

Solution Provider Profile

Gallagher

January 2026



Gallagher



Company At-a-Glance	
Name of Product/Offered	Gallagher People Development & Insights
Headquarters	Chicago, IL
Year Founded	1927
Number of Employees	56,000
Geographic Coverage	150 countries
Top Customers	Gallagher works with medium and enterprise clients globally. Their clients include Fortune 100 (United States) and TSX 100 (Canada) organizations. While Gallagher works across many industries, many top clients are in the Consumer-Packaged Goods, Financial Services, and pharmaceutical industries.
Website	https://www.ajg.com/

Gallagher Overview and Value Proposition

Founded in 1927 as an insurance brokerage in Chicago, Arthur J. Gallagher & Co. has evolved into a global leader in risk management, benefits, and talent consulting. Publicly listed on the New York Stock Exchange, Gallagher has strategically diversified its business through over 600 acquisitions in the last 30 years, expanding from pure insurance brokerage into risk management, employee benefits, and comprehensive talent consulting services.

Today, Gallagher operates in over 150 countries with more than 50,000 employees, serving clients of all sizes across diverse industries. The People Development & Insights practice represents Gallagher's strategic expansion into holistic talent management, enabling the company to deliver comprehensive people strategies that address the evolving challenges faced by modern organizations.

Core Value Proposition

Gallagher's approach to talent development is distinguished by its commitment to creating lasting results through deep client understanding and precise customization. The company's value proposition centers on four key pillars:

- **Deeper Client Insight:** Gallagher efficiently invests more time upfront across all stakeholder levels to understand clients' reality. Their needs assessment process is notably comprehensive, involving interviews with learners, managers, HR, business leaders, and even clients when appropriate.
- **Better Customization:** Informed by thorough analysis, solutions precisely fit clients' needs, team context, and business environment. Gallagher works at a model level rather than offering off-the-shelf programs, treating their content library like building blocks that can be configured into unique solutions for each client.
- **Stronger Partnerships:** Best-in-industry consultants and facilitators create exceptional end-to-end experiences that foster lasting client relationships. With approximately 80% repeat business rate, Gallagher's approach creates strong, enduring partnerships.
- **Business Impact:** With broader expertise and global resources, Gallagher transforms culture, people, and business results, enabling clients to face the future with confidence. Their focus on measuring business impact ensures that learning initiatives deliver tangible value.

Comprehensive Service Portfolio

Gallagher's People Development & Insights practice offers an extensive range of services designed to maximize workforce engagement and organizational performance:

Beyond individual leadership and sales development, Gallagher provides strategic organizational support to help companies achieve strategic priorities, innovate and transform, defend and build culture, and assess and solve talent gaps. This includes strategic and transformation planning, defining and embedding culture, developing comprehensive talent and learning strategies, competency framework development and measurement, and sales performance consulting. This holistic approach ensures that

learning and development initiatives are tightly integrated with broader organizational objectives and business strategy.

Leadership and Personal Development

- Custom leadership programs addressing today's complexities and tomorrow's challenges
- Leadership fundamentals and advanced capabilities development
- Digital leadership and innovation acceleration programs
- Transformation and change leadership initiatives
- Leadership team effectiveness solutions

Sales and Sales Leadership Development

- Consultative selling and influential conversation skills
- Strategic key account management programs
- Data-driven selling and insight-to-action frameworks
- Sales performance consulting and optimization
- Industry-specific sales curricula (particularly strong in CPG and pharma)

Digital Learning Capabilities

Gallagher utilizes Articulate Rise for developing custom digital microlearning solutions, with modules typically ranging from 10-15 minutes of learning content. Their digital offerings maximize Rise functionality to ensure learner engagement and include animated videos developed with Vyond to bring models and concepts to life. All modules are delivered to clients in SCORM-compliant packages for hosting in LMS/LXP platforms and are available in multiple languages.

Coaching Services

- **Individual Coaching for Growth:** Personal leadership and career development supported by assessment insights and coaches specializing in organizational transformation, health, and wellbeing
- **Team Coaching:** Establishing alignment, psychological safety, trust, and high-performing team dynamics
- **Performance/Learning Sustainment Coaching:** Supporting on-the-job application and personal action plan implementation

Assessment Solutions

Gallagher employs a data-driven development approach using a comprehensive range of assessment tools:

- **Psychometric Assessments:** Multiple instruments including Hogan, SuccessFinder, and EQi-2.0, deployed as self-rater or 360-degree formats with team reports available
- **Multi-Rater Assessments:** Custom 180 and 360-degree assessments using proprietary or client competency frameworks, deployed via enterprise-grade automated platform in multiple languages
- **Personality Inventories:** Research-based tools like DiSC to support leadership and sales coaching programs

