

Future of Work in Investment Management

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CFA Society Netherlands
23 June 2022

Agenda



I. Introduction and Background

II. The New World of Work

III. How Roles Are Changing

IV. Skills for the Future

Methodology

Future of Work series

Quantitative input:

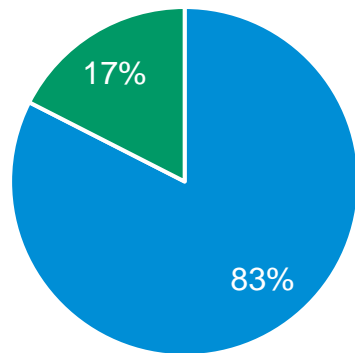
- **11,000 investment professionals** globally across three surveys. This presentation is largely based on the November 2021 Skills and Career survey of 2,137 CFA Institute members.
- Leaders at 41 investment organizations representing more than **230,000 employees**.

Qualitative input:

- 100+ investment professionals and human resources professionals in the investment management industry provided qualitative input through **virtual roundtables across 13 markets**.

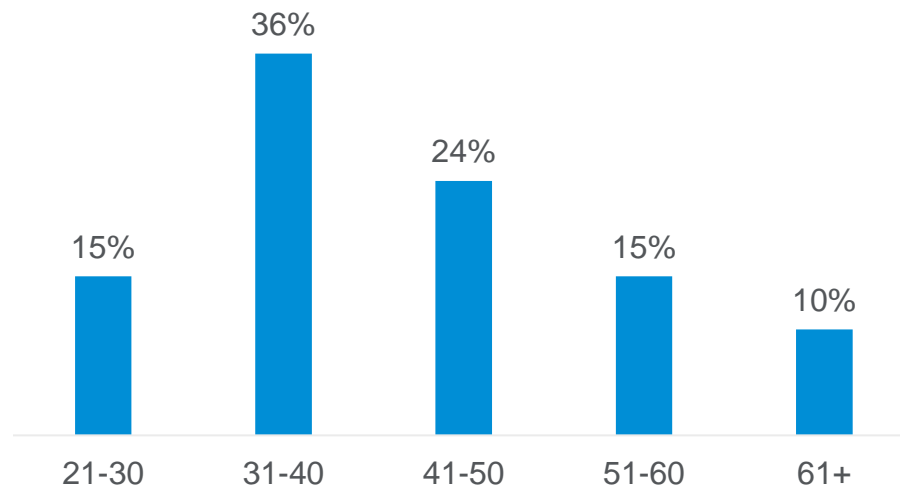
Skills and Career Survey Demographic Profile

