



**Financial Services**

# YOU

**YOUR GUIDE TO A CAREER IN**

**FINANCIAL SERVICES**

PART OF THE **DESIGNING YOU** SERIES



# FINANCIAL SERVICES YOU

Your Guide to a Career in Financial Services

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FDR Publishers  
2019

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Did you find a typo? Let us know! Please email the details to [info@DesigningYOU.org](mailto:info@DesigningYOU.org) and we'll correct it in the next edition.

*Financial Services YOU* is dedicated to all of our past, present, and future students. Be curious and never stop designing you!



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# INTRODUCTION

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## It's about Designing YOU

**F**inancial Services YOU is part of the *Designing YOU* book series. ***Designing YOU* isn't just a series of books, it's a process of viewing yourself and your life more strategically.**

It's about exploring and being curious.

It's about designing a map for making decisions big and small—a map that helps you address the relentless questions and unsolicited advice about your future you're getting right now.

This series of books is written for a specific time in your life. You're likely attending (or maybe have graduated from) college or university. Your future is starting to actually feel like *your* future. That's exciting and scary. Even if you think you know where you want to end up, there's no Google Map that'll get you there. Life is rarely that obvious. Each one of the roads on your journey offers detours, pit stops and often a few intriguing hitchhikers.



**SO, WHO DO I WANT TO DESIGN?**

**“EVEN IF YOU THINK YOU KNOW WHERE YOU WANT TO END UP, THERE’S NO GOOGLE MAP THAT’LL GET YOU THERE.”**

Now is the time to make some weighty, often intimidating, decisions for yourself. That's why building your own map right now is so critical.

Throughout the process of designing you, you'll need to be **intentionally curious**. Intentionally curious people look at the world—and their place in it—and wonder about the big picture:



- How do things work together?
- How do these pieces connect?
- How can I influence things?
- How can I improve things?

Like any new skill, intentional curiosity takes practice. As you start to get curious about things, be humble enough to recognize that you don't know it all. Humility creates a hunger that can only be fed by answers.

In *Designing YOU*, we answer some daunting questions you may be asking:

1. Why do I **like certain things** and not others?
2. How can I choose a program or courses at school that are **right for me**?
3. What questions should I ask in **interviews**?
4. Does **emotional intelligence** really matter?
5. How does my **gender impact** my life?
6. How can I find a **mentor**?
7. Am I more of an **artist or an analyzer**?
8. How can I tell **my story**?
9. How do I **prioritize and balance** all the things I want in life?
10. What should I do if **the world changes**?

Refer to the Appendix for a summary of the *Designing YOU* process.



Throughout *Financial Services YOU*, you'll see a numbered puzzle piece. This icon will recommend you go to a specific step of the *Designing YOU* book or eBook for additional information.

For a limited time, go to [DesigningYOU.org](http://DesigningYOU.org) to download your complimentary eBook copy of *Designing YOU – Life Beyond Your Grades*.



# FINANCIAL SERVICES YOU

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**F**inancial Services *YOU* is a guided tour through the world of financial services. By the end, you'll be able to confidently step in the direction of your future because you'll have a solid understanding of what you need for success in this industry now and long-term.

All aspiring financial services professionals are faced with the same crucial questions:

- What are the **different careers** in financial services?
- What **does it take** to be a financial services professional?
- What's the **future of the financial services** profession and what does this mean to me?
- How have other financial services professionals **got to where they are today**?
- And the inevitable... **how much money can I make**?



In *Financial Services YOU*, we dig into answering each of these questions with intentional curiosity.

## Step 1: Explore the financial services career landscape

To make the world of financial services feel as familiar as your school, we explore:

1. What are the different **careers** in financial services?
2. What **knowledge and skills** do I need?
3. What are the **major trends** in financial services and what do they mean for my future?

## Step 2: Define your destination

Your destination is where you want to be in your career 10 years from now. We call this your 10-Year Professional Mission. Knowing your destination will help you make decisions, big and small, along the way. You'll define your destination by the end of this section, but it will evolve with you over time, too.

## Step 3: Develop your Mission Map

Like any epic journey, this one will require some serious planning. You'll need to determine the knowledge and skills required to achieve your 10-Year Professional Mission and map out a plan to achieve them. To inspire you as you plan this odyssey, we review 15 Mission Maps inspired by the career journeys of real financial services professionals.

## Reflection and *Financial Services YOU*

Living in the moment is essential to a good life—but so is personal **reflection**.<sup>1</sup> Taking thoughtful notes and noticing what works and what doesn't ensure you're always gathering new information, analyzing it and evaluating what to do next. You'll be reflecting with the goal of trying to connect it all together. To do this, you'll ask yourself questions in three basic categories: What? So What? And Now What?

### What?

1. What happened?
2. Why did it happen?
3. What did you do? What did others do?
4. What was your reaction?

### So What?

1. What were your feelings when it happened?
2. What are your feelings now? Are there any differences? Why?
3. How do you think others feel?
4. What was the impact of what you did?
5. What worked well? What didn't?
6. What did you learn? How did you learn it?

### Now What?

1. What are the implications for you and others?
2. What would you do differently next time?
3. What information do you need to move forward?
4. Why is this learning important to you?
5. What actions are you going to take?

Your best tool for reflection is a *Designing YOU* journal. Though there is no shortage of digital tools to capture thoughts and information (smartphone, vlogs, blogs, Google Drive or a combination), we find that an old-fashioned handwritten notebook is the most effective for your *Designing YOU* work.



**Going forward, when you see this symbol in the book, grab your journal and get to work.** Remember to refer back to this list of questions as you reflect.<sup>2</sup>

There are no rules for when or how to use your journal but consider it a catch-all for the thoughts flitting through your head that you don't want to lose. There's something rewarding about filling a little book with your questions, thoughts, ideas and interests.

In *Financial Services YOU*, we try to avoid financial services jargon, but sometimes we just can't help ourselves. Fire up the [Investopedia's financial dictionary](#) while you read, and jot down any unfamiliar terms in your journal.

# A LIFE IN FINANCIAL SERVICES

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## WHAT ARE THE DIFFERENT CAREERS IN FINANCIAL SERVICES?

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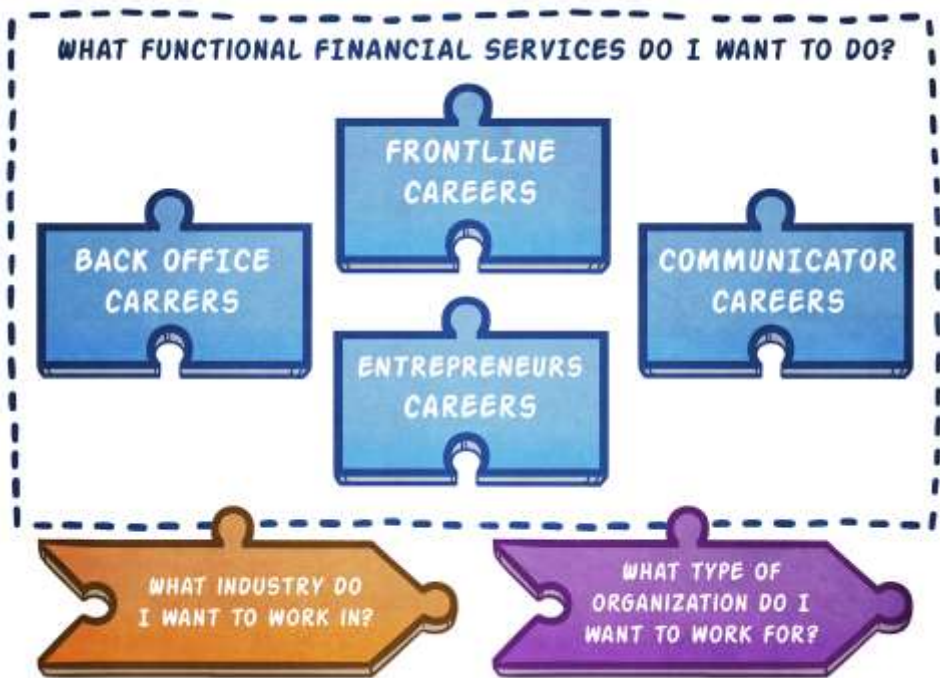
Although there's no record of when the first financial institution opened its doors, there is evidence of financial interaction between farmers and traders as far back as 4,000 years ago in Assyria, India and China. Financial services have evolved in ways that were unimaginable back then, but the ability to bring together people who have money and people who need money remains the primary focus of the financial services industry. Sometimes banks fill that role, such as when depositors provide funds that provide the basis for loans to others. Sometimes that same need is magnified and large corporations seek funding through investment banks, who in turn appeal to a number of investors with bond or stock issues. Sometimes the role is to protect against the risk of financial loss. In these cases, creative solutions are provided by insurance or derivative products.

Financial services professionals inform, advise and coach. While the variety of financial products and services is increasing and becoming more sophisticated, the number of people attempting to understand it all is also growing. That's why financial service graduates are increasingly in demand across the industry. The need for quality and integrity continues to grow. A financial services professional is almost always exclusively engaged in the handling of other people's money. They must adhere to the highest standards of conduct to ensure that any advice or transaction is carried out in the best interests of the client. Apart from a post-secondary credential and specific licensing requirements (which vary by position), a successful financial services professional will bring integrity to the table.

Think of careers in financial services as existing on a spectrum. Find your optimal place on this spectrum by considering three key questions:

1. What **functional financial services role**—the actual job—do I want to do?
2. What **industry sector** do I want to work in?
3. What **type of organization** do I want to be part of?

Tackle these questions in the order that makes the most sense for you. For example, your passion may be working with people and helping them choose from among the variety of investment alternatives to meet their needs, which is part of the retail banking sector, so you'll be able to answer the industry sector question first. Or you may know in your heart you're an entrepreneur and will want to build your own book of business, so you already know what organization type you're looking for. Or you may be drawn to a career as a regulator or compliance officer, meaning you already know what actual job you want.



### What functional financial services role do I want to do?

There are lots of diverse careers in financial services. Financial services professionals are experts at navigating the vast array of financial services and products. They can communicate in an engaging manner that’s just right for their audience.

Think of a career in financial services as falling into one of four broad clusters. For example, if your goal is to educate, advise, coach, and solve problems for others—look to the *Frontline* careers cluster. If your goal is to keep the engine of the firm running, or to find innovative solutions to problems, you’re in the *Back Office* careers cluster. Or are you a person who likes to share stories face-to-face and through your media skills, or find innovative ways to sell products, services or ideas? That’s the *Communicator* career cluster. Lastly, if you’re driven by a desire to build your own book of business, look to the *Entrepreneur* career cluster.

Whatever cluster you find yourself drawn to, you can benefit immensely by **exploring different parts of the financial services career spectrum**. For example, if you love the idea of being a financial planner (Frontline cluster), think about also spending some time working in the Communicator cluster, for example as an investor relations specialist. This broad experience will make you an ever better financial services professional. These are considerations you can build into your Mission Map later.



### **The Frontline: Building Relationships**

**Potential jobs**  
Financial Services  
Representative Commercial  
Lending Advisor  
Retail Lending Advisor  
Mortgage Specialist  
Estates and Trust Advisor  
Financial Advisor  
Financial Planner  
Personal Banking Officer  
Claims Consultant  
Small Business Analyst

1. What are the client's goals?
2. What are the best tools and solutions available to meet those goals?
3. Am I a good listener?
4. How can I further serve the client?
5. How will the client measure the success of this relationship?



### **The Entrepreneurs: Building a Business**

**Potential jobs**  
Wealth Specialist  
Investment Advisor  
Associate Advisor  
Insurance Broker  
Financial Planner

1. Who are my ideal clients?
2. What value do I bring to the table?
3. What are my client's needs?
4. Am I always acting in the best interests of my client?
5. Can I find a healthy work/life balance?



### **The Back Office: Managing the Shop**

**Potential jobs**  
Bank Manager  
Energy Market  
Operator/Scheduler  
Securities Trader  
Compliance Analyst  
Securities Investigator  
Insurance Adjuster  
Corporate Risk Management  
Paraplanner  
Benefits Specialist

1. What resources do we need to operate efficiently?
2. What risks do we face now and in the future?
3. Are we operating within the rules of the industry and the firm?
4. Are we mindful of good ethical practice?
5. How can we stay current within our profession?



### **The Communicators: Telling the Story**

**Potential jobs**  
Marketing Associate  
Investor Relations Specialist

1. What is our value proposition?
2. What's the story we're trying to tell?
3. What does our client want to see or hear?
4. How do I package (create) that information?
5. How do we best communicate with existing and prospective clients?

## What industry sector do I want to work in?



The financial services industry offers a variety of sectors you can work in. To help you sort through the various titles and find something that appeals to you, there is another way of categorizing these jobs—by industry sector.

Many jobs involve working directly with clients, while others provide support for your colleagues who handle the direct client contact. For example,

perhaps you like to offer advice based on the expertise you've acquired or help people reach their financial goals. Coupled with an interest in securities markets, you might do well as an investment advisor. If helping others reach their short-term financial goals is satisfying and fulfilling for you, a loans or mortgage specialist might be your calling. In the risk management sector, an insurance agent finds solutions for people to protect their families from financial loss. Apart from advisory services, many of the diverse roles listed above appeal to someone who has sales skills. On the other hand, you might see yourself as someone who would like to support the people performing these roles from the back office. Roles in compliance, claims assessment and marketing are essential to building and maintaining a business behind the scenes.

Careers in the financial services sector tend to be fluid. A financial advisor today can become a financial planner in the future, and perhaps someday specialize as a wealth management consultant. Expect that the position you take tomorrow may not be the position you have in a few years. Newcomers to the industry are exposed to many jobs that they hadn't heard of before they joined their organization. Often, they'll see something that appeals to them, make some inquiries, and the firm more often than not will help them make the transition.

To further sort between jobs in the financial services sector that may be right for you, consider how you would prefer to be compensated: salary or commission. Salaried positions give you a guaranteed rate of pay that allows you to pay down student loans and have some financial security early in your career. A financial advisor or mortgage specialist in a bank would be compensated by salary, often with a chance for bonuses based on performance. Jobs based on commission will require you to build a book of business. Through personal networking and marketing, you'll build a clientele. In turn, selling financial products to your clientele provides you an income. As your book of business grows, so does your income. In theory, there is no limit to the income a commission-based advisor can make. You should also know that on day one of your job, you have no clients, and therefore you have no pay, although firms will often provide a base salary to help you get started for a year or two. It can be tough for a few years while you build your business.

Many senior finance students struggle with the choice of taking a position that provides a salary or one that is commission-based. The truth is, it's not a final decision you have to make now. In fact, many commission-based firms, because they serve a clientele of high-net-worth people, are not interested in hiring new grads. They would rather hire people who have five years of experience and who have developed a network in their professional and personal lives.

If you think building your own book of business is something you would be great at, here's one way to approach it. Working as a financial advisor with one of the major banks for a few years, you will be paid a salary and will develop a network of people within the bank and the community. Each of Canada's main chartered banks owns an investment banking subsidiary where compensation is commission-based. For example, the Bank of Nova Scotia owns ScotiaMcLeod, their wholly owned investment banking subsidiary. With bank experience, financial advisors often ask to transfer to the investment bank subsidiary within the same umbrella firm. The chance of success in building their own book of business is heightened by the network of contacts they have developed in the bank. If, on the other hand, you deem that the build-your-book route isn't for you, you can return to a position within the bank.

To help you choose what is right for you, ask yourself this simple question: What motivates me? Some people are motivated by helping others. This industry offers lots of positions that do that, in the form of advisors, specialists and counsellors. Others are motivated by closing the deal, and their pursuit of the sale feeds their entrepreneurial zeal. Some people are motivated by money and find their particular satisfaction on the trading floors.

Retail Banking Sector	Commercial Banking Sector
<p><b>Sub-sectors:</b>            Personal banking            Personal lending            Small business lending            Mortgage specialists            Financial planning            Investment sales            Chartered banks            Credit unions</p>	<p><b>Sub-sectors:</b>            Commercial lending            Agricultural financing            Benefits administration            Commodities hedging            Pension services</p>
Investment Banking Sector	Risk Management and Insurance Sector
<p><b>Sub-sectors:</b>            Wealth management            Corporate finance            Portfolio management            Mergers and acquisitions            Equities trading            Fixed-income trading            Money market operations</p>	<p><b>Sub-sectors:</b>            Property and casualty insurance            Life insurance            Pensions and benefits            Insurance agency            Underwriting            Claims adjustment            Reinsurance            Derivatives</p>
Regulatory and Compliance Sector	Public and Non-Profit Sector
<p><b>Sub-sectors:</b>            Provincial securities regulators            Securities exchanges            Self-regulatory organizations (SROs)</p>	<p><b>Sub-sectors:</b>            Municipal, provincial and federal government            Credit counselling</p>





In *Financial Services YOU*, when it's time to narrow in on a particular sector, we recommend you go to Step 4 of *Designing YOU* and complete the exercises in the section titled, "What Do You Love to Do?" Afterward, consider whether a particular sector would fit your responses. For example, if one of your answers was "I love working with people" you may want to explore the Retail Banking sector. If it was, "I like conducting business deals," explore the Investment Banking sector, working in mergers and acquisitions or trading.

**Most people don't know what industry sector they love (or hate) until they've experienced it.** If you're like most people and you're uncertain, then be sure to include opportunities in your Mission Map to get diverse industry experience. Find those opportunities through things like internships, summer jobs, and volunteer work, or by working in a financial services firm (which typically have diverse clients from a range of industries). You may even find out that a sector you assumed was boring lights your fire. At the very least, you'll be able to put your assumptions to the test.

### What size of organization do I want to work for?

Similar to industry context, organization size (and scope) influences careers in your discipline. For example, an associate broker for a local insurance brokerage with \$1 million in revenue is a very different job than a branch manager for a company with 50,000 employees, operating in 100 countries and generating \$3 billion in annual revenue.

When we think of the financial services industry, we tend to envision large corporations. Royal Bank, Canada's largest bank by market capitalization, employs over 80,000 people.<sup>3</sup> This might be intimidating for someone looking to pursue a career in the industry. But in reality, even if you end up working at the Royal Bank, your day-to-day life will involve interacting with a close-knit community of 15 or 20 colleagues in a local branch or regional office. Armed with your degree and possibly some other industry credentials, the firm will then provide a training program to prepare you for the specifics of your job. Don't worry. Nobody graduates from university knowing exactly how to be a claims adjuster, a securities regulator or a natural gas scheduler. Your degree has guaranteed one thing for sure: you are capable of learning. Your finance courses



have also allowed you to hit the ground running. On your first day, you will already be very familiar with the language of the industry.

In your position at the local branch, you'll serve the local community and will get to know regular clients personally. But you are part of a larger firm, and there are advantages to this. Opportunities arise that allow you to relocate if you wish, sometimes to foreign destinations. Scotiabank operates in more than 50 countries.<sup>4</sup> TD Bank has more branches in the eastern United States than in Canada.<sup>5</sup> Training programs will keep you current and allow you to upgrade your skills for promotion or for a shift to something else in the same firm. As mentioned earlier, you will become aware of positions in the industry that you never knew existed and may be drawn to those yourself. The firm will encourage and assist you in gaining industry credentials through organizations such as the Canadian Securities Institute, the Canadian Institute of Financial Planners or the Insurance Institute of Canada, to name just a few.

It doesn't have to be about the big firm, however. Many financial intermediaries have built businesses for themselves in smaller areas. Smaller local firms are often looking for marketing or administrative associates to assist in the growing of their business, often with a chance in the future to acquire an ownership interest in the book they have helped build.



It's time to grab your journal for your first reflection. Think about each of the three questions and your early impressions of how you'd answer today. Does the job, sector or size of organization jump out as most important to you? Why? This early reflection on "why" is important. It should start to raise questions and assumptions that you can explore with further research.

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## WHAT DOES IT TAKE TO BE A PROFESSIONAL?

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The knowledge and skills required to be a successful financial services professional fall into two clusters.

The first cluster is **job-specific knowledge and skills**. These include the knowledge and skills required for a specific financial services job. For example, being able to choose an appropriate investment alternative or conduct a timely trade in the correct market are examples of financial services knowledge and skills.

The second cluster is **core transferable skills**. Whereas job-specific knowledge and skills are specialized, core transferable skills can be used in lots of contexts. For example, being organized is a critical skill regardless of whether you're an accountant, a marine biologist or a TV producer.

In the charts that follow, look at the knowledge and skills that various career paths in financial services might require. Don't worry if some of the knowledge and skills are unfamiliar at this point. You can refer to these charts later in *Financial Services YOU* when you're identifying the current gaps in your knowledge and skills.

## Core Transferable Skills

Core transferable skills are foundational and allow you to pursue diverse career paths at graduation. These core transferable skills can be clustered into five major areas. Refer to the glossary in the appendix for detailed definition of each skill.

