



# HBA AMBASSADOR PROGRAM

## COMPANY PLAYBOOK

A program Champion

#HBAimpact



# HBA Ambassador Program Playbook

This playbook has been designed as a tool to support companies and individuals in the understanding, design, and setup of their Ambassador Program(s). The information in this guide has been organized into sections to help navigate every step of the way:

- What to know before getting started (the basics)
- Pre-launch (program setup)
- Launch (program kickoff)
- Post-launch (program maintenance)

It is intended that this Playbook be digested phase by phase, not all at once, but feel free to explore a few steps ahead to orient yourself to what is coming up in the process!

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HBA



# Ambassador Program Playbook

## Table of Contents

### **Program Basics..... 4** (know before getting started)

#### **Program Overview..... 5**

- What is the Ambassador Program..... 6
- How it works..... 8
- Exclusive offerings..... 10

#### **Foundational Info..... 11**

- Roles and definitions..... 12
- Program phases with example timeline..... 15

### **Pre-Launch..... 17** (program setup)

#### **Exploratory Phase.....18**

- Setting up your team..... 19
- Program strategy and specifics ..... 26
- Who does what?..... 34

#### **Launch Prep Phase.....36**

- Ambassador selection and orientation..... 38
- Launch planning..... 43

### **Launch..... 47** (program kickoff)

#### **Launch Details.....48**

- Launch overview..... 49
- Launch outcomes..... 50
- Example agenda..... 54
- Program self-organization details..... 57

### **Post-Launch..... 60** (program maintenance)

#### **Post-Launch Phase.....61**

- Post-Launch monitoring..... 62
- Executive committee and cohort meetings..... 63
- Assessments..... 65

#### **Program end.....66**

- Graduation..... 68
- Re-launch..... 74



# HBA Ambassador Program

## Program Basics

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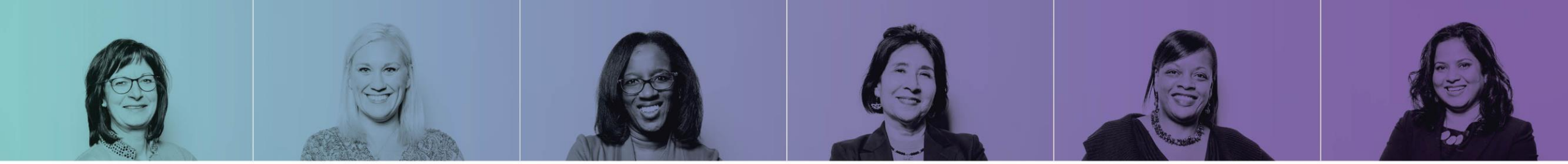




# Program Basics

## This section will review:

- Program overview
- Foundational understandings
  - Roles and definitions
    - Within your company
    - Within the HBA
  - The program phases
  - Example program timelines

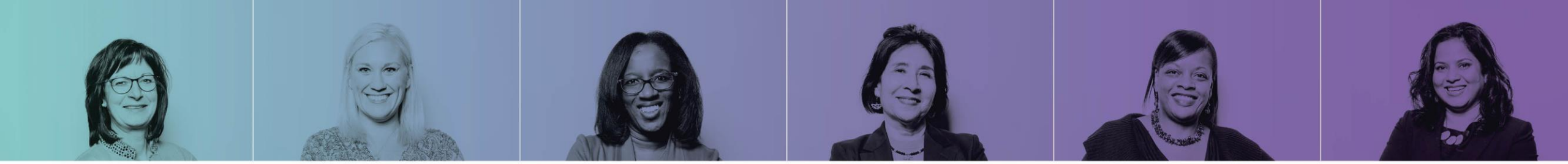


# What Is The HBA Ambassador Program?

The HBA Ambassador Program is a 12-month leadership development program for 15-30 emerging leaders. This cost-efficient program is designed to help HBA Corporate Partners\* develop a diverse bench of future leaders and aid talent retention through ongoing leadership training embedded in the workday, office-based or virtually.

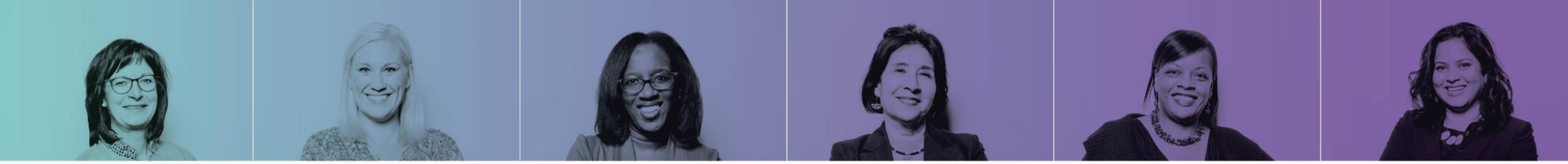
The program acts as a self-directed internal task force set up and customized to meet your company's strategic priorities (and complementary to any existing employee resource groups). The HBA will empower and guide the 'Ambassadors' through developing and executing on individual development goals and impactful group initiatives for the company.

Through their participation, the Ambassadors are provided significant cross-functional exposure and visibility, confidence-boosting autonomy, and customized leadership development, enabling them to advance further, faster. Through your organization's participation, Ambassador companies build their brand by showcasing their DE&I and employee-focused initiatives both internally and externally.



# How Is It Different?

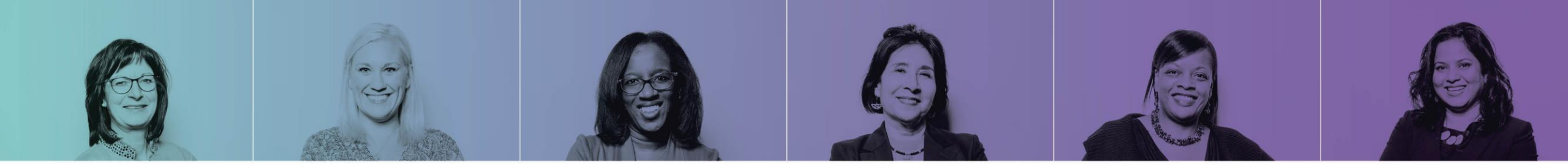
- This year-long on-the-job training program is done with a cohort of colleagues, with a focus on self-direction
- Designed to collaborate with your employee resource groups (especially any women's resource groups) as a way to enhance their efforts, provide speakers, panelists, do programs together and help advance careers.
- The HBA has over 100 individuals supporting more than 50 programs across the globe, and that number continues to grow
- The program operates autonomously, with guidance from the HBA, so there is no burden on your HR team or the managers of the Ambassadors



# How Does It Work?

- The HBA will work with your employees to start up the Ambassador Program, determining the program strategy and makeup
- Your company has control of program specifics, with guidance and best practices shared by the HBA to ensure the program is set up for success, and determines the participants
- The HBA will lead the 'launch' of the program, with a focus on ensuring the participants understand and are empowered to self-direct and achieve their goals
- The HBA will provide two Advisors to guide the cohort throughout the program year, ensuring they have what they need and are prepared to succeed





# Why It Works

- Creates a platform of empowerment to help women and men amplify their voice, be braver, take risks, and become thought leaders for a more diverse culture
- Designated executive-level sponsorship and increased exposure to internal and external leaders and subject matter experts
- Changes mindset to think and act like a stronger leader, not to wait to be told what to do
- A one-year, grass roots, self-directed program with a commitment to achieving specific, personalized success metrics for participants
- Ongoing virtual and in-person support by HBA Advisors, program peers, senior internal Advocates, and the Global Ambassador committee of 80+ experts and leaders
- Cost-effective: it's a small fraction of standard leadership training costs per person for one year of leadership development



# Exclusive Offerings for Ambassador Companies



The HBA has a number of offerings exclusive for HBA Ambassador companies and participants to take advantage of during the program:

- Master classes and coaching through our [Ambassador Learning Center](#)
- Annual award events
- Networking gatherings in conjunction with HBA signature events like Woman of the Year, European Leadership Summit, and Annual Conference



Also, as HBA members, Ambassadors have access to a wealth of HBA membership benefits they can take advantage of:

- In-person and virtual networking and educational events
- Leadership opportunities within HBA chapters, regions, and other sanctioned groups
- Full membership details: can be found at [www.hbanet.org/membership](http://www.hbanet.org/membership)

# Foundational Information

Now you understand what the program is, let's ensure you have an understanding of who is involved and the big picture, specifically:

- Roles and definitions
  - Within your company
  - Within the HBA
- Program phases
  - Including an example program timeline of major milestones



# Role Definitions

## Company roles

**Executive Sponsor:** senior executive (usually VP or higher) supporters of the program, providing budgetary support and strategic guidance when needed. May also be called 'Advocate(s)'

**Champion\*:** the key driver(s) of the program internally through the setup and launch phases. A mixture of strategy and tactical planning, these individuals oversee and manage program stakeholders, communications, and much more.

**Ambassadors:** the participants of the company's current program cohort

**Executive Committee:** five to six **Ambassadors** who self-select into the leadership team of the program; works closely with HBA advisors to ensure group is making progress towards goals

**Team lead(s):** individuals who self-select into leading one of the identified group initiatives or functional committees.

**Cohort:** refers to a group of Ambassadors participating in a company's current, particular Ambassador Program





# Role Definitions

## HBA roles

### **\*Program Excellence Manager – the key program contact from the HBA**

HBA-trained volunteers assigned to serve to one or more HBA Corporate Partner companies and are responsible for overseeing the Ambassador Program(s) within those companies. The Program Excellence Manager (PEM) manages the relationship with the company(ies) internal Ambassador Program contacts; starts up new programs, facilitates program renewals, and ensures overall program quality; and acts as the primary connection point for the programs, staff, participants, advisors and HBA regions/chapters. *Program Excellence Managers are not the advisors who guide the cohort participants through the program.*

**Every Ambassador Program company is assigned one HBA Program Excellence Manager**

### **\*Advisor – guides the cohort**

HBA-trained volunteer leaders assigned to each Ambassador cohort, working closely with the executive committee, driving the group and ensuring the cohort is making progress towards goals. Advisors are assigned and introduced to the cohort pre-launch, are often involved in pre-launch conversations, and take part in the launch when able. Each Ambassador cohort has two HBA Advisors.

**Every Ambassador Program is assigned two HBA Advisors**

### **HBA Regional or Chapter leadership – your local partners in collaboration**

When programs are running in an existing HBA chapter or region, the Program Excellence Manager will make the connection to the local leadership team to ensure the cohort has access to all the benefits of the location and to collaborate. The local region/chapter can also provide HBA overviews (called Lunch and Learns) to employees within or outside of the Ambassador cohort to help individuals get the most out of the organization.



