



# Cultivating Connected Leaders: AMA's Award-Winning Onboarding Journey

AMA

Best New Hire Onboarding Program

December 2024



## Company Background



| Company-at-a-Glance  |  |
|--|--|
| <b>Headquarters</b>  | Chicago, IL  |
| <b>Year Founded</b>  | 1847   |
| <b>Revenue</b>   | N/A  |
| <b>Employees</b>   | 1,300  |
| <b>Global Scale (Regions that you operate in or provide services to)</b> | United States of America. Offices in IL, NJ, SC, Washington D.C.   |
| <b>Customers/Output, etc. (Key customers and services offered)</b>       | Largest and only national association that convenes 190+ state and specialty medical societies and other critical stakeholders. The AMA represents physicians with a unified voice in courts and legislative bodies across the nation, removing obstacles that interfere with patient care, leading the charge to prevent chronic disease and confront public health crises, and driving the future of |



|                     |  |
|---------------------|--|
|                     | medicine to tackle the biggest challenges in health care and training the leaders of tomorrow. |
| <b>Industry</b>     | Healthcare   |
| <b>Stock Symbol</b> | N/A  |
| <b>Website</b>      | <a href="https://www.ama-assn.org">https://www.ama-assn.org</a>                                |

### Budget and Timeframe

| Budget and Timeframe   |   |
|--|---|
| <b>Overall budget</b>  | N/A   |
| <b>Number of (HR, Learning, Talent) employees involved with the implementation?</b>              | 3   |
| <b>Number of Operations or Subject Matter Expert employees involved with the implementation?</b> | 28 (total)<br>Senior Management Group: 17<br>Enterprise Social Responsibility: 2<br>HR DEI: 2<br>HR Well-being: 2<br>House of Delegates representatives: 5<br>IT: 1 |
| <b>Number of contractors involved with implementation</b>  | N/A   |
| <b>Timeframe to implement</b>  | Pilot: 2021<br>4 months (assess + update + launch)  |
| <b>Start date of the program</b>   | 01/04/23  |



The American Medical Association (AMA) is comprised of 22 major business units (BUs), some with several groups/divisions within them, as well as several affiliates and partnerships. To build a culture of engaged, connected, and thriving employees in the AMA's hybrid workplace, it is important to find ways to build connections and share knowledge about how employees across BUs serve the AMA's mission and work across the enterprise to achieve the AMA's strategic goals.

When an employee is hired, they participate in a New Employee Orientation on Day 1 focused on employee benefits, getting the employee set up with necessary technology, and a cursory overview of AMA history, mission, and values. There is not enough time to cover goal setting, career development, key AMA processes and expectations of AMA employees, hybrid work tools and support, or internal resources. Managers were armed to provide this information to their new direct reports, but it was more often relayed through colleagues and "water cooler" talk while in the office.

When employees went fully remote in 2020, this gap in introductory knowledge became more apparent. New hires did not know how to navigate key AMA processes, and they did not have the support to know where to find answers. In addition, new employees wanted to meet and collaborate with others outside of their immediate teams; due to the specific focuses of each BU, being fully remote contributed to deeper silos across the organization and a lack of engagement from new and existing employees alike.

The AMA GO (Gather + Onboard) program was developed by the AMA's Organizational Development & Learning (OD+L) team to address these gaps in AMA knowledge, introduce new hires to each business area, and generate connections across the AMA. As a hybrid workplace as of late 2022, AMA GO continues to be an important part of the AMA onboarding process to ensure new employees can thrive in their roles here.

Use this area to provide a description of the onboarding program at your organization. What goals were established and were they achieved?

Details:

AMA GO's primary program goals:

- Explain the AMA's mission and values, connecting new hires to a larger purpose



- Build connections with colleagues across the AMA, including the senior leadership team
- Review AMA processes and where to find support, including learning and development opportunities

Following New Employee Orientation on Day 1, the OD+L team places new hires into a learning cohort based on their hire date. Quarterly cohorts kick off in January, April, July, and October. Cohorts are invited to a variety of onboarding offerings to participate in together over a period of 11 months:

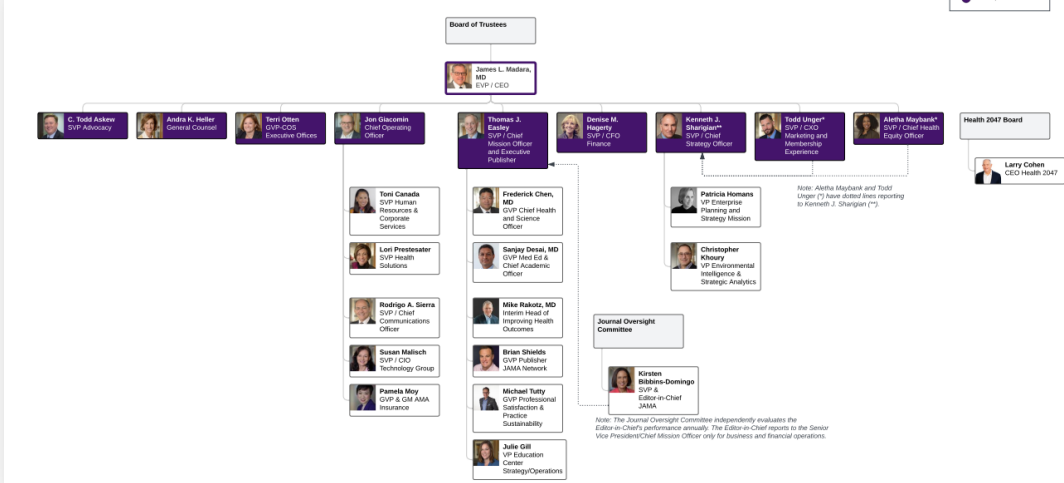
**Conversational sessions:** “coffee style” chats with members of the AMA Senior Management Group (SMG). This unique opportunity gives new hires the chance to interact directly with senior leadership in an informal setting and gain insight into different business units (BU) support the mission and values of the organization. Both new hires and SMG are encouraged to ask each other questions about their experiences!

**Informational sessions:** different groups present on AMA programming, processes, and/or support at the AMA. These sessions include members of HR, IT, Enterprise Social Responsibility (ESR), and representatives of AMA’s House of Delegates (HOD).

The OD+L team facilitates and produces each session including special guests from around the organization. Employees can choose to attend any or all sessions that interest them. Each session meets at least two of the three goals, with overwhelmingly positive feedback from new hires, executive leadership, and participating staff.



AMA Senior Management Group



**AMA GO**  
 AMERICAN MEDICAL ASSOCIATION

**AMA GO (Gather + Onboard)** has been designed to support your transition to the AMA.

You will be invited to participate in virtual sessions over 11 months as part of a cohort to build connections across the AMA and learn about our organization.

You choose which sessions you attend:

**CONVERSATIONAL**

☕

Coffee chat with members of our Senior Management Group (SMG).

AMA offers a unique opportunity for our new hires to interact directly with our senior leadership. In an informal setting, gain insight into the AMA, learn how business units (BUs) support AMA's mission and values, ask questions, and give feedback on your experience at the AMA thus far!

**INFORMATIONAL**

💡

Get involved at the AMA: Meet with members from Enterprise Social Responsibility (ESR), HR Diversity, Equity, & Inclusion (DEI) and HR Well-being teams!

Discover AMA processes and support: Learn about AMA's **Performance Management** process, **Microsoft tools** we use, and more!

**PARTICIPANT GOALS**

- Learn the AMA's mission, vision, and core strategies
- Build relationships with colleagues across the AMA, including our leadership team
- Review AMA processes and where to find support

**SUPPORTING RESOURCES**

**AMA**

See news from around the AMA, including upcoming events, announcements, and due dates on [AMAtoday](#).

Find onboarding resources on the [New Employee Onboarding](#) page.

Subscribe to the [Learning & Development Via Logos](#) community for employee FAQ, training opportunities, and more!

Activate your [LinkedIn Learning](#) license and start learning today!

**Questions? Contact us: [human.resources@ama-assn.org](mailto:human.resources@ama-assn.org)**



## Design and Delivery

**Timeline Development:** The Organizational Development + Learning team (OD+L) schedules time in Q4 to review feedback from previous cohorts and the SMG, and whiteboard the next year’s cohorts and sessions.



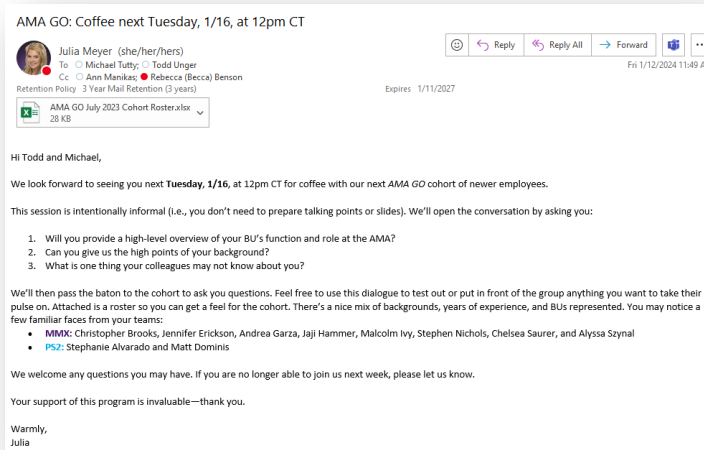
Once a rough timeline is established, outreach begins to the SMG and others who will be supporting the program to determine dates and send calendar invites. OD+L creates a Smartsheet project plan to keep track of all timing (e.g., session dates, reminders, etc.).

