(1) Imagine Austin | 5 Habits of highly effective automation programs -

Transcript:

(00:06) okay folks we're we're going to get started uh my name is Christian anglehart I'm our SVP of community and learning here at automation anywhere if you're wondering what does that mean uh well first of all from the wave in the audience it means uh building this amazing community of automation anywhere um people thank you all for joining us and um uh myself and Micah Smith our vice president of community and learning we focus on making sure all of you have the tools the training and the peer connections and programs that you need

(00:43) to build your careers and your companies on the automation success platform um I am so excited to introduce our panelists today um but we'll get to that in just a minute because I believe there is some housekeeping yes okay you don't have to read every word here here's what it means please make investment decisions based on currently available products and solutions um you may hear about tools and technology that will be coming in the future make your decisions on what's available today and there you go I always try to come up

(01:20) with a better way to describe that Safe Harbor statement but I I haven't done it yet um and when I say we uh our role is to make you successful on the automation success platform this is exactly what we're talking about Mahir was was sharing today this new system of work for Enterprise success these are all of the solutions that we have put in your hands and um our panelists today are going to be talking about how they've leveraged the Pathfinder program to really thrive on the platform um so why are we all here five

(01:56) habits of highly effective automation programs let's now meet our panelists um go ahead Carolina hi my name is kolina lo here and I am the um director of digital proess optimization at Nike hi my name is Jason dor Blazer I am the main program manager Project Lead for the RPA IIA program at lios and Micah having traveled the world with you everyone knows who you are but for folks who might be living under a everyone in a very specific Niche area for anyone who might be living under a rock please personally introduce

(02:37) yourself yeah so my name is Micah Smith I lead our developer evangelism efforts here I'm also leading our Pathfinder uh Academy which just launched today so if you haven't checked that out I would encourage you to check that um but yeah I also created the Pathfinder program that uh both of these teams went through and I'm happy to be here today and share some of the best Lessons Learned From This This Global Travel that we've been doing over the last year and hopefully bring that to everyone today

(03:07) okay we met Carolina and Jason both fantastic leaders uh in the automation space and um let's just spend a moment on this program that uh they went through and many of you have as well um we really took a step back about a year ago working with so many of you our our customers and partners and said you know what we want to make sure in addition to the automation success platform we've put in your hands that you also have um all of the resources to help you build not just a bot but a program and we really wrote down a vision that we would

(03:46) create the Market's best program to help an automation leader scale and we worked with our partners of course and uh with all of you and we packaged literally 20 years of expertise into what we call Seven missions for scale and when we created all of those resources we did it with a few principles in mind we wanted to make sure that the expertise was the freshest and strongest on the market we wanted to make sure that it was trusted and it worked so we built it and pioneered it with so many of you um we really wanted

(04:25) to make sure uh frankly that it was easy to get to and and kind of fun and that's where the Pathfinder Spirit came from and of course we wanted to make sure that the Pathfinder program was going to help all of you do one thing grow grow your careers grow your program grow your impact in Automation in your organizations and so these seven missions for scale are for you to pick and choose from based on where you are in your organization some of you are just getting started mission one quick start success some of you are ready

(05:00) ready to hyperscale with geni mission 7 a lot of you almost 90% of the customers we worked with over the past year chose a couple of the same missions mission two promotion and engagement mission three um production and delivery and uh pipeline how to improve the ideation process and bring more people and high value Solutions into your pipeline but really all customers we worked with have really flexed up and down these missions for scale um and we went all over the world of course all this is available online but we

(05:42) actually packaged up all of the expertise from all of you and automation anywhere and we went around the world I think Micah we've been on almost every continent uh so many of our customers have contributed basically they bring their team together for a one-day Workshop they select their their missions for scale we go through all the best practices and what do we do guys we leave the day with a 90-day action plan and we work the plan together it's a really simple formula so so many of our our customers the largest Enterprises in

