perspective, the Self-Assessment Tool will allow actuaries to focus their development opportunities on their gaps. This should make more efficient use of the investment a company makes in professional development for its employees.

If you are a more seasoned actuary, it may confirm what you already know.

If you are on the younger side, it may provide insight into becoming a more rounded professional.

Wherever you stand in your working life, using the Competency Framework and the Self-Assessment Tool can help you focus your professional development and further your career.