**2024 Session View:** Conversational (e.g., “Coffee with Leaders”) sessions typically take place on Wednesdays at 12pm CT. Informational sessions typically take place on Fridays at 11am CT:

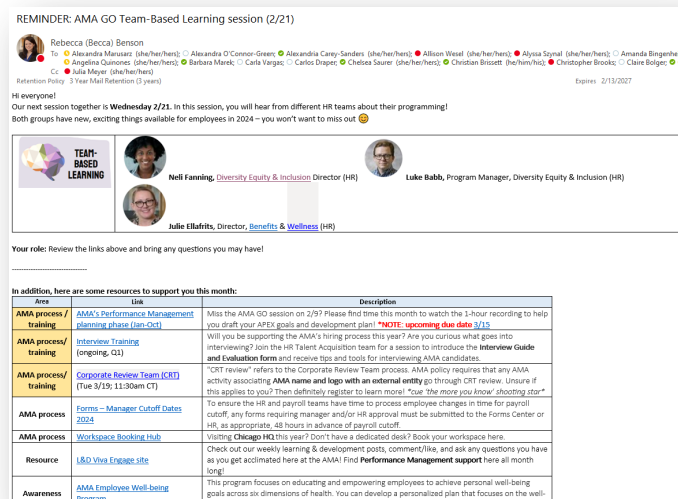
|            | 24-Jan           | 24-Apr    | 24-Jul    | 24-Oct    |
|------------|------------------|-----------|-----------|-----------|
| 1/3/2024   | Welcome          |           |           |           |
| 2/15/2024  | Coffee 1         |           |           |           |
| 2/9/2024   | Perf Mgmt (Plan) |           |           |           |
| 3/6/2022   | Coffee 2         |           |           |           |
| 4/3/2024   |                  | Welcome   |           |           |
| 4/10/2024  | Coffee 3         | Coffee 3  |           |           |
| 5/1/2024   | ESR              | ESR       |           |           |
| 6/5/2024   | Coffee 4         | Coffee 4  |           |           |
| 7/3/2023   | HR               | HR        |           |           |
| 7/17/2024  |                  |           | Welcome   |           |
| 8/7/2024   | Coffee 5         | Coffee 5  | Coffee 5  |           |
| 9/4/2024   | Coffee 6         | Coffee 6  | Coffee 6  |           |
| 9/18/2024  | HOD              | HOD       | HOD       |           |
| 10/2/2024  | Coffee 7         | Coffee 7  | Coffee 7  |           |
| 10/23/24   |                  |           |           | Welcome   |
| 11/6/2024  | Last Session     |           |           |           |
| 11/8/2024  | Perf Mgmt        | Perf Mgmt | Perf Mgmt | Perf Mgmt |
| 11/20/2024 |                  |           | ESR       | ESR       |
| 12/4/2024  | PREP 2025        |           |           |           |
| 12/11/2024 |                  | Coffee 1  | Coffee 1  | Coffee 1  |



**Communications:** The SMG/support staff receive a reminder email a week prior to their session. SMG with new hires from their business areas are made aware which members of their team are part of the cohort they will meet with:

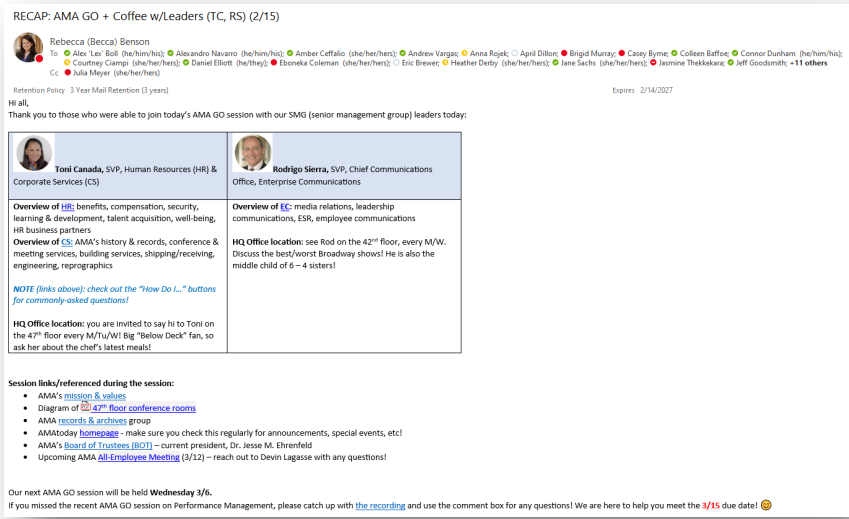


The new hire cohorts receive a reminder email a week prior with information on the session, including links to participating business units (BU) and/or programming to review and come prepared. New hires are also given important information on upcoming AMA process dates, other upcoming learning opportunities, etc:



Following the session, any information shared by the SMG/support staff is captured and sent to the new hire cohort for reference:





**Session Structure:** Sessions are held virtually (Microsoft Teams) to accommodate various locations and accessibility needs.

- **Conversational sessions:** The first 10 minutes of the session are spent in virtual breakout rooms where new hires introduce themselves in small groups, discuss an icebreaker question, and review the SMG business unit links to come up with 1-2 questions to ask the SMG. They return to the main room after 10 minutes to meet the SMG and have an informal Q&A-style discussion. There are no slides presented. Links referenced during the conversation are added to the chat.
- **Informational sessions:** These are more presentation-style meetings, where various AMA groups share information on AMA tools/resources, processes, and programming. The OD+L team introduces the speakers at the start of each session. Links referenced during the conversation are added to the chat.

There are in-person offerings at the AMA Chicago headquarters, too. This includes a Cardz 4 Kidz volunteer event and an informal meet-up group and tour of the AMA's Annual House of Delegates (HOD) conference.

**Surveys:** The new hire cohort receives a mid-program survey six months into the program. Feedback received is used to tailor remaining AMA GO sessions (as possible) and woven into future AMA GO programming strategy and operations.





**AMA GO 2023**  
**Mid-Program Evaluation**

Thank you for being a part of the second cohort of our enhanced AMA GO programming! We value your feedback as we continue to make refinements to expand the value of this program in our hybrid world. Please take about 2-5 minutes to respond to the following questions.

Hi, Rebecca. When you submit this form, the owner will see your name and email address.

Rate the value you receive from each of the following program components on a scale of 1-5.  
 1 = not helpful; 5 = very helpful

- Kickoff Session / Day 1 (Program overview and L&D offerings)
 

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|
- Opportunity to interact with AMA leadership
 

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|
- Opportunity to interact with cohort (breakout rooms, Teams chat, polling, etc)
 

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|
- Program administration (scheduling, email communications, Viva Engage site)
 

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|
- Program session length (60 minutes/session)
 

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

The final cohort session is used to celebrate what the group has learned over the last 11 months, gather final feedback on AMA GO, answer any remaining questions, and reiterate where to find ongoing support.

**Your Feedback on AMA GO**

**Overall feedback on AMA GO**

- Frequency was great! (1x/month)
- Great frequency and speakers
- Enjoyed the Coffee with Leaders session with Advocacy
- 1x a month was good, just personally with my position, things started to pick up in my role at about 6 months in, making it a little more difficult to fit in for the last few months
- Liked the presentations/discussions with leaders. This was really helpful for me to get to know the BUs more through their leaders
- I appreciated the prompts reminding people to share their role and business units, as I had some "aha" moments over the year, realizing how someone's role related to mine or my business unit
- Virtual sessions work best for me; if longer than an hour, in-person may work
- Thank you so much for everything! This program has been enlightening and a breath of fresh air

