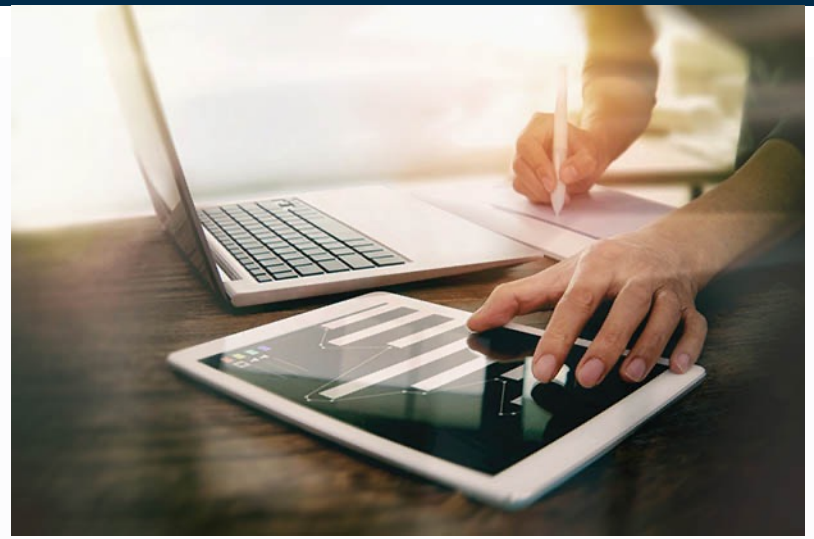
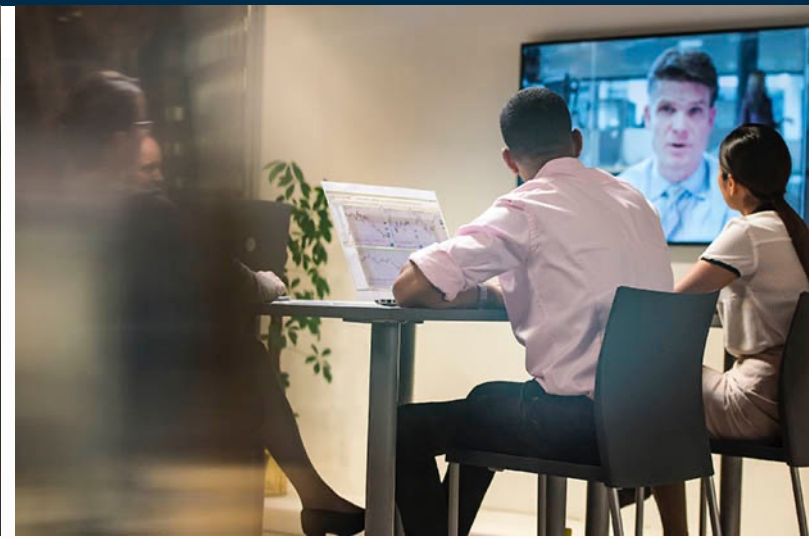
DIGITAL AMBASSADOR PROGRAM





Digital Ambassador Program Strategy for the Digital Workplace

February 2018

Northwestern Mutual®

DESIRED MEETING OUTCOMES

- Understanding of program and its benefits
- Feedback and input
- Commitment to next steps

MEET AN NM TEAM

Howard

User feels a lot of changes are happening without effective communication leaving him blindsided and feeling that technology is a roadblock

