



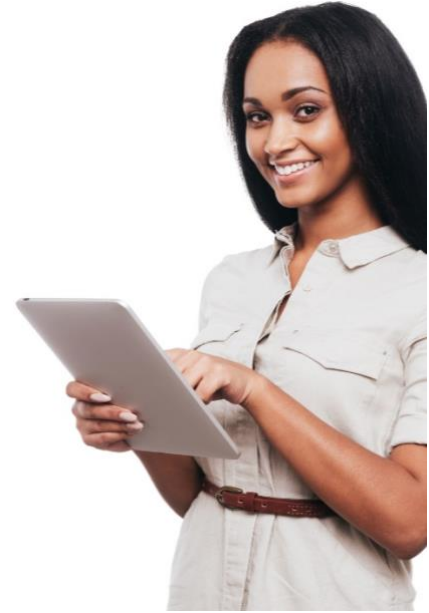
The Association of
Accountants and
Financial Professionals
in Business

Enhancing the Employee Experience

Note-Taking Guide
Presented by IMA Leadership Academy

TODAY'S AGENDA

1. Introduction
2. The Basics
3. Measuring Employee Experience
4. The Manager's Role
5. Close



LEARNING OBJECTIVES

After this session, you'll be able to:

- Define employee experience and differentiate it from employee engagement.
- Describe the benefits challenges of enhancing the employee experience.
- Identify processes or methods for measuring the employee experience.
- Explain the manager's responsibilities for developing the employee experience.

REFLECTION

1. How would you define employee experience?

2. As a manager, what can you do to enhance the employee experience of your team members?

DEFINITIONS OF EMPLOYEE EXPERIENCE

The employee experience is the sum of the **interactions** and **perceptions** that employees have regarding their work, their relationships, and the opportunities for growth within their organization.

—Dr. Brad Harrington
Boston College Center for Work & Family

Companies and their people working together to create **personalized, authentic** experiences that ignite passion and tap into purpose to strengthen individual, team, and company performance.

—McKinsey & Company

Employee experience takes into consideration how employees **see, hear, believe, and feel** about all aspects of their employment. These aspects stretch from the recruitment process through to the last day at your company.

—People Insight



Source: See Bibliography [4,5,7]

EMPLOYEE ENGAGEMENT

“Employee engagement is the extent to which employees feel passionate about their jobs, are committed to the organization, and put discretionary effort into their work.”

—“What Is Employee Engagement?” CustomInsight,





THE ORGANIZATION



“MY MANAGER”

