



Meet the Team - Learning and Organizational Development

About the Team

As a specialized Human Resources function, the Learning and Organizational Development (L&D) Team empowers employees to drive better business performance by providing strategic talent development programs, consulting, coaching, and professional and leadership development opportunities. L&D enables skills development through learning and training opportunities for our employees, agents, vendors, independent adjusters and contractors.

This is a team of teams made up of the following groups:

- Instructional Design
- Insurance and Technical Training
- Leadership and Organizational Development
- Agile Training

What the Team Does

The L&D team supports organizational initiatives by partnering and collaborating closely with different business units to assess the organization's present and future talent needs to ensure employees have the operational and critical skills needed to achieve the organization's strategic goals and objectives. One of the primary objectives of the L&D team is to align employee goals and performance with those of the organization, helping to identify skill gaps among employees and teams and developing and delivering training solutions to bridge those gaps. The team is highly skilled in delivering eLearning (online) courses; training materials (such as job aids, processing guides, etc.); and training events, demos and webinars – both in person and virtually.

The L&D team is well known for their expertise in leadership and organizational development, adult learning theories, course design and facilitation, agile principles, and the property insurance industry. L&D's key functional areas include but are not limited to:

- Leadership and employee development and coaching
- Performance management and succession planning
- Insurance and technical training
- Instructional design and development
- Learning Management System (LMS) administration
- Lean agile transformation and strategy

Accomplishments in 2021 and Current Projects

The year 2021 kept L&D busy, developing and delivering 220 learning events, including eLearning courses, LinkedIn Learning courses, live webinars and instructor-led training. All in all, they trained 12,000 individuals (employees, independent adjusters, agents and vendors) who collectively spent 63,000 hours in training.

Looking ahead to 2022, our plan is to focus on three strategic areas at Citizens:

- Continuing to develop a coaching culture that inspires learning, collaboration, and innovation
- Providing opportunities to enhance employee and team growth in an ever-evolving workforce
- Continuing to find innovative solutions to attract, retain, and develop key talent

These strategic areas will be supported through our 2022 Key Initiatives, some of which are:

- Identification of critical positions and succession planning
- Exposure Reduction Initiative and Litigation Avoidance series
- Lead 365, Emerging Leaders Program, myMentorship, and Leader as Coach

Important Information About the Team

L&D epitomizes the “work hard, play hard” mentality. They are a team built on camaraderie, collaboration and a lot of laughs. As learning professionals, they’re always looking to bring value to the organization through their expertise, new learning trends and thinking outside the box.

While some of our work is visible to the organization, such as live or online classes, the majority of our work takes place behind the scenes. Did you know that the beautiful courses and training initiatives you’re used to seeing are based in science and adult learning theories? This requires the team to use a thorough analytical approach in design and development when they create educational content.

At the core, L&D is about building relationships and supporting every aspect of the organization through partnership, knowledge sharing and innovation!