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BOSTON, MA | SEPTEMBER 6-8, 2016

Designing Employee Experience

A unifying approach to enhancing employee engagement and productivity

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A unifying approach to enhancing employee engagement and productivity

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What does employee experience mean to you?

Why is it becoming increasingly more important to focus on employee experience?

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Organizations are looking at employee experience from many different perspectives

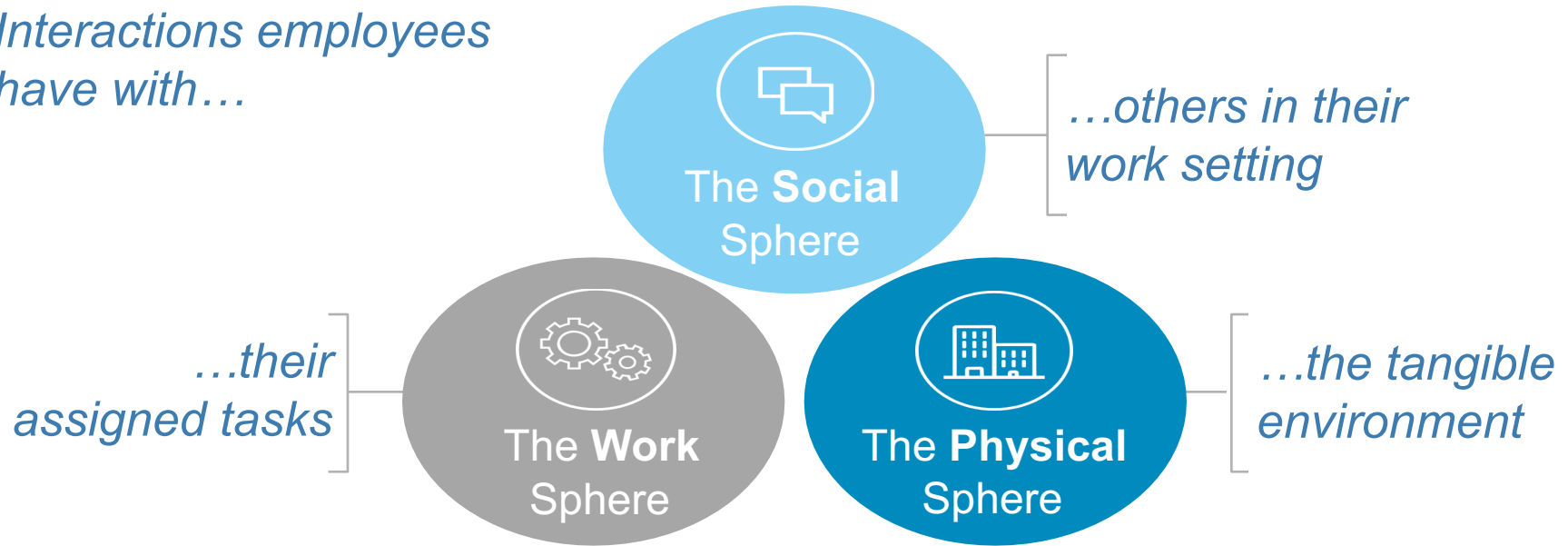|	
Linking the employee and the culture	"Treating our employees as well as we treat our clients, but with different tools."
Fostering a collaborative community	"The day-to-day sense of being at work. It's the relationships and interactions."
Building purpose and value in work	"The alignment between a person's purpose and the work they do."
Creating a sense of place	"The tangible and intangible of what it feels like to work in an organization."

