





From Retention To Engagement

The new era of Employee Experience



Bernard Coulaty



The future of work is now!

Generations – Digital – Work & life



Sustainable engagement

is not about satisfaction and motivation





The rise of employee experience

The other side of employer branding



Engaging organization

Who is in charge?

5



Disrupted HR value chain

to create ownership through HR processes?

How

6



Engaging HR leader

Business servant or strategic partner?



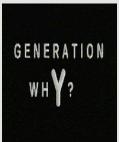
FUTURE OF WORK TRENDS





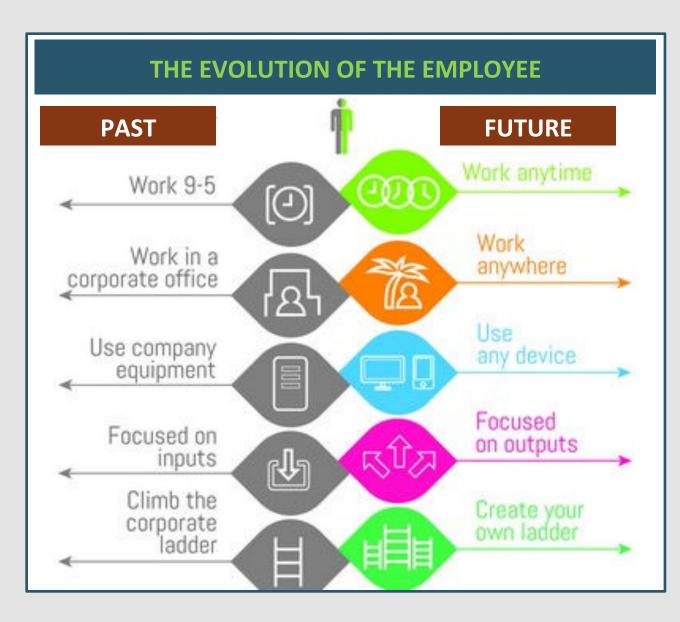












WORK - LIFE: THE FUTURE IS FLEX!

"Freelance flexibility

with full-time stability"

(Deloitte Millennial Survey 2017)







HOW ENGAGED DO YOU FEEL TODAY?

Disengaged

Potentially Engaged

Engaged

Over Engaged





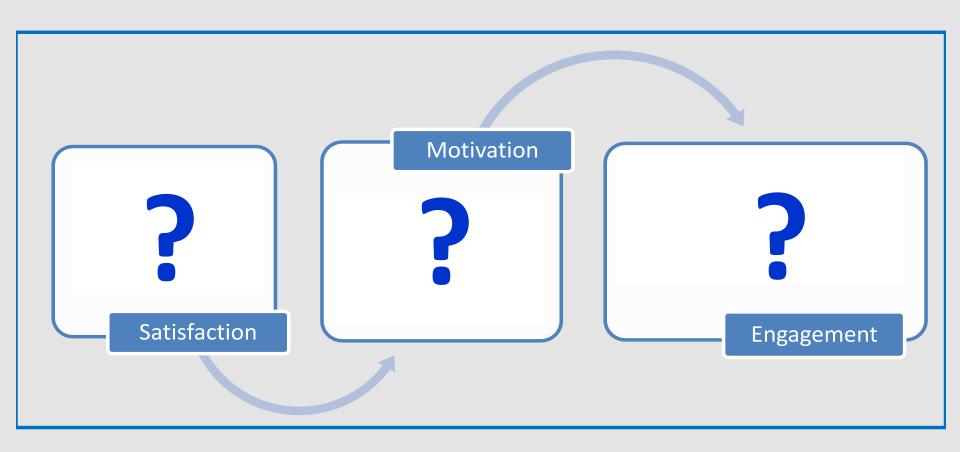








SATISFIED? MOTIVATED? ENGAGED?



SATISFIED? MOTIVATED? ENGAGED?

- Job security
- Working conditions
- Salary level
- Relation with others
- Personal life

Satisfaction

Motivation

- Job interest
- Career development
- Recognition & Reward
- Responsibility
- Personal growth

- •Belief in goals and values
- Emotional connection
- •Extra effort to make a difference
- Meaningful journey
- Ownership

Engagement



SATISFIED? MOTIVATED? ENGAGED?

