

Reddit sees measurable results from a *more inclusive approach* to leadership development



Fast-growing online community builder empowers all employees with coaching and mentoring

Founded in 2005, Reddit is a community of communities where people can dive into anything through experiences built around their interests, hobbies, and passions. From pets to parenting, skincare to stocks, there's a community for everybody on Reddit and with more than 50 million daily active uniques and 100,000+ active communities, it is home to the most open and authentic conversations on the internet.

Making Reddit home for everyone in the world starts by ensuring that employees can find a home at the company first. As Reddit's workforce continues to grow, a key focus has been to maintain and bolster its unique company culture to ensure that employees feel empowered and excited to come to work every day. This includes continuously adapting and evolving workforce philosophies, programs, and processes to make Reddit's work experience better and to support emerging new leaders who fuel company growth and embody Reddit's values.

Key Highlights

- **Inclusive learning and development program** gives all employees at Reddit access to coaching and mentoring on a single software platform
- **Emerging leaders are better equipped** to support fast growth while reinforcing Reddit's unique values-based culture
- **Data-driven approach** shows higher employee retention, performance, and promotion rates among program participants

Transforming programs and restructuring support as headcount increases can present challenges, especially when a company's workforce is quickly growing. The pandemic created an extra challenge as Reddit adapted to implement its Learning and Development (L&D) programs across a remote work environment with the personalized approach it saw as critical to developing great leaders.

How would Reddit **quickly develop more leaders** while maintaining a culture **focused on community, belonging, and empowerment?**



Reddit L&D creates a scalable coaching program with a comprehensive measurement strategy

Reddit's L&D team, led by Tramel Dodd, began searching for an answer to that question. Dodd's goal has been to create a learning culture at Reddit that gives employees the autonomy to invest their time in the development opportunities of their choice. Offering high-touch leadership development opportunities such as coaching and mentoring to a much broader range of employees—not just to senior leaders—was key to helping each individual achieve their highest possible performance and to bolster new career passions or interests. It was important to find a solution that could scale to support fast-growing teams, align with Reddit's mission, and provide the analytics needed to measure value.

Reddit chose to partner with Torch for three primary reasons. First, Torch offered a variety of formats like 1:1 coaching, group coaching, and internal/external mentoring so more employees could participate. Second, the Torch platform was flexible, allowing them to integrate the development needs of their organization into the platform. Finally, Torch provided the reporting and analytics they needed to help measure program ROI.



We ultimately chose Torch because of its flexibility to adapt, support for our employees, and the high degree of partnership that is noticeable at every turn.”

Tramel Dodd
Director, Learning & Development, Reddit



Reddit has partnered with Torch on a variety of their development programs, including:

Professional Development Program (PDP)

The PDP is **designed to enhance employee performance** and allow employees to invest in professional learning and development from sources external to the company. Employees can explore a variety of different career interests or activities to up-level their professional development including career coaching, special classes, and conferences – **notably, coaching has emerged as the leading choice**. As a result, Reddit employees get access to 1:1 coaching much earlier in their careers.

Key Talent Program

A six-month-long initiative that was **designed to develop and empower top emerging talent across the company**. The first three months of the program focus on training and special events before shifting to emphasize leadership coaching and management skills for the remaining three months. Through these 1:1 coaching partnerships, Reddit is able to invest in high-potential employees and tailor that investment to each leader, meeting them where they are on their leadership development journey.

Reddit Connect Program

Offered to all employees and **focuses on professional growth through mentorship**. This internal program pairs Reddit employees (both mentors and mentees) in order to build relationships and fuel learning within the organization. By formalizing mentorship in this way, Reddit helps foster a community within its organization that feels organic and aligned with its Company Values.

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Although typically reserved for senior leaders only, Torch made coaching easily scalable and accessible to the entire company. It's exciting to see that employees at all levels are taking advantage of this development opportunity.

Tramel Dodd, Director, Learning & Development, Reddit

Reddit sees meaningful gains in retention, promotion, and performance rates

By partnering with Torch, **Reddit is able to more clearly demonstrate the value of these new programs.** The analysis, which uses deidentified data, shows the programs' significant impact on retention, promotion, and performance rates.

“By partnering with Torch's data science and analytics team, Reddit has been able to deeply understand the impact that Torch coaching is having on our employees throughout their careers.”

Tramel Dodd, Director, Learning & Development, Reddit

Employee Retention

Employee retention is **38%** higher among those in the development programs compared to those who did not participate.

38%

higher retention rate

compared to those who were not part of a Torch program

Promotion

Employees who meet with a Torch coach are **2.5 times** more likely to be promoted than their peers who did not participate.

2.5x

higher promotion rate

compared to those who were not part of a Torch program

High Performance

Employees finishing a Torch program are **71%** more likely to receive an “exceptional performance” rating during their performance review.

71%

higher performance

compared to those who were not part of a Torch program

With the help of Torch, Reddit has enabled more employees to benefit from high-touch professional development opportunities earlier in their careers, accelerating their growth — and Reddit's success.