



# XM Masters

## Syllabus - Global August 2023 Cohort

Welcome to the syllabus for the August 2023 cohort of the XM Masters program. This document will be the source of truth for all information *specific to your cohort*. For more information about the program and the policies and procedures that you need to follow, please refer to the XM Masters student handbook.

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### Program Schedule

The August 2023 cohort will run from **August 8, 2023** through **October 25, 2023**. There will be materials scheduled for all twelve weeks of the program. At the end of this document, see a detailed schedule for both the **customer experience** and **employee experience** tracks.

### Accessing Program Materials

You will access all course materials, including access to the live virtual classroom on XM Basecamp at [basecamp.qualtrics.com/page/xm-masters-2023-august-cohort](https://basecamp.qualtrics.com/page/xm-masters-2023-august-cohort).

## Your Instructors



**Dr. Cecelia Herbert, PsyD., XMP** | [cecelia@qualtrics.com](mailto:cecelia@qualtrics.com)

Cecelia Herbert is a Principal XM Catalyst with Qualtrics XM Institute.

Cecelia is a Doctor of Organizational Psychology with over 20 years of experience as a practitioner, academic, and consultant. She joined Qualtrics in 2019 to establish and lead XM Scientist Advisory Services in Asia Pacific, and has partnered with organizations across the globe to design, mature, and grow their XM Programs. Prior to Qualtrics, Cecelia was a leader in the Employee Engagement organization at Google. For more than a decade, her work has centered on developing evidence-based solutions that drive systemic change in Diversity, Equity & Inclusion. Cecelia is an experienced facilitator and coach, leveraging scientific & data-driven methods to address complex challenges, and communicating in a way that is simple, effective, and practical. At XM Institute, Cecelia is committed to building a thriving community of XM professionals, who are empowered and inspired to radically improve human experiences.



**James Scutt, XMP** | [jamescscutt@qualtrics.com](mailto:jamescscutt@qualtrics.com)

James Scutt is a Principal XM Catalyst with Qualtrics XM Institute.

Recognized as one of Europe's leading Experience Management experts and CX Leader of the Year, James has a highly successful background spanning Government, Retail, Financial Services, and Hospitality industries. Prior to joining Qualtrics, James was Head of Customer Experience Strategy and Deployment at the UK Post Office where he successfully led customer experience transformation activity across Europe's largest retail network of over 11,500 branches. He started his career as an award-winning Chef, the basis of which underpins his approach to human-centric experience management. Based in London, James is a highly rated keynote speaker, engaging audiences across a range of high profile events, and is a member of the Board of Directors of the Customer Institute as well as a Non-executive Director and Committee Chair.



**Greg Chase, XMP** | [gchase@qualtrics.com](mailto:gchase@qualtrics.com)

Greg Chase is an XM Catalyst with Qualtrics XM Institute.

Greg has led the successful design, development, and implementation of innovative global customer experience, culture transformation, and employee experience strategies centered around operationalizing experience and operational data to achieve greater business results. Greg has presented keynote speeches on experience management around the world and in 2019 was named one of Loyalty 360's Top 10 Most Influential Individuals in Customer Experience & Loyalty. Prior to joining the Qualtrics XM Institute, Greg owned an award-winning global consulting practice, Experience Strategy Associates, and was the Corporate Vice President of Guest Strategy & Insights for MGM Resorts International where he acted as the executive sponsor of all CX initiatives and strategies for the entire MGM Resorts portfolio. Greg holds a Masters Degree in Organizational Psychology from Capella University and a Bachelor's Degree in Hotel & Restaurant Management from the University of Missouri-Columbia.

## Your Program Manager



**Maggie Wooters** | [margaretm@qualtrics.com](mailto:margaretm@qualtrics.com)

Maggie Wooters is a Program Manager for the Qualtrics XM Institute.

She coordinates across the team to prioritize and manage cross-functional workstreams, identifying key opportunities to collaborate, with a primary focus on our communications and marketing. She also manages our data and analytics in order to understand how followers are engaging with XM Institute’s offerings and how that activity drives business value. Additionally, she is the program manager for all XM Institute training and certification. She graduated from Wellesley College with a Bachelor of Arts in Art History and Environmental Studies.

