Workplace Learning in the Life Insurance Industry:

Supporting Business Success Beyond the Downturn
About LOMA

Established in 1924, with 1,200 plus member companies in over 80 countries, LOMA is committed to a business partnership with its world-wide members in the insurance and financial services industry to improve their management and operations through quality employee development, research, information sharing, and related products and services. To find out more about LOMA and the learning opportunities it offers, visit LOMA’s Web site at www.loma.org.

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## Table of Contents

4 Executive Summary

5 Nightmare on Wall Street: The Economic Crisis and Its Impact on the Insurance Industry

6 The Year of Living Uncertainly: The Economic Crisis and Its Impact on Insurers’ Workplace Learning Environments

10 Back to the Future: L&D Strategies to Support Business Success beyond the Downturn


15 Up with People: Supporting Talent and Performance

16 Shorter Circuit: Learning & Development Technology Deployments

18 Taking Care of Business: Learning & Development’s Focus Going Forward

19 Endnotes

19 Contributors
Executive Summary

Well into (and possibly on the other side of) the worst economic downturn since the Great Depression, the life insurance industry faces a changed marketplace and employment environment.

Financially scarred and skittish consumers have curtailed their spending, regulators have increased their scrutiny of business practices, and companies have been forced to meet these larger market challenges with fewer internal resources.

Though the effect on individual insurers has varied widely depending on such factors as operating structure, product mix, and investment exposure, many carriers have—in some way—adjusted to altered economic and human-capital realities.

To better understand the impact of these market shifts on life insurers’ learning and development (L&D) organizations, LOMA held exploratory conversations with industry L&D thought leaders at ten companies. The participants represent large North American and multinational insurers with multiple lines of business. (A partial list of contributors appears at the end of this paper.)

These executives shared:

- their perspectives on the internal effects of the economic crisis;
- the strategies their L&D organizations are developing to support their business partners’ talent-management needs beyond the downturn;
- their interpretations of a “back-to-basics” focus on core strengths and industry fundamentals;
- and their adoptions of learning technologies, including Web 2.0 tools.

This white paper highlights these conversations against the backdrop of larger economic, demographic, and strategic-planning trends affecting the L&D field.

Overall, LOMA’s interviews with these leaders reflected the trends, challenges, and opportunities faced by the broader, cross-industry L&D field. The financial meltdown impacted insurers’ learning organizations to differing degrees, depending on the severity of its overall corporate effect. A few insurers reported very minimal impact and almost no changes to workplace-learning spending or program rollouts, while others made significant training-budget reductions.

As they look toward an eventual economic recovery, most of the companies are focusing on similar strategic initiatives for their workplace learning units:

- leadership development and succession planning
- career development quality for individual associates
- business acumen and employee basics
- learning technology optimization
- determining the value and impact of learning
- application of learning

To prepare themselves for the marketplace of the future, insurers have turned their attention to the development of their high-potential talent and the learning opportunities that align with corporate business goals.
Nightmare on Wall Street:
The economic crisis and its impact on the insurance industry

According to LIMRA’s U.S. Individual Life Insurance Sales study, year-end 2009 sales were 16 percent lower than 2008 sales, a decline not experienced by the industry since 1942.¹

Whole life and term life proved to be the most resilient product lines, while variable sales suffered the most.²

As for the learning executives whom LOMA interviewed, they reported enterprise-wide economic impacts that ranged from moderate to extreme, depending on the company’s product mix. Many carriers have significantly modified or terminated certain product types, and they’ve instituted budget cuts, layoffs, restructurings, and travel restrictions. At some companies the impact was rather uneven—certain areas took exceptionally hard hits, while others felt a much milder impact.

