

FUTURE OF SKILLS AND LEARNING – PLANNING YOUR CAREER FOR THE INDUSTRY OF TOMORROW

Presenters:

Ryan Munson, Research Program Manager, CFA Institute

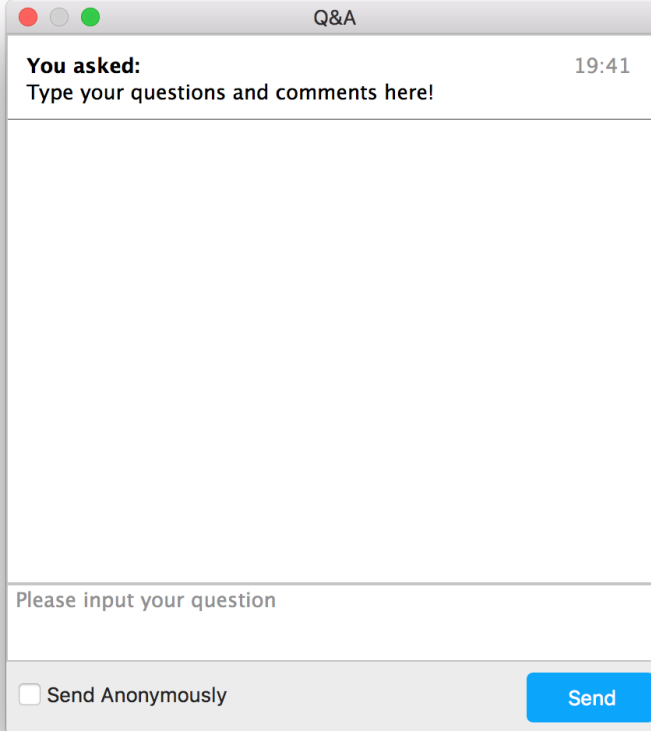
Rhodri Preece, CFA, Senior Head, Research, CFA Institute

Laurel Teo, CFA, Board of Director, CFA Society Singapore



HOUSEKEEPING

- Today's webinar is scheduled for 60 minutes including Q&A
- All participants are muted throughout the webinar
- We welcome comments via the Chat button and questions via the Q&A button on your screen.
- This webinar will be recorded and be made available to view soon after the presentation concludes today
- The main presentation will be uploaded onto [CFA Institute Asia-Pacific Research Exchange \(ARX, www.arx.cfa\)](http://www.arx.cfa)

A screenshot of a Q&A window interface. The window has a title bar with the text "Q&A" and three colored window control buttons (red, yellow, green). The main content area is divided into two sections. The top section is titled "You asked:" and contains the text "Type your questions and comments here!" followed by a timestamp "19:41". The bottom section is a text input field with the placeholder text "Please input your question". At the bottom left of the window, there is a checkbox labeled "Send Anonymously". At the bottom right, there is a blue button labeled "Send".

Q&A

You asked: 19:41
Type your questions and comments here!

Please input your question

Send Anonymously Send



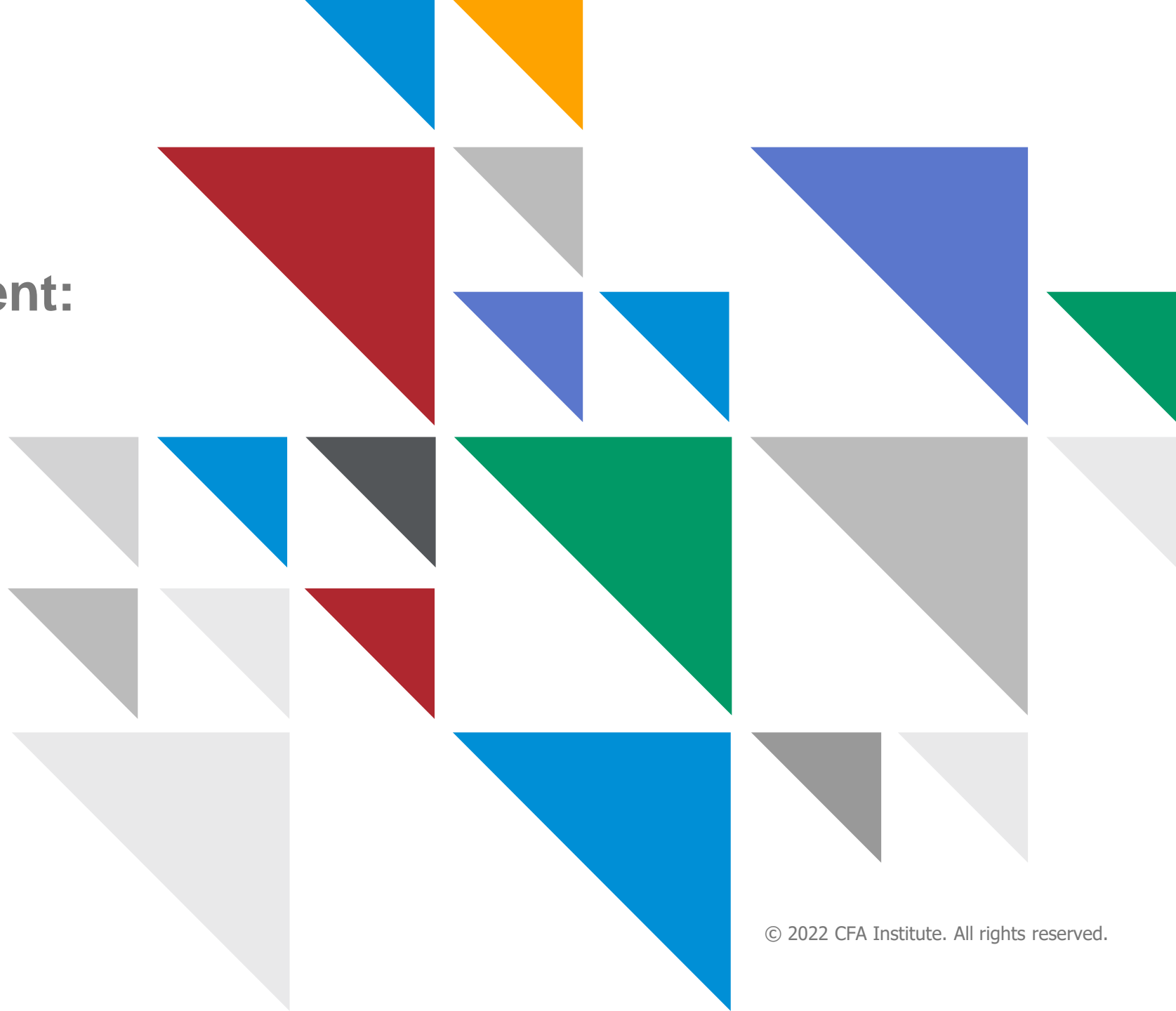
DOWNLOAD THE REPORT



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Future of Work in Investment Management: Skills and Learning



Methodology

Future of Work series

Quantitative input:

- **11,000 investment professionals** globally across three surveys.
- Leaders at 41 investment organizations representing more than **230,000 employees**.

Qualitative input:

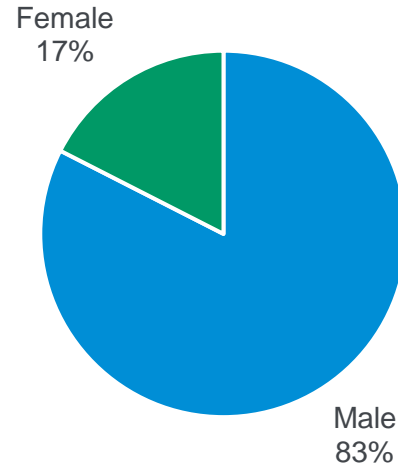
- 100+ investment professionals and human resources professionals in the investment management industry provided qualitative input through **virtual roundtables across 13 markets**.