5

key differentiators

of what is engagement

vs satisfaction or motivation

Engagement

Extra effort

I am ready to invest more of myself to support my company

Emotional connection

I am proud of my company and would recommend it outside

Ownership

I act daily in my company as if it was mine

Belief in goals and values

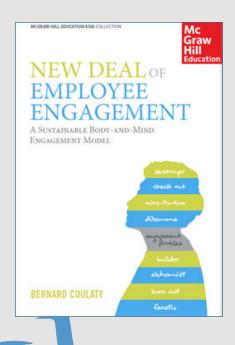
I fully support my company's goals and believe in its values

Meaningful journey

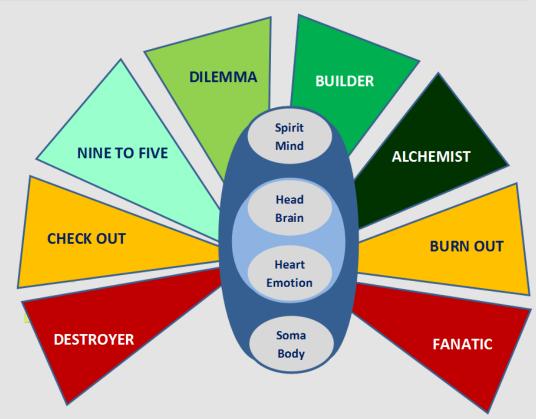
I feel empowered when my company has a clear purpose

INDIVIDUAL ENGAGEMENT: 8 PROFILES





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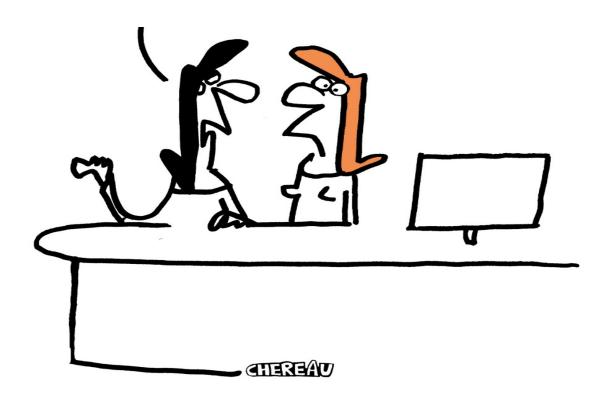


INDIVIDUAL ENGAGEMENT: THE "CHEK-OUT"

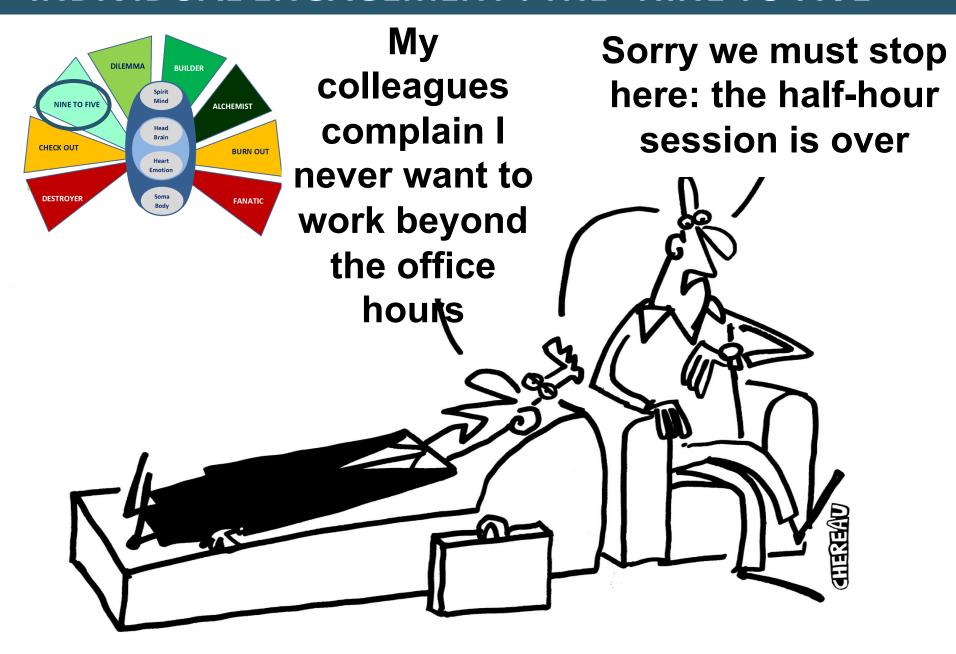


10 years he's been working here, and every morning he is asking for a "Visitor" badge