### Core Thinking Skills

Demonstrates thinking skills:

- Analytic thinking
- Transdisciplinary systems thinking
- Problem solving
- Adaptive thinking
- Intentional curiosity
- Thoughtful creativity

### TRANSFERABLE SKILLS



### Core Communications Skills

- Ability to communicate effectively for different audiences using written, verbal, & non-verbal mediums
- Effective listening
- Persuasive storytelling
- Conflict resolution & negotiation

### Core Organizational Skills

Evidence of organization skills:

- Self-starter
- Time management
- Follow through
- Perseverance

### Core Interpersonal Skills

Evidence of interpersonal skills:

- Cross-contextual competency
- Effective leadership
- Self-confidence
- Work ethic
- Effective team player
- Emotional intelligence

### Confident use of Digital Technology

Technology use is integral to functioning both personally & professionally. Most career pathways require using technology to communicate, problem-solve & conduct research. Note, this is different than task-specific technical literacy.

## Financial Services Knowledge & Skills



Job-specific knowledge and skills in financial services can be identified for the four functional areas identified earlier. Each cluster includes a series of specific knowledge areas and skills that are more (or less) important for different roles. Refer to the glossary in the appendix for detailed definition of each skill.

### **The Frontline: Building Relationships**

Knowledge & ability to:

- Listen
- Distinguish between various financial products available to clients
- Make compelling presentations
- Continually expand own knowledge through pursuit of relevant designations
- Hold appropriate licenses to deal in financial products you can offer
- Provide excellent client service
- Appreciate needs and concerns of clients
- Ethically consider all trades and transactions

### **The Entrepreneur: Building a Business**

Knowledge & ability to:

- Pitch ideas
- Manage a sales process
- Maintain a network of colleagues with expertise in related areas
- Produce timely recommendations
- Thoroughly understand regulatory and compliance issues
- Develop and execute a business plan
- Match client needs with resources
- Delegate and follow-up with team members
- Ethically consider all trades and transactions

### **The Back Office: Managing the Shop**

Knowledge & ability to:

- Manage budgets
- Leverage research to support insights
- Analyze data and leverage market insights
- Prioritize and execute tasks efficiently
- Monitor all transactions for regulatory compliance
- Manage records
- Write, edit and review reports
- When in doubt, ask the experts

### **The Communicator: Telling the Story**

Knowledge & ability to:

- Identify the message to be told
- Identify target audience
- Be familiar with financial products and their suitability
- Display competency with specific software applications
- Create and edit content for digital applications
- Survey environment to detect changing needs, practices and trends
- Identify sponsorship or community involvement opportunities

As you develop your Mission Map, you'll **need to prioritize** all the transferable and job-specific knowledge and skills that best fit your professional mission. For example, the skills required by a financial planner are different than a securities regulator, though there might be some overlap.

To prioritize what experience and education you'll need, think about knowledge and skills for each job on a **four-level rating system**. Overall, you want to focus your limited time on the areas that offer maximum return.



<p style="text-align: center;"><b>Level 1: Not required</b></p> <p>Depending on what career you're pursuing, there will be a bunch of knowledge and skill areas that you won't even require a "good at" to deliver on the vision of your <i>Financial Services YOU</i>.</p>	<p style="text-align: center;"><b>Level 2: Good at</b></p> <p>"Good at" reflects an ability to engage and understand a topic but not be completely fluent (let alone an expert) in. For example, you may not be an accountant but you'll need to know enough to be able to effectively communicate it.</p>
<p style="text-align: center;"><b>Level 3: Great at</b></p> <p>"Great at" reflects advanced knowledge or skill in an area. You may not be the best in your organization in this area, but you're close.</p>	<p style="text-align: center;"><b>Level 4: Expert</b></p> <p>You need to be an expert in this knowledge area or skill. This is a "need to know," not a "nice to know." For example, as a financial advisor, you better be great at building relationships with clients and partners.</p>



At this stage, you might be asking yourself, **"How can I be good at all these things?" You can't be. Start by identifying your current knowledge and skills, with evidence to back it up.**<sup>6</sup>

Replicate the following table in your journal. List the skills you currently have and rate them using the four-level system above. Come up with **at least ten individual** knowledge areas or skills for financial services and for transferable skills. **The most important part of this exercise is the proof that you can do what you say you can do.** That evidence could be in the form of a certificate or associated work experience.

For example:

Cindy knows she is "great at" leadership (an interpersonal skill). Her evidence is that she was head bartender at the university pub with six staff reporting to her and experienced no staff turnover.

Marco is “great at” written communication. He has strong evidence of this since he publishes a popular blog for students at his university.

My Current Knowledge & Skills	Level Rating (1-4)	My Evidence Is...
My core transferable skills are...		
My financial services knowledge & skills are...		

Once you have completed this table, review it with family, friends and any current mentors you may have. Having a fresh set of unbiased and trusted eyes can often be an important reality check.

#### What’s a mentor?

A mentor is a trusted advisor on everything from school to jobs to volunteer opportunities and what clubs to join. This person may be a professional acquaintance or a friend. We recommend the best long-term approach is to build a team of mentors with diverse backgrounds and expertise (some professional, some personal). Dive into Step 3 of *Designing YOU* for advice on how to develop your mentor team.

## THE FUTURE OF FINANCIAL SERVICES WHAT IT MEANS TO YOU

Financial services is one of the fastest-changing career areas today. Some powerful trends—from technology to generational shifts—are redefining the financial services world. **Many financial services jobs from a decade ago no longer exist or have evolved beyond recognition.** Mapping your 10-Year Professional Mission is going to be a challenge, but it’s also an opportunity to rise above the herd.

It’s essential that your Mission Map accounts for the financial services professional of tomorrow as carefully as the financial services professional of today.

We won’t pretend to predict how financial services careers will change over the next decade. That’s not realistic. What you can do now is **go in with your eyes wide open** to the prevailing trends that’ll influence financial services and reflect on how these could affect your mission. Consider the list of the following three trends as **a starting point** for what you must always keep in mind as you define and live your 10-Year Professional Mission.

## **Trend 1: Fintech** **The advent of digital self-service capabilities**

The technology revolution has impacted how business is done in all kinds of enterprises, and the financial services sector has not been immune to its influence. For the most part, technological advances mean efficiency in finance. For example, the buying and selling of securities takes place quicker, with immediate confirmations of trades. Money transfers between accounts, institutions and countries happen seamlessly thanks to computerization.

The efficiencies introduced by technology can also translate into the automation of jobs previously performed by people. Today, most people are capable of doing the majority of their banking from home. Robo-advisers have made it possible to get investment advice online without ever talking to a person. While these innovations may seem to mean fewer employment opportunities available in the financial services industry, the opposite is actually true. J.P. Morgan, the largest bank in the United States, recently announced an expansion of its branch network into areas where they previously did not have a presence, and many other institutions are doing the same.<sup>7</sup> That's because, like most industries, the financial services sector is experiencing the effects of the economic principle of creative destruction. Jobs are lost to or transformed by technology, but the introduction of the technology creates other jobs that didn't exist before. More routine tasks can be performed by technology, but there will always be a need for problem solvers and critical thinkers.

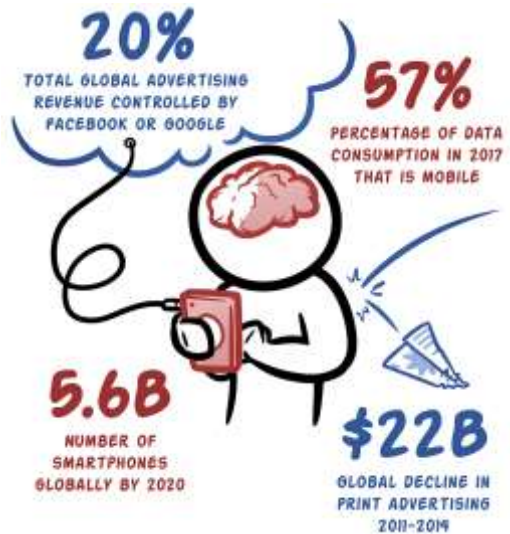
### **What it means to YOU**

As technology continues to impact the industry, the industry must continue to adapt. In the 1990s, the advent of online discount brokerages (securities firms that allow clients to enter their own securities trades without seeking advice) made the full-service investment firms stand up and pay attention. The latter had to adapt in order to remain competitive. The same principal holds true for individuals pursuing a career in the financial services industry.

Technology will continue to bring innovation, and successful financial services professionals must stay on top of changes as they occur. The industry never stops growing, and neither should you.

## **Trend 2: Talent Shortage** **Managers will be in demand**

In 2008, the Insurance Institute of Canada released a report analyzing the demographics of the industry.<sup>8</sup> At that time, much of the industry was managed by members of the baby boom generation, people born between 1946–64. The report noted members of that generation were set to begin retiring at an astounding rate. The industry would be losing more people to



retirement than it was recruiting. There was not a large enough cohort of trainees in the generations behind the boomers to replace all the positions that would be vacated. This heralded a call to action to recruit aggressively, particularly from the ranks of university graduates.

In 2017 the study was revisited.<sup>9</sup> Whereas those over 40 years of age made up the bulk of the industry's workforce in 2007, in 2017 those under 40 were now the majority. The study also noted that while significant retirement had taken place since the original study, as predicted, the peak retirement phase for the boomer generation was yet to happen. There are still gaps between the demand and supply of capable managers. Current numbers suggest the industry is recruiting one person under the age of 30 for every person retiring over the age of 55.<sup>10</sup> While this would suggest that the industry can sustain its workforce, the fact is that the industry is growing, and a 1:1 replacement ratio isn't sustainable. Demographics, combined with the pace of technological change, have made firms realize that they must aggressively recruit a younger workforce that demonstrates an ability to adapt quickly to a changing technological environment.

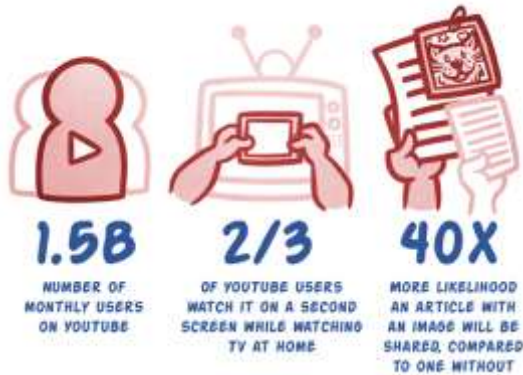
### What it means to YOU

You are part of the generation the industry will aggressively recruit from. Opportunities will continue to be there for individuals who both demonstrate and seek flexibility. The boomer generation may have driven markets for the last 50 years, but that's changing, and the generation that is increasingly setting the trend is yours.

Non-traditional workplace structures are becoming more common. ATB Financial has enabled many of their employees to work from home with excellent results.<sup>11</sup> The recruitment of a younger workforce in the industry is being accompanied by greater diversification. In the property and casualty insurance sector, 62% of the workforce are now women, as are 49% of the middle managers and 36% of the senior leaders.<sup>12</sup> Increasing numbers of employees identify with a minority group. An appreciation for diversity and the ability to operate in an increasingly diverse workplace are must-have attributes for the potential employee.

### Trend 3: Knowledge Access An increasingly educated clientele

You and your generation have the advantage of having lived with the internet throughout your entire lives. The internet's wide-scale introduction in the mid-1990s allowed for change on a grand scale. It was part of the Third Industrial Revolution, which introduced digital technology.<sup>13</sup> Firms that had managed to survive for years with very little threat to their profits suddenly found their business vulnerable. Innovation





was the new mantra and the pace of change made possible by technology shows no signs of slowing down.

We are now in the Fourth Industrial Revolution, marked by the rapid growth of nanotechnology and artificial intelligence. Technological innovation isn't only here to stay, its influence on society and the economy will continue to promote change at a fast pace. Careers with job descriptions that had not changed fundamentally in decades have had to upgrade their necessary skill set or disappear.

The relationship between client and financial services professionals has always been a fiduciary relationship, one where the customer depends on the professional to offer advice, services and products in the best interests of the client. It is inherently a relationship based on trust and honesty. The fiduciary relationship between the client and the professional still exists today, but there is a difference. Clients are now entering the conversation with more information than they had in the past, thanks to technology at their fingertips. While their newfound knowledge may not have come from regular schooling, it is knowledge and knowledge is power. In the same way that firms must adapt to savvy clients who are increasingly more aware of alternatives, individual professionals in the sector must be on the cutting-edge with their own knowledge of innovative products and advice to match a changing clientele.

### **What it means to YOU**

You'll need to give clients what they need. The major investment banks faced an unexpected challenge 20 years ago when discount brokers started offering on-line trading, circumventing the need for an advisor. The firms quickly adapted, adding a number of services via the internet that continued to make them relevant to their clientele. More recently, robo-advising has presented a similar challenge.

Clients seeking help in the financial services world may have an idea what they need, but they may not be certain how to get it. Borrowing for a house or a business, choosing an investment alternative, saving for retirement—these are major decisions. While people may have access to a lot of information about the alternatives, in the end they need a coach who can help them make decisions from diverse choices. Such decisions can have a significant impact on one's financial well-being now and in the future. Most people would still like to have some professional assistance along the way.

Clients may be smarter when they come to you than they were a few years ago when they came to your predecessors who are now retiring from the industry, but you are smarter too. Your education has prepared you better than the previous generation. You will read it again somewhere in this guide, but it can't be said often enough: embrace the knowledge economy yourself and commit to lifelong learning.

Artificial intelligence (AI) and block chain technology are relatively new innovations but are already changing the way business is done. Robo-advising is an example of an AI innovation in the financial services sector. Again, existing firms are embracing the innovation and providing their own robo-advising services to stay relevant to their clientele. There will be other innovations, guaranteed. Be aware of them. Such innovations will serve the industry and make it better.

## Trend 4: Regulatory Reform

### A new regulatory environment ensures clients come first

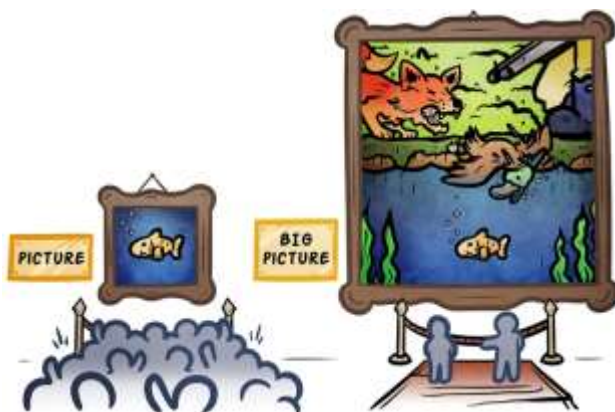
The financial services industry is regulated on a number of fronts. Government organizations such as the provincial securities commissions and the federal Office of the Superintendent of Financial Institutions (OSFI) exist to ensure firms are solvent and operating within established rules. Self-Regulatory Organizations (SROs) such as the Investment Industry Regulatory Organization of Canada (IIROC) are representative of the firms themselves, and work to ensure their business is undertaken ethically and legally. Financial services firms play a significant role in the day-to-day functioning of the economy. They allow people who have money and people who need money to be brought together efficiently, allowing the capital system to operate successfully. Nobody works for nothing. In serving this role, the bank may take your deposits and pay you 1% for the use of your money. They may lend it to someone else in the form of a car loan and charge them 4% interest on the amount borrowed. The 3% difference between what they pay you and what they receive on the loan, known as the spread, is their profit and provides the incentive for firms to set themselves up as intermediaries. As long as both clients are served well and believe the fees are reasonable, business is facilitated, everyone is a winner and the system flourishes. The regulatory agencies exist to ensure that the system functions properly, and that client interests are served and protected.

The Global Financial Crisis (GFC) of 2007–08 saw the near-collapse of the financial system. While the reasons for the GFC are varied, and a must-read for any finance student, a major contributing factor was the practice of many large investment firms, particularly in the United States, to expose themselves and their clients to a number of trading and lending instruments that were not in the best interests of clients, but made spectacular profits for the firms.<sup>14</sup> At least, they made spectacular profits while the scam lasted. When it ended, it took government intervention on a large scale to pick up the pieces and put them back together so a similar catastrophe would not take place again. The industry is still responding to the events of 2007–08 to ensure client needs are at the forefront of decisions made by financial intermediaries.

### What it means to YOU

Canadian banks came out of the 2007–08 GFC relatively unscathed compared to their counterparts in the United States. In fact, Canada's banking regulatory system was looked at as a model for others in the world to emulate as a result of the protections we had in place that ensured client interests were protected.

Still, the Canadian Securities Administrators (CSA) have taken it upon themselves to ensure that rules are in place—and enforced—to ensure the interests of clients remain the priority. Their Client Relationship Model (CRM) has been rolled out in two phases, CRM1 and CRM2.<sup>15</sup> The latter particularly requires financial advisers to



completely disclose fees that clients pay for their services. Firms have been required to comply with the new rules in a timely fashion. Also, SROs such as IIROC have been vigilant in their investigations of improper trading practices. As a member of a financial services firm, you will be offered training in existing and new guidelines as they appear.

You may well be considering a career in this industry for two reasons: you want to help people meet their financial goals, and you want to make money yourself. If you always put the client's needs first, you'll develop a business built on relationships based on trust and honesty. Do what is right for clients, and the money will follow.

### **Trend 5: Financial Engineering** **A greater variety of investment alternatives**

Your grandparents may have thought they were prudent investors by making regular deposits in their bank savings accounts. If they wanted a higher return, they may have selected their bank's guaranteed investment certificates (GICs). Some of their generation may have dabbled in stocks and considered it no better than gambling.

Times have changed. Now, it's generally considered necessary to have exposure to equity markets to have any meaningful growth in investment savings over time. Most investors will have exposure to equity and bond markets directly or through mutual funds. In Canada alone, investors have placed more than \$1.5 billion in funds. The last 50 years have seen an explosion in the popularity of mutual funds. The Canadian Mutual Funds Database maintained by FundLibrary.com lists almost 42,000 different offerings.<sup>16</sup> Competition for investors' money has led to innovation in the form of closed-end funds, segregated funds and Exchange-Traded Funds (ETFs). Advances in financial theory and computer technology have combined to foster the creation of new derivatives beyond traditional options and futures contracts. The valuation of the global derivatives market is now over 20 times the value of Gross World Product (GWP).<sup>17</sup> The trend isn't expected to slow down.

Low interest rate environments compel the industry to create alternatives to traditional fixed-income instruments. As the baby boom generation retires, they will need to move their growth-oriented, equity-based investments into something that provides more guarantees. Corporate clients will continue to seek new instruments that minimize their risk.

While financial engineers will create new instruments to meet the demands of financial services firms and their clients, there will be those who find ways to abuse those creations. Earlier we mentioned the GFC of 2007–08, and how it led to a heightened regulatory environment. While its causes were varied, the misuse of derivatives certainly accelerated the GFC. Before the media started naming them, few ordinary investors had ever heard of collateralized debt obligations (CDOs) or asset-backed commercial paper (ABCP), two derivative products that became notorious for exacerbating the GFC.

### **What it means to YOU**

Technology and financial engineering together will ensure that investment alternatives continue to be created. Savvy investors plugged into the media will find out about them without the help of investor advisors. But a little knowledge is a dangerous thing. Not all financial instruments are suitable for all individuals. The instruments that might be suitable for someone today may not suit their financial goals 10 or 25 years from now. People may

discover investment alternatives on their own, but choosing from the plethora of alternatives available can be like walking through a minefield.

The value of a coach to give prudent advice and monitor investor needs, goals and progress has never been greater. That's what a good advisor can bring to any client. Being able to guide a client through the minefield of alternatives, choosing only those that are suitable to the individual's needs and goals, continues to be a valuable service.

Studies show that the number one reason clients leave advisors or their firms isn't portfolio performance. It's service, or the lack of it. With coaching, investors can understand that markets rise and fall temporarily. It is harder for them to understand why their advisor has not called them in many months. Worse, when they have been called, it was always accompanied by a sales pitch for another financial product that is difficult to understand or without a clear indication why their portfolio needs it.

In finance, the best solutions are often the simplest. Serve your clients by thinking of their best interests, and you'll be building relationships that will see you serving those same clients for the long term.

## Does Sex Matter?



Though it's not a "trend," an important issue to consider when it comes to your career is sex. And by sex, we really mean gender here. The basic difference between the terms "sex" and "gender" is that **sex refers to biology**, while **gender refers to cultural and social perceptions** of (and biases toward) appropriate roles for different genders. There's a load of really complex research suggesting society plays a massive role in designing you based on their view of your gender.<sup>18</sup> This research also suggests the brains of men and women are wired differently. Studies show that we still treat men and women differently.

The guidance in *Financial Services YOU is applicable, regardless of your gender identity*. As you launch your professional life, however, there are **gender realities in the workplace worth understanding** and incorporating into your thinking.

