THE STEPPING STONE

The Newsletter of the Society of Actuaries
Management & Personal Development Section

ISSUE NUMBER 7 SEPTEMBER 2001

Interviewing: I knew in the first 2 minutes...

by Lisa F. Tourville

Management opportunities have been offered to me in every stable job I've ever had. By "stable," I exclude the stint I had folding jeans — where boredom drove me out in less than a month. It started back in high school, at McDonalds's, when I was moved into management, continued on to my college-supporting restaurant job and followed me into my professional life as an actuary. Though I continue to practice honing my management skills, I know I will never be perfect.

Like the coach of a baseball team, as a manager, I've learned that my own and my team's success requires that I choose the right players. Some high paid, some low paid, some home-run hitters, and some golden-glove candidates. The right combination is the best ticket to success. And recognizing these successes — and the reason they happened — is part of the game. When things do go right, such as winning the playoffs and getting that huge 10-year guaranteed contract — or getting promoted, I think it's important to sit the players and staff down and thank them. After all, one of the most important lessons I have learned is that

As a manager, if you don't have the right people supporting you, you will not succeed.

Choosing the right people depends on how well we prepare for and implement the interviews. I've heard people say they knew in the first two minutes of an interview that the candidate was right for the job. While I'm sure there were times they were right, I'm also sure there were times they were wrong. If it were that easy, why aren't interviews scheduled for 10 minutes (allowing for the late start, of course)?

When we are promoted into management, hiring skills don't magically appear on our list of core competencies. These are learned skills, and it is impossible to manage effectively without hiring effectively. One of my favorite books on this subject is *Hiring The Best: A Manager's Guide to Effective Interviewing* by Martin Yate. It helped me to formulate some of the thoughts I presented in a speech at an SOA conference a few years ago on interviewing. That speech forms the basis of this article. At the back of *Hiring The Best* are comprehensive lists of questions you can use for interviewing entry-level, managerial, sales and secretarial positions. I have found these lists valuable through the years and I highly recommend them as a source for selecting interviewing questions.

Though the formula for interviewing success sounds simple, I know it is not.

1. Ask yourself the right questions.

2. Ask the candidate the right questions.

3. Listen to the answers.

Ask yourself the right questions!

Long before I ever sit down to an interview, I ask myself a series of questions. Is the department living up to my expectations? Where is the company headed? Do I need an analyst or a data-entry

continued on page 4

Inside this issue...

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Message from the Chairperson

by James R. Trefz

People sometimes ask what benefit they receive from membership in the Management and Personal Development Section. There are a few obvious ones: the newsletter comes to you through the mail, and you receive a discount at section functions. However, the newsletter is also available on the Section's Web site, and you needn't be a member to attend one of our hot breakfasts.

In my judgment, the real benefit you receive is knowing that you support the purpose of this Section: to create opportunities for actuaries to fortify their skills in the areas of leadership, management, and communication. Is this important? The mission of the SOA is to "… enhance the ability of actuaries to provide expert advice and relevant solutions…" Surely the better communicators we are, and the higher the levels of management and leadership we reach, the more effective we will be in fulfilling this mission.

Therefore, we believe that our Section's work benefits the entire SOA. You are part of the small proportion of the SOA which is willing to pay dues; in so doing you are carrying the freight for the entire membership. Thank you.

What are your dues used for? In addition to the newsletter, dues are largely used to pay expenses and honorariums for speakers at SOA meetings. Unlike the technical actuarial areas, the real expertise in our areas of concern comes from outside the profession. We often secure accomplished and well-known speakers, some of whom do not come cheaply.

Jim Trefz

Speaking of our Web site, we do have plans for it. While this exists in rudimentary fashion right now, we hope to have a robust catalog of useful Web sites which provide opportunities to you in the management and personal development arena. If you are aware of any such sites, please pass them on to Chris Ruckman, our Web site coordinator.

Although I will continue on the Section Council for two more years, I am nearing the end of my stint as the chairperson. I wish to thank the rest of the council for a great year. I have had more fun than you can reasonably expect an actuary to have.

