Employee Insights

for a better
employee experience.

Creating a Magical Employee Experience

Presented by
Jill Perkins, Ph.D.

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Employee Experience

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The opportunity

To understand the employee experience as well as the customer experience

Business strategy
Now and in the future

The Employee Experience

PURPOSE • WORK • PEOPLE • TOTAL REWARDS
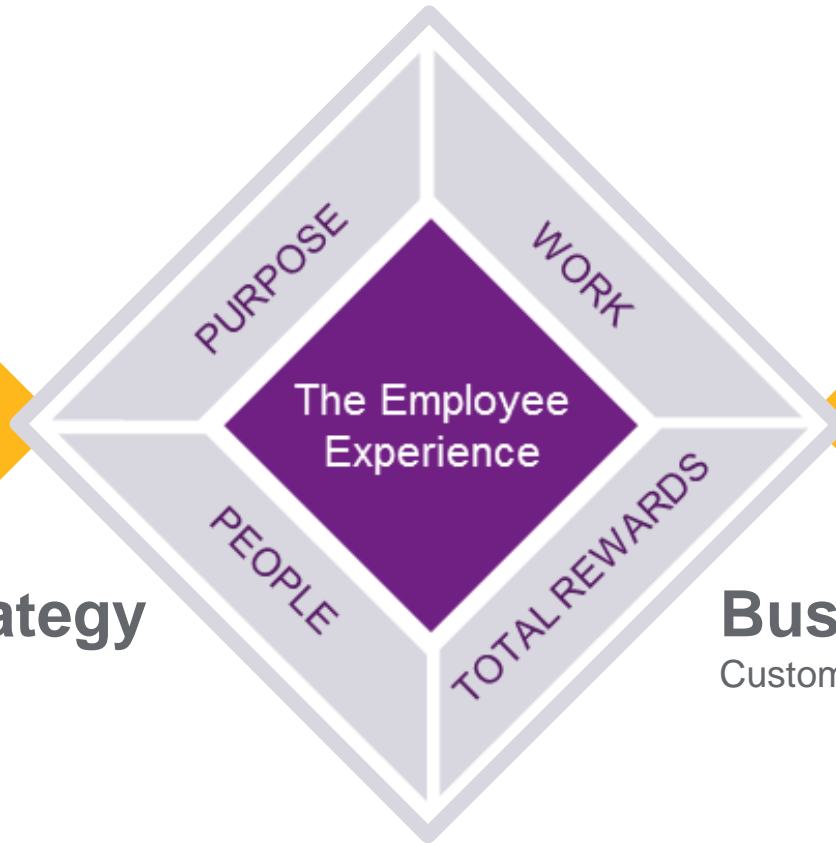
Business success
Customer, business and your people

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Companies with a best practice employee experience achieve better outcomes

Desired Culture

Human Capital Strategy

PURPOSE

WORK

The Employee Experience

PEOPLE

TOTAL REWARDS

almost **3x** as likely to report their employees are highly engaged

93% more likely to report significantly outperforming their industry peers financially

More than **10%** less likely to report difficulty attracting and retaining key employees segments

27% fewer regrettable new hires in the first year

17% lower voluntary turnover

Business strategy | **Human capital dimensions** | **Outcomes**

Top reasons employers are modernizing their employee experience

Support the desired organization culture

Link and align the external brand for customers with the internal brand for employees

Define what differentiates you from other organizations with whom you compete for talent

Support the desired employee experience from the candidate's first point of contact through the employment lifecycle

Drive a consistent employee experience across the global organization

Provide a foundation to take action on employee listening results

Guide total rewards program design decisions

Provide a guide for leadership to role model

What are the primary drivers to evolve the employee experience?

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Employee experience is everything…