(06:15) the world have contributed almost 200 hours of time we've got 90 missions for scale going and of course all the insights that folks like Carolina and Jason have created and all the things they're learning and doing we put back into the Pathfinder community and that's why we've had 10,000 new members just in the past quarter which is unbelievable um so run around the world what are we going to share today we are going to share a little bit about how companies in the Pathfinder program have benchmarked their maturity program

(06:49) themselves against uh industry standard we're going to talk about some of the common challenges for scale that Jason and Carolina uh are leading their teams through but but most importantly we've really oriented around five simple habits for the most effective automation programs and we're GNA hear from the best on that so with that Micah take it away and I'm actually going to give you oh I'm so sorry let's talk about this yeah let's talk about this do you want the clicker I'm going to give you the

(07:20) clicker yeah that's fine so as we went through and we're visiting all these customers uh worldwide I think there's a couple insights that were particularly interesting the first was that we had designed a program to help these customers scale and we were validating it as we went along and met with customers to make sure that it connected with them it was relevant it was easy to understand and it was actually helpful in in helping them to grow we also kind of inadvertently did the largest study of automation programs that's ever been

(07:50) done right because we were going around and meeting with all of these customers we're learning what makes them tick we're learning what both of these teams have done extremely well and we're learning where they have opportunities to to grow or where they're feeling stuck so as a result of that we went through and we did a maturity assessment with all of the customers that we met with and as a part of the Pathfinder program there is this methodology and we call it the five PS or the five pillars

(08:14) of the Pathfinder program and they're really the five pillars of an automation practice that scales it's all about how do I have my program Readiness that's all about program operations the way I think about metrics the way I talk about my program people en roles who's the staff that's actually getting this stuff done helping me to scale my program building out my automations how do I think about a competency framework and things like that when it comes to my Pipeline and use cases how am I intaking

(08:40) opportunities what does my pipeline look like do I have a lot of stuff in the queue uh how am I evaluating it how am I prioritizing what should come next production and delivery really this is just a PW for the way I do development and documentation but I had to have it all BP so uh this is all about how am I building my automations I using Frameworks am I using standardized practices am I doing good documentation and then finally promotion and engagement and this is one that I think feels less natural to a lot of

(09:09) automation leaders especially if they're coming from an IT background how do I talk about my program how do I align with executive leadership how do I make sure that I've got executive buyin how do I get people excited to partner with us with different business stakeholders so what we did is we went around to all of these companies as we're doing this Pathfinder uh Workshop delivery and we said based on the criteria that we're giving you how do you rate yourself are you a one 2 3 4 5 in all of these areas

(09:35) and if we look at this we can see that maturity wise people en rolls was one of the weakest as was promotion and engagement and organizations naturally rated themselves the highest on production and delivery and program Readiness so that's our kind of Benchmark across all of those customers one other plug is that you can take this assessment yourself and it is live today uh do you want to talk about that um we'll talk about it at the the end oh we got that at the end it is available now on mission control but let's get to

(10:03) kolina and Jason and one uh housekeeping note there are so many seats up here you guys so if if you want to lean against the wall and that's your comfort zone awesome otherwise feel free to grab a chair don't be shy okay Micah back to you so keeping this in mind right the Five Pillars or the five PS we basically said what is the one huge tip that we can see or the one symptom or the one habit of all of these automation programs that are crushing it in these key areas and the first one is related to their program and the most successful

(10:41) most scaled and uh those organizations that are having the biggest impact with their automation practice they are obsessed with the metrics that matter and the reason I say that is because you'll talk to an automation leader and you say hey how's your automation program oh we delivered 18 Bots last quarter cool what does that mean like I don't I don't know what that what that impact means for your organization if you deliver one bot that just saved to a trillion dollars that sounds cooler than

(11:07) 50 Bots that save you $45 so they're obsessed with the metrics that matter and that influences the way that they talk about their automation program we think of three key areas for metrics your business value metrics so what's my Roi what's my hour saved what's why money saved maybe sustainability metrics we think about operational metrics which is how viable are my automations are they failing if they are failing why are they failing what are my failure reasons and then find my development and