**A-ha moments you had along the way**

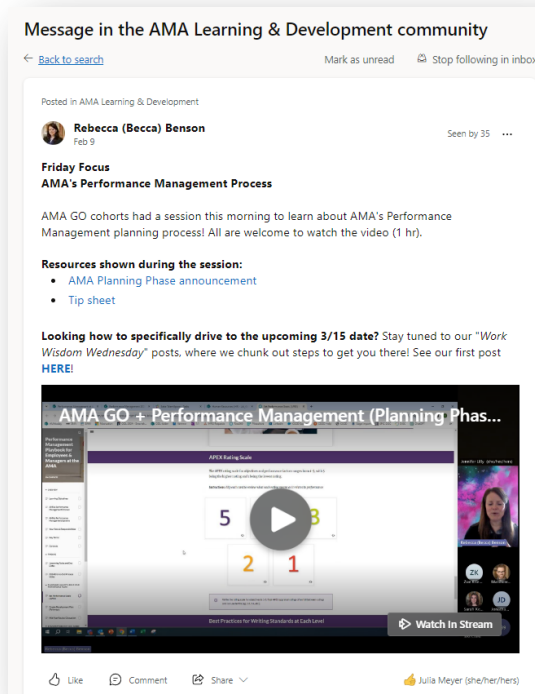
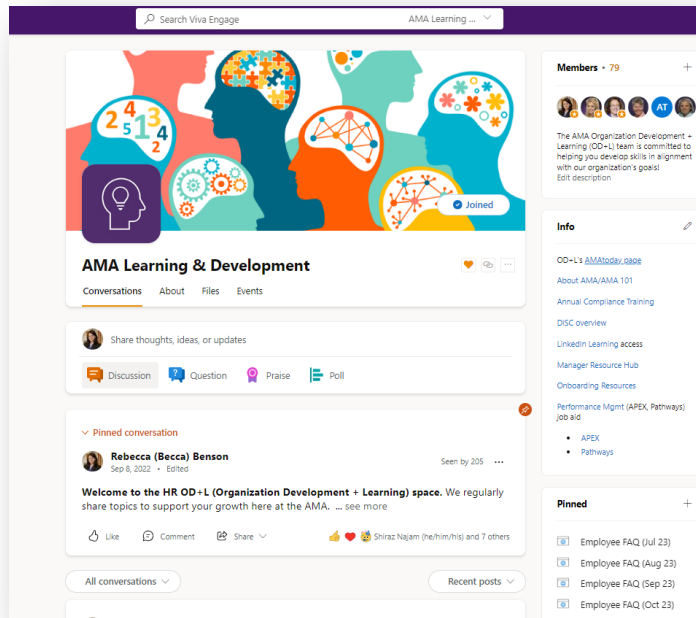
- Definitely learned a lot during the different presentations from the leadership
- My Aha moment was when we talked about the work we did in DC
- I appreciate learning how various leaders have served in different areas of the AMA. It helps to make points of connection when fielding questions related to my projects
- Advocacy BU

**What are you still curious about?**

- If missed a session due to conflict, it would be great to attend a future cohort's AMA GO session

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**Support:** Throughout the program, new hires receive email communications with links to upcoming enterprise process due dates, learning sessions, and other valuable information. The OD+L team has an active, collaborative Viva Engage community, where new hires can interact with posts, ask questions, and collaborate.



During the last session, the cohort is given an opportunity to stay connected as a group via AMA GO Ambassadors.



### AMA GO Ambassadors

**What:** Set up informal, social gatherings for you to stay connected. Some ideas: coffee meet up, walk, ESR volunteer activity, Shift event, board game, etc.

**Who:** Your *AMA GO* cohort + future cohorts

**When:** TBD (whenever works for you!)

**Where:** TBD (in-person, virtual, hybrid)



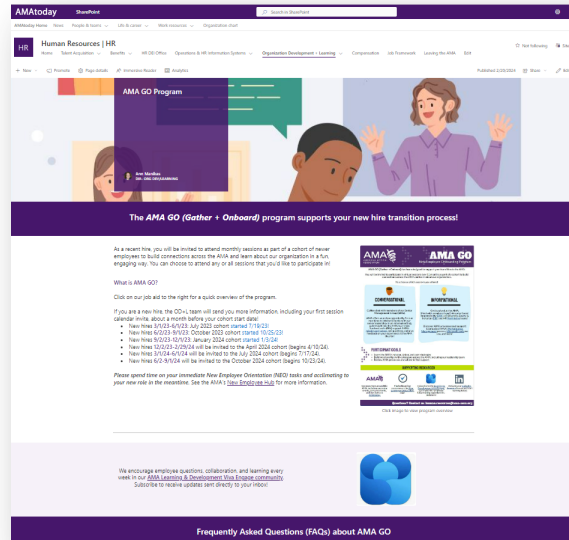
**Needed:** at least two volunteer *AMA GO* ambassadors. Email Julia and Becca if interested!

## Engagement

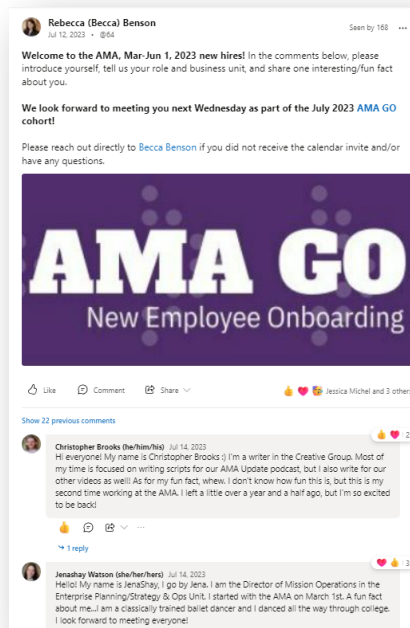
The first challenge was Organizational Engagement, including participation from the Senior Management Group (SMG); support for new hire participation from management; and AMA GO program awareness across the AMA.

