



**The Actuarial Profession**

making financial sense of the future

# Client Relationship Skills

Contributing to your success

Jim Gilhooley



## Client Relationship Skills

A User's view

*“We use a relatively small number of suppliers and like to build a relationship that goes beyond transactions.....*

*.....It is important to work with people who understand you, your requirements and how you like to do things. This only comes with time, so it is important to invest in developing a relationship”*

HR Director of Leading Bank



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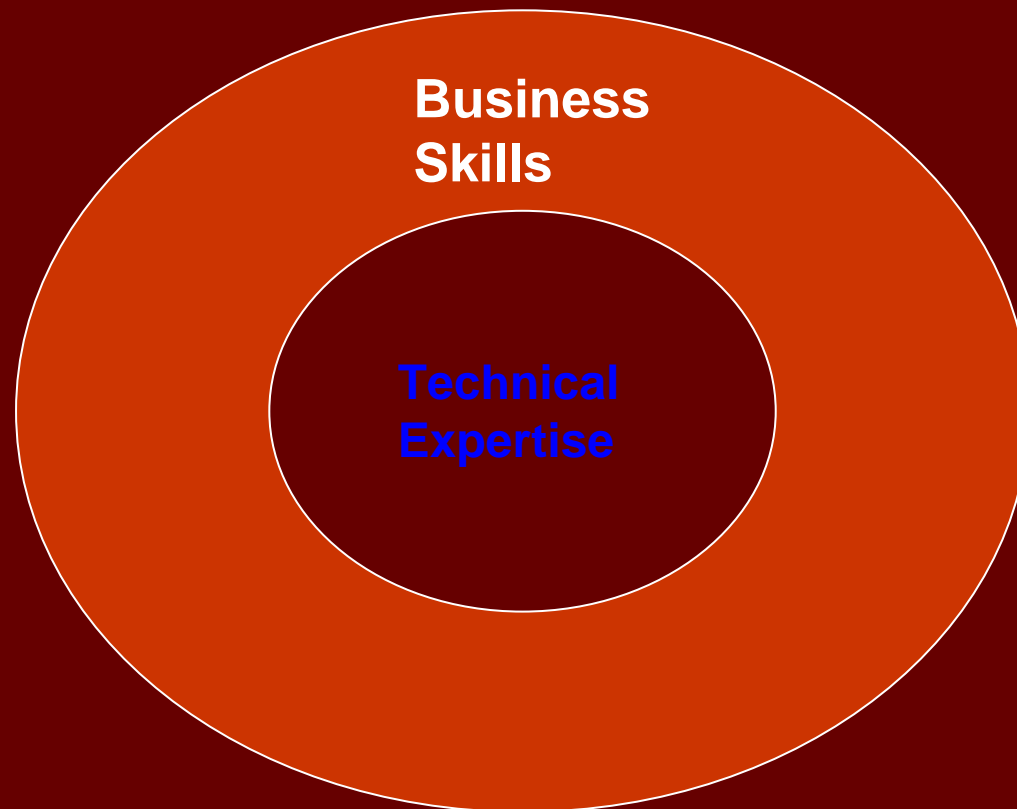
What are they?