## Program Locations

In-person workshops will be held at Qualtrics offices in three locations for this cohort:

**Sydney**, Australia, **Dublin**, Ireland, and **Seattle**, US.

**Learners are required to attend all workshops in the location they enrolled in.**

<p><b>Dublin</b> <i>Ireland</i></p> <p>1 Calrendon Row Dublin 2 Ireland</p>	<p><b>How to Get There</b></p> <p><b>By Transit</b> Take the DART to <a href="#">Dublin Pearse station</a>, then walk to the office (about 17 min).</p> <p><b>By Car</b> Parking is available nearby at a cost at <a href="#">Grafton Car Park</a>, <a href="#">Stephen’s Green O Park</a>, and <a href="#">Drury Street Car Park</a>.</p> <p>If you plan to use a rideshare service, the local app is <a href="#">FREENOW</a>.</p>
<p><b>Seattle, WA</b> <i>USA</i></p> <p>1201 2nd Avenue Floor 17 Seattle, WA 98101</p>	<p><b>How to Get There</b></p> <p><b>By Car</b> Parking is available at a cost in the garage from 6:00 AM to 6:00 PM. After 6:00 PM you will still be able to leave the garage but you cannot return.</p> <p>The garage entrance is on Seneca Ave on the right side of the road. You can take the East elevator to the lobby, then take the main elevators to floor 17 and check in at reception.</p> <p><b>Recommended Accommodation</b> We recommended you stay at the <a href="#">Alexis Royal Sonesta Hotel</a>.</p>

<b>Sydney</b> <i>Australia</i>  Level 15 1 Denison Street North Sydney NSW, Australia	<b>How to Get There</b>  <b>By Transit</b> A short walk from North Sydney Train Station. Directions <a href="#">here</a>  <b>By Car</b> Hourly and early bird parking is available nearby at <a href="#">Berry Street Car Park</a> and <a href="#">110 Walker Street</a> .  We cannot validate parking.
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When you arrive at the office, you will be required to sign in and receive a badge. This badge must be worn in a visible location the entire time you are in the office.

Students will be provided with lunch and beverage service - please share any dietary restrictions upon registration or reach out to the XM Masters program manager. Recommended attire is business casual. Students are responsible for securing and funding their own travel and accommodation.

## Program Schedule - Customer Experience Track

Please note that scheduling for weeks 2 to 11 spans three time zones.

- Dates for Option A in PDT are one day behind (-1). For example: August 15, Option A starts at 4pm on August **14th** in Seattle.
- Dates for Option C are one day ahead for AEST (+1). For example: August 15, Option B starts at 1am on August **16th** in Sydney.

Week	Date	Time(s)	Topic	Location(s)
1	August 8	9:30 AM - 5:00 PM <i>local time</i>	<b>Module 1</b> Day 1: Transforming experience-centric organizations	Sydney, Dublin, or Seattle
	August 9	9:30 AM - 5:00 PM <i>local time</i>	<b>Module 1</b> Day 2: XM vision & strategic value	Sydney, Dublin, or Seattle
2	August 15	Option A: 9:00 - 9:30 AM AEST // 12:00 - 12:30 AM IST // 4:00 - 4:30 PM PDT (-1)  Option B: 5:00 - 5:30 PM AEST // 8:00 - 8:30 AM IST // 12:00 - 12:30 AM PDT  Option C: 1:00 - 1:30 AM AEST (+1) // 4:00 - 4:30 PM IST // 8:00 - 8:30 AM PDT	<b>Module 2</b> Learning Lab: Experience Journeys  <i>Learners should complete self-guided learning <b>before</b> the learning lab.</i>	Virtual
	August 16	Option A: 9:00 - 9:30 AM AEST // 12:00 - 12:30 AM IST // 4:00 - 4:30 PM PDT (-1)  Option B: 5:00 - 5:30 PM AEST // 8:00 - 8:30 AM IST // 12:00 - 12:30 AM PDT  Option C: 1:00 - 1:30 AM AEST (+1) // 4:00 - 4:30 PM IST // 8:00 - 8:30 AM PDT	<b>Module 2</b> Learning Lab: EX Fundamentals  <i>Learners should complete self-guided learning <b>before</b> the learning lab.</i>	Virtual
	August 17	Option A: 9:00 - 9:30 AM AEST // 12:00 - 12:30 AM IST // 4:00 - 4:30 PM PDT (-1)  Option B: 5:00 - 5:30 PM AEST // 8:00 - 8:30 AM IST // 12:00 - 12:30 AM PDT  Option C: 1:00 - 1:30 AM AEST (+1) // 4:00 - 4:30 PM IST // 8:00 - 8:30 AM PDT	<b>Module 2</b> Learning Lab: CX Fundamentals  <i>Learners should complete self-guided learning <b>before</b> the learning lab.</i>	Virtual
3	August 22	Option A: 9:00 - 10:00 AM AEST // 12:00 - 1:00 AM IST // 4:00 - 5:00 PM PDT (-1)  Option B:	<b>Module 3</b> Learning Lab: Advancing CXM Maturity  <i>Learners should complete</i>	Virtual

