

BC
CCC

BOSTON COLLEGE
CENTER FOR CORPORATE CITIZENSHIP
CARROLL SCHOOL OF MANAGEMENT



TRAVELERS

Empowering Dreams
For Graduation
and Employment

15 YEARS OF PROGRESS

1. Recognize (or create) Urgency
2. Form a Powerful Guiding Coalition
3. Create a Vision for Change
4. Communicate the Vision
5. Remove Obstacles
6. Create Short-Term Wins
7. Build on the Change
8. Anchor the Change & Begin Again

Though Travelers did not set out to follow a particular change management theory, the group who led the evolution of the program over the past 15 years used their collective experience and intuitively incorporated processes that align well to Kotter’s model.

As they have built upon their continued and increasing success over the past 15 years, we see their work as an excellent case study for the value of investing for the long term and applying a diligent process of change management to get results. We present this case as a best practice from which all of us can learn.

Established in 2007, the objective of Travelers EDGE is to increase the number of underrepresented individuals who complete a bachelor’s degree and are prepared for a career at Travelers or in the Insurance & Financial Service (IFS) industry. Travelers EDGE has three primary goals:

1. Increase the number of underrepresented students attending college.
2. Help underrepresented students graduate from college through scholarship support and academic advising.
3. Build awareness of careers in

The Travelers team who led Travelers EDGE are committed to a process of continual improvement in workforce development, philanthropy, and HR practice. They know that good performance in these disciplines and a thriving community will make Travelers an employer of choice.

- Travelers listens well and knows that great ideas can be anywhere.
- They are curious and ask questions.
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- After every win, they analyze what went right and what needs improving.
- They don't rest on their laurels. No matter how "good" they are, they are always trying to be better.
- Travelers continually brings new voices and perspectives into their guiding coalition to ensure that the goals are right.
- They talk about progress every chance they get.
- They connect their change commitments to their core values.
- They recognize key contributors at every level.
- They stand their change effort as if it is important to the success of their business—because it is.

At the Boston College Center for Corporate Citizenship, we see the evolution of the Travelers EDGE program as an excellent example of how teams can effect and build upon change to continually improve outcomes if they are diligent and committed and have adtct

Consistent with the BCCCC 2022 State of Corporate Citizenship study, Travelers EDGE has made gains in social impact as the duration of investment has continued. Our study suggests that they may also see business benefits beyond the employment of Travelers EDGE alumni/ae². See Figures A and Figure B below.

FIGURE A
Diversity, equity, and inclusion

Less than one year 1 – 4 years 4 years or more

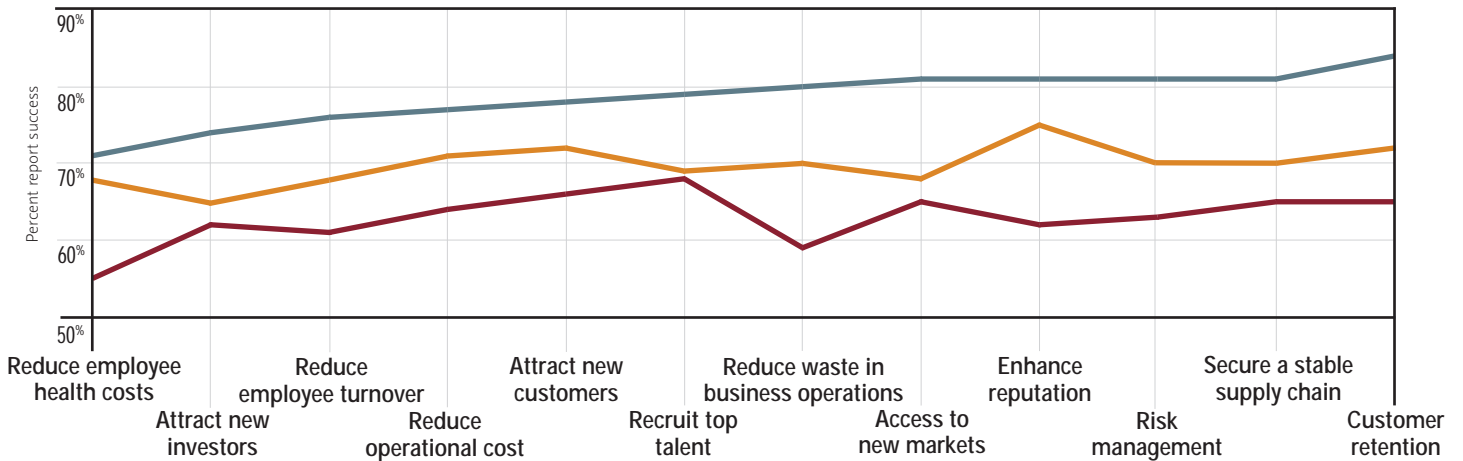
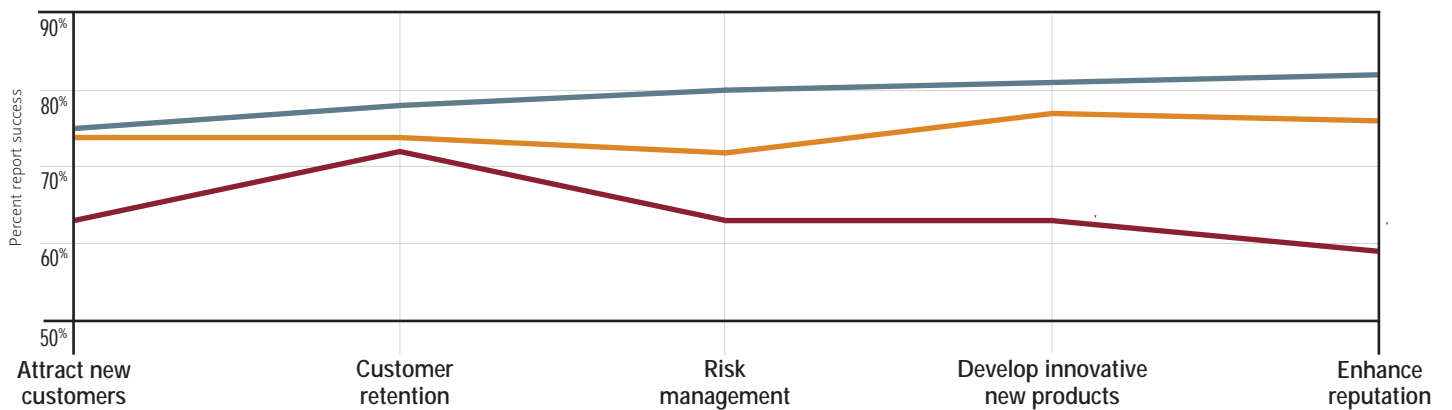


FIGURE B
Employee volunteer programs

Less than one year 1 – 4 years 4 years or more



- 1 Kotter, J. P. (2012). Leading change. Harvard business press.
- 2 Boston College Center for Corporate Citizenship. (2022)

KNOW MORE

Based in the [College of Business Administration](#), the Boston College Center for Career & Professional Development combines the mutual advantages of a professional community and the expertise of a leading academic institution. We integrate the expertise and experience of some of the leading career & professional in the world, with management best practices, helping align career & professional development objectives and business goals. We also conduct ongoing research which is available to members through e-newsletters, monthly, and biannual publications. Center expertise and professional development initiatives include career & professional development, organizational quality, and financial leadership.