

Pioneers and Pathfinders: Travis Rogers

(This transcript was generated through AI technology.)

Steve Poor

Hi, this is Steve Poor, and you're listening to Pioneers and Pathfinders.

Today, we welcome Travis Rogers, director & assistant general counsel for business law & compliance at Allstate—and a returning guest from our very first AI virtual roundtable. For over a decade, Travis has been at the forefront of innovation and legal strategy in the financial services and tech sectors. At Allstate, he has built cross-functional legal teams that seamlessly integrate with product and business development, negotiated strategic B2B partnerships, and advised on complex issues around data, privacy, AI, and emerging technologies.

In our conversation, Travis shares the story of how he joined Allstate and how design thinking shapes his approach to legal work. We also discuss fostering an innovation mindset, the role of curiosity in leadership, and how Travis is reimagining lawyer training for the future.

Travis, great to see you again. I don't think we've connected since you did the roundtable for us a couple summers ago. Thanks for making time today.

Travis Rogers

Absolutely. It's great to be back. I know we've been looking for some time scheduled for this. I'm glad we were able to find it.

Steve Poor

Yeah, me too. I know how busy you must be, so I appreciate you carving out some time.

Travis Rogers

Absolutely.

Steve Poor

So you're director and assistant general counsel at Allstate.

Travis Rogers

Yep

Steve Poor

Why the law?

Travis Rogers

Why the law?

Steve Poor

Why this career?

Travis Rogers

Yeah, I was thinking about that recently because so my parents moved up a few years ago. They moved up to the suburbs from I grew up in a small town Central Illinois, and as moms do, my mom had

kept basically all of my paperwork from all my entire elementary school career. When she was moving up, she wanted to hand off some of that stuff.

Steve Poor

You must be the first born.

Travis Rogers

I was the first one. That's absolutely correct. So she brought all that up, and I was looking through it, and I found a journal from third grade. And a lot of people say this like they always knew they wanted to be a lawyer, but I actually have documentary evidence of this. I saw in this journal, and we had to write letters to our future selves, ask ourselves questions and things like that. And like, I was asking myself a question of, like, Oh, I know you're going to be a lawyer. What's it like? I hope you're really enjoying it. Like, what do you think of it? Things like that. So thinking back on that, and I have two little ones now, one in fifth grade and one in second grade, so right around that same age, and it was, like, really heartfelt moment for me, like, Oh, that was really cool that, like, I have now become the person I thought I would be, even all the way back in third grade. But I don't want to, like, make it sound like this was, like, preordained, like I was always going to do that. The other thing that came up for me on why law school was ... Okay, so I said my parents were from the central Illinois small town, so that's where I grew up. Town of like, 1400. I had 35 kids in my class. We went to the same kindergarten all the way through high school, same 35 kids. I didn't even know what a lawyer did at all. Obviously, I didn't know it in third grade. I didn't know in high school, and I thought back, and I actually don't think I sat down and talked with a lawyer about the law until law school. I never had met a lawyer until law school. Like I had no concept of what really lawyers did beyond, like, watching Law & Order. But what I knew was I loved reading and writing, and I love solving problems, and I just assumed being a lawyer would involve those things. And then as I got more and more into it, I found out that it does, and like, my job that I have now is exactly that, and that's why I love it. And I've stayed at all states for as long as I have.

Steve Poor

That's awesome. So from third grade to now, it's a dream career. That's right. Let's talk about the solving problems thing. If you look at your descriptions on LinkedIn or some of the other presentations you've given, innovation is a big feature, design thinking, emerging technologies, innovation ethics in AI. As you began to start your career, was that on the horizon? How did those focuses evolve for you over your career?

Travis Rogers

I don't know if it was always on the horizon. So I'll say when I left law school in 2011 it was a very bad hiring market. '08 crash had just happened. Legal hiring market had taken a huge dive in oh eight hadn't really recovered by 2011 I remember, yeah, and at that point, I was going to take on whatever I could to make money coming out of law school. I had a 2L summer job at a law firm from Mount San Diego. Went to law school out there, but I decided to turn it down and move back to Illinois with my wife, so we could be by our families, and I turned it down without any job prospects, and again, no connections to the legal community. But I always knew, like I just trusted, that I would be able to find the right path and solve problems right? Solve the problem of finding my career.