Additional Capabilities

- Career development and career management programs
- Competency framework development and measurement
- Inclusion and diversity consulting
- Instructional design services and custom content creation
- Strategic planning facilitation
- Change management and culture transformation
- Succession planning and talent management
- Custom surveys, analytics, and engagement surveys
- Employee communication solutions

Recent Innovations and Product Development

Gallagher has been actively integrating artificial intelligence capabilities into their service offerings, demonstrating a forward-thinking approach to learning and development:

- **AI-Enhanced Learning:** Programs now incorporate AI applications for coaching, selling, and leadership development. Recent implementations include teaching sales teams how to use AI tools like Gemini, Microsoft Copilot, and ChatGPT to research customers, prepare for sales calls, and enhance productivity.
- **Internal AI Training:** Gallagher invests in training their own team on responsible AI usage, including sessions on using AI for instructional design, content creation, and critical thinking enhancement.

- **AI Integration Framework:** Development of frameworks for appropriate AI usage in coaching and learning contexts, ensuring responsible implementation while meeting clients where AI technology currently stands in its evolution.
- **Growth Mindset Operationalization:** Proprietary models helping organizations and individuals spot opportunities, assess viability, implement changes in agile ways, and amplify successful results through sharing.

Technical Capabilities and Integration

Gallagher's technology neutral infrastructure supports seamless integration with client systems:

- **Enterprise-Grade Assessment Platform:** Fully automated platform for deploying custom multi-rater assessments in multiple languages with customized reports and communications
- **SCORM Compliance:** All digital learning content delivered in SCORM-compliant packages for easy LMS/LXP integration
- **Multi-Language Support:** Digital modules and assessments available in multiple languages supporting global deployments
- **Project Management Software:** Dedicated project management tools and full project coordinator/manager support for large engagements
- **SharePoint Integration:** Capability to establish client-specific SharePoint sites for document sharing and collaboration
- **Virtual Delivery Infrastructure:** Robust virtual delivery capabilities supporting global cohorts across time zones with seamless technology integration

Methodology and Approach

Gallagher's development methodology follows a comprehensive ADDIE-based framework with particular emphasis on sustainability and measurement:

Analysis Phase

Gallagher conducts stakeholder interviews, focus groups, and documentation reviews to gain critical context and assess gaps. Their analysis process uniquely includes conversations with learners, managers, HR, business leaders, and sometimes even clients to ensure comprehensive understanding of organizational reality.

Design and Build

Based on findings, Gallagher creates high-level solution outlines and, with client feedback, builds highly relevant programs. All materials are branded to client

specifications, ensuring programs look and feel as though they were designed in-house. Programs integrate experiential learning activities, real-world applications, and comprehensive sustainment tools from the design phase.

Delivery

Participants engage in cohort-based learning with dynamic, experienced facilitators delivering content in-person or virtually. Gallagher's facilitators are known for being memorable and creating highly engaging learning experiences. Delivery is supported by comprehensive sustainment solutions including action plans, leader coaching, playbooks, and practice labs.

Evaluation and Measurement

Gallagher employs the Kirkpatrick Model for comprehensive evaluation and holds Kirkpatrick Certified Professionals in Training Evaluation on staff. Their measurement approach includes:

- **Level 1 — Reaction:** Asynchronous surveys, NPS feedback, and live session polls measuring impact, learning effectiveness, and facilitator performance
- **Level 2 — Learning:** In-session observations, knowledge checks, certifications, and capstone projects assessing demonstrated skills, knowledge, and confidence
- **Level 3 — Behavior:** Activity tracking, on-the-job observations via coaching rubrics, and success story sharing measuring behavior change and application
- **Level 4 — Results:** Business results analysis and client-owned reporting demonstrating ROI through measurable improvements in KPIs and business performance

Client Success Stories

Global Leadership Development for CPG Client

Gallagher designed and delivered two comprehensive leadership programs for this global client: a frontline manager program (Develop Your Leadership) and a mid-level director program (Elevate Your Leadership). Both programs included custom 360 assessments, six virtual workshops, coaching, peer accountability partnerships, and one-up leader engagement. The programs ran 9-12 months per cohort with 12-16 participants each. Gallagher won this engagement from an industry competitor due to superior customization capabilities and collaborative approach. After initial train-the-trainer for the frontline program, Saputo returned the facilitation to Gallagher in 2026, citing superior facilitator quality.