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Upcoming Spring 2002 Sessions

- Managing Students
- Mentoring Professional Development
- Skills for New Supervisors
- Creativity and Brainstorming
- Career Stallers
- Process Re-engineering
- Effective Meetings: “Committee Live!”

Web Sites of Interest

Management Resources

www.keele.ac.uk/depts/mn/teach/linkstore/misc.htm

M&PD Section Web site

www.soa.org/sections/mpds.html

Personal Development

www.personal-development.com/websites.htm

www.mindtools.com

www.fastcompany.com

Interviewing tips

http://jobsearch.about.com/careers/jobsearch/cs/interviews/index.htm

Myers-Briggs:

www.appstate.edu/www_docs/depart/freshman/ls.htm

www.personalitypage.com

www.appstate.edu/www_docs/depart/freshman/mbti.htm

http://typelogic.com

www.mbti.com/products/mbti/index.asp

The Management & Personal Development Section Wants You!

- If you are interested in personal development, especially in managerial and other business skills, contact Lois Chinnock (*lchinnock@soa.org*) at the SOA about joining the Management and Personal Development (M&PD) Section.

- If you are interested in writing an article for our Section newsletter, or presenting a session at an SOA meeting, please contact our section chairperson, Jim Trefz, by e-mail (*jtrefz@aegonusa.com*) or phone (319-298-4182).

Interviewing

continued from page 1

clerk? Should I hire two to three entry-level people or recruit a higher level "heavy-hitter" for the same dollar?

First and foremost, develop a comprehensive job description to make sure you understand your needs. How can you find something if you don't know what you're looking for? List the major functional responsibilities of the vacant position and the critical skills needed to perform each function. Determine the educational background necessary to do the job. Know what depth of experience you need. Add balance to the department. Think long-term. What will their contribution be over the next five years? Think about the preferred professional and personal qualities.

Once you've done the posting and/or advertising, and have selected the strongest candidates, the next step is to plan the interview. For starters, choose your interview style.

- **Situational Style** interviewing is based on the theory that the closer you can get to a real work situation, the better your evaluation will be. You can use "hypotheticals" or physical examples. Tour your office; have candidates perform some aspect of the job if possible, such as analyzing a report with blatant errors.
- **Personality Profile Style** helps you find key personality traits important to the success of the job. Personality traits can be further broken into Personal, Professional, and Business categories. Personal traits, such as confidence, determination, drive, energy, interpersonal skills and motivation affect various aspects of any job. Professional traits, such as analytical ability, integrity and reliability, can reveal loyalty to a cause, person or company, and speak well of a person's dependability and trustworthiness. Business traits, such as budgeting skills, efficiency and prioritizing, show a person understands the ultimate goal of the company. Determine the traits that are important to you and your company and model your interview questions accordingly.
- **Stress Style** uses tough, tricky and negatively phrased questions designed to keep the candidate off balance. You can evaluate poise and quick thinking.
- **Behavioral Style** assumes that past behavior can predict future actions.

Personally, I prefer a combination of several styles. I'll offer a few "hypotheticals", look for key personality traits, and study behavior.

Do a little administrative preparation:

- Review the job descriptions.
- Remember what first attracted you to the company.
- Meet candidates in the lobby yourself if possible. Have other employees treat them as welcome guests.
- Make sure your appearance and that of your office tells the right story.
- Have all the relevant information about the open position (description, conditions, salary spreads, benefits, career advancement) on hand or (preferably) in your mind.

In addition to preparing your list of questions for the interview, prepare yourself.

- Consider the 80/20 rule. Limit the time you are talking. When you're talking, the candidate is not — and you are not listening. Aim to talk 20% and listen 80% of the time.
- Try not to agree or disagree. Doing so can lead them down a path that may show what they think you want them to be, rather than who they are.
- Don't ask too many questions at one time — you won't get all the answers.
- Minimize the "Why's" — they can put candidates on the defensive.
- Control the conversation. Never let flustered candidates off the hook. Tell them to take their time. If a candidate is too talkative, jump in and redirect the conversation. Keep a sequence going and stay on track.