Technical  
Expertise

# Client Relationship Skills

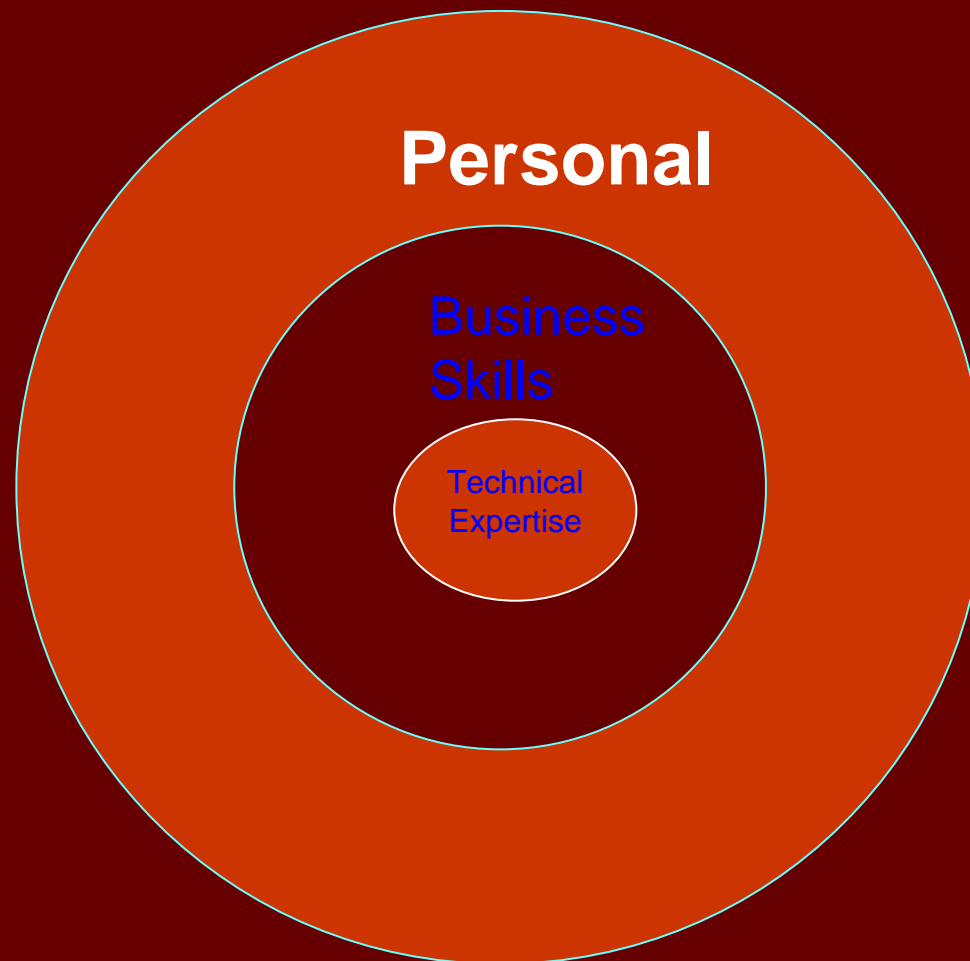
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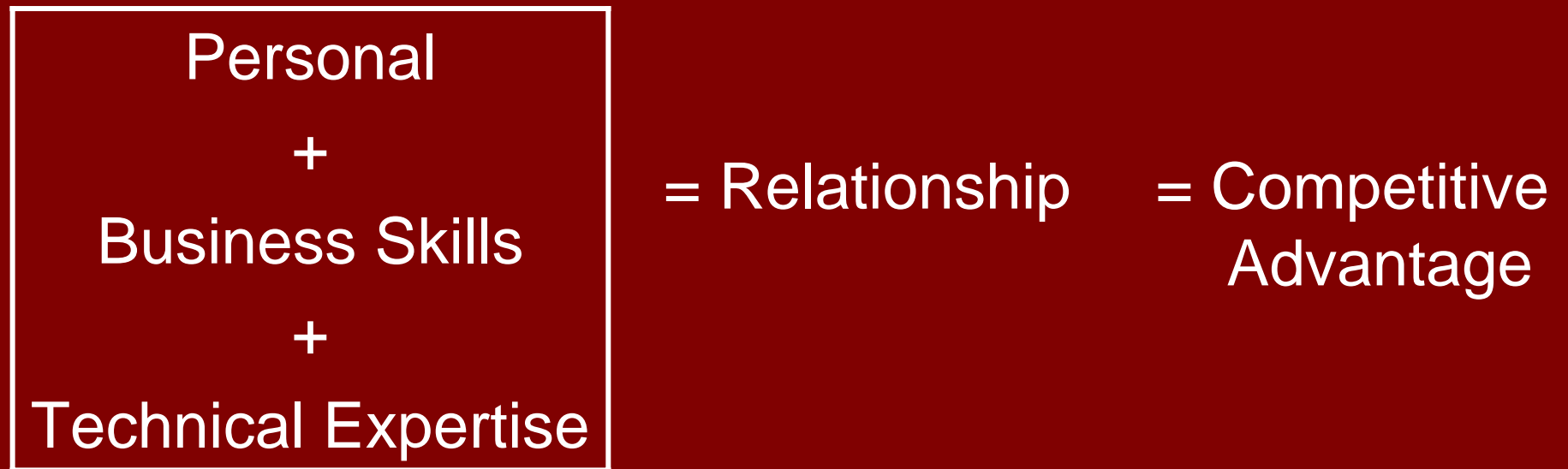


# Client Relationship Skills

## Why are Business Management and Personal so important

- Hard to differentiate through technical expertise
- Competition tougher
- Narrowness of profession
- Transferable skills

# Client Relationship Skills



# Client Relationship Skills

## How Does a Firm Develop These Skills?

Not Rocket Science, but good

Recruitment + Training + Career Development  
and motivation

Integrated



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graph TD; A[Recruitment + Training + Career Development and motivation] --> B[Integrated];
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# Client Relationship Skills

## Recruitment

**-look for personal qualities not templates**

**e.g.**

- Diversity
- Broader strengths/qualities
- Transferable skills

# Client Relationship Skills

## Examples of broader strengths/qualities

- **Innovation/ imagination**
- **Leadership\***
- **People interaction \***
- **Practical group problem solving\***
- **Organisation skills**
- **Personal Impact\***
- **Facilitation skills**
- **Curiosity**
- **Questing/Listening**
- **Self-awareness**

# Client Relationship Skills

## Training & Development ( building on recruitment)

“Many firms say communication is a source of competitive advantage”.

