



Microsoft Aspire Companion Final Presentation

January 22, 2020

Microsoft Aspire Experience



Today's Agenda

- 10:00 Who we are, project objectives, how we got here
- 10:10 How to read the journey
- 10:20 Future state journey map and concepts
- 11:05 Prioritization matrix and next steps
- 11:15 Questions

Your FJORD Team



Carrie Yury



David Behn



Mia Eppler



Monish Subherwal



Jules Bennett

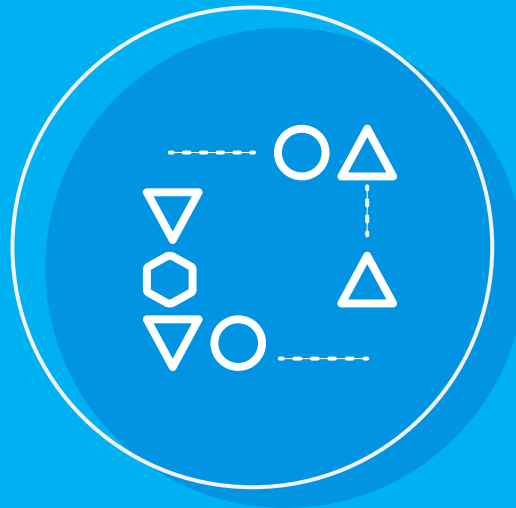


Laura Forero

Project Objectives



Understand the **current state experience** from both the above and below the line perspectives



Understand operational and experience **gaps**



Create and prioritize ways to fill those gaps in a **future state** that includes both above and below the line perspectives

Project Overview

Kickoff

- The Microsoft Aspire team introduces the project to the Fjord Team

Immersion and Interviews

- Start Strong immersion and interviews with staff and attendees
- SME interviews and current state mini-workshops with PMs, EPs, and more

Journey Mapping Workshop

- Review of Design Themes
- Current state validation
- Future state ideation and prioritization

Project Overview

Journey Map Finalizations



- The Microsoft Aspire team introduces the project to the Fjord Team

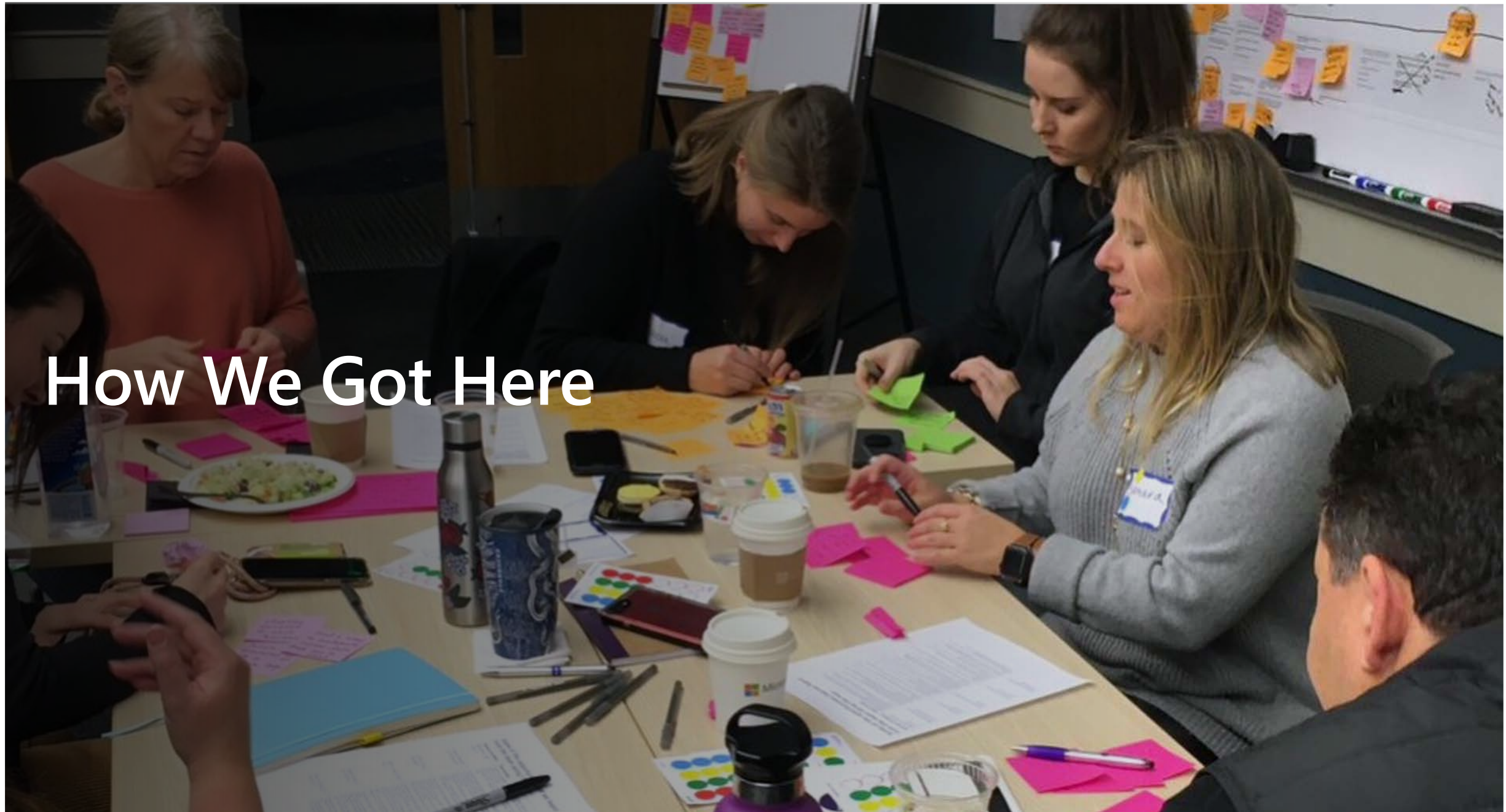
WE ARE HERE

Activation



- Final Presentation and recommended next steps
- Prioritization, decision tree, and RACI review
- Discuss prioritization and next steps

How We Got Here



Journey Mapping Workshop Review

We conducted a full day workshop to align on current state and get to future state. We began by reviewing the Design Themes



Share It!



Guide
and Orient



Continue
to Connect



Set up for
Scale



Clarify Roles and
Responsibilities



Synchronize
Process and
Data

The Concepts you Created

Within 0-6 Months	Within 7-12 Months	Within 13-24 Months
<p>Aspire's got rhythm (of the business) (+4)</p> <p>All the unique butterflies</p> <p>R&R offsite (+4)</p> <p>Who's on First?</p> <p>Jump back to a workback (+8)</p> <p>Be the experience (+7)</p> <p>Aspire info-graphic (+4)</p> <p>Comms: Analyze and standardize (+10)</p> <p>Aspire-space (+7)</p> <p>Learning circles for Hiring Managers (+2)</p> <p>So much data, so little time (+3)</p> <p>Tell-a-Friend Platform</p>	<p>Aspire Ambassador (+7)</p> <p>Community manager (+7)</p> <p>Aspire badgelings</p> <p>Aspire graduation (+7)</p>	<p>Aspire (One Stop) App (+12)</p> <p>Input Process</p>

Post-Workshop Synthesis and Validation

- ✔ From the workshop, we created final, **validated current state map**
- ✔ Documented all your thoughts (see **Appendix**)
- ✔ Synthesized all **ideas and concepts**
- ✔ Collected **Aspire Hire and Hiring Manager feedback**
- ✔ Created **future state journey map**

A photograph of two women in a modern office environment. They are seated at a white desk with a large computer monitor. The woman on the left, with blonde hair, is pointing at the screen with her right hand. The woman on the right, with dark hair, is looking at the screen and has her hand on a mouse. The monitor displays a 'Future State Journey Map' with a red background and a citrus slice graphic. A tablet with charts is also on the desk. The background features a window with a grid pattern and a blue mug on the desk.

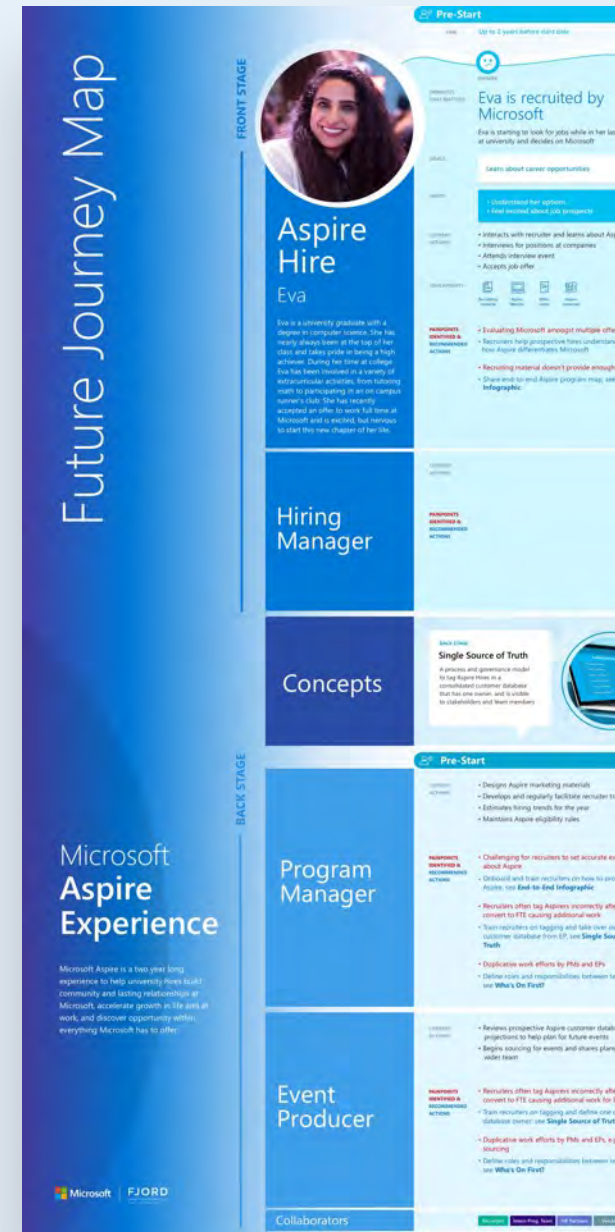
Future State Journey Map

What is a future state journey map?