Gender

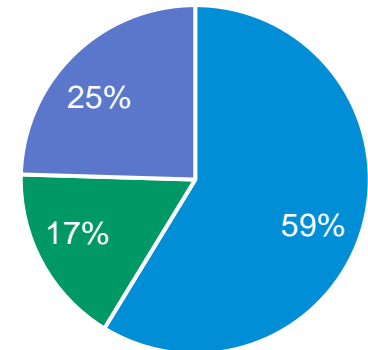


■ Male ■ Female

Age Group

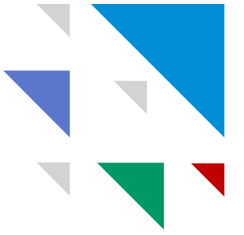


Region



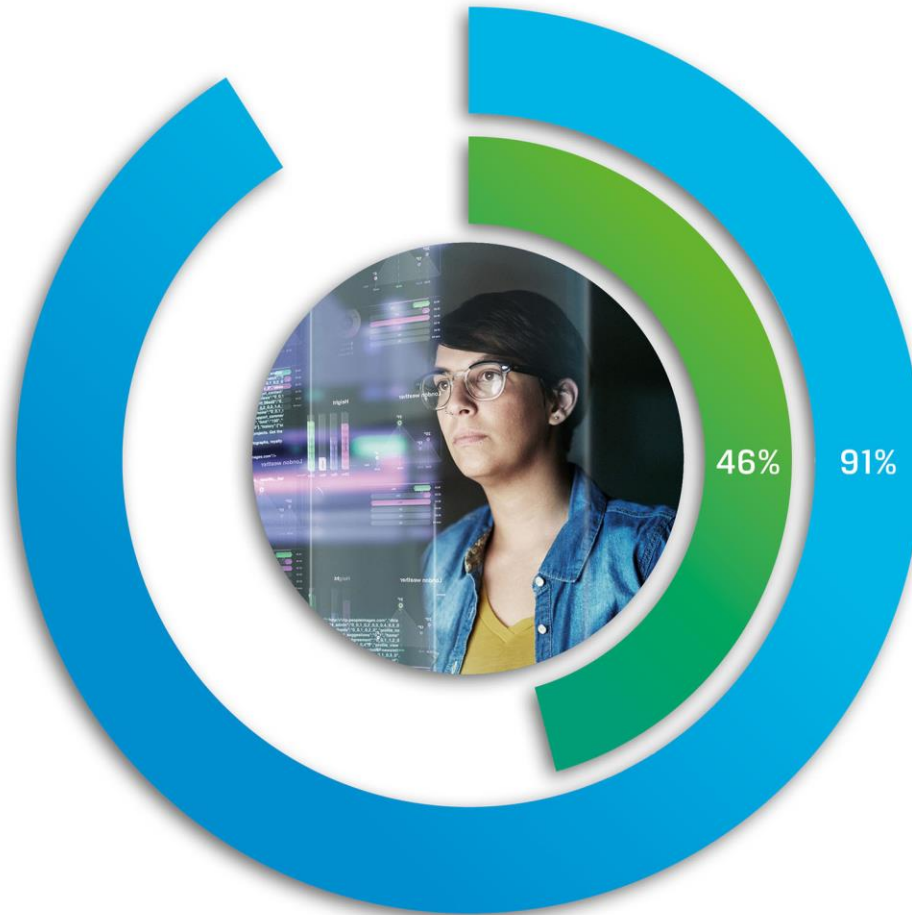
■ AMERICAS ■ ASIA PACIFIC ■ EMEA

The Talent Equation

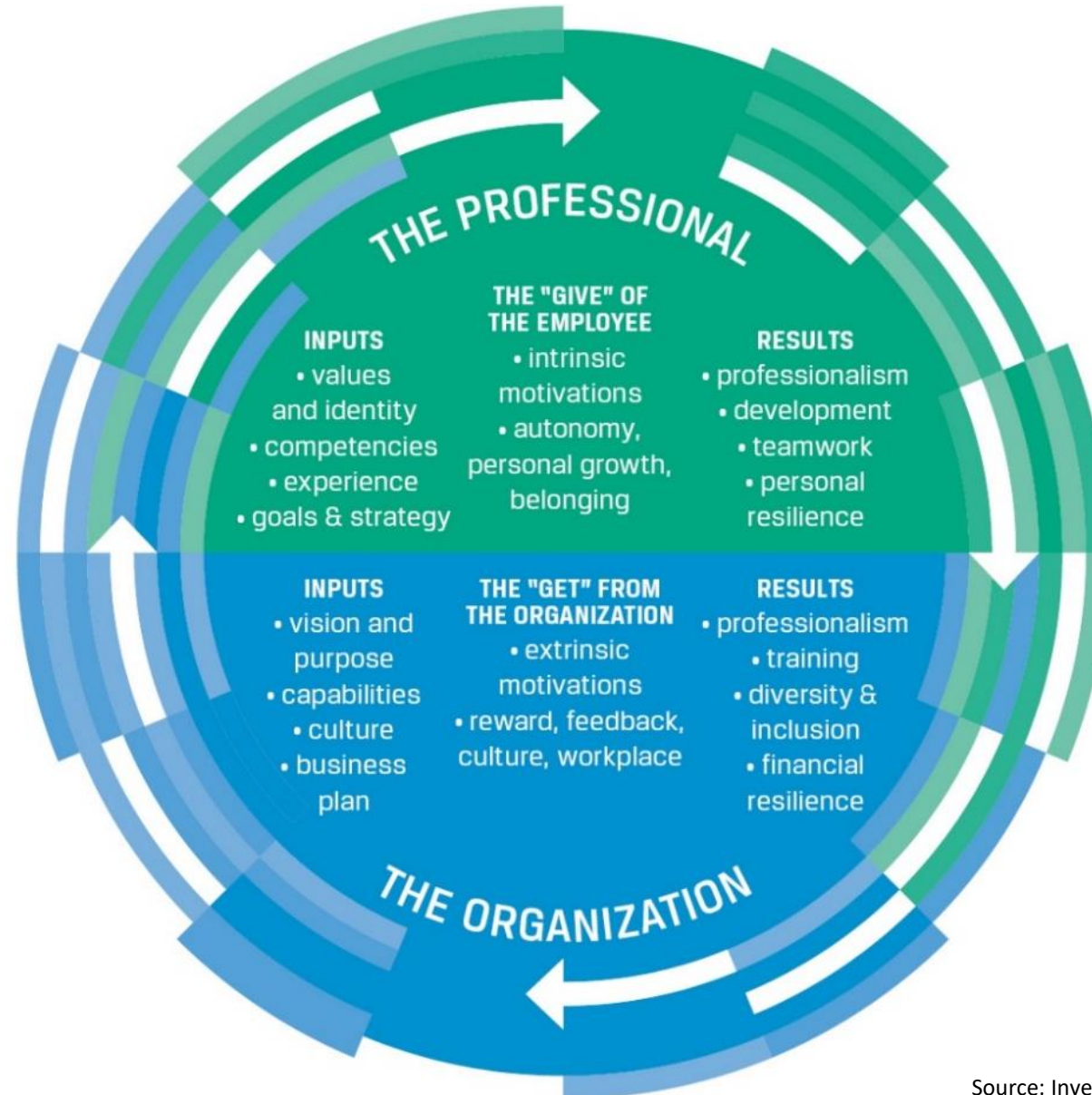


There Is a Greater Urgency to Learn New Skills

NEED FOR SKILL DEVELOPMENT
VS COMPANY SUPPORT



The Career Flywheel Enables a Growth Mindset



New versus Familiar Work

Proportion of time doing familiar versus unfamiliar work, by role



■ DOING WORK I'M FAMILIAR WITH ■ DOING NEW WORK

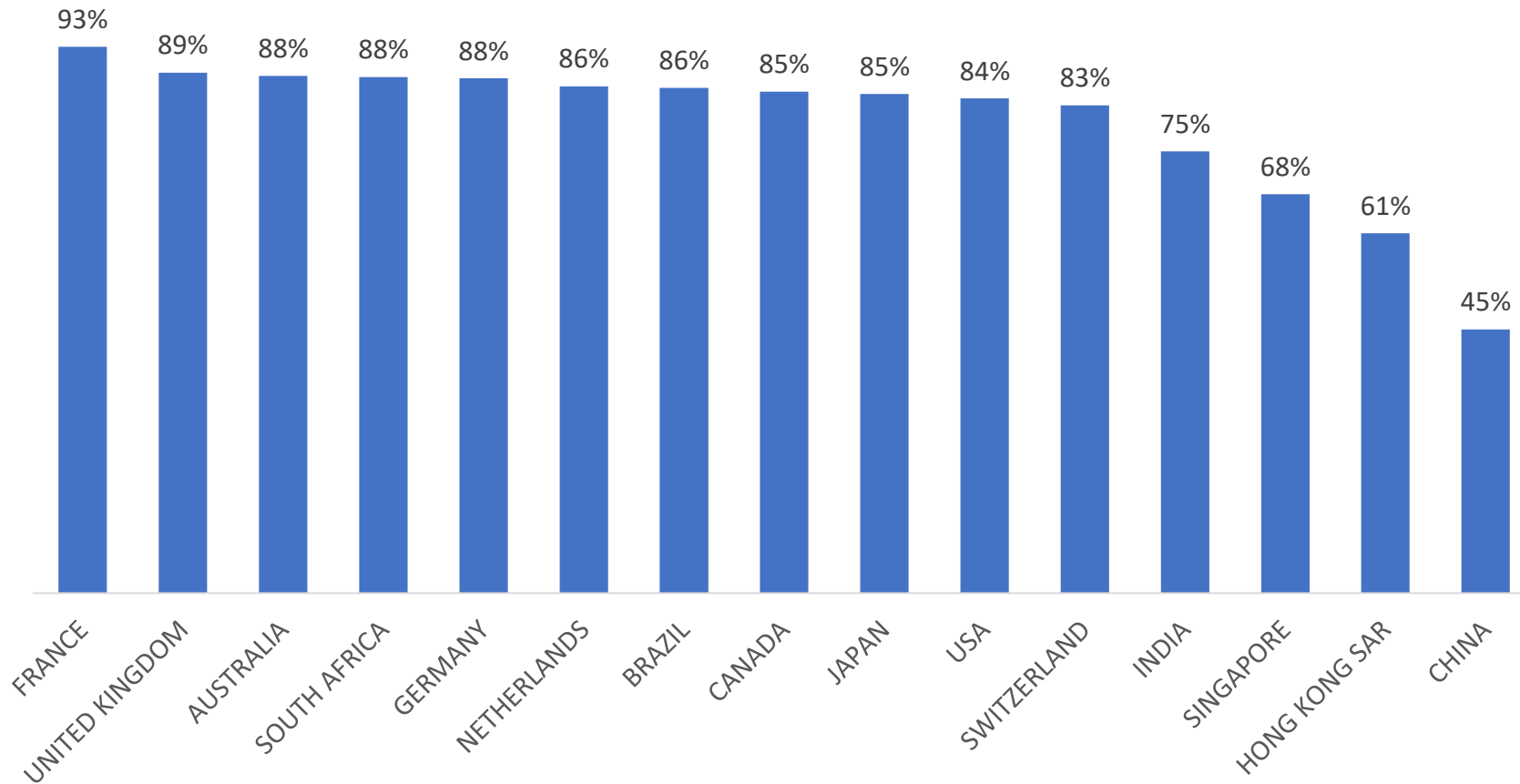


The New World of Work

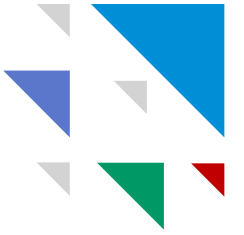
Hybrid Interest by Market



I would like to regularly work remotely for some portion of the work week on a long-term basis (even after the pandemic health risks subside) (Agree + Strongly Agree)

