

**Deloitte.**



**Integrating workforce data to measure experiences and drive business outcomes**



# Moving from employee experience to human experience

You can't move it if you can't measure it

**Elevating the human experience** is Deloitte's unique, tailored approach that aligns your organization to the values of the people that work for you and with you. It can move traditional "employee experience" to "human experience." But, how can you move it if you can't measure it?

**Our approach to workforce experience** helps organizations embed meaning into work by building workforce programs, technologies, and interactions based on human values.

**84 percent of respondents** rated the need to improve the employee experience as important or very important and 28 percent rated it urgent, **yet only 42 percent thought that their workers were satisfied** or very satisfied with day-to-day work practices.<sup>1</sup>

1) Deloitte 2019 Human Capital Trends



**Workforce experience is the #1 global human capital trend.**





# Experience drives shareholder value

 **\$1B+** Revenue impact

A 10 percentage-point improvement in customer experience can equate to a revenue impact of more than \$1 billion.<sup>1</sup>

 **147x** As profitable

Companies with highly engaged employees outperform peers by 147% in earnings per share.<sup>2</sup>

 **25%** More profitable

Companies in the top quartile of workforce experience are typically 25% more profitable than competitors in the bottom quartile.<sup>3</sup>

 **2x** Satisfaction impact

Companies that focus on **workforce experience double customer satisfaction** reflected in their net promoter score.<sup>4</sup>

1) Improving Customer Experience By One Point Can Drive More Than A Billion Dollars In Revenue, Forrester Research, January 2020.

2) "The Engaged Workplace," Gallup, <https://www.gallup.com/services/190118/engagedworkplace.aspx>, accessed February 20, 2020.

3) Building Business Value with Employee Experience, MIT Csr Research Briefing, Vol. 17, No. 6.

4) 2019 Deloitte Global Human Capital Trends.

# Leadership has a perception gap that needs to be closed

## LEADERSHIP RESPONSE

## EMPLOYEE RESPONSE



Believe employees are engaged

of employees are engaged



Believe employees are satisfied with their benefits

of employees think that benefits are fair



Believe employees would recommend the company as a great place to work

of employees would recommend the company as a great place to work

Source: Research from Salary.com

# Today's surveys just don't work

Engagement surveys are designed to help companies and managers understand employees' perception of their work environment and the extent to which they are engaged. Today, companies are investing more than \$800M+ annually to improve engagement.

Unfortunately, research shows that:

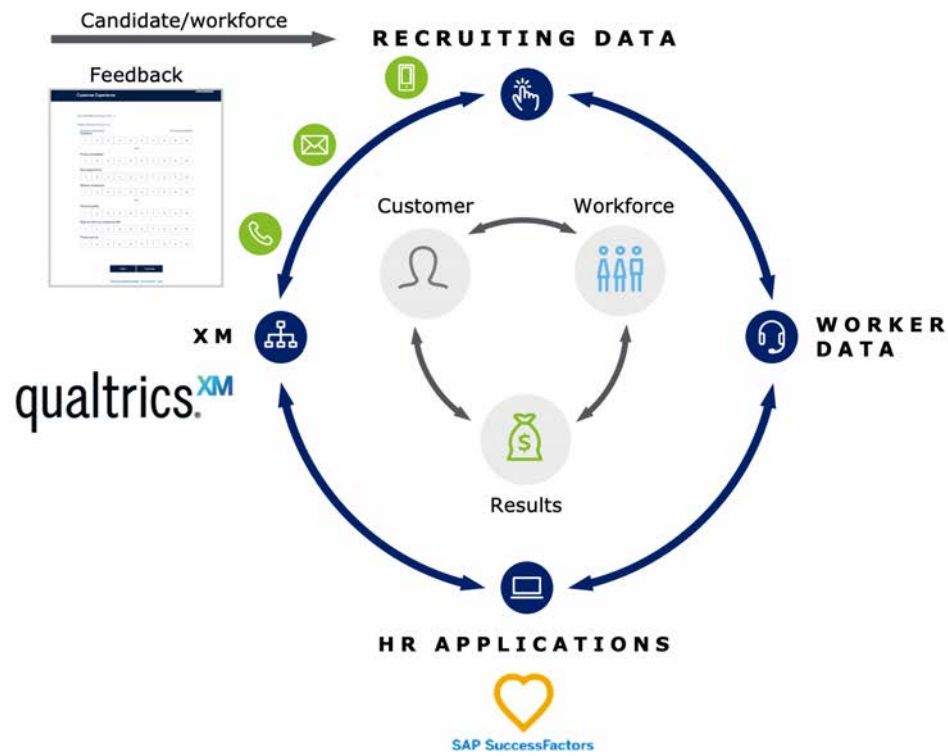
- Employees don't like answering them and respond less **than 30%** of the time
- Managers see employee surveys as **busy work**
- Typically, **no action is taken** from the results
- Surveys often fail to engage the entire customer facing workforce including vendors and sub-contractors that drive customer experience