		5:00 - 6:00 PM AEST // 8:00 - 9:00 AM IST // 12:00 - 1:00 AM PDT  Option C: 1:00 - 2:00 AM AEST (+1) // 4:00 - 5:00 PM IST // 8:00 - 9:00 AM PDT	<i>self-guided learning before the learning lab.</i>	
	August 24	Option A: 9:00 - 9:30 AM AEST // 12:00 - 12:30 AM IST // 4:00 - 4:30 PM PDT (-1)  Option B: 5:00 - 5:30 PM AEST // 8:00 - 8:30 AM IST // 12:00 - 12:30 AM PDT  Option C: 1:00 - 1:30 AM AEST (+1) // 4:00 - 4:30 PM IST // 8:00 - 8:30 AM PDT	<b>Module 3</b> Office Hours  <i>optional</i>	Virtual
4	August 29	Option A: 9:00 - 9:30 AM AEST // 12:00 - 12:30 AM IST // 4:00 - 4:30 PM PDT (-1)  Option B: 5:00 - 5:30 PM AEST // 8:00 - 8:30 AM IST // 12:00 - 12:30 AM PDT  Option C: 1:00 - 1:30 AM AEST (+1) // 4:00 - 4:30 PM IST // 8:00 - 8:30 AM PDT	<b>Module 3</b> Office Hours  <i>optional</i>	Virtual
	August 30	Option A: 9:00 - 10:00 AM AEST // 12:00 - 1:00 AM IST // 4:00 - 5:00 PM PDT (-1)  Option B: <i>Not offered</i>  Option C: <i>Not offered</i>	<b>Module 3</b> CX Track Peer-Meetup  <i>optional</i>	Virtual
5	September 6	Option A: 9:00 - 10:30 AM AEST // 12:00 - 1:30 AM IST // 4:00 - 5:30 PM PDT (-1)  Option B: 5:00 - 6:30 PM AEST // 8:00 - 9:30 AM IST // 12:00 - 1:30 AM PDT  Option C: 1:00 - 2:30 AM AEST (+1) // 4:00 - 5:30 PM IST // 8:00 - 9:30 AM PDT	<b>Module 3</b> Project Presentations  <i>Learners will sign up for a presentation time. They are expected to attend and provide feedback for all presentations in their session.</i>  <i>They are not expected to attend all sessions.</i>	Virtual
	September 7	Option A: <i>Not offered</i>  Option B: 5:00 - 6:00 PM AEST // 8:00 - 9:00 AM IST // 12:00 - 1:00 AM PDT	<b>Module 3</b> CX Track Peer-Meetup  <i>optional</i>	Virtual

