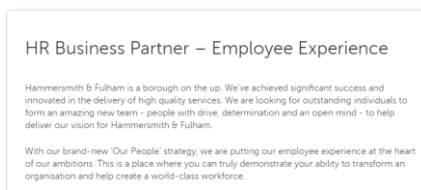




**BUSINESS
PARTNER
PROGRAMME**

#3 EMPLOYEE EXPERIENCE

THERE'S A LOT OF NOISE ABOUT EMPLOYEE EXPERIENCE

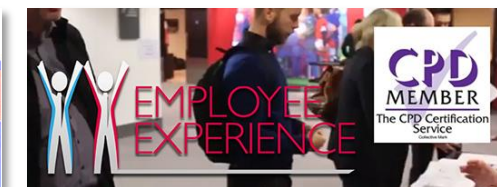


Five Insights That Empower the Greatest Employee Experiences

September 11, 2018 | Scott Rigby

2018 Will Be the Year of Employee Experience

18 Employee Experience Stats to Know in 2018



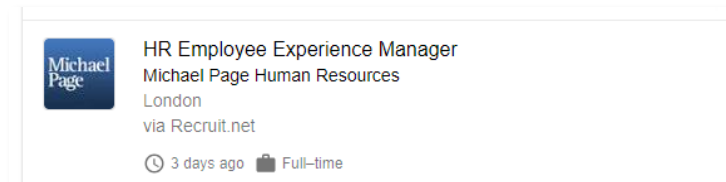
The 4 Essentials Of Designing The Employee Experience



The 3 Essential Elements of Employee Experience Design

Published by Robert Grover in Employee Experience, Employee Engagement, Remote Workforces, Organizational Culture

Fuse Customer Experience And Employee Experience To Drive Your Growth



EMPLOYEE EXPERIENCE = HR GAME CHANGER



WHAT IS EMPLOYEE EXPERIENCE?



What it is:

- A new way of doing HR
- Based on data and insight
- On your employees' needs and wants
- Focusing on the key moments
- To drive a set of emotions and feelings
- That align with your brand
- Impacting the whole HR team
- And not just HR

What it isn't:

- A separate department
- An additional HR programme
- Employee engagement

“Employee Experience has become a giant vortex for everything in HR. It's not a programme, it's a mindset.”

Josh Bersin



WHAT WE'LL COVER IN THIS SESSION



WHAT

WHO

HOW

WHAT SHOULD
EMPLOYEE
EXPERIENCE TRY
TO ACHIEVE?

CREATING
EXPERIENCES
THAT ARE
DESIGNED
AROUND THE
EMPLOYEE

WHAT ARE THE
STEPS TO
DELIVER
EMPLOYEE
EXPERIENCE?



WHAT SHOULD EMPLOYEE EXPERIENCE
TRY TO ACHIEVE?

experience

/ɪk ' spiəriəns, ɛk ' spiəriəns/

verb

Employee Experience
is all about creating
feelings and emotions

*‘To have a particular situation affect you
and to have an emotion or feeling’*

CHOOSING YOUR EXPERIENCE(S) ...



Align with your external brand



Work for your business strategy



EXPERIENCE THROUGH 'MOMENTS THAT MATTER'



- Best start
- Let me help you
- Meaningful growth
- I owe you



We asked...

What are the **key moments** whilst working here that stick in your mind?

How can these moments that matter be **improved on and enhanced?**



1. Recruitment - Finding out you have the job (or not)
2. Your first day + your last day
3. Recognising achievement - hitting (or not hitting) targets
4. Social interactions – birthdays/team meetings, etc.
5. Difficult times
6. Your working environment
7. Relationships with colleagues
8. Career progression – getting or not getting that promotion/chats with your line manager about your career



EXPERIENCE THROUGH 'MOMENTS THAT MATTER'



ABN-AMRO

thrive tribe[®]
HEALTHIER TOGETHER

PayPal

A large, dynamic graphic of teal powder exploding outwards from a central point. In the middle of the explosion is a white circle containing the word **TRUSTED** in white, bold, sans-serif capital letters.