For example, research shows the value of building diverse teams; companies with gender balance on their boards and executive teams perform better than those without it.<sup>19</sup> Yet, women remain drastically underrepresented in the senior ranks in many fields and equal pay for equal work remains elusive. In fact, a study identified that women make up 67% of the financial services sector but are dramatically underpaid relative to men.

Similarly, many employment fields remain so-called "pink ghettos," where women are overrepresented, there's little room for advancement and pay is often poor.<sup>20</sup>

*Infographic note: 21*

**The reasons behind this difficult reality are multifaceted.**

They include women's career choices, career disruptions (e.g. taking time off to raise children), stereotypes, discrimination and many other factors.<sup>22</sup> **There's no "quick fix."**

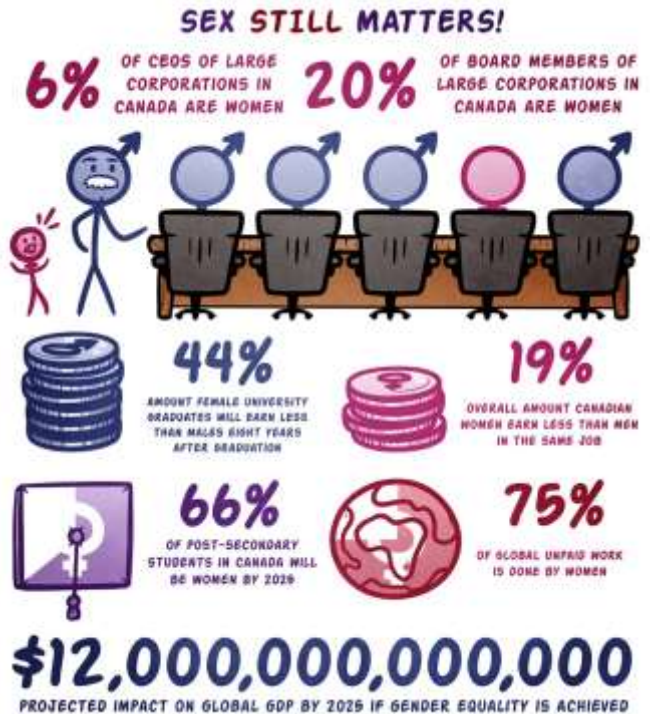
Society has not yet achieved equality. This includes not only gender, but also areas such as sexual orientation, race, ethnicity, ability and religious beliefs. Keep this all in mind when you're designing you.

For most of us, unconsciously or otherwise, our expectations of men and women are different. Sheryl Sandberg, the chief operating officer of Facebook, wrote a bestselling book called *Lean In*, in which she discusses how we all have **powerful unconscious biases about gender roles and gender behaviour**.<sup>23</sup> Think about it: the same behaviour that's viewed as strong, positive leadership from a man is often seen as negative and overbearing when it comes from a woman. For instance, more than 60,000 women and men were asked whether they preferred male or female managers. While slightly over half of respondents reported having no preference, the rest preferred male over female managers by a 2:1 ratio. Justifications for this preference tended to focus on negative stereotypes about female behaviour, such as women being too "emotional," "moody," "catty" or "dramatic."<sup>24</sup>



It's human nature to notice other people's biases, while being blind to our own. Regardless of your gender identity, when you find yourself judging a woman for behaving aggressively, ask yourself whether you would be as critical of a man acting the same way. Also consider how prepared you are to challenge gender bias when you observe it happening around you. **Gender bias is deep-seated, so we all need to be self-critical to weed it out.**<sup>25</sup>

We can be hampered if we think of "men's jobs" and "women's jobs." As you read on in *Financial Services YOU*, you'll research potential jobs and conduct informational interviews to explore what sort of opportunities might be out there for a person of your skill set and interests. This process provides a prime opportunity to push beyond any (often unconscious) gender biases you may have



about your future professional life. The great thing about conducting informational interviews is you're exploring possibilities, which should include possible jobs that you might not consider at first because of your gender. **Don't rule out any role simply because it seems stereotypically more suited to another gender.**

Be sure to talk with people in non-traditional gender roles. Is their field of work improving for the under-represented gender? Or are there still deeply entrenched barriers that are difficult to overcome? As part of this process, consider your own willingness to be in the minority in your field. Does the thought of being a trailblazer appeal to you?

With some research, you should be able to determine whether the role in question is an opportunity to improve diversity and foster equal opportunities. For example, when investigating an industry or company, research their current leadership teams. If there is some degree of diversity, that's a promising sign for prospective women and minority candidates. If it's entirely white men, look into whether the organization is doing anything to encourage diversity. You may also want to check into the organization's work/life policies. Does the organization subsidize daycare? Top up parental leave benefits? Pay for fitness club memberships? In a competitive market for talent, you want to define a mission and join an organization that recognizes people as its most important asset.



Finally, **your 10-Year Professional Mission might include a consideration about starting a family.** "Starting a family"

has different meanings for different people.

Having children is a particularly difficult thing to plan years in advance. In fact, even after a woman is pregnant, it's impossible to predict exactly when her maternity leave will start. **The more realistic approach is to expect to update your Mission Map down the road when you are ready to start a family.** Or as Sheryl Sandberg puts it, don't "lean out" of your career until you're actually pregnant. You might miss wonderful opportunities if you put too much focus on a possible future pregnancy that may or may not happen as planned.<sup>26</sup>

### **The Last Word: Never Stop Asking Questions**

Every great financial services professional knows research is core to identifying opportunities and threats. This includes being informed about what your competitors are doing and what your client base is demanding. Consider these macro-level trends as a start and rigorously continue to evaluate other trends, both inside and outside of financial services.

Look at this type of market intelligence gathering as a daily task. **Follow lots of industry leaders on social media or read their blogs.** Find out what they're thinking about and the questions they're asking; remember to keep asking yourself the implications that emerging trends have on your life as a financial services professional.

# DEFINING YOUR PROFESSIONAL MISSION

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When you know your destination; you can use it to support your decision-making enroute. To define your professional mission, you'll consider your current and future experience, knowledge and skills, all of which create your unique value as a professional in financial services.

First, make sure you've answered the questions from the start of *Financial Services YOU*:

1. What **functional financial services job** do I want to do?
2. What **industry** do I want to work in?
3. What **type of organization** do I want to work for?



In your journal, consider these questions once again. Have your answers changed? Why? Why not?



You'll need to tap into that **intentional curiosity we talked about earlier**. **Great research starts with asking great questions**. Below are some **thought-starter questions** you may want to consider as you start exploring your professional mission:

1. What are the different types of careers in financial services?
2. How is the field of financial services changing? What's driving this change?
3. What parts of financial services are growing the fastest?
4. What type of education do I need to be successful in different financial services jobs?
5. What are the most important knowledge and skills for financial services jobs in each career cluster?
6. What's the starting salary for financial services jobs?
7. Do people stay in financial services for their entire careers?
8. What are the common entry-level positions in financial services?
9. How does the locale impact careers in financial services?
10. What international opportunities may exist in financial services?

**Answering these big questions can't be rushed, so go slow and expect this part to take weeks or months to complete.** Don't forget that predicting the future is hard and few of us get it right, so when doing your research, use **the principle of triangulation**: If you see or hear something from three credible sources then there's a very good chance you should pay attention and add it to your Mission Map.

### Step 1: Conduct Secondary Research

Your secondary research, sources will include:

- government reports (e.g. employment studies, census data)
- annual reports of companies, periodicals (e.g. newspapers)
- other media (e.g. podcasts)
- scholarly journals
- commercial information (e.g. American Financial Services Association)
- credible online publications (e.g. Scientific American, Fast Company).

This research will uncover industries, educational programs, people, books, websites, podcasts, companies and jobs in Financial Services you've never heard of.



**Replicate the following table in your journal and use it to track your research.** Keep notes on the sources of your information and the nuggets you find. The invaluable part about existing information is that it can trigger questions. Jot down these questions for your informational interviews later on.



As a starting point to answering these questions, we suggest you follow the detailed research process in Step 4 of *Designing YOU*. Below is a condensed version of this process. Here's a sample table to see how you can identify opportunities:

Potential Opportunities	My Questions
Financial Planner	<ul style="list-style-type: none"> <li>○ How much can I get paid?</li> <li>○ What type of education and experience do I need?</li> <li>○ Do I need to move?</li> </ul>
Compliance Officer	<ul style="list-style-type: none"> <li>○ What type of education is required?</li> <li>○ Are there internships available?</li> <li>○ Where are these jobs?</li> </ul>



## Step 2: Analyze Financial Services Job Postings

Job postings are easy to find online and are invaluable for identifying emerging opportunities and trends in the areas that you love. They can also expose you to the types of jobs that exist in your areas and companies of interests. Also:

1. It's simple to collect a large and diverse sample. Review **a minimum of 25 job postings** in a specific area you love to ensure an effective comparison.
2. Many job postings are archived and are accessible via [www.archive.org/web](http://www.archive.org/web), so you can assess trends over time.
3. The extra work you put in to summarize the job postings can help you identify trends and themes that may not be obvious to others.



When you're summarizing job postings, it's helpful to collect information on several major areas of employment that you're interested in. Use a spreadsheet program such as Microsoft Excel or Google Sheets to track the answers to the following questions:

### Company Details

1. Industry
2. Size of company (e.g. number of employees)
3. Location (the location may reflect culture, language and compensation)

### Job Details

1. Title
2. Level of position (titles can be misleading)
3. Responsibilities (e.g. does it mention what they'll be doing?)

### Qualifications

1. Education (do they specify a major?)
2. Professional experience (years and type of experience)
3. Professional credentials (does it mention specific credentials are required?)
4. Industry engagement (does it mention if active involvement in a professional association is important?)
5. Personal attributes (does it mention the importance of any specific interpersonal or communication skills?)
6. Are each of the qualifications "required" or "preferred"?

Below is a sample of a summary table of job postings related to the job of a financial advisor.

Professional Mission	Major Themes	So What?
<p><b>Financial Advisor</b></p>	<p>100% require a university degree.</p> <p>100% require completion of the Investment Funds Institute of Canada course (IFIC) to enable licensing within a few months of being hired.</p> <p>Many jobs suggest that previous financial services experience would be an asset.</p> <p>90% of the positions make a point of saying any candidate should have exceptional communication skills.</p>	<p>I must complete my university degree in business, but the specific major or minor appears to be a secondary consideration.</p> <p>Completion of the IFIC course as soon as possible, and having it on my resume, would increase my chances of obtaining a job.</p> <p>I will investigate the co-op program at the university and attempt to get semester-long placements in the industry at entry-level positions.</p> <p>In choosing options outside my major, I will look for courses such as public speaking. Another marketing course, one that has opportunities for refining presentation skills, may be useful also.</p>

### Step 3: Networking and Talking to Real Financial Services Professionals

The next step is to immerse yourself in the industry by meeting and interviewing real financial services professionals. These people can tell you what the next ten years of financial services may look like. It's important that you do the work in Steps 1 and 2 first so that you go to your interviews armed with enough information to get a deeper level of knowledge.



In Step 4 of *Designing YOU* we walk through a detailed process on how to network, book interviews, and get the most value out of these meetings. Each interview will raise new themes or questions that you'll want to explore and test in future interviews.



**One useful approach to determine what you're trying to learn from these interviews is to notice the assumptions you're making about the field, industry or job, and then use the interviews to test these assumptions.** For example, your earlier work may have uncovered design as a possible career path.

To dig deeper into design, you would list a set of assumptions and how you might validate them. For example:

My Assumption	How I Can Test This
To be a financial planner I need to have credentials beyond my degree.	<p>Explore what industry courses and credentials are required.</p> <p>Interview financial planners about the skills they use every day and the credentials they have pursued. Some may be necessary; some may be “nice to have.”</p>
I need a degree or diploma in financial services or finance to work as a financial planner.	<p>Search past job postings to look for qualifications.</p> <p>Interview a broad range of financial planners to explore their pathway.</p>

### How do I book an interview?

The first rule of an informational interview is respect. **Every person you want to interview is doing you a favor.** Most of these interviews won’t exceed 30 minutes, so they need to be laser-focused. Consider the following:

1. **Connect through a mutual contact.** For example, “Hamid Zakari suggested I contact you because of your expertise in...”
2. **Make it personal.** Demonstrate you know something about them through your digging. For example, “I see you also studied accounting at the University of...”
3. **Be persistent and keep asking.** As you’re the lowest priority in their inbox, you’ll likely have to send a couple of reminders. Be polite and persistent and if they say no, ask them for anyone else that they could suggest. This’ll ensure you’ll have a return on your effort.
4. **Make it easy for them.** Offer to work to their schedule and meet them at their office or anywhere they’d like to meet. This interview is for you—not them. Don’t be surprised if the interview is a month or more out. Professionals are busy people.

### What should you ask?

In addition to the questions above, below are some more thought starter questions to consider asking during your interviews (there is an expanded list in the appendix of *Designing YOU*):

1. What does your current job entail? What does a typical day look like?
2. What kind of decisions or issues are you often faced with in your job?
3. What type of training or education prepared you for your current job?
4. What’s the best part of your current job?
5. What’s your least favorite part of your current job?

6. What courses at school best prepared you for your career in financial services?
7. If you could go back to school and start all over again, would you do anything differently?
8. Did you do a co-op or internship in college/university? Would you recommend this? Why?
9. Are there specific extracurricular activities that might help me prepare for a career in financial services?
10. What jobs and experiences have led you to your present position?
11. When you reflect on your career so far, what would you do more of? What would you do less of?
12. When you look at people who have succeeded in financial services, what characteristics do they tend to have?
13. What would you suggest is the most important thing someone entering financial services should know?
14. If you were going to do it all over, would you become a financial services professional again?
15. What do you wish you'd known before you became a professional in this field?

### **Consider this only a start**

Ideally, this interview is not simply a one-off. A core objective of this process is for you to **build your professional network** and identify mentoring candidates. Following the interview, ensure you send a note thanking the interviewee for their time. Personalizing the note by identifying some key themes they highlighted shows you were paying attention and reinforces the value of the time they spent with you. In your note, ask if they'd be open to keeping in touch so you can reach out with any additional questions.

## **Step 4: Defining your Professional Mission**

Once you've completed your informational interviews, you should be closer to defining your professional mission. There are three stages to defining your mission:

### **What's Your "What"?**

For the first stages, let's go back to the original three questions we asked.

1. **What** functional financial services job do I want to do?
2. **What** industry do I want to work in?
3. **What** type of organization do I want to work for?



Your research should have inspired you to be able to **answer at least two of these three questions**. In addition, you should have a sense of priority. Replicate the table below in your journal.

Here is the challenge—you need to project yourself 10 years into the future. These aren't just questions for next week or next year... but a 10-year target.

The 10-Year “What”	Your Mission	Priority
I want to be a...		
I want to work in....		
I want to work for...		

Here's a sample.

The 10-Year “What”	Your Mission	Priority
I want to be a...	Investment advisor	1
I want to work in....	A large full-service brokerage firm	2
I want to work for...	Myself, having established a book of business within the firm	3

### What's Your “Why”?

The limitation with the above exercise is that it tells us what you want to be, but not **why anyone would want to hire you** compared to other candidates. Therefore, the next step requires you to articulate “why you?” compared to others. This will allow you to create your unique value proposition—in other words, what makes you the best choice for the job. Remember, you're projecting 10 years into the future here. To do this, complete the table below:

Your Professional Mission	
For...	Who's your target industry or company?
That...	What's their specific need that isn't being met?
I am...	What's your functional financial services job?

Who...	What's your specific skill or knowledge that'll satisfy their need?
Unlike...	Who are your competitors who are also trying to satisfy this need?
I...	What unique skills and experience do you have that'll differentiate you from all the other employees?

Here's a sample of how these questions might be answered.

Your Professional Mission	
For...	A large Canadian integrated wealth management firm.
That...	Deals with high-net-worth individuals, families and organizations.
I am...	A focused advisor who matches client needs with the correct investment alternatives from an extensive array of choices and markets.
Who...	Has an extensive network of professionals and the resources of a large reputable firm to draw on to provide my clients with creative and informed solutions for their financial planning.
Unlike...	Those who either lack the credentials I have attained <i>or</i> do not have the resources of a large reputable firm.
I...	Am a seasoned professional in investment management with a degree in business administration and credentials, which reflect my industry experience and capabilities.

In answering these questions, consider the things you love to do and what you're good at combined with real opportunities in the marketplace for you to make a living. If all those elements are there, you've just defined your professional mission! If you have trouble answering these questions, it probably means that you'll have to go interview more people or find some additional information. Be honest with yourself.

### What if I get stuck?

Remember, getting to the point where you can articulate your professional mission is hard but important. **Don't be in a rush to move on and don't be frustrated if you conclude you don't have any unique value yet.** At the start of this process, this is understandable.

A key goal of this process is to identify the knowledge and skills that'll make you unique and valuable in the future. The difference between the you of today and the you of tomorrow is the gap that forms the foundation to your Mission Map.

### Articulating your 10-Year Professional Mission Statement

Now, you'll condense your answers to these six questions into a concise **10-Year Professional Mission Statement. Keep it under 100 words.** Your mission statement offers a simple description of the future you. Having this mission statement allows you to check if you're spending your precious and limited resources (time and money) on a meaningful purpose.

Here's the trick to an effective mission statement: It can't be constrained by history, the status quo, your comfort zone or your current identity. Your 10-Year Professional Mission Statement is about defining your professional identity; it will be a big part of your personal identity.

At this stage, you don't have to fully understand how to achieve your mission, but you should be able to see some of the major milestones along the way. Below is an example:

*"In 10 years, I will have established my own book of business as an investment advisor with a major full-serve brokerage firm. I will be recognized for my high level of client service, my ability to deal in any securities market as a result of my extensive credentials, and my understanding of emerging industry trends. I will be a sought-after public speaker and a mentor for emerging talent in the wealth management industry."*

Defining your 10-Year Professional Mission is hard and it's a house of cards. When it all comes together it feels great, but sometimes the littlest unexpected thing (good or bad) can disrupt it all.



For this reason, we encourage you to **map out at least three** 10-Year Professional Missions based on **three distinct “what if” scenarios** using the table below. When you're considering the possibilities for your “what ifs,” be aspirational. For example, “what if” in one of your scenarios you stay in the city you grew up in, but in another scenario, you move to New York? What if in another scenario, you decided to stay with the local bank branch for the next decade? But in a third scenario, you decided to go to a large multi-national company? The system-wide implications of one “what if” may be massive or small, but through “what if” planning you can start to understand life's trade-offs. (We are only considering the professional mission “what ifs” here. In *Designing YOU* we challenge you to think about all the other potential “what ifs” that could influence your future, such as relationships.)

The goal of reflecting on these “what ifs” isn't intending to paralyze you, but to inspire you. Instead of being crushed when circumstances get in the way of achieving your chosen professional mission, you'll know that it was only one of many possible scenarios.

“What If” Scenario A: _____	“What If” Scenario B: _____	“What If” Scenario C: _____



As part of the “what if” reflection, engage your mentors for input. Refer to Step 3 of *Designing YOU* if you don’t have a mentor yet.

### Don’t Forget About Everything Else

If you’ve come this far, you have a pretty good sense of what your professional mission looks like. Maybe you aspire to lead a wealth management team in Toronto at a national investment bank or be a senior investigations officer with the securities commission. Your professional mission should be audacious. Your ambition should highlight the gaps between the you of today and the you envisioned in your 10-Year Professional Mission.

However, there’s one problem. You’re more than just a paycheck; you have relationships and other passions that extend beyond a career. This is **everything else in your life that is important and only you know what those things are.**

Over your lifetime, you and the world around you will continuously change. This reiteration process is common. It’s a sign of a great professional; a professional who doesn’t fall in love with a single idea, but rather one who is prepared to change and adapt when the evidence tells them it’s time.



At this stage, we recommend you head to Step 5 of *Designing YOU* and test your professional mission relative to **everything else** in your life.



# GETTING FROM HERE TO THERE

Your 10-year mission is aspirational and ambitious.

It's a little scary, but it's supposed to be. The ambitiousness in your 10-year mission highlights gaps between the you of today and you in ten years. If your mission is the destination, then the gap is the journey—it is the actions required to reach your destination.



The map to get you from here to there involves a series of complex and interdependent activities. In this section, you'll build the Mission Map to get you to your 10-Year Professional Mission.

## Link Your Professional Mission to Knowledge and Skills

To create your Mission Map, you'll first need to understand the critical skills core to your 10-Year Professional Mission. Then we'll address the gap between here and there.