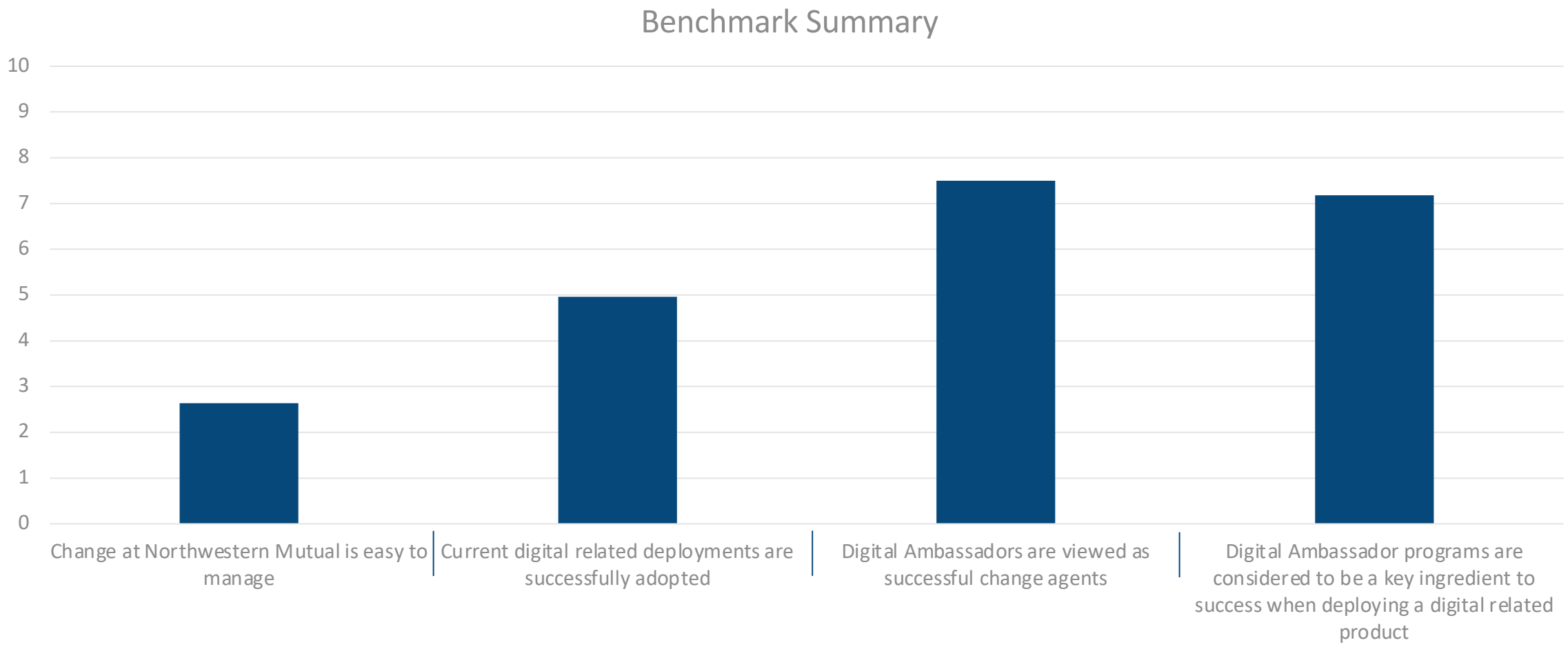
Megan

User doesn’t understand the direct connection of a rollout or technology to her work and so doesn’t adopt the technology. Not necessarily willing to learn something new if she can’t see the direct benefit

Rosa

User regularly reads Yammer and takes advantage of training opportunities; makes sure her team is in the know about rollouts and new technology

EXTERNAL RESEARCH FIRM – BENCHMARK DATA AT NM



PROBLEM STATEMENT

In our current state, members of the workforce can feel **confused** or even **overwhelmed** by the changes brought on by new technology releases in a culture that contains a great deal of change. Adoption can be slow due to the difficulty of navigating this change.

VISION

Positively influence end user efficiency through successful use of Digital Workplace products and navigation of the overall change culture at NM.

WHAT IS THE DIGITAL AMBASSADOR PROGRAM?

…a dedicated group of Digital Ambassadors embedded in our business and committed to driving digital savvy within their teams.

PROGRAM BENEFITS

Leaders

- Professional development opportunity for team members
- Direct line of sight into our Talent and Culture strategy and key enabler to our corporate strategy - digital savvy
- Provide input into the digital workplace environment through feedback
- Increased awareness and alignment on upcoming releases that impact the way teams work

Ambassadors

- Leadership development opportunity (influencing without authority)
- Opportunity to gain expertise and become more digitally savvy
- Early adopters of technology
- Influence the development, communications, and rollout of technologies delivered to their teams
- Growth opportunity to help their team members do their best work

INITIAL GOALS AND MEASURES

Operational Efficiency

- Cost savings earned from decreased Service Center call volume (10%)

Operational Risk

- Reduced numbers of defects at launch by 25%

Human Development

- Fill 90% of ambassador roles through a skills and competency based selection process
- Facilitate bi-annual survey with ambassadors to evaluate impact on their development

User Experience

- Increase metrics of initial benchmark questions: 10% related to overall change and digital deployments
- Increase digital workplace bench mark of overall employee satisfaction and adoption