TRUSTED

EXAMPLES OF HOW TO HELP PEOPLE FEEL TRUSTED

RECRUITMENT

After my interview I had a trial paid working day to see if I like it here and they like me

ONBOARDING

We don't have a probation period here!

TALENT

I don't have to be in role for a set period of time before I can apply for a sideways move

POLICY

I am trusted to work when and where I am most productive

COMMS

I'm actively encouraged to review my employer on Glassdoor

LEARNING

I have my own learning budget to spend on what I think will be helpful to me

PEFORMANCE

I ask my manager for a quick check-in when I need one

REWARD

I can give my peers an instant reward when I think they've done a great job

LEADERSHIP

My manager asks each of us in the team to take turns in leading our weekly meetings



EXAMPLES OF HOW TO HELP PEOPLE FEEL BOLD

RECRUITMENT

As a manager I build my own relationships with potential recruits

ONBOARDING

I've designed an induction plan for a new starter in our team based on my own induction experience

TALENT

We have an informal mentoring scheme where we're encouraged to approach anyone we would like to learn something from.

POLICY

We're asked to vote to change or get rid of the rules that cause us the most frustration

COMMS

When HR want to try out a new approach or product, they ask me for feedback

LEARNING

I'm asked to deliver learning sessions internally to teach others my expertise

PEFORMANCE

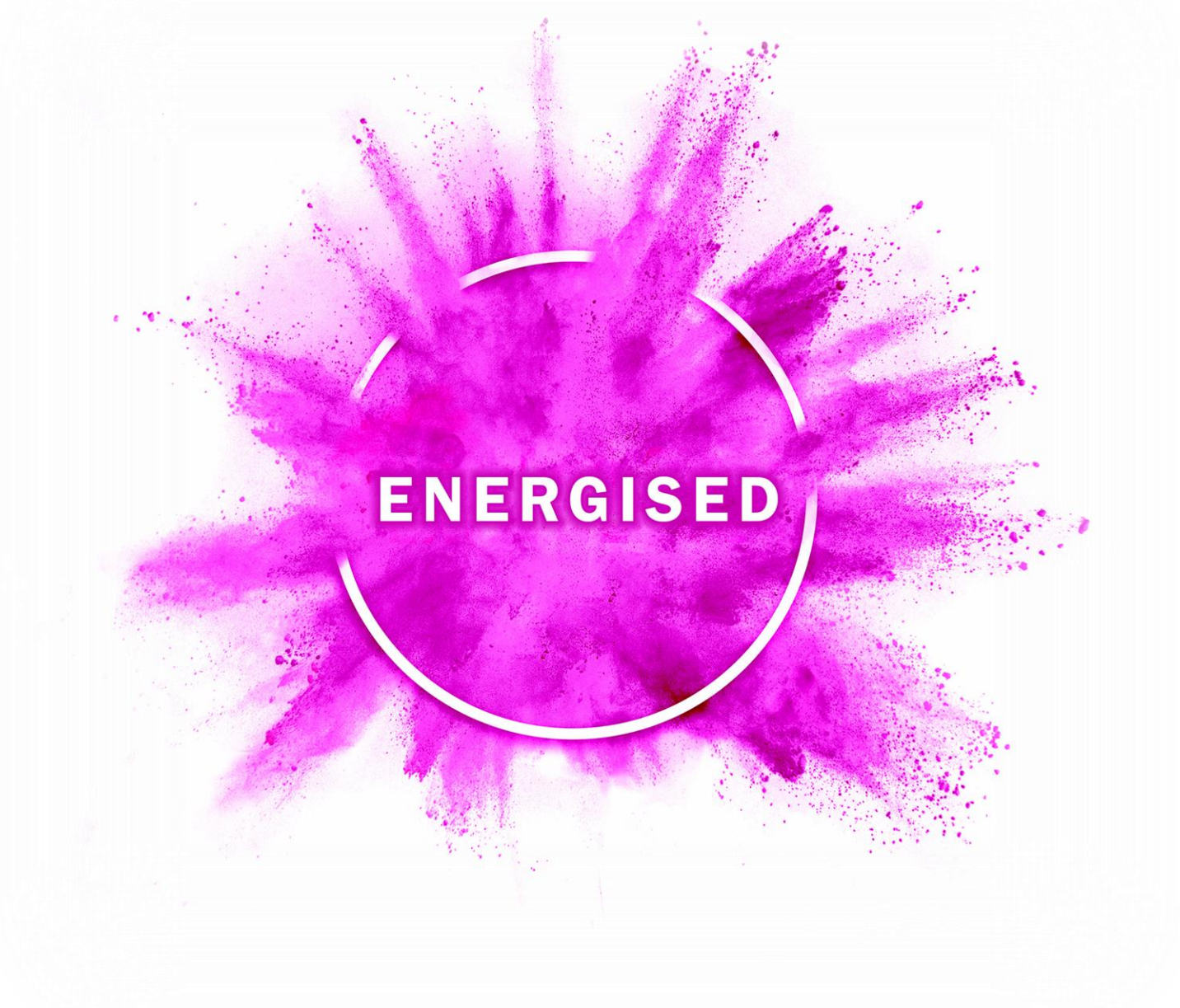
My manager deals with performance problems honestly but kindly and a formal process is always a last resort