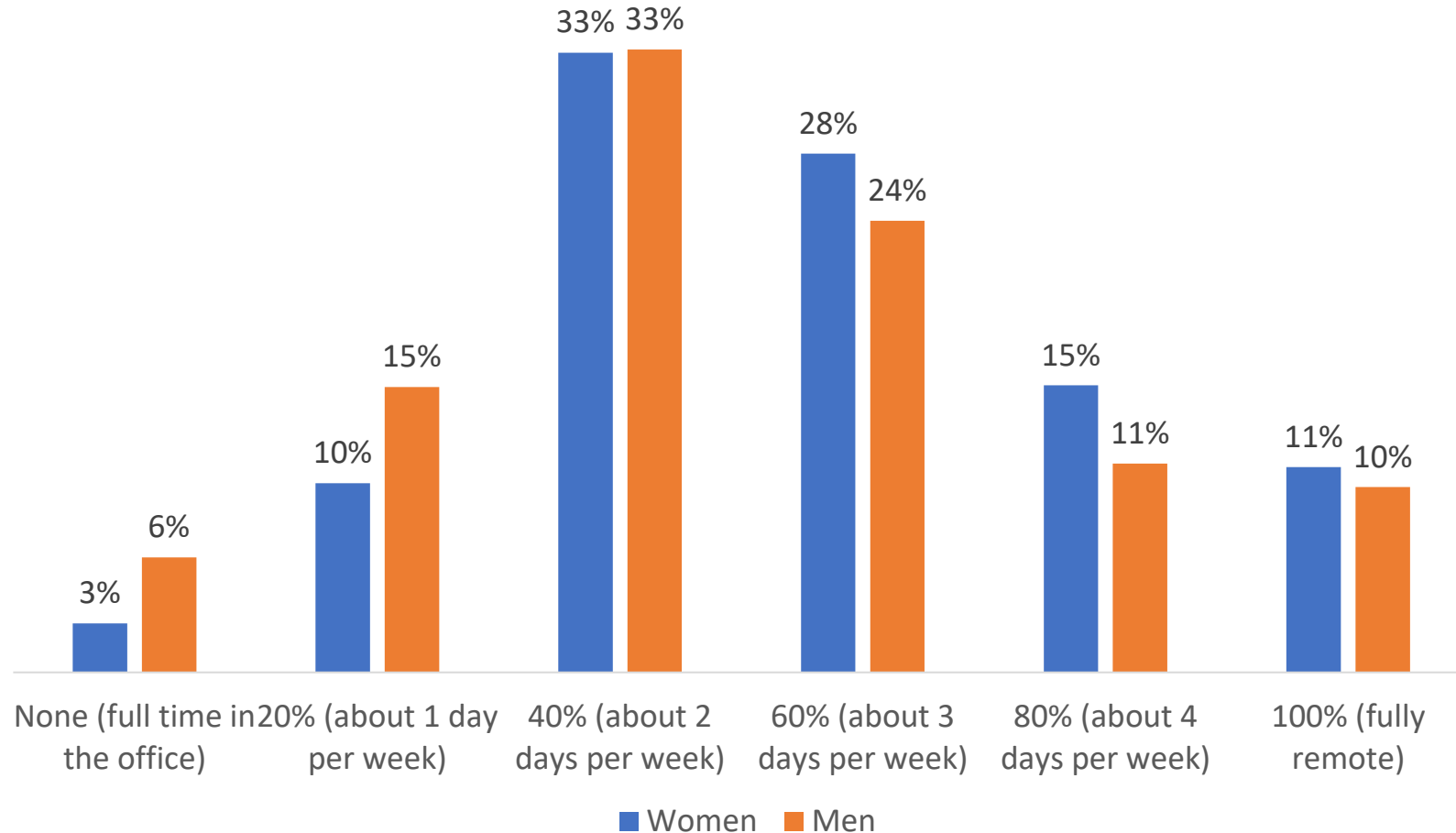


Hybrid Interest: By Gender



What portion of the work week would you like to work remotely on a long-term basis (even after any pandemic-related health risks subside)?

(N=2,734)



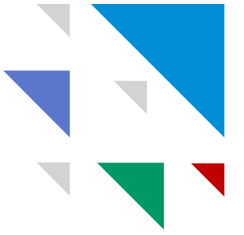
Productivity Potential: By Role



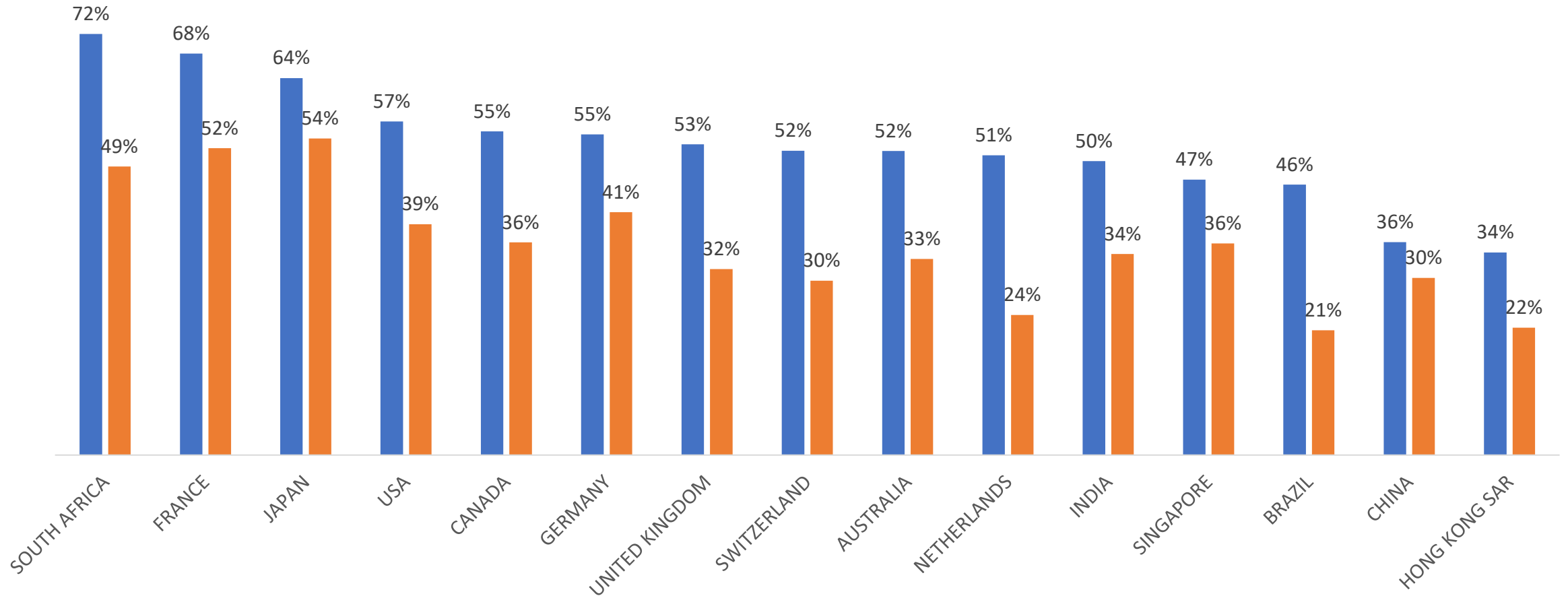
Percentage of time needed in the office for maximum productivity (N=2,586)



The Efficiency Perception Gap: By Market



Personal efficiency is consistently rated higher than the efficiency of those managed



■ I have been more efficient during remote work (Agree + Strongly Agree)

■ Those I supervise have been more efficient during remote work (Agree + Strongly Agree)

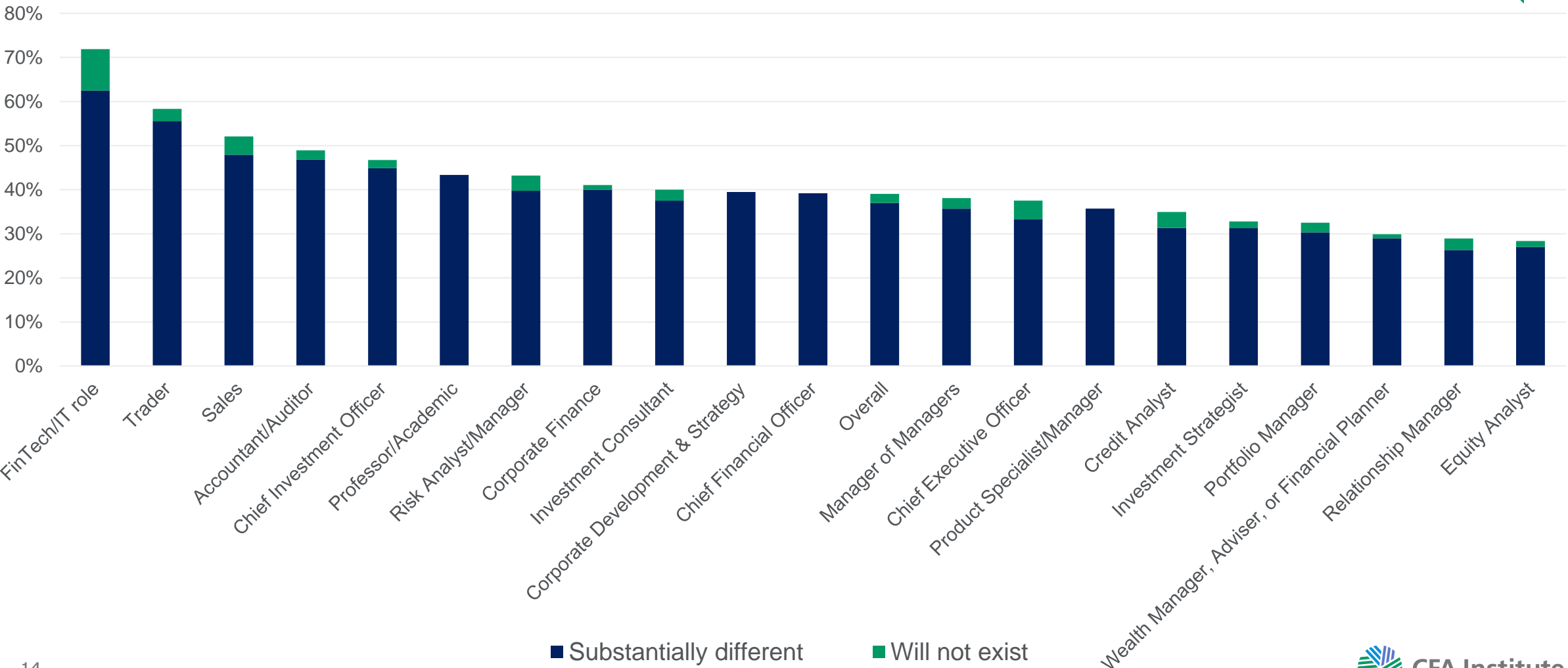
How Roles are Changing

Expectations for job role disruption



Expected change in job functions

Leaving aside any personal circumstances or your expected career progression, how different, if at all, do you think your current job role will be in 5-10 years' time?