Ask the candidate the right questions!

Asking candidates the right questions helps you get the answers to three very important questions. Are they *ABLE* to do the job? Are they *WILLING* to do the job? And, equally as important, will they be *MANAGEABLE* once on the job? Although the ability to do the job is critical, it shouldn't be the only consideration when hiring! Many candidates are able to do a job but are simply not willing. Then there are those who are willing and able but are unmanageable. People with these profiles can easily be your worst nightmare and can cause morale problems throughout the entire department.

Assess Ability

Start off with easy questions to help the candidate relax. If you start with tough questions, a candidate may get defensive and may not be able to come back down. Talking about the past is less threatening for a candidate than talking about the future and will help a candidate establish a pattern of honesty.

Start out with the basics: education; start and end dates, salaries and titles; basic responsibilities; additional training courses/seminars; successes/failures; workload/time management. Salaries and titles give you a very good idea of how the candidate was valued, as well as what kind of advancement they may expect. Large jumps in earnings should be explained. (I've seen situations where a candidate threatened to leave, interviewed with other companies, got a big increase and stayed — but was looking to leave again. Candidates such as this could be playing games with you or could be telling you what to expect from them as employees.) Responsibilities tell you functional background as well as the candidates' depth of understanding. Training tells you what the employer thought of the candidate as well as what training you *WON'T* need to invest in.

Inquire about candidates' level and forms of communication. This will give you a good feel for exactly where they fit into the organization and what was expected of them. It's not a typical line of questioning. With what level of management do they communicate? Are they communicating meeting locations or analysis results? Are they in the same room, communicating/presenting the results or do they send out a report?

Assess Willingness
Look for people who not only want to but will get the job done, will work smoothly with the rest of the team, will encourage challenges!

Ask questions targeting self-evaluation. What are their strengths/weaknesses? How about accomplishments — not so much what the accomplishments are, but how the candidates feel about them and what they would have done differently. Compatibility — who do they work well with? Who don't they work well with? Do they prefer to work alone or in a team? They'll need to do both . . . make sure they can. Is the candidate a natural leader? A follower? Are there specific situations where the candidate had to persuade others or back down? Have candidates describe their most difficult person to work with. Is this a key person on your team?

Ask candidates to describe the work atmosphere in which they thrive. What about their decision-making ability? Get examples. Weigh the steps they took more than the decisions they made. Ask about their organizational abilities and time management skills. How do they plan projects? How do they plan their days? What types of projects do they find inspiring? How do they set goals? Were there times they failed to reach goals? Remember that ability to achieve success is based on ability to learn from failures.

How do the candidates manage stress? What were some difficult situations and what were the outcomes? What areas do they feel need development? What motivates them? If they can't think of an answer, have them describe situations/ projects in which they were highly motivated. What have they done in the way of personal growth efforts? What's their definition of success? The answers can be very telling!

Assess Manageability
Your responsibility as a manager is to get things done through others. You cannot manage successfully if your staff is unmanageable. Look for patterns.

Ask candidates how they take direction in pressure versus non-pressure situations. How about criticism and praise? Have they had disagreements with their managers? How were they handled? Was it to their satisfaction? Would it be to your satisfaction? Again, look for patterns. Could these same things cause problems for you?

Have candidates describe their best and worst managers. Is one of these you? Two of my favorite questions are. How did your boss get the best out of you? and, How did you get the best out of your boss? In answering these questions, candidates are telling you what management style works for them and whether they will support you — a strong need in today's business world.

Have candidates describe times when they had to make decisions when their boss was gone, when there was no procedure in place, and/or when they didn't agree with the procedures that were in place. Are you comfortable with the actions and the results? The same thing(s) could happen again. Question their loyalty, based not just on staying with a company, but also by doing things to protect the department and the company. Have they ever witnessed a co-worker's dishonesty? What did they do about it? Have them describe times they reached their breaking point. Did they "lose it?" How did they handle it? Look for maturity here! Ask them what kinds of rewards and recognition satisfy them? Were there times they felt they "should have been" rewarded? Can you satisfy these needs?