REWARD

My manager shows they appreciate me with gifts or words that are meaningful to me

LEADERSHIP

Every month our team get together for an innovation session so that we're always challenging the status quo



EXAMPLES OF HOW TO HELP PEOPLE FEEL ENERGISED

RECRUITMENT

As part of my interview, I was asked to do a presentation on a part of the job spec I felt passionate about

ONBOARDING

Our induction is an online scavenger hunt

TALENT

I have been shadowing one of our managers on some of their meetings

POLICY

I am free to own where and when I work

COMMS

Our senior leadership team hold a monthly meeting just to hear our feedback

LEARNING

I'm encouraged to learn new skills even if they don't relate to my current role

PEFORMANCE

My manager and I regularly discuss my career aspirations in our check-ins

REWARD

My manager just posted a handwritten thank you card to my home

LEADERSHIP

We celebrate the failures as much as the successes

CREATING EXPERIENCES THAT ARE
DESIGNED AROUND THE EMPLOYEE



EMPLOYEE INSIGHTS



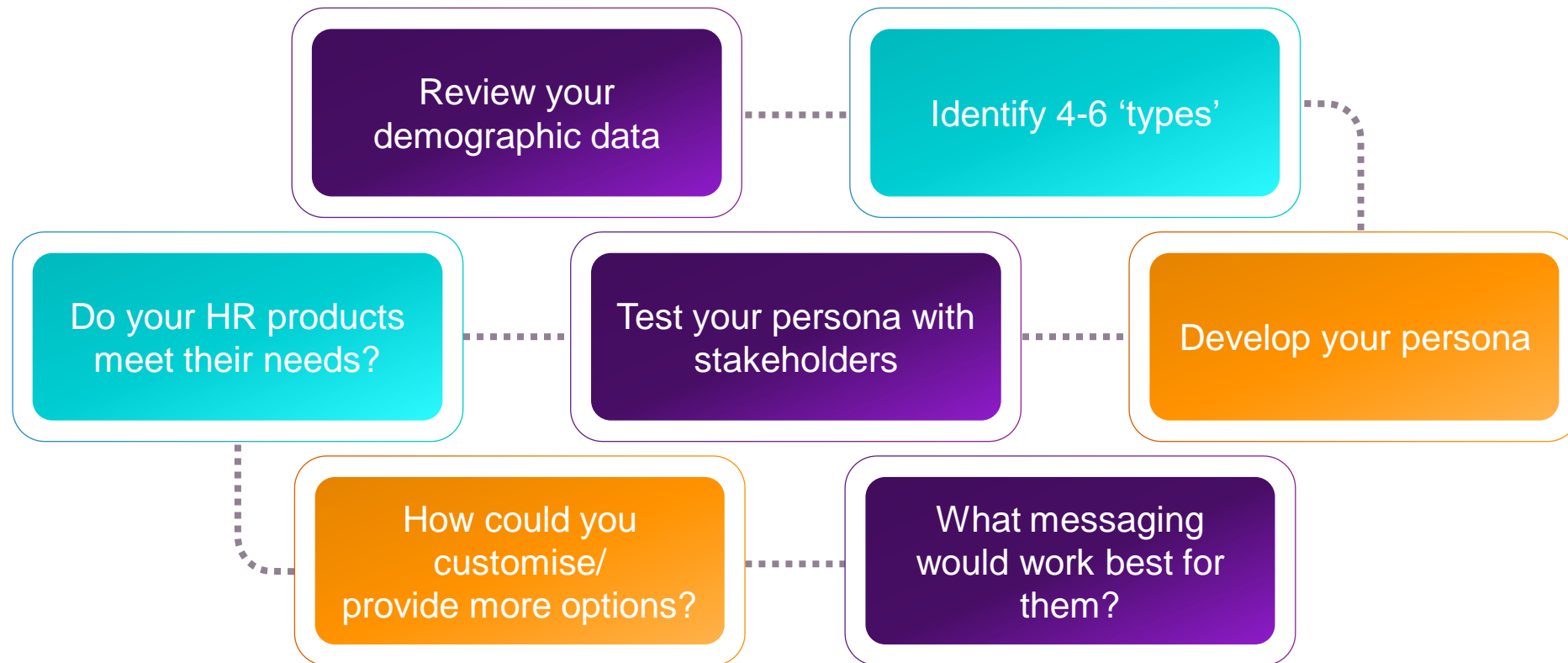
CO-CREATING WITH EMPLOYEES



A large, dynamic splash of orange powder or dust radiates from the center of the slide, creating a starburst effect. In the middle of this splash is a white circle containing the text.

EMPLOYEE PERSONA

USING EMPLOYEE PERSONA



“Not another change programme?!”

“Work is a professional environment, so I like to keep it that way”

What's my background?

- Head of Logistics
- Worked here for 20 years
- Leading large team/division
- Married, with 2 teenagers

Appreciate my

- Annual salary increments
- Car parking space
- Bonus
- Pension
- Stability/job security
- My expertise

Challenges at work

- Against flex working
- Too many systems
- Always in meetings
- Avoids difficult conversations
- Recruits 'people like me'



DEMOGRAPHICS

- Male
- Age 43
- 80K+ Bonus