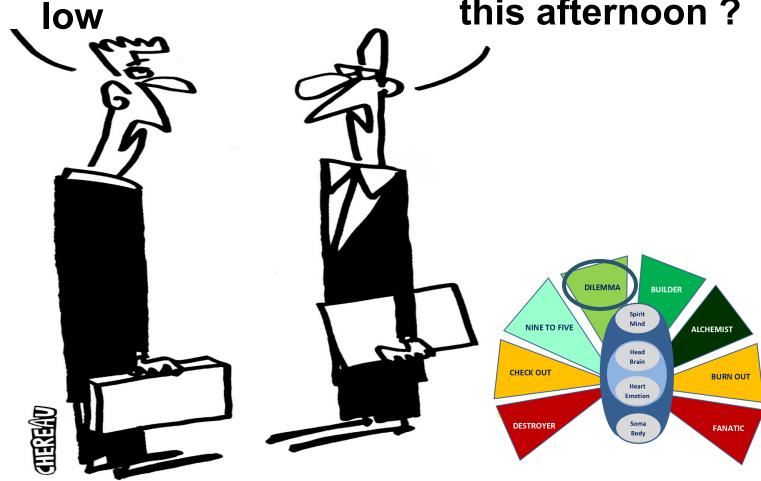
INDIVIDUAL ENGAGEMENT: THE "NINE TO FIVE"



INDIVIDUAL ENGAGEMENT: THE "DILEMMA"

I must warn you: today my engagement will be

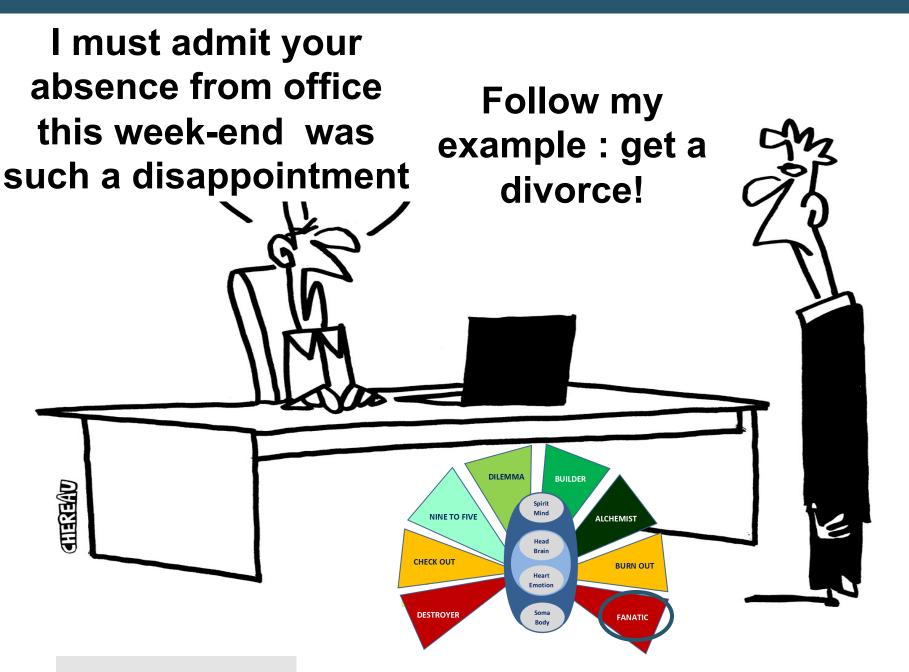
All day long or it could turn high later this afternoon?



INDIVIDUAL ENGAGEMENT: THE "BURN OUT"



INDIVIDUAL ENGAGEMENT: THE "FANATIC"



WORK – LIFE



"Working hard for something we don't care about is called stress; working hard for something we love is called passion."



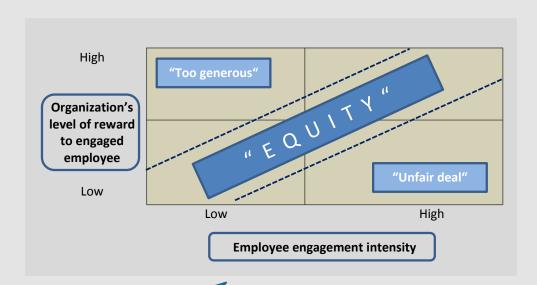
IS THERE A RETURN ON ENGAGEMENT – ROE?