A strong sense of purpose

Doing great work in a thriving organization

PURPOSE

WORK

The Employee Experience

PEOPLE

TOTAL REWARDS

Connection with great people and leaders

Individual growth and reward opportunities in return
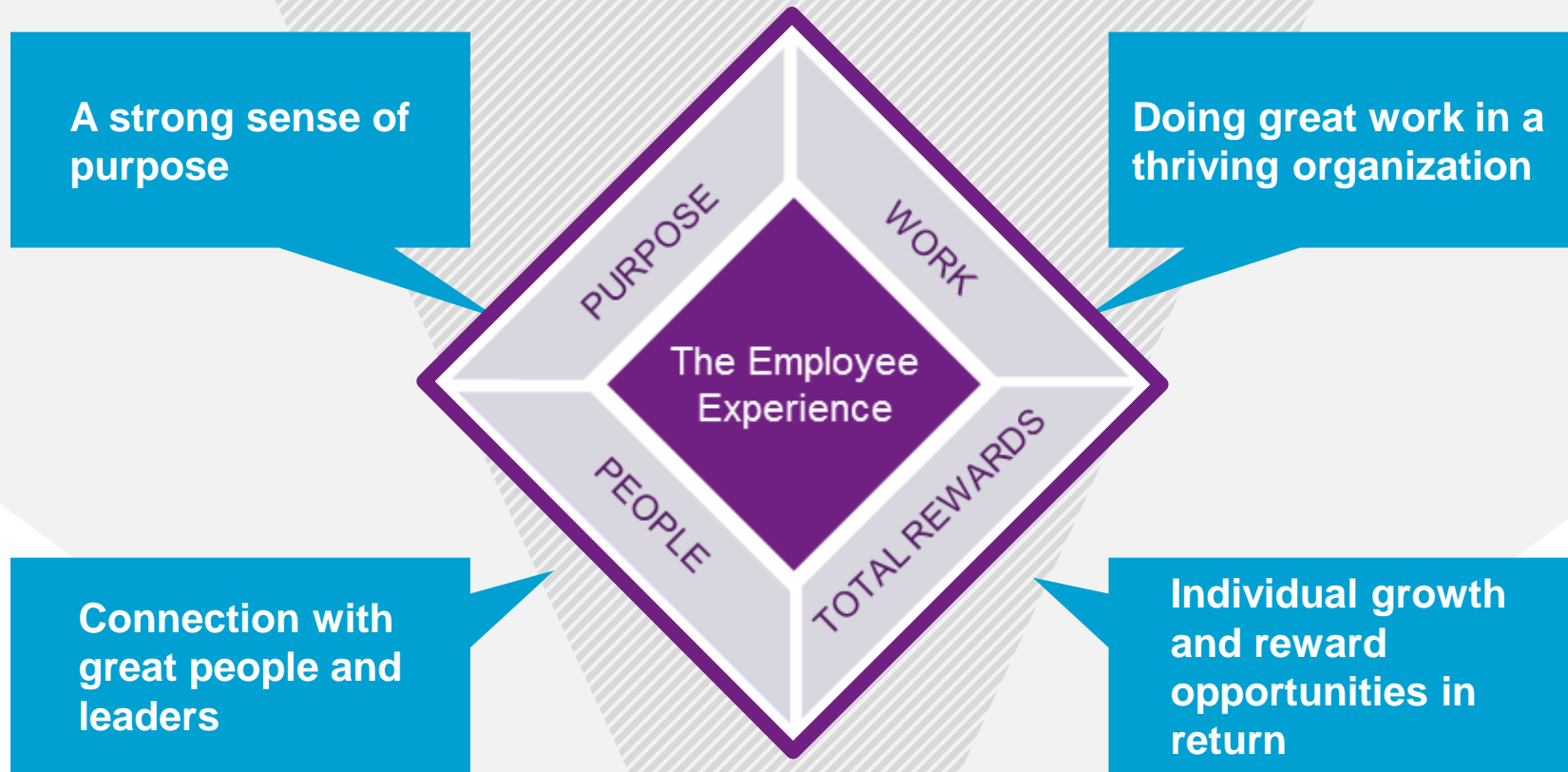
…And engagement is at the core

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Engaged

Rational, emotional and behavioral attachment to the company

Enabled

A local work environment that supports productivity and performance

Energized

Individual physical, interpersonal and emotional well-being at work
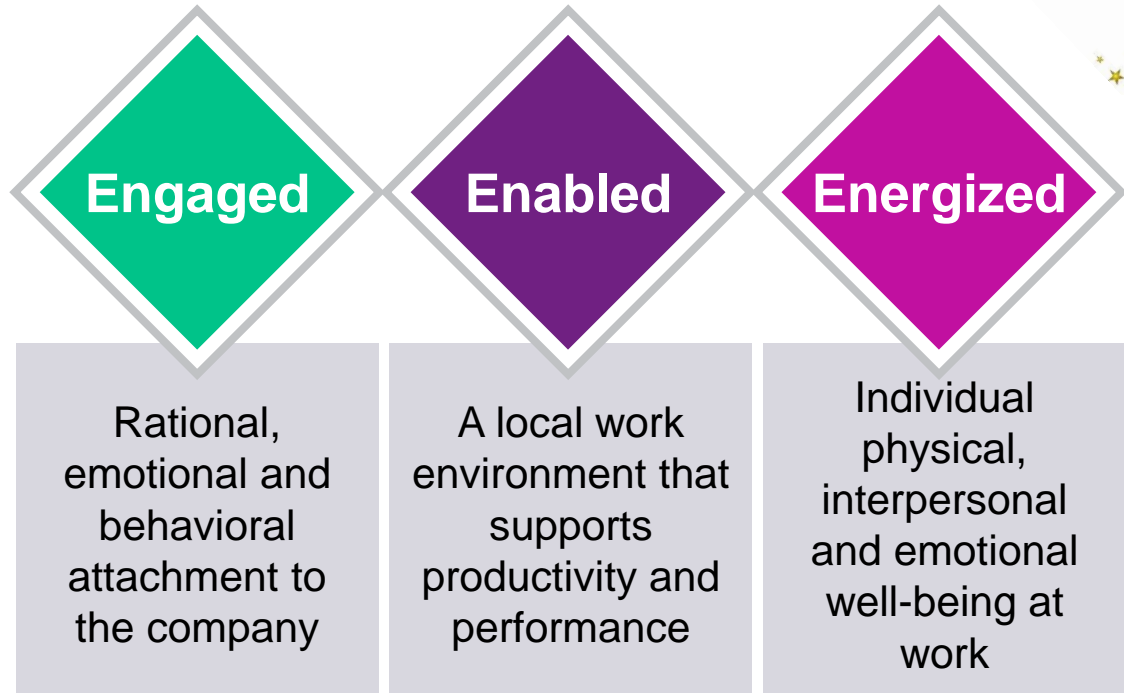
Companies that achieve high levels of Sustainable Engagement realize:

41%	**6.5**	**3X**
lower retention risk	fewer days lost	higher operating margin

...but only one-third of employees are highly engaged

Pie chart: 37%, 17%, 21%, 25%
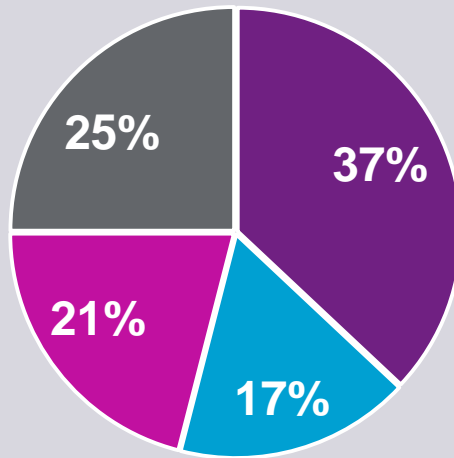
Highly Engaged: Those who score high on all three aspects of sustainable engagement

Unsupported: Those who are traditionally engaged, but lack enablement and/or energy

Detached: Those who feel enabled and/or energized, but lack a sense of traditional engagement

Disengaged: Those who score low on *all* three aspects of sustainable engagement

Source*: Willis Towers Watson Global Workforce Study – Global.*

Engagement and other workplace factors have significant impact on business outcomes

Luxury Retailer

9% better sales performance for stores with employees perceiving a **strong customer focus** vs perceiving a **weak customer focus**

Grocery Store Chain

each **10%** improvement in **Employee Engagement** predicts a savings of **$20,000** per unit from **less product loss** and a **5%** improvement in **safety** results.

Quick-Serve Restaurant

27% **less employee turnover** for units with the **most positive** employee opinions of **total reward packages** than units with the **least positive opinions**

Bank Branch Network

Those units with the **most engaged employees** have **19%** higher **customer satisfaction** scores than units with the **least engaged employees**

Source*: Willis Towers Watson client research studies*

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Moments that matter create the employee experience

Measurement can be used to understand and shape an experience that leads to greater business impact

*Key **touchpoints** with the organization …*

- Hire and Onboard
- Systems & Process
- Leadership Behaviors
- Operating Model

*… shape the overall **experience** …*

PURPOSE WORK
The Employee Experience
PEOPLE TOTAL REWARDS
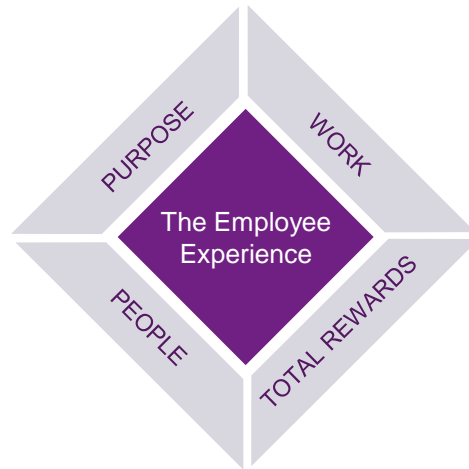
*… resulting in **outcomes** …*

- Productivity
- Engagement
- Inclusion
- Retention

*…with business **impact**.*

Employee Performance

+

Business Performance

Continuous listening

Leveraging the right tools at the right time

Annual Census "Event"

Annual Census "Event"

Annual Census "Event"