Steve Poor

Ah, youth.

Travis Rogers

Exactly. And so I What's funny is my origin story at Allstate actually came from a Craigslist job posting.

Steve Poor
Craigslist?

Travis Rogers

So, not a typical place to find your fortune 100 legal career starting point on Craigslist. And it wasn't that Allstate was posting on Craigslist. What happened was, when I moved back again, no no prospects in mind. I studied for the bar, passed the bar, and I was just looking for any, literally anything, to make some money in my chosen field. And so I was crawling through Craigslist, and I found a job doing document review for, like, a legal hiring company. And it was a temp job, you know, a few months, do some doc review downtown. And this was something that growing up like one of the key things for me, and where I grew up was like no job was ever beneath me, like I grew up on a farm. I bailed hay, I shoveled cow manure into a dump truck, drove it down the street at 14, right? And so, like I always, I never thought anything was beneath me. I always wanted to take all those jobs to like I was going to do an excellent job, no matter what it was, even the least important thing, the seemingly least important job, I'd always want to do the best I could. And so I took this job. I wasn't like, gonna like, wasn't afraid to like, you know, take this doctor view job wasn't beneath me. I wanted to do something, and I did a great job at it. Whatever doc review was, you know, looking through all these voluminous emails saying they're non responsive to some litigation. Education, but I did a really good job at it. And then they were like, We want you to come back for another project. Okay, came back for another project. Did a great job. Okay, we actually have a longer term role. We think you'd be good at. It's a year long gig doing like research contract attorney, role research at a fortune 100 company, and it was Allstate, and they still, they sent me up to Northbrook. I, you know, met the team there, and I immediately got the job, and I have been there ever since. And so, this Craigslist posting of, just like doing this doc review job that I never thought would lead to anything, but doing a good, really good job at it, led to getting this role, and then I did a great job at that, and then they hired me on, and then I just stayed there ever since.

Steve Poor

Oh, that's amazing. Craig's List to Assistant General Counsel. That's That's quite the story.

Travis Rogers

Not a normal path, but it was mine.

Steve Poor

Yeah, everybody's got a different story. So how did you evolve into focusing on innovation, design thinking, emerging technologies? Because 14 years ago, that was not the norm. You know, there was some discussion of it in the profession, but it wasn't as omnipresent as it seems to be today.

Travis Rogers

Yep. So with the problem solving bent that I had, I always just really wanted to, anytime I was working with my business partners at Allstate, I really wanted to understand what they were trying to solve. I wanted the context that they were operating in. I wanted to understand them, the business, the insurance industry, all the context that would help me calibrate my advice in the best way. And so at the time, I wasn't I didn't know it was called design thinking, or what the concept of that was, or anything, but I always was just trying to get into the mindset of my business partners and just be alongside with them and really understand what their objectives were. And so then late, like later, I found out that there was this whole concept of design thinking and how you can put kind of a process around that I always forget the five steps, but something around, I think I wrote it down: empathize, define, ideate, build, and test, like the five steps of design thinking. And when I read that, I was like, wow, that's that's kind of the approach I had, I guess accidentally or just been taking without even realizing I was following this in this concept. And so one thing that's always followed me throughout my career at Allstate is that I've always

been involved in the things we've never done before and so obviously, Allstate well known for property liability insurance products, everybody knows auto and home, but those weren't the things I would get involved in. I helped with our first telematics rollout when we were setting up tracking and driving behavior and giving discounts based on that. I was the first head of legal for our telematics company that we would set up after that, I did a peer to peer car sharing company. I was our first lawyer for that things that we didn't do at Allstate before. And so there was never a playbook or a particular process that we were supposed to follow to set those up. And so for me, once I learned more about design thinking and how it could help, I really just sat down and started doing that intentionally and saying, Okay, we're setting up peer to peer car sharing business. Let me get in the mindset of a person that's running it, understand, like, empathize with the people that are running that business, and then empathize with the customers on the other side. So there's like, two flavors of it, right, understanding your internal business partners and their needs, and then understanding the actual customers that you're helping to solve problems for as well. And so, I always just loved that process. And now, over the last few years, I ran a program we called our agile legal teams program, and it was about bringing that to a broader group within the law department and having cross functional teams intentionally come together to solve these sticky problems in a new way that lawyers don't typically think about.

