

2024

Insurance Talent Trends



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2024 INSURANCE TALENT TRENDS

As we near 2024, the insurance labor market is slightly slowing, punctuated by widely publicized industry layoffs. Leaders are facing lingering challenges around remote and hybrid work, as well as pushback on return-to-office plans. We're seeing a focus on the employee experience, professional development, innovative talent strategies and more as leaders plan for successful futures in the evolving business climate.

The new year will be largely about reaching a balance that meets organizational needs, while also respecting individuals' priorities. We hope you find the following trends and insights valuable as you consider your own talent strategies. Please don't hesitate to reach out if our team can be of assistance in the new year.

Wishing you a successful 2024,



Gregory P. Jacobson, Co-Chief Executive Officer



Richard L. Jacobson, Co-Chief Executive Officer

- 01** The employee experience is a significant differentiator.
- 02** Workplace flexibility finds a balance between employee demands and business needs.
- 03** Organizations become more strategic around long-term hybrid work.
- 04** Training and development are key areas of focus.
- 05** Collaboration is more intentional and deliberate.
- 06** Retention and engagement remain challenging.
- 07** Creative talent solutions help accommodate a variety of needs.

THE EMPLOYEE EXPERIENCE IS A SIGNIFICANT DIFFERENTIATOR.

Providing employees with a sense of belonging and purpose will be essential to remain an employer of choice in 2024. However, research from Forrester suggests next year will see a drop in investment in areas such as DEI, training, flexibility and perks. Regardless of potential budget cuts, investing time and energy in the employee experience cultivates engaged and productive employees while also directly impacting the customer experience. Identifying and providing employees with the right resources, support and feelings of empowerment will be key success factors, even amid potential financial constraints.





WORKPLACE FLEXIBILITY FINDS A BALANCE BETWEEN EMPLOYEE DEMANDS AND BUSINESS NEEDS.

Ever since remote work became widely adopted in 2020, it's been highly unlikely professionals will willingly return to the restraints of the pre-COVID workplace. However, many insurers have begun implementing return-to-office strategies and recruiting for in-office positions. As the business world evolves, there's no one-size-fits-all workplace and all professionals have their own preferences around where and how they choose to work. It will be important to find a balance between employee demands and business needs. Those who can provide parameters that are intentional and purposeful, while offering as much flexibility in hours and location as possible, will come out ahead in terms of securing and retaining top talent.

ORGANIZATIONS BECOME MORE STRATEGIC AROUND LONG-TERM HYBRID WORK.

Virtual work has also fundamentally shifted local talent pools. In 2024, insurers who plan to be hybrid long-term will need to establish strategies for replenishing and building both their internal and external benches of local talent. Insurers asking employees to come into the office even once per week are limiting themselves to local candidates, yet still competing with organizations across the country for this talent. In the past few years, professionals have increasingly taken jobs outside of their local market, often for more pay and the opportunity to work fully remote. To remain successful in 2024 and beyond, insurers must acknowledge and accept these limitations, while focusing on developing their internal employees. Internship and trainee development programs can also attract new college graduates who are more open to making a geographic move and can build a career with the organization.





TRAINING AND DEVELOPMENT ARE KEY AREAS OF FOCUS.

For some organizations, training and development programs have taken a back seat the past few years due to more immediate priorities. Moving into 2024, the consequences from this lack of investment will become more of an issue for two core reasons: the ability to keep up with the evolving business landscape and employees' expectations around professional growth. Artificial intelligence and machine learning are progressing at a rapid pace – with [some studies](#) estimating workforce productivity will increase by up to 37% in the next few years – making it necessary to reskill and upskill employees to best work alongside these and other advancements. Insurers must identify the human strengths necessary to complement new technologies and begin ingraining them into their training and development programs.

COLLABORATION IS MORE INTENTIONAL AND DELIBERATE.

With employees working across various locations, the ability to effectively collaborate has been a struggle for some organizations in the past few years. However, as a decline in communication, innovation and camaraderie become prevailing risks, insurance leaders are working to best recreate and reestablish a culture of collaboration. Defining clear expectations and guidelines for collaboration, while providing the right tools and support, will be essential. For those with remote teams, it will also be critical to help bolster working relationships by facilitating connections and visibility throughout the company, while encouraging ongoing listening and knowledge-sharing at all levels.





RETENTION AND ENGAGEMENT REMAIN CHALLENGING.

While 2023 didn't see the level of job-hopping that became infamous in 2022, insurance professionals continue to explore opportunities that better meet their personal and professional goals. The labor market may appear to be slowing, yet the demand for insurance talent remains high – especially in areas such as technology, claims and underwriting. Carving out time for candid conversations around employees' career aspirations and goals should be a top priority to ensure their needs are being met to the best of the company's ability, while identifying any flight risks. Along with individualized retention plan development, succession plans should also be revisited on a frequent basis. The pace of change has accelerated while lengths of tenures have shortened, making active succession and contingency planning key for preventing severe gaps in service and workloads.

CREATIVE TALENT SOLUTIONS HELP ACCOMMODATE A VARIETY OF NEEDS.

The current market is making some insurance leaders hesitant to move forward with heavy investments in new positions and projects. As new priorities and challenges come to the forefront in 2024, flexible talent solutions will be invaluable. This may include employing fractional executives to fill leadership gaps or carry the company through a specific challenge or growth initiative. It could also mean creatively leveraging skill sets to expose current employees to future opportunities and lateral moves. Those who are most innovative and future-focused with their human capital strategies will see the greatest long-term returns.



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