Listen to their answers

"To eat these things," said my uncle, "you must exercise great care. You may swallow down what's solid . BUT . . . You must spit out the air!"

- Dr. Seuess

Although Dr. Seuess was talking about popovers, it is a great fit here too. Listening is an important skill that will allow you to interpret accurately the information being given to you. Listen for your next question. Keep asking questions that keep the candidate, not you, talking. Listen for patterns. Habits are hard to break. Listen for how things are said. Tone of voice and choice of words can reveal underlying attitudes. And finally, listen for what's not being said. Candidates may be choosing their words carefully to hide something.

In your final evaluation, remember:

- Don't wear blinders. Recognize and understand what candidates are telling you.
- Missing data can throw off an equation. If there's something you forgot to ask, follow up. Don't assume the answer will simply follow the pattern of other responses.
- Compare each candidate to more than just the previous candidate. Keep a chart comparing *all* the candidates.
- Get past the personal relationships. Just because you'd get along great at a neighborhood party, you may not work together effectively.
- And finally, get past the impression of the "first two minutes." Absorb everything candidates have just told you.

While I know this is a lot to digest, the more you prepare and the more you practice, the better results you will get when interviewing. The people to hire are those who complement your existing department. They are mature and professional, are team players, are willing and able to do the job and are manageable — by you!

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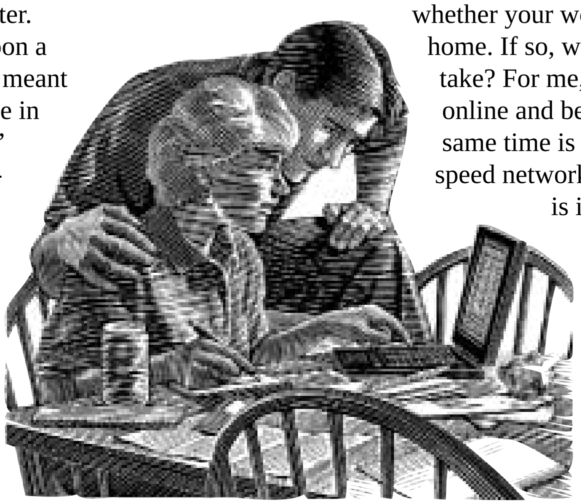
Confessions of a Telecommuter

by Mary H. Simmons

I enjoy my job too much. For starters, I get challenging work. I work with great people. Usually, I only have to fight traffic one day a week. Last, but not least, my office has a great view of my rose garden — and the pond where our confused goldfish jump out of the water like porpoises. Most of the time, I work from an office in my home. I am a telecommuter.



Once upon a time, work meant having to be in "the office" with everyone else, chained to a desk in a cubicle. Now, more and more people are taking work home on laptops and putting in at least some hours outside the office.

Over the last few years, I've learned a lot about working successfully from home, partly because my husband and I have been sharing an office. Through our experiences, and those of others we know, I've come to realize that working in the home impacts every aspect of the telecommuter's life.

Before you think about moving your office into your home, even part time, I suggest that you consider it carefully. Thought and planning can make things go much more smoothly. This includes having an adequate workspace set up with appropriate equipment, getting buy-in from your manager and coworkers, and getting buy-in from your family.

I recommend having an office set up, isolated from the rest of the house in order to eliminate distractions and background noise. (It isn't necessary, but it is ideal.) Ergonomic furniture is important if you will be working from home. Backaches from bad chairs and tendonitis from a bad keyboard/mouse set-up can happen at home as well as the office. Also, working from home may involve more use of the telephone. A good headset can help to avoid neck aches.

It is important that you evaluate whether your work can be done from home. If so, what equipment does it take? For me, being able to be online and be on the phone at the same time is important. Is high speed network access needed? If so, is it available? I use a regular internet connection, but I have a laptop so that I can transport large amounts of data to and from the office physically.

Getting buy-in from the people you work for and with is important. This will depend on the people you work with, the kind of work you do, and the kind of worker you are. It is a major plus if you have been with the company for a while. It is easier to continue established business relationships long distance than it is to establish new ones.

