Integrated Learning Holds the Key to Development at Progressive



PROGRESSIVE

Progressive, one of the largest U.S. insurance companies, has earned many "best places to work" awards. Its people and culture are powerful sources of competitive advantage. The company's growth has created tremendous opportunity for advancement, and more than one-third of Progressive people moved into a new position in the past two years.

At Progressive, development—including leadership development is for everyone. The company empowers its people to take control of their own careers and professional growth by encouraging them to devote time to learning. The combination of *Harvard ManageMentor*[®] and *Harvard ManageMentor Spark*[®] provides on-demand structured and learner-driven experiences so learning can be integrated with busy work schedules.



CLIENT SUCCESS STORY

"I'm constantly learning new leadership tips from *Harvard ManageMentor Spark*. I'm putting what I learn into practice and then sharing my favorite tips with those I coach in order to guide their development. I want to empower others to learn for themselves."

LESLIE ROGERS, CUSTOMER RELATIONSHIP MANAGEMENT COACH

CLIENT SUCCESS STORY



BUSINESS CHALLENGE

> Give all employees
formal and self-directed
opportunities to grow



AUDIENCE

> All employees across 50 states

SOLUTIONS

> Harvard ManageMentor[®]
> Harvard ManageMentor Spark



IMPACT

- > High engagement across all business areas and levels
- > 100,000+ assets launched in Harvard ManageMentor Spark
- > 4,000+ topics completed in Harvard ManageMentor
- > Curated pathways support self-directed career development and formal development programs
- > Visits up 274% during pandemic

Driving Engagement through Curation

Bite-size learning is a key part of Progressive's strategy. Relationship Center employees, who sell to and provide service to customers, for example, can devote only short amounts of time to learning due to high call volumes. With easy access to videos, articles, podcasts, and other learning assets, they are able to quickly learn a new skill and immediately apply it. Managers, too, can reach for curated graband-go resources to help bring learning into everyday interactions.

More in-depth development programs supporting strategic initiatives like newmanager onboarding also use the solution's learning resources. Recently, employees completed *Harvard ManageMentor* lessons as prework before facilitated diversity and inclusion sessions in order to encourage more meaningful discussions. Because the solution delivers foundational, intermediate, and advanced content, it has been used to support learning and development solutions at all levels—from entry-level employees to new managers to senior leaders.

To support career development, Progressive offers more than 100 competency-focused learning pathways that address every level and every job family in the company. Links to curated resources are woven into the pathways. By drilling down into a competency pathway for decision making, for instance, employees can link directly to a three-minute video on making ethical decisions from *Harvard ManageMentor Spark*.

Defined Accountability Ensures Success

Product owners, tasked with possessing a deep familiarity of the content and platform capabilities, drove success of the solution through a variety of activities that kept the content top of mind for learners:

- Promoted ways to integrate the content with programs and learning pathways, including as pre- and post-work.
- Hosted a scavenger hunt for business area learning professionals to increase their knowledge of the content and tools. Individuals earned points and competed for prizes by exploring the platform and experimenting with features such as sharing an article with peers.
- Identified and interviewed "super users" to learn about their experiences with the solution and to gather success stories to highlight in future communications.
- Analyzed spikes in usage, such as during Progressive's Inclusion Week, which promoted a custom-built Harvard ManageMentor Spark Pathway.
- Established metrics and delivered a business review for senior leadership.

Building Momentum

Employees enjoy the personalized approach to learning. Through the daily digest, learners are provided with links to content aligned with their skill development interests. Because the content in *Harvard ManageMentor Spark* is regularly refreshed with newly published articles, videos, and podcasts, there is always something new to read or watch.

Managers and coaches report improvements and changes in behavior of their employees who use the solution. Because learners across the enterprise have access, managers are able to freely and easily share articles and videos with others, increasing opportunities for collaborative learning.

Quarterly reports show leaders that the initiatives are working. Usage is increasing, and people are happy with the learning options. Since Progressive launched the solution in September 2019, more than 14,000 and 10,000 people have visited *Harvard ManageMentor* and *Harvard ManageMentor Spark*, respectively.

Exploring New Paths

By giving its people opportunities to constantly improve, the company cultivates a winning environment. This advancement from within is a product of Progressive's commitment to inclusive development. In 2019, Progressive filled more than 80% of its jobs above the entry level by promoting its own talent.



"Receiving a daily digest of suggested resources, customized to my personal areas of interest, makes it almost effortless to establish the microhabit of investing a few minutes in myself each day by learning something new."

AMY KLOPFENSTEIN, IT DIRECTOR