A story told from the perspective of an Aspire hire showing the entire, simplified, two-year journey through their eyes, that includes how Microsoft teams will enable and support the journey.

How do we use the map?

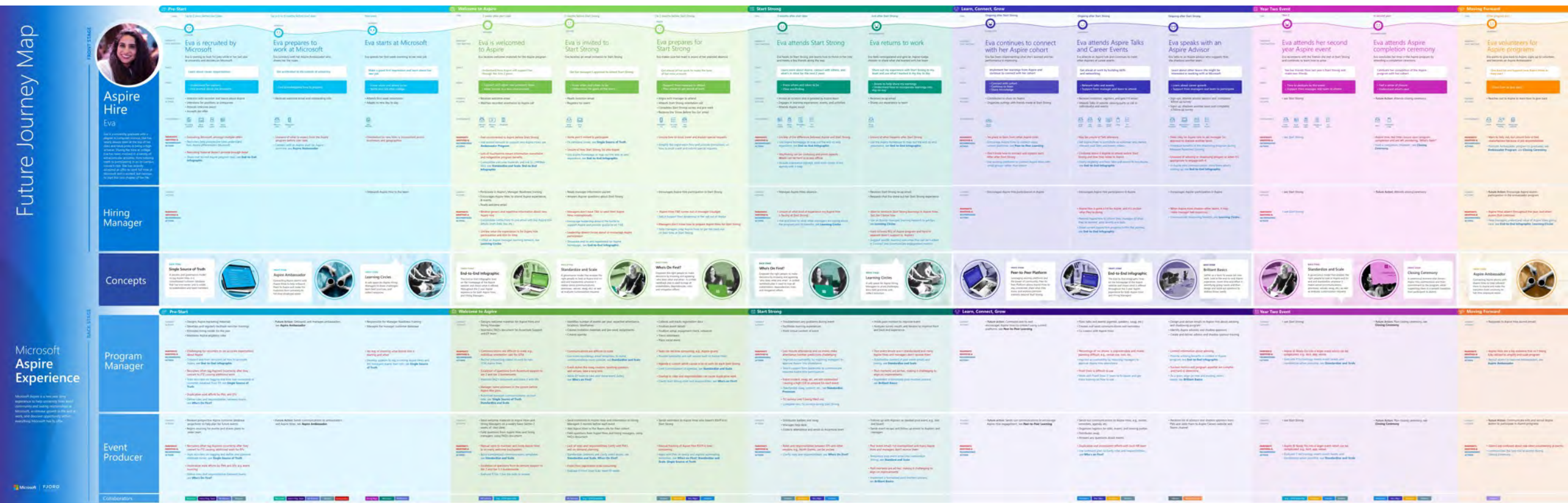
- ✔ The intended audience for this map is the **Aspire program team** and **operational support teams**
- ✔ The map provides an aligned **end-to-end vision** of the experience that MSFT teams need to support.
- ✔ The map represents the future state vision at this point, and is supported by this **companion deck**, and the **Excel**, a living document
- ✔ Mind the **time stamp**. The map is based on the latest content in the Excel companion deck, as of January 20, 2020
- ✔ Fill out **RACI** for pain points and recommended actions in subsequent work sessions



An aerial photograph of a long, curved bridge spanning across a body of water. The bridge has multiple lanes and is supported by numerous pillars. Several sailboats are visible on the water, some near the bridge and others further out. The entire image is overlaid with a semi-transparent blue filter.

How to Read the Journey

Future Journey Map



Future Journey Map

Microsoft
Aspire
Experience

Future Journey Map

FRONT STAGE



Aspire Hire

Eva

Eva is a university graduate with a degree in computer science. She has rarely always been at the top of her class and takes pride in being a high achiever. During her time at college, Eva has been involved in a variety of extracurricular activities, from tutoring math to participating in an on-campus runner's club. She has recently accepted an offer to work full time at Microsoft and is excited, but nervous to start this new chapter of her life.

Hiring Manager

Concepts

BACK STAGE

Microsoft Aspire Experience

Microsoft Aspire is a two-year long experience to help university hires build community and lasting relationships at Microsoft, accelerate growth in life and at work, and discover opportunity within everything Microsoft has to offer.

Program Manager

Event Producer

FRONT STAGE



Aspire Hire

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Hiring Manager

Above the Line

Aspire Hire

Hiring Manager

Concepts

BACK STAGE

Program Manager

Event Producer

Collaborators

Microsoft Aspire Experience

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FRONT STAGE



Aspire Hire

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Hiring Manager

Above the Line

Aspire Hire

Hiring Manager

Concepts

BACK STAGE

Program Manager

Event Producer

Collaborators

Below the Line

Program Manager

Event Producer

Collaborators

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FRONT STAGE



Aspire Hire

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Above the Line

Aspire Hire

Hiring Manager

Hiring Manager

Concepts

Above and Below the Line Concepts

BACK STAGE

Program Manager

Below the Line

Program Manager

Event Producer

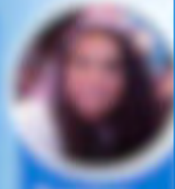
Event Producer

Collaborators

Collaborators

Microsoft
Aspire
Experience

Microsoft Aspire is a two year long experience to help university hires build community and lasting relationships at Microsoft, accelerate growth in life and at work, and discover opportunity within everything Microsoft has to offer.



Pre-Start

Welcome to Aspire

Start Strong

Learn, Connect, Grow

Year Two

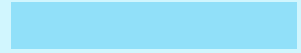
Moving Forward

Phases Above and Below the Line

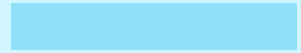
Elements in each Row



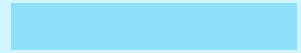
• Moments that Matter



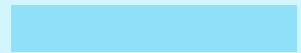
• Goals



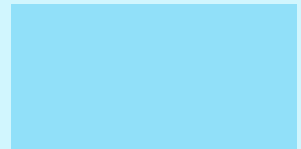
• Needs



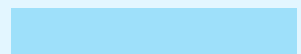
• Current Actions



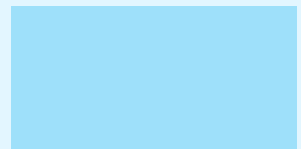
• Touchpoints



• Painpoints &
Recommended Actions



• Current Actions



• Painpoints &
Recommended Actions

Meet Eva

Meet Eva

- Computer science university graduate
- High achiever in school (high grades, math tutor and organizer of her school's runners club)
- New full-time hire at Microsoft
- Moving – new home, new friends, new life
- Finds collaborating, networking, and learning new skills to be important for her ongoing success and engagement at work
- Loves Microsoft's purpose driven culture of helping people achieve more



PHASE 01

Pre-Start



TIME Up to 2 years before start date

Up to 6 to 9 months before start date

First week



UNSURE

NERVOUS



ANXIOUS



MOMENTS THAT MATTERS

Eva is recruited by Microsoft

Eva is starting to look for jobs while in her last year at university and decides on Microsoft

GOALS

Learn about career opportunities

NEEDS

- Understand her options
- Feel excited about job prospects

CURRENT ACTIONS

- Interacts with recruiter and learns about Aspire
- Interviews for positions at companies
- Attends interview event
- Accepts job offer

TOUCHPOINTS



Recruiting material



Aspire Website



Offer Letter



Aspire materials

PAINPOINTS IDENTIFIED & RECOMMENDED ACTIONS

- Evaluating Microsoft amongst multiple offers
- Recruiters help prospective hires understand how Aspire differentiates Microsoft
- Recruiting material doesn't provide enough detail
- Share end-to-end Aspire program map, see **End-to-End Infographic**

Eva prepares to work at Microsoft

Eva connects with an Aspire alum who shows her the welcome email



Ambassador call

Get a

• Fill

- Unaware of what to expect from the Aspire program before start date
- Connect with an Aspire alum for Aspire overview, see **Aspire Ambassador**



Welcome email



Ambassador call

- Unaware of what to expect from the Aspire program before start date
- Connect with an Aspire alum for Aspire overview, see **Aspire Ambassador**

Eva starts at Microsoft

Eva spends her first week orienting to her new job

and first impression and learn about her

and where to be after college

orientation day to day

- Orientation for new hires is inconsistent across businesses and geographies



Pre-Start

Ambassador Program

- Welcomes incoming Aspire Hires by connecting them with someone that has walked in their shoes.
- It would allow Aspire Hires to self select and connect with Ambassadors, share their own personal stories, and help support the transition of new hires from university to full time employee.