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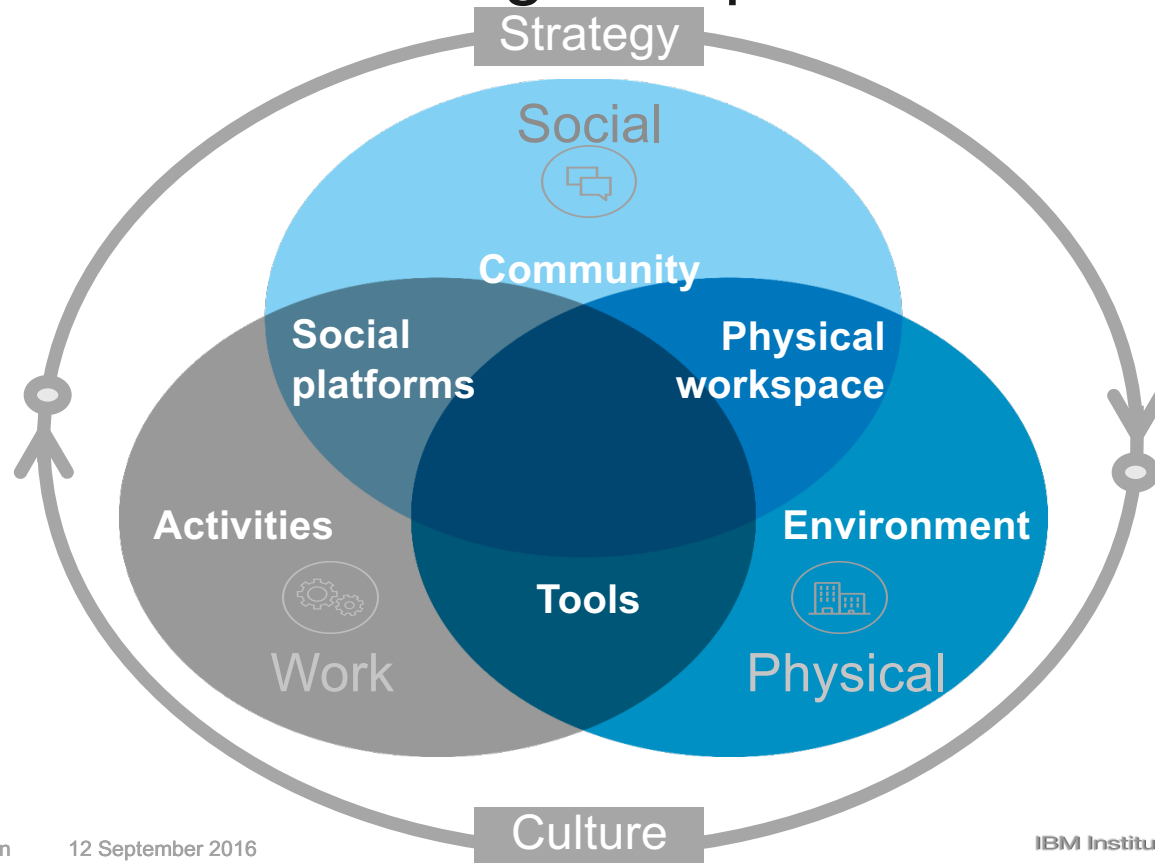IBM Institute for Business Value

The Employee Experience Framework

Employee interactions occur within three spheres in the workplace

Interactions employees have with…

…others in their work setting

The **Social** Sphere

…their assigned tasks

The **Work** Sphere

The **Physical** Sphere

…the tangible environment

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These interconnected spheres generate numerous opportunities for meaningful experiences

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Our study reveals **five practices** that can influence the design of employee experience

| Personalization | Transparency | Simplicity | Authenticity | Responsiveness |

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Personalization provides employees the opportunity to tailor their interactions to fit their preferences

Personalization

- Personal profiles
- Influence over workspace
- Tool configuration options

Spotlight on Personalization: National Australia Bank

"Building a culture of inclusion has been a central focus at NAB for quite some time: it enables innovation, fresh thinking and appreciation of differences"
Andrew Thorburn
Group CEO, National Australia Bank

- One of four largest banks in Australia, serving 12.7 million people

- Developed an Accessibility Action Plan to improve access for all people who have a disability - employees, customers and communities

- The goals of the action plan are to increase recruitment of people with disabilities, make branch sites accessible, and foster a inclusive culture

- Bank has also created a dedicated team of accessibility consultants to support employees with disabilities from recruitment onward

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Increasing **transparency** helps employees understand their goals and see the larger picture

Personalization

Transparency

- Digital dialogues with leadership
- Geolocation technology
- Performance dashboards

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Spotlight on Transparency: Humanyze

"What we're trying to do is quantify what people have always felt to be unquantifiable. How are people interacting with each other? How do you talk to customers? How engaged are you in a conversation? And how is information flowing in an organization?"
Ben Waber
CEO, Humanyze