# Role Definitions

## HBA roles (cont.)

### **Ambassador Program Administrator – completes HBA internal admin**

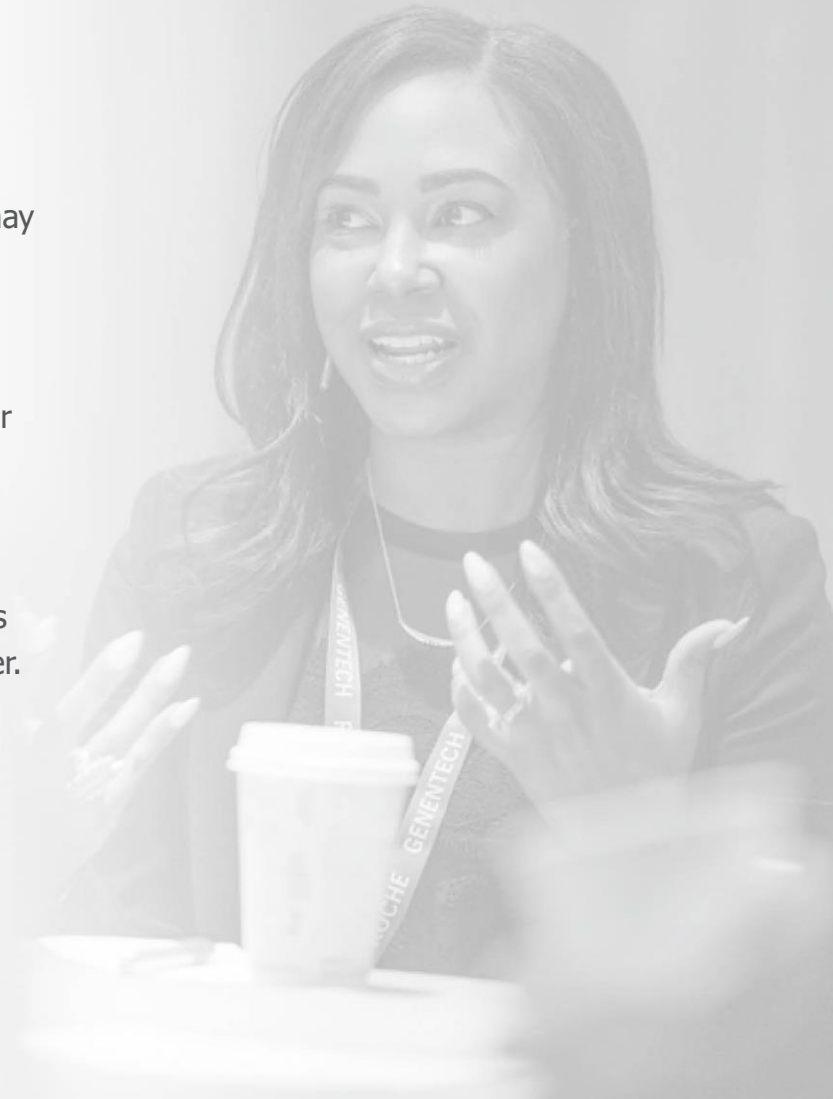
The individual at the HBA responsible for completing the necessary HBA internal administration. Programs may hear from the administrator if there are important questions or missing information necessary to launch.

### **Launch Leader – leads/executes the launch**

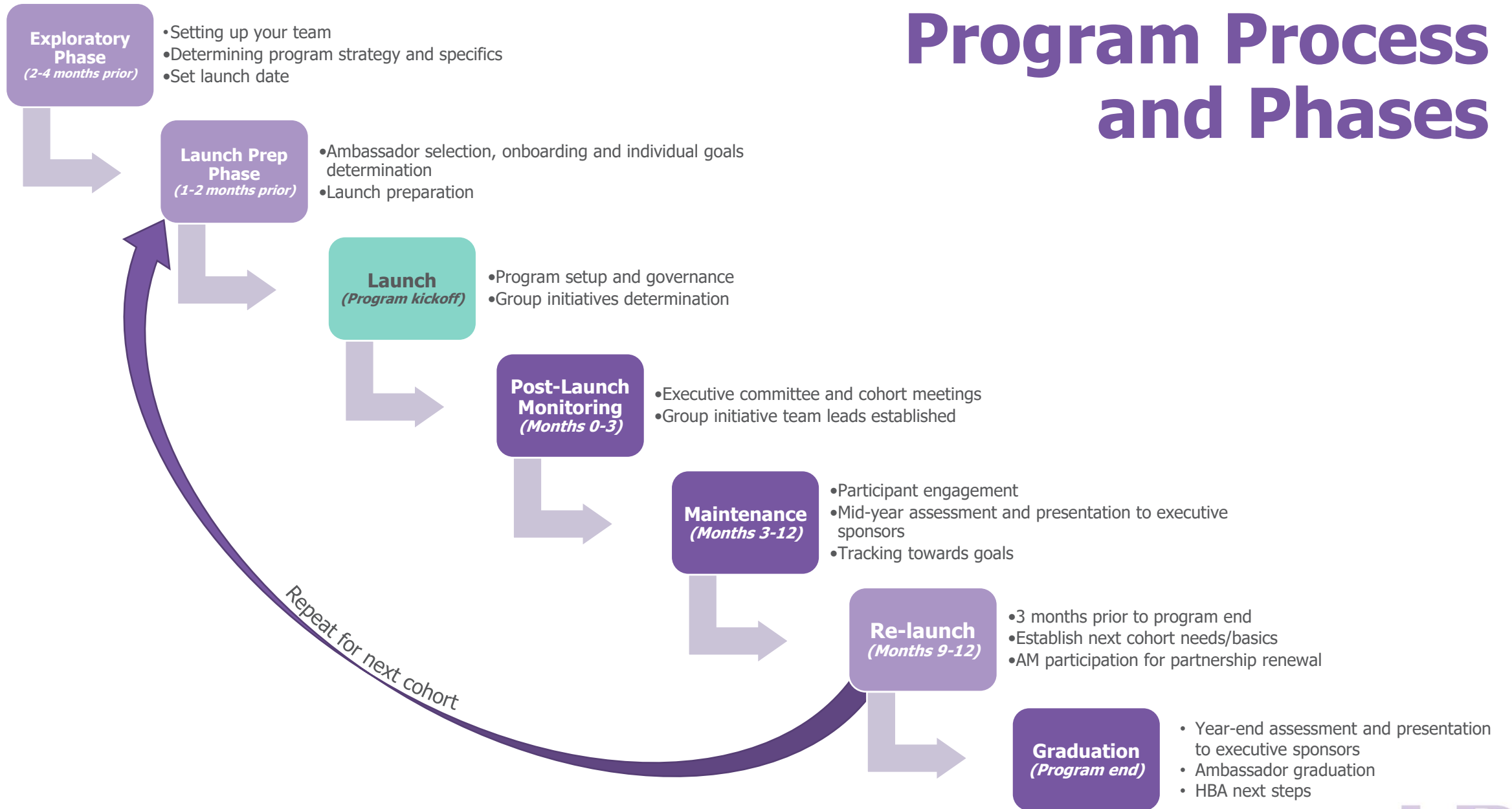
An HBA leader with significant experience in leading Ambassador Program launch events. The Launch Leader will lead the full launch event from start to finish, ensuring the program is set up for success

### **Launch Facilitators – lead launch breakout sessions**

HBA volunteers who participate in the launch specifically to facilitate the event breakout sessions. Facilitators are often program advisors, Ambassador alumni from the company, the program champions, or launch leader.

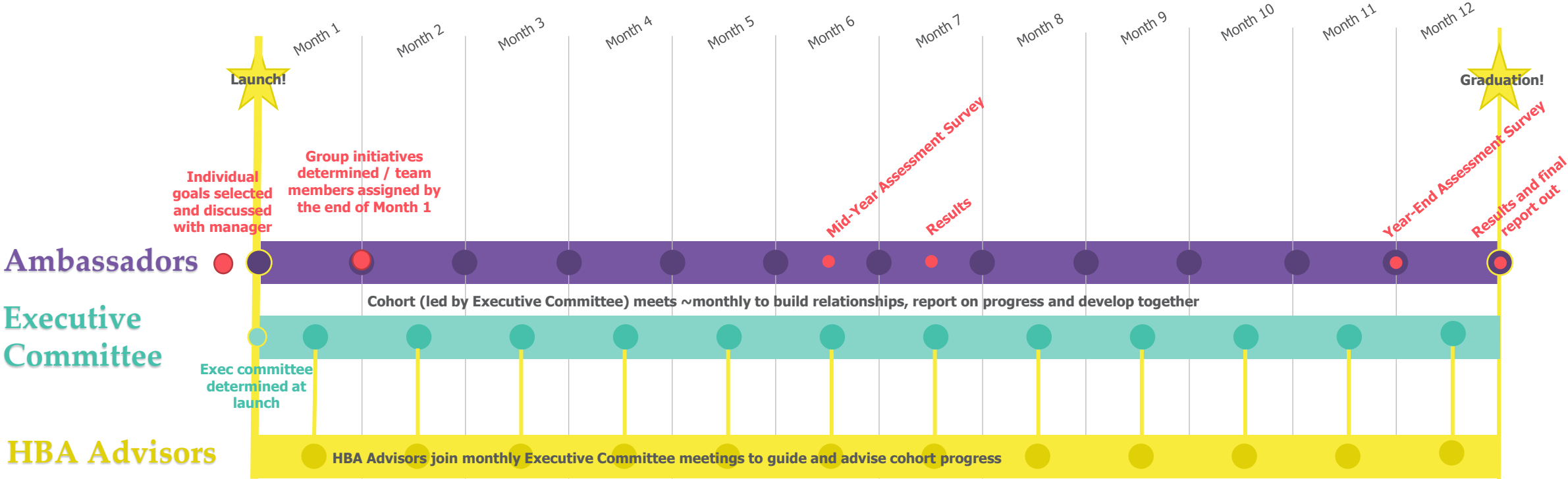


# Program Process and Phases



# Program Timeline (basic sample)

Here is a basic example of a cohort timeline (*exploratory/launch prep phases not pictured*)



**Internal events (and external events in collaboration with local HBA) held during the program year are determined based on program/site needs, budget, etc.**

**Cohorts should also consider adding other items to their calendar such as:**

- HBA Signature events (Woman of the Year, European Leadership Summit, Annual Conference)
  - HBA Global Ambassador events such as the Annual Global Awards
- HBA virtual events such as International Women’s Day, Career Conversations series and webinars
  - Mission-specific regional days (for example: equal pay days, important holidays, etc)







An Ambassador Program Executive Sponsor



# HBA Ambassador Program

## Pre-Launch Phases

- Exploratory Phase
- Launch Prep Phase

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# EXPLORATORY PHASE

*30-60 days, approx. 2-4 months pre-launch*

- Setting up your team
- Determining program strategy and specifics
- Who does what?