Perceptions of Job Role Disruption – 2019 to 2021



Trending job role disruption

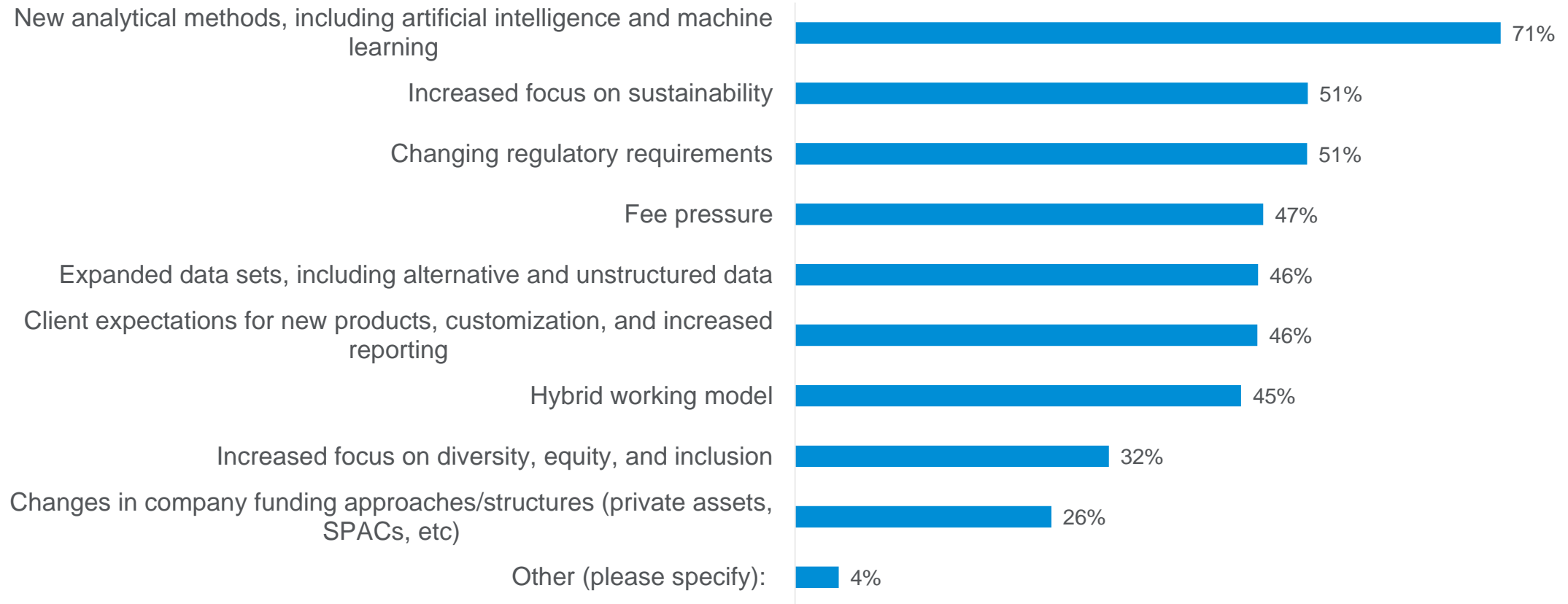
Percentage point difference in "How different do you think your role will be in 5-10 years' time?" in 2021 versus 2019
(combines will not exist and substantially different)



Sources of Job Role Disruption



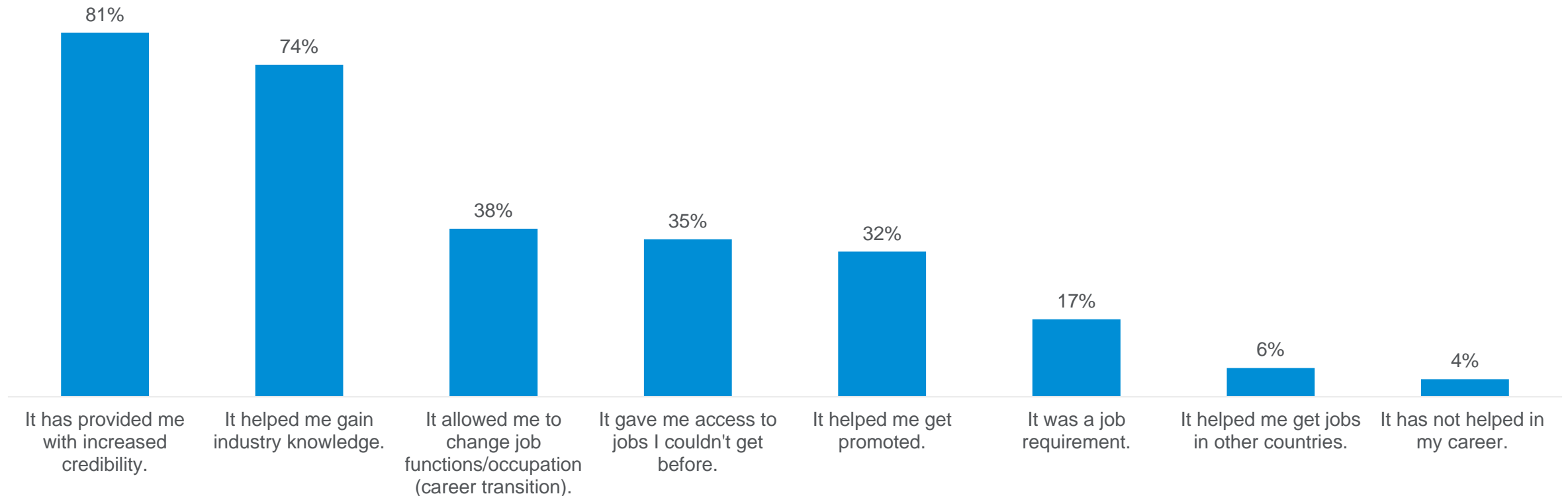
Which of these industry disruptors do you expect will significantly contribute to the change? (select all that apply)



Impact of CFA Designation on Career



How, if at all, has having the CFA designation helped your career? Select all that apply



Usefulness of CFA Program by job role



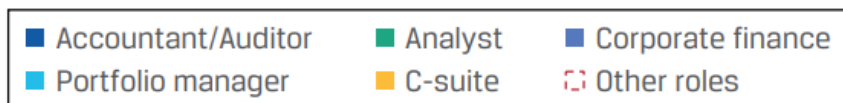
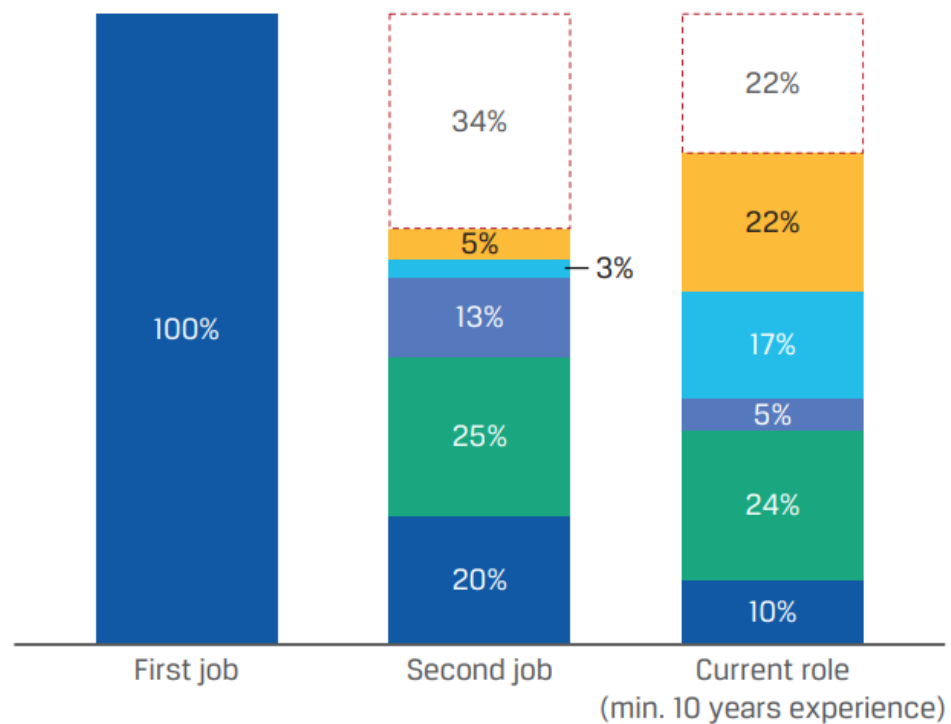
How useful has the CFA Program material been to you in your professional roles? -
Essential + Very Useful responses