First, recall the four career clusters we introduced earlier: Frontline (building relationships), Entrepreneur (building a business), Back Office (managing the business) and Communicator (telling the story). At the highest level, any jobs that fall under a specific career cluster require a **common set of knowledge and skills**. You probably saw this trend in the research you did earlier when certain knowledge areas or skills kept appearing over and over. This is because certain knowledge areas and skills are critical to specific career clusters. So, if you want a career in the “building relationships” cluster, there are minimum skills you'll need to develop. **On the next page, we break down the critical financial services knowledge and skills required by the four career clusters.**

Refer to our four-level ranking system from “not required” to “expert” and rank the knowledge and skills relevant to your 10-Year Professional Mission. By the time you're ten years into your career, you'll need to be at least “great at” (and often an “expert” in) each of these areas.





The next step in developing your Mission Map is a **professional gap analysis** so we can plot your journey. **Complete the Mission Map Table 1** below, which considers the following four questions:

1. What are the specific priority knowledge and skills (both financial services and transferable) required to achieve your 10-year mission?
2. What is your evidence these priorities are important (e.g. interviews, research)?
3. What is the required level you'll need to achieve in 10 years?
4. What is your best guess of your level today?

The third and fourth columns represent your professional gap. **There should be A LOT of gaps. Your Mission Map will allow you to close these gaps over time.**

**Mission Map Table 1 – Mission Map Gap Analysis**

Specific Priority Knowledge and Skills	Evidence this is Important	Required Level in 10-Years	My Level Today
Manage a sales process	7 of 10 interviews. 70% of job postings.	Expert	None

Be sure to share your results with your mentors.

## Bridging the Gap

For most twenty-somethings, ten years may as well be 100 years. As a result, a lot of people get frozen by the daunting task of looking ahead ten years. One of the biggest barriers to moving forward is the question:

### What is the first *real job* I should get after graduation?

There's a problem with this question. "Real life" doesn't begin after graduation. It's happening right now.

The development of your foundational knowledge and skills is happening in the context of five professional types of **building blocks experiences**:

1. education & learning
2. employment experiences
3. volunteer experiences
4. contextual experiences
5. relationships

The knowledge and skills you defined as critical to your 10-Year Professional Mission can't all be learned by accident. Rather, they need to **be the outcome of an intentional development process**. In other words, the expertise you'll possess in ten years, whether it be managing a bank branch or being a sought-after investment advisor, won't be a fluke.

### PROFESSIONAL YOU BUILDING BLOCKS



Let's review each of these experiential building blocks. In your journal, **consider the sample questions based on the current you and the you 10 years into your career.**



*Education and learning* refers to traditional forms of education (like university or college) and other forms of lifelong learning ranging from professional development courses to awesome podcasts and books.

Questions to explore:

1. What should I major and minor in?
2. What specific courses should I take?
3. Do I need to go to graduate school?

4. What certifications will I need?
5. What podcasts should I listen to?
6. What books should I read?



*Employment experience* means every job you'll ever have—full-time and part-time alike—that contributes to your skill development (even beyond financial services). While in school, this could include co-op terms, internships, and part-time and summer employment.

Questions to explore:

1. What type of internships or co-op positions should I take while in school?
2. What could be my first job in financial services when I graduate?
3. What are the benefits of working for a local financial services agency compared to working for a larger company?
4. How can I get employment experience so I can become knowledgeable across all four career clusters?
5. How much time should I spend in various jobs?



*Community experience* includes all those volunteer and extracurricular activities that contribute to your knowledge and skill development. This might include involvement in clubs, teams or community organizations.

Questions to explore:

1. How can volunteer roles support the development of my key knowledge and skills?
2. How can volunteering support my networking?
3. What types of organizations align with my values?
4. Do I want to assume a leadership position in an organization?



*Contextual experience* includes international experiences, industry experiences, organization size and scope, and travelling experiences.

***International experiences:*** Paid or unpaid international work experience.

Questions to explore:

1. What are the benefits to doing a semester abroad?
2. How can working internationally contribute to my financial services knowledge and skills?
3. How is working internationally in financial services different than international financial services?

***Industry experiences:*** Specific industry sector experiences throughout your career.

Questions to explore:

1. How could my choice of industry sector change my job as a financial services professional?
2. Should I work agency side, client side or both?
3. “Should I get experience in corporate and commercial communication or news and current affairs?”
4. I’m not very technical; does this mean I’m at a disadvantage?

**Organization size and scope:** The size of an organization can have a significant impact on the scope and depth of a role.

Questions to explore:

1. How does working for a startup help me?
2. What are the benefits and risks of me building an entire financial services career in a single large company?
3. Should I take a job at a large global multinational organization to meet my goal of working internationally?

**Travelling experience:** International experience and exposure to diverse cultures can contribute to your personal and professional development.

Questions to explore:

1. How can travelling internationally contribute to my knowledge and skill development?
2. If I take time out of my career to travel, am I risking being passed by people who don’t?
3. Can I blend my desire to backpack around the world with a desire to work internationally in financial services?



*Relationships* captures three major categories—mentors, networking and personal relationships.

Questions to explore:

1. How can mentors help me get ahead?
2. How can my professional network contribute to knowledge and skill development?
3. My professional mission is part of my life—but it’s not my whole life. How can I ensure I maintain successful and fulfilling personal relationships while still pursuing my professional mission?

### Sample Mission Maps

Before you develop your own Mission Map, we’ll review 15 sample Mission Maps based **10 years into a career**. Each map is a summary based on interviews and surveys of real people and their real experiences in financial services and in life.

There is never just one single map to get from here to there. **Consider these sample Mission Maps more of a compass than a GPS.** They won’t tell you exactly how to get from here to

there, but they'll point you in the right direction, tell you where to start and offer example attractions along the route.

**THERE IS NEVER JUST ONE SINGLE MAP TO GET FROM  
HERE TO THERE. CONSIDER THESE SAMPLE MISSION  
MAPS MORE OF A COMPASS THAN A GPS.**

Below are the 15 Mission Maps included in *Financial Services YOU*.

Title/Role	Context (e.g. industry, organization size/scope).
1. Financial Services Representative	Bank, insurance company
2. Commercial/Retail Lending Advisor	Bank
3. Mortgage Specialist	Bank, mortgage broker firm
4. Financial Advisor	Bank, insurance company
5. Financial Planner	Bank, insurance company, entrepreneurial
6. Insurance Broker	Insurance company, entrepreneurial
7. Bank Manager	Bank
8. Energy Market Operator/Scheduler	Private utility and energy companies, public utilities
9. Securities Trader	Investment bank, proprietary trading firms
10. Regulatory and Retail Compliance Officer	Bank, investment bank, insurance company
11. Securities Investigator	SROs, securities exchanges, securities administrators
12. Insurance Adjuster	Insurance company
13. Corporate Risk Management Assessor	Insurance company, private firm
14. Marketing Associate	Investment bank, financial planning firms
15. Investor Relations Specialist	Private firms, particularly publicly traded

The “10 years into a career” bit is important because **the real people behind these Mission Maps all started in a place like you.** It was their diverse experiences that made them what they became.

The 15 Mission Maps are composed of the following sections:

**Job Title & Sector:** Pay attention to the sector or industry.

**Job Description:** What this hypothetical person does in their role.

**Salary Range:** What this position earns in Canada in 2019 dollars.<sup>27</sup>

**Priority Knowledge and Skills:** The knowledge and skills required to be an “expert at,” “great at,” and “good” at in year 10 in this position.

**The Tip:** Something so important about this person’s role they had to tell you about it.

**Building Block Experiences:** This section is broken down by the five professional building blocks and examines how each contributed to this professional’s knowledge and skill development.



Regardless of your 10-Year Professional Mission, **read and reflect on all the samples below** and take lots of notes. You may not be interested in being a securities trader, but you may find it interesting how a person may have started in the insurance sector; you may not aspire to be a wealth manager, but you may find it valuable how someone used extracurricular experiences to develop their networking skills.



## Financial Services Representative

**SALARY RANGE (2019): \$42,000–\$54,000**

**JOB DESCRIPTION:** While the teller is the first person a client talks to at the bank branch, I am the person clients are most often referred to for help resolving financial questions. My knowledge of the firm’s financial products allows me to recommend the best choice to suit the needs of the client. While knowledgeable about our offerings, I don’t need to be an expert in all of them, as I have a diverse pool of experts to draw on, whether it be related to matters as simple as payments and loans, or as diverse as estate planning, investing and insurance. Matching client needs with the right product is my job, and my ultimate goal is customer satisfaction.

**The Tip:** Your school major will not differentiate you academically, but your minor can. Pick your minors with a clear intention of signaling interest and expertise.

### PRIORITY KNOWLEDGE AND SKILLS:

Expert	Great at
<ul style="list-style-type: none"><li>• Ability to listen</li><li>• Expertise in verbal and written use of language</li><li>• Knowledgeable of various financial products available to clients</li><li>• Make compelling presentations</li><li>• Continuously expand own knowledge through pursuit of relevant designations</li></ul>	<ul style="list-style-type: none"><li>• Coachable, open to critique, emotionally intelligent</li><li>• Effective team player, inclusive, culturally competent</li><li>• Good time management, self-starter, detail-oriented, persistent</li><li>• Original thinking, creativity</li><li>• Inquisitive, research-driven</li></ul>

<ul style="list-style-type: none"> <li>• Hold appropriate licenses to deal in financial products you can offer</li> <li>• Provide an excellent level of client service</li> <li>• Appreciate needs and concerns of client base</li> <li>• Ethical consideration of all trades and transactions</li> <li>• Problem solving, analytic thinking, critical thinking, adaptive reasoning</li> <li>• Professional presentation of self</li> <li>• Confident, strong work ethic, passionate</li> </ul>	
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**BUILDING BLOCK EXPERIENCES:**

<p><b>Education &amp; Learning:</b></p> <ul style="list-style-type: none"> <li>• Bachelor of Business Administration, minor in Financial Services</li> <li>• Certificate in Personal Banking</li> </ul>	<p>My degree program gave me a great foundation in business, but I wasn't sure I knew how to do the job when I first read the job posting, even though it sounded interesting. The firm was great. They put me through their excellent training program where I learned the specifics of the job and how their corporate culture approaches things. I am completing my Certificate in Personal Banking and looking at a variety of other areas of specialization within the firm.</p>
<p><b>Employment Experiences:</b></p> <ul style="list-style-type: none"> <li>• Served as a bank teller on weekends my last year in university</li> <li>• Retail sales for a popular men's clothing store on weekends during my first three years at university</li> </ul>	<p>The teller position at the bank allowed me to become very familiar with the firm's products, their people, and their ways of doing things. The sales job before that gave me confidence in approaching people, listening to their needs and working to match their needs with the best choices we had available. I learned that happy customers tend to return.</p>
<p><b>Community Experiences:</b></p> <ul style="list-style-type: none"> <li>• Served as a student guide and ambassador for first-year students during orientation week in my last two years at university</li> <li>• Played intramural floor hockey and dodgeball</li> <li>• Belonged to the Financial Students Organization (FSO)</li> </ul>	<p>As a guide for new students at orientation, I felt a sense of accomplishment at being able to help new students sort out their concerns in that first week on campus. I could impart my knowledge, or steer them in the right direction, making their transition to university less stressful. My intramural sports activities provided balance in life and allowed me to socialize. I took every opportunity to attend seminars and networking events put on by the FSO. These really helped develop my thinking about what aspect of this industry I wanted to pursue.</p>
<p><b>Contextual Experiences:</b></p> <ul style="list-style-type: none"> <li>• While growing up, I was allowed to manage my own money. I developed a knack for saving, making reasoned decisions on what I could afford and recognizing where there was value when contemplating purchases.</li> </ul>	<p>In my student years, I noticed that friends would often ask about how I budgeted, saved and generally managed my funds. I'd offer what I knew, thinking it was all pretty straightforward. I realized that the best solutions for financial questions are often the simplest, and I enjoyed imparting what I knew to others.</p>



<p><b>Relationships:</b></p> <ul style="list-style-type: none"> <li>• I make an effort to spend time and talk with my workmates</li> <li>• When meeting customers, I focus on listening to what they have to say for a long time before I offer any suggestions</li> </ul>	<p>I am lucky to work in an environment where there is a wealth of experience around me. I make use of it, asking questions of my colleagues who have been there in their various roles longer than I have, and sharing experiences with those who came at the same time as I did. When talking to clients, my job is to listen. If I can offer them precisely what they need, they'll be happy with the result and will come back the next time they have a financial problem to solve.</p>
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## Commercial/Retail Lending Advisor

**SALARY RANGE (2019): \$62,000–\$102,000**

**JOB DESCRIPTION:** Borrowing money can be risky and I manage that risk. Most individuals need to borrow money at some time in their life. Car and house purchases are almost certainly dependent on getting a loan. For people operating small businesses, starting or growing that business depends on effective borrowing. I balance the financial needs of the customer with the risk to the bank, looking for that alignment of terms that ends up serving everyone well. When I find the right balance between the customer's needs and the security concerns of our firm, we have a deal. Leverage is the cornerstone of our capital system. When I can bring the two sides together on mutually beneficial terms, it's good business. And when it's good business, everyone is a winner.

**The Tip:** Context is everything in financial services. Move around early in your career to discover what you really love and hate.

### PRIORITY KNOWLEDGE AND SKILLS:

Expert	Good at
<ul style="list-style-type: none"> <li>• Ability to listen</li> <li>• Expertise in verbal and written use of language</li> <li>• Knowledgeable of various financial products available to clients</li> <li>• Make compelling presentations</li> <li>• Continuously expand own knowledge through pursuit of relevant designations</li> <li>• Hold appropriate licenses to deal in financial products you can offer</li> <li>• Provide an excellent level of client service</li> <li>• Appreciate needs and concerns of client base</li> <li>• Ethical consideration of all trades and transactions</li> <li>• Problem solving, analytic thinking, critical thinking, adaptive reasoning</li> <li>• Professional presentation of self</li> <li>• Confident, strong work ethic, passionate</li> </ul>	<ul style="list-style-type: none"> <li>• Coachable, open to critique, emotionally intelligent</li> <li>• Effective team player, Inclusive, culturally competent</li> <li>• Good time management, self-starter, detail-oriented, persistent</li> <li>• Original thinking, creativity</li> <li>• Inquisitive, research-driven</li> </ul>

**BUILDING BLOCK EXPERIENCES:**

<p><b>Education &amp; Learning:</b></p> <ul style="list-style-type: none"> <li>• Bachelor of Business Administration, major or minor in Financial Services</li> <li>• Personal Lending and Mortgages course (PLM)</li> </ul>	<p>I was originally hired as a retail lender for individuals seeking small loans. I became aware of the commercial lending sector and, after gaining experience in facilitating loans, asked to transfer to the commercial division. The firm made that happen and provided the training needed to help me be successful. I have also been taking courses through the Institute of Canadian Bankers to add to my qualifications.</p>
<p><b>Employment Experiences:</b></p> <ul style="list-style-type: none"> <li>• Summer camp counsellor</li> <li>• Fast food retail</li> </ul>	<p>Both of my summer jobs in the past taught me something about myself. In both, I liked working with people. While flipping burgers, I got satisfaction out of providing a level of service that people appreciated, and providing that service with a smile. At the summer camp, I liked helping people succeed. These both serve me well as a lender.</p>
<p><b>Community Experiences:</b></p> <ul style="list-style-type: none"> <li>• Volunteer at local food bank</li> <li>• Community soccer league</li> </ul>	<p>I spend one night a week stocking shelves at the local food bank, and other odd jobs they need done. I play soccer in the local adult community league weekly, too. These diverse activities get me out with people, but in ways other than my work does. They provide balance in my life.</p>
<p><b>Contextual Experiences:</b></p> <ul style="list-style-type: none"> <li>• When growing up, I belonged to a variety of youth groups until leaving high school. Some of them were time well spent, others not so. I observed that the good ones were good because of the people leading them. It made me pay attention to the concept of role models, both good and bad.</li> </ul>	<p>If good and bad role models could be found in the organizations I belonged to in my youth, I reasoned they could also be found in the workplace. It wasn't hard to pinpoint colleagues I could learn from. I watched their interactions with both clients and other members of the firm. I'd had some good mentors in my teen years. I could have some now in my career.</p>
<p><b>Relationships:</b></p> <ul style="list-style-type: none"> <li>• I looked for mentors, formal or otherwise, immediately after joining the firm. I was looking for people who had been there for a while, and who displayed admirable qualities that I could emulate.</li> </ul>	<p>After gaining experience in retail lending, I made the move to commercial lending, but had no real experience talking to business people. Francine had been doing it successfully for a few years. I asked her a lot of questions, and she allowed me to sit in on some of her sessions with clients. She's been a great mentor, and I have learned lots from her.</p>



# Mortgage Specialist

**SALARY RANGE (2019): \$45,000–\$102,000**

**JOB DESCRIPTION:** Buying a property will be the biggest financial investment most people make in their lives and I help make it happen. Paying for a new home is a daunting prospect and almost everyone will need to borrow in order to buy. The situation of every property owner is different, and I need to know the capabilities and limitations of my clients in order to provide them with the means to realize their property goals, yet not be stressed. Educating my clients on the sometimes baffling language around rates, terms, interest and principal payments is my main job. They need to understand the details. In the end, if they can obtain a home on financial terms that are manageable, they’re happy and I’m successful.

**The Tip:** Be different and do one thing every year that causes people to ask, “So, why did you do that?”

## PRIORITY KNOWLEDGE AND SKILLS:

Expert	Great at
<ul style="list-style-type: none"> <li>• Ability to listen</li> <li>• Expertise in verbal and written use of language</li> <li>• Knowledgeable of various financial products available to clients</li> <li>• Make compelling presentations</li> <li>• Continuously expand own knowledge through pursuit of relevant designations</li> <li>• Hold appropriate licenses to deal in financial products you can offer</li> <li>• Provide an excellent level of client service</li> <li>• Appreciate needs and concerns of client base</li> <li>• Ethical consideration of all trades and transactions</li> <li>• Professional presentation of self</li> <li>• Confident, strong work ethic, passionate</li> </ul>	<ul style="list-style-type: none"> <li>• Problem solving, analytic thinking, critical thinking, adaptive reasoning</li> <li>• Coachable, open to critique, emotionally intelligent</li> <li>• Effective team player, inclusive, culturally competent</li> <li>• Good time management, self-starter, detail-oriented, persistent</li> <li>• Original thinking, creativity</li> <li>• Inquisitive, research-driven</li> </ul>

## BUILDING BLOCK EXPERIENCES:

<p><b>Education &amp; Learning:</b></p> <ul style="list-style-type: none"> <li>• Bachelor of Business Administration, major or minor in Financial Services</li> <li>• Personal Lending and Mortgages course (PLM)</li> </ul>	<p>Armed with my degree, my concentration in financial services gave me an understanding of the industry. The firm put me through their excellent training program so I could learn the specifics of lending for property. They also encouraged me to take the Personal Lending and Mortgages course (PLM) with the Institute of Canadian Bankers. I’ve decided to pursue the Certificate in Personal Banking and am looking at other opportunities within the firm that I didn’t know existed before now.</p>
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<p><b>Employment Experiences:</b></p> <ul style="list-style-type: none"> <li>• Retail checkout at large grocery store chain during weekends at university</li> <li>• Summer job as relief teller at bank</li> </ul>	<p>Running a cash register gave me great experience at meeting lots of people and maintaining a positive disposition regardless of what kind of day they were having. When filling in for tellers taking summer vacation, I learned the basics of how a bank branch works, particularly who does what and what goes on behind the front counter. It also made me aware of the full-time positions available after graduation and made me known to those who would be hiring.</p>
<p><b>Community Experiences:</b></p> <ul style="list-style-type: none"> <li>• Youth leader, Rovers and Adventurers</li> <li>• Volunteer, Christmas basket drive</li> </ul>	<p>Having come up through the Scouting/Guiding movement myself as a young person, I now enjoy imparting my experience to the next generation of scouts and guides. Really, it's a lot like what I do at work: coaching others in making good choices. In December, I help deliver Christmas baskets to families who could use the help. Apart from serving others, it helps put perspective on the different situations people find themselves in.</p>
<p><b>Contextual Experiences:</b></p> <ul style="list-style-type: none"> <li>• In order to attend university, I depended on student loans. They allowed me to further my education immediately, rather than wait until I had amassed enough savings to do so.</li> </ul>	<p>Through my own experience with student loans, I realized the power of financial leverage: using borrowed funds to realize goals that would pay dividends in the long term. I'm a big believer in leverage, and like the idea of helping others reach their goals by borrowing responsibly.</p>
<p><b>Relationships:</b></p> <ul style="list-style-type: none"> <li>• When meeting new customers, I try to learn as much about them personally as I can</li> <li>• I take any opportunity to talk or take lunch with my colleagues</li> </ul>	<p>Customers have come to me seeking help in one of the most important decisions they will make. To serve them best, I need to know them. Also, if they feel at ease, they will have more trust in the relationship we are building. While I enjoy serving my customers as a mortgage specialist, it is clear that the firm provides many other opportunities. My colleagues, particularly those who have been here longer or fulfill different roles than mine, are the best source of information regarding these roles and how one might move to them.</p>



## Financial Advisor

**SALARY RANGE (2019): \$49,000–\$99,000**

**JOB DESCRIPTION:** Not all investment choices are suitable for all people, and that’s what I help clients sort out. I assist clients in determining their personal financial goals, which often revolve around retirement, paying for education, or large purchases in the future. I am licensed to deal with our firm’s proprietary investment funds and alternatives, so I can assist in the selection of appropriate investments to meet those goals, adding value to important life decisions that can be very intimidating. For those clients who require another level of sophistication for their investment choices, I have access to the firm’s wealth management specialists, who are available by my referral. Whatever the level of need, I can help sort out the mysteries of investing and put the client on the track to meeting their financial goals.