# Exploratory Phase

## *Setting up your team*

The first step in starting an Ambassador Program is building the team to help it come to life. If they have not already been identified:

- The HBA will assign your company an HBA Program Excellence Manager
- It's time now for you to find your program Champion(s)

**This section will help you better understand:**

- What both roles do
- What you might be looking for in a Champion
- The expectations of the person taking on the role

# Key Role: HBA Program Excellence Manager

Program Excellence Managers (PEM) are assigned to an organization and are responsible for the oversight and success of the Ambassador Program(s) within. The PEM manages the relationship with internal Ambassador Program contacts, helping to start up new programs, facilitate program renewals, and ensures overall program quality. They are the primary liaison between your program(s), the advisors, HBA account managers, and existing HBA regions/chapters, and will be working alongside you every step of the way.

## **Strategic alignment and satisfaction**

- Maintain alignment with HBA staff account manager(s) to ensure the company is satisfied with their programs and aligned to company's strategic/partnership priorities
- Connect regularly with the company *internal* program contacts (i.e. internal Program Excellence Manager, champions, and/or steering committee) to align on the program (or across programs), provide budget recommendations, and ensure ROI. Works with internal program contacts to ensure clarity about the program, expectations, and program setup/launch requirements.

## **Quality assurance and engagement**

- Quarterly touchpoints with program advisors and program executive committee (separately) to ensure programs are on track. Escalate issues and troubleshoot as needed
- Helps navigate the HBA, such as facilitating the initial connection to their local HBA chapter or region (if it exists) for collaboration
- Keeps abreast of Ambassador Program and HBA offerings to better engage and provide value to company and participants

## **Program setup, maintenance, and renewals**

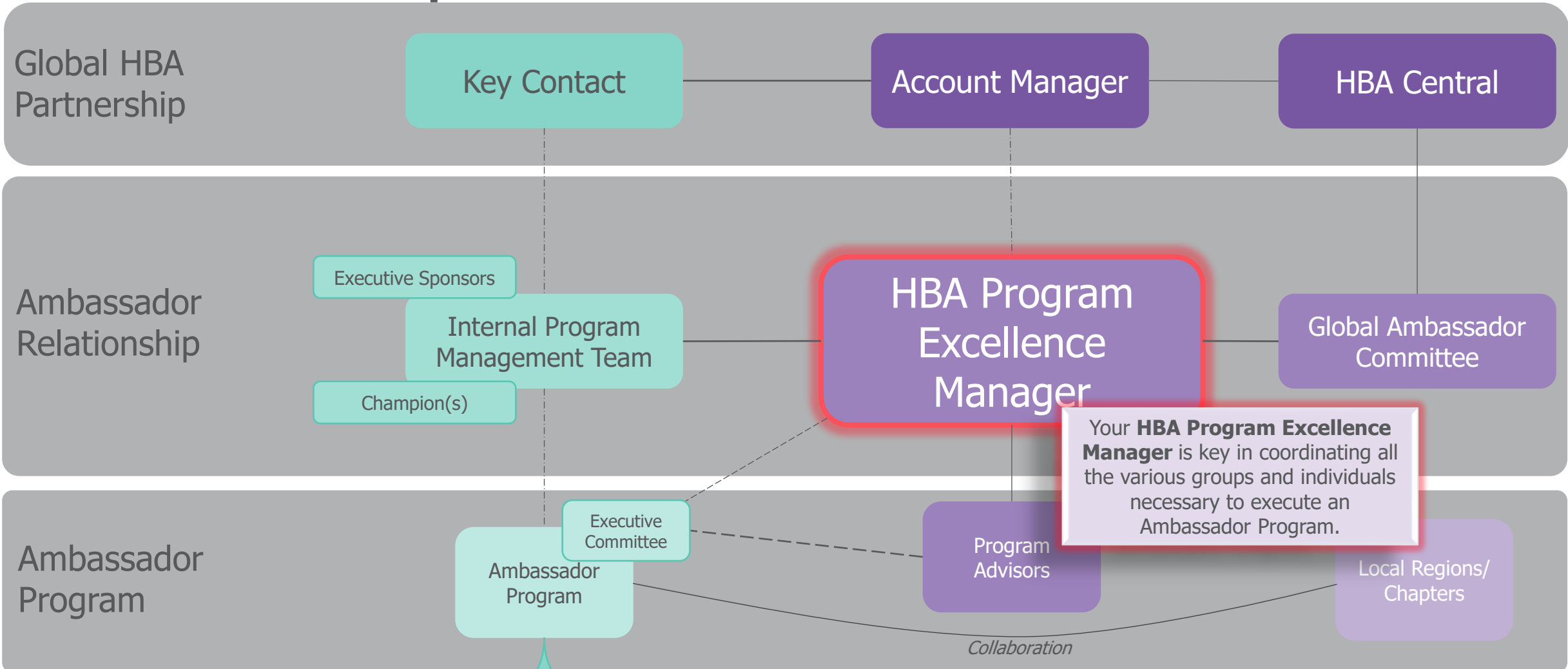
- Connects with Launch Readiness Manager for administrative setup
- Ensures Advisors are attending EC meetings, have shared mid/end year assessment surveys to the programs at the appropriate time.
- Liaises with GAC metrics team to get company metrics summaries for senior leadership and Ambassador Program use
- Shares learnings and best practices across the programs
- Enhance Ambassador brand within the company
- Keeps program dashboards up to date (internally at the HBA)

HBA PEMs are assigned on the outset of a company's first Ambassador Program. If your organization does not already have one assigned, that will be remedied shortly.



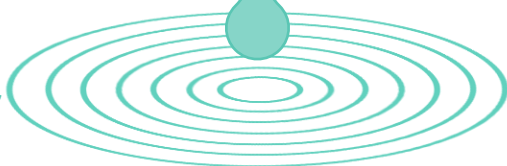
# Corporate Partner

# HBA



Your **HBA Program Excellence Manager** is key in coordinating all the various groups and individuals necessary to execute an Ambassador Program.

*Benefits to other employees*



# Key Role: Champion

A Champion is the key driver of the program internally within your company. This role is a high-visibility opportunity for a mid-level employee with a drive to succeed, and it positions the individual to be seen as a leader within the organization. A mixture of strategic and tactical planning, Champions often find this role to be an exciting new challenge and may hold it for one or more years. This role is a wonderful addition to an emerging leader's company individual development plan and resume.

The HBA recommends each program have **two** Champions, and will support the identified champions during every phase of the process. Most Champions go on to participate in the program itself, and many raise their hands to be members of the executive committee.

**Pre-launch time commitment for champions is expected to be about 2-3 hours per week; post-launch, about 1-2 hours per week.**

With time, and often when a company has three or more Ambassador Programs and numerous Champions, one champion begins to step up and think a bit more strategically about how to expand the program and its impact within the organization. The HBA calls this individual a '**global champion**.'

# Champion Responsibilities

The (recommended two) Champions work together, alongside HBA support personnel, to accomplish the following:

## Stakeholder Management

- Identify and secure internal executive sponsors for program approvals and budgetary needs.
- Provides updates and program progress assessments to executive stakeholders at regular intervals
- Proposes budgetary and other key decisions for consideration and buy-in (i.e. program needs, membership purchases, re-launch needs, graduation, etc)
- Ensures executive calendar holds for launch, assessments, and graduation

## Strategy

- Determination of how to position the program to fill existing gaps
- Cohort characteristics determination: what should the program look like to make the most impact
- Selection process determination
- Drives ambassador selection process, securing internal support as needed
- Curates internal program playbook to ease the relaunch process or facilitate the program's growth internally as more programs begin in new areas

## Communications

- Primary link to the HBA Program Excellence Manager for program setup, launch, maintenance, re-launch, and any company needs
- Develops the communication plan for program advertising internally, acceptance/rejection comms and wider internal comms about program progress and outcomes
- Liaison to HBA Advisors pre-launch
- Deploys mid-year and year-end assessment surveys. Receives, reviews, and reports on results

## Internal Launch Planning

- Leads the pre-launch and launch process (inc. meeting scheduling organization, logistics)
- Determines launch date and sends invitations
- Ambassador cohort participants join process and tracking
- Secures internal support for launch logistical details (weblinks, AV, securing space, catering, travel needs, materials)
- With the HBA, plans launch agenda and event slide needs

## Succession and Mentorship

- Determines and grooms potential successors
- Identifies program alumni capable of acting as mentors to future cohorts

The primary reason our company decided to pursue the Ambassador Program was to develop a leadership track program that promoted growth within our high-performing employees.

We have seen huge success in our Ambassadors being part of initiatives that have a lasting positive impact on our organization. Their work has been instrumental in the way we bring in diverse perspectives and experiences to help collaborate with our program [executive] sponsors.

Being a Champion for this program has presented an opportunity for me to strengthen my leadership skills and learn how to be open to different perspectives. These are skills I incorporate into the additional HBA programming I lead within our company and in my role within the organization.



**Dan Flaherty**  
Sr. Manger Advisory Services  
athenahealth

# What Do Past Champions Have To Say?



**Nyawira Njeru**  
Past Program Champion at BD

Leading the HBA Ambassadors program has provided me with the platform to advance my leadership skills and the opportunity to continue to advocate for and advance inclusion and diversity. In the process, at a personal level I have reflected on my own leadership journey and made strides towards becoming a better leader. I am bolder and have found my place at the table.

Being an Ambassador Champion has helped me move the needle in the right direction in my aspirations to make a difference in the life of aspiring women!!

It gave wings to the motto of my life:  
"Imagine! Believe!! Achieve!!!"



**Dr. Deepa Desai**  
Past Program Champion at IQVIA

# What Do Past Champions Have To Say?

It has been very rewarding to be an Ambassador Champion. I've had the opportunity to shape the program for the Ambassadors, connect with so many new individuals within J&J and also externally, and support the Ambassadors in defining some really exciting projects that will drive their personal and group objectives. I'm really excited to see what this next group of Ambassadors will achieve, as we've seen proof that this program drives a collaborative and inclusive work environment.