Source: LIMRA’s U.S. Individual Life Insurance Sales (2009, 4th Quarter)
The Year of Living Uncertainly:  
*The economic crisis and its impact on insurers’ workplace learning environments*

The financial downturn—with all of its uncertainties—did not pass over the L&D operations at several insurers, and its negative impacts tended to mirror those experienced by the larger, cross-industry L&D community. Learning departments were asked to maintain solid people-management practices within their organizations during a period of historic change in which even seasoned economists had difficulty assessing and forecasting shifts in the financial and employment markets.

But industry training and development professionals have not wasted the crisis—fittingly, they’ve used it as a learning opportunity.

**Spending cuts: for some, the bottom line was the bottom line.**
The economic crisis impacted LOMA interviewees’ learning organizations to widely differing degrees, depending on the severity of its overall corporate effect. A few insurers reported very minimal impact and almost no changes to workplace-learning spending or program rollouts, while others made significant training-budget reductions. One company suspended most of its regular corporate training and focused instead on individual employee development and career planning, while another reported L&D staff cuts of more than 40 percent.

In many cases, training-oriented travel has been restricted or eliminated, with companies electing to use videoconferencing, Webcasts, and other virtual solutions. Training-staff development has also been dispensed with in some instances.

Generally, these responses reflect the trends in the broader, cross-industry L&D field.

For example, in its annual survey of the U.S. training field, the American Society for Training and Development (ASTD) reports that 2009 total training expenditures—training payroll and spending on training products and services—dropped seven percent from the previous year.\(^3\)

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**Comments from Insurers on the L&D Impacts of the Downturn**

<table>
<thead>
<tr>
<th>The good</th>
<th>The bad</th>
<th>The ugly</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic streamlining</td>
<td>Training-travel restrictions or bans</td>
<td>Staff cuts</td>
</tr>
<tr>
<td>Greater adaptability and flexibility</td>
<td>Suspended training programs</td>
<td>Budget cuts</td>
</tr>
<tr>
<td>Enhanced productivity</td>
<td>Suspended or eliminated development opportunities for L&amp;D staff</td>
<td></td>
</tr>
<tr>
<td>Improved visibility among business partners</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Considering the severity of the financial climate, this overall decline was not unexpected, and the dip in average training expenditure per employee—down only 3.8 percent—is relatively mild.4

The HRfocus Training and Development Survey, a similar cross-industry study conducted earlier in 2009, examined the most common L&D responses to the economic crisis as opposed to calculating and comparing dollars spent year over year.

Indeed, the HRfocus report found that spending cuts for broad cost-reduction reasons was one of the two most prevalent reactions to the downturn within L&D organizations. The other common tactic was a change in training provision. Many companies have brought more training in-house and increased their reliance on videoconferencing and Web conferencing to reduce training-dedicated travel budgets.5

Greater focus, flexibility and visibility—silver linings amid the dark clouds

The consequences of the crisis are not entirely grim, however. Though it has become a somewhat tired bromide, there’s truth in the idea that necessity is, in fact, the mother of invention. Challenging times, after all, tend to result in a greater corporate emphasis on alignment with business goals and efficiency and productivity. At even the most hard-hit companies, industry learning executives noted these positive outcomes from the financial crisis.

Better alignment with business goals

Overall, sharper strategic focus was a theme that consistently ran through the interviews. The financial downturn prompted some insurance companies to refocus on core product strengths and targeted market goals—they’ve exited certain markets, reduced product-feature selection within certain lines, and sharpened their focus on foundational risk management. Their L&D organizations have followed suit, reexamining their own missions and visions to align with these corporate objectives.

A couple of companies are proceeding with their L&D strategies as usual and have not had to scale back in a significant manner. Several, however, reported that they are committing their assets to a smaller set of vital, high-impact programs—in essence, they want to do a few key things well as opposed to spreading valuable resources across scattered, less necessary training projects. In some cases, L&D leaders decided to jettison “nice-to-have” training options in favor of business-critical essentials.