(11:36) delivery metrics so this is all about my delivery velocity right how quickly am I able to deliver these Bots I'll go through a process where I'm going to do some estimation based on my story points how quickly can I deliver automations am I building a machine where I'm able to regularly deliver on a sustainable Cadence so we want to hear from these two okay Carolina let's start with you you have done an amazing job leading your teams through um sort of a metrics Revolution um can you share a little bit

(12:08) about some of the business value metrics but also some of the maybe less obvious metrics that are really driving value at Nike thank you yes um to Micah's point I think uh we uh we we have identified some of the key metrics we should all the areas where we should be tracking against uh one of them is like our program metrics which are really important and what has been really key for us is really align these metrics uh against our company or strategic objectives so we need to talk the language of our business uh and

(12:45) demonstrate how we measure success of our programs how do I know my change is actually an improvement by aligning to those um strategic overwashing metrics am I moving the nle to what the company want wants to do so that's where we talk about Roi or actually whatever the metric for your company is you got to you got to connect that uh the dots there then you have your internal metrics speed quality and all of that so how am I going to track that how am I going to make sure whilst I'm still aligned my kpis are aligned to the

(13:21) company but I'm still moving my program to where I want to go whether is um revamp scale stabilized um transform yeah I absolutely love that and that also relates directly to how I prioritize opportunities right exactly because I'm gonna those two things go very closely hand exactly exactly so everything has to really um demonstrate and validate that you actually move in the N the for the company um uh and then again to your point Kristen we have to be creative about how we measure and what we measure um so we normally focus

(13:58) on like our safe to to the business and all of that but if uh our safe to the business is not really what's going to resonate to our Executives ears we have to think about uh what are the other things and we need to get creative um I'm an accountant by trade so I believe in the measurability of all aspect so uh whether is a hard benefit or a soft one uh we need to be able to add a numerical value to that so and you can think of other things um employee experience you have you know Employee Service bace net

(14:29) promoter course things like that brand recognition and things like that so just being very creative around how your program and what we do is going to really enhance uh the company's um strategy Carolina you said something really important which was basically be in tune with what your Executives need and want to hear and what they're frankly being measured on say at the board level so that lading up that you do is so important Jason you've done a bunch of focus since Pathfinder on I believe transactional metrics will you

(15:03) share a little bit about how you're leading there yeah so uh from a transactional data point you know you don't just want to track hey the bot ran successfully or it failed right you want to get down more to the weeds of what is that bot actually doing um what we've been able to do is put transactional data out of every bot run what was it requested to run right if it you know has five things that it requested how many of those were actually successful how many of those were actually failures right so then we

(15:32) could go and do an efficiency calculation on our dashboard then we can then interact with our customer and say hey all right your bot's running at an 80% efficiency rate obviously that's not good enough we want to get up near the mid 90s what can we do to improve that bot efficiency is it data related um is it a process related or is it a bot related um and then we can address those action plans and move forward with uh the customer and a follow-up question for you Jason one one of the things that frequently comes out of the Pathfinder

(16:01) Workshop is some aha moments um around in your case um maybe some wishlist metrics that you you were like you know we hadn't thought of tracking that but that's really going to be valuable can you share with this group maybe one or two of those wish list metrics so after that we came up and and one of the biggest thing is the air cases right so if a bot doesn't run successfully well why didn't it run successfully right um in talking to our customer they keep their own metrics and it's not good

(16:31) enough to say it failed or passed right they want to know why to present that up to upper management and you know have a good reason or good uh say of what what the efficiency rate is and that kind of thing so diving more into the errors that are there whether it's you know an application having a problem whether it's data related or whether it's bot related to kind of go down to the more uh to the weeds of what the air was at that particular time that is a great example of one of a your Pathfinder Workshop