Do I work as part

of high performing

teams?

THE "GIVE & GET" EQUATION



Do I have **flexibility** in doing my work (hours, dress, place)?

Do I fee like I know what is going on in the organization?

Does my company have a clear vision and purpose?

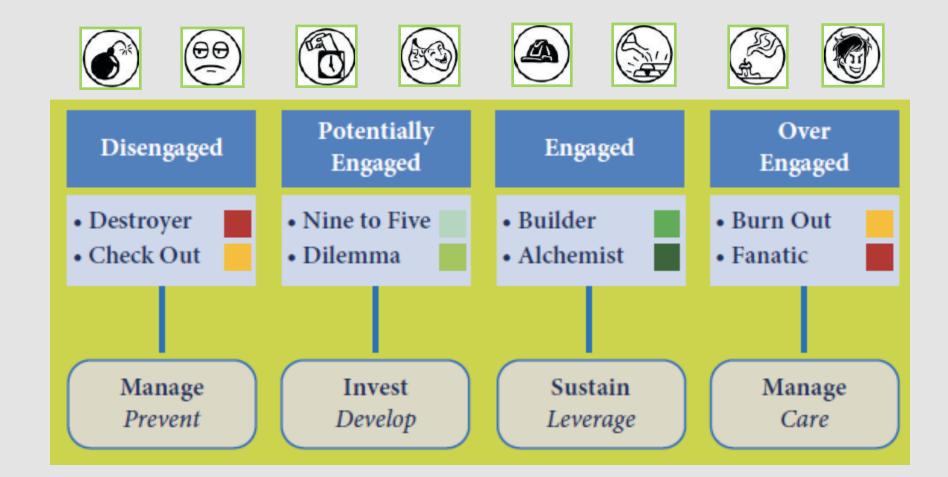
Do I have opportunities to learn and grow?

Is my **performance** linked to my **reward**?

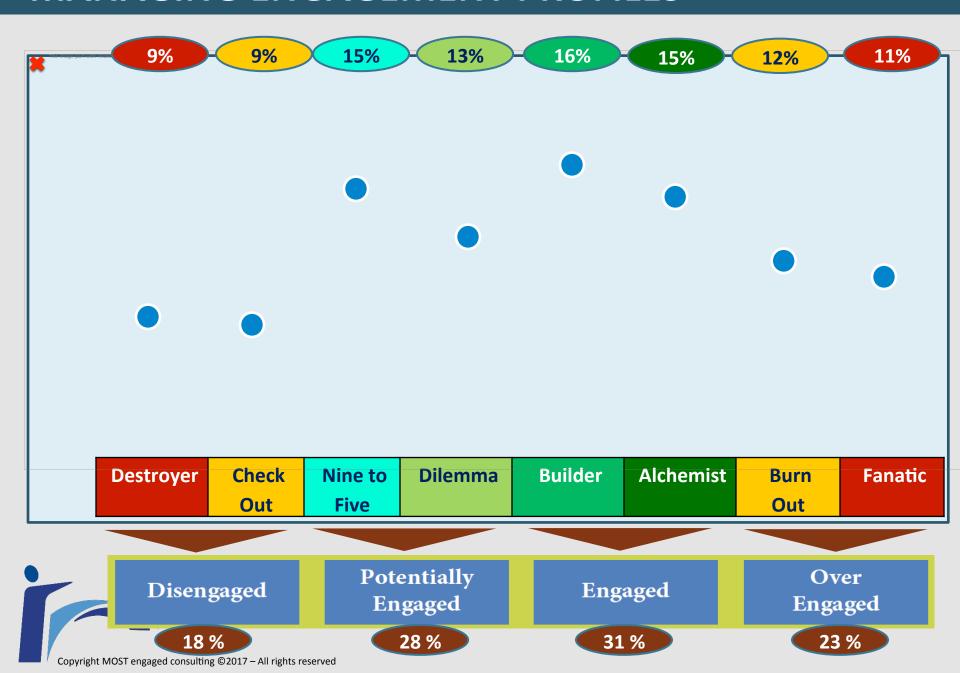
Does my work make a difference to things that matter to me?