This presentation primarily leverages survey data from the Skills and Career survey conducted in November 2021 of **2,137 CFA Institute members**, with a margin of error of +/-2.1%.

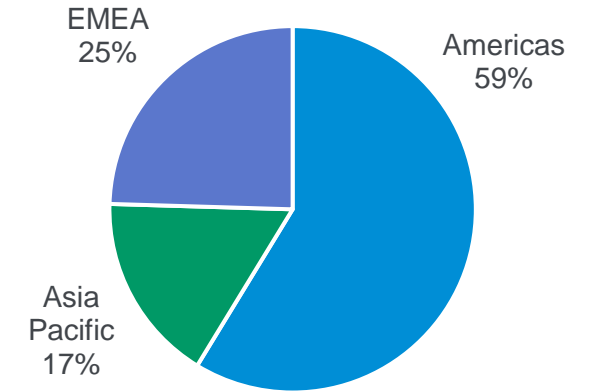
Skills and Career Survey respondent demographics



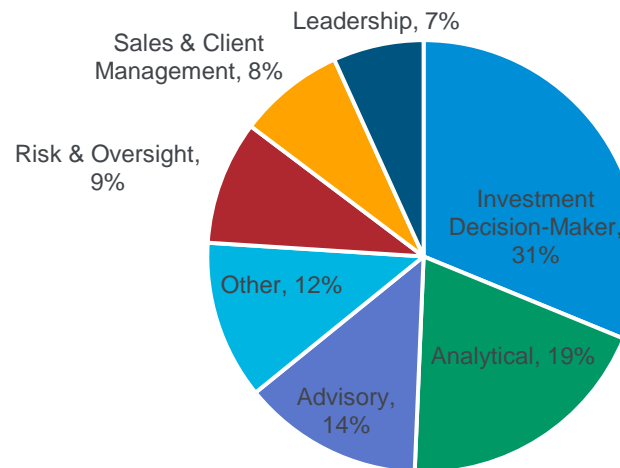
Gender



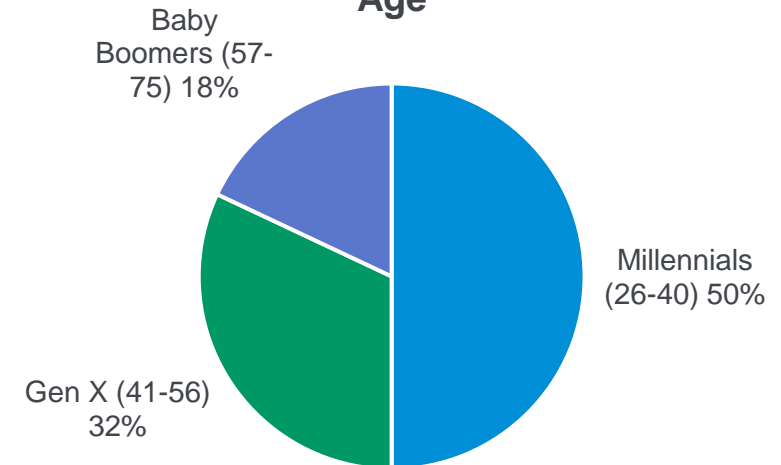
Region



Job role category



Age



The Talent Equation