Related Ideas

- **Meetups** — Opportunities for Ambassadors and upcoming Aspire Hires to learn more about each other and the program



Core Audience
Aspire Hire

A large, stylized blue quotation mark icon consisting of two curved shapes facing each other.

Having incoming Aspire Hires being able to choose their own ambassador would be amazing.

–Noah, Aspire Hire

A large, stylized blue quotation mark icon consisting of two curved shapes facing each other.

I think those kind of one-on-one sessions or interactions, when they can pick their own ambassador, are very valuable so yeah this is good.

– Darren, Hiring Manager



CURRENT ACTIONS

- Designs Aspire marketing materials
- Develops and regularly facilitate recruiter trainings
- Estimates hiring trends for the year
- Maintains Aspire eligibility rules

- **Future Action:** Onboards and manages ambassadors, see **Aspire Ambassador**

- Responsible for Manager Readiness training
- Manages the manager customer database

PAINPOINTS IDENTIFIED & RECOMMENDED ACTIONS

- Challenging for recruiters to set accurate expectations about Aspire
- Onboard and train recruiters on how to promote Aspire, see **End-to-End Infographic**
- Recruiters often tag Aspirers incorrectly after they convert to FTE causing additional work
- Train recruiters on tagging and take over ownership of customer database from EP, see **Single Source of Truth**

- No way of knowing what Aspire Hire is starting and when
- Develop system to tag incoming Aspire Hires and tell managers Aspire start info, see **Single Source of Truth**

CURRENT ACTIONS

- Duplicative work efforts by PMs and EPs
- Define roles and responsibilities between teams, see **Who's On First?**

- **Future Action:** Sends communications to ambassadors and Aspire Hires, see **Aspire Ambassador**

PAINPOINTS IDENTIFIED & RECOMMENDED ACTIONS

- Recruiters often tag Aspirers incorrectly after they convert to FTE causing additional work
- Train recruiters on tagging and define one customer database owner, see **Single Source of Truth**
- Duplicative work efforts by PMs and EPs, e.g. event sourcing
- Define roles and responsibilities between teams, see **Who's On First?**

Pre-Start

Single Source of Truth

- A formalized process and governance model to tag Hiring Managers and Aspire Hires from recruitment to program completion.
- A consolidated customer database that has one owner and is visible to stakeholders and team members.

Related Ideas

- **Train the Data Providers** — Training for recruiters and other data providers to make sure they input data with accuracy
- **Metrics Meetings** — Regular immersion in data and metrics to understand and address core problems
- **Hackathon** — Internal team project to accelerate fixing the data problem
- **CRM** — Tool to capture segmented audiences enabling team accessibility, accurate tagging, and data analytics



Core Audience
Aspire Team

PHASE 02

Welcome



Above the Line: Eva is Confused About Aspire vs. Start Strong

Welcome to Aspire

Timeline: 2 weeks after start date, 3 months before Start Strong, 1 to 3 months before Start Strong

Eva is welcomed to Aspire

Eva receives welcome materials for the Aspire program

- Understand how Aspire will support her through her first 2 years
- Connect with other new university hires
- Receives welcome email
- Watches recorded orientation for Aspire call

Eva is invited to Start Strong

Eva receives an email invitation to Start Strong

- Reads invitation email
- Registers for event
- Some aren't invited to participate
- Hi database issue, see [Single Source of Truth](#)
- Unclear on how Start Strong fits into Aspire
- Use Aspire homepage to map out the end-to-end experience, see [End-to-End Infographic](#)

Eva prepares for Start Strong

Eva makes sure her team is aware of her planned absence

- Get ahead of her work to make the best of her time at event
- Support from manager to attend
- Plan ahead to get ahead of work
- Aligns with manager to attend
- Attends Start Strong orientation call
- Completes Start Strong survey and pre-work
- Receives the 'Know Before You Go' email
- Unclear how to book travel and explain special requests
- Simplify the registration flow and provide instructions on how to book travel and submit special requests

MANAGER'S RECOMMENDED ACTIONS

- Participate in Aspire's Manager Readiness training
- Encourage Aspire Hires to attend Aspire experiences & events
- Ready welcome email
- Receive generic and repetitive information about new Aspire Hire
- Consolidate modifications to one email with key Aspire Hire details (start date, bio, etc.)
- Unclear what the expectation is for Aspire Hire participation and when on time
- Utilize an Aspire manager learning network, see [Learning Circles](#)

MANAGER'S RECOMMENDED ACTIONS

- Feel unconnected to Aspire before Start Strong
- Use alumni network to support new Aspire Hires, see [Ambassador Program](#)
- Lots of touchpoints means information overwhelm and indigestible program benefits
- Consolidate welcome materials and link to JHR/HR/TAQ, see [Standardize and Scale, End-to-End Infographic](#)

MANAGER'S RECOMMENDED ACTIONS

- Managers don't have T&E to send their Aspire Hires internationally
- Encourage leadership around the world to support Aspire and provide guidance on T&E
- Leadership doesn't know about or encourage Aspire participation
- Showcase end-to-end experience on Aspire homepage, see [End-to-End Infographic](#)

MANAGER'S RECOMMENDED ACTIONS

- Aspire Hire T&E comes out of manager's budget
- Solicit support from leadership in the roll out of Aspire
- Managers don't know how to prepare Aspire Hires for Start Strong
- Help managers prep Aspire Hires to get the most out of their time at Start Strong

PEER STATE

End-to-End Infographic

The End-to-End infographic lives on the homepage of the Aspire website and shows what is offered throughout the 2-year Aspire experience for both Aspire Hires and Hiring Managers

Learn, Connect, Grow

Timeline: 2 weeks after start date, 3 months before Start Strong, 1 to 3 months before Start Strong

Eva attends Start Strong

Eva attends Start Strong and learns how to thrive in her new role

- Learn more about Aspire, connect with others, and what to expect for the next 2 years
- Receive an invitation to be an Aspire Ambassador
- Receive an invitation to be an Aspire Ambassador
- Receive an invitation to be an Aspire Ambassador

Eva returns to work

Eva has implemented and gets an Aspire badge

- Received my experience with Start Strong for my team and see what I learned on my day to day
- Completed my training and received my Aspire badge
- Completed my training and received my Aspire badge

Eva continues to connect with her Aspire cohort

Eva has been implementing what she's learned and her performance is improving

- Implement her learnings from Aspire and continue to connect with her cohort
- Implement her learnings from Aspire and continue to connect with her cohort

Eva attends Aspire Talks and Career Events

Eva attends an Aspire Talk and continues to make her Aspire Hire a larger impact

- Attend an Aspire Talk and continue to make her Aspire Hire a larger impact
- Attend an Aspire Talk and continue to make her Aspire Hire a larger impact

MANAGER'S RECOMMENDED ACTIONS

- Managers don't have T&E to send their Aspire Hires internationally
- Encourage leadership around the world to support Aspire and provide guidance on T&E
- Leadership doesn't know about or encourage Aspire participation
- Showcase end-to-end experience on Aspire homepage, see [End-to-End Infographic](#)

MANAGER'S RECOMMENDED ACTIONS

- Aspire Hire T&E comes out of manager's budget
- Solicit support from leadership in the roll out of Aspire
- Managers don't know how to prepare Aspire Hires for Start Strong
- Help managers prep Aspire Hires to get the most out of their time at Start Strong

PEER STATE

Who's On First?

Discover the right people to reach out to for help with your Aspire experience

Learning Circles

Engaging learning activities and peer support to help you succeed

Peer-to-Peer Platform

Engaging learning activities and peer support to help you succeed

End-to-End Infographic

The End-to-End infographic lives on the homepage of the Aspire website and shows what is offered throughout the 2-year Aspire experience for both Aspire Hires and Hiring Managers

Welcome to Aspire

TIME

2 weeks after start date

3 months before Start Strong

1 to 3 months before Start Strong



RELIEVED



EXCITED



READY

MOMENTS THAT MATTERS

Eva is welcomed to Aspire

Eva receives welcome materials for the Aspire program

Eva is invited to Start Strong

Eva receives an email invitation to Start Strong

Eva prepares for Start Strong

Eva makes sure her team is aware of her planned absence

GOALS

Understand how Aspire will support her through her first 2 years

Get her managers

Lead of her work to make the best time at event

NEEDS

- Connect with other new university hires
- Make friends in a new environment

- Know who to ask for help
- Understand how to get ahead of work

CURRENT ACTIONS

- Receives welcome email
- Watches recorded orientation to Aspire call

- Reads invitation
- Registers for event

- Unsure of how Start Strong fits into Aspire
- Use Aspire homepage to map out the end-to-end experience, see **End-to-End Infographic**

- Inform manager to attend
- Attend orientation call
- Complete pre-work survey and pre-work
- Review 'Before You Go' email

TOUCHPOINTS



Welcome email



Welcome video



Infographic



Email invitation



Teams site



Info email

PAINPOINTS IDENTIFIED & RECOMMENDED ACTIONS

- Feel unconnected to Aspire before Start Strong
- Use alumni network to support new Aspire Hires, see **Ambassador Program**
- Lots of touchpoints means information overwhelm and indigestible program benefits
- Consolidate welcome materials and link to //HRWeb FAQ, see **Standardize and Scale, End-to-End Infographic**

- Some aren't invited to participate
- Fix database issues, see **Single Source of Truth**
- Unsure of how Start Strong fits into Aspire
- Use Aspire homepage to map out the end-to-end experience, see **End-to-End Infographic**

- How to book travel and explain special requests
- Clarify the registration flow and provide instructions on how to book travel and submit special requests



Welcome

End-to-End Infographic

- Makes it clear what is offered throughout the 2 year Aspire experience for both Aspire Hires and Hiring Managers
- For each key moment in the program, they can see program details, objectives, benefits, testimonials, etc.