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MANAGING ENGAGEMENT PROFILES



MANAGING ENGAGEMENT PROFILES





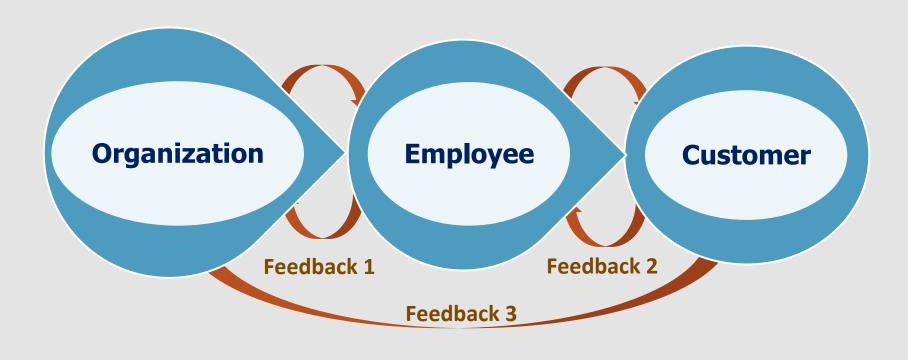
The other side of employer branding



FROM ENGAGEMENT TO EMPLOYEE EXPERIENCE



FROM CUSTOMER TO EMPLOYEE EXPERIENCE

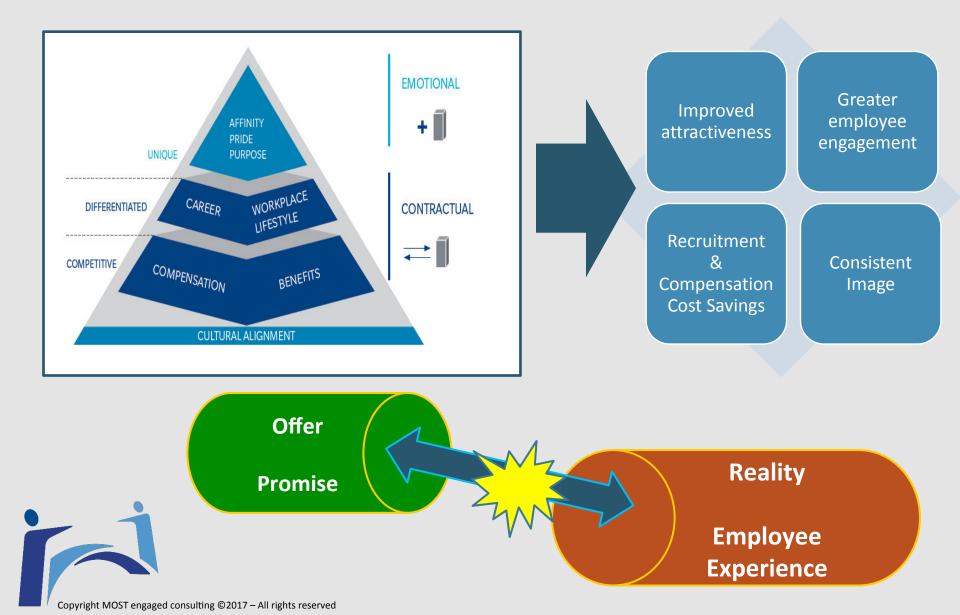


The Organization delivers the employee experience



Employees are the face of the customer experience

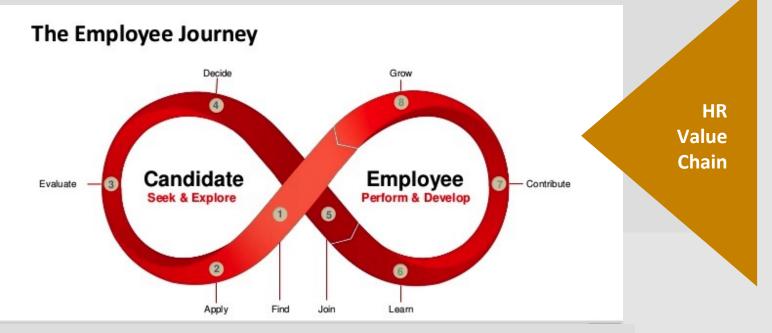
EMPLOYER BRAND / EVP vs EMPLOYEE EXPERIENCE



EMPLOYEE EXPERIENCE – DEFINITION

Employee Experience

The sum of all experiences an employee has with an organization



Branding, **Attraction** Sourcing, **Selection** On-Boarding, Induction Goal setting, **Performance Review** Learning & Development **Talent Pools, Succession Planning** Compensation **Review Incentives** & Bonus Systems Total