Steve Poor

What's been the biggest challenge in that cross functional collaboration? I know lawyers sometimes can get very technical and can have blinders on in terms of what's law, what's not law, and breaking down those barriers is sometimes, at least in my experience, has been somewhat challenging.

Travis Rogers

Absolutely, very challenging. You know, I think a lot of lawyers think in terms of subject matters that they are. I'm the litigator. I'm the attorney that knows how to do TCPA. I'm the attorney that knows how to set up our billing programs. And when we think about our work in those silos, it does our business partners a disservice when it comes to these complex projects, because I'll give you an example of what we saw before, and then how we've tried to improve it and so previously. All right, so you go online, you go to get a quote for auto insurance, there's a ton of terms and conditions. You have to click through, read, etc, right?

Steve Poor

I've noticed...or not read.

Travis Rogers

Whatever the case may be, they're there. And those those groupings, I described, those subject matters, I described they're all different attorneys at Allstate. And so the person that's involved in paperless, the person that's involved in TCPA, the person that's involved in our marketing disclosures, they're all different people. And so as our business partners are building those that experience end to end, they're going to the attorney that's involved in that they're the subject. Matter Expert, they're going to know this stuff. There's no consistent voice, though. Everybody drafts in their own same different way. We're using different terminology, things like that, and right? And so it becomes a very siloed experience for the customer as they're going through those and there's just different approaches that we're taking. And so what we tried to do was we brought a big cross functional team together all the folks that were involved in writing those terms and said, All right, let's take end to end. Let's get in the mindset of the customer. Let's actually click through each one of these screens and see what the customer sees. What's involved with that. I mean, we're all auto insurance customers. We have to buy auto insurance. We know what this is like. How can we make it better? And this is just our little piece, right? There's lots of other stuff to go into, but our little piece of the world. How can we do that? So we actually just sat down and went screen by screen and said, Okay, this is what it's like to be on the other

side of us effectively. So how can we modify that approach? Obviously, we've got to stay within the law. There's a lot of compliance things. There's things we have to say. But are there different ways we could say? Can we simplify it? Can we make it easier? Can we combine some things? And so we were able to come up with an entire document that showed the business partners the actual guardrails of what that would look like for the end to end experience, rather than siloed across the way. And so that's just a different approach. And it's, like you said at the beginning, difficult to get people to think in that mindset, because it takes time. It's effort that people do not have. They don't want to stop their days. They have so many things to answer, and you got to stop and put yourself in somebody else's shoes and take the time to understand it. That takes so much time and effort that people don't feel like they have. And so forcing people to carve that out and work in a new way can be difficult, but can get a lot of benefit out of it too.

Steve Poor

Yeah, no, that carving that time out is a real challenge, and a lot of facets of people practicing law, because you're you're swamped, you've got internal or external clients calling you and wanting response. And here, here, Travis wants me to carve three hours out just to pause and think. What is he doing?

Travis Rogers

I got a lot of pushback at first on that. When we first rolled out the first couple of teams, I'll admit, I made some mistakes on it, because I thought everybody would be as excited about it as I am, right? Like, this is how I love to operate. Like, I just love to do this stuff. And when I would pull those, those first two teams together, I just, I made the incorrect assumption that everybody would be as excited about it as I was. And that was not the case. They were excited about the opportunity to do something different, sure, but like, Oh, this is what this entails. I got to look at like a virtual whiteboard and put a bunch of sticky notes up on it and come up with, like, this brainstorm session, and I just want to move on with my day. And so I in the future, then had to take a lot of time myself to set up the context for them and say, like, this is why we're doing it. Frame up the design thinking process for them so they could understand the benefits that were to be expected. And again, that was almost like me doing design thinking on how we should operate this design thinking program. So I got into the shoes of my customers, the people, my partners that I was working with, to understand, like, what are they really looking for, and what do they need to operate in this new way?