		Option C: <i>Not offered</i>		
6	September 13	Option A: 9:00 - 10:00 AM AEST // 12:00 - 1:00 AM IST // 4:00 - 5:00 PM PDT (-1)  Option B: 5:00 - 6:00 PM AEST // 8:00 - 9:00 AM IST // 12:00 - 1:00 AM PDT  Option C: 1:00 - 2:00 AM AEST (+1) // 4:00 - 5:00 PM IST // 8:00 - 9:00 AM PDT	<b>Module 4</b> Learning Lab: Producing a Strategic CX Roadmap  <i>Learners should complete self-guided learning <b>before</b> the learning lab.</i>	Virtual
	September 14	Option A: 9:00 - 9:30 AM AEST // 12:00 - 12:30 AM IST // 4:00 - 4:30 PM PDT (-1)  Option B: 5:00 - 5:30 PM AEST // 8:00 - 8:30 AM IST // 12:00 - 12:30 AM PDT  Option C: 1:00 - 1:30 AM AEST (+1) // 4:00 - 4:30 PM IST // 8:00 - 8:30 AM PDT	<b>Module 4</b> Office Hours  <i>optional</i>	Virtual
	September 15	Option A: <i>Not offered</i>  Option B: <i>Not offered</i>  Option C: 1:00 - 2:00 AM AEST (+1) // 4:00 - 5:00 PM IST // 8:00 - 9:00 AM PDT	<b>Module 4</b> CX Track Peer-Meetup  <i>optional</i>	Virtual
7	September 19	Option A: 9:00 - 9:30 AM AEST // 12:00 - 12:30 AM IST // 4:00 - 4:30 PM PDT (-1)  Option B: 5:00 - 5:30 PM AEST // 8:00 - 8:30 AM IST // 12:00 - 12:30 AM PDT  Option C: 1:00 - 1:30 AM AEST (+1) // 4:00 - 4:30 PM IST // 8:00 - 8:30 AM PDT	<b>Module 4</b> Office Hours  <i>optional</i>	Virtual
	September 20	Option A: 9:00 - 10:00 AM AEST // 12:00 - 1:00 AM IST // 4:00 - 5:00 PM PDT (-1)  Option B: <i>Not offered</i>  Option C: <i>Not offered</i>	<b>Module 4</b> CX Track Peer-Meetup  <i>optional</i>	Virtual
8	September 27	Option A: 9:00 - 10:30 AM AEST // 12:00 - 1:30 AM IST //	<b>Module 4</b> Project Presentations	Virtual

		<p>4:00 - 5:30 PM PDT (-1)</p> <p>Option B: 5:00 - 6:30 PM AEST // 8:00 - 9:30 AM IST // 12:00 - 1:30 AM PDT</p> <p>Option C: 1:00 - 2:30 AM AEST (+1) // 4:00 - 5:30 PM IST // 8:00 - 9:30 AM PDT</p>	<p><i>Learners will sign up for a presentation time. They are expected to attend and provide feedback for all presentations in their session.</i></p> <p><i>They are not expected to attend all sessions.</i></p>	
	September 28	<p>Option A: <i>Not offered</i></p> <p>Option B: 5:00 - 6:00 PM AEST // 8:00 - 9:00 AM IST // 12:00 - 1:00 AM PDT</p> <p>Option C: <i>Not offered</i></p>	<p><b>Module 4</b> CX Track Peer-Meetup</p> <p><i>optional</i></p>	Virtual
9	October 4	<p>Option A: <b>10:00 - 11:00 AM AEDT</b> // 12:00 - 1:00 AM IST // 4:00 - 5:00 PM PDT (-1)</p> <p>Option B: <b>6:00 - 7:00 PM AEDT</b> // 8:00 - 9:00 AM IST // 12:00 - 1:00 AM PDT</p> <p>Option C: <b>2:00 - 1:00 AM AEDT (+1)</b> // 4:00 - 5:00 PM IST // 8:00 - 9:00 AM PDT</p>	<p><b>Module 5</b> Learning Lab: Creating a System of Action</p> <p><i>Learners should complete self-guided learning <b>before</b> the learning lab.</i></p>	Virtual
	October 5	<p>Option A: <i>Not offered</i></p> <p>Option B: <i>Not offered</i></p> <p>Option C: <b>2:00 - 1:00 AM AEDT (+1)</b> // 4:00 - 5:00 PM IST // 8:00 - 9:00 AM PDT</p>	<p><b>Module 5</b> CX Track Peer-Meetup</p> <p><i>optional</i></p>	Virtual
	October 6	<p>Option A: <b>10:00 - 10:30 AM AEDT</b> // 12:00 - 12:30 AM IST // 4:00 - 4:30 PM PDT (-1)</p> <p>Option B: <b>6:00 - 6:30 PM AEDT</b> // 8:00 - 8:30 AM IST // 12:00 - 12:30 AM PDT</p> <p>Option C: <b>2:00 - 2:30 AM AEDT (+1)</b> // 4:00 - 4:30 PM IST // 8:00 - 8:30 AM PDT</p>	<p><b>Module 5</b> Office Hours</p> <p><i>optional</i></p>	Virtual
10	October 10	<p>Option A: <b>10:00 - 10:30 AM AEDT</b> // 12:00 - 12:30 AM IST // 4:00 - 4:30 PM PDT (-1)</p> <p>Option B: <b>6:00 - 6:30 PM AEDT</b> // 8:00 - 8:30 AM IST // 12:00 - 12:30 AM PDT</p>	<p><b>Module 5</b> Office Hours</p> <p><i>optional</i></p>	Virtual