Reward

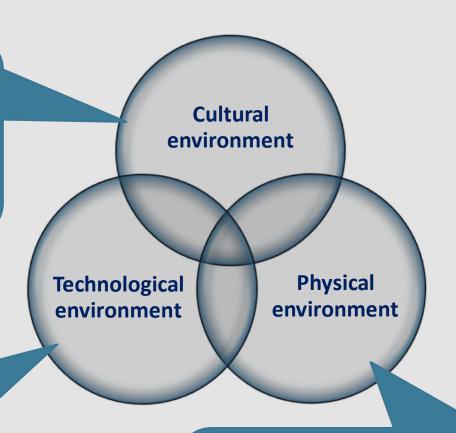
EMPLOYEE EXPERIENCE – 3 FOCUS AREAS

The feeling employees get working for your organization

- Engaging managers acting as mentors
- Engaged teams, culture and values
- Engaging HR processes and value chain

The tools employees use to get their jobs done

- Apps, hardware, software, mobile devices
- Real time feedback



The actual spaces in which employees work

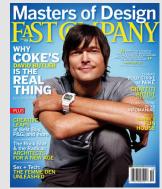
- Anything creating a sense of belonging
- Open or close floor plans
- Workplace flexibility, wall art...
- Wellbeing, food...



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EMPLOYEE EXPERIENCE – BENCHMARKS







RED





(RE)DESIGNING THE EMPLOYEE EXPERIENCE @WORK

ENGAGING ORGANIZATION

ACTORS OF ENGAGEMENT

- Engaging Manager
- Engaging Organization
- Engaged Self
- Engaged Team

EXPERIENCE DRIVERS

- Extra Effort
- Emotional Connection
- Ownership
- Belief in Goals and Values
- Meaningful Journey

Engaging Organization

HR Value Chain

Employee Experience



HR VALUE CHAIN

ENGAGING HR PROCESSES

- Attract, Recruit
- On-Board, Engage
- Learn, Assess, Develop
- Reward , Retain

EXPERIENCE DRIVERS

- Effective & Consistent
- Simple & Convenient
- Transparent Feedback
- Intuitive & User-Friendly
- Fun & Wow



GREAT EXPERIENCE = HIGH ENGAGEMENT?

Great **Experience DISRUPTION GROWTH** Non sustainable Virtuous circle Wow/fun effect, not more Ownership, I am an actor Makes a difference for me Passive participant, not an actor Satisfied but not engaged Meaningful journey Unable to enjoy as frustrated Work & life alchemy Low High **Engagement Engagement RESILIENCE SURVIVAL** Vicious circle Missionary mindset Clear purpose Isolated from the experience **Engaged anyway** Checked-out, disconnected Extra effort whatever it takes Accelerated disengagement Toxic behaviour? Resilient or burn-out? **Poor**