To address these challenges:

- SMG were made aware of the purpose of the program during leadership meetings when initially looking to deploy. Then, the OD+L team sent individual emails to garner interest and availability. This approach was well received, as SMG expressed interest in additional ways to interact with employees. The OD+L team continues to reach out to the SMG at the beginning of each year to secure their involvement and session dates and sends introductory emails to new SMG to introduce the program. To date, all SMG executives asked if they are interested in participating have said yes (19 in total since 2022). A session was added for 2024 cohorts to accommodate all SMG interested!
- An AMA GO intranet page was established so anyone could find information on the program, including new hire cohort assignments, FAQs, and testimonials.



- The cohort welcome registration email includes a cc:/ to managers.
- The AMA Learning & Development Viva Engage community site regularly mentions AMA GO, including an introductory post so folks across the AMA can “meet” the newest hires.



- All SMG receive personal “Thank you” emails following their sessions, including positive feedback from the cohort.



The second challenge was Personal Engagement – getting new hires excited and interested to prioritize these sessions in their day-to-day. To address this challenge:

- The New Employee Orientation introduces the AMA GO program to new hires, so they know what to expect beyond Day 1.
- AMA GO is marketed as a “choose your own adventure” offering. New hires are encouraged to attend all sessions that interest them. Attendance is not required as a condition of employment, and there is no pressure to make a session during a busy period (i.e., during the Annual Meeting of the House of Delegates). This ensures an equitable approach to attendance based on the employee’s needs.
- New hires are prepped for upcoming sessions in advance. Calendar invites state the purpose of the session and who will join from the SMG/other key staff. Emails are sent one week prior with reference links and other important information.
- The OD+L team incorporates technology in engaging ways, including breakout rooms, polling, word clouds, and Q&A, to ensure new hires are active participants in every virtual or hybrid session.

## Measurable Benefits

Employee satisfaction is measured using a mid-program survey and an end-of-program informal interview to gauge if the program is fulfilling the primary objectives:

- Explain the AMA’s mission and values, connecting new hires to a larger purpose
- Build connections with colleagues across the AMA, including the senior leadership team
- Review AMA processes and where to find support, including learning and development opportunities

## Mid-Program Survey Results (overall; reconciled)

Rate the value you receive from each of the following program components on a scale 1-5 (1=not helpful; 5=very helpful)

- 1) Kickoff session/ Day 1 (program overview and L&D offerings) **4.63**
- 2) Opportunity to interact with AMA leadership **4.37**
- 3) Opportunity to interact with cohort (breakout rooms, Teams chat, polling, etc.) **3.74**
- 4) Program administration (scheduling, email communications, Viva Engage site) **4.39**
- 5) Program session length (60 minutes/session) **4.16**



- 6) Program session cadence (1 session/month) **4.42**
- 7) AMA resources and offerings (job aid, playbook/tools, upcoming events, etc) **4.32**

Please rate the following statements on a scale of 1-5 (1 = not true; 5 = very true)

- 8) The program objectives and expectations have been clearly define and communicated **4.32**
- 9) Program sessions thus far have increased my knowledge of the AMA's mission, strategies, and business units **4.37**
- 10) Program sessions and resources have increased my confidence as a newer AMA employee **4.26**
- 11) I feel connected and engaged during these sessions **4.11**
- 12) I would recommend this program to a colleagues **4.42**

The following answers will help us improve future programming (AMA GO and beyond):

- 13) Can you give us a specific example (or two) of features of AMA GO and how it has made a difference in your onboarding experience?
  - a. While in the session, one of the Human Resources hosts posts links to the topics that come up during the SMG leader's presentation/discussion. It helps with context and can be referenced after the call.
  - b. Enjoyed hearing from leaders in general - especially in regards to their experiences in AMA over the course of their career, or hearing about the path they took to reach their position. Also enjoy learning about other Business Units, and how they all contribute to the overall work and mission of the AMA.
  - c. Having the leaders of the BU explain what they do has been extremely helpful!
  - d. Getting to know and hear from leaders in general made the onboarding experience less overwhelming. Some examples that come to mind were when leaders talked about their past jobs/education. Another would be just having the opportunity to talk to everyone in a casual way with no pressure.
  - e. Learning of others' responsibilities and products/services and potentially collaborate for the good of all involved. Met others [in the program] that now interact with on biz matters.
  - f. It's been fun to meet other new employees in different departments.
  - g. The email communications, especially those that link to internal resources, have been helpful. Saved them and have referenced them later.
  - h. It's given a broader sense of other aspects of the AMA beyond own experience!
  - i. The Viva Engage posts are helpful to learn about new events, programs, etc. They allow for easy link sharing and helpful to know