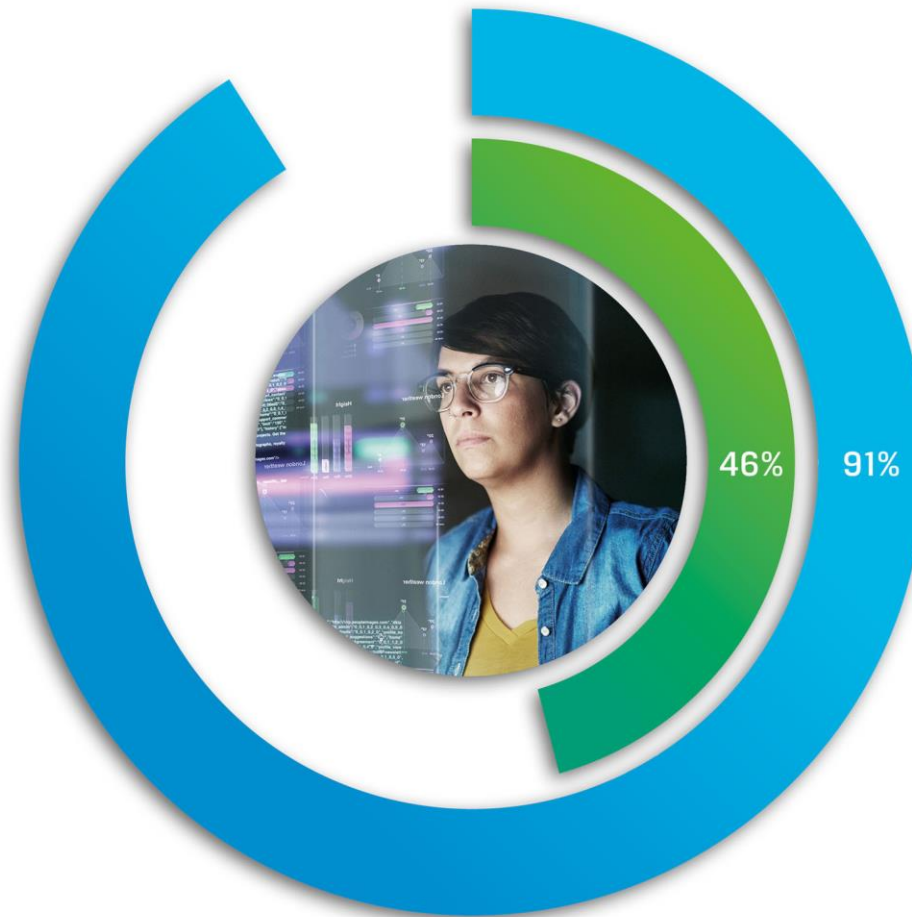


Skills for the Future

There Is a Greater Urgency to Learn New Skills



NEED FOR SKILL DEVELOPMENT VS COMPANY SUPPORT

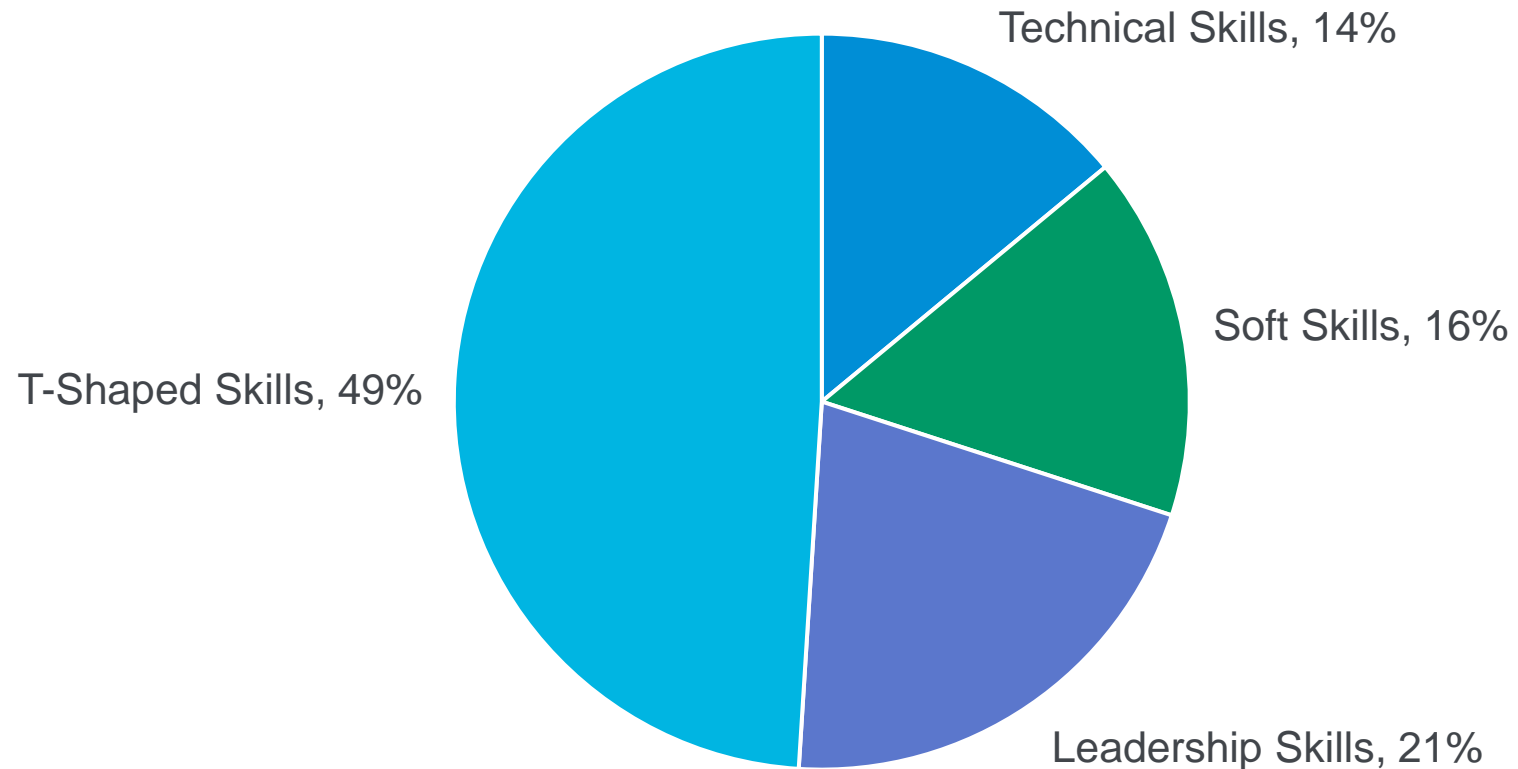


Most Important Types of Skills for the Future

According to Industry Leaders



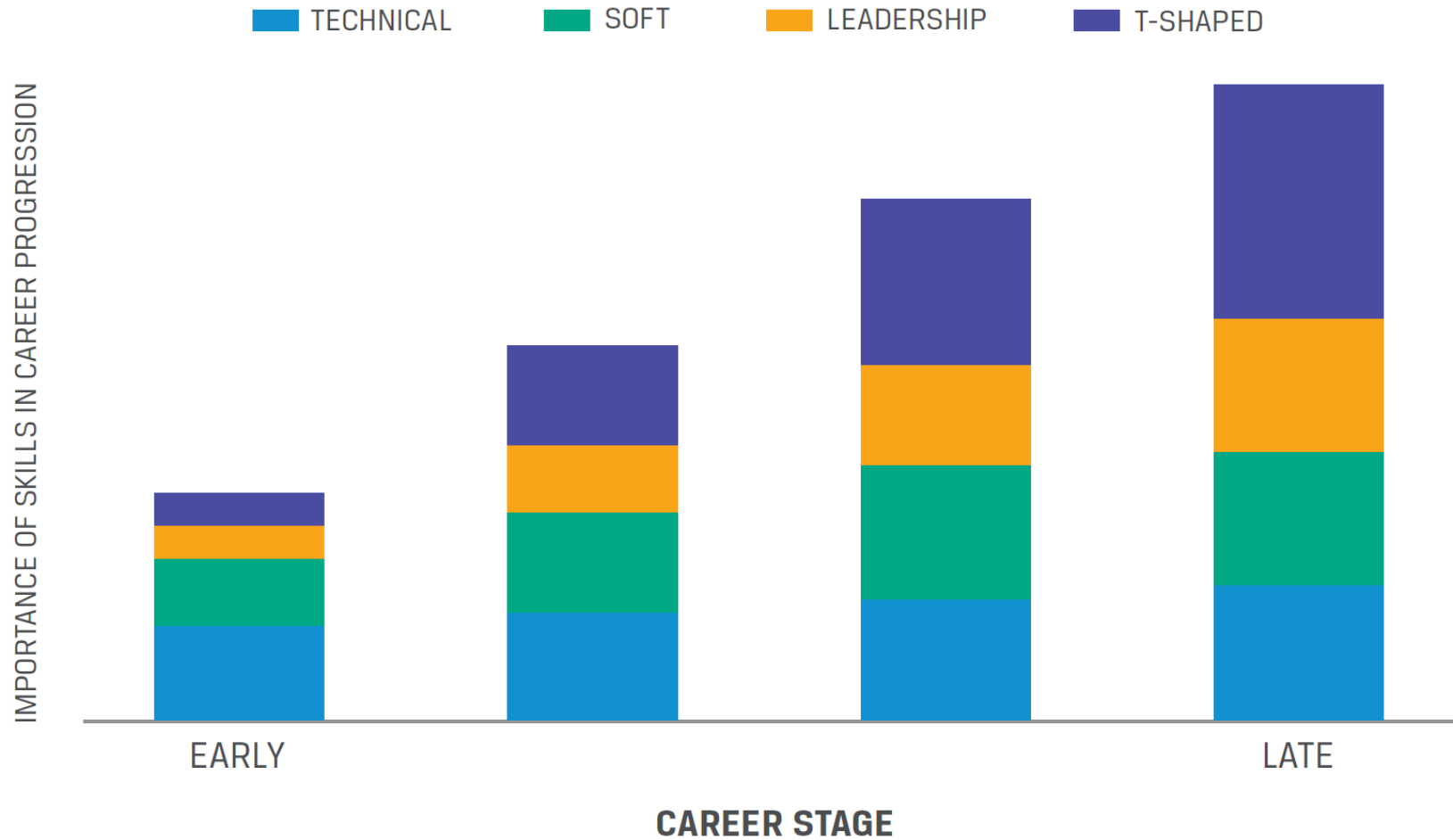
Rank the importance of the following skill types for successful investment professionals in the next 5-10 years
(% ranked first)