**Andrea Kearney**  
Past Program Champion  
at J&J

Being an Ambassador Champion has given me the opportunity to make a difference by helping women grow and develop, which in turn helps me grow and develop. It is an honor to be part of talented women realizing their potential.



**Malin Ernebrant**  
Past Program Champion at Baxter

I have been an HBA Ambassador since 2018 when I enrolled in the first HBA Ambassador Program at Novartis.

Supporting the kickoff and alumni, the growth and projects of the 2<sup>nd</sup> generation of HBA Ambassadors in our company provided me a lot of satisfaction, so I gradually moved into a champion role. This allowed me to network across the organization in a different way e.g. for the 3<sup>rd</sup> generation program we needed to lobby to start a new global partnership with the HBA and find new sponsors. For Novartis, this was one activity to get closer to the goal of achieving gender balance in Management by 2023 that I was able to be a part of.

Connecting with people within and outside the company provides me a lot of fulfillment and the opportunity to know a lot of amazing women.



**Thekla Haselwander**  
Director, Pipeline Strategy and Operation  
Sandoz Biopharmaceuticals





Ambassador Program  
Co-Founder

# Exploratory Phase

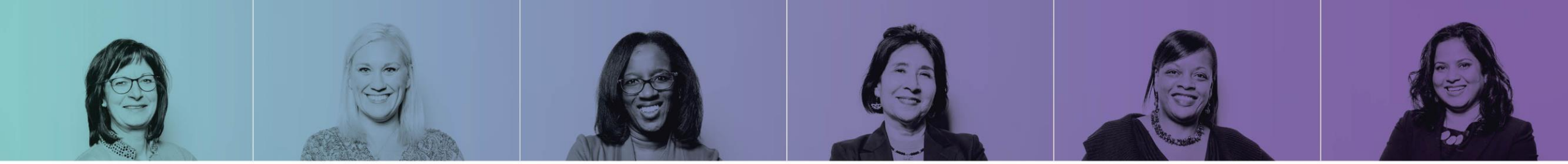
## *Program Strategy and Specifics*

Once your program's Champions are identified, they should align on the overall strategy of the program to fill identified developmental, talent retention, etc. gaps and determine necessary specifics for pre-launch, consulting the Executive Sponsor(s) as needed. This is usually accomplished with your HBA Program Excellence Manager in one or two meetings.



### **This section will help you:**

- Determine the program specifics
- Develop recruitment strategy:
  - Ambassador Profile
  - Selection criteria and selection process



# Program Specifics

## Program Location or Geographic Reach

HBA Ambassador Programs can occur within one site, multiple sites or even across geographic territories. Here are a few examples of how other programs have functioned geographically, and some of the benefits of each.

### **One-site program:**

- Dedicated leadership training for a site that might lack access or not have robust development programs
- Ease of gathering including meeting, connecting and learning across functions
- Highly collaborative, which leads to less isolation/fewer silos
- Major site impacts including improved talent retention

### **Regional or multi-site program:**

- Breaks down operational silos
- Expands employees internal network and experience working often across cultures
- Provides emerging leaders exposure to a broader perspective of how the company operates
- Expanded collaboration experience via a mixture of virtual/in-person

### **Cross-regional or global program:**

- Non-site specific means highest potential for inclusion across the company or support for wide-spread groups/business units
- Expands employees network cross-company and exposure to other company functions
- Participant exposure to new cultures/ways of working
- Primarily virtual / cost saving

The decision on your geographic model will come down to how your organization is organized and what best meets your need/can fill any gaps identified best. The good news is, regardless of organization, your participants will form bonds that will last far beyond program graduation.

This decision usually dictates the official 'name' of your program at HBA (i.e. *Companyname Southeast Asia* or *Companyname London*)



# Program Specifics



## Preliminary Launch details

A great program launch sets the program up for success, but there are many details that need to come together to make it happen. The first are simply the timeframe and format:



### Launch Timeframe:

The HBA launches Ambassador Programs year-round and will be as accommodating as possible to meet your need. Ideally your program will launch within the first few months of your company's HBA Corporate Partnership term start date. Please help us plan by letting us know your preferred quarter for launch, and if desired, 1-2 specific preferred months. Mid-year and year-end assessments will be scheduled based on the launch.

In the Pre-Launch Phase, the HBA will work more closely with you to determine the specific launch date.



### Launch Format:

The HBA offers two formats for Ambassador Program Launches: in-person and virtual. Depending on the geographic nature of your cohort, please determine your preferred format.

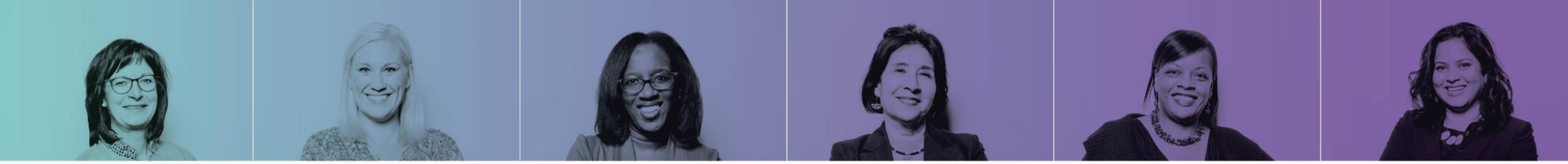


#### Virtual:

- Six hours, held across two days
- No additional fees
- Highly interactive and includes small, intimate breakouts

#### In-Person:

- Five hours, held in one day
- Increased scheduling complexity / budgetary requirements\*  
In-person experience can't be beat



# Program Specifics

## Critical Mass

The HBA Ambassador Program is appropriate for cohorts of between 15-30 individuals, and has seen success from groups of all sizes in this range. Here are just a few benefits of various cohort sizes:

### Small Cohort (15 - 20)

- Smaller groups often are more decisive and better hold each other accountable
- Close bonds formed due to the intimacy of the group
- Can handle 1-2 group initiatives

### Medium Cohort (20 – 25)\*

- More people = more hands to do the work; ease of delegation
- More space for participants to step in or out of leadership roles
- Can handle 2-3 group initiatives, plus 1-2 standing committees

### Large Cohort (25 – 30)\*

- Maximize the number of people directly impacted
- Not as affected by participant bandwidth changes
- Can handle 3+ group initiatives, plus 2-4 standing committees

**Important note:** all Ambassadors must be HBA members in order to participate, so once critical mass is determined please work with your HBA Program Excellence Manager to arrange a bulk membership purchase (if necessary) to cover the participants.





# Ambassador Recruitment Strategy

## What makes a good Ambassador?

Ambassadors are mid-level, *emerging* leaders who tend to be:

- Highly motivated, with great potential but needing just a little extra development to get to their next level
- Strong contributors within their functional area, but need exposure and practice outside of their silo
- Willing to take on responsibility; accountable and dependable
- Has a growth mindset and bravely overcomes mental roadblocks
- Takes risks and willing to learn from mistakes
- A good communicator and better listener
- Values collaboration, knowledge sharing, and positivity





# Ambassador Recruitment Strategy

## Ambassador Criteria

Now that you understand what makes a good Ambassador, it's time to think about what other criteria do your Ambassadors need to meet? This varies significantly from company to company, but determining the kind of employee you hope to recruit into this program is key to determine early. A few questions to consider are:

- The ideal Ambassador is 'mid-level,' but what title(s) does that translate to within your organization?
- Would you like to have a cross-functional cohort, or one within a specific business unit/division?
- What kind of diversity are you looking to cultivate in the cohort? For example:
  - Do you want to encourage participation from under-represented minority groups or even focus solely on under-represented minority groups?
  - Do you want to consider men as potential Ambassadors? *Most cohorts do and it can be beneficial in a number of ways!*
- What other considerations are important to help the program meet your needs?



# Ambassador Recruitment Strategy

## Ambassador Nomination Process

Once you've identified what you're looking for in an Ambassador, it's time to finalize the nomination process. Below are some items to consider, along with best practice suggestions from the HBA:

### **Who nominates (or applies)?**

Will it be self-application, manager nomination, or both?

#### ***HBA best practice:***

*Allowing self-nomination is encouraged and often leads to finding hidden gems and increasing the diversity of the cohort*

### **Who decides?**

Who is responsible for vetting and deciding on the cohort members?

#### ***HBA best practice:***

*This is often done by the program Champions, with support or input from the Advocates if sorely needed*

### **How to nominate?**

What vehicle will you use to collect nominations?

In what format(s) will you accept nominations (written, video, etc)?

What information do applicants need to submit?

#### ***HBA best practices:***

*Allowing a wide variety of format submissions gives applicants the ability to get very creative – and they do!*

*While applicants have to share some specific info (name, title, etc) necessary to be vetted, ask a few open-ended questions as well to allow candidates to impress you.*



# Exploratory Phase

## *Who does what?*

There is much to do in order to set up an Ambassador Program, and this Playbook will be your guide, detailing out all the steps as we go. For now, we'd like to ensure you have an overview (at a very high level) of what your organization is responsible for and how the HBA will contribute and support:

- What you, the company, is responsible for
- What the HBA will do and how we will support you along the way

# What Does Each Party Do?

## What the HBA Does

- Identifies Advisors and completes internal program administration; preps Ambassadors for the experience
- Assigns Launch Leader and facilitators for launch; works with Champions to finalize Launch agenda
- Launch Leaders, facilitators and Advisors participate in launch; set expectations and guide decisions
- Advisors meet regularly with executive committee to help guide and advise
- Program Excellence Manager checks in with Advisors and executive committee at regular intervals to ensure progress and satisfaction
- Launches program mid- and year-end surveys; analyzes results and provides back to cohort for inclusion
- Advisors guide graduation needs; the HBA Program Excellence Manager works with champions (and HBA staff) on re-launch