- who to contact if any questions arise. The notes after leadership sessions are helpful too, because a lot of info is shared
- j. It has been very informative. Finance is normally not able to participate in everything going on in the AMA .
  - k. It's helped pinpoint resources to make use of.
  - l. Learning about other departments and what they do, especially coming from a fully remote department. Seeing the managers and directors of these other departments is refreshing as well.
  - m. The program has provided more information about AMA and greater insights into the Executive Team and other Departments of the organization.
  - n. Meeting with other business units helps see the work the AMA does outside of own department.
- 14) Is there a specific area of the AMA GO program that could be improved for future new hires?
- a. Maybe some real-time organizational updates and where/how these were announced. Employees receive emails from the employee communication, etc. but it would be a great reminder/check-in.
  - b. It would be great if there was an in-person component. It's hard to capitalize on those initial connections only via the virtual platform.
  - c. The timing is not convenient for people in finance [due to monthly deadlines].
  - d. More polls, really liked those :)
  - e. More small group breakouts. Have initial sessions with new hires and appropriate leadership on one or two calls (or an in-person half or full-day kickoff) where all newbies and managers introduce themselves and their positions. The more detailed sessions could then follow. Folks may feel more engaged.
  - f. More on the nitty-gritty of work at the AMA: information about benefits (health insurance, vacation, and PTO) and for in-person employees, meetings in-person to share information and questions.
  - g. Sometimes have trouble finding the introduced resources again after the meeting, but eventually find them.
  - h. Participation is hard, especially being remote so maybe more breakout rooms to warm up in smaller groups and getting a question smaller group can decide on.
- 15) Anything else you would share with us about this program?
- a. Really appreciate how thoughtful this is!
  - b. Julia and Rebecca did an amazing job of keeping the program lively and engaging.
  - c. Fantastic. Program. Would be interested in participating in the future and possibly presenting a case study of cross-sell and





account management opportunities secondary to networking through AMA GO.

- d. Enjoy the sessions, but maybe every other month would be better.
- e. It has been very helpful so far, thank you!
- f. Love the surveys. It helps everyone to be more involved.
- g. Definitely appreciate the effort put into compiling the resources and information that is presented.
- h. Really enjoy the program so far and learning more about the AMA as a whole!
- i. It has been helpful. It has been great to talk to the Executive Level of the Organization, but maybe a couple of sessions with experienced employees below that level who have been here for several years and probably have many valuable insights. There are so many people that have worked here for 15, 20, 25 years--what are their thoughts and secrets? Thanks.

The goal is to receive at least an overall score of a “4”+ on every mid-program survey question. Most questions tie to at least one of the three program goals, so scoring “helpful” in the first section and “true” in the second section across these questions is important. All scores are reviewed; any score under a “4” is assessed and addressed by leveraging additional context from qualitative feedback.

The following enhancements were enacted in mid-2023 to address cohort feedback: emails were sent following each session with links from the session; two hybrid sessions were added (however, in-person attendance was minimal, so sessions are now fully virtual in 2024); additional engagement/polls were added for each session; specific questions for SMG that tie to recent business unit announcements to help with context.

Additional enhancements for 2024 cohort rollouts included: added breakout rooms before Conversational Sessions to meet new colleagues, answer an icebreaker question, and come up with 1-2 questions for the SMG as a small group. Additional Informational Sessions with AMA’s House of Delegates Annual Meeting support staff and Microsoft Tools with IT were included in the AMA GO offerings.

### **End-of-Year Feedback (cohorts completed to date):**

January 2023:

- Frequency was great! (1x/month)
- Great frequency and speakers
- Enjoyed the Coffee with Leaders session with Advocacy
- 1x a month was good, just personally things started to pick up about 6 months in, making it a little more difficult to fit in for the last few months



- Liked the presentations/discussions with leaders. This was really helpful know the BUs more through their leaders
- Appreciated the prompts reminding people to share their role and business units- had some "aha" moments over the year realizing how someone's role related
- Virtual sessions work best; if longer than an hour, in-person may work
- Thank you so much for everything! This program has been enlightening and a breath of fresh air
- Definitely learned a lot during the different presentations from the leadership
- An Aha moment was talking about the work AMA does in DC
- Learning how various leaders have served in different areas of the AMA helps make points of connection when fielding questions related to personal projects
- If missed a session due to conflict, it would be great to attend a future cohort's AMA GO session

#### April 2023:

- Cadence of programming was great
- So much information was provided; appreciated the how-to guides and notes to go back to (e.g., APEX, benefits)
- Enjoyed that it was spread out throughout the year because there was so much to do upfront. Easier to absorb over time vs all at once.
- Expand Coffee with Leaders beyond AMA GO cohort. Beneficial for all employees to drive more engagement. Consider making it hybrid as well.
- A lot started to click after attending the HOD Annual Meeting to see how it works and how policies are enacted; the rest of the organization made a lot more sense.