- Company founded by Dr. Ben Waber, author of *People Analytics*, focuses on measuring real-world social behavior

- Data on employee communication and knowledge transfer is collected via wearable electronic sensing "badges"

- Information that is captured includes proximity and location, social signals, and face to face interactions

- The data is then analyzed to help organizations align internal metrics, adjust structure and resources, and identify gaps and challenges

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Spotlight on Transparency: Klick Health

"Klick Health is doing for its employees what Amazon and Google have long been doing for their customers: using technology to understand and satisfy their needs and preferences"
Leerom Segal
CEO, Klick Health

- Canadian digital marketing agency focusing on providing web and learning services to the healthcare industry

- Created an internal, proprietary intranet and project management system that collects and shares employee information

- Data collected includes statistics on performance, expertise and even charitable giving of employees

- The data is mined to anticipate employee needs based on personal experience and the task at hand

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An organization can **simplify** employee experiences by removing non-value add activities and information

Personalization	Transparency	Simplicity

Simplicity

- Access to communities
- Collaboration tools
- Organized decision support

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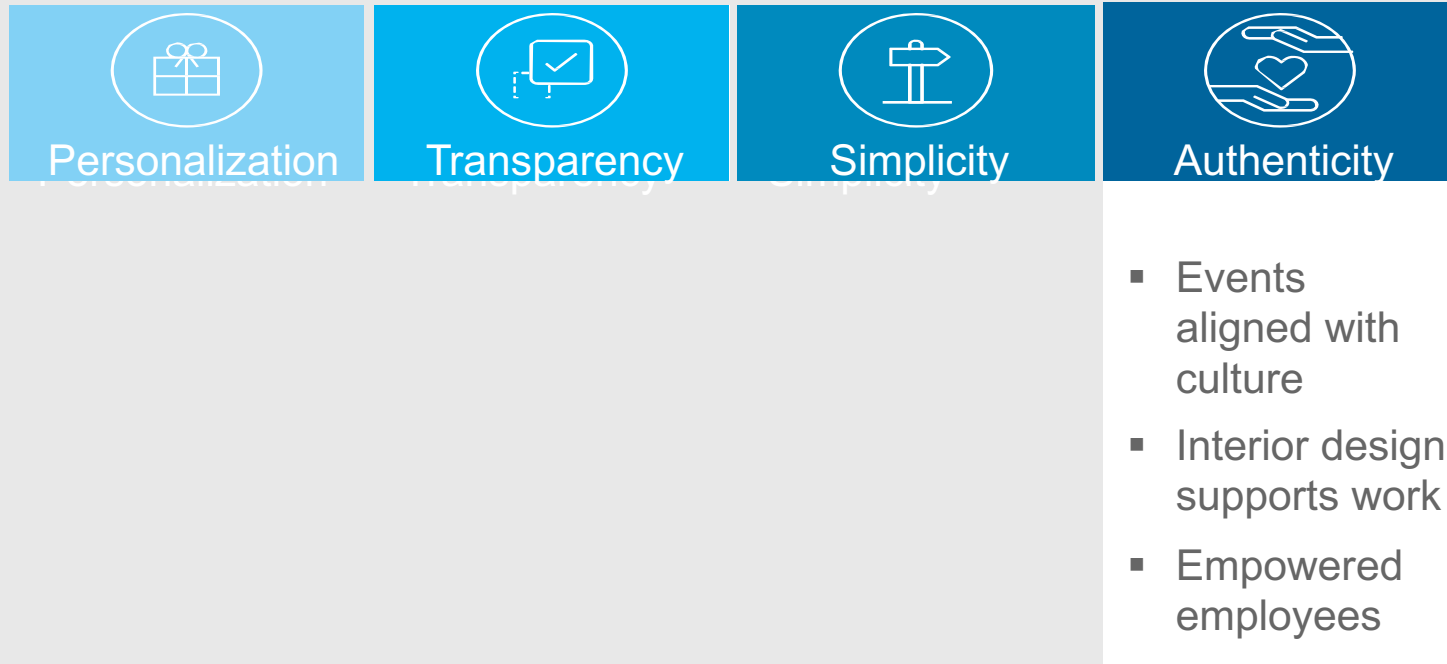
Spotlight on Simplicity: US Bank