Skill Development throughout Career



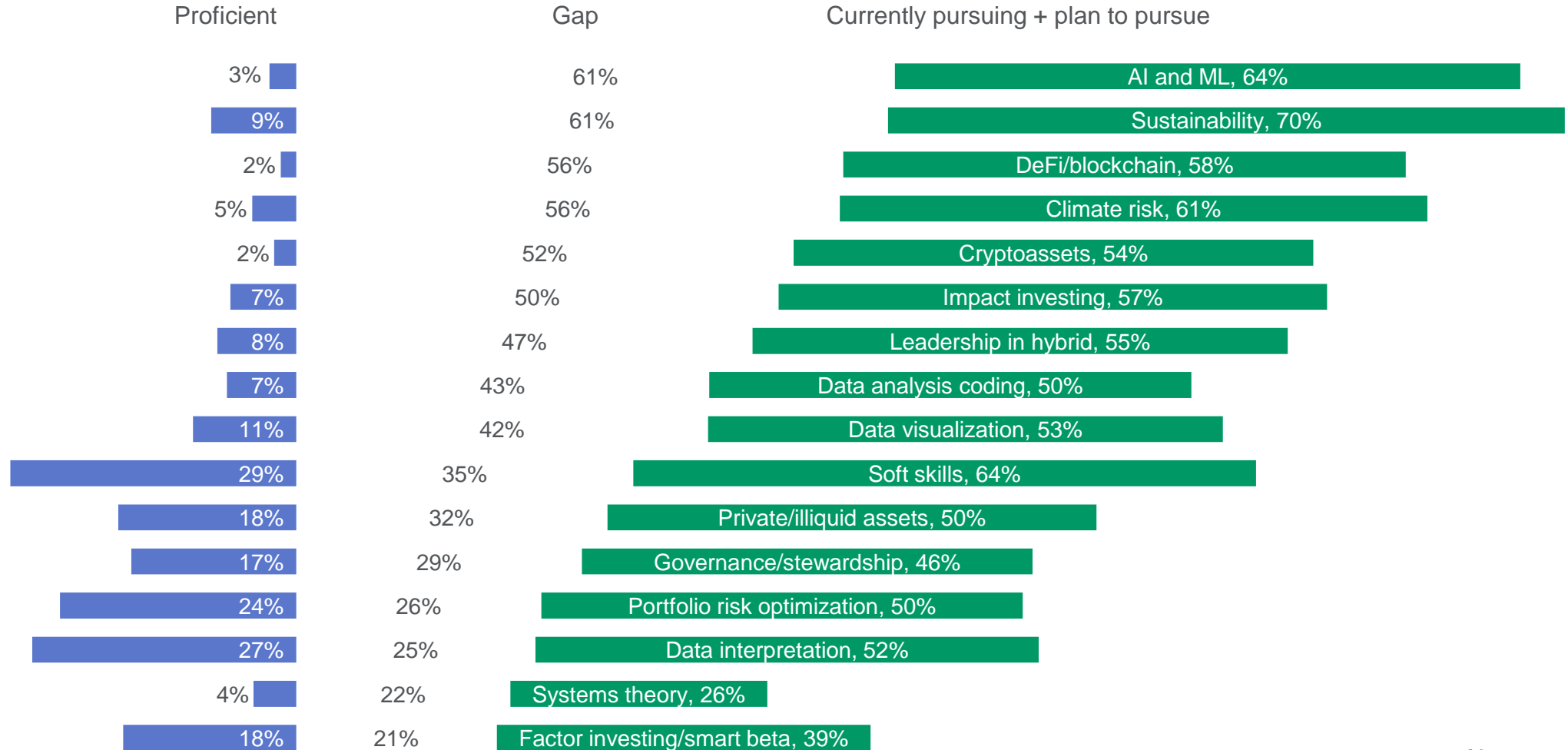
SUGGESTED SKILLS PATHWAY



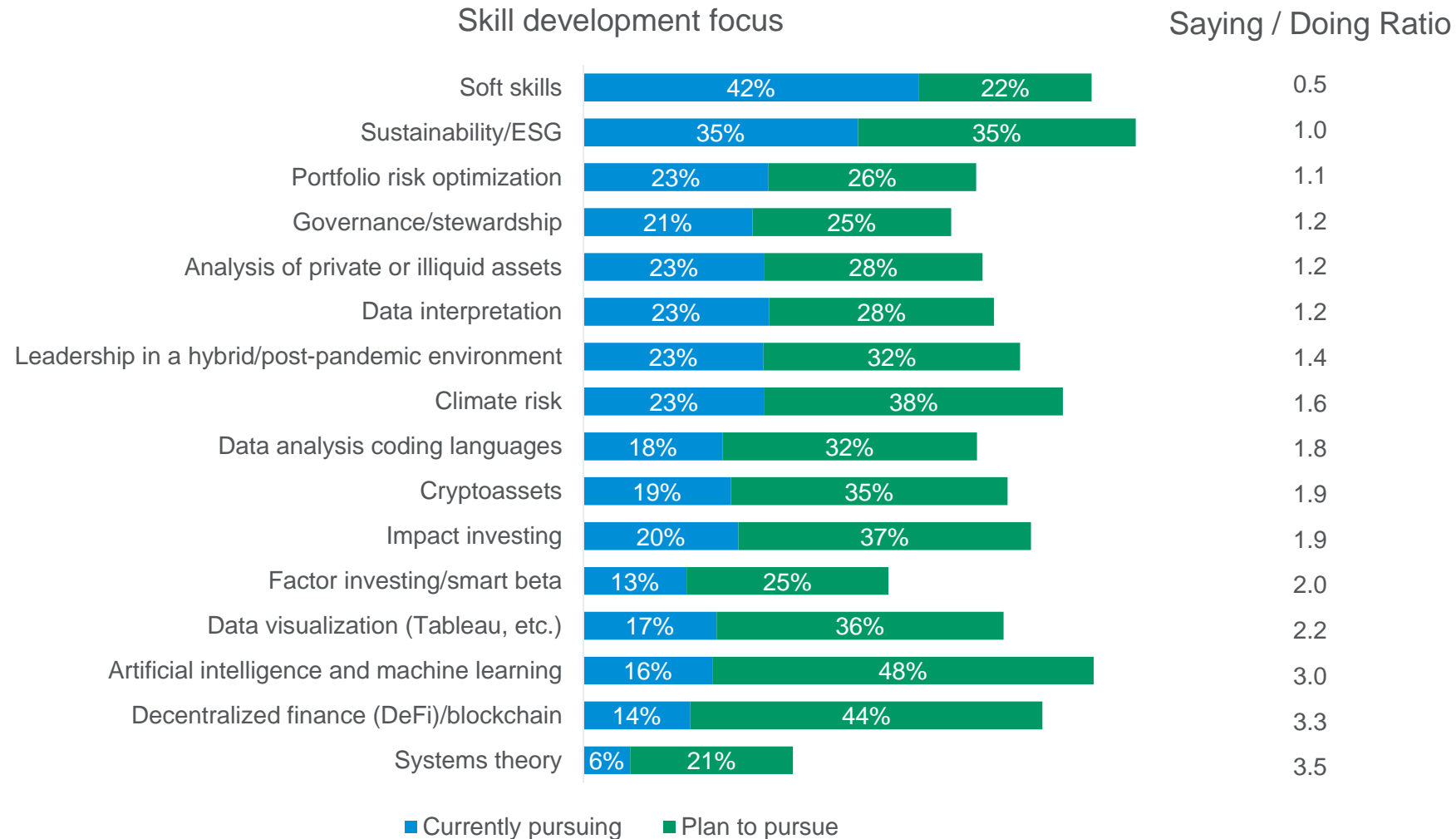
Supply and Demand of Skills



Supply and Demand Skills Gaps



Pursuit of Skills



CFA Program Practice Analysis



Ten most important foundational competence topics and emerging topics according to 2021 CFA Program Practice Analysis

