



TOTAL EMPLOYEE EXPERIENCE

THE NEW SYNONYM FOR EMPLOYEE ENGAGEMENT.



Since its inception, employee engagement is seen as a local (read team level) phenomenon and is believed to be largely driven by the 'work group level' dynamics. In such a reality the team manager, is indeed, the central anchor of employee engagement. At one time Gallup estimated that managers account for at least 70%¹ of the variance in employee engagement scores across business units.

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Techno-Social evolution, specifically over the last 3-5 years, has dramatically changed the world of work. A large proportion of the workforce today chooses flexi work over regular office visits. More and more business is being conducted through project-based virtual teams rather than manager-led intact workgroups. Traditional communication channels are being replaced by 'always-on' social communications. According to an Intuit study it is expected that 40%² of the total US workforce, by 2020, will comprise of independent workers i.e. freelancers, temporary workers etc. doing multiple jobs.

In a world where 38%³ (63% in India) of the employers are finding it difficult to fill jobs, only 13% global workforce is apparently fully engaged⁴ to the above trends that are creating unprecedented complexities. Organizations not only continue to fight the talent attraction battle, engaging the talented employees such that they put high levels of discretionary effort to drive business results has become an even bigger challenge. Renewed thinking is required not only to attracting and selecting the right people, but also making sure they are retained and are engaged to be optimally productive.

The traditional approach towards measuring and impacting engagement is not helping organizations win in the war for talent. The need of the hour is to measure and enhance the Total Employee Experience - much beyond the known drivers of engagement.

SO WHAT DO THE ORGANIZATIONS NEED TO DO?

TREAT EMPLOYEES AS CUSTOMERS: 1

As internal customers, employees expect to have a similar experience that they are used to as external customers of various products and services. The contemporary workforce has already gone digital. Their professional, personal, and social life is increasingly online. The world is embracing digital way of life. It is an imperative for an organization to have a digital HR strategy to manage the Total Employee Experience. Organizations that do not wake up to this reality are at a very high risk of losing the war for talent. Look out for ways and means to delight employees - continuously.

2 DEFINING OWNERSHIP:

The debate of whether HR or the business owns engagement is redundant in the current context. HR, line managers, and the organization as a whole - and even the employees - have a role to play in ensuring engagement. According to a recent Oracle study*, in ~40% of organization, employee engagement is still owned by HR. Like any other aspect of organizational success, HR has a limited role to play in defining employee experience there by their engagement. CEOs need to make Strategy, Marketing, or for that matter, IT equally accountable for employee engagement.

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3 FOCUS ON ENABLEMENT:

The experience of being “fully enabled” to bring out their best, both in physical and virtual environment, drives engagement of employees significantly. Organizations must evolve their systems and processes from being check and control mechanisms to levers of providing employee delight. While managers should wear the hat of mentors and coaches, HR and IT should focus on creating an experience of enablement for the employees - tactically, strategically, and behaviorally. Technology is today the single most critical lever to drive overall employee experience and thereby employee engagement.

TRACK EMPLOYEE EXPERIENCE ACROSS TOUCH POINTS:

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Periodic measurement of select drivers of engagement is insufficient in the current times. Organizations must work towards getting real time pulse of employee experience across touch points on a regular basis. Physical wellness, financial health, social engagement, and overall satisfaction all impact the emotional state of an employee and hence must be tracked by employers. Proactive support goes a long way in creating an experience of delight for the employees.

5 CREATE BESPOKE EMPLOYMENT EXPERIENCE:

Each individual is unique and wants to be treated uniquely in today's times. Be it in defining employment terms, choices around role and responsibilities, learning experience or career development, each employee wants a bespoke treatment. Organizations need to have enablers in place to cater to this very important employee expectation.

APPRECIATE FOR TALENT:

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Today's workforce expects appreciation and recognition for the unique talent they bring to the table and not just for doing good work. Organizations need mindset and enablers to identify and appreciate unique talent at an individual level and not just focus on role / organization specific competencies.

7 CREATE A NEW LEADERSHIP MINDSET:

The impact of leadership on driving employee engagement remains unchanged. However, leaders will need to unlearn a lot from past and replace with new age leadership competencies.

The concept of employee engagement has assumed a much more holistic shape and has become an even bigger component of organizational success. Total Employee Experience is indeed the new synonym for Employee Engagement.

(1) <http://www.gallup.com/services/182138/state-american-manager.aspx>

(2) http://http-download.intuit.com/http.intuit/CMO/intuit/future-ofsmallbusiness/intuit_2020_report.pdf

(3) <http://www.manpowergroup.com/wps/wcm/connect/manpower-group-en/home/thought-leadership/research-insights/talent-shortage-2015>

(4) <http://www.gallup.com/poll/165269/worldwide-employees-engaged-work.aspx>

*Survey conducted by Changeboard in association with Oracle