Steve Poor

Yeah, it's easy to skip that step, isn't it? It seems so clear to you, or I've done exactly the same thing. Or to me, it's like, it's so obvious why this is a good thing to do. I don't have to explain to everybody. Everybody will see it. Well, not everybody does see it. Not everybody sees it as a useful use of their time and and so sometimes backing up and learning from that experience is the right thing to do.

Travis Rogers

Yeah, exactly. It's the same thing with evolving how we provide legal advice. You know, I think a lot of the lawyers, myself included, early on, we assumed that, you know, these brilliant memos with amazing legal arguments would be well received on the other side, like, oh, wow, this, this person is coming up. No, exactly. And it doesn't. They they just want their answer. They just want to understand whether they can or can't do something, maybe a little bit of the why behind it. They don't really care about your brilliant, you know, legal argument of how this fits into this gray space, and so, you know, getting people away from that. And also a little bit the other difficulty, I noticed, was a bent towards perfection, wanting everything to everything to be 100% correct, not leaving any gaps, potential issues, things like that. And so we would spin our wheels a lot on like changing another word in the terms and conditions, add this little bit here, change that, update the memo. And there's just a bias toward action on the business side

that we have to match on the legal side. And if we are always searching for perfection, you can never act or you're never going to get to that 100% you got to get comfortable with the good enough contract, the good enough terms and conditions, and then that's kind of like that end part of the design process of test and iterate, put something out there, let them do it, let them work through it. And if there's issues that come up, you iterate on it going forward.

Steve Poor

As you say, that's really hard for lawyers to do, amazingly hard. I think we've been we've been trained in law school and in our younger years, don't miss an issue, don't fail to turn over every particular rock. And it's really hard to get people out of that mindset.

Travis Rogers

Yes, yes, absolutely. One thing that helped me is that my wife was registered nurse, and so when she would make mistakes at work, or see mistakes made, it was impacting people's lives. And she would always remind me when she would come home from work and I would talk about something that happened at my job, well, did anybody die from it? Is anybody?

Steve Poor

There's a dose of reality, isn't it?

Travis Rogers

Yeah, like, oh, obviously, the things we do at Allstate are important, but it is a good reminder that the vast majority of the things I work on are not life and death. And so it gave me comfort in, you know, making some of those calls to, like, get something out there that you know, perhaps wasn't as perfect as you know, somebody wanted to be if you spent, you know, hours more on it.

Steve Poor

We're talking a little bit about some of the different mindsets that are necessary to collaborate and to look beyond and answer the business. Have you seen the skills and mindsets necessary to be a great corporate lawyer change over your 14 years? If so, how and how do you see that? And if you do, how is that change going to continue? What do you look for next year?

Travis Rogers

Yeah, it's a good question. I don't know if this has changed over time. I think it's probably become more important is what I really appreciate. So I do a lot of interviews, a ton of interviews for bringing on folks. And one of the things I always look for is an innate sense of curiosity.

Steve Poor

Absolutely.

Travis Rogers

I really want people to be curious and ask questions, and not just ask questions, like issue spot, but like, really, to again, understand the other side of working with you. And so during the interview process, I'm always trying to get out of people like, what drives their curiosity? Are they curious? And what drives like, their curiosity? So I think that's only becoming even more important. And of course, you know, I always talk about tech, you know, just having a basic understanding of like where a legal technology and AI and things like that are going is going to be of absolute critical importance. One of the things that I think AI, hopefully will be very good at doing is that context gathering and understanding step. So right now it's a very labor intensive, manual process. I will sit down with the business partners and just have conversation after conversation after conversation to understand them

and what they're doing, and then do the same research on the business all that kind of stuff. And so if there's some sort of tool in the future that is able to provide you that context up front and say, here's an issue that you just got come in your inbox. Here's all of the things you need to know about that. Here's what's going on with the business. Here's what they're up to. Here's why this is important. The why behind everything. Being able to use a tool that's able to give you that is just going to make you so much better of a lawyer, so curiosity and just having some sort of bent towards understanding the new tech that's coming in, I think is going to be super critical.