		Option C: <b>2:00 - 2:30 AM AEDT (+1)</b> // 4:00 - 4:30 PM IST // 8:00 - 8:30 AM PDT		
	October 11	Option A: <b>10:00 - 11:00 AM AEDT</b> // 12:00 - 1:00 AM IST // 4:00 - 5:00 PM PDT (-1)  Option B: <i>Not offered</i>  Option C: <i>Not offered</i>	<b>Module 5</b> CX Track Peer-Meetup  <i>optional</i>	Virtual
11	October 18	Option A: <b>10:00 - 11:30 AM AEDT</b> // 12:00 - 1:30 AM IST // 4:00 - 5:30 PM PDT (-1)  Option B: <b>6:00 - 7:30 PM AEDT</b> // 8:00 - 9:30 AM IST // 12:00 - 1:30 AM PDT  Option C: <b>2:00 - 3:30 AM AEDT (+1)</b> // 4:00 - 5:30 PM IST // 8:00 - 9:30 AM PDT	<b>Module 5</b> Project Presentations  <i>Learners will sign up for a presentation time. They are expected to attend and provide feedback for all presentations in their session.</i>  <i>They are not expected to attend all sessions.</i>	Virtual
	October 19	Option A: <b>10:00 - 11:00 AM AEDT</b> // 12:00 - 1:00 AM IST // 4:00 - 5:00 PM PDT (-1)  Option B: <b>6:00 - 7:00 PM AEDT</b> // 8:00 - 9:00 AM IST // 12:00 - 1:00 AM PDT  Option C: <b>2:00 - 1:00 AM AEDT (+1)</b> // 4:00 - 5:00 PM IST // 8:00 - 9:00 AM PDT	<b>Module 6</b> Applied Practitioner Skills Close-Out	Virtual
12	<b>For registrant to Sydney and Seattle workshops</b>			
	October 24	9:30 AM - 5:00 PM <i>local time</i>	<b>Module 6</b> Day 1: Accelerating towards modern XM	Sydney or Seattle
	October 25	9:30 AM - 5:00 PM <i>local time</i>	<b>Module 6</b> Day 2: Mastering your role as change agent	Sydney or Seattle
	<b>For registrant to Dublin workshops</b>			
	October 31	9:30 AM - 5:00 PM <i>local time</i>	<b>Module 6</b> Day 1: Accelerating towards modern XM	Dublin
November 1	9:30 AM - 5:00 PM <i>local time</i>	<b>Module 6</b> Day 2: Mastering your role as change agent	Dublin	

## Program Schedule - Employee Experience Track

Please note that scheduling for weeks 2 to 11 spans three time zones.

- Dates for Option A in PDT are one day behind (-1). For example: August 15, Option A starts at 4pm on August **14th** in Seattle.
- Dates for Option C are one day ahead for AEST (+1). For example: August 15, Option B starts at 1am on August **16th** in Sydney.