**The Tip:** If the most interesting thing about you is something you read in a textbook, you’re probably not a very interesting (or unique) person. Go live life and have stories to tell.

### PRIORITY KNOWLEDGE AND SKILLS:

Expert	Good at
<ul style="list-style-type: none"> <li>• Ability to listen</li> <li>• Expertise in verbal and written use of language</li> <li>• Knowledgeable of various financial products available to clients</li> <li>• Make compelling presentations</li> <li>• Continuously expand own knowledge through pursuit of relevant designations</li> <li>• Hold appropriate licenses to deal in financial products you can offer</li> <li>• Provide an excellent level of client service</li> <li>• Appreciate needs and concerns of client base</li> <li>• Ethical consideration of all trades and transactions</li> <li>• Professional presentation of self</li> <li>• Confident, strong work ethic, passionate</li> <li>• Problem solving, analytic thinking, critical thinking, adaptive reasoning</li> <li>• Good time management, self-starter, detail-oriented, persistent</li> </ul>	<ul style="list-style-type: none"> <li>• Original thinking, creativity</li> <li>• Inquisitive, research-driven</li> <li>• Coachable, open to critique, emotionally intelligent</li> <li>• Effective team player, inclusive, culturally competent</li> </ul>

### BUILDING BLOCK EXPERIENCES:

<p><b>Education &amp; Learning:</b></p> <ul style="list-style-type: none"> <li>• Bachelor of Business Administration, major or minor in Financial Services</li> <li>• Investment Funds Course (IFC)</li> </ul>	<p>My university degree provided a great education for my role as a financial adviser, particularly in courses related to investment planning and the nature of markets. The Investment Funds Course, taken through the Canadian Securities Institute, allowed me to be licensed by my firm</p>
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	<p>to deal in the mutual funds market on behalf of my clients. I am considering taking the Canadian Securities Course to broaden the array of alternatives I can provide to clients, and to work towards becoming a financial planner at the firm.</p>
<p><b>Employment Experiences:</b></p> <ul style="list-style-type: none"> <li>• Internship at the bank for four months while participating in the co-operative education program</li> <li>• Summer job assisting with filing at an accounting firm</li> </ul>	<p>While primarily tasked as a teller, the internship allowed me to see a variety of roles in the bank. They got to know me too, and I was encouraged to seek a position with this bank upon graduation. My time at the accounting office told me I didn't want to work just with numbers or doing clerical work behind the scenes. I wanted to be involved with people.</p>
<p><b>Community Experiences:</b></p> <ul style="list-style-type: none"> <li>• Manager, local amateur hockey team</li> </ul>	<p>Apart from playing on a local amateur hockey team, I manage the team's finances. It isn't onerous, and it allows me to contribute in a way that I can. Everyone on the team seems to look to me as "the finance guy."</p>
<p><b>Contextual Experiences:</b></p> <ul style="list-style-type: none"> <li>• Managing my own meagre finances as a child and teenager sparked an interest in investment</li> </ul>	<p>I was given my own bank account to manage as a child, where I would deposit my allowance. I was a good saver, and from there looked at ways to increase the return on my money. I progressed to GICs as a high school student, shopping for the best rates. The stock market caught my attention, but I could see even then it was fraught with pitfalls as well as rewards. Wanting to learn more, I chose to study finance at university.</p>
<p><b>Relationships:</b></p> <ul style="list-style-type: none"> <li>• Emotional intelligence is important for dealing with clients, particularly when markets resemble a roller-coaster more than a well-charted plan to attain wealth</li> </ul>	<p>When the markets turn down, as they inevitably will, even the most prudent long-term investments take a short-term dive. Clients can react emotionally. After all, it is their life savings they have entrusted to you. It takes a calm disposition and a clear head to help educate clients on the ups and downs of markets. Be proactive. Call clients first. Calm fears and assure them they are on track for the long-term and that these short-term trials will pass.</p>



## Financial Planner

**SALARY RANGE (2019): \$69,000–\$226,000**

**JOB DESCRIPTION:** I build relationships for life, literally. My extensive training and credentials make me an indispensable resource for my clients. Retirement planning, estate planning, education planning, investment and portfolio management—these are all important components of the comprehensive financial plans I put together for my clients and their families. The work just starts when the plan is written. Nothing ever stays the same. People get new jobs, have children, buy and sell houses. Life also throws some curves at us. Markets become volatile. We get sick, sometimes critically. There are accidents. Sometimes, our plans just don't unfold as we thought they might. That's why the relationship is ongoing, and we are regularly revisiting the plan, tweaking it here, adjusting it there. I'll be there with the client through it all. It's a relationship, for life.

**The Tip:** In a world of hype for big data and analytics, people forget communication is about real people. Get out from behind your screen and talk to someone different every day.

### PRIORITY KNOWLEDGE AND SKILLS:

Expert	Good at
<ul style="list-style-type: none"> <li>• Ability to listen</li> <li>• Expertise in verbal and written use of language</li> <li>• Knowledgeable of various financial products available to clients</li> <li>• Make compelling presentations</li> <li>• Continuously expand own knowledge through pursuit of relevant designations</li> <li>• Hold appropriate licenses to deal in financial products you can offer</li> <li>• Provide an excellent level of client service</li> <li>• Appreciate needs and concerns of client base</li> <li>• Ethical consideration of all trades and transactions</li> <li>• Original thinking, creativity</li> <li>• Problem solving, analytic thinking, critical thinking, adaptive reasoning</li> <li>• Inquisitive, research-driven</li> <li>• Professional presentation of self</li> <li>• Confident, strong work ethic, passionate</li> <li>• Good time management, self-starter, detail-oriented, persistent</li> </ul>	<ul style="list-style-type: none"> <li>• Coachable, open to critique, emotionally intelligent</li> <li>• Effective team player, inclusive, culturally competent</li> <li>• Specific technical capability beyond competency in basic computing functions and social media platforms</li> </ul>

### BUILDING BLOCK EXPERIENCES:

<p><b>Education &amp; Learning:</b></p> <ul style="list-style-type: none"> <li>• Bachelor of Business Administration, major in Financial Services</li> <li>• Canadian Securities Course (CSC)</li> </ul>	<p>My degree program allowed me to complete the four core courses of the CFP program, as prescribed by the Canadian Institute of Financial Planners (CIFP). Following</p>
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<ul style="list-style-type: none"> <li>• Certified Financial Planner (CFP) designation</li> <li>• Chartered Investment Manager (CIM) designation</li> </ul>	<p>graduation, I immediately enrolled in and completed their Program Review and Evaluation Course, followed by the two CFP exams administered by the Financial Planning Standards Council (FPSC). I also completed the CSC with the Canadian Securities Institute, allowing me to be licensed to offer a wide array of investments to my clients, including stocks, bonds and mutual funds. I went on to complete the CIM designation and hope someday to be granted the Fellow of the Canadian Securities Institute (FCSI) designation.</p>
<p><b>Employment Experiences:</b></p> <ul style="list-style-type: none"> <li>• Financial advisor at the bank</li> </ul>	<p>I joined the bank as a financial advisor trainee right after graduation. I knew I wanted to be a full financial planner, so immediately began taking courses with the CFP and the Canadian Securities Institute to prepare myself. I was able to do this while working and the bank helped cover the costs of some of the courses.</p>
<p><b>Community Experiences:</b></p> <ul style="list-style-type: none"> <li>• Financial Literacy Network volunteer</li> <li>• Squash club member</li> </ul>	<p>I visit local schools and conduct short seminars on financial literacy. This involves acquainting students with the concepts of saving and budgeting. I enjoy the interaction with the students and feel I am contributing to their future financial well-being. Playing squash gives me balance in life and helps me meet other professionals outside the banking world.</p>
<p><b>Contextual Experiences:</b></p> <ul style="list-style-type: none"> <li>• During university I participated in the Enactus program, an international program for students that focuses on entrepreneurship</li> <li>• Member of the Financial Students Organization</li> </ul>	<p>As part of Enactus, I participated in a regional competition. It was great for building teamwork and presentation skills. The Financial Students Organization provided a number of venues for its members to meet industry practitioners. It was through one event that I met an alumnus who had become a financial planner. Information she shared influenced my decision to pursue this designation.</p>
<p><b>Relationships:</b></p> <ul style="list-style-type: none"> <li>• It is important for me to network extensively with other specialists at the firm, such as the insurance and estate planning specialists. I work hard to foster good relationships with my colleagues at my branch and beyond.</li> </ul>	<p>While I am currently a certified financial planner (CFP) at the bank, I am considering moving to their full-service subsidiary and building my own book of business. This provides potential for a larger income, but I will also need to generate clients. I hope to secure referrals from my contacts at the bank and my current clients who appreciate the level of service I have provided.</p>





## Insurance Broker

**SALARY RANGE (2019): \$47,000–\$84,000**

**JOB DESCRIPTION:** Serious financial loss can be devastating and life changing. I provide my clients with protection from the risks of financial loss they face in every aspect of their life. Whether it be a risk to property or the individual, I provide solutions that allow the person and their family to cope with a loss without concern for financial devastation. Because my clients' needs will change as their lives change, I have to be flexible in the solutions I can provide and in touch with their changing needs. Life isn't always smooth, and when it's most bumpy, I am often the first professional to be contacted. I provide reassurance that, financially, everything will be alright. I provide peace of mind.

**The Tip:** Do co-op work experience. Period. This forces you to get out of a classroom and apply yourself.

### PRIORITY KNOWLEDGE AND SKILLS:

Expert	Good at
<ul style="list-style-type: none"> <li>• Ability to pitch ideas</li> <li>• Manage a sales process</li> <li>• Maintain a network of colleagues with expertise in related areas</li> <li>• Produce recommendations in a timely manner</li> <li>• Thorough understanding of regulatory and compliance issues</li> <li>• Develop and execute a business plan</li> <li>• Match client needs with resources available</li> <li>• Delegate and follow-up with team members</li> <li>• Ethical consideration of all trades and transactions</li> <li>• Interviewing and listening, persuasive speaking, clear and concise writing</li> <li>• Professional presentation of self</li> <li>• Confident, strong work ethic, passionate</li> <li>• Good time management, self-starter, detail-oriented, persistent</li> </ul>	<ul style="list-style-type: none"> <li>• Original thinking, creativity</li> <li>• Problem solving, analytic thinking, critical thinking, adaptive reasoning</li> <li>• Coachable, open to critique, emotionally intelligent</li> <li>• Effective team player, inclusive, culturally competent</li> <li>• Inquisitive, research-driven</li> </ul>

### BUILDING BLOCK EXPERIENCES:

<p><b>Education &amp; Learning:</b></p> <ul style="list-style-type: none"> <li>• Bachelor of Business Administration, major in Financial Services, minor in Marketing</li> <li>• Chartered Insurance Professional (CIP) designation</li> </ul>	<p>I knew I wanted to work with people upon graduation, hopefully in a field where my interest in finance could be put to good use to provide service to others. After being hired, the CIP courses gave me the specific knowledge I needed to be an effective insurance broker.</p>
<p><b>Employment Experiences:</b></p> <ul style="list-style-type: none"> <li>• Retail sales athletic footwear</li> </ul>	<p>While selling running shoes might not seem too relevant to my insurance career, it provided me an excellent opportunity to hone my sales skills. Those skills are transferable. I would listen to</p>

	what people needed, what they liked or didn't like from their past experience and find the product that worked best for them. I learned that being attentive and cordial with all customers went a long way to making my day, and theirs, a lot more pleasant.
<b>Community Experiences:</b> <ul style="list-style-type: none"> <li>• Volunteer, organizing committee, Terry Fox Run</li> <li>• Door-knocker, annual STARS (air ambulance) calendar fundraising campaign</li> </ul>	I like to run. It helps clear out my mind and keeps me fit. Helping organize the annual Terry Fox Run lets me work with great people to put on a worthwhile event. It's the same with the annual calendar campaign to raise funds for STARS. The growth of my business is also based on referrals. The more people I know and who know me, particularly through good causes, the more people I have as potential clients.
<b>Contextual Experiences:</b> <ul style="list-style-type: none"> <li>• When I was taking my CIP courses after graduation from university, I was able to choose those that focused on helping me be a better broker. There were courses available for a variety of roles in this extensive industry.</li> </ul>	Because I have a university degree, I am qualified to pursue further studies with the Insurance Institute of Canada (IIC), notably the Fellow Chartered Insurance Professional (FCIP) designation. Obtaining this will allow me to pursue opportunities with more responsibility or leadership within the industry. After starting here, I was amazed at how many different jobs there are in this industry. There are interesting jobs behind the scenes I'd never heard of before.
<b>Relationships:</b> <ul style="list-style-type: none"> <li>• It's important to be empathetic when listening to clients. If they are calling me, it's often because something has happened that is traumatic or at the least disconcerting for them.</li> </ul>	When bad things happen to good people, it is an emotional time. My clients need me to be responsive and empathetic. They need to know that they have no financial repercussions as a result of the calamity they are dealing with. They don't need a bureaucratic response. They need to hear reassurance in my conversational tone and see it in my actions.



## Bank Manager

**SALARY RANGE (2019): \$77,000–\$128,00**

**JOB DESCRIPTION:** I lead a team of specialists who serve our local community. I need to balance the needs of the community we serve with the resources at my disposal. My strengths are my ability to listen to people, to show genuine concern for their goals, and to draw from my years of experience to find ways to help them. Whether they are looking for investment advice, retirement planning, a home mortgage, or a loan for a car or small business, I need to ensure them they have come to the right place. Much of the success of the branch depends on my hiring of good people. I've adapted to the changes I have seen in my years in the banking industry, and that makes me a good mentor for the new people I hire. I want them to be successful because if they are, the branch is ultimately successful.

**The Tip:** All managers are storytellers. But storytelling is a skill you need to learn and practice. Take courses and find opportunities to practice your storytelling.

**PRIORITY KNOWLEDGE AND SKILLS:**

Expert	Good at
<ul style="list-style-type: none"> <li>• Manage budgets</li> <li>• Leverage research to support insights</li> <li>• Analyze data and leverage market insights</li> <li>• Prioritize and execute tasks efficiently</li> <li>• Monitor all transactions for regulatory compliance</li> <li>• Manage records</li> <li>• Write, edit and review reports</li> <li>• When in doubt, ask the experts</li> <li>• Original thinking, creativity</li> <li>• Problem solving, analytic thinking, critical thinking, adaptive reasoning</li> <li>• Interviewing and listening, persuasive speaking, clear and concise writing</li> <li>• Professional presentation of self</li> <li>• Coachable, open to critique, emotionally intelligent</li> <li>• Effective team player, inclusive, culturally competent</li> <li>• Confident, strong work ethic, passionate</li> <li>• Good time management, self-starter, detail-oriented, persistent</li> </ul>	<ul style="list-style-type: none"> <li>• Inquisitive, research-driven</li> </ul>

**BUILDING BLOCK EXPERIENCES:**

<p><b>Education &amp; Learning:</b></p> <ul style="list-style-type: none"> <li>• Bachelor of Business Administration, major in Financial Services</li> <li>• Canadian Securities Course (CSC)</li> <li>• Certificate in Personal Banking</li> <li>• Certificate in Banking Management (CBM)</li> </ul>	<p>In my degree program I took a number of courses that taught me how to speak the language of industry. The bank taught me the specifics of the job, but I was thankful for the preparation I got at university. I quickly became aware of industry courses I could take to make myself better qualified and pursued them.</p>
<p><b>Employment Experiences:</b></p> <ul style="list-style-type: none"> <li>• Financial services representative</li> <li>• Financial advisor</li> <li>• Mortgage specialist</li> <li>• Assistant branch manager</li> </ul>	<p>When I first joined the bank as an FSR, I never knew how many other opportunities there were in the same firm. I worked in a neighbourhood branch and worked intimately with my colleagues in that branch, but realized I still had access to the resources of a large firm that employed 80,000 people. I took advantage of courses the firm offered and continually gained industry credentials that were relevant.</p>
<p><b>Community Experiences:</b></p> <ul style="list-style-type: none"> <li>• Program Advisory Committee, finance major, local university</li> <li>• Board member, United Way</li> </ul>	<p>Serving on the Program Advisory Committee for the Finance program at the university is very rewarding. I provide input as to what our industry would like to see in the school's graduates, and I interact with other members of the board from a variety of financial services providers. Most importantly, I get to meet many</p>

	prospective employees from each graduating year. My work with the United Way is equally rewarding. As a manager of a community branch it is necessary to be a part of the community, giving back to those who provide us so much. Also, I need to know what is going on in the community that we serve.
<b>Contextual Experiences:</b> <ul style="list-style-type: none"> <li>• I continue to take courses and seminars that are offered by the industry. It is important to keep up on changes and innovations.</li> </ul>	My career has allowed for lifelong learning. Through the institutes that support the careers of those of us in the financial services sector, I have been able to stay current in my profession and upgrade my qualifications. After joining the bank, I saw positions that I didn't know existed. Through the bank and the institutes, I was able to gain the credentials to move to those roles that interested me.
<b>Relationships:</b> <ul style="list-style-type: none"> <li>• The bank branch exists within a neighbourhood that has a diversity of people, businesses and activities. There are many opportunities to meet people with seemingly unrelated interests. Together, we make a community.</li> </ul>	As a key financial intermediary in this diverse community, it is necessary that this bank branch is seen by individuals and businesses as a central part of their world. I work with my staff to ensure we present a welcoming and attentive environment for those who pass through our doors.



## Energy Market Operator/Scheduler

**SALARY RANGE (2019): \$69,000–\$135,000**

**JOB DESCRIPTION:** When my firm trades natural gas and power, it's my job to make sure it gets delivered. I need to foster excellent relations with my counterparts at other firms. My record keeping has to be exact. I need to pay attention to industry data as it changes, including pipeline and storage capacity, transportation tariffs and other government data. Apart from meticulous logging of transactions and analysis of data, my role is one of communication with other operators and traders. When we share what we know, everyone is wiser and the firm is more efficient.

**The Tip:** Education doesn't end when you get a degree. Financial Services is moving so fast, always look for unique professional development opportunities – from podcasts to books to online courses.