ROADMAP AND TIMELINE

Jan | Feb | March | April | May | June | July | August | Sept | Oct

Ambassador Program Set-Up	Pilot	Inspect & Adapt	Program Launch
• Outside – in perspectives • Stakeholder Interviews	• Looking to pilot with a group that is more apt to adopt technology and one that is a slower adaptor.	• Compare differences in pilot groups; adjust approach	• Ambassadors will drive adoption in new and current programs • Pilot products • Support marketing campaigns

LOOKING AHEAD

Stakeholder Outreach

Executive Outreach

Pilot Preparation

APPENDIX

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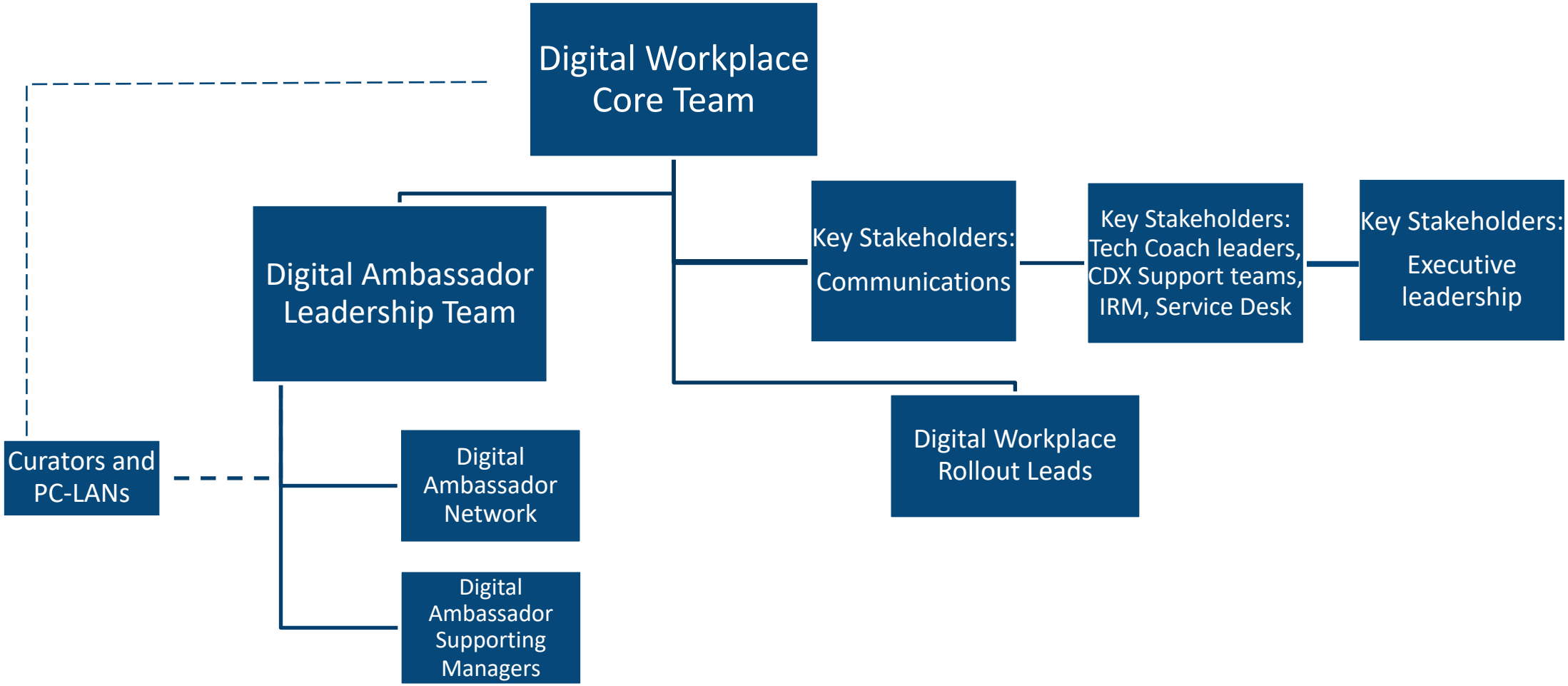
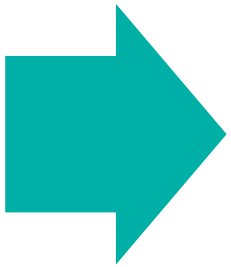
FIRST PHASE DIGITAL AMBASSADOR PROGRAM STRUCTURE