Running Continuously
Exit/On-Boarding Surveys

Deployed as Needed
Pulse Surveys Measuring Progress

Deployed as Needed
Pulse Surveys on Key Initiatives

Running Continuously
"Always On" Data Capture
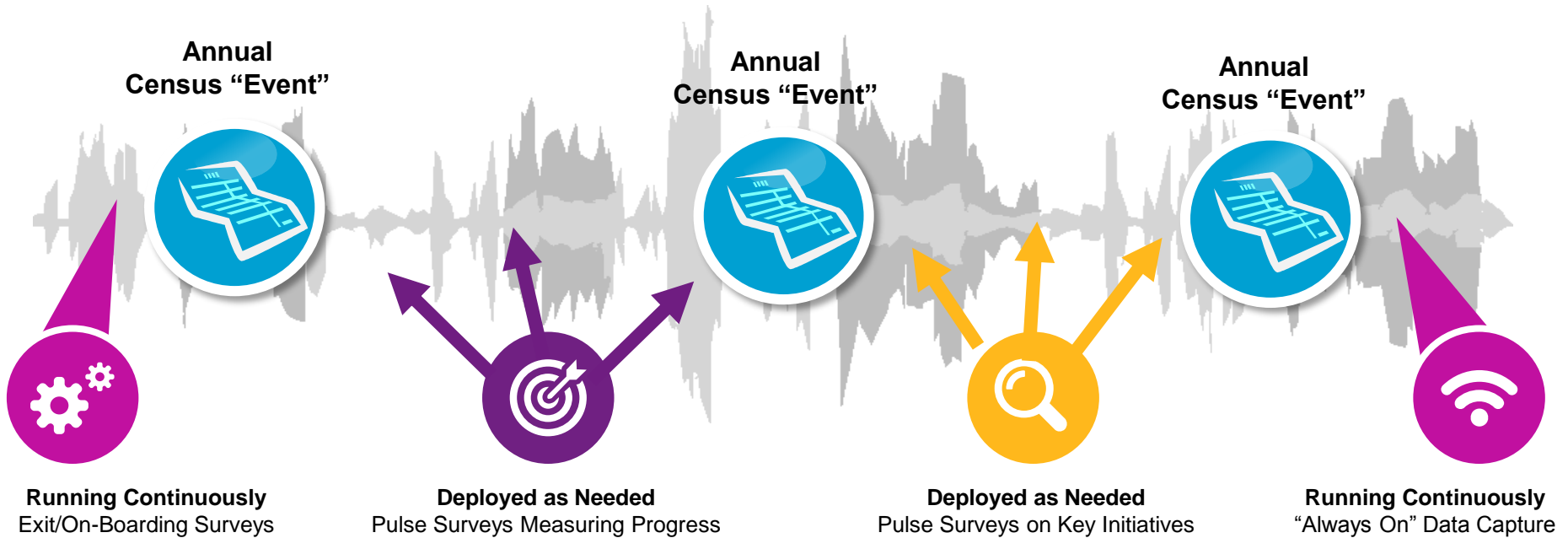
Case example: Pulse survey strategy

Culture Strategy:

Measure the team member experience holistically to test what drives engagement and intent to stay

Oct 2016
Culture Survey
(All team members, full content)

Jul 2017
Pulse Survey
Select Teams,
Progress Check)

Feb 2018
Pulse Survey
(All team members,
Progress Check)

Oct 2018
Culture Survey
(All team members, full content)
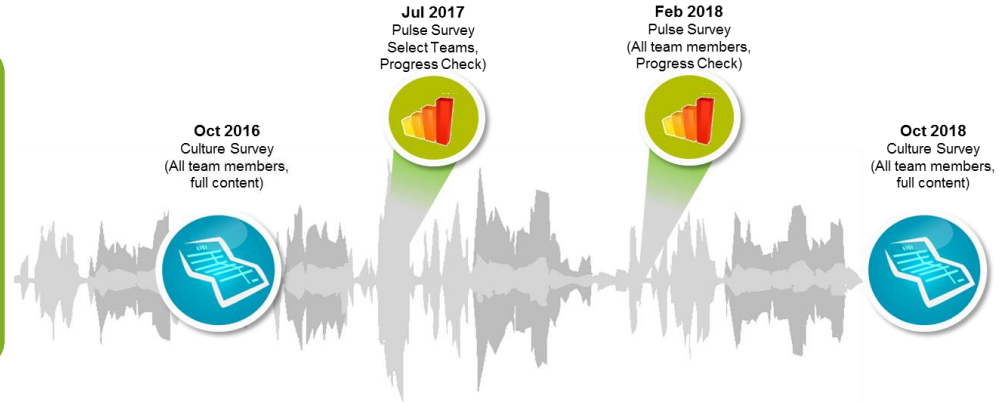
Pulse Checks:

Purpose:

- **Measure direction of progress on driving engagement through enterprise programs and action taken by teams**
- **Drive accountability for building a strong culture**

Target Workforce:

Jul 2017: Select Teams

Feb 2018: All team members

Results for:

Jul 2017: Leaders with greatest opportunities

Feb 2018: All leaders

Case example: Continuous listening program

Evolve program to be inclusive of the team member lifecycle **–** from attraction as a candidate through to departure (retiree, alumni) in order to:

- ✓ Motivate behaviors that drive business success (promotion of XYZ, performance)
- ✓ Inform the design/enhancements of programs, processes, systems and working relationships to ensure a GREAT experience.
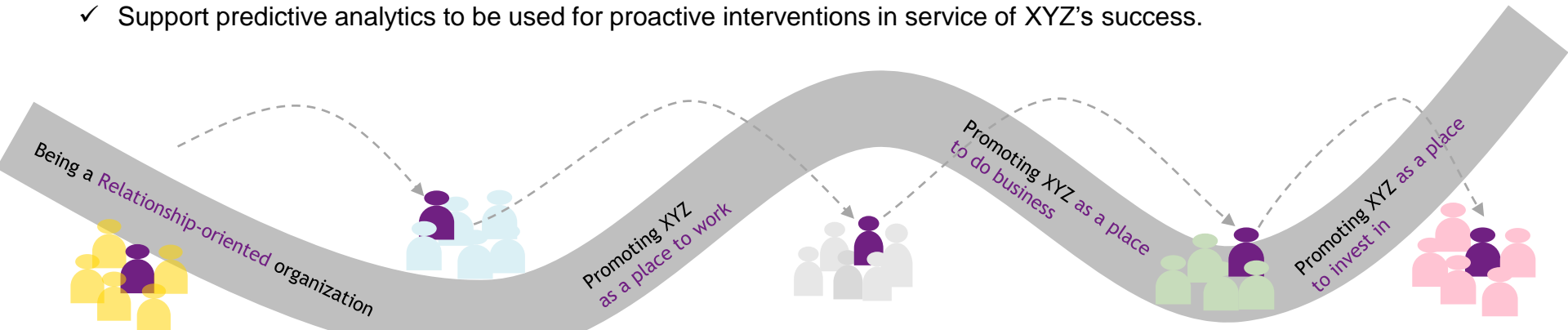- ✓ Support predictive analytics to be used for proactive interventions in service of XYZ's success.

Being a Relationship-oriented organization

Promoting XYZ as a place to work

Promoting XYZ as a place to do business

Promoting XYZ as a place to invest in

Candidates	Team members in their first Year		Active Team members			Exiting	Alumni
	New hire survey	Onboarding survey	Annual Survey	Pulse check surveys	Our contingent workers		
Introduce: ▪ Candidate survey	**Introduce**: ▪ New hire survey (30 days)	**Leverage** existing vehicles (annual and pulse check surveys) ▪ Onboarding survey (30 days to six months)	**Continue with** annual survey Decisions: ▪ Content ▪ Benchmarks ▪ YoY reporting	**Continue** with quarterly pulse check surveys Decisions: ▪ Content ▪ Communication	**Introduce**: Decision: ▪ Content ▪ Confirm reporting	**Revamp**: ▪ Existing Exit survey	**Introduce**: ▪ Alumni survey ▪ Retiree survey

Table Discussion

Using the template provided, develop a high-level listening strategy for your organization.

Think about critical talent segments and key moments in the employee journey.

What do you want to know and how will you measure it?

- Follow instructions to build out your draft
- Then, share with the person next to you and refine your draft

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A listening strategy to measure the employee experience

Employee Segments or Journey Milestones	What do you want to know?	What's the best way to measure?
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		

Before Joining → **Recruiting** → **Onboarding** → **Managing Performance** → **Developing** → **Leaving**