Week	Date	Time(s)	Topic	Location(s)
1	August 8	9:30 AM - 5:00 PM <i>local time</i>	<b>Module 1</b> Day 1: Transforming experience-centric organizations	Sydney, Dublin, or Seattle
	August 9	9:30 AM - 5:00 PM <i>local time</i>	<b>Module 1</b> Day 2: XM vision & strategic value	Sydney, Dublin, or Seattle
2	August 15	Option A: 9:00 - 9:30 AM AEST // 12:00 - 12:30 AM IST // 4:00 - 4:30 PM PDT (-1)  Option B: 5:00 - 5:30 PM AEST // 8:00 - 8:30 AM IST // 12:00 - 12:30 AM PDT  Option C: 1:00 - 1:30 AM AEST (+1) // 4:00 - 4:30 PM IST // 8:00 - 8:30 AM PDT	<b>Module 2</b> Learning Lab: Experience Journeys  <i>Learners should complete self-guided learning <b>before</b> the learning lab.</i>	Virtual
	August 16	Option A: 9:00 - 9:30 AM AEST // 12:00 - 12:30 AM IST // 4:00 - 4:30 PM PDT (-1)  Option B: 5:00 - 5:30 PM AEST // 8:00 - 8:30 AM IST // 12:00 - 12:30 AM PDT  Option C: 1:00 - 1:30 AM AEST (+1) // 4:00 - 4:30 PM IST // 8:00 - 8:30 AM PDT	<b>Module 2</b> Learning Lab: EX Fundamentals  <i>Learners should complete self-guided learning <b>before</b> the learning lab.</i>	Virtual
	August 17	Option A: 9:00 - 9:30 AM AEST // 12:00 - 12:30 AM IST // 4:00 - 4:30 PM PDT (-1)  Option B: 5:00 - 5:30 PM AEST // 8:00 - 8:30 AM IST // 12:00 - 12:30 AM PDT  Option C: 1:00 - 1:30 AM AEST (+1) // 4:00 - 4:30 PM IST // 8:00 - 8:30 AM PDT	<b>Module 2</b> Learning Lab: CX Fundamentals  <i>Learners should complete self-guided learning <b>before</b> the learning lab.</i>	Virtual
3	August 23	Option A: 9:00 - 10:00 AM AEST // 12:00 - 1:00 AM IST // 4:00 - 5:00 PM PDT (-1)  Option B:	<b>Module 3</b> Learning Lab: Advancing EXM Maturity  <i>Learners should complete</i>	Virtual

		5:00 - 6:00 PM AEST // 8:00 - 9:00 AM IST // 12:00 - 1:00 AM PDT  Option C: 1:00 - 2:00 AM AEST (+1) // 4:00 - 5:00 PM IST // 8:00 - 9:00 AM PDT	<i>self-guided learning before the learning lab.</i>	
	August 24	Option A: 9:00 - 9:30 AM AEST // 12:00 - 12:30 AM IST // 4:00 - 4:30 PM PDT (-1)  Option B: 5:00 - 5:30 PM AEST // 8:00 - 8:30 AM IST // 12:00 - 12:30 AM PDT  Option C: 1:00 - 1:30 AM AEST (+1) // 4:00 - 4:30 PM IST // 8:00 - 8:30 AM PDT	<b>Module 3</b> Office Hours  <i>optional</i>	Virtual
4	August 29	Option A: 9:00 - 9:30 AM AEST // 12:00 - 12:30 AM IST // 4:00 - 4:30 PM PDT (-1)  Option B: 5:00 - 5:30 PM AEST // 8:00 - 8:30 AM IST // 12:00 - 12:30 AM PDT  Option C: 1:00 - 1:30 AM AEST (+1) // 4:00 - 4:30 PM IST // 8:00 - 8:30 AM PDT	<b>Module 3</b> Office Hours  <i>optional</i>	Virtual
	August 30	Option A: 9:00 - 10:00 AM AEST // 12:00 - 1:00 AM IST // 4:00 - 5:00 PM PDT (-1)  Option B: <i>Not offered</i>  Option C: <i>Not offered</i>	<b>Module 3</b> EX Track Peer-Meetup  <i>optional</i>	Virtual
5	September 6	Option A: 9:00 - 10:30 AM AEST // 12:00 - 1:30 AM IST // 4:00 - 5:30 PM PDT (-1)  Option B: 5:00 - 6:30 PM AEST // 8:00 - 9:30 AM IST // 12:00 - 1:30 AM PDT  Option C: 1:00 - 2:30 AM AEST (+1) // 4:00 - 5:30 PM IST // 8:00 - 9:30 AM PDT	<b>Module 3</b> Project Presentations  <i>Learners will sign up for a presentation time. They are expected to attend and provide feedback for all presentations in their session.</i>  <i>They are not expected to attend all sessions.</i>	Virtual
	September 7	Option A: <i>Not offered</i>  Option B: 5:00 - 6:00 PM AEST // 8:00 - 9:00 AM IST // 12:00 - 1:00 AM PDT	<b>Module 3</b> EX Track Peer-Meetup  <i>optional</i>	Virtual

