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What Would You Do?

“Too Close for Comfort?”

By John West Hadley

Here is our next entry in the What Would You Do? series. Write to me at SteppingStone@JHACareers.com to tell me what you would do. In a future issue, I'll compile the responses received (preserving your anonymity, of course), along with what actually happened in the real-life situation.

Help me craft future case studies. Write to me about your own challenging, surprising or nightmarish situations involving business, leadership, management or any of the topic areas covered by *The Stepping Stone*, and what lessons you learned from them. I'll collaborate with you on turning your situation into a simple case study, being careful to ensure no one is identifiable. And share your own thoughts (pro and con) on the series as a whole at SteppingStone@JHACareers.com.

TOO CLOSE FOR COMFORT?

Fernando has been an FSA for five years and has built up a small actuarial department from scratch at his company. The company has recently entered the universal life market, and Fernando has almost no experience with that line. So far he has relied heavily on actuarial consulting help, and he has decided to fill that gap with a new hire.

Jason is an FSA with substantial interest-sensitive product expertise. Fernando is impressed with Jason's savvy and professional maturity and the way he presents himself. His boss, Cynthia, the chief actuary, is equally impressed. She points out that to attract Jason, they would need to bring him in at a salary just shy of Fernando's.

Fernando is sure that Jason would be a strong addition to his team. However, he wonders if it might be better to seek a more



recent FSA, or even a senior ASA. Jason got his FSA only one year before Fernando earned his, and coming in so close to his own salary might create budgetary issues. He could foresee pressure to reorganize the department to give Jason a bigger role that would justify his salary. In fact, Jason might quickly turn into Fernando's competitor for any future promotion.

If you were Fernando, what would you do? ■



John Hadley is a career counselor who works with job seekers frustrated with their search, and professionals struggling to increase their visibility and influence. He can be reached at John@JHACareers.com or 908.725.2437. Find his free Career Tips newsletter and other resources at www.JHACareers.com.