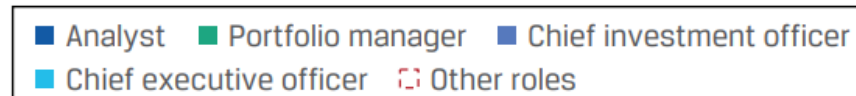
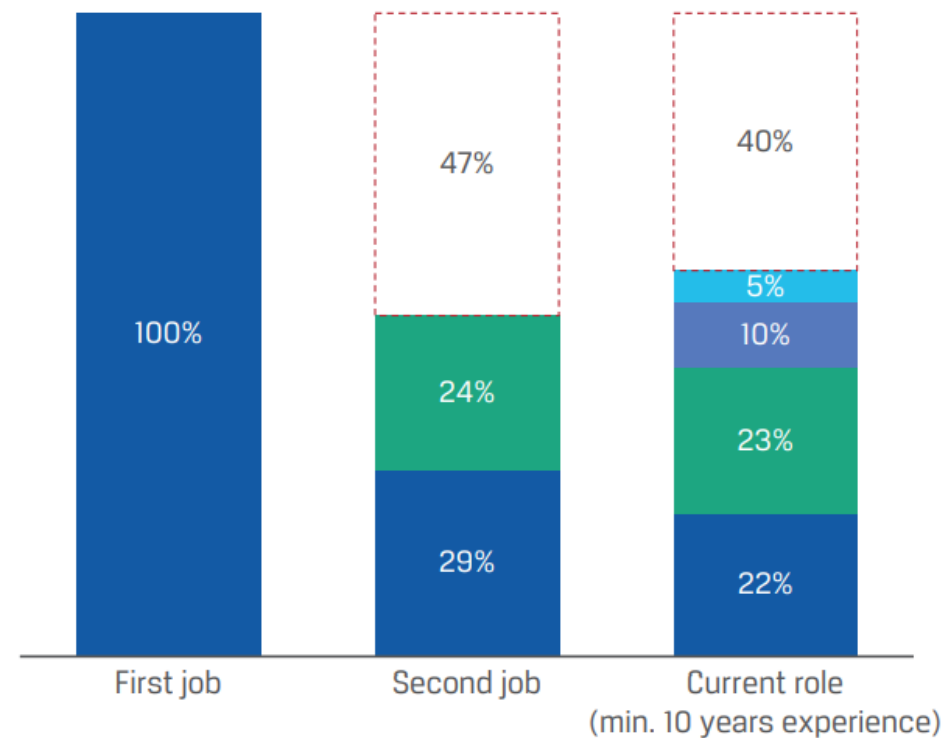
Career paths for selected entry-level roles



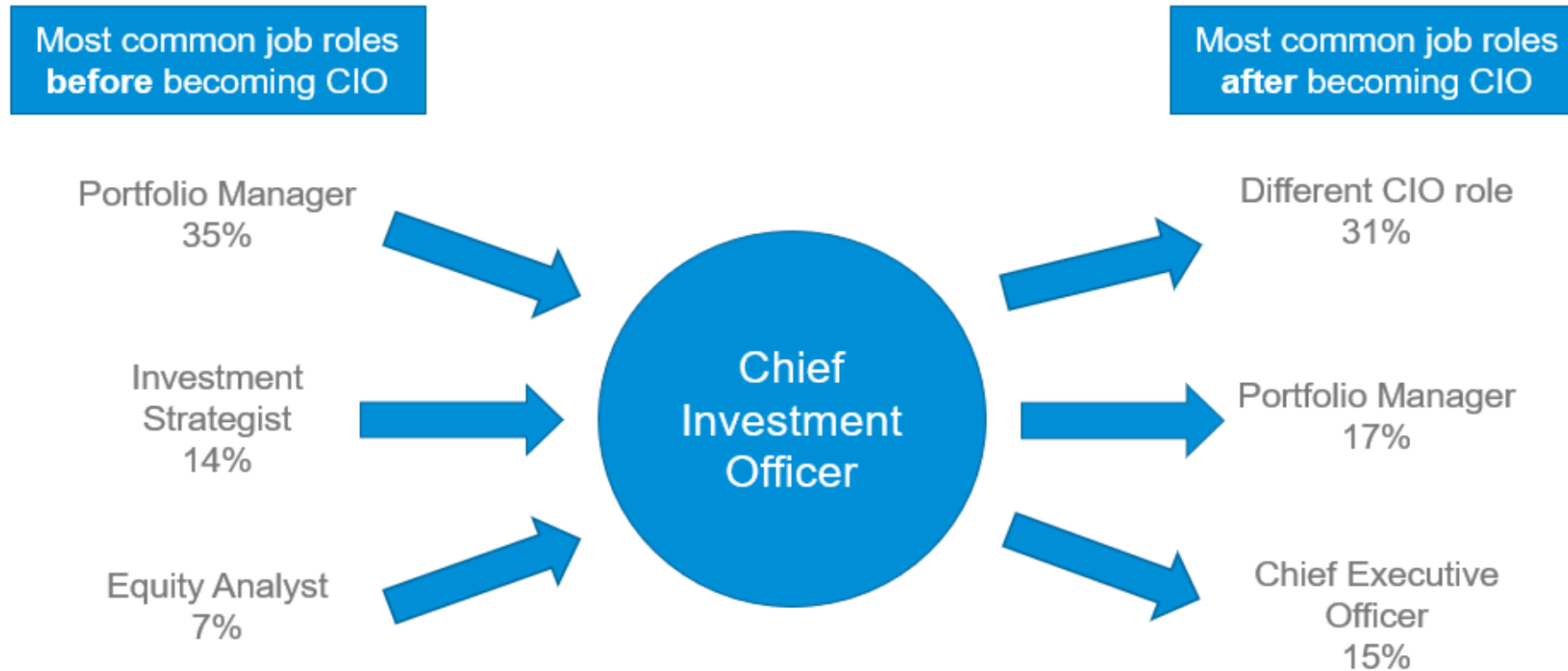
Started as Accountant/Auditor



Started as Analyst



Paths to the C-Suite



Among CEOs, the most common preceding roles were CIOs (20% of CEOs), portfolio managers (18%), and relationship managers (10%)