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Important employee segments

High Potentials

Graduates & Apprentices

Critical roles

New joiners

Diverse talent

Regrettable losses

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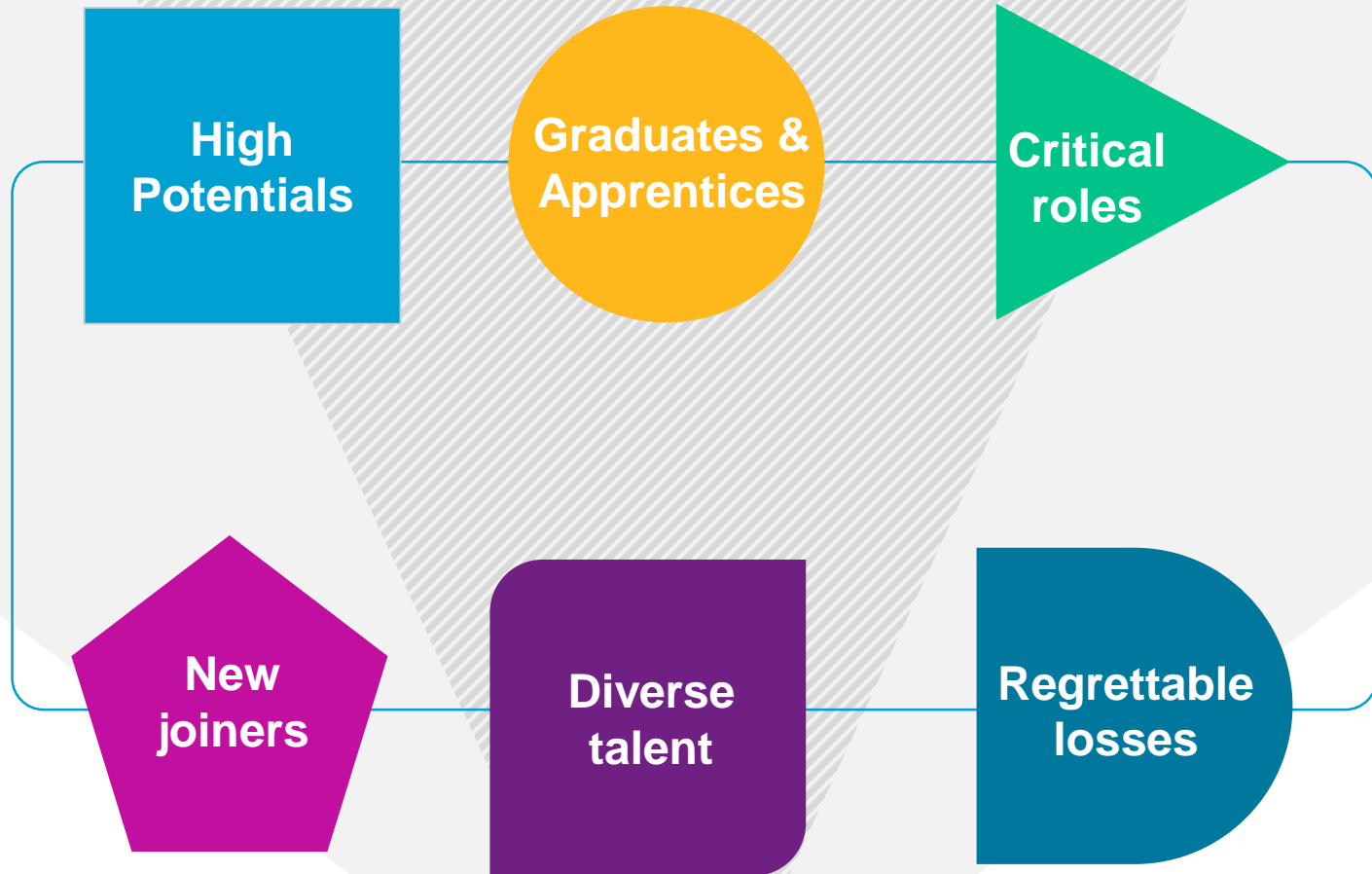
Top drivers of sustainable engagement

1	Leadership	• Interest in employee well-being • Trust and confidence in job being done
2	Clear Goals & Objectives	• Clear company and department goals • Individual goals linked to business priorities
3	Supervision	• Removes obstacles • Support for development
4	Image and Integrity	• Honesty and integrity • Highly regarded by public
5	Workload and Flexibility	• Sufficient staffing • Flexible work arrangements

Source: *Willis Towers Watson Global Workforce Study*

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Leaders and managers have a significant influence on engagement

Employees with effective senior leaders and managers are much more likely to be highly engaged