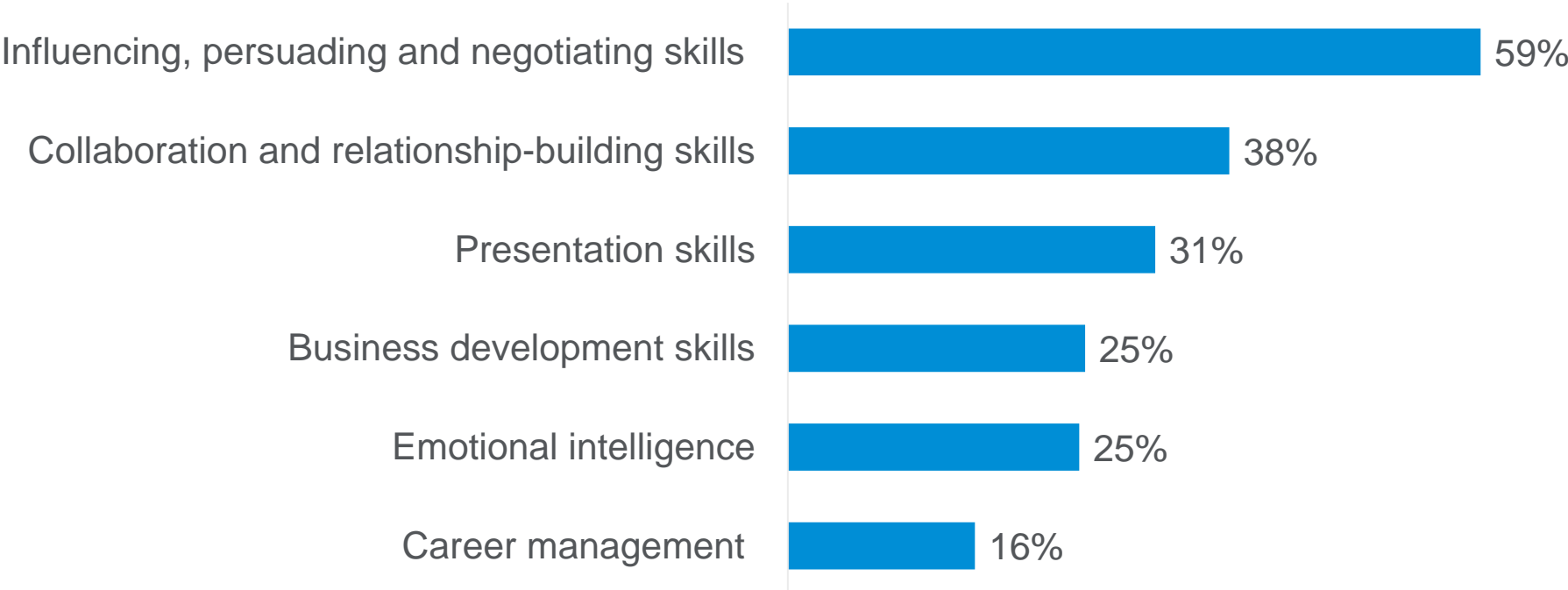
Important Topic Areas for Foundational Competence	Most Important Emerging Topics
Time value of money	Inflation risk and protection
Asset allocation	AI and big data applications in investment
Ethical practices	Systemic risk factors and considerations
Analysis of financial statements	Impact of regulation on the investment process
Types of fixed-income securities	Developments and opportunities in private capital
Portfolio construction and revision	ESG integration into the investment process
Equity portfolio management	Developments in ESG regulations and standards
Valuation of individual equity securities	Developments and opportunities in real assets
Fundamental fixed-income analysis	Impact investment strategies and approaches
Analysis of credit risk	Risk-factor asset allocation approaches and smart beta investment strategies

Source: Candidate Body of Knowledge survey of CFA Institute members, 11–25 October 2021 (N = 3,085).

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



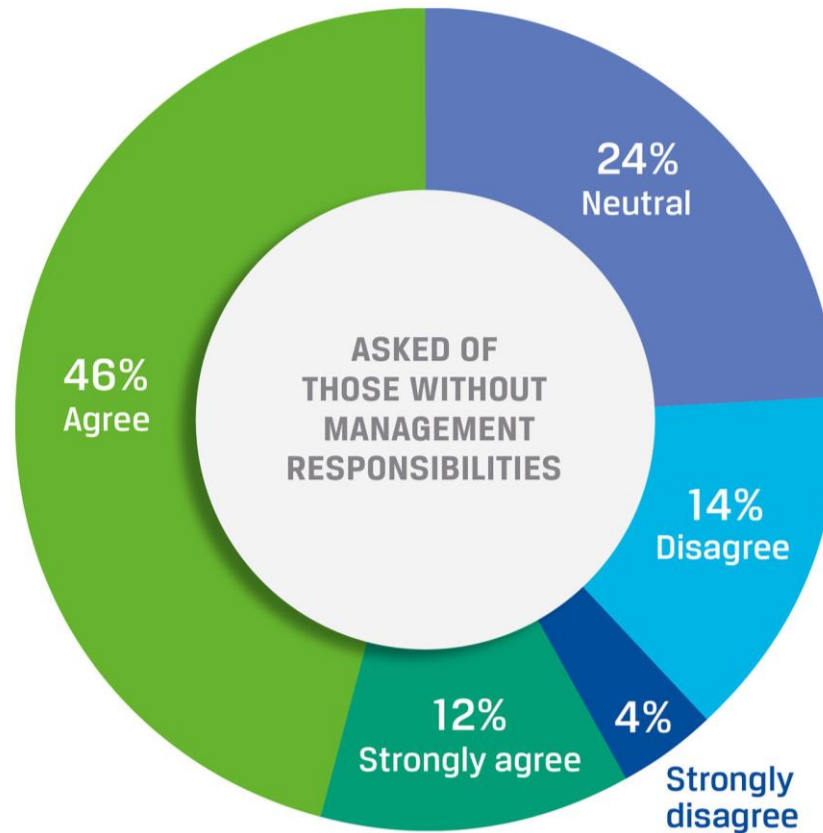
My work involves a high degree of creativity - Strongly Agree + Agree