"People come to work at US Bank because of our culture"
Mary Beth Gaietto
Employee Experience Director

- National bank with over 18 million customers across the country

- Onboarding program was decentralized and fragmented prior to 2012

- Formed a cross-functional team to create a seamless, consistent experience for new hires

- Created an integrated program that involves all the lines of business, IT, HR and Communications

- Results from this initiative include reduced new hire turnover rates for some groups, early engagement scores, and increased productivity

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An **authentic** experience is one that is aligned with the organization's culture and value system

Personalization	Transparency	Simplicity	Authenticity

Authenticity

- Events aligned with culture
- Interior design supports work
- Empowered employees

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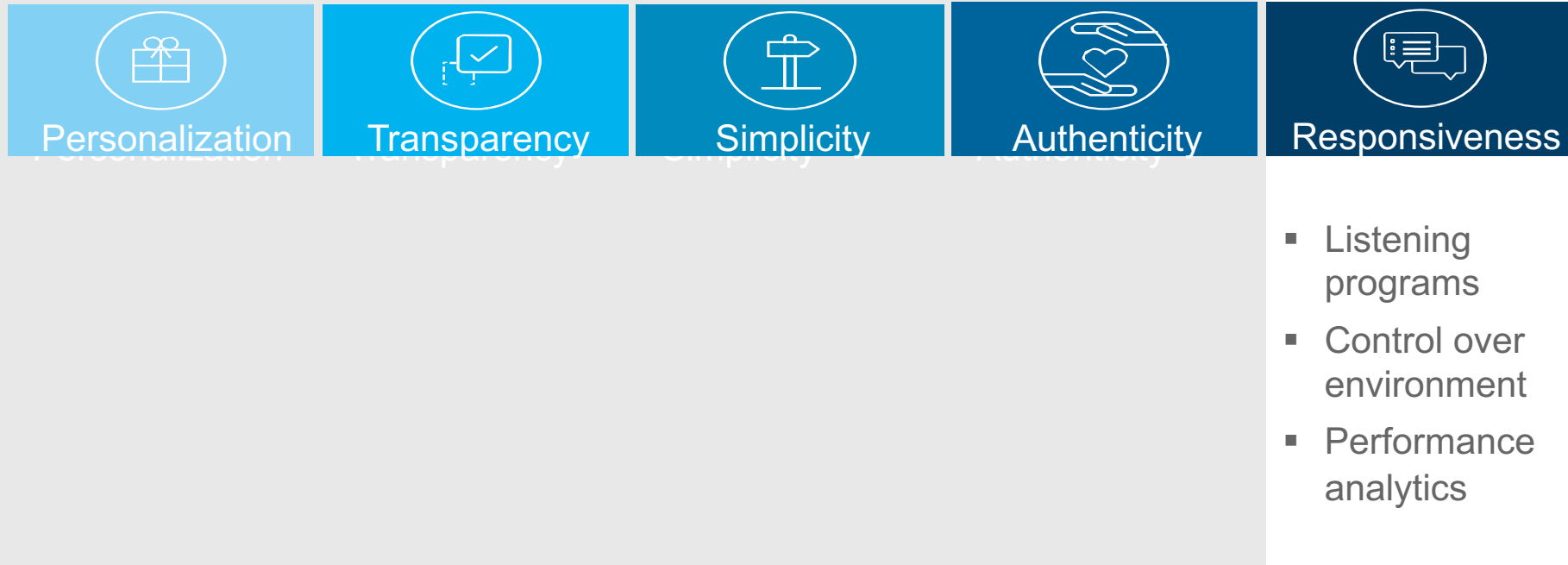
Spotlight on Authenticity: REI

"We define success a little differently. It's much broader than just money. We're making a very clear statement about a set of values."
Jerry Stritzke
President & CEO, REI

- Retail company focuses on clothing and equipment for outdoor living

- Closed all retail stores on Black Friday to encourage employees and customers to spend time outside

- Continuing to pay employees for Black Friday despite closures

- Partnering with national and local environmental programs to support initiatives for outdoor recreation

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Responsive experiences provide the feedback necessary to make mid-course corrections

Personalization	Transparency	Simplicity	Authenticity	Responsiveness

- Listening programs
- Control over environment
- Performance analytics

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Spotlight on Responsiveness: GloboForce