Both effective

67%
17%
11%
5%

Effective senior leader & ineffective manager

33%
25%
24%
18%

Effective manager & ineffective senior leader

23%
20%
32%
26%

Both ineffective

9%
11%
26%
54%

- ■ Highly Engaged
- ■ Unsupported
- ■ Detached
- ■ Disengaged
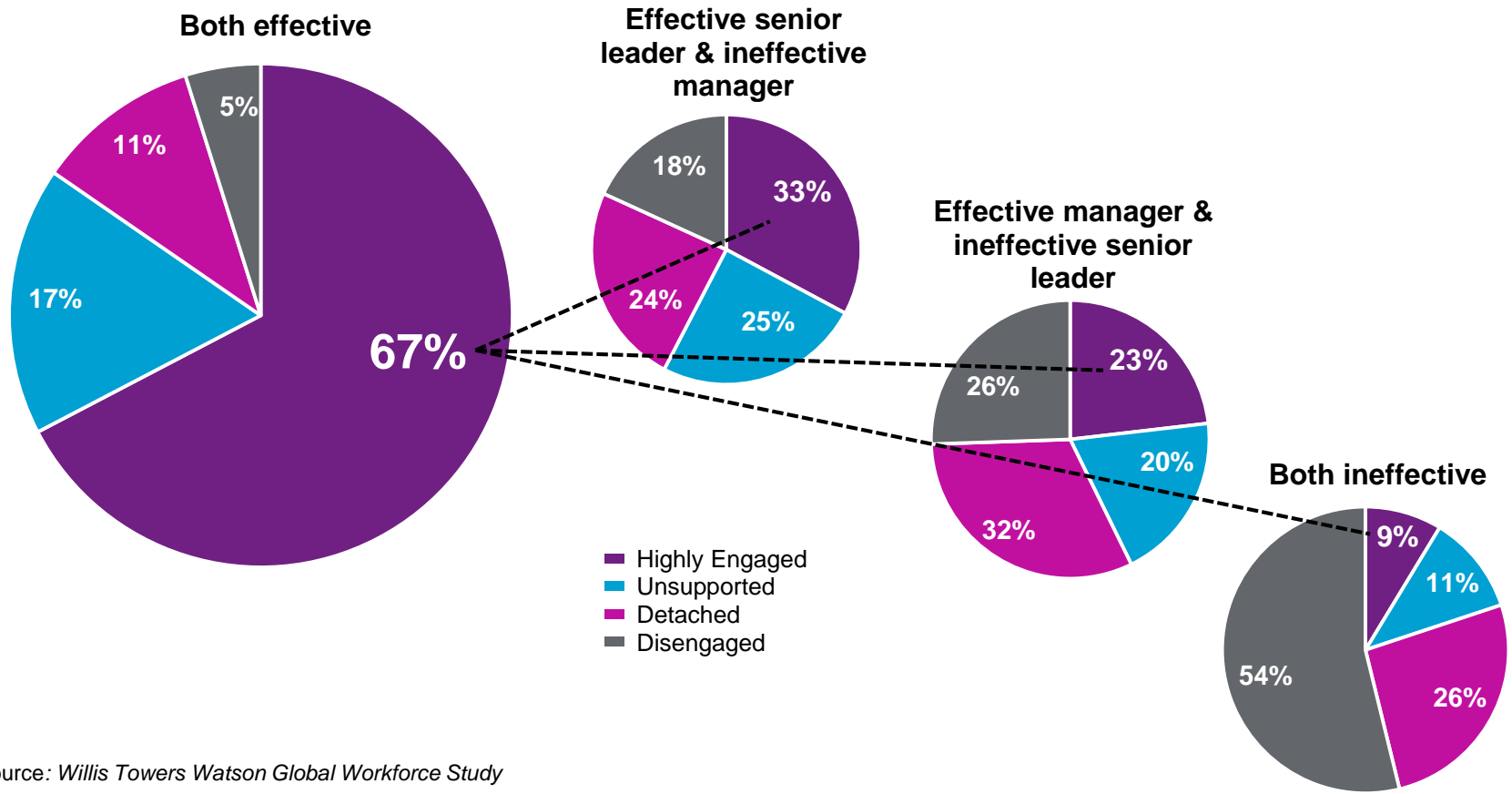
Source: *Willis Towers Watson Global Workforce Study*

Note: Proportions may not sum up to 100% due to rounding.

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An engaging work environment is the foundation of a great employee experience.

At the end of the day, engagement is a choice each employee makes for themselves.

Leaders help make it easier, or harder, for employees to choose engagement.

The leader's job is to create the conditions for engagement to flourish and be sustained.

The best way to invite engagement is to take care of ordinary business in engaging ways.

The Engaging Manager

1 **BUILDS EFFECTIVE TEAMS**
Integrates diversity of skills and personalities, creating a shared sense of purpose

2 **DEVELOPS TALENT**
Develops, coaches and mentors to improve individual and organizational performance

3 **FOCUSES ON CUSTOMERS**
Understands and anticipates customer needs, takes action to exceed expectations

4 **ENGENDERS CONFIDENCE AND TRUST**
Instills confidence and trust by demonstrating dependability and reliability

5 **ARTICULATES VISION**
Communicates a compelling vision of the business that inspires others to action.