Leadership Skills in Focus



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



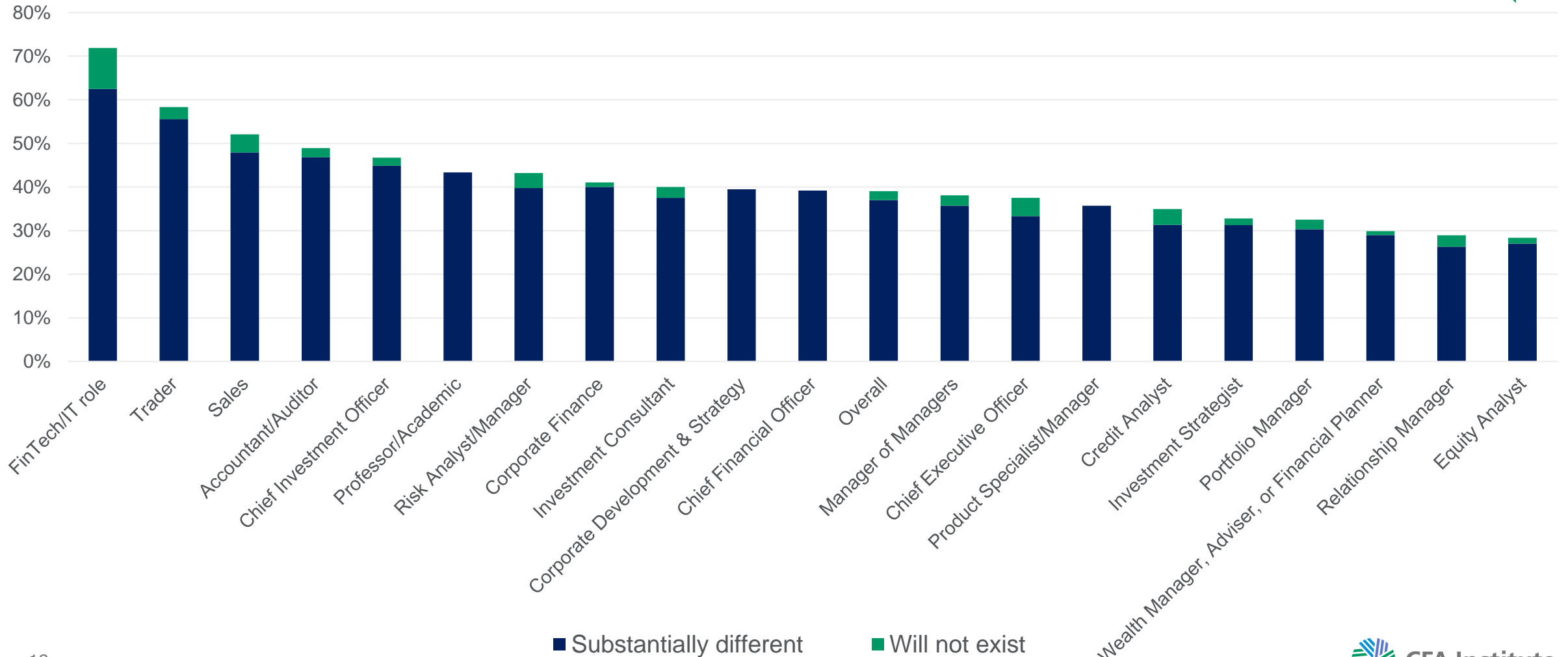
How Roles are Changing

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

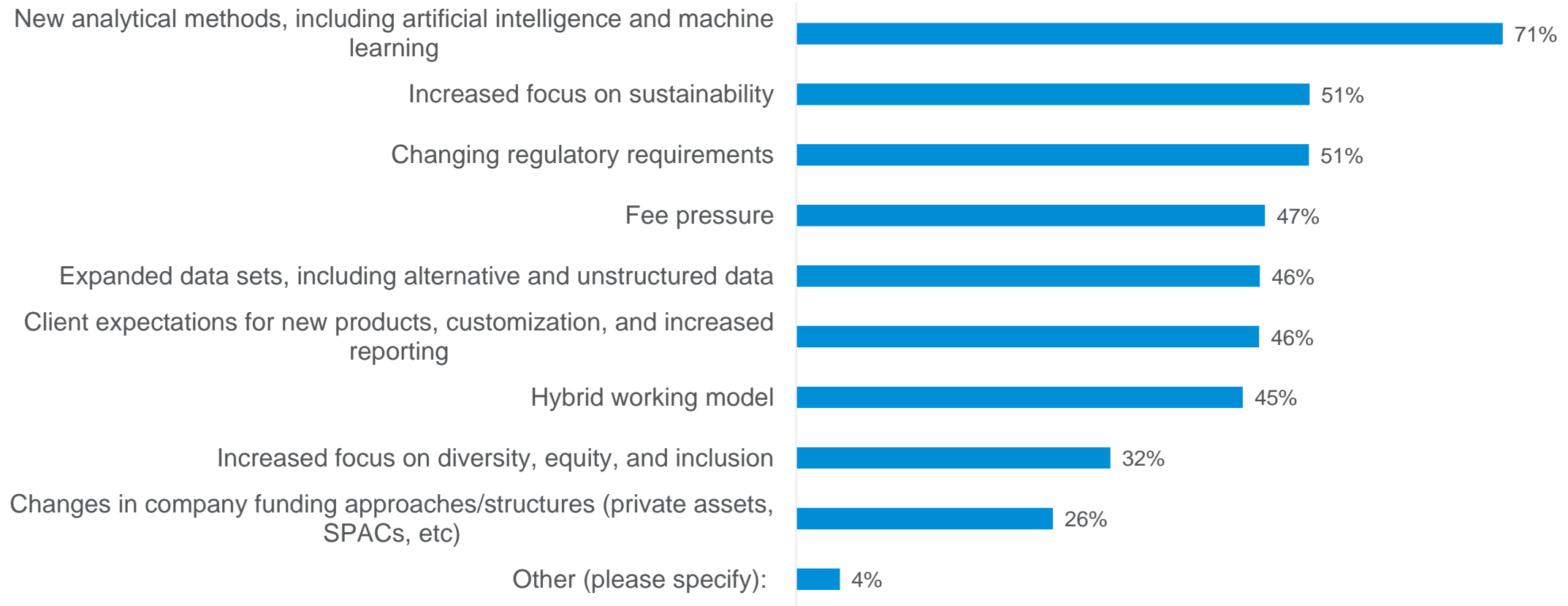
Percentage point difference in "How different do you think your role will be in 5-10 years' time?" in 2021 versus 2019
(combines will not exist and substantially different)



Sources of Job Role Disruption



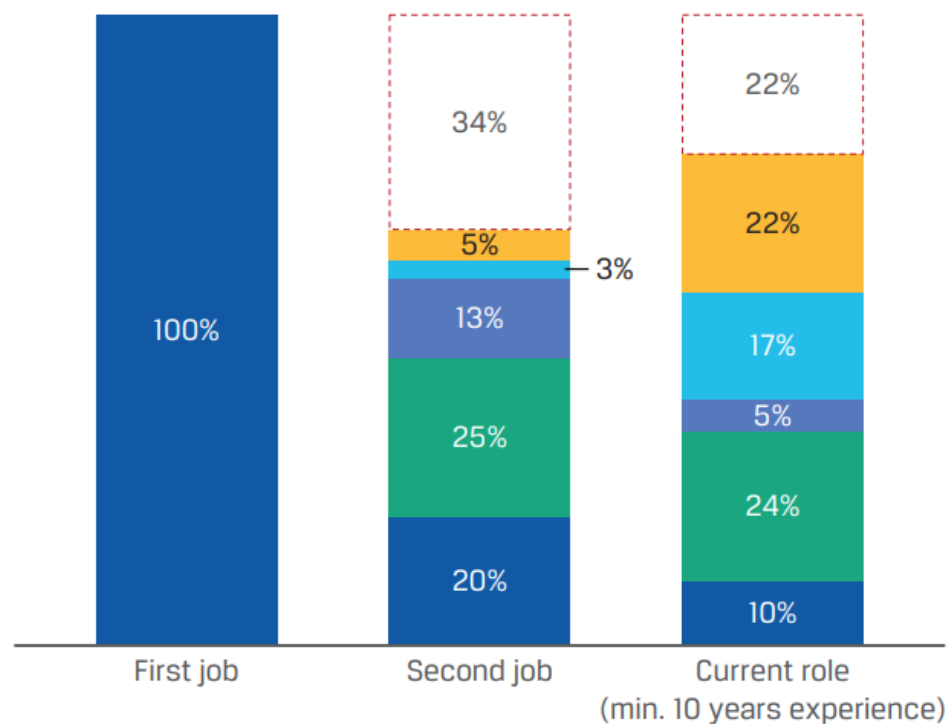
Which of these industry disruptors do you expect will significantly contribute to the change? (select all that apply)



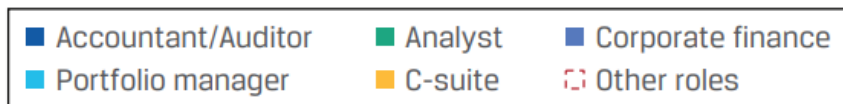
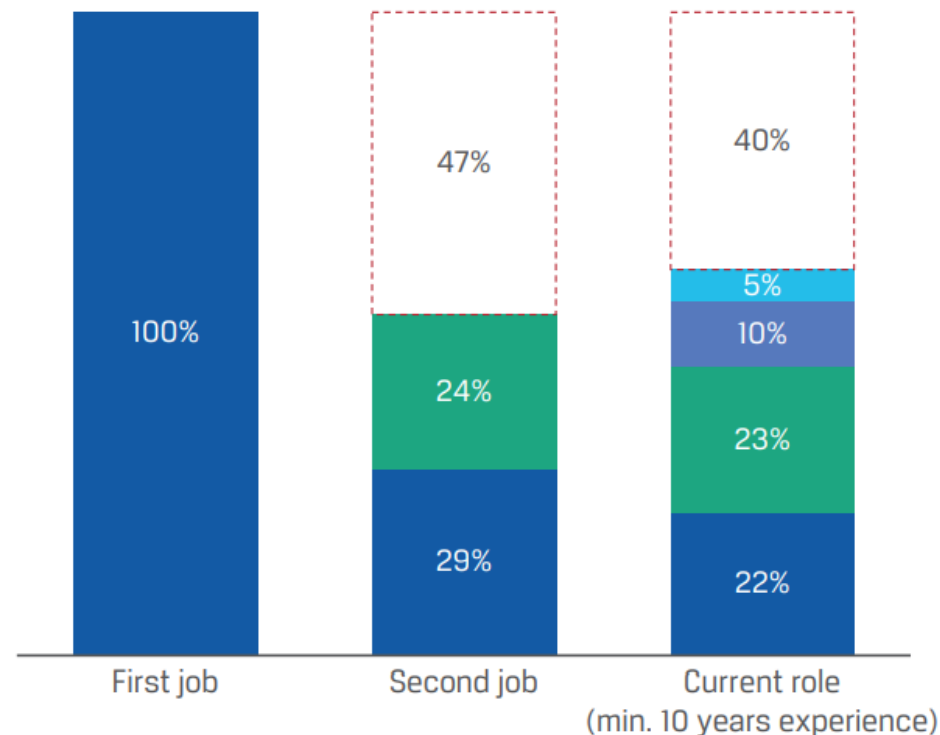
Career paths for selected entry-level roles