PROPOSED STRUCTURE EVOLUTION

Phase 1 Objectives: Adoption and Efficiency

- Structure and roles to drive adoption specific goals
- Eliminate the need to develop new ambassador programs for products being delivered out of the digital workplace
- Connect product support needs out of the digital workplace to adoption leadership team in order to stay informed and supported. This will still allow us to gain some efficiencies in the support roles
- Focus on getting the program up, running and operating smoothly



Phase 2 Objectives: Evolution of Adoption and Increased Efficiency

- Objectives of the digital ambassador program to evolve and focus on more tactical sustainability of products
- Structure and roles to drive adoption and take on more product-specific support needs
- DC Curators, CEA, PC-LAN, LINKnet coordinators and Digital Signage Curators evolve and may begin to formally roll under the digital ambassador leadership structure

BENCHMARK SUMMARY

Digital ambassador programs are considered to be a key ingredient to success when deploying a digital related product.	**7.5 of 10**
Digital ambassadors are viewed as strong change agents.	**7.18 of 10**
Current digital related deployments are successfully adopted.	**4.96**
Change at Northwestern Mutual is easy to manage.	**2.64**

OVERALL APPROACH

- The first phase of the digital ambassador program will
  - Drive adoption in new and current products
  - Pilot products and provide feedback
  - Support digital workplace marketing campaigns
  - Position this program within the Digital Workplace brand
- Evolution of the program will allow for ambassadors and NM team members to grow as leaders, seek new career opportunities and learn new skills
- Grow an engaged network of ambassadors through training and incentives

DIGITAL AMBASSADORS SELECTION CRITERIA

Nominations include high-performing employees who can serve as strong representatives of the organization and are considered:

Team players

Articulate speakers, comfortable presenting

Authentic and charismatic

Critical thinkers

Digitally savvy

Ambassadors should have expertise and passion in the following areas:

Influencing peers and across boundaries (structure, location, function)

Trends in technology

Training and communications

Adoption and change management

Nominations should include a variety of tenure, levels and roles

Be in role for at least 1 year
(idea is to be a master of the current role)

Must be able to commit to both their job function and digital ambassador expectations (on average 1-2 hrs. per week)

DIGITAL AMBASSADOR NOMINATION PROCESS

The core team will communicate criteria to appropriate organizational leaders, who should disseminate the criteria out to the appropriate managers and employees for nominations.

Additionally, the Digital Workplace core team will reach out directly to leaders and employees involved with current programs such as DC Curators, PC LANs and Friends of the DC

For NM employees, immediate supervisor completes an application for the suggested nominee (why they would make a great digital ambassador)

Nominee completes an application (why I would make a great digital ambassador)

Core team reviews nominees and makes final selections

- If nominations do not meet minimum criteria, it is possible for an ambassador candidate to be declined

Nomination process should start 2 months prior to integration date

BUDGET ESTIMATES

Recognition/Engagement in Bravo or mini spot bonuses – $40,000

Annual budget pool for launch materials that ambassadors can leverage – $10,000 (materials beyond this are part of individual product rollout budgets)

Head count and team support

- Half-time program manager resource initially, quarter-time following operational stage
- Leadership and core team support

ORGANIZATIONAL ALIGNMENT

- Connect the dots between Northwestern Mutual initiatives impacting team members
- Support the evolving culture of being digitally savvy
- Empower leadership to support the digital ambassadors and subsequent product launches
- Leverage stakeholder feedback on the success of the program and understand opportunities for ongoing growth in the program
- Foster relationships between key stakeholders to ultimately drive success of the program

SUCCESS MEASURES INTEGRATION AND SUSTAINABILITY

PURPOSE	Evaluate the success of the digital ambassador program by tracking and analyzing key metrics	
AUDIENCE	NM Leadership at large Digital Workplace Core Team	Ambassadors Digital Workplace Leadership

APPROACH

Before Launch

- **Identify and align on what to measure** – success measures to include focus on truth north categories
- Analyze current-state data for these metrics to establish a **baseline / benchmark** prior to launch
- **Establish short term and long term goals** for success based on these metrics
- **Integrate measurement process** into responsibilities of the core team

