

Leadership & Professional Development Skills

Commercial Insurance Cycle Management: Managing a Softening Market

QUESTIONS & ANSWERS

Introduction

The CII's **Leadership & Professional Development Skills courses** have been carefully designed to provide attendees with the skills and knowledge needed to thrive in a professional environment and strengthen their business practices.

The **Commercial Insurance Cycle Management: Managing a Softening Market Workshop** combines expert training and collaboration with senior peers, to deliver an insightful two-day session that will enable you to lead your business through the next market cycle.

This face-to-face programme delivered over two full-days, is delivered in collaboration with **UWX** - the commercial underwriting consultancy, combining expert training from those who have led underwriting divisions through previous market cycles, networking and collaboration with others in underwriting leadership roles.

The training programme will:

- Provide participants with deep insights into global underwriting dynamics during a softening market drawn from both insurers and reinsurers.
- Equip participants with practical lessons learned from prior softening market transitions that they can readily apply in their organisations
- Cycle-based performance management systems and the application of AI in measuring underwriting behaviours

The programme will include lunches, refreshments, and a **networking dinner** will be provided by the CII at the end of the first day. The venue for the dinner will be confirmed closer to the course dates.

What is covered?

Themes covered during the two-day workshop:

- **Understanding a Softening Market: a practical framework**
 - The market cycle – an overview
 - Capital and capacity – flows and expectations
 - The insurance value proposition – value chain, key functions
 - Performance metrics in insurance – part of the problem?
- **Commercial & Specialty Underwriting in a Softening Market: Insights from SBS / UWX Research:**
 - Underwriter awareness of the softening market
 - The market environment
 - The internal environment

- Underwriting adaptation
 - Underwriting accountability
- **Drilling deeper – how insurance practices evolve over the market cycle**
- Assessing exposure
 - Defining coverage
 - Costing / pricing
 - Portfolio management
 - Reserving
 - Financial planning
- **Lessons learned - Proactive Cycle Underwriting**
- Measuring what matters: from lagging to leading indicators of performance
 - Appropriate underwriting Performance Management systems
 - New perspectives: leveraging Gen AI for real-time cycle insights
 - Culture change

Who should attend this training?

- ✓ P&L leaders in commercial P&C and specialty re/insurance
- ✓ Underwriting and portfolio management leaders and directors in commercial and specialty re/insurance
- ✓ Leaders from other functional areas who collaborate with P&L and Underwriting leadership (e.g. Pricing, Reserving, HR) and need to understand the market cycle and help teams navigate it

What are the course timings?

This workshop will be fully interactive and requires face to face attendance at the **CII offices, London**.

Day one will be delivered between **08:30-19:30**, which includes a **networking dinner** organised by CII at the **Sky Gardens restaurant** or similar near Fenchurch Street, London. Location of the restaurant will be confirmed to the Delegates, nearer to the course dates.

Day two will be delivered between **09:30-17:30**, with a closing drinks reception.

Workshop dates can be found on the course webpage here: [Commercial Insurance Cycle Management: Managing a Softening Market](#)

What if the course dates are unsuitable or the course is full?

Spaces are limited for each training course. Once a course becomes full, those dates will no longer be available for booking and a new set of dates will be published.

If you are unable to book a place because the course is full or the dates are unsuitable, please complete the [Register your interest form](#), stating what course you would like to attend, and we will advise you on the next available dates.

Who are the Course Facilitators?



This Programme is delivered in collaboration with **UWX**, the commercial underwriting consultancy.

The workshop will be delivered by a panel of Speakers:

Tony Buckle: Partner **UWX**



- Former Chief Underwriting Officer (CUO) & Member of the Board at **Allianz Global Corporate & Specialty**
 - Former MD RSA Global Risk Solutions **RSA Insurance**
 - Former CEO EMEA, **Swiss Re Corporate Solutions**
 - Former Global Hed of Engineering & Construction at **Swiss Re**
 - MBA (IESE, Spain); Doctorate (SBS Swiss Business School, Zurich)
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John Carolin: Partner **UWX**



- Former CEO **B3i**
 - Former Finance Director at **Swiss Re**
 - Former Manager at **PwC**
 - Chartered Accountant (South Africa); Chartered Financial Analyst (CFA)
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Neil Arklie