## What Your Company Does

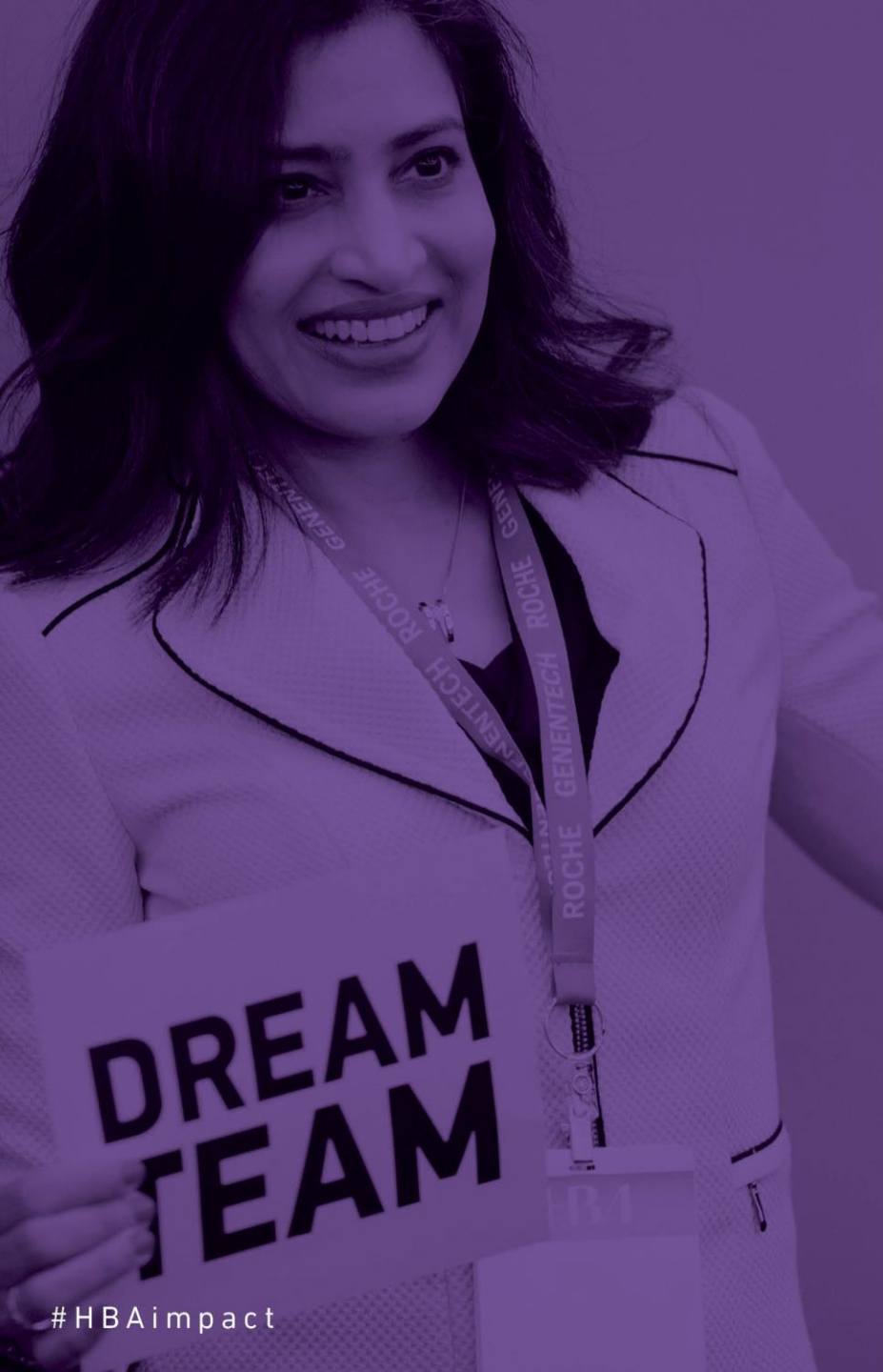
- Identifies internal core team, program needs and Ambassadors. Communicates details to the HBA
- Determines launch needs; schedules date internally with invitees
- Advocates, Champions and Ambassadors participate in launch; Ambassadors determine governance and initiatives
- Cohort executive committee meets regularly with HBA Advisors to determine cohort needs / keep group on track
- Cohort meets monthly/quarterly for progress updates, bonding and professional development
- Cohort works throughout the program on individual goals and selected group initiatives; complete mid-and year-end assessments; exec committee presents results to Advocates
- Exec committee plans/executes graduation needs; Champions work with the HBA to determine re-launch details

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## Exploratory Phase

Once all of the details outlined in this section have been determined, please ensure they have been captured and communicated to your HBA Program Excellence Manager.

*On to the Launch Prep Phase...*





# LAUNCH PREP PHASE

*30-60 days, approx. 1-2 months pre-launch*

- Ambassador selection and orientation
- Launch planning



# Launch Prep Phase

## *Getting set up for success*

A lot happens during the Launch Prep Phase, but the HBA will be there to help you every step of the way.

During this phase, two major workstreams are happening at the same time:

### **The Ambassador Selection and Orientation process**

- Call for nominations internally
- Vet and select the Ambassadors
- Ambassadors 'join' the HBA and the cohort
- Orient the Ambassadors to the experience
- Ambassadors determine their individual goals

### **Launch Preparation**

- Launch date finalization and invitations
- HBA internal administrative setup
- HBA Advisors, Launch Leader and launch facilitators assigned
- Champions and Launch Leader complete Launch Checklist

This section will walk you through all the details of both workstreams so you have all you need to feel prepared.

## Step 1: Call for Nominations

Once the Ambassador profile has been created, it's time to notify the appropriate individuals internally within your organization. Using your preferred internal communications channels, send out the call for nominations:

- **What to send:** include high-level detail about the program/outcomes and accepted nomination formats
- **Who to send to:** be sure the communications reach your target audience and are curated with the appropriate call to action (for example, if you're looking for self-nominations be sure to send through any/all communication channels that will reach individuals fitting your target criteria with encouragement to self-nominate)
- **How to expand the reach:** don't hesitate to contact your Internal Women's Network, relevant diversity Employee Resource Groups or even Human Resources to help find candidates. Participation in the program can be a great reward to those who have volunteered extensive time to your employee resource groups!
- **Include a deadline** for nominations about 1 month prior to Launch. This allows time to:
  - Vet and select the final candidates
  - Invite Ambassadors to the Launch
  - Ensure Ambassadors have time to join the HBA/their cohort, orient themselves to the program and select their individual goals.



## Step 2: Ambassador Selection

Once your nomination deadline has passed, it's time to select your Ambassadors. This step is typically handled by the program Champions, consulting the program Advocates as needed.

- 1. Review** each nominee's information and evaluate it against your pre-determined Ambassador Profile and criteria. The HBA recommends:
  - When possible, assign each submission a number rather than by the candidate's name ensure fair and unbiased assessments
  - Create a 'scorecard' with your evaluation criteria to make the process simple and collaborative
- 2. Build your list of Ambassadors** with the top candidates until you achieve your pre-determined critical mass number
  - Often there are more deserving candidates than available slots in the cohort. The HBA recommends beginning a 'wait list' of these individuals. They can be first in line for consideration for a separate/concurrent cohort (if your organization plans to have multiple) or for the following year's cohort.
- 3. Notify the Ambassadors** of their acceptance along with:
  - The Ambassador Program welcome kit (see next slide)
  - Join Link (provided by your HBA Program Excellence Manager, see step 3)
  - Invitation to the Launch
  - *Note: participants should be able to opt out at this time if their circumstances have changed*
- 4. Send the final list** of Ambassadors (Name, Email, Title, Site) with your HBA Program Excellence Manager

## Ambassador Welcome Kit

Before the program begins, it's important to set the foundation of the program mindset that the Ambassadors will need, including a solid understanding of the HBA, how the program works and expectations. The HBA has created the Ambassador Program Welcome Kit to ensure all participants are ready for the experience and prepared for Launch.

Some companies elect to do an internal pre-launch orientation, organized by the company, to review the welcome kit as a group.

### The Welcome Kit includes:

- Orientation videos
  - Welcome video
  - HBA overview
  - A program overview (the facts, role definitions and lines of communication)
  - Ambassador Journey with testimonials
    - Why you were selected
    - What the process looks like
    - What will be expected of you/what to expect from the experience
    - What's In It For You
- Join instructions (see next step)
- Individual goals information: goal selection details and guidance for how to work into professional development plans
- Letter to manager
- Any company-specific information the individual needs to know



## Step 3: Ambassador Join Process

Selected Ambassadors must join their cohort in the HBA's systems to ensure they can capitalize on all the benefits that come along with the program. In order to join their cohort, they must be current HBA members. It's recommended to communicate all the necessary Join info upon acceptance into the program:

### 1. Verify HBA membership

- Hopefully your organization has designee memberships available or has arranged for pre-paid memberships for all Ambassadors by this time\* and you can share the prepaid membership code to the selected individuals upon acceptance.
  - Visit the [HBA website](#) and [login](#) or [create a new account](#)
  - Verify their membership status in their HBA profile.
  - If they are not a current member they can join, re-join or renew from their profile and enter the provided promo code

### 2. Join the Ambassador Cohort

- Share the cohort-specific Join Link provided by your HBA Program Excellence Manager, which will bring participants to your Ambassador Program homepage.
  - Note: this page will only work if the individual is an HBA member and logged into their account.*
  - Please feel free to utilize the HBA's Joining Cohort Instructions document
- Once on the page, click the red "Join" button to join the cohort
- Click 'Save' on the entry form and done!

The Global Ambassador Committee admin will compare their final list of Ambassadors against those who have officially joined the cohort and send reminders as necessary in the weeks leading up to launch to ensure all Ambassadors have joined prior to the program commencement.

*\*please connect with your HBA Program Excellence Manager to assess available designee memberships or arrange for a bulk membership purchase*

## Step 4: Ambassador Goal Selection

During the program, the Ambassadors will work towards two primary things: individual goals and the cohort's group initiatives. Each Ambassador should select **two or three individual goals** prior to Launch. These goals should be realistic and attainable.

These goals should also be discussed with their manager, worked into their professional development plan and shared with colleagues/ peers so they can get feedback on their progress throughout the year. Goals will also be discussed and finalized live within breakouts during the Launch.

**What does success look like?** At the end of the program, 'success' means having significantly moved the needle towards the goal.