Started as Accountant/Auditor



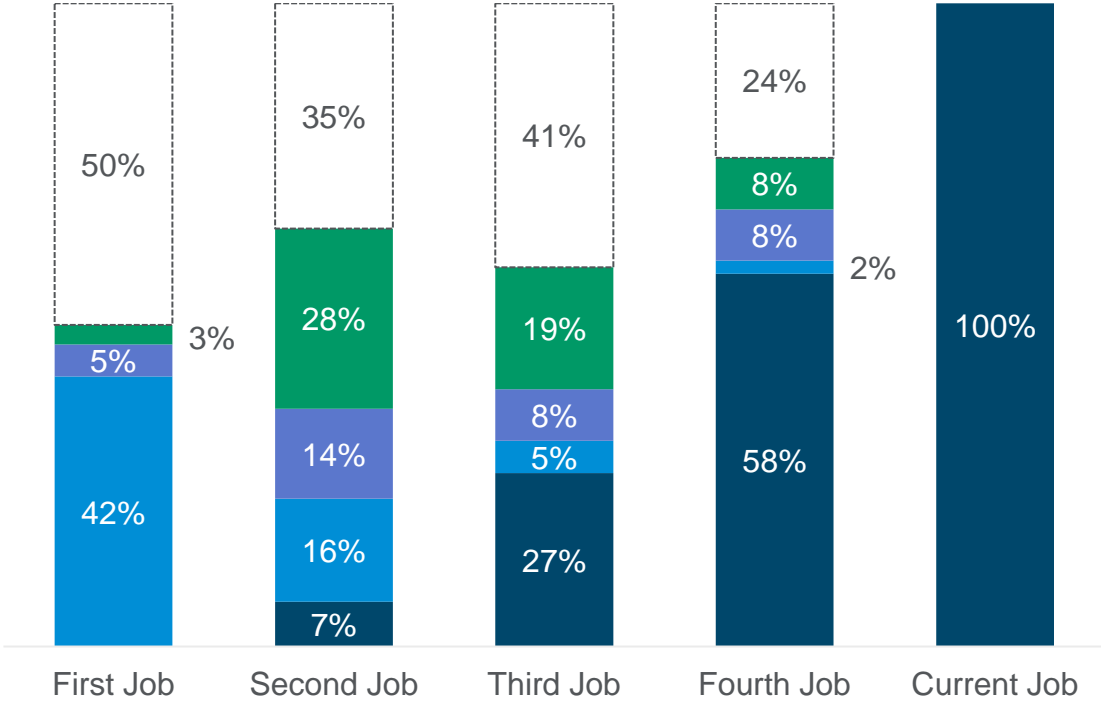
Started as Analyst



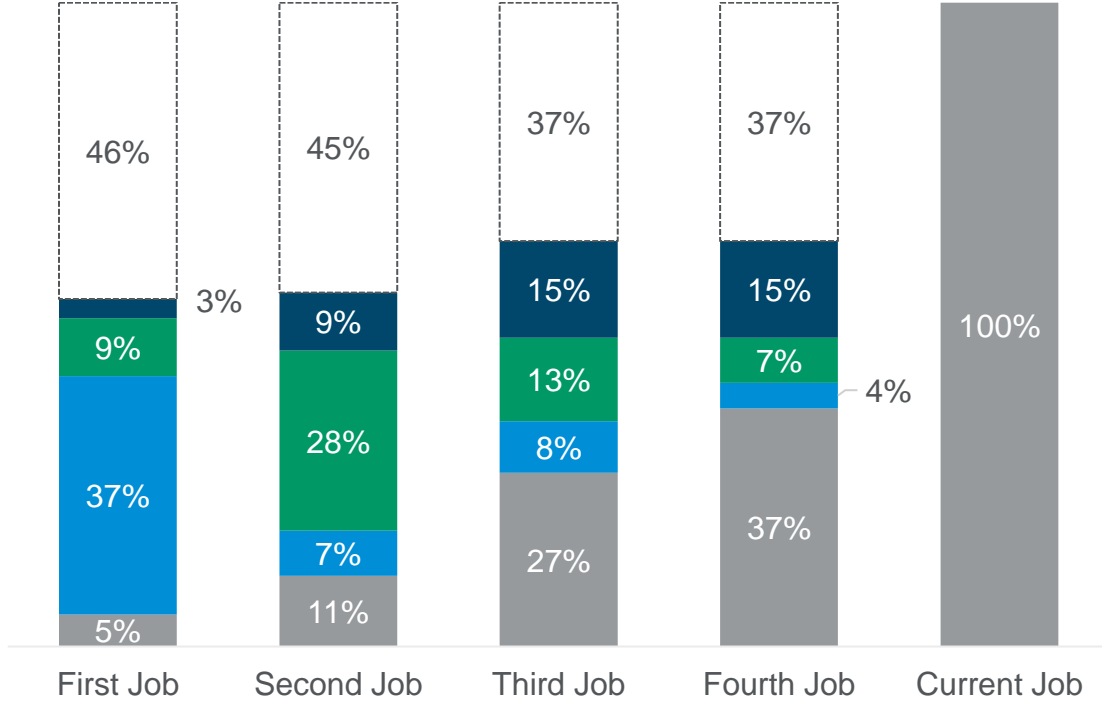
Paths to the C-Suite



Path to CIO



Path to CEO

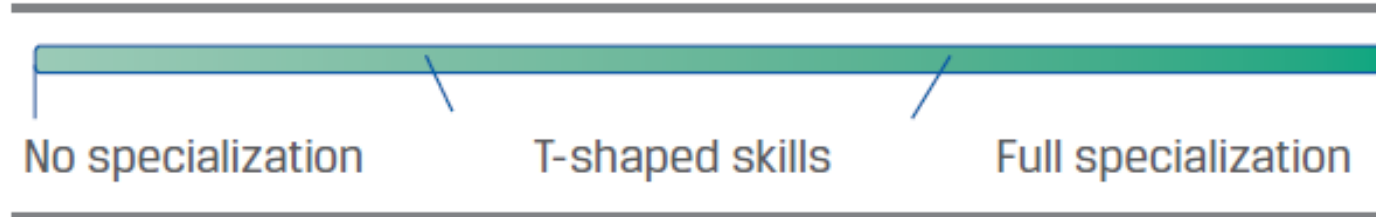


■ Chief Investment Officer ■ Analyst
■ Investment Strategist ■ Portfolio Manager
 All others

■ Chief Executive Officer ■ Analyst
■ Portfolio Manager ■ Chief Investment Officer
 All others