- Former Head of Cyber Underwriting, Corporation of **Lloyd's**
 - Senior Underwriter, Cyber at **Aviva** and **Swiss Re**
 - Former Class Underwriter in Property, Liability, Intellectual Property, Technology and Media E&O as well as Cyber Insurance
 - Independent Expert Reviewer and Consultant at AI UK International Limited
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Finlay Smith



- Director at Accelerate Underwriting, a part of **The Clear Group**
 - Former Chief Underwriting Officer, **Bondaval**
 - Former Chief Underwriting Officer Commercial, **RSA**
 - Former Director of Property, European Markets, **QBE**
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Ilker Aslan

- Casualty Treaty Underwriter, **Axis Re**; former Treaty Underwriter **Swiss Re**
- Former Financial Analyst, **Swiss Re**
- Cert CII at the Chartered Insurance Institute
- PhD Economics (Fribourg, Switzerland)

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Mehmet Ogut

- Senior Advisor to the Group Risk Management team at **Ageas**
- Former Chief Reserving Actuary, **MS Re**, former Director, **Deloitte**
- Reserving and Pricing Actuary at **Promina** and **Suncorp** Groups (Australia)
- Fellow of the Institute of Actuaries of Australia

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Nicola Stacey

- President of the **Chartered Insurance Institute**
- CUO **Chaucer Syndicates**

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Mandy Hunt

- Chair of the **Underwriting Community Board**
- Managing Director MGAs **The Clear Group**
- Former CUO **RSA Commercial**

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How do I book a place on a course?

To book your place on any of the [Management, Leadership and Skills Courses](#), please complete our [booking form](#), or email to business enquiries business.enquiries@cii.co.uk

If you would like to speak to our Customer Services Department call: **+44 (0)208 530 0806**.

How much is a place on the courses?

£1,600 for CII Members, £2,000 for Non-members

Can my employer / company pay for my place on this course?

Corporate Orders

If your employer/company has an account set up with us, they can arrange for a Corporate Order to be processed through their Corporate Account. Your employer will need to provide their COL Account ID, along with the PIN for the person who wishes to attend the course. If no PIN is available, we will require the Delegate's **full name, address, email, DOB and telephone number** to set them up on our system. Please email new booking requests to your CII Relationship Manager or business.enquiries@cii.co.uk.

Please note, if your employer has a **group** of candidates seeking Training on a particular subject or exam preparation, it may be possible to arrange an in-house training course. Please contact training@cii.co.uk for more details or for general enquiries business.enquiries@cii.co.uk.

Credit / Debit Cards

Card payments are taken over the telephone via our Sales Processing Team. Payment can be made using a card registered to yourself and your employer may agree for you to reclaim the cost of your workshop through your expenses. After your purchase, you will receive a payment confirmation via email when you book.

What happens after I book?

Once you have placed submitted your request to book on to the workshop your order, your booking will be processed, and you will receive a booking confirmation email. You will then receive a second email from the [Training Team](#), containing the joining instructions for the course, at least a week before the start of the course.

Can I change my mind/cancel?

Please refer to our [Terms and Conditions](#), and our 14 day cancellation policy when booking on to our Training courses. Should you need to cancel your place before 14 days, please contact Customer Services Team on **+44 (0)208 530 0806** at least 14 days before the course start date.

How many spaces are on the course?

The maximum number on each course will be 12-16 Delegates. This is to ensure the greatest levels of participation and interaction between the Trainer and the Delegates.

Are there any materials / texts provided with the course or is there any additional work required outside of the course hours?

There will be tasks and discussions throughout the training sessions. Homework will be set by the course leaders during the workshop.

Can I use the Training workshops towards CII qualifications, and will I get any certification from completing the Course?

The Management, Leadership & Skills courses are not part of the CII qualifications framework but can be used towards CPD requirements.

Delegates will receive a digital CPD certificate (pdf) via email, after attending the course. The Managers as Coaches Programme will also provide you with a digital badge which can be added to your profile.

Are you offering any other Training Subjects?

We aim to add new courses to our Training calendar regularly. Keep an eye out for new courses by visiting our training pages on our website and social channels for updates on new courses.

We would be keen to receive any recommendations for future courses which you may like to attend. This form can be used to assist with registering your interest: [Click here](#).

Feedback after the session

We value your comments and suggestions, and encourage you to provide us with feedback after attending any of our Training courses. You will receive an email at the end of the course, containing a link to complete an online Evaluation Form, which is reviewed by our Training Team.

What if I am unhappy or want to make a complaint?

Complaints are to be directed to complaints@cii.co.uk, which will be reviewed by the appropriate team.