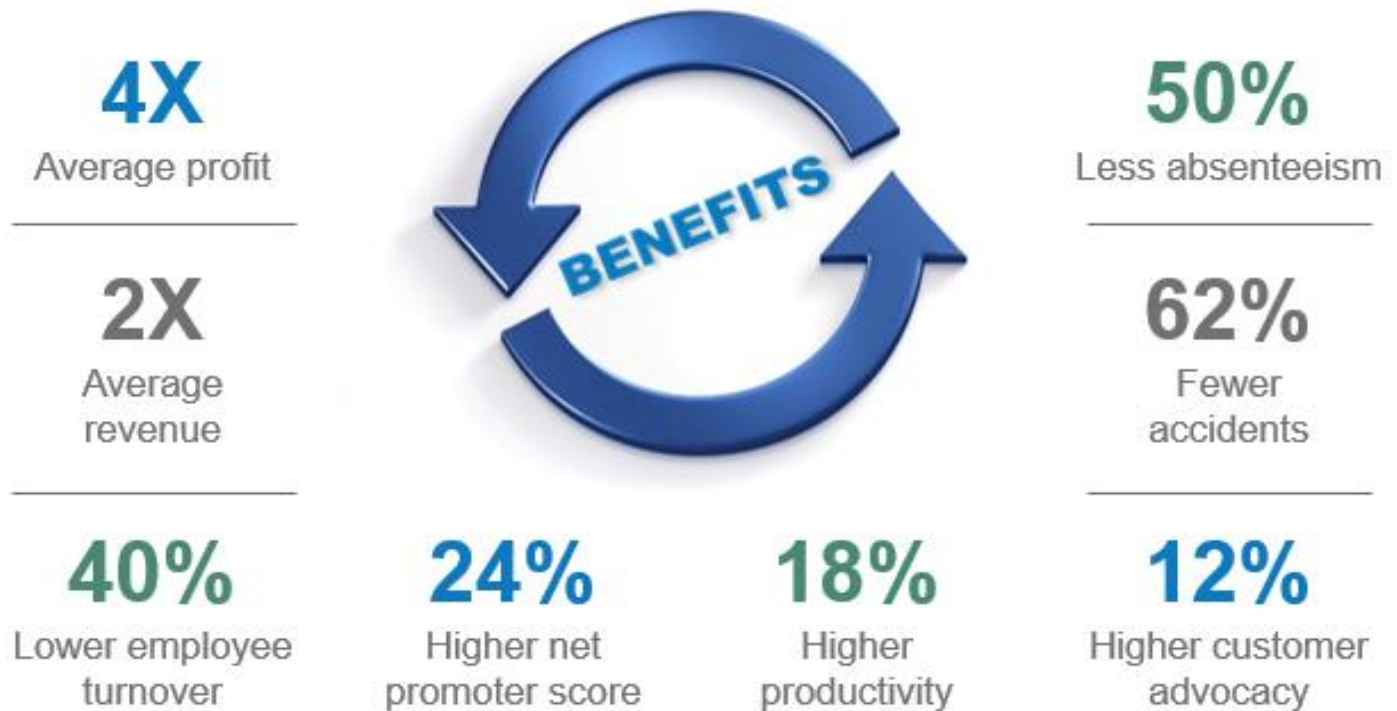
ENGAGEMENT VS. EXPERIENCE

	 ENGAGEMENT	 EXPERIENCE
	The output or goal	The input
	Focuses on workplace and productivity	Encompasses the worker as a human being
	Focuses on employer	Focuses on employee
Context	“Here’s what we did. How happy are you?” (top-down)	“How can you do your best work and connect with your purpose?” (bottom-up)
Foundation	Industrial design “What works best everywhere?”	Design thinking analytics “What works best here?”
Frequency	Once every one to two years Report to senior leadership	Continuous feedback Report to local leader/team
Results	Repetitive results	Tied to growth and performance

Source: See Bibliography [5,14]

BENEFITS

Companies that place an emphasis on employee experience vs. those that don't:



Source: See Bibliography [1,5]

CHALLENGES

1. Many companies delegate experience to an annual engagement survey.
2. Most companies haven't assigned employee experience responsibility to a senior executive or team.
3. It's often difficult to obtain resources for an integrated set of priorities
4. Companies need to update their tools to get the constant feedback needed for employee experience management.
5. Many companies remain focused on "point-in-time engagement."

GALLUP'S SEVEN STAGES OF EMPLOYEE EXPERIENCE






My Manager | Role | Team | Workspace | Well-Being



Purpose | Brand | Culture

Source: See Bibliography [23]

DELOITTE'S SIMPLY IRRESISTIBLE ORGANIZATION™ MODEL

 MEANINGFUL WORK	 SUPPORTIVE MANAGEMENT	 POSITIVE WORK ENVIRONMENT	 GROWTH OPPORTUNITY	 TRUST IN LEADERSHIP
Autonomy	Clear and transparent goals	Flexible work environment	Training and support on the job	Mission and purpose
Select to fit	Coaching	Humanistic workplace	Facilitated talent mobility	Continuous investment in people
Small, empowered teams	Investment in development of managers	Culture of recognition	Self-directed, dynamic learning	Transparency and honesty
Time for slack	Agile performance management	Fair, inclusive, diverse work environment	High-impact learning culture	Inspiration

Source: See Bibliography [2]

METHODS TO COLLECT EXPERIENCE DATA

1. Surveys
2. Breakathons
3. Face-to-face interviews
4. Focus groups
5. Feedback apps

Source: See Bibliography [14]

CREATING EFFECTIVE SURVEYS

1. Ask questions related to observable behavior, not thoughts or motives.
2. Measure only those behaviors that are linked to your organization's performance.
3. About one-third of questions should lead to a negative response.
4. Avoid questions that require rankings.
5. Make sure that the survey can be completed within 20 minutes.
6. Make sure the interface for the survey is user-friendly

Source: See Bibliography [17]

ADDITIONAL STRATEGIES TO GATHER EXPERIENCE INSIGHTS

1. Design thinking methodology
2. Value stream mappings
3. Kaizen sessions
4. Online communication tools
5. Customer-feedback tools



Source: See Bibliography [14]

EXPERIENCE METRICS

- Engagement
- Net promoter score
- Retention of top talent
- Earnings before interest and taxes (EBIT)
- Net profit
- Market share



Source: See Bibliography [14]

EMPLOYEE EXPERIENCE INDEX

Physical Space Max: 26	Culture Max: 70	Technology Max: 19.5	Overall Max: 115.5
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Source: See Bibliography [21]

PEARL™ EMPLOYEE EXPERIENCE MODEL



Source: See Bibliography [5]

BALANCED SCORECARD

- Used to capture, describe, and translate intangible assets into real value for all of an organization's stakeholders.
- Allows organizations to implement their differentiating strategies successfully.
- Translates an organization's strategy into performance objectives, measures, targets, and initiatives in four balanced perspectives: financial, customer, internal process, and employee learning and growth.
- Based on solid strategy and objectives, answers the question, "How will we know if we are successful in achieving this objective?"

