A Week in the Life:
Haley Goodman, CS&R Senior Manager I

Haley joined CS&R in January 2025 from Bain & Company; she graduated from the Ross School of Business at the University of Michigan. Prior to her MBA, she was a Teach for America corps member teaching 8th grade science before becoming a school administrator.

During her time at CS&R she has worked on projects spanning Liberty's personal and commercial lines. Her current project focuses on GTM strategy for Liberty's personal lines. While there may not be a 'typical week' at CS&R, the below provides an example of a week in the life.

Monday

8:30 AM

Collect thoughts and prepare for the upcoming week

I begin the week by understanding what this week's key deadlines and meetings are. I then backwards plan out my week and my workstream (a piece of work that 1-2 consultants work on). For my current project, we are in the middle of 'phase 2' which involves external market research that will inform an upcoming workshop we are running with senior leaders within Liberty.

9:30 AM

Attend team huddle

For nearly all CS&R project teams, there is a morning huddle where team members go over priorities for the day, discuss upcoming key deadlines, and go over key pieces of our workstream. Huddles are a great way to get input from our Managing Director (project team leaders) and align on next steps. For today's huddle, I went over my research plan for the week which involves interviewing customers and analyzing insights from our internal pre-workshop survey.

1 PM

Primary research interview

My workstream's goal is to understand how our product compares in the market and gather feedback from customers. We spend an hour with one of our customers discussing how they perceive the relative value of our product, what product criteria is most important to them when purchasing, and any unmet needs they may have. After our interview concludes, I write up the key insights and update our materials to reflect what we learned from this customer.

Tuesday

10:30 AM

Client touchpoint

We scheduled this quick, 30-minute touchpoint to discuss the goals of this upcoming workshop. Our clients outlined the outcomes they wanted to see from the workshop. It was helpful to hear their perspective ahead of our workshop so we could refine the content presented and activities to make sure it is highest-leverage for the group.

One of the biggest changes from external consulting is the deep client connection that comes from internal consulting. CS&R serves as thought partners and meetings like this give me confidence that we can drive value.

1 PM

Feedback meeting with project manager

Receiving formal, written feedback every two months is standard in CS&R and has helped me significantly – especially transitioning from external to internal consulting. Feedback is provided across four categories: Problem Solving, Initiative / Execution, Communication / Client Readiness, and Citizenship. This particular feedback session went really well, and I appreciated my manager providing specific and actionable feedback that I will work to improve over the next two-month period.

CS&R assigns a consultant a Managing Director to serve as a Career Development Coach (CDC). Having a senior member of the group to talk about career development, personal development, and just someone to bounce questions off has been immensely valuable. My CDC and I meet every two weeks with discussion topics varying each meeting. I have a CDC meeting next week and I plan to discuss this written feedback that will inform my Growth and Goals for the upcoming quarter.

3 PM

Update campus recruiting presentation

Each CS&R member is assigned to a 'pillar'; these pillars promote and sustain a culture of excellence and innovation while striving to achieve best-in-class employee engagement. My pillar is Top Talent Attraction (TTA) which aims to hire the best talent from top programs and external consultancies while embracing diversity & inclusion. This means managing our recruiting process end-to-end. I'm currently updating our fall recruiting presentations for MBA campus recruits.

Wednesday

9 AM

Data analysis

Ahead of our workshop, we sent out a survey to participants that covers key project questions. We got our survey results back and I am tasked with performing data analysis on the responses and generating insights to inform how we run the workshop. Working in Excel, I analyzed quantitative data to best understand how our workshop participants see the current value of our product, and what they perceive to be the highest leverage initiatives we can take to improve our GTM strategy. Using these participant responses, we structured our breakout groups for the workshop so that we have differing perspectives in each group that can create a thoughtful dialogue.

1 PM

Mentor check-in

Each CS&R team member is assigned a mentor from a CS&R alumni. These mentors are thoughtfully assigned to provide the mentee with informal coaching about their current role, as well as help mentor for a CS&R 'roll out'. CS&R team members typically spend ~2-3 years in the group before 'rolling out' to a leadership role in a core business line / functional area, and these mentors can be a great sounding board for this transition. My current mentor works in our Telematics Product Experience and we spent today discussing best avenues to network within Liberty.

5 PM

Equal Pay Day event

Each Wednesday, Liberty hosts a company-wide social hour in the Boston office. Each social hour is hosted by a different affinity group and has snacks, beverages, and activities. These social hours are great forums to connect with Liberty employees and meet new people. Today's social hour was hosted by WE@Liberty

Liberty Mutual has many affinity groups (e.g., Amigos@Liberty, Able@Liberty, Pride@Liberty, etc.); WE@Liberty is a group that strives to empower women and engage men through shared opportunities for all employees. As today was Equal Pay Day, WE@Liberty hosted a social hour to raise awareness for the days that illustrate how far into the current year a woman must work to earn what a man did the previous year. Liberty's Chief Strategy Officer kicked off the event and I was able to connect with other women at Liberty across different departments.

Thursday

10 AM

Coffee chat with CS&R colleague

Me and an associate consultant (AC) on my team have a 1:1 coffee chat. CS&R's size (~35 members) allows us to form close connections with our department, and I am using today to catch up with this AC as well as play an informal mentorship role. We get coffee in our Liberty café and discuss their workstream and potential growth opportunities.

12 PM

CS&R department speaker series

Every month or so, CS&R runs department developmental trainings or a guest speaker series. Today is a lunch and learn speaker series with the head of Liberty Mutual Canada hosted by our Chief Innovation Officer. The talk kicked off with Liberty Mutual trivia, then Rob spoke about his career path, advice, and how he thinks about the changing insurance technology space. I've really enjoyed our intimate speaker series – it's a unique way CS&R can get exposure to key leaders and get a front-row seat to how they are thinking about their business unit as well as overall company-wide goals and macro trends.

4 PM

Prepare slides for client meeting in team working session

We plan to present information gained from our customer interviews and our workshop survey conducted this week at our client meeting tomorrow. I put together slides highlighting our interview findings and insights, as well as the implications for our client. I also turned our data analysis into graphs with our insights ahead of our workshop. We have a collaborative team environment, and I worked with my Managing Director on making these slides client-ready and effective.

Friday

11 AM

Weekly client meeting

In aaddition to our earlier meeting this week with our project sponsors, we have a weekly touchpoint with our client working team. We use this time to present our research findings, gain consensus, and foster discussions. This week's time was spent on my workstream where I presented our current findings from our interviews. I'm thankful for the step-up opportunities in CS&R to present to senior leaders within the company. During my time at CS&R, I've been able to develop my presentation and client communication skillset. This meeting went well and our client team appreciated hearing how customers perceive our product offering.

2 PM

Weekly retrospective

After our successful client meeting this morning, our team gathered to discuss next steps and reflect on the week. This time is valuable as it provides a nice bookend to the week and allows us to feel proud about all that we accomplished. In some meetings, we play a team-building game and today's was Geoguesser. We concluded with going over next week's priorities which is our workshop and what additional activities need to be conducted ahead of this.