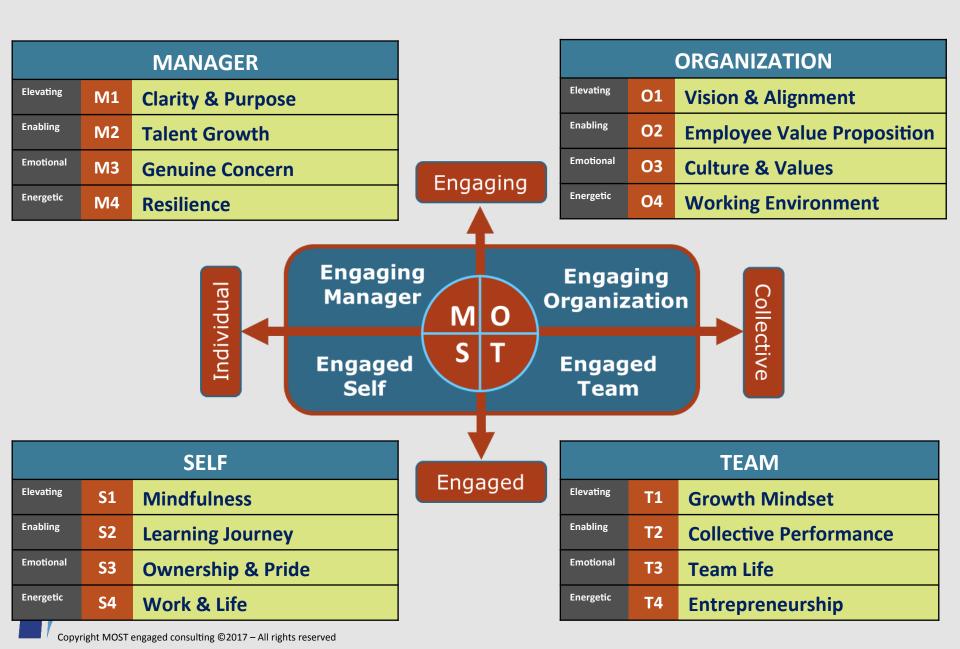
Experience

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ENGAGING ORGANIZATION – THE ACTORS



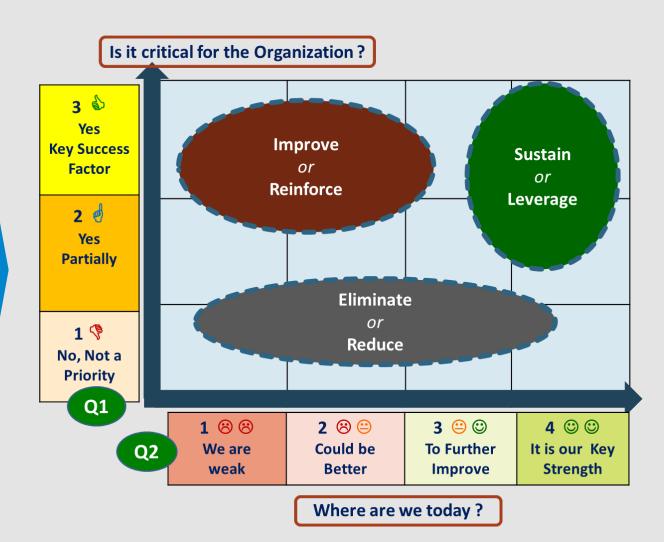
ENGAGING ORGANIZATION – FLASH AUDIT

MANAGER				
M1	Clarity & Purpose			
M2	Talent Growth			
М3	Genuine Concern			
M4	Resilience			

ORGANIZATION						
01	Vision & Alignment					
02	Employee Value Proposition					
О3	Culture & Values					
04	Working Environment					

SELF				
S1	Mindfulness			
S2	Learning Journey			
S3	Ownership & Pride			
\$4	Work & Life			

TEAM					
T1	Growth Mindset				
T2	Collective Performance				
Т3	Team Life				
T4	Entrepreneurship				





How to create ownership through HR processes?



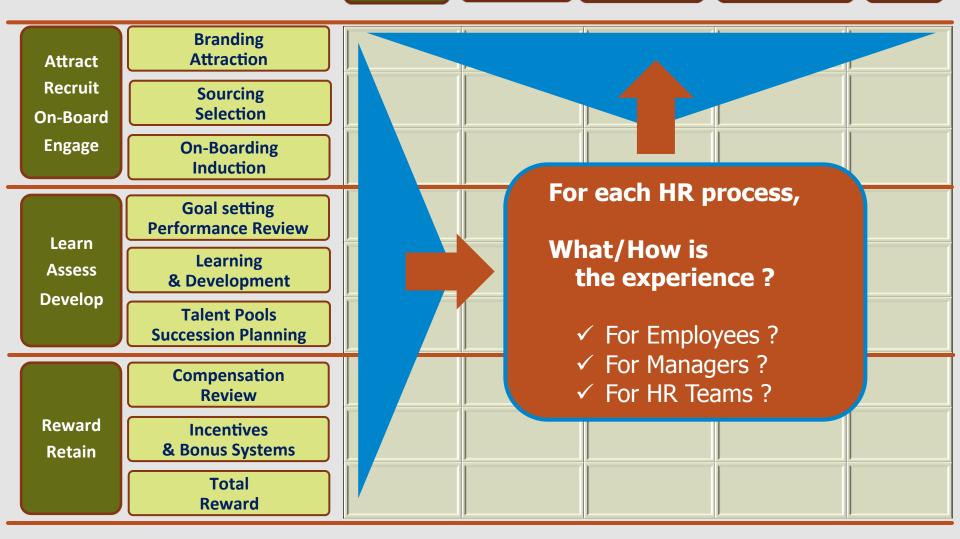
HR VALUE CHAIN - ASSESSING THE "EXPERIENCE"

1.