(16:59) outcomes and I love the focus there I love that um looking at time all right I'm going to keep moving I was going to comment on this real quick though okay this is much better than just saying did the automation run because if I get a load file every Monday morning sometimes it could add 500 rows sometimes it has 5,000 rows those two are not equivalent units of work so I like that you're looking at transactional metrics all right we're going to keep going through our p number two yeah yeah I'm sorry I'm

(17:23) going to keep moving our next p is the people pillar and this is about people en rolls and the most effective automation programs make it a habit to empower teams with democratized access to automation so as soon as we read that we think oh this is a citizen development but that's not exactly what this is when we talk about Pathfinder we introduce the four C's of automation program growth I look at consumers who's actually consuming these automations who's the beneficiary of an automation maybe they're using co-pilot to invoke

(17:51) an automation maybe they're triggering it through sending an email or able to run it on demand we also have contributors people people who are able to identify an automation opportunity they're submitting this to our pipeline this is related to the way that we do promotion and engagement and even the metrics that carolene is talking about when we talk about our program and people understand what it's capable of and what we can do they're able to submit ideas and they become contributors for our program the next is

(18:16) a Creator and this could be a citizen developer it could be a developer but it's people who are actually building automations and contributing to our automation efforts they could be developing on their own they could be doing co-development where they develop part of it and then they pass it off to another developer who can finish that off and then finally we have automation Champions and Mahir astutely mentioned this this morning that we can't always be the evangelists for our own program all the time and so we want to identify

(18:42) those individuals through the organization who can be program Advocates maybe it's a business stakeholder who had a really good experience with our team and they're happy to speak on our automation programs behalf to their peers and others within the organization we want to create that sense of fomo or fear of missing out and this this is a great way to do that by empowering those automation Champions so Jason I'll pick on you first you since your Pathfinder Workshop have been doing a bunch of work

(19:08) on developing these roles but also you had already been doing that before what what can you share with the group here by the way packed room last announcement lots of chairs up front Okay so so one of the biggest thing we've come up with as far as roles is uh within the citizen developer program itself um we found out that we get a lot of interest in citizens development but maybe not all the people who are interested are true developers right they don't have the skills to actually sit there and be a Creator right um so

(19:41) what we've did is we're in the process of creating two additional roles as citizen innovator which would be somebody that goes out into their particular functional area and can pull out the automations they're the smees of the processes right so they know what can be automated what can't be automated so we added a citizen innovator role um and then also we added a CI a citizen architect so somebody that can pull the requirements out create the Sops develop the requirements mapping the the viso

(20:07) drawings that kind of stuff which then can provide that back to the citizen developer or a regular RPA developer to go off and develop the the bot itself so citizen innovator and citizen architect that is awesome and that really expands that you know elastic capacity um of of how to bring more people into the program they both start with C so I'll approve it yes and and it's Micah approved um karolina you are just getting started with some citizen development efforts at Nike how are you tackling that yes um I think to to mic's point

(20:46) and to what we handing number two you need to assess your audience your consumers your smmes everything so we started with a what we call a a POC a proof of concept a control environment so meaning that we will um establish a program for citizen development but for people within my team that are no developers so Bas um we have roles that are called boot managers um um and other roles within our um our team that not necessarily develops so they are much more knowledgeable of the tech technology of the processes of the ups

(21:31) and downs so the the the the the lessons learned from like uh automations we have delivered so um that help us to have a much more control of this program and see how it could eventually be extended to uh other teams those other teams we have identified could be a we work my team is working on a community of Champions so again those smmes similar to what bason you were saying about the innovators so they necessarily don't have the knowledge of the technology itself but um are well aware of the processes and how the technology works

(22:08) at a high level so that they can help us identifi um really good use cases um so that's how we have started we just launched um we just finished our POC so is it we have created a kind of a path to gain your citizen developer even within my team so everyone is working through that path to get that point and so what's really interesting is this is what we've heard about Pathfinder continuously regardless of where you are in your your efforts in karolina's case you're you're just starting out in this