An often neglected piece of the planning is to include family in making the decisions. Moving work into your home can create havoc at home if you aren't careful.

Most articles on telecommuting stress the importance of self-motivation. Rightly so, but that isn't all that there is. My success on the job depends on more than my performance. It depends on my manager, my coworkers, and even people in other departments with whom I have to interface.

I faced a number of challenges early on. First of all, because I was in the office one day a week, many people would wait until I was in the office to either answer questions or ask them. This was a real problem because it made it harder for me to do my job. These people often caught themselves saying things like "Mary works on Fridays," as though I didn't work on any other day of the week. I had to be persistent, but I was not able to influence some people on my own. My manager's hard-headed determination put an end to most of the problem. Without her support, I would have been made into a lame-duck without even getting a chance to prove myself.

Another problem that I have had is that I only have one voice line. Sometimes I get work phone calls during non-work hours. This one is a double whammy. I owe it to my family to be "at home" when I am not working. However, if I do not present a sufficiently business-like attitude to the caller, they may assume that I am playing when I am supposed to be working. I've learned to state plainly if I am not currently working, but if the question is quick and I can answer it without my computer, I am willing to. For most people, this is satisfactory.

One of the biggest challenges that a telecommuter faces is the self-discipline to do the work without any of the structure of being in the office with others. For me, I found that I had to simply impose my own structure. I have a starting ritual for my day. I take a lunch hour. Since I allow myself slightly flexible hours, I keep a time card to ensure that I don't lose track.

Telecommuting influences more than just my job. Bringing work into the home has an impact on the home. While my husband's previous job wasn't exactly telecommuting, it was similar in that his office was at home, while his superiors and support personnel were in another location. His job was quite unstructured.

As a life insurance company actuary, I keep my work hours very close to the work hours of my coworkers in the office. My husband was able to be very flexible with his hours. He sometimes worked more after dinner than he did during the day.

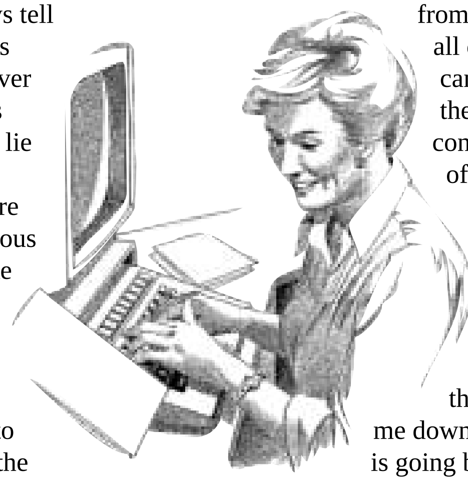
Most of his coworkers had a similar schedule, or lack of schedule. This kind of freedom in scheduling can actually create more strife at home than a regular schedule can. A regular schedule makes working from home seem somewhat "normal" — like being at the office, without the driving. Lack of a schedule combined with lack of communication can lead the spouse to feel like they are being ignored. Children may not understand why Daddy is at home, but can't play.

The solution to this problem is simple. There has to be a formal office and formal office hours in the home. If possible, there should be a separate phone line so that business calls are not received except when they are supposed to be received. Most of all, all the members of the family — worker, spouse, and children — have to understand the boundaries that separate work from home and they have to respect that.

Another area where telecommuting has an effect is physical. Even with a sedentary office job, there is more exercise than you might think. Walking through the parking lot, up the steps, etc. Working from home, there is a kitchen nearby and there may not be any compelling reason to even leave the house. It takes an extra measure of awareness to stay active. On the other hand, you can put an exercise bike in your office if you want to and ride while reading memos.

I asked a few friends last fall what they found most surprising about telecommuting. The answer that most surprised me was "tired eyes." When you attend a meeting in the office with others, you probably are looking at faces rather than a computer screen. When you attend a "meeting" at home, via the phone, you are probably looking at the computer while you do it. It is important to remember to rest the eyes. I sometimes focus on the woods — just to make sure that the deer aren't finding their way around the fence to eat my rose garden.