"In the last few years, there has been an important move from top-down recognition to community awards. The giving is as powerful as the receiving."
Eric Mosley
CEO, GloboForce

- Company focuses on creating strong social recognition programs for client organizations

- Provides social recognition program functionality, mobile and analytics tools

- Focus on social recognition, because it is immediate, direct and visible to employees and leadership

- High volume of transactions results in data on relationships, productivity and dependencies
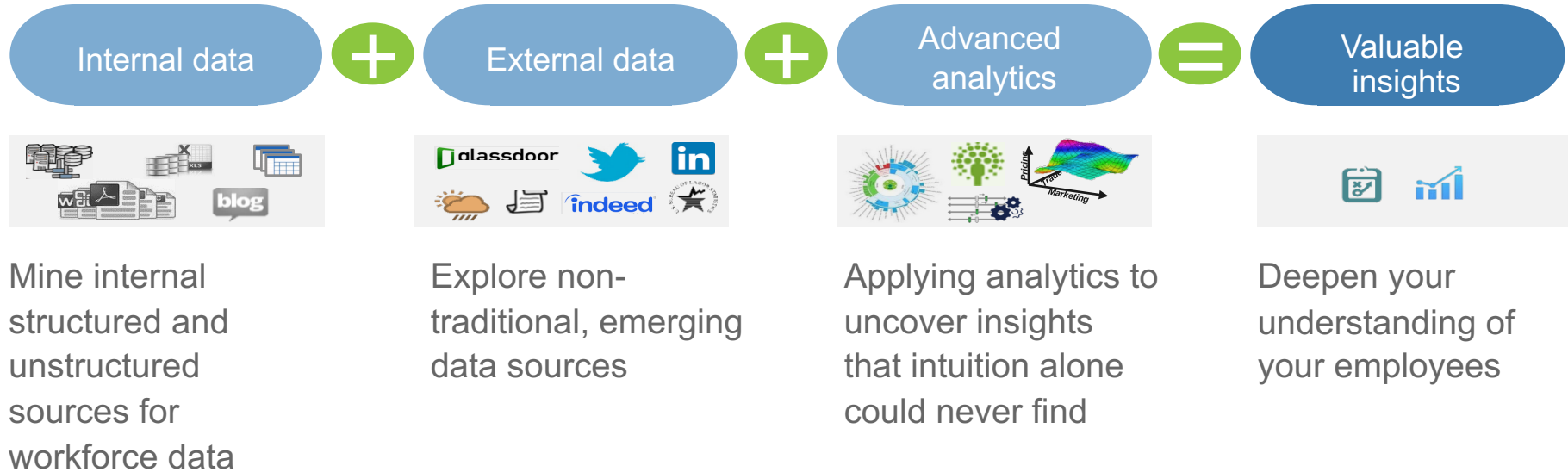
Recommendations

Recommendations
for designing a meaningful employee experience program

1. Tune in to the voice of the employee using analytics

2. Invest in key milestones where employee experience has a unique impact

3. Build an employee experience coalition that crosses traditional silos

4. Design employee experiences using rapid, iterative design principles

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Tune in to the voice of the employee using analytics

