

DECEMBER  
2022

It's hard to believe that it's already December. So I want to start this journal with a wish from the entire XM Institute team to you and your family: Happy Holidays! We hope that you have a very happy and healthy New Year.

2022 was a busy year for us, as we've introduced a number of new things. On the content side, this Journal highlights an XM Deep Dive with ServiceNow and an XM Discussions with Luis Angel-Lalanne from American Express, which are both new formats. We also launched our very popular [How-to Guides](#) earlier in the year.

In addition, we introduced the [XM Fundamentals Certification](#) which is an online-training-based certification that is good for anyone who wants to establish a strong core understanding of Experience Management. We also moved our [XM Pros community](#) onto LinkedIn and started holding LinkedIn Live sessions.

We look forward to continuing our innovation into next year. However, we are also excited to bring back one of our most popular activities, [Qualtrics' X4 Summit](#), which will be held in Salt Lake City from March 7th to 9th. Join us!



— Bruce Temkin | Head of Qualtrics XM institute

## Editor's Picks

**XM Deep Dive:  
ServiceNow Uses Action  
Workflows to Build an  
“Insights to Action” Culture**

SEE MORE



Developing a robust closed-loop process doesn't have to take a decade. In this XM Deep Dive, XM Institute talks to CX leaders at ServiceNow about how they institutionalized an “Insights to Action” culture by developing a powerful system of action workflows.



DATA SNIPPET

**NPS® Ratings Across 20 Industries, 2018 – 2022**

[See More →](#)



MULTIMEDIA

**XM Discussions: Leading Through Uncertainty with American Express**

[Watch Now →](#)



BLOG

**Bad Customer Experience Puts \$3.1 Trillion in Global Consumer Sales at Risk**

[Read More →](#)



## XM Pros

[XM Pros](#) is a global peer-to-peer community of XM leaders, where you can ask questions, share your best practices, and advance your career. We have ongoing discussions and a regular schedule of monthly activities, including a peer-to-peer matching program, topic-based small group discussions, and a week-long [Expert Q&A](#) with Moira Dorsey, XM Catalyst, starting December 19th.

Pro-to-Pro registration is open! Sign up today to be matched with a fellow XM Pro to connect on a 1:1 basis on all things XM and expand your network. Registration is open until Friday 12/9 so [sign up now](#) to participate!

**TOPIC OF THE MONTH**

**2022: A Year in Review**

[See More →](#)



MEMBER SPOTLIGHT

## Kelly Harper

AVP of Visitor Experience // Royal Ontario Museum

In 2008, Kelly moved into a new role as the Director of Brand at a large financial institution. When she saw an open Director of Customer Experience role, she immediately saw the connection between the two and pitched that she should take on both roles. Kelly's favorite part of XM is networking across the entire organization and working in cross-functional teams.

[Explore the Community](#)

## Announcements

12/13/2022 | VIRTUAL

### Webinar: Trends shaping the consumer experience in 2023

Join Dr Cecelia Herbert, XM Catalyst, and Belinda Ochynski, CX Solution Strategist, as they dive deep into the comprehensive findings of our 2023 Global Consumer Trends Report — a study of 33,000+ people from around the world.

[Register Now](#) →

12/14/2022 | VIRTUAL

### Virtual Meetup: 2022: Year in Review (Option 1)

Join us as Moira Dorsey shares her 2022 Content Top 10 List and for a collective discussion on everyone's greatest achievements over the past year as well as what is top of mind for you going into 2023. Tune in on Wednesday, December 14th at 7:00 pm ET (4:00 pm PT and 9:00 am AEST).

[Register Now](#) →

12/15/2022 | VIRTUAL

### Virtual Meetup: 2022: Year in Review (Option 2)

Join us as Moira Dorsey shares her 2022 Content Top 10 List and for a collective discussion on everyone's greatest achievements over the past year as well as what is top of mind for you going into 2023. Tune in on Thursday, December 15th at 11:00 am ET (8:00 am PT and 3:00 pm GMT).

[Register Now](#) →

“

Likelihood to trust and recommend improved globally by 1%, increasing most in Spain and Belgium and decreasing most in Vietnam.

## In Case You Missed It...

- **BLOG:** Examining Gender And Race Gaps Across Employee Experience And New Job Preferences | [Read More](#) →
- **LAUNCHPAD:** Fundamentals of Employee Experience | [Watch Now](#) →
- **BLOG:** 2022 U.S. Net Promoter Score Drops from 2021 Recovery | [Read More](#) →
- **RESEARCH:** Global Study: What Happens After a Bad Experience, 2022 | [See More](#) →
- **BLOG:** Lessons From a B2B CX Leader on How to Build a Customer-Centric Culture | [Read More](#) →
- **TRAINING:** Modern EXM Training | [Register Now](#) →
- **BLOG:** Best of XM Institute Content: Q3 2022 | [Read More](#) →
- **BLOG:** Tips for Frontline CX Training Program Success | [Read More](#) →
- **VIDEO:** Building Agility With Experience Management | [Watch Now](#) →
- **RESEARCH:** XM Deep Dive: Neighborhood Health Plan of Rhode Island Drives Culture Change with Journey Maps | [See More](#) →

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**RESEARCH** →



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