My husband said that the thing that most surprised him was how much he missed the non-verbal communication of talking to someone face to face. Over the phone, he felt that communication was incomplete. Not all of the people that he worked with were very reliable. He couldn't always tell whether he was being lied to over the phone. It is harder to tell a lie face to face.



For me, there have been various surprises. I take less sick time. Partly because I get sick less — less exposure to the guy down the hall who should have stayed home instead of sharing his cold with others. Partly because there is less reason to take sick leave. I don't have to drive an hour through rush hour traffic and then climb four flights of stairs to get to my office. I'm not getting as tired as I would otherwise.

I have been through two pregnancies while telecommuting. In both cases, I would have had to go on full time disability at least one month prior to delivery because of complications. However, since I worked from home and could rest as needed, I was able to continue working reduced hours. In one case, I was able to wrap up my year end work before going on disability.

I was also surprised by the different types and levels of stress. I thought initially that working from home would prove less stressful. Sometimes it is, but mostly there are different stresses and there are different ways of dealing with the stress. For example, working from home I have to do things that I don't have to do in the office. There is no secretary to stock the supply cabinet and no technician to fix my computer. Normally it isn't that bad, but in one day last month, I got a computer virus that locked up my machine. Meanwhile, my printer was out of toner and I was out of printer paper.

In the same way, if there is something going wrong at home, it is hard to leave it behind when home is in the next room. Laundry piling up? Sick children? Leaking roof?

Sometimes I miss the drive home from work. After working intently all day long, a little alone time can be nice before walking into the living room to be confronted with all the realities of being wife and mother.

The best part of telecommuting though is that the stress doesn't have to accumulate. I can take a real break and get completely away from all the work problems that have me down. On a day when everything is going bad, I get to go outside at lunch and blow bubbles with my son. I can refocus and get back into a productive state faster than I could in the office. I love that part about my job.

The worst thing? I don't get to go out for Chinese food often enough.

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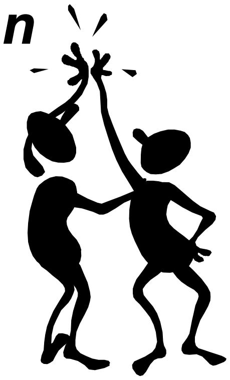
Tips on Making an Effective Presentation



by Philip J. Lehpamer

At last year's Society of Actuaries annual meeting, Gerald August, a communication consultant, conducted a session on Presentation Skills. This article is a summary of that meeting and includes several tips that may assist you with your next presentation.

Mr. August personally greeted most of the meeting participants as they entered the room before the presentation actually started. His first tip was:

1) **If you want to feel comfortable in front of a new group, meet the people that come in.** When someone asks you to give a talk, your first question should be, "What do you want me to talk about?" Perhaps the topic is not really my area. Who is the audience? Is the purpose to inform? Is it to persuade? Should I give the talk? What's my objective? It is critical to know your objective before you start to plan the presentation. You should be very specific about what you talk about. If you can't give an overview in one sentence, you haven't figured it out. Once you have specifically stated the target, the most important element in putting together your presentation in terms of content is — time. How long will you talk? Unless you have a time limit, you don't know where to stop, and as a result, you ramble. Therefore, you should self-impose a time limit so that you deliver a tight presentation and add value to every minute for your audience.

If you have only five minutes to make your talk, state the most important fact first. Then give the second most important fact, followed by the third and fourth until you bump against your time limit and then stop. If you have more time, just keep expanding each item. In this way, you have total control, not only over the content, but the length of the presentation. To summarize Mr. August's second tip remember the four Ts:

2) **Set your Topic, Target and Time to keep your presentation Tight.** An informative presentation should be organized along the principle, "Tell them what you are going to tell them, then tell them, and finally tell them what you told them." If you follow this principle, Mr. August is confident that you will always give a clear, concise talk, because everyone will be able to follow you. This principle is summarized:

3) **Tell them, tell them, tell them.** A persuasive presentation should start with an opportunity and background. The main point should be what you want the audience to do. You should list the benefits to your listeners and then give proof of the benefits. Then you need to restate the main point and benefits. Finally, you would state specifically what the audience should do now.