Steve Poor

Yeah, let's unpack that a little bit. On the curiosity front, like you, I've always been surprised at people who lack curiosity. I mean, when I was a younger lawyer, my favorite thing to do with a client was to go to the plant, or go to their facility, or to see how they make the cars, the globes, the whatever, whatever it may be, perhaps a little harder in the insurance industry, but you could still it's still fascinating to me. It was always fascinating how work flows through a system, how they produce value for their clients. And I've often wondered why that's not a more innate characteristic of lawyers. We're curious about issues. How do I solve this legal issue? But when it comes to context, that's not something most lawyers have, I think, or at least have not historically had.

Travis Rogers

I agree, and I'm always flabbergasted by it. Like, in interacting with somebody that doesn't go after that, doesn't look for that context, doesn't ask the why behind things. I'm like, How do you know how to calibrate your advice? Like, how do you know what the business partner needs? Like, you're just gonna spit back. And so this is where it goes to the future is if you're just going to be able to recite statutes or come up with like, this is what the law says. Like, technology is going to be able to do that on its own, without you in the future, we're not going to need lawyers that are able to just rattle that off. It's going to be available at the fingertips of the business partners. They're not going to need a person to look up the law and send it to them. What they need is somebody that is a human, that can understand the human context behind things that at least AI right now can't do. Maybe it gets to there at some point, but being able to understand the human condition is one thing that humans are going to be required for for at least the foreseeable future.

Steve Poor

No, I agree 100% and the challenge in all that is, how do you train and develop lawyers at the start of their career to develop those skills, that empathy, that understanding of the need for context in a way where technology is taking over a lot of the you know, you wouldn't be hired to go look at documents anymore. And I'm not saying looking at documents is a good training ground, but it does give you after the first folder probably isn't that useful, but the first folder to add some value to your experience. How do you see training of lawyers evolving in a world of generative AI?

Travis Rogers

I think it is really incumbent on us senior lawyers to figure that out, and the one way I've been doing it, because I've said this a few times. Where I would hate to be coming out of law school right now, I would hate to be a new professional, even outside of law school, I hate to be a new professional coming out. I think it would be such a struggle to especially with, like, hybrid work, remote work, all that stuff. I'm sitting in my home office right now. I enjoy it, but it would be so hard as a training to, like, get up to speed on something because there's so much that can be absorbed by watching people do their work. And so one of the things I do is I always invite my team to sit with me, even on meetings that they don't need to participate in. But if they can benefit from seeing how I do it, I think there's just something about modeling the behavior that we're trying to get people to do. So I'm always doing is model that behavior, show them the questions I ask, show them how this curiosity is helpful. And then afterwards

we talk about it and say, like, Hey, this is why I did that. Like I explained my whole process to them. Say, this is how design thinking works. This is why I asked those questions. This is what you and then show them the benefit of that, I was able to do this instead of that, because I understood the other thing about the business. So for me, it's always just again, it's labor intensive, because I've got to invite somebody with me, I've got to do it in front of them, and then I have to talk to them about it afterwards. But I have seen the folks on my team come into their own on that as well, even if it wasn't like their innate curiosity that drove them to it, they learned that it can be a learned skill where they've seen how it benefits themselves, the business partners, the business overall, to do this, and so they approach it that way. And that's what I like about this concept of a process to innovate, a process to think through this. Because I think a lot of lawyers enjoy that. There's a little bit of skittishness towards things that are in the gray space that a little amorphous around creativity and things like that. And so you can say, hey, just follow these five steps and you'll be, you know, most of the way there. I think it gives people comfort. So you can give them that framework and then model that behavior. I think it's, it makes a big difference.