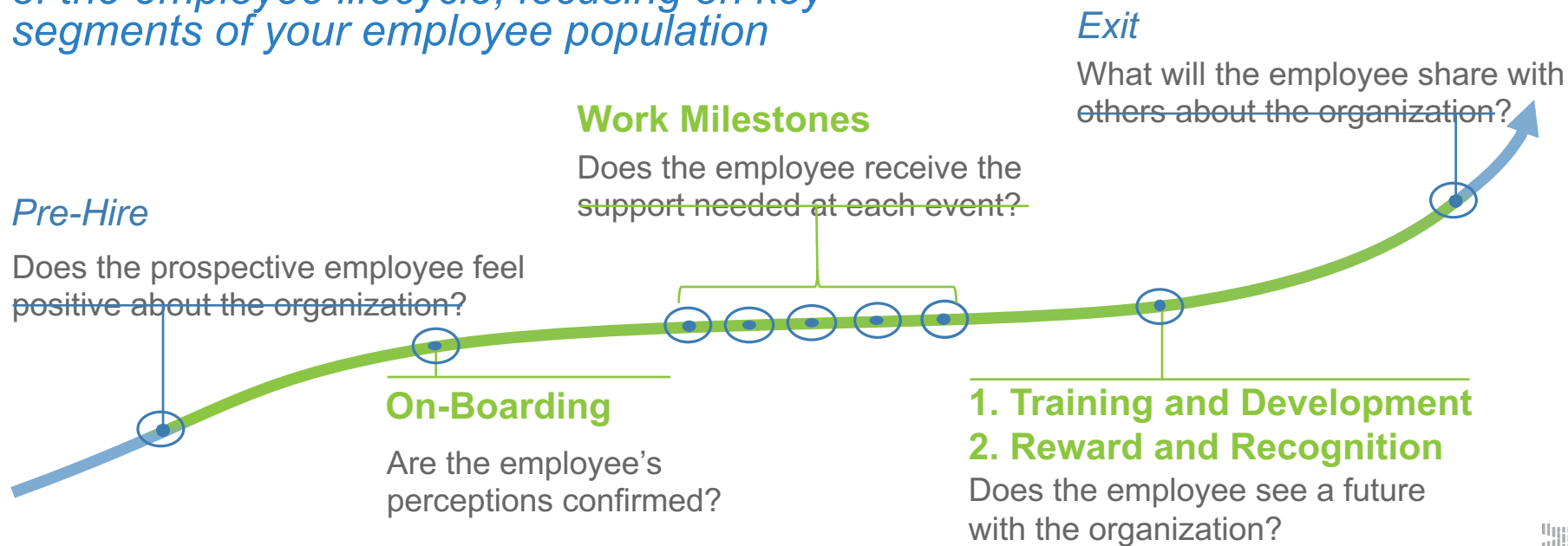*Combine multiple data sources with advanced analytics for insight and action to improve the employee experience*

| Internal data | + | External data | + | Advanced analytics | = | Valuable insights |

Mine internal structured and unstructured sources for workforce data

Explore non-traditional, emerging data sources

Applying analytics to uncover insights that intuition alone could never find

Deepen your understanding of your employees

2 Invest in key milestones where employee experience has a unique impact

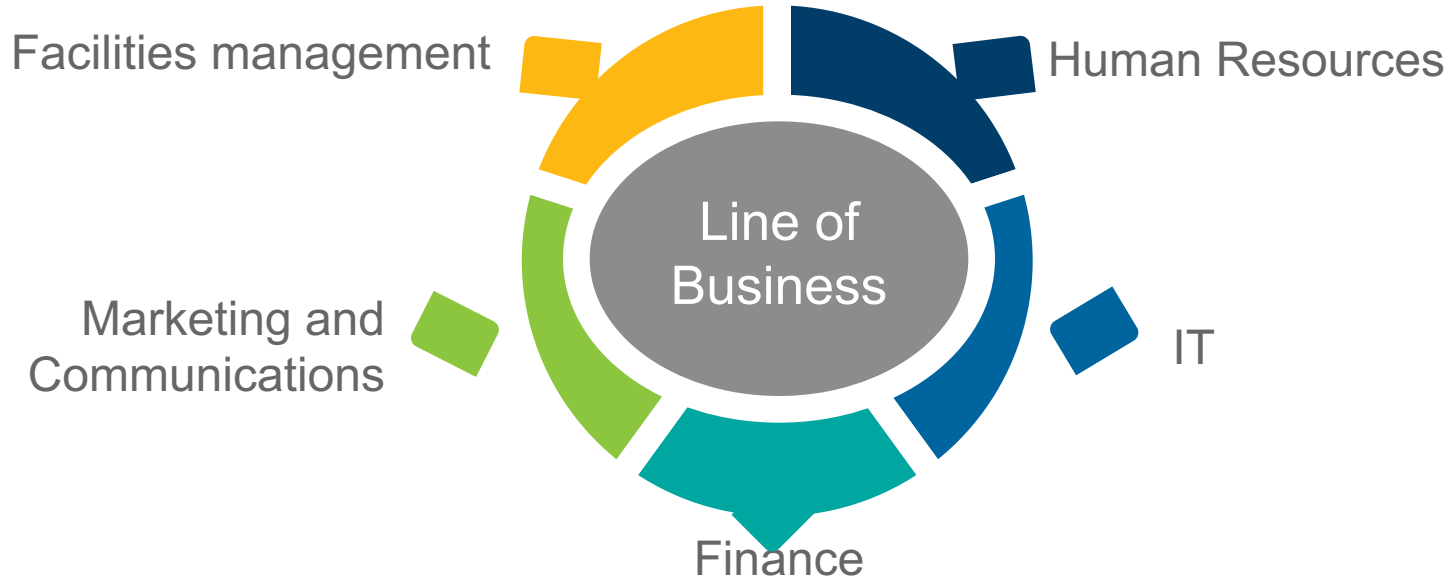*Build meaningful experiences around the milestones of the employee lifecycle, focusing on key segments of your employee population*