### Individual Goal Options

*(Ambassadors select 2-3)*

1. **Increased scope:** additional job responsibilities within current position
2. **Cross-functional collaboration:** successful completion of project in or with another cross-functional area
3. **Personal brand:** substantial expansion of sphere of influence internally and externally
4. **Executive demeanor & delivery:** increased confidence and authentic, professional self-presentation necessary to support consideration for the next level of management
5. **Executive support:** develop senior advocates and mentors internally/ externally
6. **Subject matter expertise:** substantially advance knowledge and/or recognition in preferred subject-matter area
7. **Increased Global Exposure:** across the organization via a new role or project

# Launch Planning

While your organization is vetting and selecting your Ambassadors, a flurry of activity is also occurring at the HBA:

- The selection and assignment of **two HBA program Advisors** (*more about the role of the Advisor next*) based on exploratory information; introduction of Champions to Advisors
- Internal administration:
  - Creation of your program cohort Join page; sharing to Champions
  - Program tracking
  - Participant tracking
  - Launch checklist completion
- Assignments of Launch Leader and Facilitators
- Coordination with local HBA Chapter/Region (if exists)

# Key Role: HBA Advisor

HBA Advisors are experienced professional coaches and industry leaders in their careers, and HBA-trained volunteers, who are assigned to guide and support Ambassador Programs. Each program is assigned **two** HBA Advisors, who meet regularly with each program's executive committee after the program launch.

## The HBA Advisors:

- Are involved in pre-Launch conversations and participate in the program Launch as able
- Commit 1-2 hours per month to support and guide the executive committee (max 4 hours per month)\* post-Launch
- Encourage the participants in the Ambassador mindset of self-direction, taking on an informal mentorship role providing their external guidance, ideas, and experience
- Assist in and guide the program executive committee through all stages of the running program, including but not limited to:
  - Initial meetings to determine priorities and how to best work together
  - Determining final group objectives (if needed), team and goal progress tracking
  - Prioritization and organization
  - Stakeholder engagement
  - Progress evaluations and executive-level presentations (mid and year-end)
  - Awareness of HBA tools and resources
  - Advise on cohort calendar, professional development options and HBA engagement/collaboration opportunities
  - Graduation planning
  - Enhancing the cohort's brand



# Launch Planning

## Launch date finalization\*

The decision can be made primarily by your organization based on internal availability of required participants (executive sponsor(s), Champions, etc), but please keep your Program Excellence Manager in communication. The HBA will do our best to accommodate your preference for Launch date.

## Launch logistics

Regardless of format, virtual or in-person, your organization is the 'host' for the Launch and should plan appropriately for the meeting logistics (i.e. a weblink with breakout rooms and tech support if launch is virtual; a meeting room with table rounds, AV and catering if the Launch is in-person)

## Launch prep

Ambassador Program Launches follow a standard agenda (more to follow in next section on this). The HBA will schedule a Launch Prep meeting between the assigned Launch Leader and your program Champions virtually approximately 1-3 weeks prior to Launch. During this meeting, the Launch Leader will review the agenda and presentation, calling our opportunities for customization and ensuring the Champions feel prepared to participate as needed.

*\*Note, if your program was purchased a la carte, the HBA must receive payment or PO number in order to execute Launch*







# Launch Prep Phase

*On to the Launch...*



# HBA Ambassador Program

LAUNCH

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# Launch

## *The program kickoff*

The Program Launch sets the tone for the program and is a critical success factor for the program overall. The Launch begins to address the mindset of the Ambassador program, as it opens a psychological gate to self-direction in practice.

This section will review:

- The Launch Agenda
- The Primary Launch Outcomes
  - Group goals brainstorming / determination
  - Cohort setup and governance

# What is the Launch?

As covered in the previous section, the Launch is a meeting held either in-person (5 hours) or virtually (6 hours, split over 2 days).

Your assigned HBA Launch Leader will lead the event from start to finish and the event will include:

- Speaking participation from the Champion(s) and Executive Sponsor(s)
- Facilitated breakout sessions
- Group brainstorming and discussion

The Launch is the official kickoff of your program and you can expect some major outcomes to be finalized (or near finalized) by the end.



# Launch Outcomes

Other than preparing and officially kicking off the program, the primary outcomes of the Launch are:

- **Group Initiative determination:** the participants will brainstorm and discuss potential group initiatives to take on together.
- **Self-organization of the group:** Ambassadors self-nominate into leadership positions within the cohort, an executive committee and initiative leads, and any standing committees outside of the group initiatives
- **Cohort bonding**, which is critical to build the foundation of interpersonal support necessary to take risks, collaborate and succeed together.



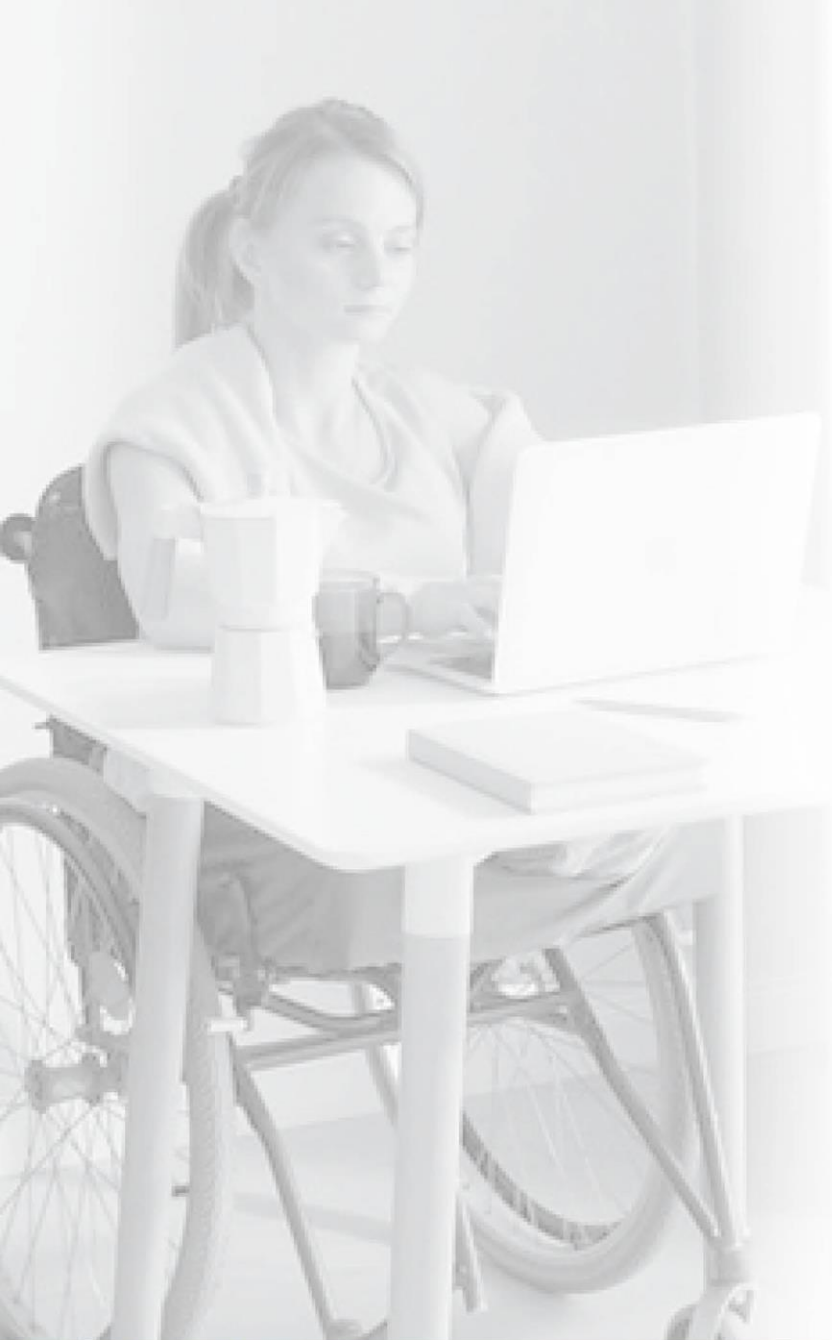


# Group Initiatives Determination

One of the ways this program differs from others is that it is self-driven: most of these individuals have not had the opportunity to really think outside the box and initiate, then execute on a big idea that they helped to create. Depending on the cohort size, most select between two and three group initiatives.

The cohort's Group Initiatives are one of the biggest outcomes of the program overall, and the cohort decides (in most cases) what they want to work on together.

- Group initiatives can address any element of DE&I, career or professional development, work/life, company culture, leadership delivery, etc. Employee-focused initiatives benefit the individual, which result in organizational success.
- If group initiatives are not finalized during the launch, the Executive Committee will direct additional research needed to ensure the process moves along. Group initiatives will be finalized and teams self-select based on interest (no more than 10 per group) within the first 30 days post-Launch.
- Once initiatives are finalized, team members self-nominate to be team leads (usually 2 per initiative) and the leads set up the first initiative meeting to begin planning (ideally before the first cohort meeting)



# Group Initiatives Determination

The HBA has dozens of Ambassador Programs across the globe, and no two group initiatives are exactly the same. Ambassadors will be asked to think of problems and issues, and big ideas to solve them – once narrowed down, these will become the group initiatives.

Some companies elect to pre-determine a few potential group initiatives for the cohort to consider or provide a bit of direction, but this is not necessary. If your organization does decide to provide this direction, please discuss with your Launch Leader prior to the meeting.

Here are a few examples of issues and proposed initiatives to solve the problem:

Problem/Issue	Proposed Initiative*
<b>Outdated company policy on flex-time, impacting recruitment and retention of employees with children. Need external models from other companies that adhere to government and company requirements</b>	Create a task force and bring in experts to review and model their country specific program that worked. Seek to make a formal proposal to policy holder group for company or department.
<b>No one to go to in the company to get advice from and get ready for interviewing and gaining advocate support for internal positions that are posted.</b>	Create a small group of internal interview coaches that are available to all company employees at the site. The Ambassadors provided training for these coaches from the Ambassador committee and HBA resources and design in sustainable process for on-going use.
<b>Newer employees do not have access to a network of decision makers and thought leaders</b>	Determine how onboarding of new hires are built and the Ambassadors propose an additional 30 minute segment that cohort designs to introduce key leaders in their department / company to showcase what their roles are from a strategic standpoint.
<b>Feeling unknown in the company, because long term employees have their own network and most functional areas in the company stick to themselves</b>	Create a cadence of on site or virtual events with Ambassadors as moderators, panelists, organizers. Invite long term employees to participate and be presenters. Ambassadors to influence actions to cross-fertilize functional silos with vigor and purpose.



# Self-Organization of the Cohort

During the launch, time will be dedicated to group discussion of the cohort's organizational needs, namely committees and leadership roles.

- **Executive Committee:** leads the cohort and ensuring and reporting out progress towards goals
- **Group Initiative and Functional Committees:** teams dedicated to particular initiatives and functions that can support and execute on other cohort needs and plans
- **Team leads:** lead each of the specific group initiatives and/or functional committees

The Ambassador Program encourages people to step up and self-select into leadership roles, and there is ample opportunity to do so.