(22:42) effort Jason Pathfinder helped you accelerate but I really see how everyone can plug in wherever they are in the moment which is great um mica what's the next habit so we're continuing on with our three pillars uh or five pillar sorry is this on can hear me okay yes all right I'll just go really loud uh we're going with our third pillar and this is about our Pipeline and the most successful automation programs make it a habit of turning smart intake into a second nature and this is all about the

(23:15) way that they're intaking automation opportunities the way that they're evaluating them and yeah it is on all right the way that they're evaluating them and they're systematically uh prioritizing those automation opportunities that move the needle most for their organization so again related to our first P which was around program I want to understand what are those metrics that matter the most and I'm going to use that information to help me prioritize automation opportunities the other important thing here is I have to

(23:41) make sure I'm capturing the right level of detail to evaluate automation opportunities in a systematic way what I mean by that is when someone's submitting an automation opportunity to me I want them to give me just the basic details that I need to be able to evaluate that opportunity and not waste a bunch of time either having them do a ton of documentation on something that would have never had a chance or they give me so little information that I have to then send someone to go hunt them down to like get all the details I

(24:07) need so I got to get that right balance and ideally I want to turn this into like dropdowns or selectable elements as much as possible so that I can score and evaluate these so if I'm asking someone about the number of systems that their process includes cool I'm going to have a selector where they can pick between one and 10 or too many to automate and that enables me to systematically evaluate those opportunities score them maybe put them on a bubble chart so I can obviously see what's coming next and

(24:34) there's no doubt that I'm playing favorites because I've got all the data to back it up yeah data to back it up okay so karolina I know that pipeline is an area of serious Focus for you and you've done some real breakthrough work post-workshop um particularly around that systematic way to measure um what can you share with the group yeah I think just exactly what Micah said we do we have for us there has been a lot of success in the way how we intake we are crowdsource approach but um we have a

(25:09) systematic um intake form that provides enough information to um to give us an overview or um an assess at a very high level whether or no a use case is the right Feit for RPA looking at uh technical feasibility and potential RI so once we have that information that information fits um and again our forums are like drop downs and stuff like that so it's easier uh to then feed our uh weighted priorization system so again we have a scoring system where um we identified um the priorities the company is looking into so those priorities uh

(25:51) are our five we have five criteria and each of them have a weight uh and then the the drop downs have a weight within the weight yeah Caroline is being modest she crushes it in this area this she really does crush it so so yeah it goes and that give us a score so we have enough information to say hey yeah you know like anything above let's say 70 uh 70 points is worth looking into so we will go and en reach and conversely if something has a really low um uh score we could either say look this is not the

(26:26) right use case for RPA or we can use it to do citizen development training like for citizen developers because those are the use cases that whil they might be able to be automated you know because of the ROI um they don't never get picked so we still want to be able to provide that service um and then once we identify that we go a little bit deep into uh the use of and this came out of our Pathfinder um with a a complexity calculator so once we know these are the use cases we most likely want to deliver

(27:00) on we go and do a little bit more of a deep dive with a complexity calculator so basically it will help us to understand complexity versus capacity so how long and and how many e how much effort will take okay very impressive yes you are being modest you you really crush it on on the pipeline uh systematic approach um Jason when we were doing our Workshop you're in a little bit of a different place you and your team had essentially inherited a pretty big Pipeline and you had essentially a bunch of filtering to

(27:35) do um where are you guys with that what came out of your 90-day action plan so we really instituted a a process now to do the evaluation of our backlog um kind of once we get a request in uh has all the information systems you know what your Roi is very basic high level like Mikel you said and then we have a viability meeting with all the needed stakeholders there's all the the customer uh Smee to kind of review what the process is and then we kind of do a quick evaluation is this truly uh an RPA project you know because there's

(28:07) obviously other applications or you know ways you can can automate um and if it is then we go through the approval process where they do their paperwork that they needed requirements documentation and that kind of stuff and once that's all fully approved then we do our evaluation as far as priority right um of course Roi is big but not necessarily the FTE or hour save it could be cash flow it could be cutting down the number of days to get invoice out that kind of stuff so we take all that in consideration and then we