Throughout Launch

- **Begin tracking basic success measures** to assess any immediate wins
- **Evaluate progress** based on short term goals and develop a **data-driven action plan**
- **Share initial data points** to the core team and digital workplace leadership
- **Communicate applicable Success Measures** to stakeholders and managers who support ambassadors to gain alignment
- **Create a simple dashboard** to report on Success Measures quarterly in applicable digital workplace meetings

Post Launch

- **Begin tracking more complex Success Measures** in addition to basic measurement to assess sustained impact and areas of opportunity
- **Refine** the data-driven action plan
- **Evaluate progress** based on long term goals and refine the data-driven action plan
- **Re-assess** Success measures and evolve them as the program gains traction and grows
- **Share success stories** to digital workplace leadership, ambassadors and managers
- **Continue use of simple dashboard** for reporting

LEADERSHIP ACROSS NM

PURPOSE

Foster support from executive leadership to drive the Digital Ambassador Strategy. Keep leadership aligned on overall change initiatives from the digital workplace team

AUDIENCE

Front-line Leaders

Mid-level Leaders

Senior Leaders

APPROACH

Before Launch

- **Identify a core set of behaviors** for leadership to communicate and support in action, supporting ambassadors
- **Communicate roles and responsibilities of the ambassadors** Especially in areas where an ambassador is present
- **Design communication and change plans** directed at leadership to support the ambassadors and digital workplace team
- **Design ambassador facing goals for leadership to support**

During Launch

- **Implement leadership support goals** in appropriate processes (ex: goal setting)
- **Launch selection process, communications and change support** to leadership who oversee ambassadors
- **Provide leadership recognition opportunities for ambassadors** going above and beyond in their roles and teams achieving outstanding results
- **Create and implement any applicable product specific goals** for leadership to support

After Launch

- **Refine product specific goals** for leadership to drive
- **Take in leadership feedback** on ambassador program and product support
- **Continue to communicate and influence** on ambassador related goals and expected behaviors

EXECUTIVE LEADERSHIP

PURPOSE	Foster support from executive leadership to drive the Digital Ambassador Strategy. Keep leadership aligned as appropriate on overall change initiatives from the digital workplace team
AUDIENCE	Karl Gouverneur (executive sponsor), Jo Eisenhart EOs

APPROACH

Before Launch

- **Define specific ambassador goals** for executive leadership to support at the NM strategy level
- **Keep leadership in the loop** of developments and issues of the overall ambassador strategy
- Ask for support and influence where the ambassador program can **drive specific digital savvy outcomes**

During Launch

- **Leverage executive sponsor to report wins and project barriers** to gain support on quick action and recognition
- **Provide updates** to leadership as the ambassador strategy progresses
- **Align leadership goals to the digital workplace adoption strategy**

After Launch

- **Implement ongoing plan** for supporting executive leadership
- **Evolve strategy for leadership** to drive specific adoption behaviors
- **Report on progress** of the ambassador program

KEY STAKEHOLDERS

PURPOSE	Engage key stakeholders to gain additional value out of the digital ambassador program
AUDIENCE	Infrastructure and Ops (Service Desk) Corporate Communications Tech Coach Program Leaders CDX Support teams, IRM, PC-LAN lead

APPROACH

Before Go Live

- **Determine key stakeholders that can support driving the ambassador strategy**, which would include influencing stakeholders and team members to support the goals of the program and selection process
- **Find business value connection points where a partnership can be formed**. Communicate those connections and meet on the launch plan, identifying specific areas of support needs
- **Create a stakeholder engagement plan**, throughout the evolution of the ambassador program moving from support to action for each group

During Go Live

- **Include in the early communications process**
- **Share nomination and selection process** ahead of the organization to garner early support
- **Share ambassador goals and connection points** so stakeholders know specific areas they can support the ambassador program

After Go Live

- **Gather feedback to get a pulse on current impact of the ambassador program**
- **Include in future planning of ambassador program** by gathering feedback on the developing strategy
- If applicable, **find additional stakeholders to support the next phase of the ambassador program** and re-evaluate their needs for success

DIGITAL WORKPLACE TEAM MEMBERS

PURPOSE	Gain alignment across digital workplace team members to drive consistency and greater reach within the ambassador program	
AUDIENCE	Team Phoenix	Productivity Domain (O365)
	Digital Workplace Leadership	Rollout Leads