		Option C: <i>Not offered</i>		
6	September 12	Option A: 9:00 - 10:00 AM AEST // 12:00 - 1:00 AM IST // 4:00 - 5:00 PM PDT (-1)  Option B: 5:00 - 6:00 PM AEST // 8:00 - 9:00 AM IST // 12:00 - 1:00 AM PDT  Option C: 1:00 - 2:00 AM AEST (+1) // 4:00 - 5:00 PM IST // 8:00 - 9:00 AM PDT	<b>Module 4</b> Learning Lab: Producing a Strategic EX Roadmap  <i>Learners should complete self-guided learning <b>before</b> the learning lab.</i>	Virtual
	September 14	Option A: 9:00 - 9:30 AM AEST // 12:00 - 12:30 AM IST // 4:00 - 4:30 PM PDT (-1)  Option B: 5:00 - 5:30 PM AEST // 8:00 - 8:30 AM IST // 12:00 - 12:30 AM PDT  Option C: 1:00 - 1:30 AM AEST (+1) // 4:00 - 4:30 PM IST // 8:00 - 8:30 AM PDT	<b>Module 4</b> Office Hours  <i>optional</i>	Virtual
	September 14	Option A: <i>Not offered</i>  Option B: <i>Not offered</i>  Option C: 1:00 - 2:00 AM AEST (+1) // 4:00 - 5:00 PM IST // 8:00 - 9:00 AM PDT	<b>Module 4</b> EX Track Peer-Meetup  <i>optional</i>	Virtual
7	September 19	Option A: 9:00 - 9:30 AM AEST // 12:00 - 12:30 AM IST // 4:00 - 4:30 PM PDT (-1)  Option B: 5:00 - 5:30 PM AEST // 8:00 - 8:30 AM IST // 12:00 - 12:30 AM PDT  Option C: 1:00 - 1:30 AM AEST (+1) // 4:00 - 4:30 PM IST // 8:00 - 8:30 AM PDT	<b>Module 4</b> Office Hours  <i>optional</i>	Virtual
	September 21	Option A: 9:00 - 10:00 AM AEST // 12:00 - 1:00 AM IST // 4:00 - 5:00 PM PDT (-1)  Option B: <i>Not offered</i>  Option C: <i>Not offered</i>	<b>Module 4</b> EX Track Peer-Meetup  <i>optional</i>	Virtual
8	September 27	Option A: 9:00 - 10:30 AM AEST // 12:00 - 1:30 AM IST //	<b>Module 4</b> Project Presentations	Virtual