- Home owner

How I like to learn and be communicated with...

- On the job
- Face to face
- Email
- Newspapers
- Classrooms (from real experts)

What are my goals?

- Short term - stay where I am
- Long term - Stay where I am

How my peers might describe me:

Consistent

Loyal

Extrovert

Inflexible

Status Driven

Traditional

“I expect clear policy and rules from HR to manage my team”

“I just want senior leaders to listen to us”

“I need to be able to fit in going to the gym”

What's my background?

- Joined work after GCSE
- 2nd job
- Customer Services Advisor
- Lives with partner

Appreciate my

- Market pay rate
- Flexible working
- A people focussed culture
- Career development
- Autonomy
- Job variety
- Better tech

Challenges at work

- Manager quite controlling
- lack of stretch opportunities
- Old systems
- Isn't asked for feedback or opinion



DEMOGRAPHICS

- Female
- Age 32
- 40k+
- Rents flat in city

How I like to learn and be communicated with...

- Online - short
- From peers
- Face to face
- Social media/Intranet

What are my goals?

- Short term - Progress quickly to next role with better manager
- Long term - A company with better culture

How my peers might describe me:

Disorganised

Adaptable

Extrovert

Empathetic

Fast paced

Maverick

“I hate process and rules”

“I don’t want to come in the office unless for a good reason”

“My skills are in high demand so I could leave at any moment “

What’s my background?

- Bachelors Degree Computer Science
- Worked in freelance world
- Developer
- Single

Appreciate my

- Above market pay rate
- The latest tech
- Purpose
- Remote working
- Challenging work
- CSR

Challenges at work

- Having to work 9-5
- Substandard tech
- Corporate bull shit



DEMOGRAPHICS

- Female
- Age 31
- 80K+
- First mortgage

“I’m passionate about environmental issues”

How I like to learn and be communicated with...