Related Ideas

- **Explainer Videos** — Videos that explain the various stages of Aspire for both Aspire Hires and Hiring Managers
- **Quarterly Newsletter** — An opt-in option to stay up to date with Aspire
- **Case Studies** — Access Aspire case studies to learn more about the impact of Aspire



Core Audience
Aspire Hire + Hiring Manager



I love the idea of the map! I like having things to reference and that would help me with planning in advance.

-Kinsey, Aspire Hire



I think it is a great idea, especially the overview of everything offered.

- Bradley, Aspire Hire



Welcome to Aspire

CURRENT ACTIONS

- Designs welcome materials for Aspire Hires and Hiring Manager
- Maintains FAQ's document for Accenture Support and EP team

PAINPOINTS IDENTIFIED & RECOMMENDED ACTIONS

- Communications are difficult to scale, e.g., individual orientation calls for GTM
- Record onboarding videos to send to new GTM Aspire Hires
- Escalation of questions from Accenture support to tier 2 and tier 3 burdensome
- Maintain FAQ's document and share it with EPs
- Manager name unknown in the system before Aspire Hire joins
- Automate manager communications on start date, see **Single Source of Truth, Standardize and Scale**

CURRENT ACTIONS

- Send welcome materials to Aspire Hires and Hiring Managers on a weekly basis (within 2 weeks of start date)
- Field questions from Aspire Hires and hiring managers, using FAQ's document

PAINPOINTS IDENTIFIED & RECOMMENDED ACTIONS

- Manual work to maintain and invite Aspire Hires to so many welcome touchpoints
- Build standardized communications templates, see **Standardize and Scale**
- Escalation of questions from Accenture support to tier 2 and tier 3 is burdensome
- Evaluate if Tier 1 has the skills to answer

- Identifies number of events per year, expected attendance, locations, timeframes
- Creates invitation materials and pre-work assignments
- Creates agenda

- Communications are difficult to scale
- Use video recordings, email templates, to make communications more scalable, see **Standardize and Scale**
- Event duties like swag creation, booking speakers and venues, take a long time

- Communications are difficult to scale
- Use video recordings, email templates, to make communications more scalable, see **Standardize and Scale**

- Event duties like swag creation, booking speakers and venues, take a long time
- Allow EP team to take over these event duties, see **Who's on First?**

- Lack of training and onboarding
- Standardize cadence, see **Standardize and Scale, Single Source of Truth**

- Front Door registration time consuming
- Evaluate if Front Door SLAs meet EP needs

- Collects and tracks registration data
- Finalizes event details
- Finalizes setup, equipment check, rehearsal
- Trains volunteers
- Plans social event

- Tasks can be time consuming, e.g., Aspire-grams
- Provide templates and self-service tools to Aspire Hires
- Agenda is custom which causes a lot of work for each Start Strong
- Limit customization of agendas, see **Standardize and Scale**
- Overlap in roles and responsibilities can cause duplicative work
- Clarify Start Strong roles and responsibilities, see **Who's on First?**

- Sends reminders to Aspire Hires who haven't RSVP'd to Start Strong

- Manual tracking of Aspire Hire RSVP is time consuming
- Align with PMs on policy and explore automating reminders, see **Who's on First?, Standardize and Scale, Single Source of Truth**



Welcome

Standardize and Scale

- A governance model that enables the right people to look at Aspire end-to-end
- Standardize and scale wherever it makes sense, e.g, communications, processes, venues, swag, etc.
- Evaluate customization requests

Related Ideas

- **Customization Accountability** — Create an approval process (e.g. if you want to customize, there will be an additional cost)
- **Flexible Templates** — Create templates that adhere to brand guidelines, yet allow for flexibility



Core Audience
Aspire Team

PHASE 03

Start Strong



The storyboard consists of multiple pages, each representing a scene in a video. The scenes are arranged in a grid-like fashion, with each scene containing text, icons, and small images. The scenes are titled with dates and locations, such as 'Start Strong', 'Learn, Connect, Grow', and 'Year Two Event'. The main title 'Above the Line: Eva's Manager isn't Helpful' is overlaid in large white text across the center of the storyboard.

Above the Line: Eva's Manager isn't Helpful

PAINPOINTS IDENTIFIED & RECOMMENDED ACTIONS

- Unclear of the difference between Aspire and Start Strong
- Use Aspire homepage to map out the end-to-end experience, see **End-to-End Infographic**
- Wayfinding can be confusing and event agenda details can be hard to access offline
- Include orientation signage, print hard copies of the agenda with a map

CURRENT ACTIONS

- Manages Aspire Hires absence

PAINPOINTS IDENTIFIED & RECOMMENDED ACTIONS

- Unsure of what kind of experience my Aspire Hire is having at Start Strong
- Ask and listen to what other managers are saying about the program and its benefits, see **Learning Circles**

- Unsure of what happens after Start Strong
- Use the Aspire homepage to map out the end-to-end experience, see **End-to-End Infographic**

Receives Start Strong recap email
Requests that Eva share out her Start Strong experience

- Want to reinforce Start Strong learnings in Aspire Hires, but don't know how
- Use an Aspire manager learning network to get tips, see **Learning Circles**

- Hard to know ROI of Aspire program and hard to separate team's support vs. Aspire's
- Suggest specific learning outcomes that can be tracked in Connect and communicate engagement metrics

- Want to reinforce Start Strong learnings in Aspire Hires, but don't know how
- Use an Aspire manager learning network to get tips, see **Learning Circles**

- Hard to know ROI of Aspire program and hard to separate team's support vs. Aspire's
- Suggest specific learning outcomes that can be tracked in Connect and communicate engagement metrics



Pre-Start

Learning Circles

- A safe space for Hiring Managers to share challenges, learn best practices, and collect resources.
- Managers can form learning circles and formalize groups based on topics that they are interested in, ranging from employee churn, to performance and motivation, and can share best practices and resources to self-solve their issues.

Related Ideas

- **Bring The Manager** — An opportunity for managers to attend an Aspire event with their Aspire Hires
- **Fast and Simple Feedback** — Enable managers to provide on-demand feedback to the Aspire program



Core Audience
Hiring Manager



I have people who are Aspire hires and people who aren't reporting to me. A more general hiring manager circle would be more useful than one specific to Aspire.

-Darren, Hiring Manager



I wish I knew what she was learning there. This way I could plan and ask the right questions and give the right assignments.

-Evgeniia, Hiring Manager

**IDENTIFIED &
RECOMMENDED
ACTIONS**

- attendance number predictions challenging
- Improve accountability by requiring managers to approve Aspire Hire attendance
- Solicit support from leadership to communicate required Aspire Hire attendance
- Distribute badges and swag
- Event cost causes help desk
- Start collecting attendance and sends to Accenture team

- Roles and responsibilities between EPs and other vendors, e.g., North Events, can be unclear
- Clarify roles and responsibilities, see **Who's On First?**

**CURRENT
ACTIONS**

- Follows up with Aspirers as needed post event, e.g., lost and found
- Sends event recaps and follow up emails to Aspirers and managers

**PAINPOINTS
IDENTIFIED &
RECOMMENDED
ACTIONS**

- Roles and responsibilities between EPs and other vendors, e.g., North Events, can be unclear
- Clarify roles and responsibilities, see **Who's On First?**

Aspire Hires and managers don't receive them

- Standardize content of post event emails and timing, see **Standardize and Scale**
- Post-mortems are ad hoc, making it challenging to align on improvements
- Implement a formalized post-mortem process, see **Brilliant Basics**

- Follows up with Aspirers as needed post event, e.g., lost and found
- Sends event recaps and follow up emails to Aspirers and managers

- Post event emails not standardized and many Aspire Hires and managers don't receive them
- Templatize post event email and standardize timing, see **Standard and Scale**
- Post-mortems are ad hoc, making it challenging to align on improvements



Start Strong

Who's on First?

- Empower the right people to make decisions by knowing and agreeing 'who does what and when'
- A living, breathing unified workback plan would guide this effort that includes mapping all processes, stakeholders, roles and responsibilities, dependencies, risks and mitigation efforts

Related Ideas

- **RACI** — Cross team collaboration to clarify and assign roles and responsibilities
- **Skillset Assessment** — Ensure roles are staffed with people who have the right skillsets



Core Audience
Aspire Team

PHASE 04

Learn, Connect, Grow



Start Strong

Eva is invited to Start Strong
Eva receives an email invitation to Start Strong.

Eva prepares for Start Strong
Eva makes sure her team is aware of her personal situation.

Eva attends Start Strong
Eva heads to Start Strong and learns how to connect with her cohort and how to get started with the team.

Eva returns to work
Eva feels empowered and goes to Aspirer's office to check in with her manager and the team.

Who's On First?
A governance model enables the team to work in a structured way. The team is organized into a peer-to-peer learning structure, with a focus on sharing knowledge and supporting each other.