Exit
What will the employee share with others about the organization?

Work Milestones
Does the employee receive the support needed at each event?

Pre-Hire
Does the prospective employee feel positive about the organization?

On-Boarding
Are the employee's perceptions confirmed?

1. Training and Development
2. Reward and Recognition
Does the employee see a future with the organization?

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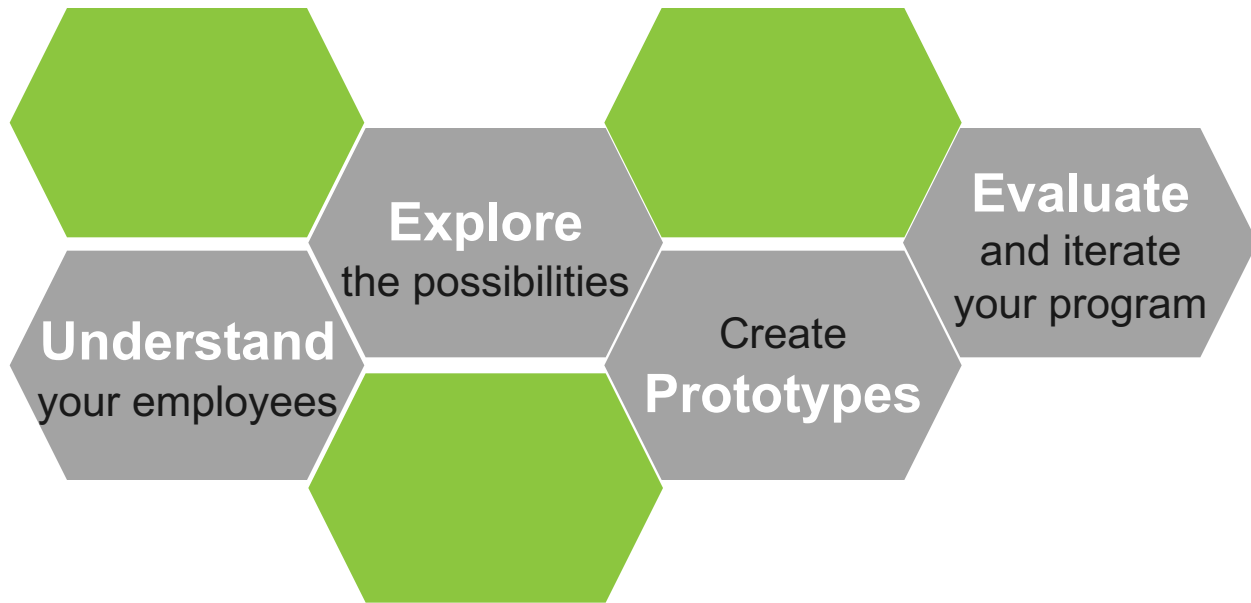# 3 Build an employee experience coalition that crosses traditional silos

Creating a strong leadership team will ensure that you have a cohesive experience coalition that has the appropriate support

Facilities management

Human Resources

Line of Business

Marketing and Communications

IT

Finance

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4 Design employee experiences using rapid, iterative design principles

Use the principles of rapid, iterative design to create employee experiences that align with organizational strategy and culture

Understand
your employees

Explore
the possibilities

Create
Prototypes

Evaluate
and iterate
your program

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- How could focusing on employee experience have a significant impact within your organization?

- Who in your organization is seen as a champion of employee experience?

- What is the next step you could take to improve employee experience in your organization?

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