Steve Poor

Yeah, it really does. And I think you've hit it right on the head. The challenge, of course, goes back to the issue we talked about before, which is time,

Travis Rogers

Yes.

Steve Poor

And getting the senior lawyers to sit down and do exactly what you've just described. I don't know how to solve that problem, but I can spot it.

Travis Rogers

Always the issue spotters.

Steve Poor

There you go. How has how have you adapted to generative AI? We talked briefly on the round table about it. Oh, a couple years ago, but the technology has evolved so quickly. How do you keep abreast of it? How do you continue to figure out how technology can work for Allstate?

Travis Rogers

Yeah, I spent a lot of time my personal life using it. I think I still harp on people to do that, like, just try this thing out. I've never seen a technology that has come that is so like, democratized, where there's access to it in so many different ways for free. You can go online and get it right, and you have the ability to just try it out. And I think this is one of those technologies where you actually don't need a lot of like, sit down. I need to watch a video on training and how to use this thing. Like, it's so interesting in that the natural language of how you interact with the Gen AI chatbots, you can just talk to it and try things, right? You can try things out. And so that's what I do in my personal life. Just continue to do that, but I also follow all these great experts that are always talking about the latest that are going on in the space, right? And so reading up on it, trying it out myself, and then Allstate's really leaned into it. So we have, you know, given our employees tools that are, you know, for work specific capabilities. And so we have the ability to use, you know, things like Copilot for our work. And so both in your personal life, and then with work, assuming you have access to the right tools, you just got to use it. And like, I talk about this with people over and over, and I still get lots of hesitation. Like, I'm not sure I need training or I want to understand better how to do it. Like, I promise you nothing will be better than just going in and typing something and seeing what happens. You can't, not gonna hurt anything get in there, and as

long as you're using the tools in the right way, don't put information over your company into a public facing instance, but as long as you don't do anything like that, like, just try it, and then you will get a better understanding. Like I saw some studies around where all of the innovation, or most of the innovation, in this space, is coming from the users that are closest to the processes. And so it's not like the C suite is coming up with all the ideas and saying, here's the great idea of how we're going to use generative AI in the business in these places. The best ideas and the ones that are actually getting implemented are the ones for the people that are doing those processes today understand and try these technologies and figure out how they can improve how they use it.

Steve Poor

How do you surface those ideas? That's such an interesting observation. I think it's right. It's our experience as well. But you're a big organization, just the legal department is a big legal department. You've got a lot of support staff, have great ideas. So there have to be great ideas bubbling all around. Do you find you need to put a process, vet them? Do you just let people sort of run with it. How do you keep that concept going?

Travis Rogers

As any good legal team? We did put a process around it. So a few years ago, I was our director of what we call it, strategy, culture and transformation, and this was right at the time when, you know, Gen AI boom was just starting up. And so what we did was we just did, like an intake and said, We want you to try out this stuff. Here's how you can try it out. Tell us where you think you can implement this. And we just had a giant Excel spreadsheet of every single idea. You get started in, like a mural, online whiteboard, and then went into an excel sheet, and then we just categorize every one of those. But I took the extra step of actually talking to the people. I didn't just look at the form. I went and sat down with, like our litigation team, and I had them show me how they would utilize these tools, like how it would work through a tool, like, what do they do today? How would work different? Like, I never been a litigator, so I wanted to understand from the litigation team's perspective what that meant for them. And so we went through and they showed me step by step, and I had those user interviews, and then I would put that context into the document and say, here's actually how this would operate for them. And then you have a prioritization process, right? Because you can't do every idea at once. So you look and see, what's the impact of the business, what? How, time savings, cost savings, all that stuff, right? And we do a little prioritization, and then we focus on those, but it still gives users a way to give us their input. And then we went back to them and said, Here's how we prioritize it. Here's what's going it. Here's what's going to be coming up next. And it made people part of the process, which I've found is a huge benefit to change management on the other end, if you try to implement something, if they feel like they it was their idea, or they were a part of the creation of it, that change management part is so much easier than if you're trying to give them something that they think, Well, why do I need this?