### PRIORITY KNOWLEDGE AND SKILLS:

Expert	Good at
<ul style="list-style-type: none"> <li>• Manage budgets</li> <li>• Leverage research to support insights</li> <li>• Analyze data and leverage market insights</li> <li>• Prioritize and execute tasks efficiently</li> <li>• Monitor all transactions for regulatory compliance</li> <li>• Manage records</li> </ul>	<ul style="list-style-type: none"> <li>• Effective team player, inclusive, culturally competent</li> <li>• Interviewing and listening, persuasive speaking, clear and concise writing</li> </ul>

<ul style="list-style-type: none"> <li>• Write, edit and review reports</li> <li>• When in doubt, ask the experts</li> <li>• Original thinking, creativity</li> <li>• Problem solving, analytic thinking, critical thinking, adaptive reasoning</li> <li>• Inquisitive, research-driven</li> <li>• Professional presentation of self</li> <li>• Coachable, open to critique, emotionally intelligent</li> <li>• Confident, strong work ethic, passionate</li> <li>• Good time management, self-starter, detail-oriented, persistent</li> <li>• Specific technical capability beyond competency in basic computing functions and social media platforms</li> </ul>	
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**BUILDING BLOCK EXPERIENCES:**

<p><b>Education &amp; Learning:</b></p> <ul style="list-style-type: none"> <li>• Bachelor of Business Administration, major in Financial Services, minor in Finance and Economics or Supply Chain Management</li> <li>• Economics of Oil and Gas course</li> </ul>	<p>My degree got me the job, and the job has encouraged me to seek more education. I've taken an additional course in the Economics of Oil and Gas and am considering another in Oil and Gas Accounting. I was a little worried when I applied, because I knew nothing about scheduling. Neither does anybody else at first. The firm provided all my training. As long as I had the aptitude and the interest, it was a match.</p>
<p><b>Employment Experiences:</b></p> <ul style="list-style-type: none"> <li>• Summer job as a teller at the bank</li> </ul>	<p>Although I was concentrating in finance in my degree, my time at the bank told me I wanted to look at other opportunities after graduation. When I applied for the scheduling job, my courses in supply chain management gave me some background that proved useful in the interview.</p>
<p><b>Community Experiences:</b></p> <ul style="list-style-type: none"> <li>• Participation in alumni career networking and information sessions for undergrads</li> <li>• Play golf regularly</li> </ul>	<p>I credit an alumni career event I attended as an undergrad for getting me interested in this job, so now I like to give back by attending such events as an alumnus. Sometimes I golf with friends not associated with work, and other times I play with colleagues from the industry. My golf game isn't getting much better, but I enjoy the time out.</p>
<p><b>Contextual Experiences:</b></p> <ul style="list-style-type: none"> <li>• Attended a small career venue for finance students, where I met and talked with an alumnus who worked as a scheduler</li> </ul>	<p>I pursued a finance concentration in my degree because I enjoyed the material. I had no idea that it might lead to this job. By attending a career day with a few alumni who were working in diverse positions, I met one who had been a scheduler for some time. He talked about how he got into this and what the job entailed. Later, I met him at his office and got a tour of the facility. Attending this seminar paid huge dividends for me.</p>

<p><b>Relationships:</b></p> <ul style="list-style-type: none"> <li>• Maintain good relations with counterparts at other firms</li> </ul>	<p>While competing firms are just that—competition—I make a point of fostering good relations with my counterparts in those places for a couple of reasons. First, it’s part of my job, interacting and exchanging information with them, checking to make sure that product has moved and been received. Second, while I like where I work, you never know when an opportunity somewhere else may be more attractive at a point in time. Being on good terms with everyone is more desirable than being known as aloof or difficult to work with.</p>
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## Securities Trader

**SALARY RANGE (2019): \$67,000–\$178,000 plus bonuses**

**JOB DESCRIPTION:** As a professional trader, I operate on the sell side of the street, conducting trades in the equities market for the trading department of a large investment dealer. My colleagues might work in the fixed-income, derivative, or money markets, but we all do the same thing. We make timely trades in a fast-paced and changing environment, while still maintaining an orderly market for the securities that are assigned to us. My work doesn’t all take place during stock market hours. I need to keep on top of major economic and market news and be able to analyze data as it becomes available. It can be hectic, but it’s not going to slow down for me. I need to be on top of my game.

**The Tip:** Go travel internationally. Go do a semester abroad. Go volunteer overseas. You’ll realize it’s a really big world. Once you realize this first hand, complacency is not an option.

### PRIORITY KNOWLEDGE AND SKILLS:

Expert	Good at
<ul style="list-style-type: none"> <li>• Manage budgets</li> <li>• Leverage research to support insights</li> <li>• Analyze data and leverage market insights</li> <li>• Prioritize and execute tasks efficiently</li> <li>• Monitor all transactions for regulatory compliance</li> <li>• Manage records</li> <li>• Write, edit and review reports</li> <li>• When in doubt, ask the experts</li> <li>• Original thinking, creativity</li> <li>• Problem solving, analytic thinking, critical thinking, adaptive reasoning</li> <li>• Inquisitive, research-driven</li> <li>• Professional presentation of self</li> <li>• Coachable, open to critique, emotionally intelligent</li> <li>• Confident, strong work ethic, passionate</li> </ul>	<ul style="list-style-type: none"> <li>• Effective team player, inclusive, culturally competent</li> <li>• Interviewing and listening, persuasive speaking, clear and concise writing</li> </ul>

<ul style="list-style-type: none"> <li>• Good time management, self-starter, detail-oriented, persistent</li> <li>• Specific technical capability beyond competency in basic computing functions and social media platforms</li> </ul>	
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**BUILDING BLOCK EXPERIENCES:**

<p><b>Education &amp; Learning:</b></p> <ul style="list-style-type: none"> <li>• Bachelor of Business Administration, major in Financial Services, minors in Finance and Economics</li> <li>• Canadian Securities Course (CSC)</li> <li>• Certificate in Equity Trading and Sales</li> </ul>	<p>An early course I took on stock markets triggered my interest in the possibility of trading as a career. I took the Canadian Securities Course as soon as I graduated and then the Trader Training course offered by the CSI. These and others eventually led to my completion of the Certificate in Equity Trading and Sales.</p>
<p><b>Employment Experiences:</b></p> <ul style="list-style-type: none"> <li>• Order trader, investment bank trading department</li> </ul>	<p>I was required to spend at least two years as an order trader before I could become a registered trader. This time helped me learn the ropes about how the trading environment works and, most importantly, familiarized me with the rules and regulations that govern trading.</p>
<p><b>Community Experiences:</b></p> <ul style="list-style-type: none"> <li>• Joined the Canadian Security Traders Association (CSTA)</li> <li>• City Trail Running Club</li> </ul>	<p>The CSTA provides some excellent benefits for members, including a conference where I can meet and talk with other traders and learn about developments in the field. Operating in an environment that can be hectic, I know I need to take care of myself. I love long runs for decompressing. Being part of the running club means I get out and do it.</p>
<p><b>Contextual Experiences:</b></p> <ul style="list-style-type: none"> <li>• Entered the Campus Stock Market Competition each year in university</li> <li>• Competed in the Montreal Exchange Options Trading Competition in my final year at university</li> </ul>	<p>Entering these contests provided valuable experience. The money allotted may have been virtual, but the feelings associated with losing any of it in bad trades was gut-wrenching. I didn't win the competitions, but I learned a lot. As one of my profs was fond of saying, "you learn more from your losing trades than you do from your winners."</p>
<p><b>Relationships:</b></p> <ul style="list-style-type: none"> <li>• Trading floors can be competitive environments. Occasionally when a trade doesn't go as well as you hoped, you have to take the lesson, then file it and get back on board with the next trade. Some days are better than others.</li> </ul>	<p>I like to surround myself with positive people. When the markets are harsh, it's good to be able to talk about it and know that tomorrow presents a brand new opportunity. A particular day or trade may have been harsh, but let's talk about what we can learn from the experience.</p>



## Regulatory and Retail Compliance Officer

**SALARY RANGE (2019): \$61,000–\$126,000**

**JOB DESCRIPTION:** The firm depends on me to ensure business is conducted in accordance with regulatory requirements and the firm’s own policies and procedures. My day regularly involves monitoring trading activity, training others to ensure their activity is compliant and reporting on our progress in adapting to new rules and guidelines as they emerge. The regulatory environment in the financial services world is constantly evolving in response to client and government demand for more accountability. I need to keep ahead of the curve, communicating changes to the firm early, then advising on how we can ensure we are on track in meeting new guidelines. In the end, a compliant firm serves the client well. Focusing on our fiduciary duty ensures our clients are successful. If they are successful, so is the firm.

**The Tip:** Refine your skills through volunteering in your community. This is an accessible way to build evidence that you can do what you say you can do. Once you prove it, someone will hire you to do it.

### PRIORITY KNOWLEDGE AND SKILLS:

Expert	Good at
<ul style="list-style-type: none"><li>• Manage budgets</li><li>• Leverage research to support insights</li><li>• Analyze data and leverage market insights</li><li>• Prioritize and execute tasks efficiently</li><li>• Monitor all transactions for regulatory compliance</li><li>• Manage records</li><li>• Write, edit and review reports</li><li>• When in doubt, ask the experts</li><li>• Problem solving, analytic thinking, critical thinking, adaptive reasoning</li><li>• Inquisitive, research-driven</li><li>• Professional presentation of self</li><li>• Confident, strong work ethic, passionate</li><li>• Good time management, self-starter, detail-oriented, persistent</li></ul>	<ul style="list-style-type: none"><li>• Original thinking, creativity</li><li>• Interviewing and listening, persuasive speaking, clear and concise writing</li><li>• Coachable, open to critique, emotionally intelligent</li><li>• Effective team player, inclusive, culturally competent</li></ul>

### BUILDING BLOCK EXPERIENCES:

<p><b>Education &amp; Learning:</b></p> <ul style="list-style-type: none"><li>• Bachelor of Business Administration, major in Financial Services, minor in History</li><li>• Canadian Securities Course (CSC)</li><li>• Conduct and Practices Handbook (CPH) Exam</li><li>• Branch Compliance Officer’s Course (BCOC)</li><li>• Chief Compliance Officer’s Exam (CCO) (candidate)</li></ul>	<p>My degree certainly helped me speak the language of the industry and was instrumental in landing me my first job as an associate advisor. It was in that position I became aware of positions in the compliance area and took courses to qualify for such a change. I moved to the compliance job within the same firm when it became available.</p>
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<p><b>Employment Experiences:</b></p> <ul style="list-style-type: none"> <li>• Associate advisor, investment firm</li> </ul>	<p>I needed two years of experience in the industry to be considered for a compliance job. Working under the tutelage of an established investment advisor was the perfect training ground. It was here that I developed an appreciation for the role of compliance, something I had never considered before. Working on the retail side gave me an understanding of compliance issues from the client and advisor perspectives.</p>
<p><b>Community Experiences:</b></p> <ul style="list-style-type: none"> <li>• Canadian Forces Reserve</li> </ul>	<p>I have served as an army reservist for many years. It helped pay my way through university and has given me some great opportunities for learning and travel. I also play on my regiment's hockey team, which proves a great venue for keeping me fit and socializing with my teammates.</p>
<p><b>Contextual Experiences:</b></p> <ul style="list-style-type: none"> <li>• While working as an associate to an established advisor, I was required to take the Canadian Securities Course and the CPH to be licensed to deal in securities for our clients. I also took the BCOC on my own initiative out of interest.</li> </ul>	<p>I am currently pursuing the Certificate in Investment Dealer Compliance and hope to write the CCO exam within two years. There are a number of other courses offered in the industry that would be both interesting and advantageous for me to take, such as the Derivatives Fundamentals Course. There is always something to learn in this diverse industry.</p>
<p><b>Relationships:</b></p> <ul style="list-style-type: none"> <li>• It's important to foster trust and approachability in this job and to keep a focus on what we're trying to do. The object isn't to "catch people doing things wrong," as much as to help make sure they do things right.</li> </ul>	<p>I make a point of remaining sociable with all of my colleagues at the firm. I want to be seen as a resource for them when they have questions about how to do their jobs to ensure they're compliant with current rules and regulations. Fostering trust makes me approachable, and we can be proactive in helping people operate their business within the rules before mistakes are made.</p>



## Securities Investigator

**SALARY RANGE (2019): \$50,000–\$117,000**

**JOB DESCRIPTION:** I conduct statutory and criminal investigations, and most of my time is spent dealing with people. Most suggestions of wrongdoing are a result of client complaints, so the discussion starts there. I interview complainants, gather evidence, take statements and prepare reports. I need to move quickly yet thoroughly. Securities law can be specific, but it is constantly evolving, and I need to know it well. While I currently work for the provincial securities commission, people in my position might work for the Investment Industry Regulatory Organization of Canada (IIROC) or one of the stock exchanges. My role is an important one in ensuring the rules governing financial intermediation in Canada are followed and, when they're not, determining what went wrong.

**The Tip:** Don't get a mentor. Get mentors. No single person has all the answers. I find the real learning isn't in what they agree on, it's what they disagree on. This is where you can really start to ask hard questions.

### PRIORITY KNOWLEDGE AND SKILLS:

Expert	Good at
<ul style="list-style-type: none"> <li>• Manage budgets</li> <li>• Leverage research to support insights</li> <li>• Analyze data and leverage market insights</li> <li>• Prioritize and execute tasks efficiently</li> <li>• Monitor all transactions for regulatory compliance</li> <li>• Manage records</li> <li>• Write, edit and review reports</li> <li>• When in doubt, ask the experts</li> <li>• Problem solving, analytic thinking, critical thinking, adaptive reasoning</li> <li>• Inquisitive, research-driven</li> <li>• Interviewing and listening, persuasive speaking, clear and concise writing</li> <li>• Professional presentation of self</li> <li>• Confident, strong work ethic, passionate</li> <li>• Good time management, self-starter, detail-oriented, persistent</li> </ul>	<ul style="list-style-type: none"> <li>• Original thinking, creativity</li> <li>• Coachable, open to critique, emotionally intelligent</li> <li>• Effective team player, inclusive, culturally competent</li> </ul>

### BUILDING BLOCK EXPERIENCES:

<p><b>Education &amp; Learning:</b></p> <ul style="list-style-type: none"> <li>• Bachelor of Business Administration, major in Financial Services, minor in Psychology</li> <li>• Canadian Securities Course (CSC)</li> <li>• Conduct and Practices Handbook (CPH) Exam</li> <li>• Certificate in Investment Dealer Compliance (CIDC)</li> </ul>	<p>The area of finance intrigued me in university, which led me to take the major in financial services. However, I wasn't sure I wanted to work in a retail environment, serving clients in an advisory capacity. Other courses I took as part of the degree (like business law) and insights I gained in my first job steered me towards securities investigations.</p>
<p><b>Employment Experiences:</b></p> <ul style="list-style-type: none"> <li>• Retail sales, mutual fund company</li> </ul>	<p>My degree got me my first position with the fund company. Throughout my time there, where I was primarily dealing with clients in a sales capacity, the rules and regulations governing the client/advisor relationship continued to interest me. I used my time at the fund company to take more courses from the Canadian Securities Institute that explored this area of the industry.</p>
<p><b>Community Experiences:</b></p> <ul style="list-style-type: none"> <li>• Mustard Seed shelter</li> </ul>	<p>I volunteer at the Mustard Seed shelter downtown. I started volunteering there while I was paying off student loans and had more time than money to contribute. Now, I just do it because I enjoy this way of giving back. Time is</p>

	the most valuable commodity, particularly when used in the service of others.
<b>Contextual Experiences:</b> <ul style="list-style-type: none"> <li>Some individual courses in my university program helped me zero in on this area to look for opportunities in. When I first started exploring it, I had no idea this role existed.</li> </ul>	While taking my business degree, I took the mandatory business law course. I was very interested in it and took the advanced business law course as an option. I knew I wanted to work in the financial services sector and began looking for positions that might be oriented towards compliance rather than retail or advisory positions. I earned my CIDC at this time.
<b>Relationships:</b> <ul style="list-style-type: none"> <li>Mentoring relationship with senior investigator</li> </ul>	Our organization ensures that junior investigators like me are paired up with a senior investigator who offers mentoring. I'm thankful for the pairing, as my mentor has seen a lot of different scenarios in his time and dealt with a variety of people. I don't shy away from asking questions of him. Apart from drawing on this assigned resource, I also seek to learn from all the other investigators who have been there longer than me. They're happy to answer my questions. I'm learning so much from them so quickly.



## Insurance Adjuster

**SALARY RANGE (2019): \$52,000–\$81,000**

**JOB DESCRIPTION:** Your insurance agent gets you the best policy for your needs, and she is the person you contact when there is a need to make a claim. That's where their role ends and mine begins. As an adjuster, I determine how much the claim will cover. I investigate, analyze and report on the incident to determine what needs to be settled to cover the financial loss of the client, and to protect the firm from unnecessary loss. Much of my time is spent out of the office, as I need to see property loss claims to evaluate them properly. Occasionally, I may surmise that an insurance fraud is being attempted, in which case I will recommend that our firm seek the services of an independent adjuster. If I do my job right, everyone is well-served.

**The Tip:** Is great to be a big picture thinker, but remember the real value is in managing the small stuff well.

### PRIORITY KNOWLEDGE AND SKILLS:

Expert	Good at
<ul style="list-style-type: none"> <li>Manage budgets</li> <li>Leverage research to support insights</li> <li>Analyze data and leverage market insights</li> <li>Prioritize and execute tasks efficiently</li> <li>Monitor all transactions for regulatory compliance</li> <li>Manage records</li> </ul>	<ul style="list-style-type: none"> <li>Inquisitive, research-driven</li> <li>Coachable, open to critique, emotionally intelligent</li> <li>Effective team player, inclusive, culturally competent</li> <li>Original thinking, creativity</li> </ul>

<ul style="list-style-type: none"> <li>• Write, edit and review reports</li> <li>• When in doubt, ask the experts</li> <li>• Problem solving, analytic thinking, critical thinking, adaptive reasoning</li> <li>• Interviewing and listening, persuasive speaking, clear and concise writing</li> <li>• Professional presentation of self</li> <li>• Confident, strong work ethic, passionate</li> <li>• Good time management, self-starter, detail-oriented, persistent</li> </ul>	
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**BUILDING BLOCK EXPERIENCES:**

<p><b>Education &amp; Learning:</b></p> <ul style="list-style-type: none"> <li>• Bachelor of Business Administration, major in Financial Services</li> <li>• Chartered Insurance Professional (CIP) designation</li> </ul>	<p>My degree was a significant reason I was interviewed for this job, as well as the fact I had pursued courses with the Insurance Institute of Canada to allow me to be licensed as an adjuster in Alberta.</p>
<p><b>Employment Experiences:</b></p> <ul style="list-style-type: none"> <li>• Summer position filing with an insurance agency</li> </ul>	<p>In my summer position I had exposure to the operations of a small insurance agency. My only experience with insurance was with agents, and I had never considered what other positions there might be in this sector of the industry. I was surprised at the variety of positions in insurance behind the scenes. The adjusters seemed to me to be the ones who made a lot of things happen once a claim was made. It seemed like interesting work, with every claim investigated presenting slightly different facts and circumstances.</p>
<p><b>Community Experiences:</b></p> <ul style="list-style-type: none"> <li>• Canadian Independent Adjusters' Association (CIAA)</li> </ul>	<p>Joining the CIAA allows me to stay current with issues surrounding independent adjusting, which I may wish to explore as a career move.</p>
<p><b>Contextual Experiences:</b></p> <ul style="list-style-type: none"> <li>• Continuing to take courses with the Insurance Institute of Canada (IIC)</li> </ul>	<p>I took the courses I needed with the IIC to be licensed as an adjuster, then continued taking more to fulfill the CIP designation. Because I have a university degree, I can pursue a path with the IIC that will lead to the Fellow Chartered Insurance Professional (FCIP), the highest designation in the property and casualty sector. I appreciate how the industry provides the means by which I can continue to learn and advance in this career. The investigation of insurance fraud has interested me, and I may someday look at moving to an independent adjuster firm that specializes in these cases.</p>
<p><b>Relationships:</b></p> <ul style="list-style-type: none"> <li>• I have developed an empathetic and positive style of working with clients</li> </ul>	<p>Most of the people I interview have suffered some sort of calamity that may result in a financial loss. They are stressed. After they have contacted their agent, I am the person they will deal with until the claim is settled. My</p>

interviewing skills must be sharp to ensure I get the facts and miss no relevant details, but I need to do this in a way that provides a safe environment for the client. The approach I bring to the interview and investigation may well determine how easily and completely I can extract the information I need.



## Corporate Risk Management Assessor

**SALARY RANGE (2019): \$69,000–\$127,000**

**JOB DESCRIPTION:** Risk in business is multi-dimensional. As part of a risk management team, I identify and prioritize the many risks that our enterprise faces. They may be financial, technological or health-related. They may originate internally or externally. I don't work alone. To develop an effective risk management strategy, I have to assess all departments and facets of our business. It involves communication with colleagues at all levels, from the highest echelons of management to those on the production floor and driving the delivery fleet. The plan we devise will accept some risks, eliminate others, transfer risk through insurance, or hedge risk through complex financial instruments. It may also reduce risk through upgrades in training. Every business faces risk, but many risks can be managed.