Leadership Development in the Engineering / Professional Services Industry

This global engineering and project management company selected Gallagher after dismissing Korn Ferry for lack of cultural alignment. Gallagher created a three-stage blended global learning program deeply contextualized to the client's Manifesto. The solution includes 20 digital microlearning modules with animated videos, four live workshops, learning cafés, one-up leader engagement, and train-the-trainer in four languages (EN, FR, SP, PT). The program is now delivered globally across North America, South America, Australia, and the UK.

Sales Excellence for a Global Pharmaceutical and Consumer Health Organization

Gallagher designed and delivered a comprehensive seven-level consultative selling curriculum for this client's global sales teams. The program contributed to the organization's rise from number four to number one recommended HCP brand in Asia Pacific and resulted in increased sales after five years of flat growth. The engagement has expanded to include sales competency work, leadership team effectiveness, potential digital curriculum redesign, and expansion to other global regions.

Hybrid Work Transformation for the Canadian Division of a Global Organization Providing Pharmaceutical, Consumer Health and Crop Science

Gallagher managed this client's return-to-office transition and hybrid work model implementation across three divisions and diverse employee populations. The engagement included change risk analysis, stakeholder mapping, 12-month change team facilitation, hybrid leadership playbook development, and learning circles for over 200 leaders. Six months post-implementation, negative perceptions of the hybrid model dropped from 36% to 16%, while attrition and engagement remained stable. Leader feedback averaged 5.22/6.00 for learning circle value.

Analysis by Brandon Hall Group™

Situational Analysis

Talent and learning leaders face mounting pressure to develop leaders and sales professionals capable of navigating ambiguity, driving innovation, and delivering results in hybrid work environments. Traditional learning approaches, characterized by off-the-shelf content and generic frameworks, increasingly fail to address the nuanced, context-specific challenges facing modern enterprises.

The emergence of artificial intelligence, changing customer expectations, and the need for data-driven decision-making have fundamentally transformed both leadership and sales roles. Organizations require learning solutions that not only teach foundational skills but also address industry-specific challenges, organizational culture alignment, and sustainable behavior change. The market has shifted from valuing standardized programs to demanding highly customized solutions that deliver measurable business impact.

Concurrently, organizations struggle with fragmented learning ecosystems, difficulty demonstrating ROI, and the challenge of driving sustained application of learning on the job. The gap between training completion and performance improvement remains a critical concern, with many organizations reporting that learning initiatives fail to translate into tangible business outcomes.

Challenges to the Business

- **Contextual Relevance:** Organizations struggle to find learning solutions that genuinely reflect their specific business context, culture, industry dynamics, and strategic priorities. Off-the-shelf programs often fail to resonate with learners because the examples, language, and frameworks don't align with their daily reality.
- **Sustainable Behavior Change:** The challenge of translating classroom learning into on-the-job application remains acute. Organizations invest significant resources in training only to see minimal behavior change and performance improvement, primarily due to inadequate sustainment strategies and lack of leader engagement.
- **Demonstrating Business Impact:** Leaders face increasing pressure to justify learning investments with concrete business metrics. Traditional evaluation approaches focus on completion rates and satisfaction scores rather than behavior change and business results, making it difficult to secure continued investment and support.

- **Global Consistency with Local Relevance:** Multinational organizations struggle to deliver learning solutions that maintain consistent quality and messaging while adapting to local cultural contexts, languages, and market conditions. The balance between standardization and localization proves difficult to achieve.

Digital Leadership and Sales Capabilities: The rapid evolution of technology, particularly AI, demands that organizations continuously update leadership and sales capabilities. Many struggle to integrate emerging technologies into their learning programs in ways that are practical and immediately applicable.

- **Fragmented Talent Solutions:** Organizations often work with multiple vendors for different talent needs - assessments from one provider, leadership development from another, sales training from a third - creating integration challenges, inefficiencies, and inconsistent experiences for learners.
- **Quality and Engagement:** Generic, poorly customized learning experiences fail to engage participants, resulting in low completion rates, minimal knowledge transfer, and negligible performance improvement. Organizations need facilitators and consultants who can create memorable, impactful learning experiences.

Implications for the Business

The failure to address these challenges carries significant consequences:

- **Leadership Capability Gaps:** Organizations develop leaders who lack the skills to navigate complexity, drive innovation, and lead effectively in hybrid environments, resulting in poor decision-making, decreased team performance, and difficulty executing strategy.
- **Sales Performance Plateaus:** Sales teams unable to adapt to evolving customer expectations, leverage data effectively, or conduct truly consultative conversations experience stagnant or declining revenue, market share erosion, and increased customer churn.
- **Talent Attrition:** Employees perceive insufficient investment in their development, leading to increased turnover of high-potential talent, loss of institutional knowledge, and difficulty attracting top performers.
- **Wasted Investment:** Learning initiatives that fail to drive behavior change and business results represent wasted resources and opportunity costs, potentially leading to budget cuts and diminished credibility for L&D functions.