“The company’s L&D unit is pursuing a ‘career tapestry’ approach to training instead of a ‘crazy quilt’ method. ‘Training for training’s sake’ is not on the agenda.”
One learning executive described this focus on strategic streamlining this way: The company’s L&D unit is pursuing a “career tapestry” approach to training instead of a “crazy quilt” method. Formerly, it operated under a high-volume, everything-to-everyone catalog model—it built up a huge, somewhat unwieldy list of courses and development opportunities that employees had to sift through online. Now, however, the development offerings are more focused and aligned to strategic development goals and career advancement. “Training for training’s sake” is not on the agenda.

Though L&D units have had to let go of some resources and programs, they’ve experienced benefits associated with a more concentrated, clarified focus on primary objectives.

**Improved efficiency and productivity**

Many of the leaders interviewed by LOMA also reported a “forced creativity” in the face of budgetary and staffing constraints that not only allowed them to stretch their resources, but also highlighted their learning organizations’ value to business partners.*

Interviewees pointed to the following measures as examples:

- **Picking up the pace:** One company adopted what it calls a “sprint” approach to training design, development, and delivery. Training engagements with business partners are now more “lasered,” and the goal is to build and deploy needed programs as quickly as possible. The approach has improved the business units’ perception of the learning organization’s responsiveness, despite cuts in the L&D group’s staffing. Also, the strategy aligns with this L&D unit’s sharper focus on application-oriented learning—cutting nice-to-know information from training programs and targeting only the material that will impact trainees’ jobs.

- **Tapping internal leaders:** Some L&D units lost internal trainers or found that their existing resources could not meet new and changing business demands. To compensate, a few have partnered with senior executives or line managers to teach critical content. At one company, the chief financial officer took responsibility for teaching internal sessions on the company’s financial statements and investor-relations material. At another, business unit managers provided instruction for LOMA courses, a responsibility previously handled by dedicated training staff. This approach not only makes use of existing resources, but also reinforces management’s commitment to employee development.

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*NOTE: In most of the interviewed organizations, the corporate L&D operation exists as a federated or combination model. The learning departments centralize the provision of strategic development and soft-skills training across the enterprise (including talent and succession management, leadership development, and performance management), and they work cooperatively with embedded HR business partners to deliver these services to the line operations. Business acumen, product training, and technical development tend to be handled within the individual business units.*
Going informal: Several insurers have recently placed more emphasis on shorter training opportunities that do not pull staff into hours-long structured classroom sessions. Just-in-time learning has taken greater priority—some companies are recording and archiving Webcasts on important topics that last only a few minutes. Others are posting one-to-two page documents online that provide “in-the-moment” assistance with practical topics or processes. These efforts have created more frequent and immediate touch points between L&D and the employee population.

Creating community: Some L&D organizations are leaning more heavily on collaborative communities of practice (CoPs), leveraging the skills of business partners, and identifying more subject matter experts (SMEs) for involvement in instructional design and delivery.

Optimizing technology: Videoconferencing, Webinars, podcasts, and other distance-defying technologies are replacing in-person training sessions and interactions. In many cases, companies are maximizing their existing learning management systems (LMSs) and other solutions to generate additional functionality with no additional expense. Even the in-person classroom sessions that do take place are leveraged to their fullest potential—one company has captured select sessions on DVD for future use. (More on insurers’ adoption of learning technologies can be found in the last section of this paper.)

Perfect partners—working with business units

The insurance learning executives whom LOMA contacted generally reported strong, collaborative relationships with liaisons in the business units. The L&D organizations do not issue inflexible edicts to the business areas, nor do they serve as training order-takers. They rely on appropriate needs assessments, interview techniques, and regular communication forums with the business partners to discover the real pain points that need to be addressed, then work collaboratively to develop and deliver solutions that meet those needs.

As one learning leader pointed out, humility and perspective tend to have the greatest impacts on the success of these partnerships. When the L&D unit takes the time to understand the business units’ strategies and operations—and remembers that business, not training, is the point of the business—the learning organization is well-positioned to carry out its mission effectively.