Also, because annual surveys or infrequent feedback capture don't align with today's real-time business environment, they tend to have **recency bias** that can distort engagement data.

**The bottom line:**  
Companies need more frequent assessments to measure engagement and inform their decisions.







## There is a better way to get results

Imagine being able to give your employees the ability to provide top-of-mind feedback triggered by specific moments that matter to them. Today's technologies let you do just that. By leveraging "always on" feedback channels through email, web, and mobile, employers can make it easy for anyone within the organization to surface issues, offer ideas for innovation and change, and track progress on important initiatives. Pulse surveys can also be used to gather both structured and unstructured feedback to allow real-time reporting and analytics, which can be configured for specific workforce populations too.

## Automate and integrate feedback measurement

By integrating worker transactional data from your HR applications with an experience management (XM) platform, you can automatically trigger and capture feedback in real time based on recent employee activities at scale.

You can gain greater insights and analytics from an integrated solution to help shape your critical talent acquisition and talent processes, workforce engagement, and overall culture. It can help to close the digital experience gap between the technology that people experience in their personal lives vs. what they encounter at work.

Dynamic dashboards leverage your HR application security and demographic data to allow views across different roles within your organization.

"Elevating the workforce experience: The digital lens," Capital H Blog, <https://capitalhblog.deloitte.com/2020/02/04/elevating-the-workforce-experience-the-digital-lens/amp/>, accessed February 20, 2020





# Real-time measurements provide key workforce insights

Companies must consider everything from corporate culture and organizational structure to performance management and career development.



## COLLECT INSIGHTS AT KEY MOMENTS THAT MATTER

### Candidate experience

- Job search and application
- Interview and offer
- Onboarding

### Worker experience

- New hire
- Goal setting
- Performance rating
- Compensation change
- Job change
- Learning and development
- Separation and resignation

### Manager experience

- Hiring a new worker
- 30, 60, 90-day feedback
- Initiating disciplinary action/ performance improvement plan
- Termination
- Separation exit survey

### Identify opportunities to evaluate worker performance:

- Do workers have ample feedback mechanisms?
- Is your organization able to translate positive WX experiences to CX results?

### Evaluate candidate feedback and satisfaction

- Are the interview AND evaluation processes yielding the right results?
- Are there interviewing best practices that can be established?

### Review the breadth and effectiveness of training offered to your workforce:

- Are you offering proper learning and development opportunities for growth?
- Do they feel empowered to improve their skill sets within the organization?

### Listen to how workers feel and what they get back from their work

- Do employees feel appreciated and satisfied with what your organization provides them?
- Do they feel their work provides them a chance to leave a positive impact?

### Monitor new workers for cultural fit and compare WX data with that of colleagues

- Do you change direction or coach them earlier?
- Does this affect recruitment strategies?
- What are the 30, 60, 90-day insights or interventions?



To learn how to measure and manage the key moments that matter for your workforce, please contact:

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