- **Competitive Disadvantage:** Organizations that cannot rapidly develop critical capabilities fall behind competitors who invest more effectively in talent development, resulting in market share loss and decreased innovation capacity.
- **Cultural Misalignment:** Generic learning solutions that don't reflect organizational culture create disconnect between espoused values and actual development practices, undermining cultural initiatives and employee engagement.

Questions to be Answered by the Business

- How can we create learning experiences that genuinely reflect our organizational culture, industry context, and specific business challenges while maintaining the quality and rigor of proven methodologies?
- What approaches will ensure that leadership and sales development initiatives translate into sustained behavior change and measurable business results rather than remaining theoretical exercises?
- How can we establish robust measurement frameworks that demonstrate the business impact of learning investments and provide actionable insights for continuous improvement?
- What delivery approaches will engage modern learners across diverse geographies, cultures, and working arrangements while maintaining consistent quality and message?
- How can we effectively integrate emerging technologies like AI into our leadership and sales capabilities development without disrupting proven approaches or overwhelming learners?
- What level of investment in upfront analysis and customization is optimal to ensure learning solutions genuinely address our specific needs and challenges?
- How can we find a partner capable of delivering comprehensive talent solutions across the full spectrum of our needs rather than managing multiple fragmented vendor relationships?

Gallagher People Development & Insights as the Answer

Gallagher's People Development & Insights practice represents a distinctive approach to organizational learning and development that directly addresses the challenges facing modern enterprises. Their model combines the deep customization capabilities of boutique consultancies with the scale, resources, and stability of a global organization.

Unlike traditional learning providers that adapt off-the-shelf programs or work from pre-built curricula, Gallagher operates at the model level, treating their extensive content library as building blocks that can be configured to create truly unique solutions. This approach allows them to preserve proven methodologies and frameworks while ensuring every program is precisely tailored to each client's specific context, culture, and business needs.

Strategic Advantages:

- **Deep Needs Analysis** – In-depth stakeholder interviews across all organizational levels (learners, managers, HR, business leaders, customers) yield precise insights that ensure solutions address actual vs. perceived needs
- **Model-Level Customization** – Configures proven content elements as building blocks rather than adapting pre-built programs, delivering bespoke relevance with the reliability of tested frameworks
- **Built-In Sustainment** – Designs for lasting impact from the start with learner playbooks, leader enablement, coaching circles, learning minutes, action planners, and one-up leader engagement throughout the journey
- **Kirkpatrick-Certified Evaluation** – Works backwards from business outcomes to measure reaction, learning, behavior change, and results, enabling ROI demonstration and continuous improvement
- **Global Delivery Infrastructure** – Operates in 150+ countries with dedicated project management, formal governance, and train-the-trainer capabilities for consistent multi-region, multi-language implementation
- **AI Integration Leadership** – Proactively incorporates AI into offerings, trains team on responsible AI usage, and develops frameworks for balancing AI coaching with essential human interaction
- **Holistic Talent Integration** – Addresses broader talent needs (strategy, competency frameworks, performance management, succession planning) beyond training alone

Differentiators:

- **Partnership Quality** – 80% repeat business rate and numerous multi-year relationships; clients frequently expand scope and bring work back after attempting alternatives
- **Industry Specialization** – Deep expertise in consumer packaged goods and pharmaceutical sales with demonstrated impact (e.g., Abbott: #4 to #1 market position)
- **Cultural Alignment Excellence** – Selected over established competitors (Korn Ferry) specifically for superior understanding of organizational culture and manifesto
- **Digital Learning Sophistication** – Advanced design using Articulate Rise and Vyond animations (e.g., Bath Fitter: 52-module onboarding significantly reducing time-to-productivity)
- **Change Management Integration** – Manages complex organizational transitions (return-to-office) while simultaneously developing leader capabilities
- **Assessment Flexibility** – Multiple psychometric options (Hogan, SuccessFinder, EQi-2.0, DiSC) plus custom multi-rater assessments vs. single-tool lock-in

Contribution Team:

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About Brandon Hall Group™

With more than 10,000 clients globally and more than 30 years of delivering world-class research and advisory services, Brandon Hall Group™ is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

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Self-paced certification programs. Virtual group sessions for companies. In-person conferences and summits.

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