		<p>4:00 - 5:30 PM PDT (-1)</p> <p><b>Option B:</b> 5:00 - 6:30 PM AEST // 8:00 - 9:30 AM IST // 12:00 - 1:30 AM PDT</p> <p><b>Option C:</b> 1:00 - 2:30 AM AEST (+1) // 4:00 - 5:30 PM IST // 8:00 - 9:30 AM PDT</p>	<p><i>Learners will sign up for a presentation time. They are expected to attend and provide feedback for all presentations in their session.</i></p> <p><i>They are not expected to attend all sessions.</i></p>	
	September 28	<p><b>Option A:</b> <i>Not offered</i></p> <p><b>Option B:</b> 5:00 - 6:00 PM AEST // 8:00 - 9:00 AM IST // 12:00 - 1:00 AM PDT</p> <p><b>Option C:</b> <i>Not offered</i></p>	<p><b>Module 4</b> EX Track Peer-Meetup</p> <p><i>optional</i></p>	Virtual
9	October 3	<p><b>Option A:</b> 10:00 - 11:00 AM AEDT // 12:00 - 1:00 AM IST // 4:00 - 5:00 PM PDT (-1)</p> <p><b>Option B:</b> 6:00 - 7:00 PM AEDT // 8:00 - 9:00 AM IST // 12:00 - 1:00 AM PDT</p> <p><b>Option C:</b> 2:00 - 1:00 AM AEDT (+1) // 4:00 - 5:00 PM IST // 8:00 - 9:00 AM PDT</p>	<p><b>Module 5</b> Learning Lab: Creating a System of Action</p> <p><i>Learners should complete self-guided learning <b>before</b> the learning lab.</i></p>	Virtual
	October 5	<p><b>Option A:</b> 10:00 - 11:00 AM AEDT // 12:00 - 1:00 AM IST // 4:00 - 5:00 PM PDT (-1)</p> <p><b>Option B:</b> <i>Not offered</i></p> <p><b>Option C:</b> <i>Not offered</i></p>	<p><b>Module 5</b> EX Track Peer-Meetup</p> <p><i>optional</i></p>	Virtual
	October 6	<p><b>Option A:</b> 10:00 - 10:30 AM AEDT // 12:00 - 12:30 AM IST // 4:00 - 4:30 PM PDT (-1)</p> <p><b>Option B:</b> 6:00 - 6:30 PM AEDT // 8:00 - 8:30 AM IST // 12:00 - 12:30 AM PDT</p> <p><b>Option C:</b> 2:00 - 2:30 AM AEDT (+1) // 4:00 - 4:30 PM IST // 8:00 - 8:30 AM PDT</p>	<p><b>Module 5</b> Office Hours</p> <p><i>optional</i></p>	Virtual
10	October 10	<p><b>Option A:</b> 10:00 - 10:30 AM AEDT // 12:00 - 12:30 AM IST // 4:00 - 4:30 PM PDT (-1)</p> <p><b>Option B:</b> 6:00 - 6:30 PM AEDT // 8:00 - 8:30 AM IST // 12:00 - 12:30 AM PDT</p>	<p><b>Module 5</b> Office Hours</p> <p><i>optional</i></p>	Virtual

		Option C: <b>2:00 - 2:30 AM AEDT (+1)</b> // 4:00 - 4:30 PM IST // 8:00 - 8:30 AM PDT		
	October 11	Option A: <i>Not offered</i>  Option B: <b>6:00 - 7:00 PM AEDT</b> // 8:00 - 9:00 AM IST // 12:00 - 1:00 AM PDT  Option C: <i>Not offered</i>	<b>Module 5</b> EX Track Peer-Meetup  <i>optional</i>	Virtual
11	October 18	Option A: <b>10:00 - 11:30 AM AEDT</b> // 12:00 - 1:30 AM IST // 4:00 - 5:30 PM PDT (-1)  Option B: <b>6:00 - 7:30 PM AEDT</b> // 8:00 - 9:30 AM IST // 12:00 - 1:30 AM PDT  Option C: <b>2:00 - 3:30 AM AEDT (+1)</b> // 4:00 - 5:30 PM IST // 8:00 - 9:30 AM PDT	<b>Module 5</b> Project Presentations  <i>Learners will sign up for a presentation time. They are expected to attend and provide feedback for all presentations in their session.</i>  <i>They are not expected to attend all sessions.</i>	Virtual
	October 19	Option A: <b>10:00 - 11:00 AM AEDT</b> // 12:00 - 1:00 AM IST // 4:00 - 5:00 PM PDT (-1)  Option B: <b>6:00 - 7:00 PM AEDT</b> // 8:00 - 9:00 AM IST // 12:00 - 1:00 AM PDT  Option C: <b>2:00 - 1:00 AM AEDT (+1)</b> // 4:00 - 5:00 PM IST // 8:00 - 9:00 AM PDT	<b>Module 6</b> Applied Practitioner Skills Close-Out	Virtual
12	<b>For registrant to Sydney and Seattle workshops</b>			
	October 24	9:30 AM - 5:00 PM <i>local time</i>	<b>Module 6</b> Day 1: Accelerating towards modern XM	Sydney or Seattle
	October 25	9:30 AM - 5:00 PM <i>local time</i>	<b>Module 6</b> Day 2: Mastering your role as change agent	Sydney or Seattle
	<b>For registrant to Dublin workshops</b>			
	October 31	9:30 AM - 5:00 PM <i>local time</i>	<b>Module 6</b> Day 1: Accelerating towards modern XM	Dublin
November 1	9:30 AM - 5:00 PM <i>local time</i>	<b>Module 6</b> Day 2: Mastering your role as change agent	Dublin	