Effective & Consistent

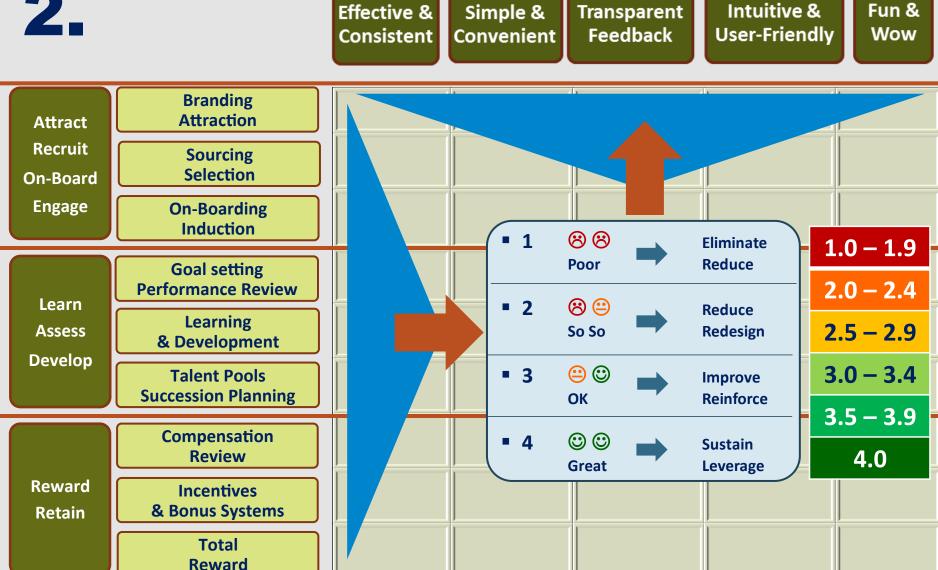
Simple & Convenient Transparent Feedback Intuitive & User-Friendly

Fun & Wow



HR VALUE CHAIN – ASSESSING THE "EXPERIENCE"





HR VALUE CHAIN – ASSESSING THE "EXPERIENCE"

3.		Effective & Consistent	Simple & Convenient	Transparent Feedback	Intuitive & User-Friendly	Fun & Wow
Attract Recruit On-Board Engage	Branding Attraction	3.2	3.2	3.3	3.0	3.0
	Sourcing Selection	2.3	2.9	2.1	2.3	1.2
	On-Boarding Induction	3.3	3.3	4.0	2.0	3.3
Learn Assess Develop	Goal setting Performance Review	3.2	3.2	3.7	2.0	3.0
	Learning & Development	2.8	2.5	2.1	2.1	2.3
	Talent Pools Succession Planning	2.5	2.5	2.7	2.7	NA
Reward Retain	Compensation Review	2.2	2.8	2.2	1.8	1.2
	Incentives & Bonus Systems	2.4	2.6	2.3	2.6	NA
	Total Reward	2.2	2.8	2.0	2.0	2.0



Engaging HR leader

Business servant or strategic partner?



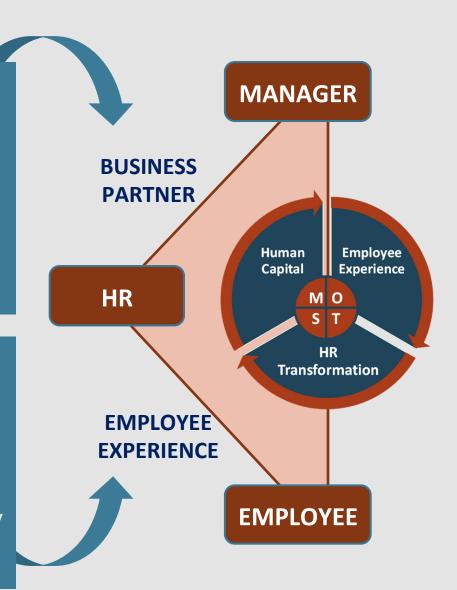
ENGAGING HR LEADER

From Business Servant to Strategic Partner

- From transactional to business partner
- Business acumen, customer orientation
- Inspiring strategic HR vision
- Developing engaging managers & leaders
- Engaging the whole organization

From Process to Employee-Centric

- From compliance to employee experience
- HR value chain Process (re)design
- Employee champion, engagement mindset
- Human interactions, empathy, field proximity
- Developing engaged individuals & teams





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The new Employee Experience