By the first cohort meeting post-launch, all Ambassadors will self-select onto 1-2 group initiatives teams and/or executive/functional committees.

# Example Virtual Launch Agenda\*

## Day 1

- **Introduction from the Champions** – setting the stage for the Launch and HBA intros (10 mins)
- **Introduction from the Executive Sponsors and Fireside Chat** - why is this program so important, alongside anecdotes from their own career journey (40 mins)
- **Ambassador Program overview** – how it will work, framing the mindset, desired outcomes (40 mins)
- **Break** (10 mins)
- **Breakout session: discovery session and individual goals discussion** (40 mins)
- **Breakout session recap with Q&A/feedback** (10 mins)
- **Session close by Launch Leader and Champions**

## Day 2

- **Introduction of the day**– agenda review and group initiative instruction (5 mins)
- **Breakout session – group initiatives** (40 mins)
- **Break** (10 mins)
- **Group initiatives discussion:** (45 mins)
- **Self-organization of the group** (20 mins)
- **Guest speaker from HBA:** how the HBA can compliment goals and career aspirations (10 mins)
- **Interactive group session:** taking the pulse and review the program first 45 days (20 mins)
- **Launch next steps and close from Champions**

# Launch Day 1

## *Detailed Agenda*

### Introduction (10 mins) – Champions

- Welcome and introductions: Champions, Executive Sponsors, Advisors and Launch Leader
- Set the stage for the next 2 days: through storytelling, relate the journey of the cohort and underscore the honor of being selected

### Part A: Executive Sponsor Introduction / Fireside chat (40 minutes)

- Why does the sponsor and the company support the Ambassador program?
- Why is it important to start the program now?
- What will success look like for this program?
- Anecdotes from sponsors' career journeys: get vulnerable
- Q&A with Sponsor/Advocates

### Part B: Ambassador Program Overview (40 minutes)

- **Overview of the program:** the value and the desired outcomes (individual goals and group initiatives)
- **Framing the mindset:** what is the platform of empowerment created by the Ambassador program and how do you leverage it? Why is it important that this is a self-directed program? How will this feel different?
- **Innovation, fear, and failure:** how does the program address these?
- **Support that you will get from the program:** Advisors, Global Ambassador committee, sponsors, managers
- **How much time will it take?** 1-2 hours/week

### Break (10 mins)

#### Part C: Individual Goals (breakout sessions, 40 minutes)

*HBA Facilitators lead each group, 7-10 Ambassadors per group. Select a scribe to record overall impressions and impacts of the group conversation.*

**First half - Discovery Session:** share each person's story, get personal, and discuss how the program can impact the participant.

**Second half - Individual Goals:** share pre-selected individual goals, reasoning and get feedback in order to ensure they will have the desired impact on the individual's career and trajectory.

#### Part D: Breakout Session Recap (15-30 minutes)

- Scribes report out the highlights of their discussion, calling out the big learnings and 'a ha' moments
- Recap of overall Individual goals selected. Which were the most popular ones and why?

#### Day 1 Closing by Champions and Launch Leader



## Introduction (5 mins)

- Outline agenda for the day
- Review goal and instructions for Group Initiatives Breakouts
  - Review and discuss group initiative ideas (including company-designated options), ensuring all voices are heard, understanding that final initiatives will be created and implemented within one year
  - Brainstorm about what they want to work on as new initiatives that will improve company culture and work life, that will move the needle towards more diversity and inclusion in leadership and in leadership delivery styles.

## Part A: Group Initiatives Brainstorming (breakout sessions, 40 mins)

*HBA Facilitators lead each group, 7-10 Ambassadors per group. Select a scribe to record overall impressions and impacts of the group conversation. Develop 2-3 BIG IDEAS to be read out during the plenary session to follow*

## Break (10 minutes)

## Part B: Group Initiative Read-Out and Discussion (45 minutes)

- Groups read out brainstormed ideas and discuss suggested initiatives to solve problems.
  - If a final list of initiatives is agreed upon, the group can vote in-session to move forward and self-select onto teams
  - If more data/research is needed to determine final group initiatives, Champions will work with the cohort Executive Committee post-Launch, and group will be tapped to help and polled as needed for final decisions
- Group initiatives to be finalized within the first 45 days post-Launch, in advance of the first Cohort meeting.*

# Launch Day 2

## *Detailed Agenda*

## Part C: Self-Organization of the Cohort (20 minutes) – see next slides

- Review the Executive Committee (EC) responsibilities
- Cohort members self-nominate onto EC
- If group initiatives are determined, cohort members self-nominate for Initiative Leads
- Other standing committees – discussion and self-selection

## Part D: Making the most of your HBA experience (10 minutes, HBA Guest Speaker)

- How to navigate the HBA
- Exclusive Master Classes and Coaching for Ambassador Programs
- Other topics/questions as needed

## Day 2 Closing (20 minutes) – Launch Leader and Champions

- Group conversation and sharing about the upcoming journey
- Checking in: how is everyone feeling
- Set first cohort meeting date
- Summary of next steps and action items
- Q&A
- Champions close out



# Executive Committee

Formed at the Launch, 4-6 Ambassadors self-nominate to work as the cohort's leadership team (not a hierarchical structure, but collaborative). The Executive Committee can rotate after six months if there is high interest in these leadership roles.

## The Executive Committee:

- Meets monthly (or more frequently) with their HBA Advisors
- Often particular members are designated to handle high-level functions such as budget oversight, internal cohort communications and secretarial duties (meeting scheduling, note taking)
- Has oversight of the following, and should enlist the Ambassadors to work in each of these areas as part of their leadership development:
  1. **Overall cohort governance** including budget and resourcing
  2. **Ambassador individual goal progress.** This may include plans for workshops, panels, fireside chats, HBA events, etc on common goal topics
  3. **Group initiative goal progress.** This will include having group initiative chairs periodically join monthly calls or send in updates regarding their progress and needs.
  4. **Determining (with cohort input) what programs/events to create** outside of their group initiatives and create a calendar of events.
  5. **Addressing requests, issues and inquiries from individual Ambassadors.**
  6. **Planning the mid year and end of year progress presentation** to executive sponsors
  7. **Oversee the cultivation of more senior leaders** to support the journey of the Ambassadors.
  8. **Collaborate with the HBA local chapter or regional council** if they exist, to increase the value to Ambassadors and help them create external networks.
  9. **Planning cohort meetings** as appropriate/necessary including scheduling, invitations, agenda creation, etc
  10. **Plan and execute the program graduation** and accompanying festivities

Executive Committee members commit an additional 1-2 hours per month.



# Functional Committees

Discussed during the launch and finalized by the first cohort meeting, **optional** functional committees support and execute on other cohort needs and plans. These committees can be flexible based on the group's need, but typically fall into the following categories:

- **Events:** dedicated to planning and executing any internal company events the cohort decides to hold (outside of the group initiatives). If a standing event committee is not built, ad hoc teams should be pulled together to execute each planned event.
- **External engagement:** dedicated to liaising and engaging with other internal ERGs, local HBA chapter/region, local nonprofit or charity as deemed appropriate by the cohort
- **Membership:** dedicated to driving HBA membership and engagement within the organization

## The Functional Committees:

- Meets as needed to accomplish the goals set out by the cohort to enhance the work they are doing
- Determine cross-functional needs to deliver on objectives
- Develop and execute plans, timelines and deliverables
- Escalates issues and/or road blocks to the executive committee as needed
- Delivers regular committee updates to the executive committee, cohort and (if needed) executive sponsors
- Compiles data points and information for sharing to executive sponsors and necessary communications to share more widely within the company



# Team Leads

Formed as soon as the final group initiatives and functional committees are determined, each team/committee is led by 1-2 individuals who drive the team and the planning process, liaising as needed with the executive committee to provide updates on progress.

## The Team Leads:

- Meets monthly (or more frequently) with their team
- Helps determine the project scope, including developing project plans, timelines and deliverables
- Drives the project planning process, ensuring progress towards goals and tracking as the initiative goes
- Delegates as needed
- Escalates issues and/or road blocks to the executive committee as needed
- Delivers regular project updates to the executive committee, cohort and (if needed) executive sponsors
- Compiles final outputs for sharing to executive sponsors and necessary communications to share more widely within the company

Team Leads commit an additional 1-2 hours per month.





# HBA Ambassador Program

POST-LAUNCH

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# Post-Launch *Maintaining the Program*

After the Launch, the program is officially running, and the Ambassadors are empowered to continue driving the cohort's momentum forward themselves (with support from the HBA, of course)! This is where your organization will begin to see the magic of self-direction and its impacts on the participants and your employees.

This section will review:

- Post-Launch monitoring
- Executive Committee and Cohort Meetings
- Mid and Year-End Assessments

# Post-Launch Monitoring

The first 45 days post-launch are some of the most critical. It is during this time that the:

- Executive committee kicks off and has their first meeting(s) **with the HBA Advisors** and drafts the cohort calendar
- Group Initiatives (and functional committees) are finalized; Ambassadors self-select their assignments
- Group Initiatives kick off and Team Leads self-nominate
- Individual Goals are finalized and logged (sent to the Program Champions and executive committee)
- The first full cohort meeting is held

During this period, and for another 45 days beyond, your Program Excellence Manager will check in regularly with the Program Champions and HBA Advisors (separately) to ensure the program is progressing as intended, ensure a quality experience for all participants and so any issues can be escalated and addressed in a timely manner.

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# Executive Committee Meetings

The executive committee is the cohort's leadership team and meets monthly (or more frequently if deemed necessary) **with the HBA Advisors** to drive the cohort's progress forward.

The group works together collaboratively to accomplish their areas of oversight, determining how each responsibility gets done throughout the course of the program, and leading without authority in their governance of the cohort overall. Like the rest of the cohort, they are self-driven, making their own decisions and doing the work necessary to achieve their goals.

The first executive committee meeting should happen within 2-4 weeks of the Launch. During this meeting, some of the first priorities of the group are:

- Setting up the Executive Committee meeting series moving forward, ensuring HBA Advisors are invited to all
- Ensuring the cohort's Group Initiatives are finalized and the team leads identified within 30 days of launch
- Scheduling first cohort meeting (usually within 45 days of launch, if deemed necessary)
- Identifying 1-2 members to be the direct points of contact with the HBA Program Excellence Manager, to check in at regular intervals during the program usually via quick survey. The program Champions should facilitate the connection to the PEM should they need to request a live meeting.