Learning Circles
Eva and her team are part of a Learning Circle, a group of peers who meet regularly to share knowledge and support each other.

Learn, Connect, Grow

Engaging after Start Strong

Eva continues to connect with her Aspirer cohort
Eva has been implementing what she's learned and her performance is improving.

Eva attends Aspirer Talks and Career Events
Eva attends an Aspirer talk and continues to meet other Aspirers at career events.

Eva speaks with an Aspirer Advisor
Eva talks to an Aspirer advisor who suggests that she shadow another team.

Peer-to-Peer Platform
Leveraging existing platforms and the power of community, Peer-to-Peer allows Aspirer Hires to stay connected, share what they know, and explore common interests beyond Start Strong.

End-to-End Infographic
The End-to-End infographic lives on the homepage of the Aspirer website and shows what is offered throughout the 2-year Aspirer experience for both Aspirer Hires and Hiring Managers.

Year Two Event

Eva attends her second year Aspirer event
Eva connects with the friends she met at Start Strong and continues to learn how to grow.

Eva attends Aspirer completion ceremony
Eva concludes her time in the Aspirer program by attending a completion ceremony.

Standardize and Scale
A governance model enables the team to work in a structured way. The team is organized into a peer-to-peer learning structure, with a focus on sharing knowledge and supporting each other.

Closing Ceremony
Eva and her team are part of a Learning Circle, a group of peers who meet regularly to share knowledge and support each other.

Above the Line: Eva is Having a Hard Time Building on Her Learnings

Start Strong

Invitation and onboarding
Eva receives an email invitation to Start Strong.

Preparation
Eva makes sure her team is aware of her personal situation.

Attendance
Eva heads to Start Strong and learns how to connect with her cohort and how to get started with the team.

Post-event
Eva feels empowered and goes to Aspirer's office to check in with her manager and the team.

Who's On First?
A governance model enables the team to work in a structured way. The team is organized into a peer-to-peer learning structure, with a focus on sharing knowledge and supporting each other.

Learning Circles
Eva and her team are part of a Learning Circle, a group of peers who meet regularly to share knowledge and support each other.

Learn, Connect, Grow

Engaging after Start Strong

Continued connection
Eva continues to connect with her Aspirer cohort and her performance is improving.

Attendance at Aspirer Talks and Career Events
Eva attends an Aspirer talk and continues to meet other Aspirers at career events.

Shadowing
Eva speaks with an Aspirer Advisor who suggests that she shadow another team.

Peer-to-Peer Platform
Leveraging existing platforms and the power of community, Peer-to-Peer allows Aspirer Hires to stay connected, share what they know, and explore common interests beyond Start Strong.

End-to-End Infographic
The End-to-End infographic lives on the homepage of the Aspirer website and shows what is offered throughout the 2-year Aspirer experience for both Aspirer Hires and Hiring Managers.

Year Two Event

Attendance at second year Aspirer event
Eva connects with the friends she met at Start Strong and continues to learn how to grow.

Attendance at completion ceremony
Eva concludes her time in the Aspirer program by attending a completion ceremony.

Standardize and Scale
A governance model enables the team to work in a structured way. The team is organized into a peer-to-peer learning structure, with a focus on sharing knowledge and supporting each other.

Closing Ceremony
Eva and her team are part of a Learning Circle, a group of peers who meet regularly to share knowledge and support each other.

TIME

Ongoing after Start Strong

Ongoing after Start Strong

Ongoing after Start Strong



CONNECTED



CONFIDENT



CURIOS

MOMENTS THAT MATTERS

Eva continues to connect with her Aspire cohort

Eva has been implementing what she's learned and her performance is improving

Eva attends Aspire Talks and Career Events

Eva attends an Aspire talk and continues to meet other Aspirers at career events

Eva speaks with an Aspire Advisor

Eva talks to an Aspire advisor who suggests that she shadows another team

GOALS

Implement her learning and continue to connect

Get ahead at work by building skills and networking

Learn about other teams she might be interested in working with at Microsoft

NEEDS

- Connect with Teams channel
- Continue to...
- Share Knowledge

- Attend Talks and events
- Get manager and team to attend

- Learn about career growth
- Support from managers and team to participate

CURRENT ACTIONS

- Contribute
- Organize

- No place to learn from other Aspire Hires
- Encourage Aspire Hires to connect using current platforms, see **Peer-to-Peer Learning**

- Registers, and gets FYI email
- Note: viewing party or call in events

- Sign ups, attends advisor session and completes follow up survey
- Signs up, shadows another team and completes a follow up survey

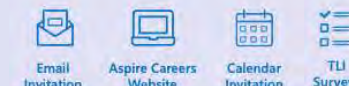
TOUCHPOINTS



Teams channel



Virtual Event Swag TLU survey



Email Invitation Aspire Careers Website Calendar Invitation TLU Surveys

PAINPOINTS IDENTIFIED & RECOMMENDED ACTIONS

- No place to learn from other Aspire Hires
- Encourage Aspire Hires to connect using current platforms, see **Peer-to-Peer Learning**
- Don't know how to connect with other after Start Strong
- Use existing platforms to connect with small groups rather than cohort

• Don't know how to connect and support each other after Start Strong

• Use existing platforms to connect Aspire Hires to contribute as volunteer and market

- Lack of Talk relevance
- Unclear about if eligible to attend before Start Strong and how they relate to Aspire
- Clarify eligibility and how Talks and events fit into Aspire, see **End-to-End Infographic**

- Feels risky for Aspire Hire to ask manager for approval to shadow another team
- Introduce benefits of the shadowing program during Manager Readiness training
- Unaware of advising or shadowing program or when it's appropriate to engage with it
- In Aspire Hire communication, show them what's coming up, see **End-to-End Infographic**



Learn, Connect, Grow

Peer-To-Peer Platform

- Leverages existing platforms and the power of community
- Allows Aspire Hires to stay connected, share what they know, and explore common interests beyond Start Strong

Related Ideas

- **Self-Managed Group** — Enable Aspire Hires to create their own groups where they can connect, learn, and grow together
- **Meetups** — Aspire Hires can meet friends and colleagues from Aspire regularly
- **Hackathon** — Alumni come up with ideas for current or future Aspire programs, receive funding, and build out and launch programs



Core Audience
Aspire Hire



My favorite idea so far! I'm working on something similar to this and we've found that it really facilitates Entrepreneurship and excitement at Microsoft.

-Michael, Aspire Hire



That's awesome! Allows people to put in as much effort as they want.

- Erica, Aspire Hire



CURRENT ACTIONS

- **Future action:** Communicates to and encourages Aspire Hires to connect using current platforms, see **Peer-to-Peer Learning**

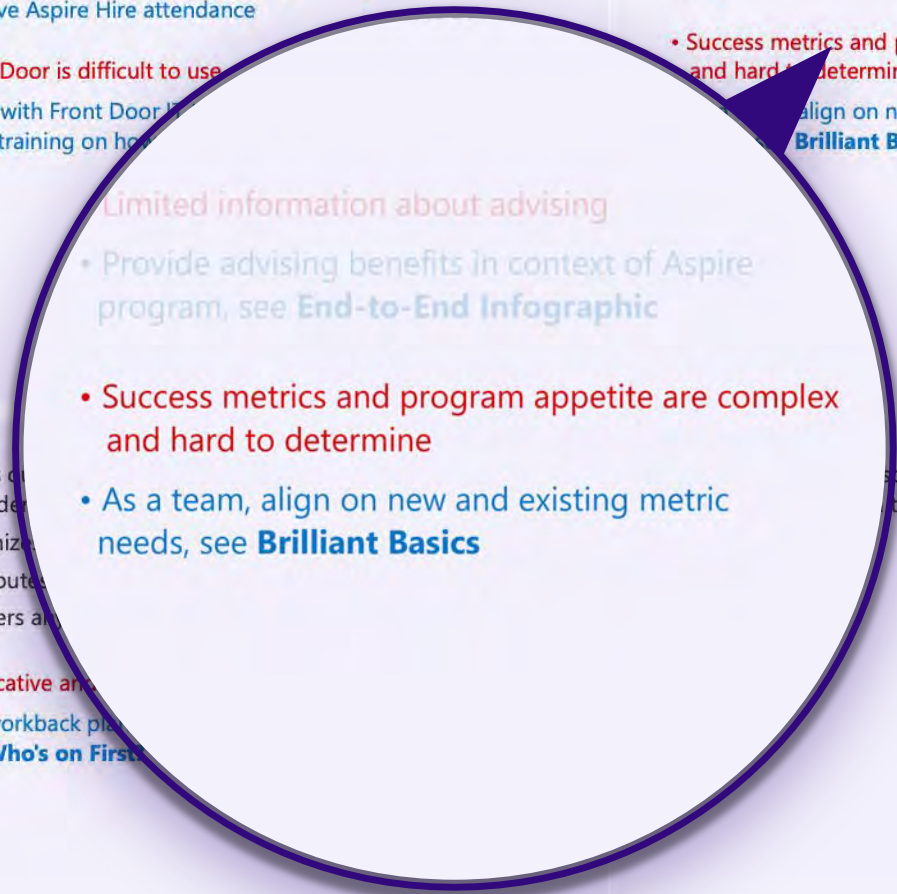
PAINPOINTS IDENTIFIED & RECOMMENDED ACTIONS

- Plans talks and events (agenda, speakers, swag, etc.)
- Creates and send communications and reminders
- Co-creates with Aspire Hires