The April cohort requested to continue to participate in any new ad hoc/Informational Sessions in 2024 as well as receive any new information distributed to 2024 cohorts via emails. The cohort found the AMA policy and process support invaluable, which is a goal of the program! As the remaining 2023 cohorts wrap up in 2024, they will be asked if they would like the same consideration; all 2024 cohorts will be asked if they would like to receive new ad hoc meeting/information following program close throughout 2025.



## Overall

Overall, the program has been well-received by new hires, with quantitative scores above a “4” (helpful, true) and qualitative feedback overwhelmingly positive from new hires, leadership, and participating staff.

Feedback received in 2023 was used to refine 2024 programming in the following ways:

- **Time Management** – all four cohorts are looped into the ongoing sessions (except for the cohort welcome and final sessions). This reduces the time needed from the SMG (reduced from 2x/year in 2023 to 1x/year in 2024; this also gives cohorts the ability to get to know new folks every session in smaller breakout rooms).
- **Scheduling** – sessions on Wednesdays at 12pm CT were well received; however, timing was reduced from 60 minutes to 50 minutes to allow folks a break before a potential 1pm meeting (as it is typical lunch hour for most employees).
- **Scheduling** – most sessions have been scheduled towards the first half of the month to accommodate employees with recurring “month-end” deadlines to prioritize.
- **Build Relationships** – 10-minute breakout rooms were added ahead of conversational sessions to provide more time for informal engagement and collaboration with their AMA GO cohort.
- **Build Relationships** – breakout rooms are spent determining a question for the SMG together.

AMA GO cohorts provide an audience of up to 200+ invited employees and support AMA process awareness efforts. The OD+L team continues to add informational sessions based on need and relevance to new hires. Other groups, such as Information Technology (IT) and Talent Acquisition, have or are planning additional offerings to embed into AMA GO in the coming year.

AMA GO is a valuable program not only for new hires but also for the larger organization. Employees who are not part of cohorts—including long-standing AMA employees—continually request to attend AMA GO offerings to learn more about the AMA and connect with other AMA employees alongside new hires. The OD+L team is responding to these requests by coordinating and/or recording Informational Sessions to be made available for all AMA employees.

Additionally, AMA GO programming continues to influence new enterprise-wide employee offerings. The AMA Enterprise Communication team saw the value and impact of AMA GO “Coffee with Leader” Conversational Sessions with the AMA’s



Senior Management Group (SMG) and rolled out a highly successful “Meet the SMG” program in late 2023 that is open to all AMA employees.

Finally, the OD+L team is leveraging feedback on the AMA GO program structure and offerings as they build out new hybrid AMA manager development programming, targeting enterprise rollout in late 2024.

AMA GO has become a key program in the AMA’s new hire onboarding process, and it will continue to be refined using feedback to support new hire needs throughout the coming years!



# About Brandon Hall Group™

With more than 10,000 clients globally and more than 30 years of delivering world-class research and advisory services, Brandon Hall Group™ is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

### Professional Certifications

Self-paced certification programs. Virtual group sessions for companies. In-person conferences and summits.

### Excellence Awards

Three annual programs recognize the best organizations that have successfully deployed programs to achieve measurable results.

### Membership

Individual and Enterprise Membership options: Includes research assets, advisory support, a client success plan and more.

### Advisory Offerings

Custom research projects, including surveys, focus group interviews and organizational needs assessments for transformation, technology selection and strategy.



### ENTERPRISE EXCELLENCE CERTIFICATION PROGRAM

Recognizes the best HCM programs that transform their organization and achieves breakthrough results. This designation is a step above the HCM Excellence Awards® which focuses on one program within a company. Enterprise Excellence is a hybrid of award winners who are also members.



### SMARTCHOICE® PREFERRED PROVIDER PROGRAM

Uniquely places HCM service and technology companies at the top of organizations' consideration list of vendors. It adds an unmatched level of credibility based on BHG's thirty-plus years of experience in evaluating and selecting the best solution providers for leading organizations around the world.



### AGENCY! BY BRANDON HALL GROUP™

Provides comprehensive marketing solutions for human capital management solution providers. We offer strategic services to establish a strong foundation for your marketing efforts.