These comments were echoed by the other leaders in different words, and this approach to working with the business clients has served their L&D organizations well during the downturn. Business leaders have turned to them for solutions as they begin to look ahead to life after the crisis.

“When the L&D unit remembers that business, not training, is the point of the business, the learning organization is well-positioned to carry out its mission effectively.”
Back to the Future:

L&D strategies to support business success beyond the downturn

While insurance L&D organizations responded and adapted to the more immediate impacts of the financial crisis, they didn’t get lost in the present at the expense of the future.

In the midst of juggling budget cuts, staffing changes, and program reevaluations, learning professionals have selected strategies that reflect their awareness of L&D’s true purpose—developing a workforce that can help a company win in the marketplace.

The importance of workplace learning in the insurance industry

Learning professionals in insurance and financial services companies are in a pivotal position to help their companies succeed—the industry is, after all, a knowledge-based business that places unique talent demands on its workforce.

Insurance-industry employees don’t live on the assembly line; they are working with intangible, service-based products, not manufactured widgets. Insurance and annuity contracts can be complex; they are highly regulated; they are usually supported by unique, proprietary systems; and they are not part of the broad consumer consciousness in the way that electronics and appliances are. Often, new hires do not come to the industry with deep knowledge about the products, the market, or the special technology.

Furthermore, the insurance industry, particularly in North America and Western Europe, is a mature one that needs new ideas from talented, engaged employees who understand market forces, customer expectations, and insurance operations. Insurers operate in intense competition with banks, mutual funds, and other financial services providers. Products and service concepts are often copied by competitors, essentially commoditizing them and creating price wars. Lasting, innovation-based competitive advantage in this environment can be difficult to achieve.

Also, insurers face additional workforce-competency pressures as they enter new international markets and confront more complex risk-management challenges in a changing global economy.

L&D professionals play a critical role developing and supporting the talent—innovative, strategic thinkers with solid market and customer knowledge—that the insurance industry needs to succeed amid these marketplace realities.

Strategic goals for L&D

Reflecting on the last year, most of the interviewees identified a common primary objective: revisiting and refining the alignment between L&D and the business units in order to meet corporate goals.

Learning & Development Strategic Priorities

- Leadership development and succession planning
- Career development quality for individual associates
- Business acumen and employee basics
- Learning delivery interfaces and technology efficiency
- Determining the value and impact of learning
- Application of learning
In terms of supporting this objective with specific strategies, the responses generally fall into two broad categories: the identification and delivery of top-priority programs to corporate partners, and more inward-looking activities that center on L&D value and measurement.

**Key initiatives for L&D organizations**

In LOMA’s interviews with learning thought leaders in insurance organizations, the most frequently cited business priorities and programs were the following:

- **Leadership development and succession planning:**
  The insurers LOMA interviewed are focused on identifying leadership talent, supporting seasoned leaders, and emphasizing coaching and leadership competencies as opposed to technical management (policy) training. Their counterparts across a wide range of businesses and industries are also recognizing the need to prepare and support leadership development.

  For example, according to a recent survey of executives conducted by the Korn/Ferry Institute, just slightly more than half (56 percent) of respondents said “yes” when asked if they know who would assume leadership of their companies. This emphasis on bench strength (across most industries in developed nations) is driven by several factors:

  a) **Demographics:** The oldest baby boomers turned 62, the age at which they are eligible for Social Security, on January 1, 2008. Though less-than-adequate nest eggs and economic slowdowns may keep this generation in the workforce longer than they planned, its 76 to 78 million members will eventually retire. The majority of executive and management-level positions are held by members of this generation, and there is concern that many companies are not adequately preparing for the transfer of this group’s institutional knowledge to the succeeding generation of potential leaders.
b) **Flattened organizations:** The mergers, acquisitions, reengineerings, and downsizings of previous years have, in some cases, stripped the management ranks and created ultra-lean organizations without many “layers” from which to draw new leadership candidates.

c) **CEO longevity (or lack of):** The tenure of chief executive officers is shorter than it used to be, creating a need for companies to have talent in the pipeline capable of filling the highest ranks.

d) **The increasing demands of leadership:** Leaders today face an ever-accelerating rate of change, growing complexity, and entrance into new and unfamiliar markets, just to name a few of their challenges. Preparing leaders for this environment requires a strong, proactive development plan.