- Design and deliver emails to Aspire Hire about advising and shadowing program
- Identify Aspire advisors and shadow sponsors
- Create and deliver advisor and shadow sponsor training

- Percentage of 'no shows' is unpredictable and makes planning difficult, e.g., venue size, cost, etc.
- Improve accountability by requiring managers to approve Aspire Hire attendance
- Front Door is difficult to use
- Work with Front Door for more training on how to use

- Limited information about advising
- Provide advising benefits in context of Aspire program, see **End-to-End Infographic**
- Success metrics and program appetite are complex and hard to determine
- Align on new and existing metric **Brilliant Basics**



CURRENT ACTIONS

- **Future action:** Sends out communications to encourage Aspire Hire engagement, see **Peer-to-Peer Learning**

PAINPOINTS IDENTIFIED & RECOMMENDED ACTIONS

- Sends out reminders
- Organizes
- Distributes
- Answers all
- Duplicative and
- Use workback plan see **Who's on First**

- Identify advisors and shadow sponsors from Aspire Careers website and



Learn, Connect, Grow

Brilliant Basics

- Gather as a team to pause net new work, look at the end-to-end Aspire experience
- Invest time and effort in identifying group needs and then design and build out solutions to address those needs

Related Ideas

- **Cross Team Offsite** —Build culture and relationships across the team
- **End-to-End Map** — Continue mapping all touchpoints to anchor the team and center discussions



Core Audience
Aspire Team

PHASE 05 AND 06

Year-Two Event and Moving Forward



Timeline of Eva's journey from Start Strong to Aspire Ambassador.

- Year 1: Start Strong**
 - Eva attends Start Strong**: Connects with friends, learns about Aspire, and meets a mentor.
 - Eva returns to work**: Shares experiences, receives support, and explores career options.
 - Eva continues to connect with her Aspire cohort**: Meets manager, attends networking, and contributes to team.
- Year 2: Aspire**
 - Eva attends Aspire Talks and Career Events**: Attends networking, registers for events, and explores career options.
 - Eva speaks with an Aspire Advisor**: Learns about career paths, receives advice, and sets goals.
- After program end**
 - Eva volunteers for Aspire programs**: Gives back, supports new hires, and reaches out to learn.

Key themes: **Whes On First**, **Learning Circles**, **Peer-to-Peer Platform**, **End-to-End Infographic**, **Brilliant Basics**.

Timeline of Eva's journey from Aspire to Ambassador.

- Year 2: Aspire**
 - Eva attends her second year Aspire event**: Reconnects with friends, dedicates time to support, and attends Start Strong.
 - Eva attends Aspire completion ceremony**: Celebrates completion, feels closure, and attends Future Action.
- After program end**
 - Eva volunteers for Aspire programs**: Gives back, supports new hires, and reaches out to learn.

Key themes: **Standardize and Scale**, **Aspire Ambassador**.

Timeline of Eva's journey from Ambassador to Aspire Ambassador.

- Year 2: Aspire**
 - Eva attends her second year Aspire event**: Reconnects with friends, dedicates time to support, and attends Start Strong.
 - Eva attends Aspire completion ceremony**: Celebrates completion, feels closure, and attends Future Action.
- After program end**
 - Eva volunteers for Aspire programs**: Gives back, supports new hires, and reaches out to learn.

Key themes: **Standardize and Scale**, **Aspire Ambassador**.

Timeline of Eva's journey from Aspire Ambassador to Ambassador.

- Year 2: Aspire**
 - Eva attends her second year Aspire event**: Reconnects with friends, dedicates time to support, and attends Start Strong.
 - Eva attends Aspire completion ceremony**: Celebrates completion, feels closure, and attends Future Action.
- After program end**
 - Eva volunteers for Aspire programs**: Gives back, supports new hires, and reaches out to learn.

Key themes: **Standardize and Scale**, **Aspire Ambassador**.

Above the Line: Eva isn't Feeling Closure



TIME

Year 2



PUMPED

MOMENTS THAT MATTERS

Eva attends her second year Aspire event

Eva reconnects with the friends she met at Start Strong and continues to learn how to grow

GOALS

See her friends from last year's Start Strong and make new friends

NEEDS

- Time to dedicate to this event
- Support from manager and team to attend

CURRENT ACTIONS

- see Start Strong

TOUCHPOINTS



PAINPOINTS IDENTIFIED & RECOMMENDED ACTIONS

- see Start Strong

In second year



ACCOMPLISHED

Eva attends Aspire completion ceremony

Eva concludes her time in the Aspire program by attending a completion ceremony

Celebrate her completion program with

Email



Ceremonial swag

- Feel a sense of accomplishment
- Understand the value of the program

- Future planning



Email

- Aspire Hires feel little closure upon program completion and are left wondering, 'What's Next?'
- Host a completion ceremony, see **Closing Ceremony**

TIME

After program end



GRATEFUL

MOMENTS THAT MATTERS

Eva volunteers for Aspire programs

Eva wants to give back to Aspire, signs up to volunteer, and becomes an Aspire Ambassador

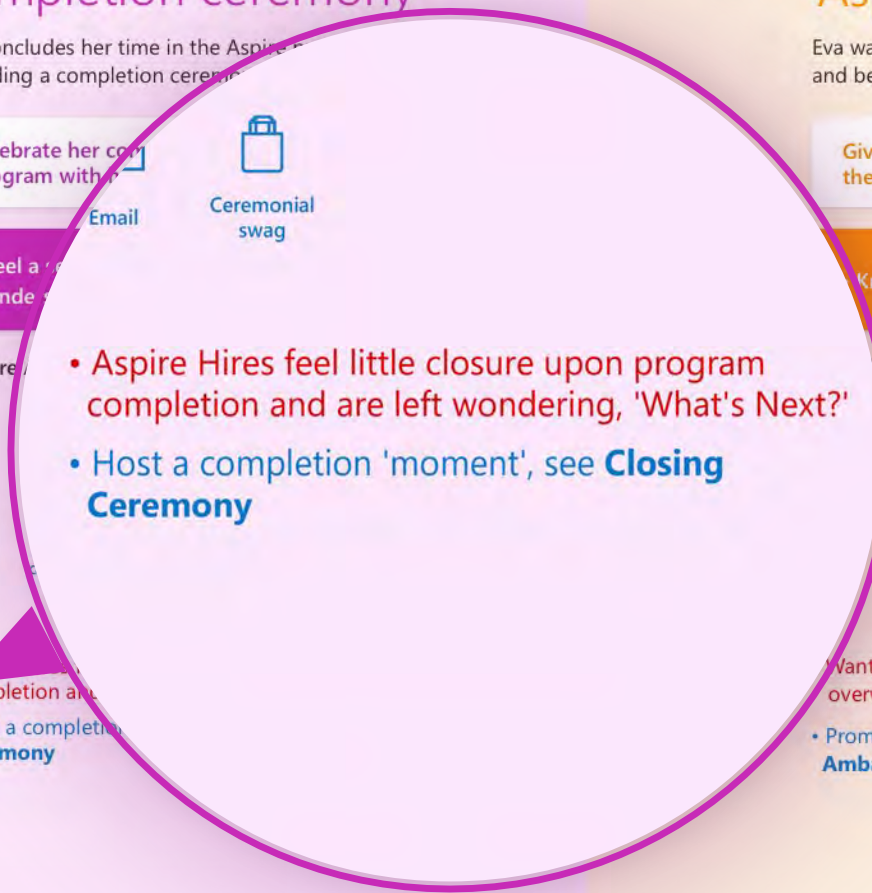
Give back to and support new Aspire Hires as they start

Know how to give back

- Aspires out to Aspire to learn how to give back



- Want to help out, but unsure how or feel overwhelmed because of job responsibilities
- Promote Ambassador program to graduates, see **Ambassador Program**, see **Closing Ceremony**





Year-Two Event

Closing Ceremony

- A ceremonial moment that honors Aspire Hire contributions and their commitment to the program, while supporting them in a smooth transition from participant to alumni.
- Alumni are introduced to opportunities to volunteer and give back to the program.

Related Ideas

- **Digital Graduation Kit** — Photos and videos from Aspire, congrats letter, alumni stickers, certificate, pins, and other swag
- **Alumni Communication** — Opt-in to Newsletter and Teams channel
- **Give Back to Future Aspire Hires** — Become an Aspire Ambassador or mentor, volunteer as a coach, etc.
- **Aspire Franchise** — Alumni 'own' and run Aspire programs in their regions



Core Audience
Aspire Hire



I LOVE this idea. The end to Aspire was extremely anticlimactic. I would have loved to recognize the moment with my cohorts a little more.