(28:36) prioritize accordingly awesome um okay Micah we're good with time what's number four okay yeah we're good okay all right so I'll keep going you got to be careful yeah I'm going to keep you on track so the fourth pillar that we talked about thinking back to our original slides there was the production pillar and this is production and delivery and this is all about how I'm going to design deliver document deploy I can't think of another dword but this is everything that we're doing around creating these

(29:04) automations one thing that I'm really big on is called the solution pattern modeling framework if you look at your agenda there's a session tomorrow with myself and Mark goodair diving deep into the solution pattern modeling framework but what it is is its language thought pattern and categorization to the types of automations we're creating so everyone here is probably creating automations that are set to run on a scheduled task right we would call that an automation that is set to run on a scheduled task but there's lots of other

(29:35) automations you could be creating automations that are deployed by API automations that are triggered by a file or an email I can have an automation that gets kicked off by co-pilot or some other process I could have an automation that's integrated with my workflow application or Salesforce so there's lots of different types of automations the most mature automation programs are embracing this evolution in their design and there starting to think of some of these more mature solution patterns as they continue to grow and expand their

(30:02) program what that means is they're able to take on more complex use cases it also means that they're able to deliver a broad range of automation capabilities rather than just thinking of everything as an a bot that has to run on a specific schedule the first step in breaking out of this scheduled automations jail is thinking about Integrations in workflow and case management applications so when a certain event occurs in this application I want an automation to run right I don't need to worry about how do

(30:31) I set that up with a schedule I don't want to go and check that application every 15 minutes and see if there's work I want to think about how I can create these different types of automations I also want to start to think about how I can mature to the point of human in thee Loop processing we talked about on our four C's right automation consumers one way that people can consume automations are things like teams or things like co-pilot or embedded extensions so we have lots of different ways that people

(30:57) can invoke these automations they can go back and forth with automations think about a process like document automation I'm going to try to take this document in I want to try to classify it if I can't classify it through automated means I want to show that to someone I'm going to show that to someone through humanin thee Loop processing they're going to fix or perfect the results of that classification and allow me to continue processing because if I don't classify it I may not know what data to

(31:21) extract or how I'm going to extract that data and likewise if I miss some fields in my extraction I'm going to show that to someone for validation so think about those different humanin the loop processing tasks that enables you to mature the way you're thinking about the types of automations that you're creating okay are we going to put anyone on the spot for this one we're going to save it for the group Q&A so I I yeah yeah I we have a full list of the solution patterns and this is something

(31:47) that we're still working with customers on and rolling this out um but I want to talk to you guys about the types of automations you're creating scheduled task type automations I think is the the bread and butter that everyone starts with how have you guys matured from that point to the types of automations you're creating now so um I mean from an intended bot we have some Bots out there that are running in the intended bot uh way so to speak uh but we are looking at kind of the API uh kickoff and you know

(32:17) email delivery kickoff of the you know automations but that's something that we're working on right now yeah um similar to Jason we do have AO ations that are triggered by workflows so if something happen a case or whatever to change so it triggers what the action needs to be taken by the bot uh VI apis too uh but this is an area where we are really uh going to dtive to make sure we um kind of managing our digital workflow digital Workforce in the right way yeah very cool okay what's number five all right our last habit of

(32:57) Highly effective automation programs is they rev their evangelism engine daily this is one of those things that I think feels less natural for a lot of it leaders not only do I have to worry about leading an automation program and successfully delivering automations but I need to know how to talk about my program and I need to know how to talk about my program in a way that actually connects with people like I said uh earlier if all I'm saying is we delivered 15 Bots this quarter no one really knows what that means right I