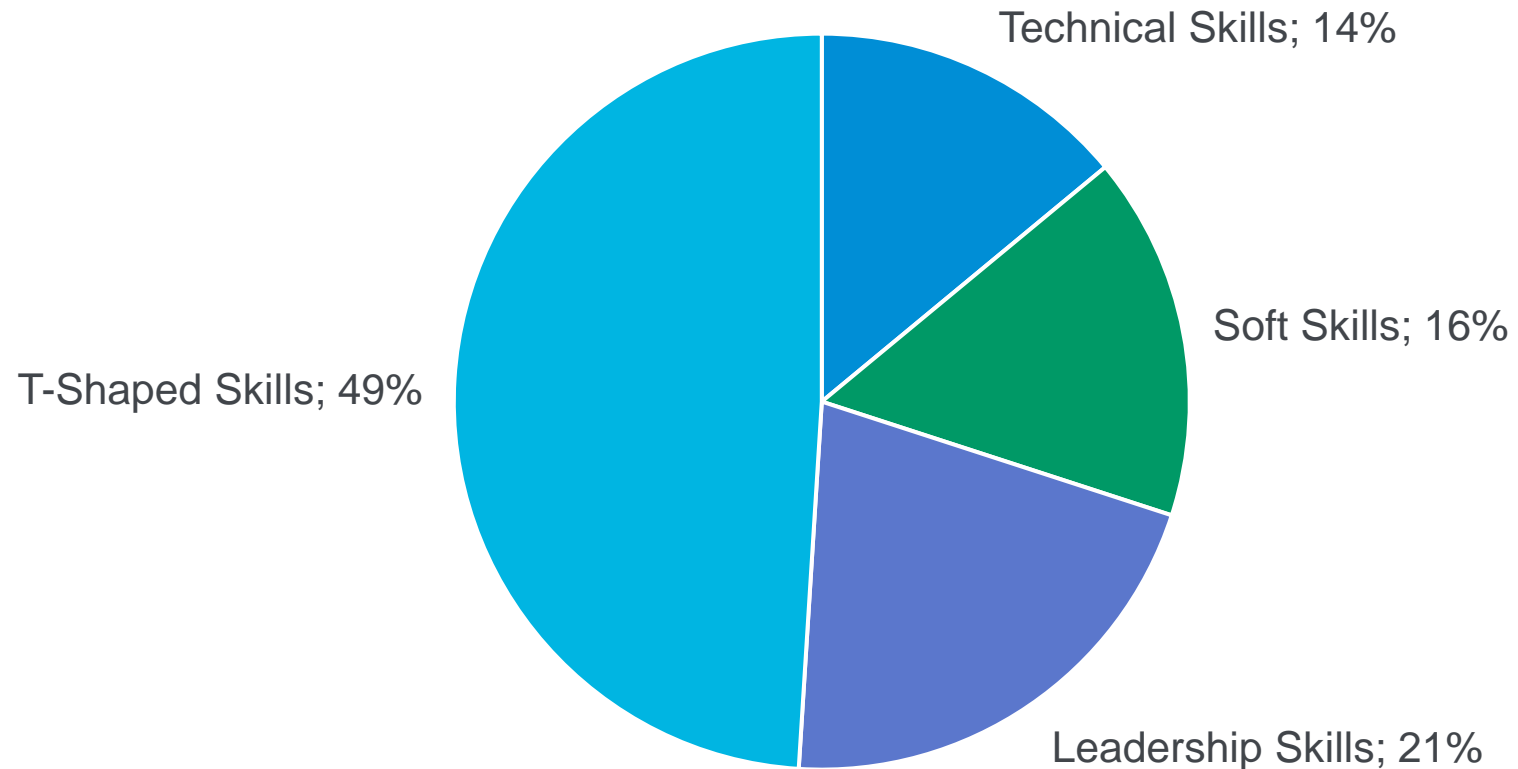
Skills for the Future

Most Important Types of Skills for the Future

According to Industry Leaders



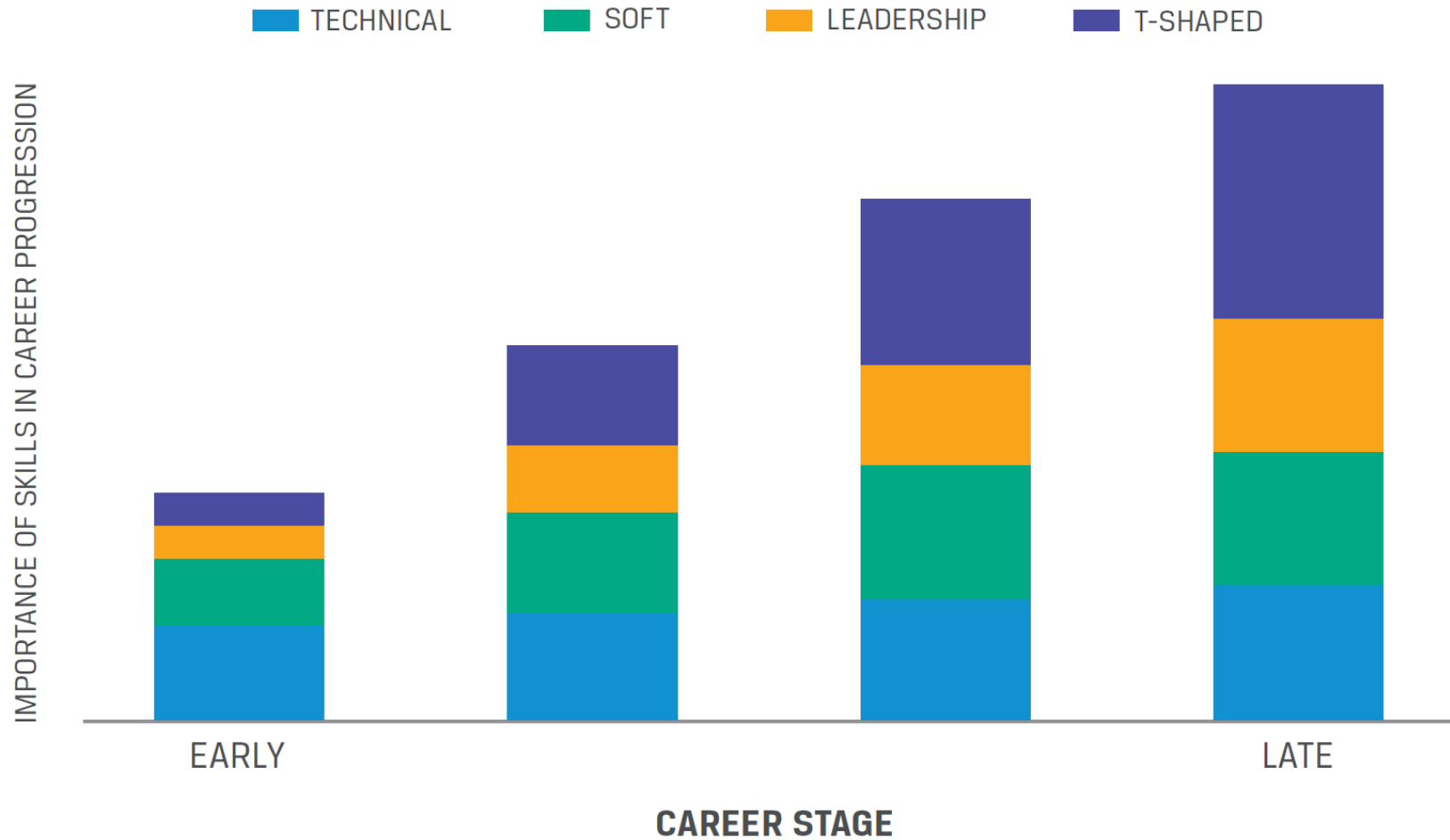
Rank the importance of the following skill types for successful investment professionals in the next 5-10 years
(% ranked first)