Building Effective Teams

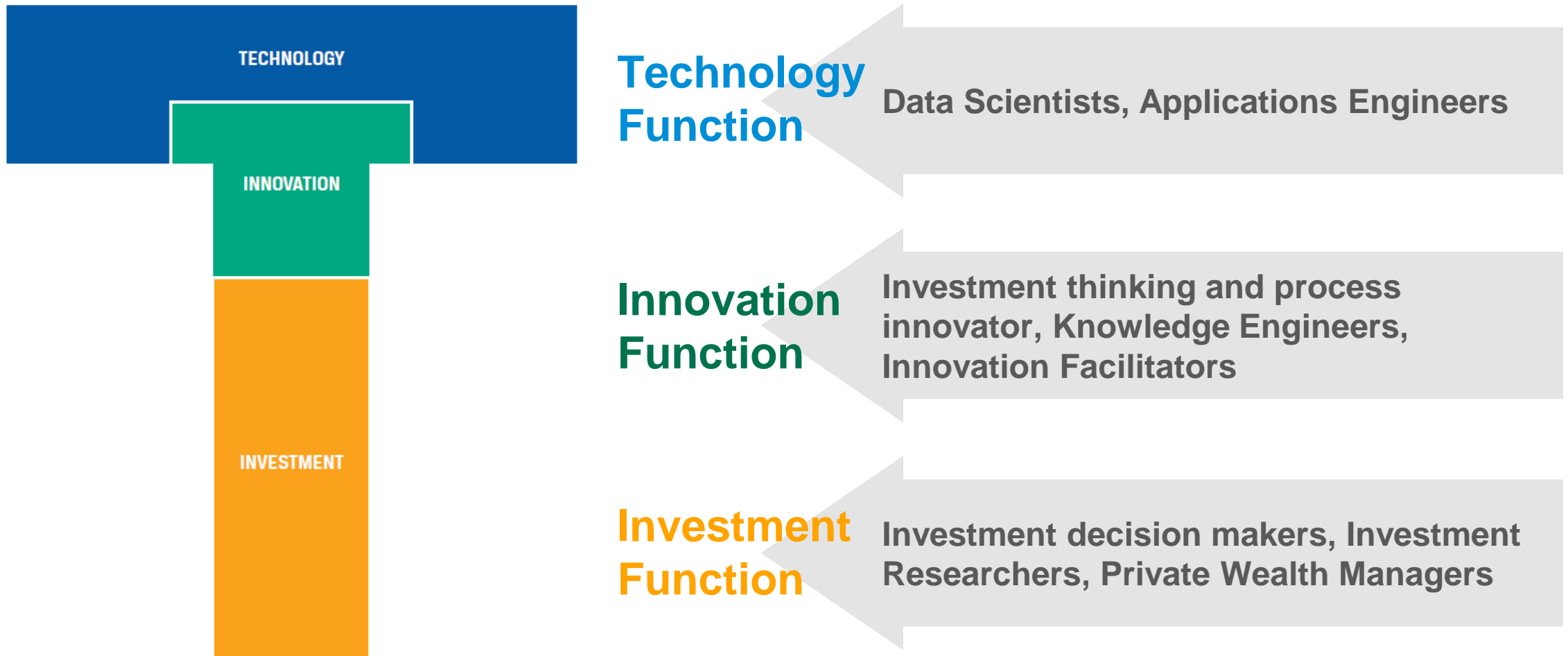
The Specialization Continuum



Key factors leading to increased specialization in roles today:

1. Internationalization
2. Alternative asset classes
3. Financialization and complex products
4. Industry concentration
5. Quantitative investing

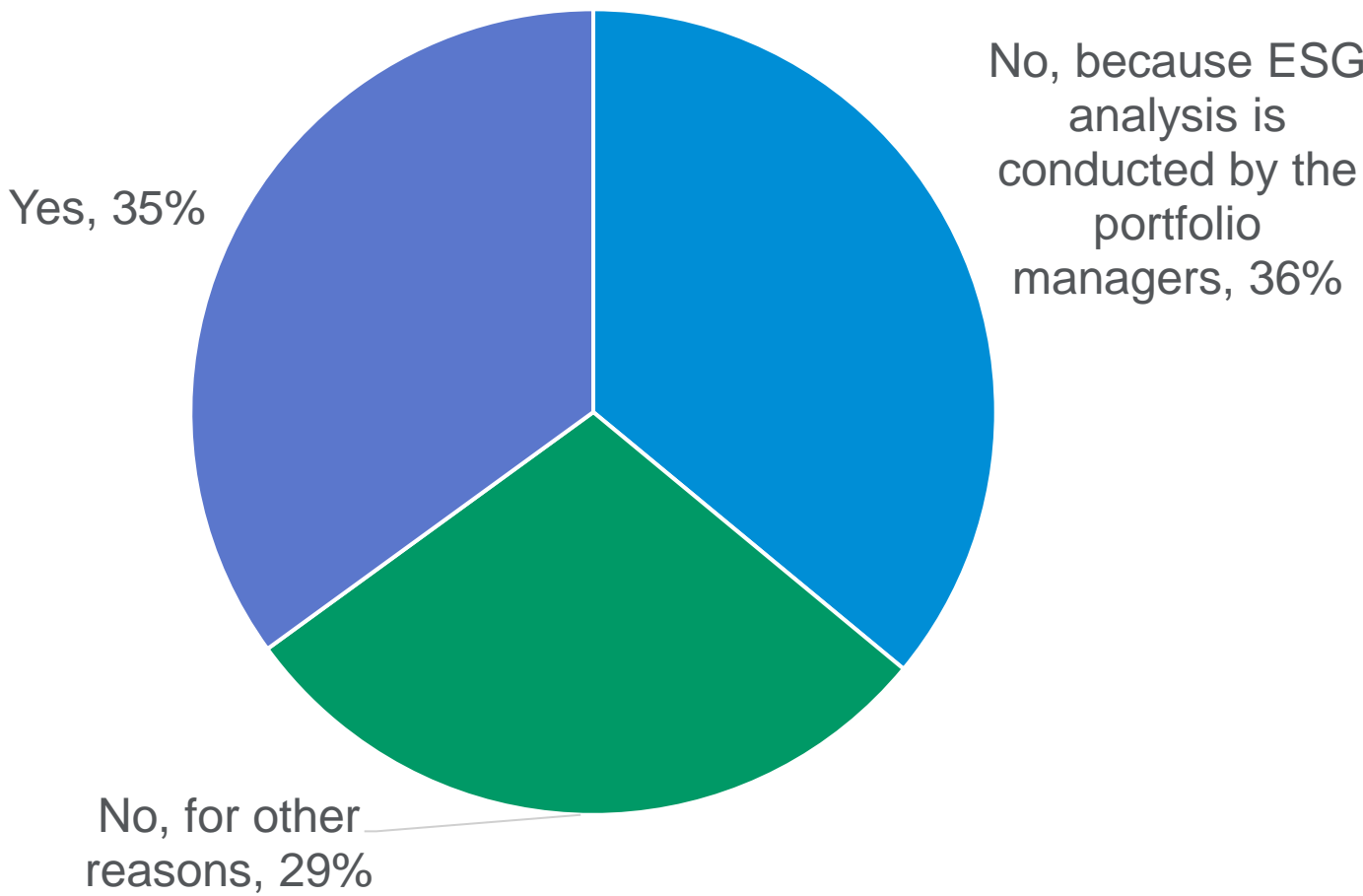
T-Shaped Teams Include Three Groups of People



Building an ESG Team



Does your organization employ dedicated ESG analysts?
(excludes those without ESG strategies)



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

Future of Skills and Learning – Planning Your Career for the Industry of Tomorrow



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UPCOMING WEBINARS

6 October 2022

投資在「通脹、加息、經濟放緩」時投資者教育講座

<https://cfainst.is/wiw-2022>



13 October 2022

CFA Institute Financial Regulatory Symposium 2022

<https://cfainst.is/financial-regulatory>



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thank you