(33:23) need to be able to talk about my program in a couple different ways I need to talk about the capabilities that we're delivering the kinds of automations that we're able to create the types of applications that we're integrating with and then I also want to talk about the value that we're delivering or the value that we're recognizing as a result of those automations so hey I did some automations with the finance department they recognized x amount of hours and savings I did some automations with the

(33:47) customer service department they're recognizing x amount of hours and savings they can also cut down their average call handling time things like that so I want to be able to talk about the benefits that are being achieved through these automations and as I'm able to share those then people start to understand what our program is capable of we also want to start to think about creating an internal community of practice and this is where people like our consumers contributors Champions and creators can come together and they can

(34:14) learn about the new poc's that we're building off of these different solution patterns so they can understand the different ways that an automation can be invoked or the different types of application Integrations that we can build those are great ways to up skill my development team they're creating new poc's they're learning new Integrations as well as share the message of what my team is capable of what we're looking at and how we're moving forward and sharing our vision okay so Carolina you know I'm

(34:40) going to ask you this question first because you can teach a master class on evangelism in fact you have you shared with our MV our cohort um you know you have so many Tools in your toolkit but in addition to what you've been able to do from a promotion standpoint is just the impact and and the audience um can you share some of your master class with the group yes so um similar to a measurement strategy uh I do believe in the importance of having a change management strategy as in people change management

(35:18) uh ultimately You're Building Solutions for uh business users no for Tech or developers right so whilst the code might be amazing and you might have created BS that do amazing things ultimately the end user doesn't really care that much about that it's more about like what's in there for me what am I am I understanding this is this taking on my job I mean what what benefits are in here for me so is that importance of having that strategy strategy um change management strategy so what's in it for them what the

(35:52) audience um how do we communicate with this audience uh sometimes um I find have found very useful to be really explicit on how the Bots work so we create these every time we build like a very complex or high impactful B we have a a video and um and he's very kind of um exciting and he just go I would call it Dynamic it's pretty slick these videos and we put like music on and like we show we say what's the problem we were trying to solve for uh we we go about what was automated but a very basic place and then we saw hey and this

(36:32) is how the boat looks like and we just record kind of video within the video of how the butt looks like and then we say and guess what we save all of these things right we never talk about like the how complex was the code or you know like how complicated how many like you know decisions points were within that so it's just about that we do have a web page where we have all of our words our mission our vision is always saying it saying it once saying it twice three times again um newsletters and um just

(37:03) giving people the accents at the education so that change management strategy is not only communication but also education constant education of what we're trying to do here and what's in it for our audience of course being at Nike is an innovation company um our kind of assets are pretty cool so it's very easy to to create very engaging uh presentations uh web pages and all of that to support our program and um and the importance of you know again going back to the measurement strategy what the value are we moving the needle are

(37:36) we in alignment with the company strategy so um so I think those those are my my like I I like that a lot and I think one point you mentioned that's really important is remember the first time you saw an automation run against an application that you're familiar with there's like a certain magic of that right where it's like hey this thing just logged into that app and I saw it click around and it's using applications I'm familiar with and that's a great way to create a connection to people within

(38:01) your organization so that they can see like when we talk about Bots people think about some crazy movie or AI or things like that but the reality is we want to show them how this works with applications they're familiar with pop up Excel show how it's able to clip through stuff pop up a a website that they're familiar with and show a login right those are great ways to create assets that engage with people and let them know like really what this is about exactly and you know what I really like about Carolina your strategy is you

(38:31) clearly know your audience right and so much about promoting your automation program means knowing you have Executives that you need to speak their narrative because they're funding you and supporting you um you have stakeholders that you're engaging with right and they might be automation curious or automation anxious right so you found the assets that simplify things for them but you also have the people your for Seas right and you want them to feel part of a mission and a movement um Jason you've done some

(39:07) really interesting things from a um a you know engaging the the people in the mission and the movement around like some rewards um reward programs but you've also been really successful post Pathfinder in engaging your executive audience um we have a few more minutes what are your hot tips to share so again I kind of agree with everything you said you got to be able to speak to your audience right Executives all the way down to let's say the worker bees right and be able to promote Automation in a positive way right um you know for for