6 **DISPLAYS ENTREPRENEURIAL SPIRIT**
Demonstrates courage to pursue new opportunities, pushing beyond "the known"

7 **LEADS CHANGE**
Initiates, influences and drives organizational changes and business transformation

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The role of HR

Using employee insight to create a better EX

- Social media
- User interaction and metrics on external websites
- Understanding of talent pool through Talent analytics

- Assessment and selection feedback
- Conversion rates
- Time to hire

- New joiner pulse surveys (cohort tracking)

- Exit interviews
- Leaver pulse
- Regrettable losses

- 360 feedback
- Leadership and HiPo assessment
- L&D feedback
- Online metrics
- Engagement surveys
- Pulse surveys
- Social media

- Hi Po assessment
- Cohort pulse and integration
- Performance of new joiners
- Leader and manager performance
- Alignment of recognition and rewards

RECRUITING

ON BOARDING

BEFORE JOINING

Behaviour "We want you to…"

EX Pillars

Offer "We'll give you…"

MANAGING PERFORMANCE

LEAVING

DEVELOPING

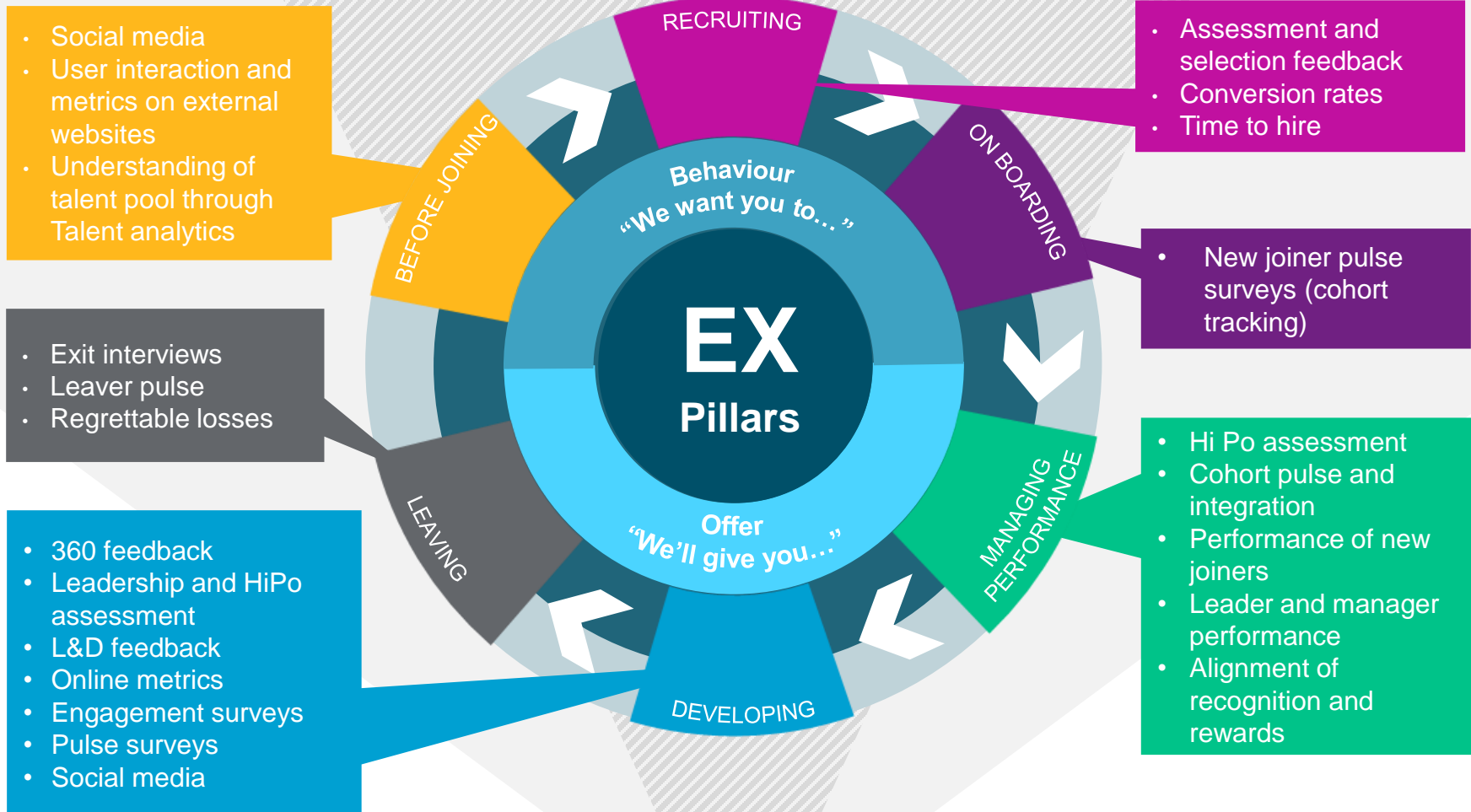**WillisTowersWatson** I·I'I·I·I

Table Discussion

What can you do in your role to define, understand and shape the employee experience?

- Discuss with the person next to you
- Then discuss as a table
- Share insights and plans with the group

Thank you

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