Skill Development throughout Career



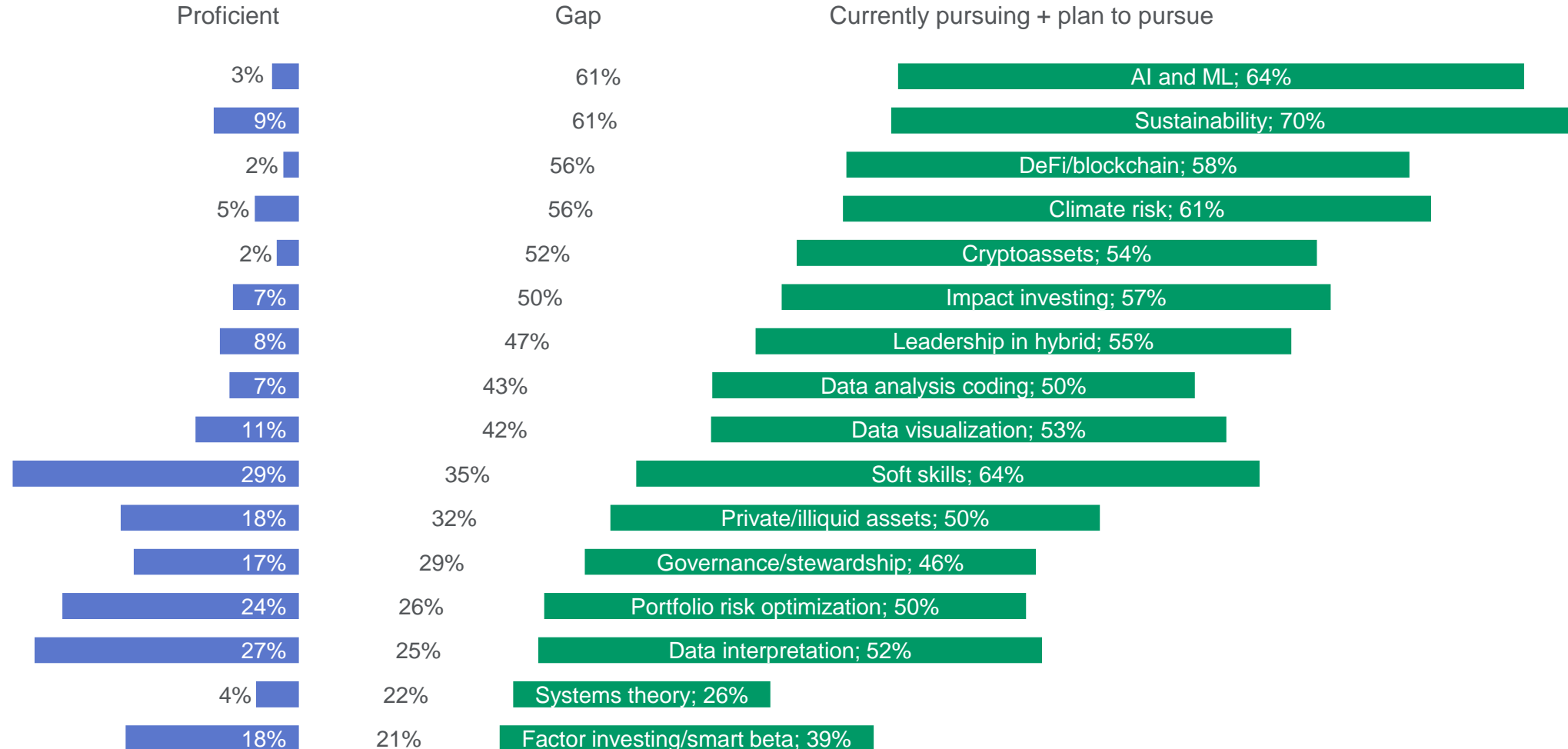
SUGGESTED SKILLS PATHWAY



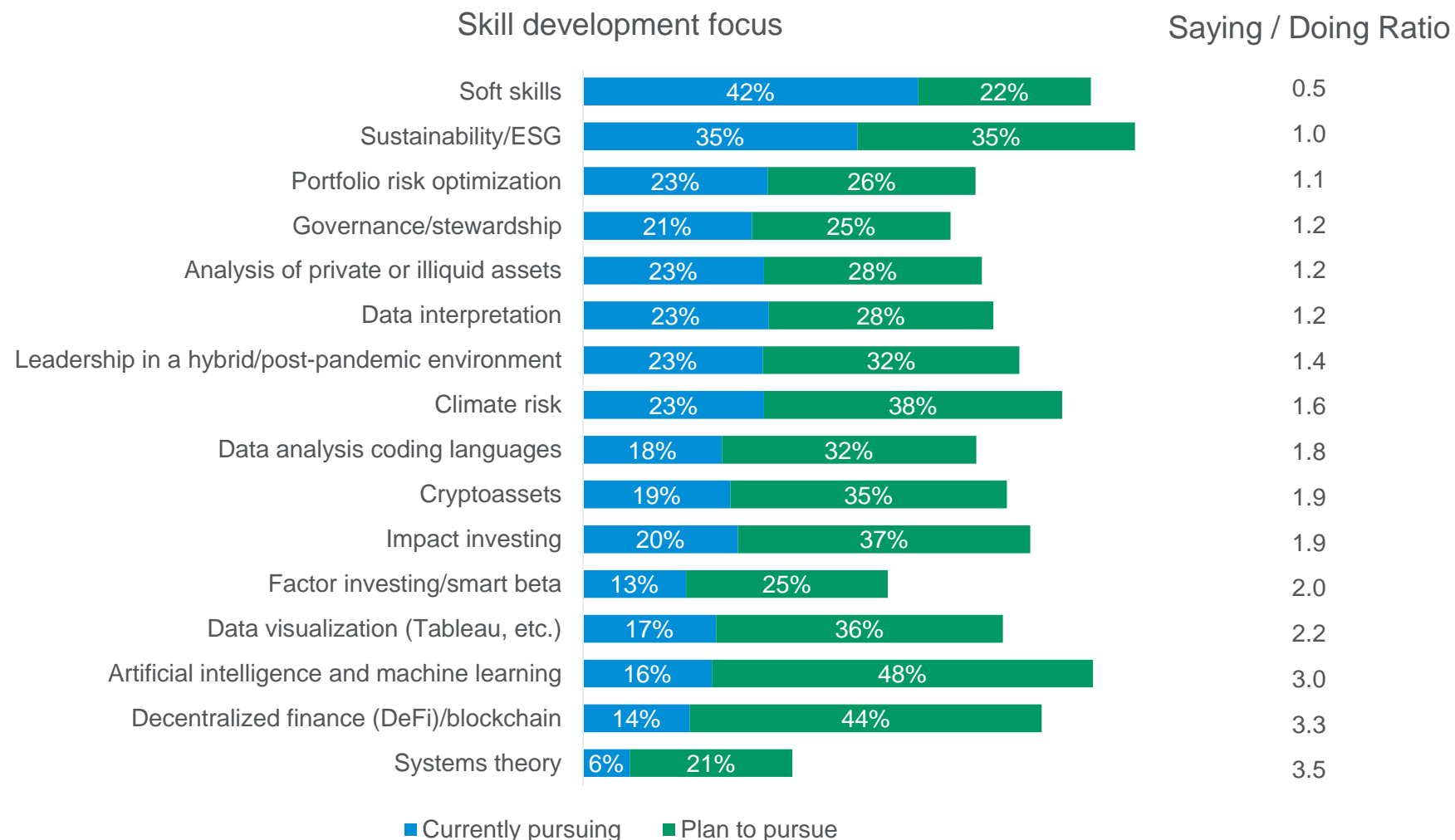
Supply and Demand of Skills



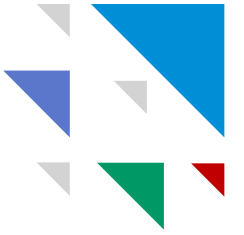
Supply and Demand Skills Gaps



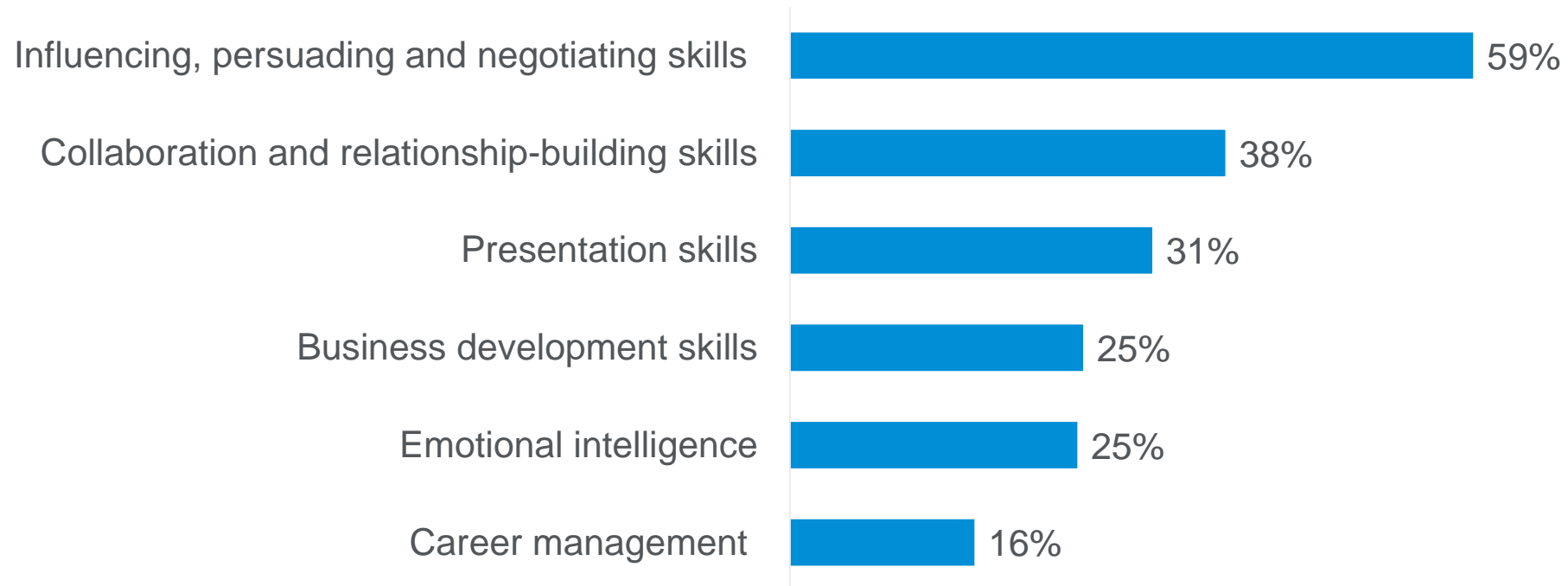
Pursuit of Skills



Demand for Soft Skill Development



Within soft skills, which of these skills is most important for you to build? (select up to two)



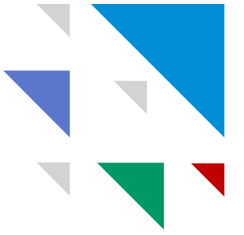
Creativity needed by job role



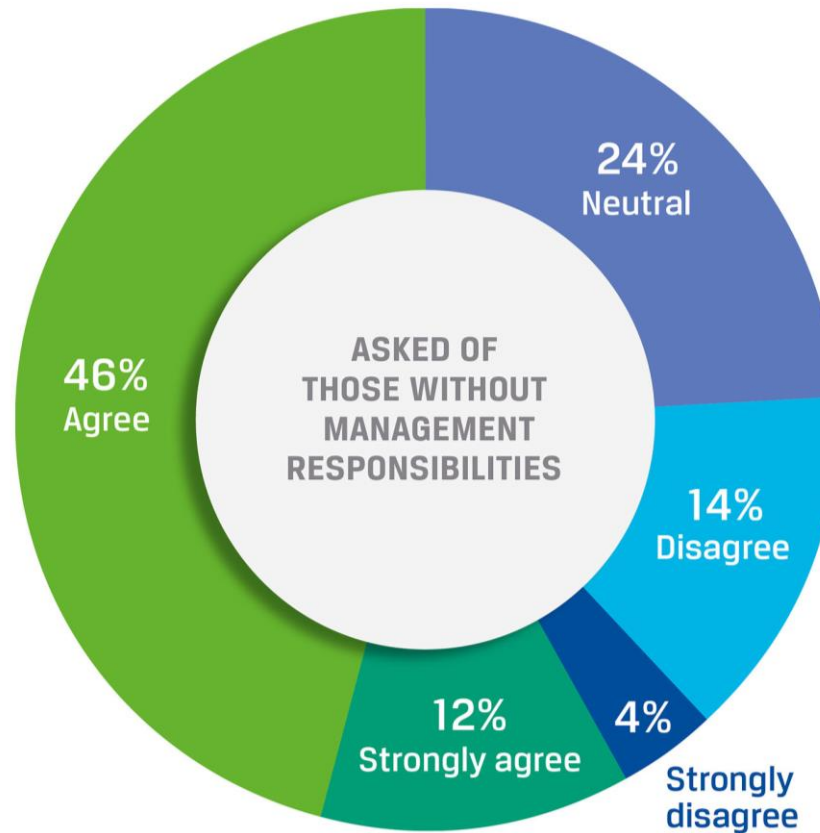
My work involves a high degree of creativity - Strongly Agree + Agree



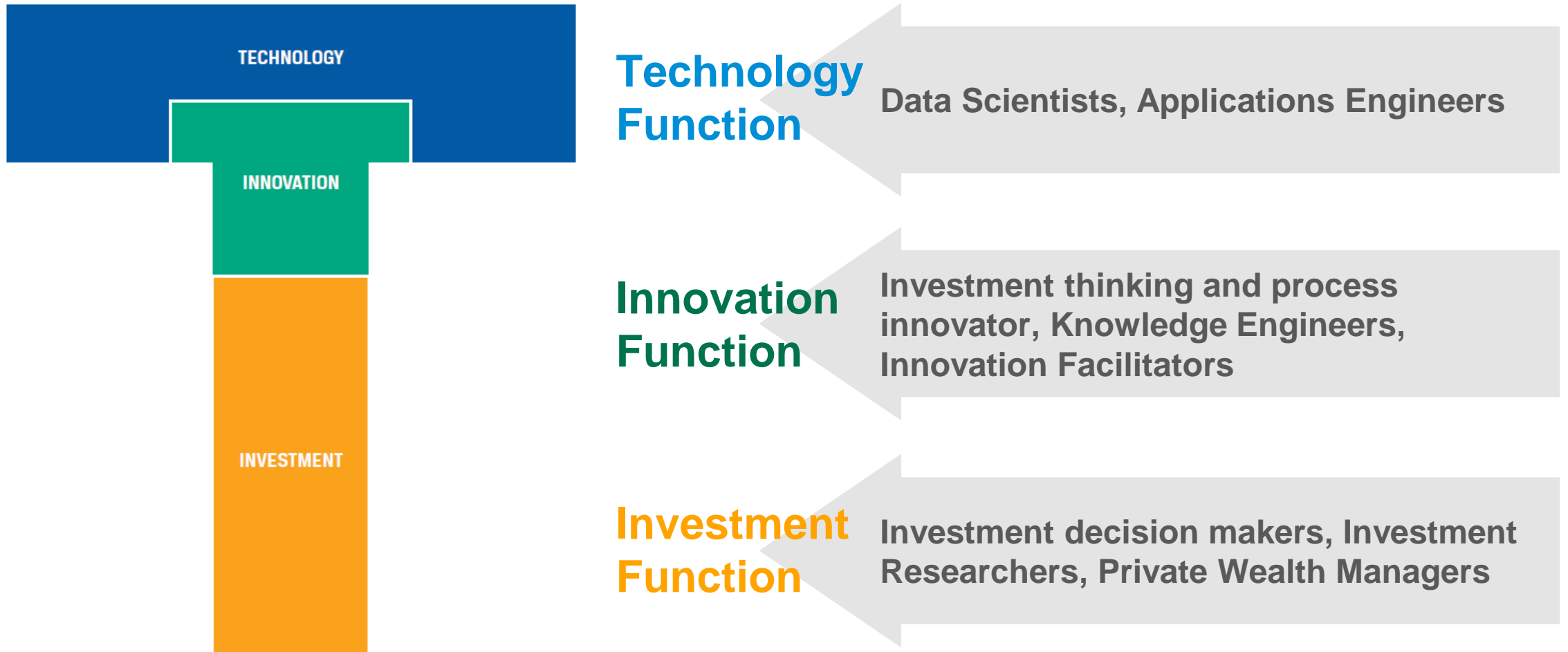
Leadership Skills in Focus



**I AM CONFIDENT IN THE ABILITY OF LEADERS TO
MANAGE TEAMS IN A HYBRID WORK ENVIRONMENT**



T-Shaped Teams Include Three Groups of People



Recommendations for Investment Professionals



1. Be flexible and agile to be effective in a hybrid work environment in which enhanced skills in communication, influencing, and creativity are needed.
 - Know yourself and own your schedule
 - Nurture your network
 - Communicate often
2. Continue to add new skills and refresh existing ones as new analytical methods disrupt existing job roles.
 - Develop a career plan to put the flywheel in motion
 - Match skills to the roles you seek
 - Be aware of potential role disruptions
3. Develop generalist and specialized skills to work effectively in teams and to create more career pathway opportunities.
 - Look for combinations of skills to advance your career
 - Fill skill gaps on your team, and learn together
 - Adapt as needed over time

Learn More



Future of Work in Investment Management



Investment Professional of the Future