(39:40) us one thing we're working at is the communication aspect of it right we have a Coe but doesn't go out to you know everybody in the company right so we're looking at doing possibly like bot spotlighting hey this bot was in HR and was able to do X Y and Z and say save this much corporate wide mass emails um internal workshops that kind of stuff to kind of spread the word of Automation and get that you know knowledge out there to everybody which hopefully will in turn help us out with the citizen developer program absolutely get more of

(40:11) those needle moving uh automation requests and eventually just you know help help reach those sea- level goals that uh you know everybody's striving for Bots spots I love it um okay we need to get to a couple minutes of Q&A to this great Duo of leaders but really quick do you mind clicking ahead to um we're we're going to actually skip the recap we're going to go right to Q&A but I want to land on the slide about okay yes we went around the world and met with uh you know 30 of you and did these

(40:43) workshops but you can use all of these resources today Pathfinder mission control is live you can take your own assessment with your team you can pick your own missions for scale and and you get your own stepbystep action plan and check it out right alongside that Pathfinder Academy 40 new digital free courses that Micah and his team have created anyone ever said I wish had more mic videos well we've created them at scale so with that in the background Suzanne will you take a few questions from the audience anyone anyone have a question

(41:26) for Carol or Jason who is running in heels today she is running in heels people hello guys hi first of all thank you for all this this valuable information my my question is regarding the citizen development do you guys have a way to identify or select the citizen developers or do you have an educational program inside the organization so you can find well find them Jason I think since you've been doing a lot of work here you want to take that yeah so um if somebody comes to us and says they want to be a citizen developer yes we kind of do a

(42:09) informal interview just kind of get their background what they know what they don't know um and we can get a good feel whether they you know know how to develop you know basic understanding of of Bot code and that kind of stuff um and then we make an evaluation and make a decision and if it's good to go then we push them onto the uh citizen developer training path and then once they get through that then they can you know live on Pathfinder Academy become a developer okay um let's take thank you

(42:37) let's take another question if if there's questions oh Suzanne all the way over here while we're doing that Shameless plug for Pathfinder Academy we have a brand new citizen developer learning Trail it's totally different than what we had before this is about teaching citizen developers the way to think like a developer breaking problems down by sequence selection and repetition before we get into the code so I think it's a really great program I hope you enjoy it check it out yeah once you get quite a

(43:04) few Bots going how do you keep track of those like so we have like 160 bot Runners and we have a lot of processes are running across them and from time to time people say hey this one stopped and they catch it before we do before our support team do us how do you catch that quickly and make sure that everything's running that should who wants to take that one Jason I I'll take a stab at it so um usually our at my at least our admin can catch that before the end user can because he's monitoring the dashboard he's

(43:39) monitoring the logs uh we also are working on getting notifications from Splunk so we know hey this bot is only supposed to run an average of 30 minutes right it's go it's already two hours sends an email to probably myself and the admin say Hey you may want to take a look at this something may be going on um um we also get other alerts from a network point of view my admin will get to to say hey there's something wrong with the network go check um on the Bots running on this particular bot runner for us similar to

(44:08) Jason we have a lot of um kind of U error triggers within our Bots um that allow us to know something is going wrong and within our team we actually have a role called bot manager and Bot managers help us um kind of address and sometimes they even are able to identify things uh in advance to uh to be honest nothing really the user never identifies or see that a bot is not running or something either um the error comes to through us or our Bo managers um based on experience sometimes are able to to know what could be problematic or what

(44:53) what are the reasons why some something is not going right or is it too much or something um so that's a little bit of a manual kind of um approach but um the user never gets that okay so a couple of different approaches to that um I'm getting the hook guys so um this has been a fabulous conversation I want to thank our panelists karolina and Jason and of course the fabulous Micah Smith

YouTube

https://www.youtube.com/watch?v=4P370ZG2Sb8