- Slack
- Podcasts
- From peers
- Team meetings

What are my goals?

- Short term - stay where I am
- Long term - Move to Senior Developer

How my peers might describe me:

Critical

Independant

Creative

Introvert

Self starter

Relaxed

“Training needs to be quick and on my mobile phone”

What's my background?

- 2nd job since apprenticeship
- Qualified Electrician
- Live with partner

Appreciate my

- Money/perks
- Flexibility
- Stability/job security
- Time off
- Better working conditions
- Paid training
- Social events

Challenges at work

- Too many systems/processes
- Manager quite controlling
- Too much work
- Working conditions



DEMOGRAPHICS

- Male
- Age 28
- 25-40k
- First time owner

“Some of the rules stop me making good decisions for our customers”

How I like to learn and be communicated with...

- On the job
- Face to face
- Mobile phone

What are my goals?

- Short term - Stay where I am
- Long term - Team leadership role

How my peers might describe me:

Fickle

Disorganised

Extrovert

Flexible

Problem
solver

Honest

“I don't feel senior management ask or listen to our opinions”

CUSTOMISE BASED ON YOUR PERSONA



THE 8 STEPS TO EMPLOYEE EXPERIENCE

1

Make The Commitment

- Run a session for senior HR and business leaders to raise awareness of potential and differences in approach
- Give examples of companies who are using EX
- Be clear what it is – and what it isn't

1 Make The Commitment

2 Identify The Feelings

- Look at your values, your brand, your customer proposition
- What would help you drive your strategy?
- Work out if you want to focus on EX at a company level or by each process
- What are the feelings you want to create? (eg: energised, trusted, etc.)

1 Make The
Commitment

2 Identify
The Feelings

3 Moments
That Matter

- Identify your top 10 moments that matter
- Choose interactions that really create your culture
- Don't forget to include interactions with line managers, workplace, IT, etc.

1 Make The
Commitment

2 Identify
The Feelings

3 Moments
That Matter

4 Choose
Priorities

- Which moments support and which undermine your EX?
- How would they look and feel different if they were aligned with your EX?
- Which do you want to tackle first?

1 Make The
Commitment

2 Identify
The Feelings

3 Moments
That Matter

4 Choose
Priorities

5 Employee-
centred

- Build the range of employee insights that would work for you (surveys, focus groups, conversations, hackathons, observing, etc.)
- Run a session to identify and agree your employee persona
- How would you need to build in extra flex/choices to accommodate their needs
- What do they want/need from the moments that matter?

1 Make The
Commitment

2 Identify
The Feelings

3 Moments
That Matter

4 Choose
Priorities

6 Useful
Coalitions

- Which other teams or colleagues impact your EX and key MTMs?
- Make sure you are involving them in any design groups you set up

5 Employee-
centred

1 Make The
Commitment

2 Identify
The Feelings

3 Moments
That Matter

4 Choose
Priorities

7 Agile
HR teams

- Create blended HR agile teams to work on your MTM
- You may need to free up some of their time
- What can you stop doing to help with this?

5 Employee-
centred

6 Useful
Coalitions

1 Make The
Commitment

2 Identify
The Feelings

3 Moments
That Matter

4 Choose
Priorities

8 Product
design

- Treat each new design of moments that matter as a new product.
- Use agile design methods such as:
 - Early adopters
 - Minimum Viable Product
 - Pilots/Experiments
- And don't have too many on the go at any one time

5 Employee-
centred

6 Useful
Coalitions

7 Agile
HR teams

1

Make The
Commitment

2

Identify
The Feelings

3

Moments
That Matter

4

Choose
Priorities

5

Employee-
centred

6

Useful
Coalitions

7

Agile
HR teams

8

Product
design



BUSINESS
PARTNER
PROGRAMME

1. Identify and create your employee persona for your business area.
2. Identify a 'moment that matters' in your area of control – how do you want people to feel when they are doing it? (Think brand and business strategy).

**YOUR
ASSIGNMENT**



**BUSINESS
PARTNER
PROGRAMME**

THANK YOU AND SEE YOU AT YOUR SEMINAR

www.disruptivehr.com