-Noah, Aspire Hire



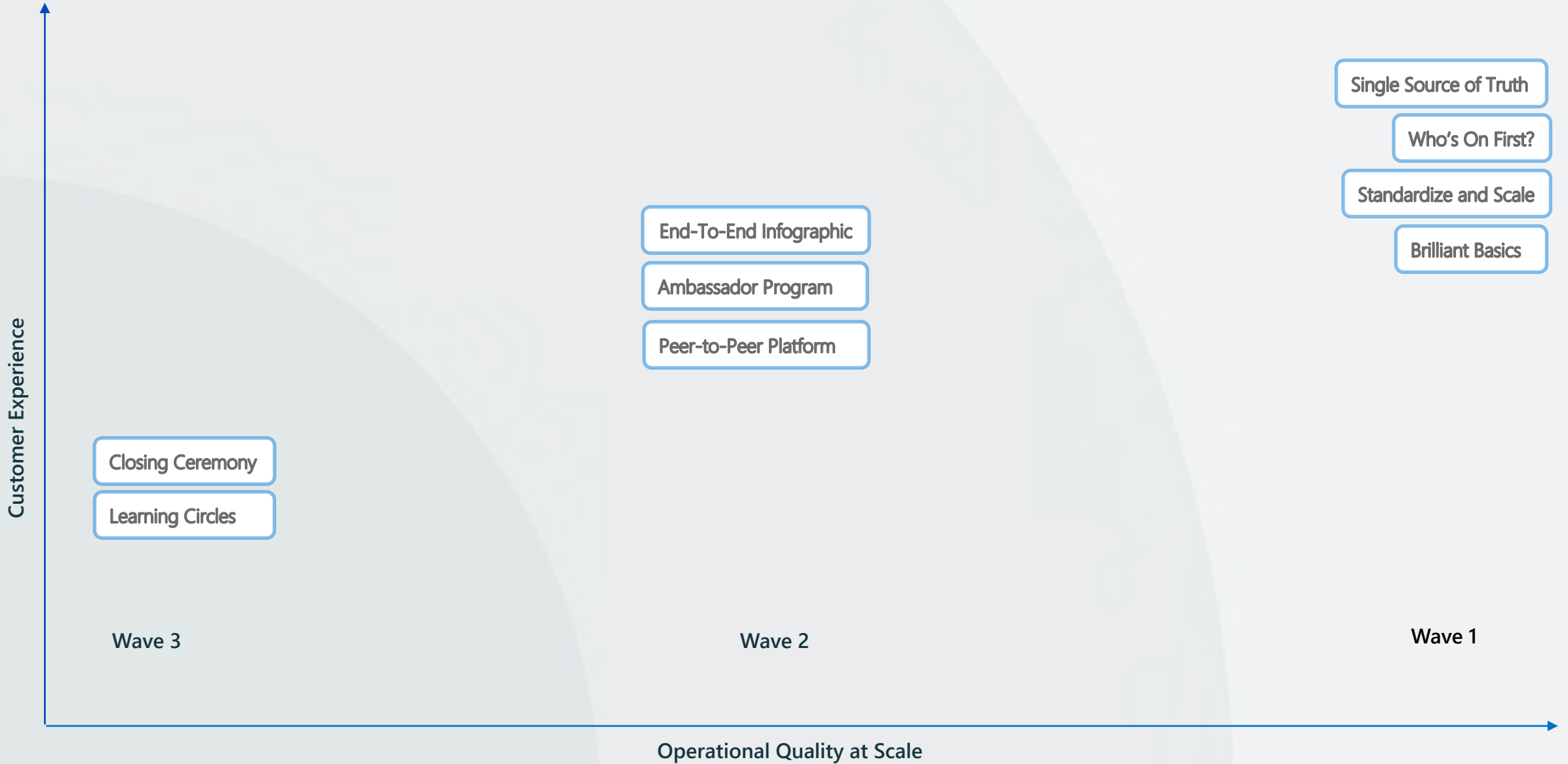
Love this idea. I think it would be cool to have a "magna cum laude" to celebrate those that maybe won awards in their time during Aspire.

-Bradley, Aspire Hire

A photograph of two men sitting on a blue couch in a library or study. The man on the left, wearing a dark blue patterned shirt, is pointing at a silver laptop. The man on the right, wearing a solid blue t-shirt, is looking at the laptop. The background features wooden shelves with books and a red book cover with a circular gold emblem. A small potted plant is on a shelf behind them.

Prioritization and Next Steps

Concept Backlog



How to use the Excel

Single Source of Truth RACI

Responsible – Who is completing the task

Accountable – Who is making decisions and taking actions on the task (manager)

Consulted – Who will be communicated with regarding decisions and tasks

Informed – Who will be updated on decisions and actions during the project.

MTM	Whose Pain?	Pain Point	Recommended Action	R	A	C	I	Impact Level*
Eva is recruited by Microsoft	PM	Recruiters tag prospective Aspire Hires incorrectly	<ul style="list-style-type: none"> Train recruiters on tagging correctly by explaining the downstream impact and who is eligible for Aspire Take over ownership of customer database from EP 					
Eva starts at Microsoft	PM	No way of knowing what Aspire Hire is starting and when	<ul style="list-style-type: none"> Develop systems to tag incoming Aspire Hires and tell managers Aspire start info Consolidate excel trackers into one Single Source of Truth (potentially a CRM)) 					
Eva is welcomed to Aspire	PM	Manager name unknown in the system before Aspire Hire joins	<ul style="list-style-type: none"> Automate manager communications on start date Consolidate excel trackers into one Single Source of Truth Tag that Aspire Hire has been "welcomed" in Single Source of Truth 					
Eva is invited to Start Strong	Aspire Hire	Some aren't invited to participate	<ul style="list-style-type: none"> Ensure ISM and MSRA are synced and tagged correctly to eliminate need for an excel tracker Tag that Aspire Hire has been invited in Single Source of Truth 					
Eva Prepares for Start Strong	Event Producer	Manual tracking of Aspire Hire RSVP is time consuming	<ul style="list-style-type: none"> Align with PMs on policy (is it necessary to track people down to follow up?) Consolidate excel trackers into one Single Source of Truth Explore automating reminders 					
Eva attends her second year Aspire event	Event Producer	Manual tracking of Aspire Hire RSVP is time consuming	<ul style="list-style-type: none"> Ensure ISM and MSRA are synced and tagged correctly to eliminate need for an excel tracker 					
	Aspire Hire	Some aren't invited to participate	<ul style="list-style-type: none"> Tag that Aspire Hire has been invited in Single Source of Truth 					

*Impact Level: For each role in RACI, estimate the average time commitment per week for each row. The total impact level will be an average of the row.

Resource Impact Level

- Once you identify the resource, you'll need to define the expected impact for the engagement in average hours per week per resource. If you don't have a clear idea of how many hours per week you'll need from a resource, you can use the guide on the table below based on a "low, medium, high" level of impact criteria.
- If you create a resource impact for a group of resources, please consider that the time commitment should be estimated per resource in average hours per week.
- Make sure you update the impact when project progresses, and you have a better idea.

Resource Impact Assessment		
If Known	If Uncertain	
Use number of hours per week	If you expect	Populate these hours
	Low	2 per week
	Medium	8 per week
	High	20 per week

Questions?



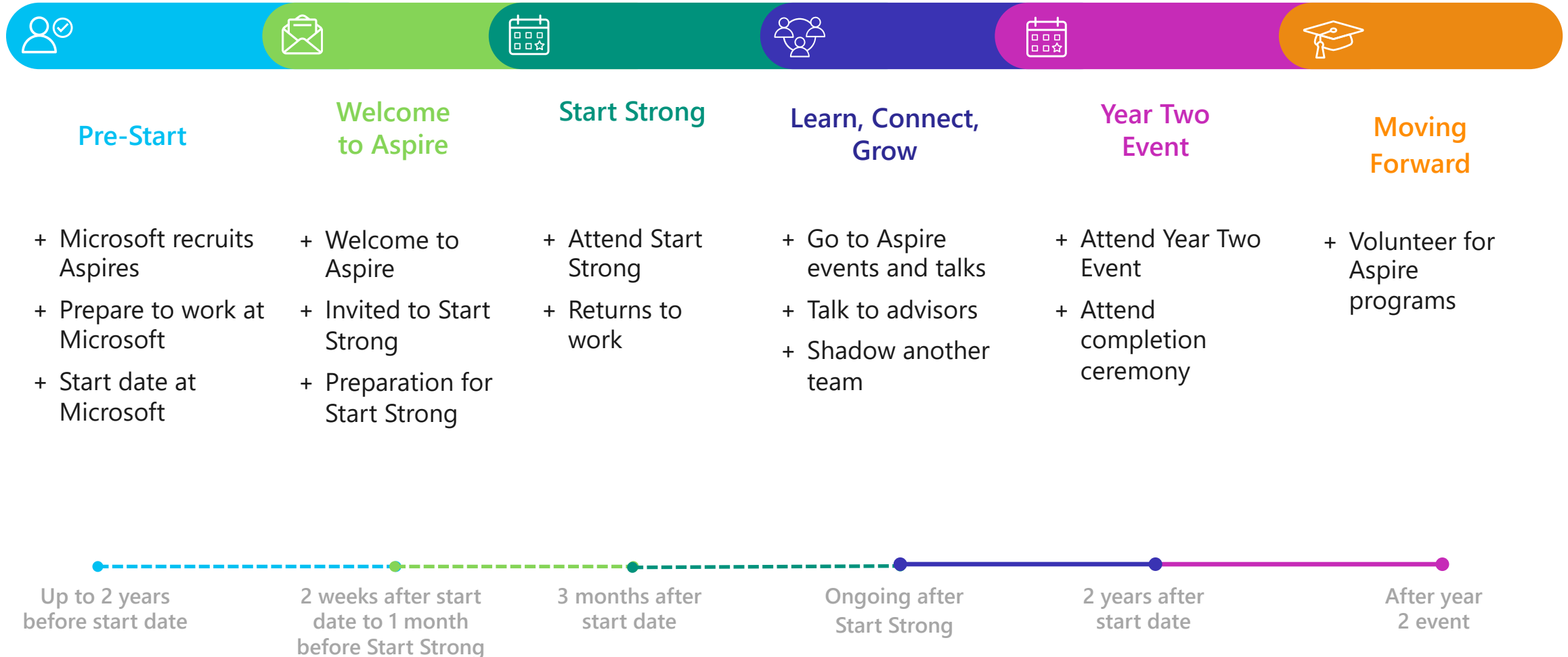
Thank You!