- **Career-development quality for individual associates:** Insurance L&D leaders said they’re concentrating on the provision of meaningful development content that impacts associates’ jobs, emphasizing the importance of building employees’ “personal brands,” and working to increase their engagement levels.

Though the job market has been essentially paralyzed for the last two years, employment experts suggest that workers weary and disheartened by the recent turmoil may look for greener pastures when the economy recovers. And those that stay put may not be engaged enough to generate stellar results. In recent research on the characteristics of high-performing companies, Towers Perrin asserts that companies that institute the right employee “deals” can significantly impact corporate results. This package includes pay and benefits, career development, and training.  

- **Business acumen and employee basics:** As company executives encourage employees to concentrate their strategic efforts on “what we do best,” foundational industry and product knowledge becomes even more critical. No company ever suffered because its workers knew too much about its products, its customers, or its financial model.

In interviews, some L&D executives said they want to make employees feel more “connected” to the company’s purpose and goals by building their business and industry knowledge. One company is launching an “Insurance University” to deliver more of this training, while another created a business acumen course that covers basic product and operations content. However, one company

“Some L&D executives said they want to make employees feel more ‘connected’ to the company’s purpose and goals by building their business and industry knowledge.”
discussed its approach to business acumen in terms of broader, life-long career development. In what the company considers the employee’s “early career” phase, the recommended learning path emphasizes teamwork, socialization, and more technical business acumen. At the mid-career level, business-acumen training shifts to a more market-knowledge and finance-driven orientation. The insurer serves senior-level positions with custom-tailored business-acumen development.

**Industry education programs:** Most leaders reported that they use and value industry education programs provided by external partners for building business knowledge, particularly among new employees who need the big picture of the industry and managers who have “gaps” in their industry experience. These programs tend to be managed at the business-unit level, and companies’ approaches to providing support, recognition, and rewards for employees who take industry education courses vary accordingly.

The financial crisis did not necessarily have a predictable impact on companies' use of these foundational industry programs. In some cases, interviewees did report that they’ve temporarily suspended tuition reimbursement or permanently reduced their financial incentives for these courses. However, other companies have seen upticks in enrollments as they’ve placed a higher priority on individual career development, and as their employees have sought re-skilling and up-skilling opportunities in the face of an uncertain job market.

**Learning delivery interfaces and technology efficiency:** As mentioned previously, insurers are looking to better leverage their learning technologies and improve the efficiency of the tools they use to deliver learning content. Improving ease of use is a priority.

**Determining the value and impact of learning:** As any learning professional knows, concrete return-on-investment (ROI) figures for L&D are difficult to quantify. A few leaders expressed interest in more strongly linking workplace-learning value to their companies’ broader people goals. For example, some are more closely examining their learning efforts’ impact on corporate priorities like employee engagement, new-leader retention, and high-potential retention. However, most of the leaders interviewed by LOMA conduct regular L&D reporting for senior management and feel they receive strong (or at least reasonable) executive support for their learning organizations.

**Application of learning:** Current training rollouts are concentrating more heavily on just-in-time and job-specific content, and L&D leaders want to more accurately determine whether these programs are actually impacting employees where it matters.

“The interviewees identified a common primary objective: revisiting and refining the alignment between L&D and the business units in order to meet corporate goals.”
How Firm a Foundation:

What “back-to-basics” means to L&D leaders

Several of the leaders LOMA interviewed noted their organizations are realigning their resources toward their market strengths and core competencies.

