

GROWING LEADERS, DRIVING SUCCESS: WESTFIELD'S WINNING STRATEGY

At Westfield, leadership development is more than just a buzzword—it's a cornerstone of the company's success as a global leader in property and casualty insurance. Since its founding in 1848, Westfield has built a reputation for innovation, adaptability, and a commitment to growth. Today, the organization continues to drive that growth by investing in its most valuable asset – the Westfield team. Through cutting-edge learning and development strategies, Westfield actively cultivates leaders who can effectively navigate the complexities of a rapidly evolving industry.



A Learning Culture Rooted in Excellence

Westfield's approach to learning is simple yet powerful: employee-driven and leader-enabled. This philosophy empowers nearly 3,000 employees to take ownership of their personal and professional growth, with leaders acting as facilitators and mentors.

The learning strategy centers on the 70-20-10 framework, which asserts that 70% of learning comes from experience, 20% from social interactions, and 10% from formal training. This model promotes a balanced

approach to on-the-job learning, peer mentoring, and structured programs, fostering a sustainable culture of continuous development. As Tonya Suber, a leader on the learning and development team, puts it, "We are passionate about coaching leaders to foster thriving environments for their teams. By uncovering each individual's 'why' and developing their skills, we drive personal and organizational success. I am energized by aligning our learning initiatives with Westfield's goals to deliver tailored programs that foster continuous growth and adaptability."

Building and Maintaining a Strong Leadership Pipeline

Strong leadership is the result of intentional planning and execution. Westfield's strategy starts with succession planning and talent reviews informed by their Human Capital Management (HCM) system, which provides a comprehensive view of the talent pool. This enables the team to identify high-potential employees and align their development with business objectives.



Tonya Suber
Learning and Development Senior
Manager at Westfield Insurance

Westfield provides diverse learning opportunities, including targeted programs, online courses, and formal and informal mentoring. This blended approach ensures that every employee, regardless of their role or career stage, has access to the resources they need for growth.

Early career programs, like the intern initiative, engage emerging talent and align development with organizational needs from the start. Development plans guide learning priorities and help employees at all levels prepare for future leadership roles. These initiatives aim to unlock the full potential of the workforce, ensuring a steady pipeline of capable leaders ready to drive the organization forward.

The IMS Partnership: A Catalyst for Growth

A factor in Westfield's leadership success is its partnership with The Institute for Management Studies (IMS). IMS's virtual programs, notably the Thought Leadership Series,

provide valuable insights and practical tools that senior leaders can immediately implement. These one-hour sessions maximize impact while minimizing time away from work, enhancing strategic thinking and decision-making without disrupting daily responsibilities.

Since its launch, the Thought Leadership Series has received overwhelmingly positive feedback, solidifying it as a cornerstone of Westfield's leadership development efforts. This partnership with IMS enriches Westfield's learning offerings and supports its long-term goal of fostering a resilient and future-ready leadership team.

Driving Success Through People

Westfield recognizes that its success depends on a strong workforce. By investing in leadership development and promoting a culture of continuous learning, the company is positioning the organization and employees for long-term success. With a clear vision, innovative strategies, and strong partnerships like IMS, Westfield is preparing its leaders to tackle today's challenges and shape the future of its industry.



Westfield recently received a 2024 Leadership Excellence award from The Institute for Management Studies for its dedication to developing and empowering its employees.