Morris Review

# Client Relationship Skills

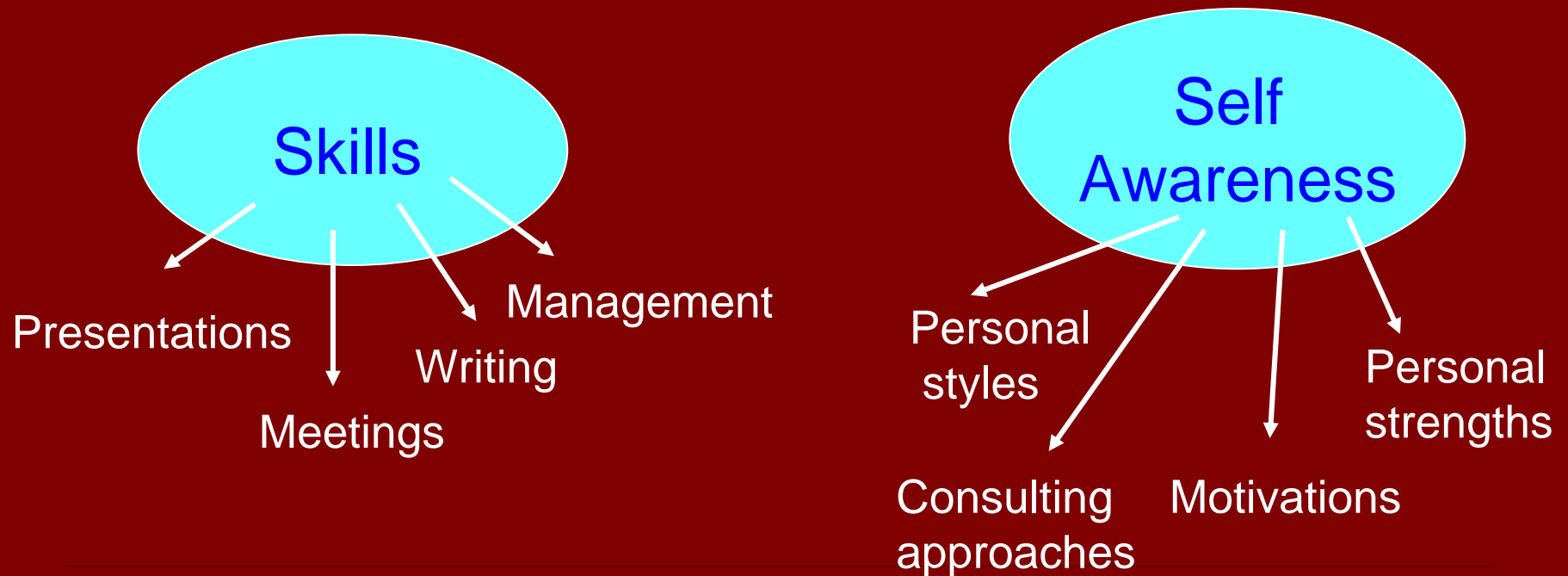
Communication is a source of competitive advantage.

**How much time do firms invest in communication/interpersonal skills v technical development?**

- **Pre-qualification?**
- **Post-qualification?**

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## Training Focus: Communication – 2 Levels



# Client Relationship Skills

## Career Development/Motivation

“Many firms say communication is a source of competitive advantage”.

- Business Awareness module x 2 days
- Structured training courses

But

- Structured learning and development through managed experience?
- Real feedback?

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Tools for career development/motivation

- Workshops
- Partnerships
- Broader Client relationship development training
  - tools and techniques
- Training in self-awareness

# Client Relationship Skills

**“Once recruited and trained these skills, make sure you keep them”**

- How**
- **real experience**
  - **real responsibility**
  - **opportunities for development**



# Client Relationship Skills

**What about us as individuals?**

**The name of our company may get us on the playing field but once in our success will be determined by our client relationship skills**

**– how do we become great client relationship people?**

# Client Relationship Skills

What can we do?

- All the things mentioned in training and development
- Take responsibility for our careers, and skills
- Identify own career paths
- Use firm's client relationship training

# Client Relationship Skills

## What do clients want?

Here's our bank manager again

*"It is important to work with people who understand you, your requirements and how you like to do things. This only comes with time, so it is important to invest in developing a relationship".*

To achieve that, Invest in yourself and in your client relationship skills