APPROACH

Before Go Live

- **Set-up regular discussions to keep the digital workplace team up-to-speed** on the progress of the ambassador program development
- **Begin to communicate ambassador roles and responsibilities**, and where connections with stakeholders will take place. Begin to update any processes related to stakeholders in order to effectively evolve the relationship
- **Link goals of the ambassador program with those of the larger digital workplace team** for greater visibility and support across programs
- **Share updated roles and responsibilities** and gain support of affected team members

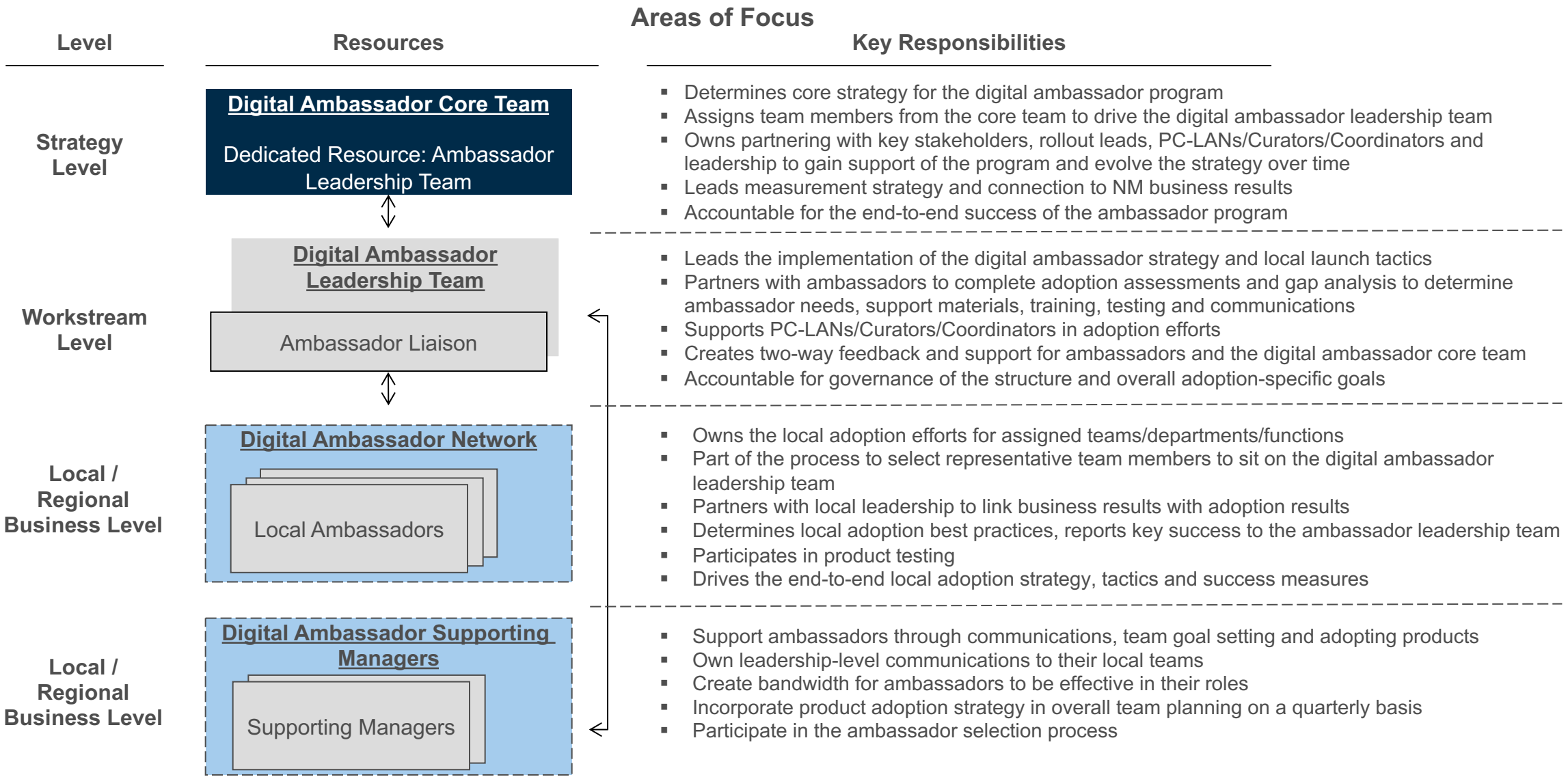
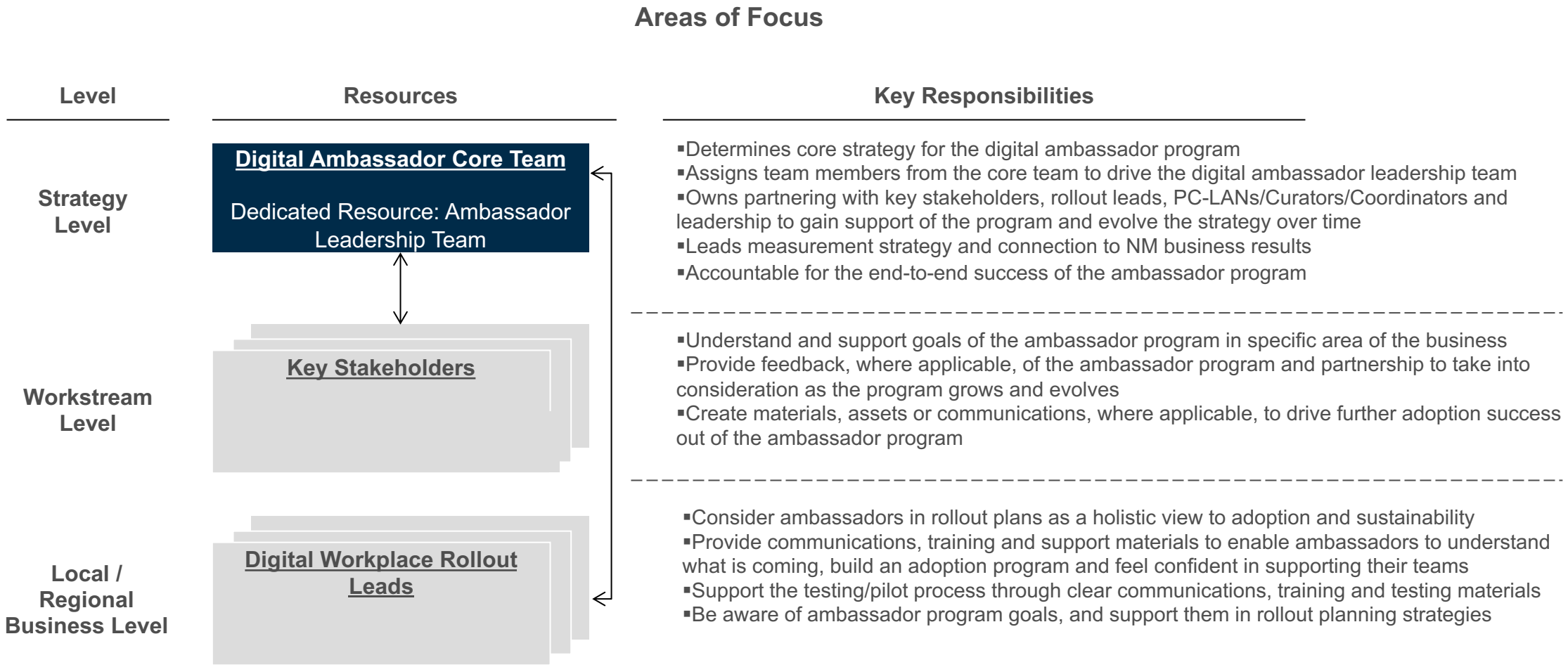
During Go Live

- **Continue update meetings, but shift conversation** to success measures and program implementation progress
- As products are implemented**, support the path of the rollout leads and digital ambassador strategy** to be role models of the expected behaviors and changes
- **Provide feedback on the program to the core team** as a way to think about evolving the impact of digital ambassadors
- **Recognize team members** going above and beyond to consider the ambassadors in product implementation testing and launch planning

After Go Live

- **Gain specific feedback from team members** on the ambassador program, specifically: ease of partnership, areas of opportunity for growth, any potential areas of friction between groups
- **Participate in evolution of ambassador program** by attending next phase strategy review and approving support needs
- **Continue to be role models under expected behaviors and changes** as being communicated by the ambassadors
- Where applicable, **continue to design materials and communications** to support products and ambassador programming. Potentially shift focus based on feedback from ambassador leadership team

FIRST PHASE DIGITAL AMBASSADOR TEAM STRUCTURE: ADOPTION



FIRST PHASE DIGITAL AMBASSADOR TEAM STRUCTURE: SUPPORT