**The Tip:** Become an evidence-based manager. The days of managing by intuition are over.

### PRIORITY KNOWLEDGE AND SKILLS:

Expert	Good at
<ul style="list-style-type: none"> <li>• Manage budgets</li> <li>• Leverage research to support insights</li> <li>• Analyze data and leverage market insights</li> <li>• Prioritize and execute tasks efficiently</li> <li>• Monitor all transactions for regulatory compliance</li> <li>• Manage records</li> <li>• Write, edit and review reports</li> <li>• When in doubt, ask the experts</li> <li>• Problem solving, analytic thinking, critical thinking, adaptive reasoning</li> <li>• Inquisitive, research-driven</li> <li>• Interviewing and listening, persuasive speaking, clear and concise writing</li> <li>• Professional presentation of self</li> <li>• Confident, strong work ethic, passionate</li> <li>• Good time management, self-starter, detail-oriented, persistent</li> </ul>	<ul style="list-style-type: none"> <li>• Original thinking, creativity</li> <li>• Coachable, open to critique, emotionally intelligent</li> <li>• Effective team player, inclusive, culturally competent</li> </ul>

**BUILDING BLOCK EXPERIENCES:**

<p><b>Education &amp; Learning:</b></p> <ul style="list-style-type: none"> <li>• Bachelor of Business Administration, major in Financial Services, minors in Finance and Economics</li> <li>• Chartered Insurance Professional (CIP) designation</li> <li>• Fellow Chartered Insurance Professional (FCIP) designation</li> </ul>	<p>Being an experienced insurance adjuster with the FCIP designation made me an excellent candidate for this position on the risk management team. There are many ways one could prepare for a risk management career. Teams look for derivatives specialists, math and computer specialists, and a variety of designations. I am considering pursuing the Canadian Risk Management (CRM) designation through the Global Risk Management Institute (GRMI).</p>
<p><b>Employment Experiences:</b></p> <ul style="list-style-type: none"> <li>• Insurance agent</li> <li>• Insurance adjuster</li> </ul>	<p>As an insurance agent I became familiar with the work of adjusters, and as an adjuster I became interested in risk management. The risk assessment team I joined needed an insurance specialist, and there are many other specialties represented on the team.</p>
<p><b>Community Experiences:</b></p> <ul style="list-style-type: none"> <li>• Board member, national youth program</li> </ul>	<p>As a board member for a non-profit organization that operates a national youth program, I naturally get asked to serve on the risk management sub-committee. I can use my expertise and experience for a good cause, ensuring the organization considers all risks to its members and its mission.</p>
<p><b>Contextual Experiences:</b></p> <ul style="list-style-type: none"> <li>• Other specialties and designations that can lead to a career in risk management include: computer programming, math, Financial Markets Risk Management Course (FRM), and Chartered Financial Analyst (CFA)</li> </ul>	<p>Not all of my colleagues in risk management have an insurance background. Some worked previously in investment risk management, while others are highly skilled in computer programming or math. Risks are diverse, and so is the makeup of the team that mitigates it.</p>
<p><b>Relationships:</b></p> <ul style="list-style-type: none"> <li>• Being able to work with others as part of a team is essential</li> </ul>	<p>The risk management team I am part of is truly a collection of diverse people. We each have our specialties, but together we cover the gambit of enterprise risk possibilities. It is important that we communicate effectively with each other, but also with the other members of the firm. It is through them we gather our data. Without good data, our recommendations will be lacking.</p>



**Marketing Associate**

**SALARY RANGE (2019): \$51,000–\$91,000**

**JOB DESCRIPTION:** I work with an established financial planner at a full-service investment firm. I’m part of a team that includes sales assistants, administrative assistants and junior advisors. My role is integral to the success of the group. Multitasking is essential given the diversity of tasks I undertake. A skilled communicator with written and spoken media, I make compelling presentations to prospective clients, prepare informative newsletters on market activity on a variety of platforms and plan events that showcase what the team has to offer. I’m adept with various social media. My job is to help grow

the business. That demands creativity and resourcefulness, as I constantly strive to find ways to reach our target clients. It's my job to bring the team's message to the world, displaying the value we bring to others.

**The Tip:** Do a work-term experience. Period. This forces you to get out of a classroom and apply yourself. This opens your world.

**PRIORITY KNOWLEDGE AND SKILLS:**

Expert	Good at
<ul style="list-style-type: none"> <li>• Manage budgets</li> <li>• Leverage research to support insights</li> <li>• Analyze data and leverage market insights</li> <li>• Prioritize and execute tasks efficiently</li> <li>• Monitor all transactions for regulatory compliance</li> <li>• Manage records</li> <li>• Write, edit and review reports</li> <li>• When in doubt, ask the experts</li> <li>• Original thinking, creativity</li> <li>• Problem solving, analytic thinking, critical thinking, adaptive reasoning</li> <li>• Inquisitive, research-driven</li> <li>• Interviewing and listening, persuasive speaking, clear and concise writing</li> <li>• Professional presentation of self</li> <li>• Effective team player, inclusive, culturally competent</li> <li>• Confident, strong work ethic, passionate</li> <li>• Good time management, self-starter, detail-oriented, persistent</li> </ul>	<ul style="list-style-type: none"> <li>• Coachable, open to critique, emotionally intelligent</li> <li>• Specific technical capability beyond competency in basic computing functions and social media platforms</li> </ul>

**BUILDING BLOCK EXPERIENCES:**

<p><b>Education &amp; Learning:</b></p> <ul style="list-style-type: none"> <li>• Bachelor of Business Administration, major in Financial Services, minor in Marketing; or,</li> <li>• Bachelor of Business Administration, major in Marketing, minor in Finance</li> </ul>	<p>I loved the marketing courses I took during my degree. When I took a course in personal finance as an elective, I was surprised by how much I enjoyed it. I took more finance courses and ended up earning a minor in it.</p>
<p><b>Employment Experiences:</b></p> <ul style="list-style-type: none"> <li>• Administrative assistant to a financial advisor at an investment firm</li> </ul>	<p>As a summer job I worked as an admin assistant for an established investment advisor at a full-service investment firm. He had a number of associate advisors working with him to serve his large client base. One was a marketing associate, a position that really appealed to me. I kept in touch with the office and, when I was graduating, there was an opening for that position due to someone leaving.</p>
<p><b>Community Experiences:</b></p> <ul style="list-style-type: none"> <li>• Marketing Society member while pursuing my degree</li> </ul>	<p>I joined the Marketing Society at university in my second year and served in a leadership role in my third and fourth years. Networking events</p>

<ul style="list-style-type: none"> <li>Attended any networking events that were sponsored by the marketing or finance departments</li> </ul>	for the Finance Students Organization were open to anyone, so I made a point of attending those.
<p><b>Contextual Experiences:</b></p> <ul style="list-style-type: none"> <li>Taking further courses to enhance my understanding of the industry</li> <li>I attend the marketing events of our competitors, just to see how they are doing things</li> </ul>	While I need to stay on top of the latest trends in marketing, I am also interested in learning more about the financial services world. I am enrolling in the Canadian Securities Course to broaden my knowledge. It is also a prerequisite for being licensed to deal in securities for clients, so having it may open some other opportunities for me in the firm.
<p><b>Relationships:</b></p> <ul style="list-style-type: none"> <li>Take advantage of networking opportunities whenever they arise</li> </ul>	I have many opportunities for networking, within the firm and outside of it. I'll often attend trade shows and visit venues that have to do with financial services, just to talk with people and learn what they have to offer.



## Investor Relations Specialist

**SALARY RANGE (2019): \$51,000–\$71,000**

**JOB DESCRIPTION:** I work for a large publicly-traded company and we have thousands of investors. They are entitled to true and honest disclosure of information about the business where they have risked their hard-earned money. It is my job to make sure that information is readily available, easy to find and accurate. This week I might be putting together the firm's annual report. Next week I'm working with our techies to update our website. Regularly, I'm issuing news releases through a variety of social media platforms announcing product releases or financial targets. I need to be an expert communicator, and I need to understand the business we are in. I can make sense of balance sheets as well as write a press release. I need to be at the top of my game in front of the microphone or in an engaged conversation. When the news is controversial, as it sometimes is, I need to be responsive and reassuring. Without our investors, we wouldn't be in business.

**The Tip:** Pick external certifications that align with your mission and build a plan to achieve these one by one. They not only signal expertise, they signal intentionality and focus.

### PRIORITY KNOWLEDGE AND SKILLS:

Expert	Good at
<ul style="list-style-type: none"> <li>Manage budgets</li> <li>Leverage research to support insights</li> <li>Analyze data and leverage market insights</li> <li>Prioritize and execute tasks efficiently</li> <li>Monitor all transactions for regulatory compliance</li> <li>Manage records</li> <li>Write, edit and review reports</li> <li>When in doubt, ask the experts</li> <li>Problem solving, analytic thinking, critical thinking, adaptive reasoning</li> </ul>	<ul style="list-style-type: none"> <li>Original thinking, creativity</li> <li>Coachable, open to critique, emotionally intelligent</li> </ul>



<ul style="list-style-type: none"> <li>• Inquisitive, research-driven</li> <li>• Interviewing and listening, persuasive speaking, clear and concise writing</li> <li>• Professional presentation of self</li> <li>• Effective team player, inclusive, culturally competent</li> <li>• Confident, strong work ethic, passionate</li> <li>• Good time management, self-starter, detail-oriented, persistent</li> </ul>	
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**BUILDING BLOCK EXPERIENCES:**

<p><b>Education &amp; Learning:</b></p> <ul style="list-style-type: none"> <li>• Bachelor of Business Administration, major in Financial Services</li> <li>• Certificate in Public Relations; or,</li> <li>• Bachelor of Communications, major in Public Relations, minor in Finance</li> </ul>	<p>When I took my degree and found I had room in the program to pursue a minor, I had no idea it might lead to a different career. I really just took the courses out of interest. I'm fortunate in that I was able to find a career that uses both my major and my minor.</p>
<p><b>Employment Experiences:</b></p> <ul style="list-style-type: none"> <li>• Retail sales summer jobs in clothing industry</li> </ul>	<p>My summer job selling casual clothing told me two things about myself: I did not want a career in a retail environment, but I did like working with people.</p>
<p><b>Community Experiences:</b></p> <ul style="list-style-type: none"> <li>• Joined the Canadian Investor Relations Institute (CIRI)</li> </ul>	<p>The CIRI serves me in a number of ways. I have enrolled in their certification program, a joint venture with the Ivey Business School. The courses are proving useful in making me better at my job. Their annual conferences give me a chance to network with other people in the field and be exposed to the latest innovations. Best of all, there is a network that allows me to contact other IR specialists who may have experience in something I am facing at my firm.</p>
<p><b>Contextual Experiences:</b></p> <ul style="list-style-type: none"> <li>• Participated in a financial services case competition</li> <li>• International field trip</li> </ul>	<p>Even though finance was my minor, I participated in a case competition with other finance students. My skills in making effective presentations were an asset to the group. With our diverse backgrounds we made a good team. In fourth year, I joined an international field trip to Chicago, where we visited the Chicago Mercantile Exchange, the Federal Reserve Bank of Chicago, the Chicago Board Options Exchange and more. It was valuable to see the actual workings of institutions I had studied.</p>
<p><b>Relationships:</b></p> <ul style="list-style-type: none"> <li>• Do your homework on organizations or individuals before you are presenting to them. The knowledge you display shows your audience you are interested in them and serves to facilitate memorable conversations.</li> </ul>	<p>On our field trip to Chicago, we were each assigned one site where we were in charge of asking questions and steering the conversation. Mine was the Federal Reserve. I was able to read about the Fed's recent activities and ask questions that were relevant. The economist there talked to us a lot longer than expected. She perceived that we were interested.</p>

# CONSOLIDATING YOUR MISSION MAP

This is it. Now that you’ve been inspired by the sample Mission Maps, it’s time for you to connect the dots and put it all together in a concise and actionable plan. To develop your Mission Map, refer to the knowledge and skill gaps you identified in Mission Map Table 1 (p. 32) and link these to professional building blocks. In the sample below, data analytics was identified as a gap. **To close this gap, we identified four possible building block activities.** Executing these activities is your Mission Map.

You might find it useful to create a checklist based on the activities you’ve identified as key to your mission. See the appendix for a Mission Map checklist designed to be accomplished during a four-year university program.

**Mission Map Table 2 – Linking to Professional Building Blocks**

Knowledge or Skill Gap	Professional Building Block Activities Required
Financial Advisor	Education: Complete my Canadian Securities Course. Employment: Internship or summer job at financial services firm. Community: Join Finance Students Organization at school. Relationship: Secure a mentor who is a successful investment advisor.

## Mission Map Finale

You’ve put in the work and now it’s time to write down your Mission Map in your journal. Follow the template below. This information includes the concise 10-year mission statement from earlier and the professional building block activities from Table 2 above.

**What is your final 10-year mission statement?**

**What are the priority knowledge and skills you’ll need to achieve your mission?**

Expert	Great at	Good at

**What are the building block experiences you'll need to achieve your mission?**

Now map out priority building block experiences you'll need to achieve your mission. In the near-term (years 1-3) these should be more refined. For example, these may include specific courses or volunteer opportunities you'd like to pursue. In the longer-term (years 7-10) your building blocks will be more aspirational.

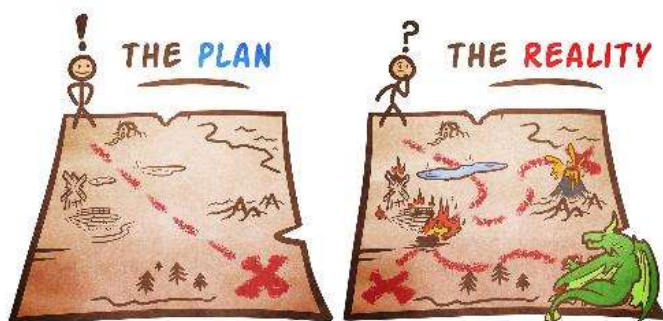
<b>Experiences</b>	<b>Years 1-3</b>	<b>Years 4-6</b>	<b>Years 7-10</b>
<b>Education &amp; Learning Experiences</b>			
<b>Employment Experiences</b>			
<b>Community Experiences</b>			
<b>Contextual Experiences</b>			
<b>Relationships &amp; Mentors</b>			

# ADAPT AND CHANGE

“THE MEASURE OF INTELLIGENCE IS THE ABILITY TO CHANGE.”

–Albert Einstein

During our interviews with working professionals for this series, we’d ask a common question: “What advice would you give your 18-year-old self?” The most common answers were to be proactive and develop a plan, **but embrace opportunities** when they come. In other words, planning to be a VP of financial services in ten years is important, but always **be prepared to adapt and change** as you grow and learn.



This principle of evolution is essential. Your 10-Year Professional Mission in your 30s will look very different from the 10-Year Professional Mission in your 20s. Regardless of where you are on your 10-year Mission Map, don’t sit back. Life inevitably will throw you a curveball. You’ll find new skills, new interests, opportunities and relationships. But that’s why this process is so important and fun.



Adapting, learning and growing are your only options. At certain times in your life, your professional mission may be most important, and at other times it may be your relationships, your health & wellness or your spirituality. How and where they each fit in depends on how you define success at any moment in time. Stepping back and reflecting on everything else important in your life gives you a solid foundation to make those big (and small) decisions in life.

## Focus on the next step

When Kyle graduated from his financial services program, the thing he and most of his peers asked was: “What is the one thing I need to do?” This idea of *one* thing is important. Kyle found focusing on the next one thing removed the fear of getting something wrong.

Someone said to Kyle: “Go get experience in a bank setting. No if, ands, or buts.” So he did. This was a super clear goal. With all the uncertainty that surrounds life after graduation, look at that logical single step. It is stressful. This is where your mentor can be a critical resource. Today, Kyle is at a global firm mentoring a group of 11 interns. His challenge to them is to focus on the next step.

**Kyle’s Tip:** Define your mission, but then focus on one small step at a time.

Recall, you considered several “what if” scenarios before arriving at your 10-Year Professional Mission. That same exercise is really practical throughout your life. When you’re faced with a change in life, use it as a reason to wonder “what if?” and revisit your 10-Year Professional Mission. If you have a job opportunity on the other side of the world, consider what your 10-Year Professional Mission might be if you went for it. If you lose your job in a recession, consider “what if” scenarios around going back to school, or starting your own business, or taking time off with the kids. “What if” is your best tool against sticking to a path simply because you’re already on it.



## AT A GLANCE

1. *Financial Services YOU* is based on three steps: (1) Explore; (2) Define your professional mission; (3) Develop your Mission Map.
2. To design you, you need to be intentionally curious.
3. Start a journal so you can reflect every day on the process of designing your life in financial services.
4. A career in financial services is influenced by three big questions:
  - What functional financial services job do I want to do?
  - What industry do I want to work in?
  - What type of organization do I want to work for?
5. It is critical for you to get a team of professional mentors.
6. When plotting your 10-Year Professional Mission, you must focus on the development of financial services knowledge and transferable skills.
7. Financial Services is influenced by prevailing trends—from technology to generational shifts—that are redefining that it means to be a financial services professional. Reflect on how these trends may influence your mission and the knowledge and skills that'll be valued in the future.
8. Commit to doing rigorous research when defining your 10-Year Professional Mission. Be patient and remember to triangulate your research from credible sources.
9. When you think you've defined your 10-Year Professional Mission, reflect on everything else in life and how you define success. Don't be afraid to stop and change if your professional mission doesn't align with all these other important factors in your life.
10. Designing your Mission Map is based on connecting three questions:
  - What's your 10-Year Professional Mission?
  - What skills are critical to your 10-Year Professional Mission?
  - What professional choices and experiences (building blocks) create the critical knowledge and skills demanded by your professional mission?
11. Once you've answered these questions, build a map to deliver on your professional mission, and then prepare to update it:
  - Evaluate your 10-Year Professional Mission scenarios and be ready to change directions if the evidence tells you it's time.
  - Borrow from the sample Mission Maps included in *Financial Services YOU*.
  - Engage your mentor(s) for feedback. They are the experts.

# APPENDIX

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## KNOWLEDGE & SKILLS GLOSSARY

### Core Transferable Skills

#### Core Thinking Skills

**Analytical thinking:** The ability to deconstruct issues (and data) into smaller, more manageable pieces, use evidence and reasoning to identify unique relationships and weigh the costs and benefits of the alternative actions discovered.<sup>1</sup>

**Transdisciplinary systems thinking:** In the future, it won't be good enough to be an expert in just one specific area. The ability to understand and apply knowledge from across disciplines and can think like the experts in those disciplines will be essential. Transdisciplinary systems thinking is highly dependent on being intentionally curious beyond one's natural area of expertise.

**Problem solving:** Problem solving often leverages analytical thinking. Effective problem solving is made up of four inter-related skills:

- The ability to identify vital questions and problems and communicate them clearly.
- The ability to gather and evaluate relevant information.
- The ability to think open-mindedly, recognizing and assessing assumptions, implications and practical consequences.
- The ability to come to well-reasoned conclusions and solutions, testing them against relevant criteria and standards.

**Adaptive thinking:** The ability to successfully adjust to changes in circumstance or environment. Adaptability includes learning and growing from experience.

**Intentional curiosity:** The ability to be curious with a purpose and identify and explore a deeper meaning than what is being overtly expressed. Intentionally curious people look at the world (and their place in it), see big questions, are humble enough to acknowledge they don't know it all and seek to understand the unknowns.

**Thoughtful creativity:** Bringing a fresh voice or approach that helps projects stand out in a noisy financial services environment, yet in a way that is appropriate for the corporate culture of an organization, client and brand.

#### Core Communication Skills

**Written communication:** The ability to share information and explanations with a target audience in writing in a persuasive, engaging and influential way. This includes grammar, tone, vocabulary and style.

**Verbal communication:** The ability to share information and explanations with a target audience by speaking in a persuasive and influential way. This includes vocabulary, tone, pace, volume and articulation.

**Non-verbal communication:** The ability to indirectly imply meaning through non-verbal cues that subtly influence a target audience. This includes body language, such as gestures, expressions, stance, eye contact, proximity and appearance.

**Effective listening:** The ability to commit full attention to what other people are saying, taking the time to understand points being made and ask questions when appropriate, without interrupting at improper times.

**Persuasive storytelling:** The ability to leverage a story, supported by evidence and delivered with conviction, to influence the attitudes or behaviour of a specific audience. The persuasiveness of a story may be influenced by the media used to tell it (speech, video, visual, text). For example, an accountant may be influenced by a logical argument supported by statistics; whereas a graphic designer may be influenced by a story that possesses depth and emotional appeal.

**Conflict resolution and negotiation:** The ability to resolve conflict or create common ground and reach an agreement to settle a topic that creates friction between individuals.

## Core Interpersonal Skills

**Cross-contextual competency:** The ability to work well no matter the context. The contextual setting can include the culture, socio-economic conditions, organization size, industry type and team composition in which one is working. Having cross-contextual competency requires adaptive thinking and communication skills to operate effectively across contexts and with diverse people.

**Effective leadership:** The ability to guide others to complete a task through charisma, rank, intellect, will or experience. A leader's influence may be formal (e.g. a boss) or informal (e.g. social influence). Effective leadership includes three elements: the ability to establish a clear goal; the ability to communicate this goal to others; and the ability to balance the interests of others to engage them to deliver on this goal.

**Self-confidence:** To trust in oneself and in one's skills, abilities and knowledge.

**Strong Work ethic:** To find value in a job well done and understand the importance of doing high-quality work with the discipline and determination to complete any assigned task.

**Effective team player:** The ability to cooperate with others to work towards a common goal.

**Emotional intelligence:** The ability to identify, assess and influence one's own feelings and the feelings of others. Emotional intelligence requires a mix of self-awareness and empathy towards others. There are six recognized dimensions to emotional intelligence: emotional management, self-awareness, optimism, motivation, empathy and social skills.<sup>2</sup>

## Core Organizational Skills

**Self-starter:** The discipline and ambition to start a task, regardless of difficulty, with limited guidance from others and be self-reliant under pressure.



**Time management:** Efficiently and effectively managing one’s own time, the time of others and deliverables for projects. Time management also includes the ability to manage and filter vast levels of information to make timely decisions.