Steve Poor

That's right, and I like the idea of sitting down with people whose ideas didn't rank high in the priority level, because it's important that they feel heard in the process and understand, okay, it was a good idea, but it doesn't do as much for the organization as x does, and we've got and people understand if it's explained to them.

Travis Rogers

Yeah, exactly. My biggest fear was that it would feel like a black box. The ideas would go into it. They'd never hear anything else, and then people would be like, Well, why did I bother? Like, why did I try this? And so I wanted to make sure that when inevitably, these efforts come up again, and we're trying to get more ideas, people felt like it was a good use of their time, because, again, nobody has the time to do these things, and so I want to make sure they felt heard and seen when they go through it.

Steve Poor

I know we're running out of time, but if you can tolerate one last question, I saw, I saw in your materials a reference to the creation of something called a quote legal front door closed quote.

Travis Rogers

Yeah.

Steve Poor

What are you talking about?

Travis Rogers

So this came out of one of our early agile teams, and we wanted to, I guess, we called it reimagining the business partner and legal professional interaction model. And what we meant by that was our current interaction model is you email us, we email you back. You send us a teams message. We send you some analysis on teams or whatever, right? And it's a lot of manual work on the part of the business partner to figure out who to talk to, how to go to us, how to interact with us. And so the whole idea of the legal front door was to give them some new capabilities for interacting with us. And so we wanted to find some places where, like, there could be self service. So one of the questions we get over and over and over in insurance is how we can do something that might trip up certain anti rebating laws. And this is a very state by state intensive analysis. Every state has a different perspective on it, different limits, caps, et cetera. And so these questions would come in, we have to go consult the chart, we give them an answer, and then it go back to them. It's like, can we just give them the information on the front door and say, here's what we're relying on to, like, come up with these answers, this analysis, and then have a little trust in the business partners that they'll understand how to implement this advice accurately without having to talk to us. And so we were able to put in front of them, we think, at a low risk for at least certain states, when the law was written in a certain way, that they'd be able to proceed without talking to us, because they could read that and understand that it was okay in those places. So we wanted to put things like that, where we had this repetitive question concept, and give them, the business partners, the capability to do some self service. And then the other thing was like just having a more standardized intake of things that are just kind of repetitive, and so we were able to understand what they were asking quickly. They were able to get a fast answer. And it took away from having to spend so much time doing something that we knew the business partners could understand, if they just had the access to the information themselves.

Steve Poor

Sounds great. Was it well received by the business partners or or did they rebel against you? You mean, we don't have to talk to you anymore? We can just get an answer?

Travis Rogers

We still use it, and we still send it to folks when they come with these questions, and we're still looking for opportunities like, where else can we give our business partners some self service so that they can get the answers faster that they need, right? And that's what technology is taking us to right is you're still going to need lawyers to be involved in giving advice and counsel, but we're going to be able to do it faster, because we're going to have the context at our fingertips, and we're going to be able to give you those answers up front, rather than waiting for us to research it on the back end.

Steve Poor

Yeah, I think we're very close to that. I think we're very close to the AI helping you generate the context. So when the question arises, it also is telling you, okay, it's in this business unit and this team and this kind of thing. I think we're getting very close to that.

Travis Rogers

Yeah, that context switching between projects, between initiatives, between business partners you're working with is a big time drain, and it takes a lot of brain intensive resources to do that context switching. So anything that gives you that capability to do it faster is going to be super helpful.

Steve Poor

Great. Well, Travis, thank you so much for the conversation. You're doing such interesting work there at Allstate. Keep it up and we'll talk down the road.

Travis Rogers

Absolutely. Thanks for having me.

Steve Poor

Thanks for listening to Pioneers and Pathfinders. Be sure to visit thepioneerpodcast.com for show notes and more episodes, and don't forget to subscribe to our podcast on your favorite platform.