Source: See Bibliography [17]

THE MANAGER'S IMPACT ON THE EMPLOYEE EXPERIENCE JOURNEY

Examples of the manager's impact on Gallup's seven stages of the employee journey:

- **Attract:** Millennials say that "quality of manager" is a top factor they consider when looking for a new job.
- **Onboard:** When managers play an active role in onboarding, employees are 2.5 times more likely to strongly agree their onboarding was exceptional.
- **Engage:** Managers account for an astounding 70% of the variance in their team's engagement.
- **Perform:** Only two in ten employees strongly agree that their performance is managed in a way that motivates them to do outstanding work.
- **Depart:** Fifty-two percent of exiting employees say that their manager could have done something to prevent them from leaving their job. Only 51% of employees who left their job had a conversation about their engagement, development, or future during the three months leading up to their departure.

Source: See Bibliography [23]



QUESTIONS FOR EACH STAGE OF THE EMPLOYEE JOURNEY

Attract and Hire

- Does the candidate feel they have been treated fairly and equally?
- Have their contacts from the organization “lived” the organization’s values?
- Have they had a positive experience of the meeting places, technology, and tools used through the process?

Onboard

- Does the employee know how to use the various technologies and tools your company relies on?
- Has your new employee been made to feel like a part of the team?
- Does your employee know where they can get the support and resources they need?
- Does your new hire know what you expect of them?

Engage and Perform

- Does the employee feel they are getting enough feedback?
- How often does the employee meet one-on-one with their line manager?
- Does the employee feel supported and encouraged by those around them?
- Does the employee feel they have fair and equal access to development opportunities?

Depart

- Does the employee feel valued for the work they have done for your business?
- Does the employee feel that sufficient measures were put in place to ensure they had a good experience at your company?
- Did the employee feel fairly treated throughout their employee journey?

Source: See Bibliography [5]

UNDERSTANDING EMPLOYEES' "WHY"

1. What were the employee's experiences, and what led them to us?
2. Why did the employee stay with us?
3. What sets our organization apart?
4. Discuss the subject of salary directly and clearly.
5. Why does the employee have the existing position with us?
6. What would tempt the employee to accept another position elsewhere?
7. Discuss what the employee sees as their overall career plan.
8. Discuss the annual performance review process, content, and results.
9. If the employee completed a performance review of peers, direct manager, and senior management, what would it reflect?

Source: See Bibliography [19]

CONDUCTING STAY INTERVIEWS

- Are you recognized for your accomplishments?
- Does your immediate manager support you in matching your skills and desires to your career goals?
- Are you challenged in your day-to-day work?
- Is the training you want available to you?
- Has your manager helped you develop a career action plan?
- Does your manager give you regular, candid feedback?
- What are you struggling with all the time?
- What would make your life easier?
- What makes you unique in this organization?
- Tell me about an accomplishment of which you're particularly proud.
- What are your most important values? Which values are met and not met at work?
- If you had to choose among working with people, data, things, or ideas, which combination would make you the happiest? Why?

Source: See Bibliography [10]



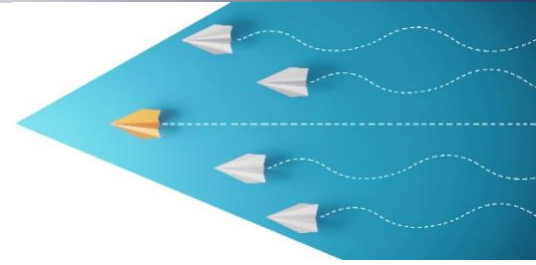
ENRICHMENT POSSIBILITIES

- Combine tasks.
- Form teams.
- Put employees in touch with clients.
- Rotate assignments.
- Build in feedback.
- Establish widespread participation.
- Nurture creativity.
- Set goals.

Source: See Bibliography [10]



ACTION PLAN



Answer the following four questions.

<p>How will you and your team benefit from what you learned or were reminded of today?</p>	<p>How will your organization benefit from what you learned or were reminded of today?</p>
<p>How might your job change as a result of what you learned or were reminded of today?</p>	<p>What is one action you can take in response to what you learned or were reminded of today?</p>

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