**Follow-through:** The discipline to stay effective and committed to complete a task or project.

**Perseverance:** The ability to remain persistent in overcoming all obstacles to achieve a goal. Obstacles are broad and may include previous failure, criticism, physical pain or injury. Perseverance is not, however, blindly sticking to a goal when all credible evidence says it is unachievable.

## Core Technical Literacy

**Confident use of digital technology:** The ability to effectively use digital technology to access, manage, integrate, evaluate, create and communicate information. Most career pathways require using technology to communicate, collaborate, solve problems and conduct research, so understanding how to navigate an increasingly automated world is vital. Note that this broad technical literacy is different from task-specific technical literacy.

# Financial Services Knowledge & Skills

## Building Relationships

**Listen:** The ability to give thoughtful attention to what someone is telling you. It’s much more than just appearing to pay attention to them. Proper listening skills allow you to contemplate what the speaker’s concerns and needs are.

**Distinguish between various financial products available to clients:** Being familiar with the characteristics and purposes of equity, fixed-income, derivative and insurance products that you may have at your disposal, and being able to match these with your client’s needs.

**Make compelling presentations:** Deliver solutions to your audience in a way that inspires confidence in your choices and decisions. Educate, keep things simple and show the value of your proposition clearly.

**Continually expand own knowledge through pursuit of relevant designations:** On top of mandatory requirements, seek other courses or seminars that expand your knowledge, increase your professional practice capabilities, or allow you to grow as an individual.

**Hold appropriate licenses to deal in financial products you can offer:** Some courses may be necessary for licensing requirements. If you want to be a Registered Representative in the securities industry, and offer the entire range of investment alternatives to your clients, you will need to complete the Canadian Securities Course (CSC) and the Conduct and Practices Handbook (CPH) Exam offered by the Canadian Securities Institute (CSI).

**Provide an excellent level of client service:** Remember the first word in this list—listen. Then, respond accordingly, providing your client with what they need. Take a personal interest in your client. Do you call them only to sell them something, or do you check up once in a

while just to let them know you are still minding their finances and to see if they have any questions?

***Appreciate needs and concerns of client base:*** Regular checkups keep you in tune with changes in your clients' lives. In turn, you can adapt the solutions you have found for them to their changing circumstances.

***Ethically consider all trades and transactions:*** Ethics deal with moral behaviour. When buying and selling securities on behalf of a client or recommending a service to someone, always ask yourself whether your activity is in the best interests of the client.

## **Building a Business**

***Pitch ideas:*** Communicate information about sometimes complex products and services in a way that makes sense for those who might be buying them. Is there value in the product for the client? Is the value clear to them?

***Manage a sales process:*** Sales in financial services often involve a process that includes listening to the client's needs, educating clients on a particular product or service, demonstrating how it will assist them, and closing the sale. Managing the process takes practice and improves with experience.

***Maintain a network of colleagues with expertise in related areas:*** Your professional network will include people inside and outside of your firm. Sharing ideas, news and information with others is important. If you haven't heard from someone in your network for a while, call them up and ask them what's new.

***Produce recommendations in a timely manner:*** Time is of the essence. Clients may go elsewhere if there are no apparent solutions to their financial questions. Others in your firm need your input, too. Build a reputation for yourself as someone who gets back to others quickly, having done your due diligence.

***Thoroughly understand regulatory and compliance issues:*** Most positions in the financial services world will require some level of licensing or accreditation for you to perform your role. Following the rules is important. Occasionally the rules change or evolve. Stay up-to-date with changes in regulatory matters that may affect you by reading industry newsletters and information from your own firm.

***Develop and execute a business plan:*** If you are building a book of business, you are an entrepreneur and will need to be organized. A proper business plan will lay out the kind of business you want to operate, the type of clients you will seek, how you will go about getting in front of prospective clients, and how you will follow-up with and stay on top of your leads. Consult with others, plan what you are going to do and follow the plan.

***Match client needs with resources available:*** You discover client needs by listening. When making recommendations for your client from the vast array of accounts and products you

have access to, select what is best for them, not what is best for your payout. If you serve your clients well over time, the money will come. So will the referrals.

***Delegate and follow up with team members:*** Successful managers and leaders do two things. First, they delegate to others, and they entrust others to do their jobs. Second, they follow up to ensure delegated tasks are being completed. You don't have to be a micro-manger to do this. Follow-up can be as simple as asking someone, "Say, how did that client concern finally get resolved?"

## Managing the Shop

***Manage budgets:*** Successful businesses depend on efficient use of limited resources. You need to know how much you have at your disposal and how to spend it most effectively. Monitor and record all transactions when they occur.

***Leverage research to support insights:*** If your experience or someone else's suggests your business should be moving in a certain direction, validate that with research. Survey clients to ascertain their needs. Solicit opinions of experts to validate or deny market trends.

***Analyze data and leverage market insights:*** Be receptive to information sources. This includes informed dialogue with colleagues and associates, as well as media sources and opinion pieces.

***Prioritize and execute tasks efficiently:*** If you find this skill difficult, the solution might be simple: Make lists. Complete the most important tasks first. They will be the ones that must be completed in order for other things to happen. Stay on task.

***Monitor all transactions for regulatory compliance:*** Know the rules that govern your niche of the financial services world. Does anything about the transaction give you an uneasy feeling? Is it ethical? Is it in the client's best interest?

***Manage records:*** If it's not already in place, develop an electronic filing system so items are easy to find. When it is in place, use the system religiously. File items in their appropriate place as soon as possible. The efficiency of your business will depend heavily on your ability to find and track receipts, bills, correspondence, conversation notes, orders and meeting minutes.

***Write, edit and review reports:*** Be concise, get to the point, but include pertinent information. Does your report contain all the information that is needed for someone to make a decision now or later?

***When in doubt, ask the experts:*** Never be afraid to ask someone who might know. You save time for yourself and others if you ask how to do unfamiliar tasks, where things are, or how processes operate.

## Telling the Story

**Identify the message to be told:** Identify for yourself what you want to tell other people. State your message clearly and concisely. When others see or hear your message, is the value to them apparent?

**Identify target audience:** Who is your customer base? Who else do you want to reach, in terms of individuals, families, businesses and organizations?

**Be familiar with financial products and their suitability:** Financial product innovation is here to stay. New products and services are constantly being introduced. Educate yourself about them and consider their usefulness, or lack thereof, for your business.

**Display competency with specific software applications:** Life is easier when you're organized. Your efficient use of technology may include customer contact and management software. Specialized presentation software may suit your need for communicating with clients and making reports. Market data and live trading information may be required to meet your firm's objectives.

**Create and edit content for digital applications:** Be familiar with all forms of social media, including innovations, and use them to your advantage where useful, maintaining a professional presence.

**Survey environment to detect changing needs, practices and trends:** Through industry contacts and professional media, be aware of what is changing in your industry and among your client base. The needs of your clients will change with age and other life circumstances. New generations of clients will be increasingly tech-savvy. Are you adapting? Are you taking advantage of the opportunities this presents rather than losing out due to lack of awareness?

**Identify sponsorship or community involvement opportunities:** How can your profile or your company's be enhanced? Resources for this will be limited, so it is necessary to choose appropriate venues for maximum impact and exposure.

# FINANCIAL SERVICES CAREER RESOURCES

Advocis: The Financial Advisors Association of Canada  
<https://www.advocis.ca>

Canadian Securities Institute (CSI) <https://www.csi.ca>

Canadian Institute of Financial Planning (CIFP) <http://www.cifp.ca>

Canadian Securities Administrators (CSA) <https://www.securities-administrators.ca>

CFA (Chartered Financial Advisor) Institute  
<https://www.cfainstitute.org>

FP Canada (formerly Financial Planning Standards Council, FPSC)  
<https://www.fpcanada.ca>

Global Risk Management Institute  
<https://www.rims.org/grmi/Pages/Home.aspx>

The Investment Funds Institute of Canada (IFIC)  
<https://www.ific.ca/en/>

Investment Industry Regulatory Organization of Canada (IIROC)  
<http://www.iiroc.ca>

Insurance Institute of Canada (IIC) <https://www.insuranceinstitute.ca>

Mutual Fund Dealers Association of Canada (MFDA) <http://mfda.ca>

## — THE DESIGNING YOU PROCESS —

The *Financial Services YOU* is just one piece of the puzzle. Great products don't happen by accident. Products have a map, and more importantly, they have a champion: the product manager. The product manager is the captain of the ship without whom your product faces the risk of failure due to being poorly designed, costing too much, being late, being too much like something else in the market or just not being perceived as valuable.

There can only be one product manager in your case—only you can create your plan, be nimble enough to change it, launch it and tell the world your story.

**“GREAT PRODUCTS DON'T HAPPEN BY ACCIDENT. PRODUCTS HAVE A MAP, AND MORE IMPORTANTLY, THEY HAVE A CHAMPION: THE PRODUCT MANAGER.”**

*Designing YOU* follows an eight-step process. This process isn't new or revolutionary. In fact, almost every product manager follows a similar map to develop the products you use every day. We've just adapted it to design you.



**Step 1 — Becoming your product manager** walks you through the seven key attributes of a product manager and why you must adopt these to become the champion of your life. A great product manager:

1. Is intentionally curious.
2. Thinks about the whole.
3. Is empathetic.
4. Gets feedback early and often.
5. Relies on evidence, not simply intuition.
6. Is resilient.
7. Is accountable.



**Step 2 — Exploring the Current YOU** is about reflecting on the you that you are today. It involves exploring your current personality, knowledge and skills. We all live our lives in the bubble that's our home community, family and friends, so a big part of this step is getting out of that comfort zone and being inspired by the world and the people around you. This inspiration is your launching pad for the Whole YOU.



**Step 3 — Building your mentor team** focuses on the team effort required to design you. We explore the value of your relationships and from this you'll form your **mentor team** of experts who will support and guide you through the *Designing YOU* process.



**Step 4 — Defining the future Professional YOU** explores career options. First, you'll evaluate what you love to do and what you're good at, then you'll explore how to leverage it to make a living. By the end of Step 4, you'll start to have a vision of the future Professional YOU. **This is the point where *Financial Services YOU* goes deep into designing your professional mission in the fast-paced world of financial services.**



**Step 5 — Defining the Whole YOU** is when you'll discover how your professional mission fits into your Whole YOU. The Whole YOU is about how you define success. You'll think about where you want to live, the people you want to be around, the importance of your bank account and other factors important to you. The alignment of all these factors is the Whole YOU.



**Step 6 — Defining your roadmap** is possible after you've identified your definition of success in Step 5. The map allows you to implement the Whole YOU. Every decision you make in pursuit of your destination now has a purpose. There are many paths to this destination, some direct, others slower and scenic. We encourage you to take some of the scenic drives and explore. In fact, taking a side route may change your destination and guide you toward a different Whole YOU. This is the value of exploring, adapting and changing.



**Step 7 — Telling your story** recognizes that having the best product that no one has ever heard of or cares about is called "going out of business." Your story is how you'll connect to the audience you care about and how you'll make them care about you. You'll figure out what you can offer the world and develop a strategy to communicate it. Your story must be so compelling that they can't wait to be part of what happens next.



**Step 8 — The Whole YOU 2.0 and beyond** is about the ever-evolving you. The book *Designing YOU* and the tools you learn within it aren't only useful in your current stage of life. To be always relevant you must constantly update yourself and adjust to new realities. As your mission changes and you decide to try new things and develop new skills, the guidance contained in *Designing YOU* can be there for you.

# ABOUT THE AUTHORS

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**Dr. Jim Fischer** is an associate professor of finance in the Bissett School of Business. He has recently completed serving in the role of Chair for programs in Finance, Financial Services, Risk Management and Insurance, Supply Chain Management and Quantitative Methods.

After a career as an investment advisor with a major investment banking firm, Jim took an opportunity to teach in the Financial Services and Banking program at the Higher Colleges of Technology in Dubai, United Arab Emirates, where he eventually served as supervisor of business programs before returning to Canada and joining Mount Royal University.

He has written a monthly featured column for an investment and financial planning magazine, and has authored online versions of Canadian textbooks on investments. Jim can be heard frequently on the radio commenting on major market news. He has a doctorate degree in political economy. He holds the Chartered Investment Manager (CIM) designation and is a Fellow of the Canadian Securities Institute (FCSI). Jim can be reached at [jfischer@mtroyal.ca](mailto:jfischer@mtroyal.ca).



Before becoming a university professor **Dr. David J. Finch** spent almost two decades in product management and marketing roles primarily in the technology sector. After working away in cubicles and on airplanes for some giant companies like Bell Canada and Rogers Communications, David decided it was time to find some answers, so he pursued his PhD in management and became a university professor. It turns out being a university professor is less about finding answers and more about asking better questions. As he started asking those better questions, it struck him

that education and product management have a lot in common. Each year, universities and colleges churn out really expensive products called students; some of these products find an audience, but many don't. This led to the question, "What if students started to manage their lives as if they were product managers?" This was the inspiration for the *Designing YOU* series and *Financial Services YOU Career Guide*. David can be reached at [dfinch@mtroyal.ca](mailto:dfinch@mtroyal.ca).



# NOTES

(In case you want to dig deeper!)

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- <sup>1</sup> For a fascinating TED Talk on the power of being open and empathetic, see Ash Beckham: *We're all hiding something. Let's find the courage to open up.*  
[https://www.ted.com/talks/ash\\_beckham\\_we\\_re\\_all\\_hiding\\_something\\_let\\_s\\_find\\_the\\_courage\\_to\\_open\\_up](https://www.ted.com/talks/ash_beckham_we_re_all_hiding_something_let_s_find_the_courage_to_open_up)
- <sup>2</sup> For further information on the benefits of journaling, see: Slatcher, R. B., & Pennebaker, J. W. (2006). How do I love thee? Let me count the words: the social effects of expressive writing. *Psychological Science*, 17(8), 660-664.
- <sup>3</sup> Refer to the Investor Relations section of the Royal Bank of Canada's website at [http://www.rbc.com/aboutus/index.html?\\_ga=2.65730407.83354424.1551933594-1900710622.1551933594](http://www.rbc.com/aboutus/index.html?_ga=2.65730407.83354424.1551933594-1900710622.1551933594)
- <sup>4</sup> Refer to the Global Banking and Markets section of the Scotiabank Webpage at <https://www.gbm.scotiabank.com/en/about-overview/our-global-presence.html>
- <sup>5</sup> Refer to the Corporate Profile of TD at their website <https://www.td.com/about-td/bfg/corporate-information/corporate-profile/profile.jsp>
- <sup>6</sup> In Step 2 of Designing YOU, we go deep into exploring your personality, emotional intelligence and inventory of your knowledge and skills. If you haven't explored these areas yet, now is a good opportunity to give you a sense of where you stand
- <sup>7</sup> For more information, see the 2013 Yahoo Finance report "Chase Bank charges forward with branch expansion in four new cities" at <https://finance.yahoo.com/news/chase-bank-charges-forward-branch-expansion-four-new-cities-213138346.html>
- <sup>8</sup> For more information, see *A Demographic Analysis of the Property and Casualty Insurance Industry in Canada 2007-2017* at <https://www.insuranceinstitute.ca/en/resources/insights-research/changing-workforce/demographic-research/2007-08-demographic-research>
- <sup>9</sup> For more information, see *Demographics of the P&C Industry in Canada 2007-2017* at <https://www.insuranceinstitute.ca/en/resources/insights-research/changing-workforce>
- <sup>10</sup> For more information, see *Demographics of the P&C Industry in Canada 2007-2017* at <https://www.insuranceinstitute.ca/en/resources/insights-research/changing-workforce>
- <sup>11</sup> For more information on ATB initiatives, see <https://www.atb.com/learn/articles/Pages/ATB-recognized-for-thinking-globally-and-impacting-locally.aspx>

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<sup>12</sup> For more information, see *Demographics of the P&C Industry in Canada 2007-2012* at <https://www.insuranceinstitute.ca/en/resources/insights-research/changing-workforce>

<sup>13</sup> For a discussion of the Four Industrial Revolutions, see “The Fourth Industrial Revolution: what it means and how to respond”, by the World Economic Forum at <https://www.weforum.org/agenda/2016/01/the-fourth-industrial-revolution-what-it-means-and-how-to-respond/>

<sup>14</sup> For a discussion of the causes of the Global Financial Crisis, see McGee, Suzanne. (2010). “Chasing Goldman Sachs: How the Masters of the Universe melted Wall Street down, and Why They’ll Take Us to the Brink Again”. New York: Random House

<sup>15</sup> For details about CRM1 and CRM2, see the Investment Funds Institute of Canada site at <https://www.ifsc.ca/brief-overview-client-relationship-model-crm/>

<sup>16</sup> The Canadian Mutual funds Database can be found at <http://www.fundlibrary.com/funds/db.asp>

<sup>17</sup> See “Big Risk: \$1.2 Quadrillion Derivatives Market Dwarfs World GDP” at <https://www.aol.com/2010/06/09/risk-quadrillion-derivatives-market-gdp/>

<sup>18</sup> For additional information on how men and women’s brains are wired differently, see: <https://www.theguardian.com/science/2013/dec/02/men-women-brains-wired-differently>

For additional resources on gender related issues in the workplace, please see the following:

[OECD Report on Closing the Gender Gap in Canada.](#)

[Visier Gender Equity Report.](#)

A bestselling book by Sheryl Sandberg: <http://leanin.org/>

An excellent podcast on gender issues is:

<http://www.stuffmomnevertoldyou.com/podcasts/>

In addition, it is important to note that issues related to transgender inequality are emerging in the workplace. For additional information, see:

<https://othersociologist.com/2014/12/01/transgender-women-inequality-work/>

<sup>19</sup> For more information, see Noland, M., & Moran, T. (2016, February). Study: Firms with more women in the c-suite are more profitable. *Harvard Business Review*. <https://hbr.org/2016/02/study-firms-with-more-women-in-the-c-suite-are-more-profitable>

<sup>20</sup> For more information, see: Berinato, S. (2010, April). Is a woman’s MBA worth less? *Harvard Business Review*. <https://hbr.org/2010/04/the-pay-gap-and-delusions-of-p>

<sup>21</sup> Infographic: Yes Sex Matters! Please see: the Organization for Economic Co-operation and Development (OECD) study on Closing the Gender Gap available at: <https://www.oecd.org/canada/Closing%20The%20Gender%20Gap%20-%20Canada%20FINAL.pdf> Also, please see the *Visier Insights* Gender equity report: <https://www.visier.com/lp/visier-insights-gender-equity-report/>

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Please see, *McKinsey Global Institute* (2015) report - the power of parity:

<http://www.mckinsey.com/global-themes/employment-and-growth/How-advancing-womens-equality-can-add-12-trillion-to-global-growth>

Finnie, Ross (2015). *Barista or Better? New Evidence on the Earnings of Post-Secondary Education Graduate*. A summary of this study is available at:

<https://www.thestar.com/news/canada/2016/07/26/higher-education-does-lead-to-higher-incomes-university-of-ottawa-study.html>

<sup>22</sup> For additional reading see:

Eagly, A.H., & Carli, L. L. (2007). *Through the Labyrinth: the Truth About How Women Become Leaders*. Boston, MA: Harvard Business School Press

[http://www.salon.com/2016/04/13/its\\_not\\_choices\\_its\\_pure\\_sexism\\_women\\_get\\_paid\\_less\\_for\\_one\\_reason\\_theyre\\_discriminated\\_against/](http://www.salon.com/2016/04/13/its_not_choices_its_pure_sexism_women_get_paid_less_for_one_reason_theyre_discriminated_against/)

<sup>23</sup> For more information and resources associated with *Lean In*, refer to <https://leanin.org/>

<sup>24</sup> For more information, see: Elsesser, K. M., & Lever, J. (2011). Does gender bias against female leaders persist? Quantitative and qualitative data from a large-scale survey. *Human Relations*, 64(12), 1555-1578.

<http://hum.sagepub.com/content/64/12/1555.full.pdf+html>

<sup>25</sup> McKinsey & Company has an online psychological test you can take to measure whether you have an unconscious gender bias: <https://esurveydesigns.com/wix/p46257077.aspx>

<sup>26</sup> This section on gender is borrowed from the gender impact of designing you by Leah Hamilton and Laurie Stretch. For more detailed reading on this topic please head to *Designing YOU*. At the end of each step, Laurie and Leah provide their insights into the gender issues and how to factor them into your thinking during this step.

<sup>27</sup> Salary ranges represent a BBA graduate with 10 years' experience in the position. For further information see <https://www.payscale.com/>.

<sup>1</sup> For additional information on evidence-based management, see: <https://www.cebma.org/>

<sup>2</sup> Step 2 of *Designing YOU* goes deeper into EI, including an assessment. For further information, see: Goleman, D. (2004). What makes a leader? *Harvard Business Review*, 82(1), 82-91.