Microsoft Aspire Experience

Appendix

End-to-End Experience Overview

The Microsoft Aspire Experience Program



The Excel File

The Excel File

Instructions

Filename

Date

Update

Concepts from the workshop

All Ideas from Aspire Hire Group

Ensure Aspire Hires are Aware of all of What Aspire Offers

- **Infographic/Road Map** — Create an infographic or roadmap that pulls everything together and articulates the full benefit of the Aspire program across 2 years and beyond
- **Aspire Ambassador** — Have Aspire alumni sync up with new Aspire Hires to explain program and provide support
- **Video Training** — An on demand video that explains what Aspire is (MAP)
- **Aspire Quarterly Newsletter** — A newsletter detailing updates, testimonials, etc. to Aspire Hires (APP)
- **Reinforce Next Steps** — Always provide what happens next (e.g. at Start Strong, educated Aspire Hires as to what happens next) (APP)
- **Aspire Hire Share out** — Use Aspire Hires to market the program by sharing their own experience in it (APP)
- **Engagement Lead** — Hire a dedicated engagement lead to communicate and engage Aspire Hires
- **Online Feedback** — Provide a place for Aspire Hires to go online in order to provide feedback for the program (TAF)
- **Personalize Email** — Use a tool like PoliteMail to personalize emails that go out to Aspire Hires

Creating Valued and Ongoing Aspire Hire Experiences

- **Stop Creating New Programs** — Utilize what we have and double down on a comms strategy to sell it
- **Lunch Brown bags** — Encourage Aspire Hire connection by providing them opportunities to meet one another and have lunch with each other (TAF)
- **Self-Managed Group** — Enable Aspire Hires to create their own groups where they can connect, learn, and grow together (TAF)
- **Monthly/Quarterly Meetups** — Provide opportunities for Aspire Hires to meetup in their cohorts regularly (TAF)
- **Newsletters** — Send regular newsletters highlighting upcoming events (APP)
- **Loyalty Program** — Encourage Aspire Hires to continue to engage via a loyalty program
- **Easy Feedback** — Create simple, timely and frequent feedback mechanisms (APP)
- **Monthly Challenges** — Aspire Hires create or are given monthly challenges to engage in (APP)
- **Squad Support** — Utilize Squads to take over some of the events and/or networking
- **Nudges** — Use nudges to create missions, encourage participation, swag, etc.

Efficient and Meaningful Transitions from Cohort to Alumni

- **Graduation Ceremony** — Provide a local graduation ceremony (e.g. symbolic walk on fire)
- **Digital Graduation Kit** — Include photos and videos from their Aspire experience with a congrats video with instructions (Grad)
- **Start with the End in Mind** — Identify the metrics and measures to get to graduation
- **All Start Aspire Hires** — Identify Aspire Hire leaders and develop them
- **Congrats Letter** — Letter from SLT, CVP/HR, with an Aspire alumni sticker, participation certificate, pin, and other swag
- **Email Signature** — Include 'Aspire 2020' in email signature
- **Give Back to Future Aspire Hires** — Encourage graduates to enroll in an ambassador program, mentor program, volunteer as coaches, participate in welcome calls, etc.
- **Alumni Communication** — Create an alumni teams channel, newsletter,

All Ideas from Hiring Manager

Ensure Managers are Aware, Educated and Supportive of Aspire Hires

- **Accountability** — Make managers accountable for sending their Aspire Hires to Aspire events
- **Hiring Manager Community** — Create a community where Hiring Managers can connect and learn from each other
- **Manager Training** — Train managers on what Aspire is and how to support their Aspire Hires in it (e.g. use the 5 w's video)
- **GLD Partnership** — Utilize GLD to help deliver Hiring Manager trainings
- **T&E Centralization** — Provide support with budget to help managers send their Aspire Hires to events (e.g. financial aid, T&E continuum, etc.)
- **Bring Your Manager** — Have an opportunity for managers to attend an Aspire event with their Aspire Hires
- **GTM Specific Campaign** — Create a distinct GTM campaign for hiring managers
- **Hiring Manager Specific Infographic** — Show managers what their roles it and how it relates to the Aspire Hire journey
- **Success Stories** — Provide Aspire Hire and Hiring Manager success stories to managers to showcase its success

All Ideas from Program Manager Group

Clarifying the Aspire Hire End-to-End Experience

- **Stop adding more** — Resist the urge to add more features, and focus on building what we have first
- **Completed journey map** — Create a one-pager journey map in order to show case the program
- **Aspire on Microsoft Homepage** — Include an Aspire case study on the homepage
- **Promotional Swag** — Promote Aspire on Microsoft marketing materials, and on/around campus and provide QR code to learn more (e.g. banners, napkin holders, cups, etc.)
- **Aspire Portal** — A website that shows the 2 year experience that you can click in to, to learn more about each moment. Can include testimonials, videos, program objectives, etc.
- **Aspire app** — App that Aspire Hires can use to learn about Aspire, register for events, connect with other Aspire Hires, etc.
- **Utilize Aspire Hires to Promote** — Include Aspire testimonials, use their language to define Aspire, hold one on one meetings with them
- **Top Down Promotion** — An email from leadership (e.g. Satya) promoting Aspire and engagement from Aspire Hires, and support from managers

Definition of Roles and Responsibilities

- **RACI** — Collaborate across the teams to create a detailed list of roles and responsibilities (e.g. PMs, EPs, North Events, and other collaborators)
- **Define the Process** — Build a consistent and durable cadence
- **Stuff Roles with Skillset** — Make sure all roles have people with the right skillset
- **Accountability** — Hold each other accountable to complete their own individual tasks and delegate appropriate tasks elsewhere
- **Cross Team Bonding** — Have regular meals, coffees, etc. with each other to build culture, and relationships across the teams
- **'Funeral' for the Old Way** — Acknowledge the emotion of moving out of start up mode by holding a symbolic funeral

Collecting, Analyzing and Using Accurate Data

- **Hackathon** — Assign an internal hack project to accelerate fixing the data problem
- **Leverage What Exists** — Work with HRMs, HR Services, and ICM to validate data and update MSRA
- **Metrics Meetings** — Regularly wallow in data in order to understand engagement and problem solve
- **CRM** — Use a CRM to improve accessibility, accuracy, and segmenting of customer database
- **Train the Data Providers** — Provide a training for recruiters and other data providers to make sure they are inputting it with accuracy
- **Hire a Data Analyst** — To investigate the current issues, and to help analyze engagement and participation trends
- **Stakeholder Involvement** — Leverage the right stakeholders to understand the breakdowns and limitations with GTA
- **Simplicity** — Simplify the data we are collecting which might reduce the need for multiple data sets

Utilizing Aspire Hires to Co-Create

- **Aspire Hire Idea Portal** — Have a place where Aspire Hires can put there ideas, concerns, questions, etc.
- **Squad Strategy** — Clarify how squads can fit into the Aspire program
- **Lunch and Learn** — Provide opportunities to have Aspire Hires and PMs learn about each other
- **Incubation/VC Model** — Allow Aspire Hires to help us with the 'start up' of Aspire
- **Franchising Model** — Provide opportunities for Aspire Hires to initiate current Aspire programs in their regions

All Ideas from Event Producer Group

Reduce or Eliminate Customization per Audience

- **Knowing When to Customize** — Understand the why behind customization before engaging in it. What are the unique needs of each audience, and what do we need to customize?
- **Customization Governance** — Create an approval process (e.g. if you want to customize something, it will cost you additional money)
- **Standardization** — Create customizable templates, standards for communications, exceptions, cut-offs, branding, etc. Focus on the MVP first

Clarify Roles and Responsibilities to Eliminate Duplicative Efforts

- **Reviews** — Have a regular review cadence across each team
- **RACI** — Involve each person from the beginning to develop a clear RACI
- **Personify each Role** — Use what we know so far to begin to create profiles for each role that lays out roles and responsibilities. Identify duplicative tasks and decide who owns each

Reduce the Management of Multiple Sources of Data

- **CRM** — Utilize a CRM to segment lists accurately
- **Consolidation and Linking** — Consolidate current state spreadsheets into one single source of truth
- **Sync of Recruiting** — Regularly work with university recruiting to understand their process, and train them on the Aspire process
- **Clarify Governance** — Identify a single customer data base list owner and agree on who can create or modify that data. Standardize the process
- **Identify the Root Cause** — Find where the errors in data capturing is occurring
- **Agree on Eligibility Criteria** — Agree upon a process and who approves eligibility and exceptions

Clear and Visible Processes

- **Workback Plan** — Create a standardized project workback pan with clear tasks, timings, dependencies, etc. and share it to the wider team
- **Experience Map** — Map the end to end experience that maps to roles and responsibilities to gain clarity on the overall experience
- **Hold a Post-Mortem and Continuously Iterate** — Work with EP team and PM team to understand what's working and what could be improved
- **Design Programs Together** — Understand who stakeholders are and what dependencies exist