**It is absolutely critical that the executive committee invite both of the HBA Advisors to their meetings to ensure the cohort receives the guidance and support promised by the HBA.** This team is ultimately in charge, but the HBA Advisors are there to help them start up the program and guide them throughout.

## Executive Committee Areas of Oversight

1. **Overall cohort governance** including budget and resourcing
2. **Ambassador individual goal progress.** This may include plans for workshops, panels, fireside chats, HBA events, etc on common goal topics
3. **Group initiative goal progress.** This will include having group initiative chairs periodically join monthly calls or send in updates regarding their progress and needs.
4. **Determining (with cohort input) what programs/events to create** outside of their group initiatives and create a calendar of events.
5. **Addressing requests, issues and inquiries from individual Ambassadors.** Assessing engagement of cohort participants and addressing any identified issues/troubles.
6. **Planning the mid year and end of year progress presentation** to executive sponsors
7. **Oversee the cultivation of more senior leaders** to support the journey of the Ambassadors.
8. **Collaborate with the HBA local chapter or regional council** if they exist, to increase the value to Ambassadors and help them create external networks.
9. **Planning cohort meetings** as appropriate/necessary including scheduling, invitations, agenda creation, etc
10. **Plan and execute the program graduation** and accompanying festivities

# Cohort Meetings

While the cohort groups meet independently and regularly to make progress towards their goals, most programs also opt to schedule a few cohort meetings for all Ambassadors. These meetings are planned and led by the executive committee and are an opportunity to connect with fellow Ambassadors, share high-level progress and updates, and often include team building exercises or professional development.

The first cohort meeting should be held within the first 45 days after launch to ensure all Ambassadors are up to speed on final group initiatives, standing committees and, and team leads. Future cohort meeting frequency should be determined by the full cohort, but they should be cognizant to avoid meetings for the sake of meetings.

Some items you may find on a Cohort Meeting agenda are:

- Updates on Group Initiative progress
- Event updates: what's coming up that they can participate in or info on events in the works
- Discussions on new ideas and how to get them done
- Feedback sessions on events/professional development opportunities the Ambassadors would like

Many cohort meetings are also paired with an event or professional development opportunity such as:

- HBA Master Classes
- Fireside chats with executive leaders within the company
- Internal or HBA educational events





# Mid- and Year-End Assessments

The HBA will conduct two assessments of the Ambassadors' progress during the program: mid-year and at year-end. These assessments are handled via survey and provide valuable data and metrics.

The survey will rate the impact of the program, individual goals and group initiatives on items such as:

- Improvements in personal development such as self-confidence, personal brand, network growth, time management, delegation and more
- Impacts on career progression such as gaining new job responsibilities, executive presence, global exposure and more

The HBA Advisors will remind the executive committee at the ~5 and ~11 month marks during the program that they must deploy the survey. The executive committee then provides the survey to their cohort with a deadline for completion.

After the survey deadline, the HBA will provide the metrics back to the executive committee and cohort. At this stage, most executive committees begin building a presentation with the results, along with progress updates on Group Initiatives, to the executive sponsors. The HBA Advisors will assist the executive committee in crafting a presentation that the executive committee can be confident in sharing with the executive sponsors.



# HBA Ambassador Program

PROGRAM END

#HBAimpact





# Program End

## *Results and celebration*

The last two to three months of the program are a time of reflection and celebration. It is during this period that the outcomes of the participants individual goals and group initiatives are being realized, and time to begin considering the impacts the program could have on a new group of participants.

This section will review:

- Graduation
- Re-Launch





# Graduation

The end of the program is a special occasion where the cohort comes together to review their successes, both personal, as a group and for the organization, and to celebrate.

Your HBA Advisors will prompt the executive committee to begin their planning about 2-3 months before the program end, and will guide them through the execution of the plan for their cohort's graduation. Most cohorts elect to hold a live event (in-person or virtually), inviting all Ambassadors, Champions, Executive Sponsors and Advisors.

This section will review guidance and examples of what the cohort's executive committee can do to make it an event to remember.





## Graduation Live Event

Most cohort's elect to hold a live Graduation event, planned and executed by the Executive Committee, to close out the program. The HBA Advisors will provide guidance and examples of other cohort Graduations during this process.

These events are typically simple get-togethers for the full group to come together and review their accomplishments. A breakfast event, luncheon or cocktail hour (virtually or in-person) are all appropriate depending on the cohort's preferences.

### **Most Graduation agendas tend to include:**

- Time for networking
- A live presentation of the year-end assessment results and (high-level) final group initiative report-outs
- Live professional development, such as a fireside chat with a company executive or Master Class to inspire the Ambassador to continue their development journey
- Next steps and opportunities to continue engagement with the HBA
- Re-launch plans and opportunities for the following year's cohort

Be sure to invite your Executive Sponsors and HBA Advisors to the event as well so they can celebrate with you!

# From the HBA

For the participants of your cohort's graduation, the HBA will provide:

- A Certificate of Completion template (with instructions) which the executive committee can use to customize and create official certificates for each Ambassador
- A digital badge, which participants can add to their social media, etc
- A signed letter from the HBA which can be provided to their managers

This is a prime opportunity for the participants to capitalize on the momentum of their journey: remind them of how the HBA can continue to accelerate that momentum internally *and* externally.

HBA branded merchandise is also available for purchase via the [HBA's online store](#) if you'd care to provide branded gifts. Companies are also welcome to order promotional items via your preferred vendor with the [HBA's logo](#), however all proofs must be sent to [marketing@hbanet.org](mailto:marketing@hbanet.org) for approval prior to ordering.

The HBA invites you to celebrate and post your cohort's accomplishments via social media with #HBAimpact so the HBA can help amplify and provide additional visibility!



# Ambassador Awards

Graduation is also an opportune moment to recognize some of your outstanding achievements with awards! Cohorts are welcome to create their own internal awards, but the HBA Ambassador Program also has two types of awards that are celebrated annually:

## The Then & Now Awards

*Via video submission*

The Then & Now Awards celebrate the impact of the program on the *individual*. A submitter should simply describe what they were like *then* (pre-program) and *now* (after participating). Videos should be no longer than one minute. Cohorts are encouraged to have their participants submit their Then & Now Award submissions internally at the company, some or all to be shown at Graduation.

The HBA will also ask for submissions of these awards each year leading up to our global Annual Awards events, the global winners to be announced and videos shown during the live event, plus social media recognition and a free individual coaching session.

### Criteria and details

- Projection of personal brand, sharing short, meaningful insights
- Bravery and boldness, step out of your comfort zone
- Call out the most notable changes from how you saw yourself prior, and how (things like confidence, visibility, etc)
- What the experience has meant to you and how you surprised yourself
- Creativity and innovation – make it fun and interesting!



# Ambassador Awards

Graduation is also an opportune moment to recognize some of your outstanding achievements with awards! Cohorts are welcome to create their own internal awards, but the HBA Ambassador Program also has two types of awards that are celebrated annually:

## The Impact Award

*Via executive summary submission*

The Impact Award celebrates the most *impactful* group initiative(s) across Ambassador Programs globally. As all Ambassador Program initiatives make an impact but only a few awards are given, this award tends to be very competitive.

Graduation is a great time to reflect on which initiative truly affected the company and/or employees and decide which *one* initiative should be submitted for award consideration. The HBA will announce the call for submissions and deadline once each year.

Winning initiatives will be asked to record a 5 minute video summary of the initiative and impacts to be shown at the live Awards event, and additional benefits to be announced.

### Criteria and details

- 1-2 page or short presentation executive summary of the initiative
- Creative and concise, as if presenting to a senior executive

#### Idea

- Where the ideas came from, how they evolved, and share if there was a need to pivot from challenges.
- Why was/is the initiative important?

#### Engagement

- How engaged were senior leaders?
- How many participants?
- Was there awareness of the initiative outside of the Ambassador cohort.

#### Impact

- Do you foresee a sustainable impact of the initiative?
- Share the organizational impact of the initiative (new policy, improved processes)
- Share the personal impact (improved personal brand, access to new role, responsibilities)
- Why does this program stand out?





# HBA

## Share your gratitude

In the throes of the program ending, it's easy to forget to thank those who helped make it all happen:

### **HBA Advisors**

The Advisors are *volunteers* who give of their time and expertise to guide and mentor the cohort. Don't forget to share your appreciation for all they've done for your cohort! A verbal thank you may be enough, but other forms of recognition are welcome:

- Consider a social media post commemorating the cohort: post a picture of your cohort, tagging the Advisors, on LinkedIn with a high-level summary of the results
- Design a graphic to commemorate the experience, which your Advisors can post on their own LinkedIn profile
- Provide them your year-end progress report so they can see how far the cohort has come
- A thoughtful thank you note goes a long way

### **Executive Sponsors**

Without the executive sponsors, the program would not have even gotten off the ground. A thoughtful thank you from the participants can help remind them of how they've helped impact the lives and careers of so many.

### **Program Champions**

Setting up an Ambassador Program is not a light lift – it is the program Champions who gave of their time and energy to make the program come to life! Special commemoration of all they've done to support the program internally within the organization, and even externally via social media,

# Program Re-Launch

Approximately 9-10 months into the program, it is time to begin planning to re-launch the next year's cohort. Your organization renewing as an HBA Corporate Partner at an eligible level (Purple, Gold or Silver) is a requirement to renew your program, and likely these discussions are being had around this time as well.

Your Program Excellence Manager will connect with the HBA account manager regarding the HBA Corporate Partnership at this stage to ensure they are aware of any pertinent program feedback. If renewal is the plan, then the Program Excellence Manager and program Champions can begin discussing plans for re-launch, and the program Champions should meet to discuss the continued support of the Executive Sponsors. During these renewal discussions, or any time during the partnership period, your organization is also welcome to consider adding additional cohorts.

Between this Playbook and any previously pre-determined program strategy/criteria, the HBA hopes all subsequent launches will be significantly easier, simply reviewing the program strategy for updates and proceeding into the Launch Prep phase. Often previous Ambassadors elect to step into the subsequent program champion roles as well!



# Close

The HBA Ambassador Program has impacted the lives and careers of thousands of healthcare professionals and dozens of companies since its inception.

We hope you have seen progress via your own experience and that this journey has been a fulfilling one!

#HBAimpact





# HBA

Until next time, thank you!

#HBAimpact



A group of diverse women are gathered together, smiling and taking a selfie. The image is overlaid with a semi-transparent purple and blue gradient. The HBA logo is prominently displayed in the center-left.

# HBA

Healthcare  
Businesswomen's  
Association

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