Once you have organized your talk and practiced it once into a tape recorder, you are ready for the next question, "What visual, if any, do I need?" It is not necessary to use any visuals for many presentations. Sometimes the expectations of the audience may require visuals but do not let those visuals detract from your topic, target or time. Reasons for including them are to recall information, to control the attention of the listener, to make information easier to understand, or to reinforce what's being said in the presentation.

When using visual aids, it is important to speak to a person, not to a visual aid. You use your hands to direct the listener's attention, standing to the right of the visual as you face the audience so that their eyes will come back to you. Each visual should be limited to one idea captured by a headline. You should write in phrases, not sentences, with a maximum of six lines per visual, large enough to see. You don't just read the visual aid but expound in detail.

4) **You will never deliver a boring presentation if you humanize it.** Thus, you should relate your talk to actual people and events, but you should not exaggerate or lie. Humor is anything that puts the spirit of fun into the presentation. You should get excited in your delivery because if you can reach out and touch your audience you will be home free. Here eye contact, body language and delivery are important.

5) **Look at the more friendly faces in the audience, and make eye contact with an individual before you speak.** Direct a thought or a sentence to that person. Do not speak unless looking at someone and react to the visual cues from that person.

6) **Stand solidly on the floor, in balance.** If you move, do so with purpose and don't pace. Use gestures to support what you are saying.

7) **Speak a little faster on the unimportant words and speak a little slower on the important words.** Lowering or raising your voice gets attention and use longer pauses to emphasize a point.

If you are dealing with a hostile audience, learn where they are coming from and try to empathize. Acknowledge their position and try to find common ground. Promote your position in a positive way and don't knock down other positions.

During questions and answers, pay full attention to the question. Keep your answer as short as possible but don't just use one word. For difficult questions, use a lead-in to give yourself thinking time. At the risk of putting your foot in your mouth or opening a can of worms:

8) **Answer only the question. Do not bluff or make things up — it is okay to say you don't know.**

Finally, there are general tips to consider:

9) **Arrive early to control the room and technology as much as possible.**

10) **Ask the audience for feedback.**

11) **Practice with toastmasters, colleagues, peers and friends.**

Remembering these basic tips can go far in making your next presentation a success!

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UPCOMING ANNUAL MEETING SESSIONS NEW ORLEANS, OCTOBER 2001

You've Been Downsized (with Actuary of Future Section)
Monday, October 22, 2001
10:30 - noon
Attendees learn how to find new career growth opportunities.

The Magic of Conflict
Monday, October 22, 2001
10:30 - noon
Participants are led, interactively, through several conflict exercises and their resolutions using the fight, flee, and flow responses.

Use Your Actuarial Knowledge to Develop Nonconventional Job Opportunities (Three Testimonies)
Monday, October 22, 2001
2:00 - 3:30
Attendees will participate in discussions with the panel and gain a better understanding of how to develop and position their own experiences for nonconventional job opportunities.

Personal Missions: The Guide to Claiming Your Passion for Life and Work!
Tuesday, October 23, 2001
8:30 - 10:00
This session explores the "Six Ways of the Passionate Soul" to help each of us assess how passionately we are living and working. Attendees will learn the role and value of personal missions.

Why Don't They Comprehend My Communiques? Business Writing for Actuaries
Tuesday, October 23, 2001
10:30 - noon
Attendees learn the techniques used to get people to read, understand and act on written communications.

Creating Your Personal Mission (follow up to Personal Missions: etc.)
Tuesday, October 23, 2001
2:30 - 4:00
This session provides the groundwork for creating and living personal missions.

Management and Personal Development Section Continental Breakfast/Managing Diversity in the Workplace
Wednesday, October 24, 2001
7:00 - 9:30
Attendees learn the benefits of diverse individual perspectives and experiences; how valuing differences and promoting a sense of belonging increase productivity, enhance communication, and improve team effectiveness and customer awareness; and how to develop an action plan to maintain an inclusive work environment.