LOMA probed more deeply into this area, seeking to understand their perspectives on the foundational activities and functions that their units perform. L&D leaders were asked to consider what, if anything, the term “back to basics” means to their own operations, particularly in light of the recent economic turmoil. Their answers ranged widely and, at several points, overlapped with the strategic goals on which they are now concentrating.

Their responses, which provide insight into corporate priorities and realities, include the following:

- Once again, leadership development emerged as a popular theme. One company has rolled out a new leadership program for managers and is paying more attention to fundamental leadership skills. The program is built around three critical concepts: business acumen for leaders, “managing” the practice of leadership, and self-development.

- Another insurer is more heavily focused on building succession-management possibilities for senior positions, and on more formally tracking the development and retention of its high-potential leadership talent. A third company mentioned that its current mid-level leaders are not ready for higher positions, and it needs to build out its program to address this need.

- Training new and inexperienced employees was also viewed as a foundational activity. One company reported that it has seen a general shift in the workforce—employees are not prepared and need more basic training. The few companies that are still hiring in the business units reported similar concerns; they want newer employees to be prepared to succeed as the economy emerges from the downturn.

- In a similar vein, some leaders said they’ve been approached about providing more training on how their companies make money—helping employees understand the activities that impact profitability and assisting them in interpreting and analyzing company financials.

- A few interviewees also mentioned efforts to help employees better understand customers and customer service fundamentals.
Up with People:
Supporting talent and performance

In their discussions about the fundamental people-management outcomes that corporate executives are expecting from L&D organizations, interviewees also talked about the importance of talent management pipelines and performance-management cultures.

Got talent?
Most of the leaders reported an increase in their organization’s interest in talent management over the last year, despite the distractions and competing priorities churned up by the financial crisis. (One company noted that the poor economy highlighted to corporate leaders the importance of providing solid growth experiences to the high-quality talent that it wants to retain as the insurer emerges from the downturn.)

Some are refining and reworking their talent-management programs, while others are targeting more specific elements, especially the identification, support, and retention of high-potential employees.

This attention to talent issues lines up with some recent cross-industry studies conducted among executives and HR leaders.

For example, a Deloitte global survey of 325 executives at large organizations, released at the end of 2009, found that:

- Their top two talent priorities are training and development (32 percent of respondents) and talent retention (30 percent of respondents).
- Almost one in three participants (31 percent) stated they are enhancing career path opportunities.
- 61 percent admitted they either had no talent strategy currently in place to drive innovation or did not know of one at their organizations.

- A majority (88 percent) are concerned they will not have the talent in place to helm innovation programs into the economic recovery.

In another study conducted by Mercer on the workforce priorities of HR leaders:

- 60 percent of the 160 mid-sized and large U.S. organizations surveyed plan to pay more attention to high-potential employees (though 63 percent said workforce costs are still a concern).
- 27 percent of organizations do not place confidence in their current human capital programs to adequately reflect the importance of their high-potential employees.

These results also echo a Towers Perrin survey of executives that found fewer than half of respondents believe their existing talent-management programs are effective.

Performance-enhancing?
As for performance management, the responses among LOMA’s interviewees were more mixed. Some companies have placed more emphasis on this function in the last year, but their efforts range from the more conceptual (looking for better ways to differentiate between high and low performers) to the tactical (how to write a fair, balanced performance appraisal).

One insurer did introduce a new performance-management system with redefined competencies that allow for greater consistency across the enterprise. Another launched a big push to align its performance goals both vertically (from the CEO to senior management to the business units) and horizontally (among divisions and across single units).
Shorter Circuit:
Learning and development technology deployments

In a recent technology-oriented survey of 150 HR leaders conducted by the International Association for Human Resource Information Management, 26 percent responded that they plan to maximize their investment in the HR systems they already have in place. In a similarly frugal approach, another 24 percent plan to deploy previously purchased technologies. Nineteen percent of the respondents are working to consolidate multiple systems under one vendor.11

In short, stretching existing technology resources seems to be the order of the day in HR and learning operations.

