

WHAT DO YOU THINK?

Preparing for the Question That All Clients Ask

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About the Author



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Brad Smith is a graduate of the University of Illinois, a Fellow of the Society of Actuaries and a member of the American Academy of Actuaries. Brad joined Milliman, Inc. in 1986. He is a principal of the firm and has served as its chairman since May, 2000. As a consultant he specialized in the pricing and design of new products. Additionally, he assisted potential acquirers of life insurance companies with mergers and acquisitions.

Brad is a frequent speaker and has authored a number of papers. He is a co-author of the book *US GAAP for Life Insurers, 2nd edition* published by the Society of Actuaries. He has served as a board member and vice president on the Board of Directors of the Society of Actuaries and is an emeritus board member of The Actuarial Foundation, having served as its vice chairman. He has been married to Karen since 1977. They have one daughter, Emily.

Introduction

As chairman of an international consulting firm with diverse service offerings, I am often asked to speak before a variety of groups. On a fairly regular basis, I have addressed young professionals in our company who are just beginning their consulting careers. On other occasions the audience included experienced, seasoned professionals. Outside the consulting arena, I have enjoyed the opportunity to speak to students, ranging from high school to graduate school. The essence of my messages to these groups is contained in this book. While the focus is on consulting, many of the messages can easily be extrapolated and have meaning in the context of employment as a professional within the corporate world. Thus, “consultant” in this context should be interpreted broadly to mean any professional who offers advice to an interested constituency. For those entering their consulting careers, I hope this book gives you insight into what you can expect. For veteran consultants, I hope my messages resonate with you and are not so simplistic as to insult you in any way. Please consider this volume as “batting practice;” preparing you, or reminding you, of the sometimes difficult challenges you face on an everyday basis.

Brad Smith