LOMA’s own interviews tend to support this conclusion. Almost all the L&D leaders interviewed said the economic conditions have pushed them toward more virtual learning experiences through such channels as Web conferencing to:

- cut down on travel;
- compensate for fewer in-house trainers;
- and provide faster, more just-in-time options to time-strapped workers.

In addition, LOMA asked more specific questions about learning management systems (LMSs), technology-facilitated learning innovation, and Web 2.0 tools.

Putting the “management” in learning management systems

All of the respondents said they have an LMS, either enterprise-wide or in at least one major division of their organization. However, some L&D leaders want to improve the usage of these systems. For example, one insurer wants to organize the 3,000 courses on its LMS into learning paths for employees.

Another company wants to increase the integration of its online offerings and classroom-based offerings into a blended approach. This insurer also wants to improve the navigability and user-friendliness of its LMS, which currently “overwhelms” employees with its many choices.

Not surprisingly, most of the interviewees are making do with what they have and do not have plans for high-dollar replacements or upgrades.

Innovative quick hits

Though major system purchases and wholesale LMS overhauls don’t seem to be on the horizon for most of the companies interviewed, several interviewees did mention using existing technologies in new ways for workplace learning.

Most of these innovations focus on shorter, more immediate learning opportunities for employees. Examples include the following:

- Two companies mentioned the development of short podcasts for Blackberry and iPhone users.
- A few companies offer live and recorded Webinars and podcasts conducted by their own global business leaders.
- At least one company is experimenting more heavily with personal, desktop-based videoconference opportunities.
- One insurer is considering a WebEx training center for remote learning.
- Another organization is leveraging its BrainShark software to record voice-enhanced presentations that can be used for learning and development purposes.
- The leadership and employee portals available through one company’s LMS are now being populated with “just-in-time” tools and online documents that address quick-hit needs.
Social connections: Web 2.0

Despite the ubiquitous hype over social computing and collaboration tools, it does not appear that Web 2.0 has yet overtaken the L&D field.

A large study of learning professionals recently conducted by the American Society for Training and Development, the Institute for Corporate Productivity (i4cp), and Booz Allen Hamilton indicates that Web 2.0 is currently more a matter of potential than practice. Only nine percent of the organizations in the study said these tools play a major role in their current workplace learning operations. Of the industry L&D professionals interviewed, several described their early ventures into using Web 2.0 tools to facilitate learning. For example:

- Several indicated that they are using Microsoft SharePoint to varying degrees to facilitate internal knowledge sharing and collaboration.
- A few rely on blogs and wikis for collaboration among members of certain work teams.
- One company offered a workshop on collaborative tools to its leaders. The insurer sponsors an internal online community that provides forums and discussion services. In addition, it developed a dedicated online connection for its new leaders and the top 200 leaders within the organization.
- One insurer developed an internal Facebook-like page, but employee adoption has been minimal.
- Another company contracted a service that provides an online library of leadership books. Users can download what they need from any computer.
- LinkedIn has made some headway in one organization. In this company, the L&D staff makes use of LinkedIn groups to post questions and gather information on potential resources.
Taking Care of Business:  
L&D’s focus going forward

Overall, the L&D organizations LOMA interviewed did not escape the fallout from the financial meltdown. But, despite the resource constraints and uncertainty, they’ve managed to gain efficiencies and further sharpen their focus on the business agenda.

Most of the executives reported solid senior-level support for the L&D function and a corporate awareness of the importance of qualified, developed talent to future competitiveness and market success.

The insurers interviewed are emphasizing leadership development, the identification of high-potential talent, business acumen, and efficient learning infrastructure to reach these goals as the industry positions itself for economic recovery.
Workplace Learning in the Life Insurance Industry

Endnotes

5. "Creative Tactics Keep Training Going Despite the Recession." (special report), HRfocus, July 2009: S1–S4

Contributors

Some of the contributors to this report include:

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