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عنوان ارائه:

تحول تجربه کارکنان در عصر دیجیتال

نام و مشخصات ارائه دهنده:

مهدی شاهی زنجانی

پژوهشگر تفکر و تحول در عصر دیجیتال

عضو هیئت علمی دانشگاه تهران

CX is important; but what about EX?

- Delivering differentiated **customer experiences** can lead to a **boost in loyalty**, **market share** and **revenues**.
- Imagine what a similar focus on **employee experiences** could mean for the business.
- CX + EX = ROI

- Today's workforces are more **complex** than ever.
- They are made up of multiple **types of workers**; from traditional full-time and part-time employees to contractors and freelancers.
- The extended workforce also comprises **multiple generations**, and represents different locations or regions of the world.
- While organizations must address **these distinctions**, it is a mistake for companies to assume that every type of worker or every generation of employee wants the same experiences.

- Happier employees lead to **81%** higher customer satisfaction and **50%** lower turnover.
- Today 9 out of 10 employees are **disengaged**.

- Cisco (2020)

GALLUP

- **82%** of Gen Y say that workplace technology influences the job they take.
- **91%** of Gen Z candidates say technology is a factor when choosing among similar jobs.

- *Gallup (2018)*

- **89%** reported that EX will increase in importance within their organization in the next 1 -2 years.

- **50%** of companies say they have set aside budget to execute their EX strategy in 2020.

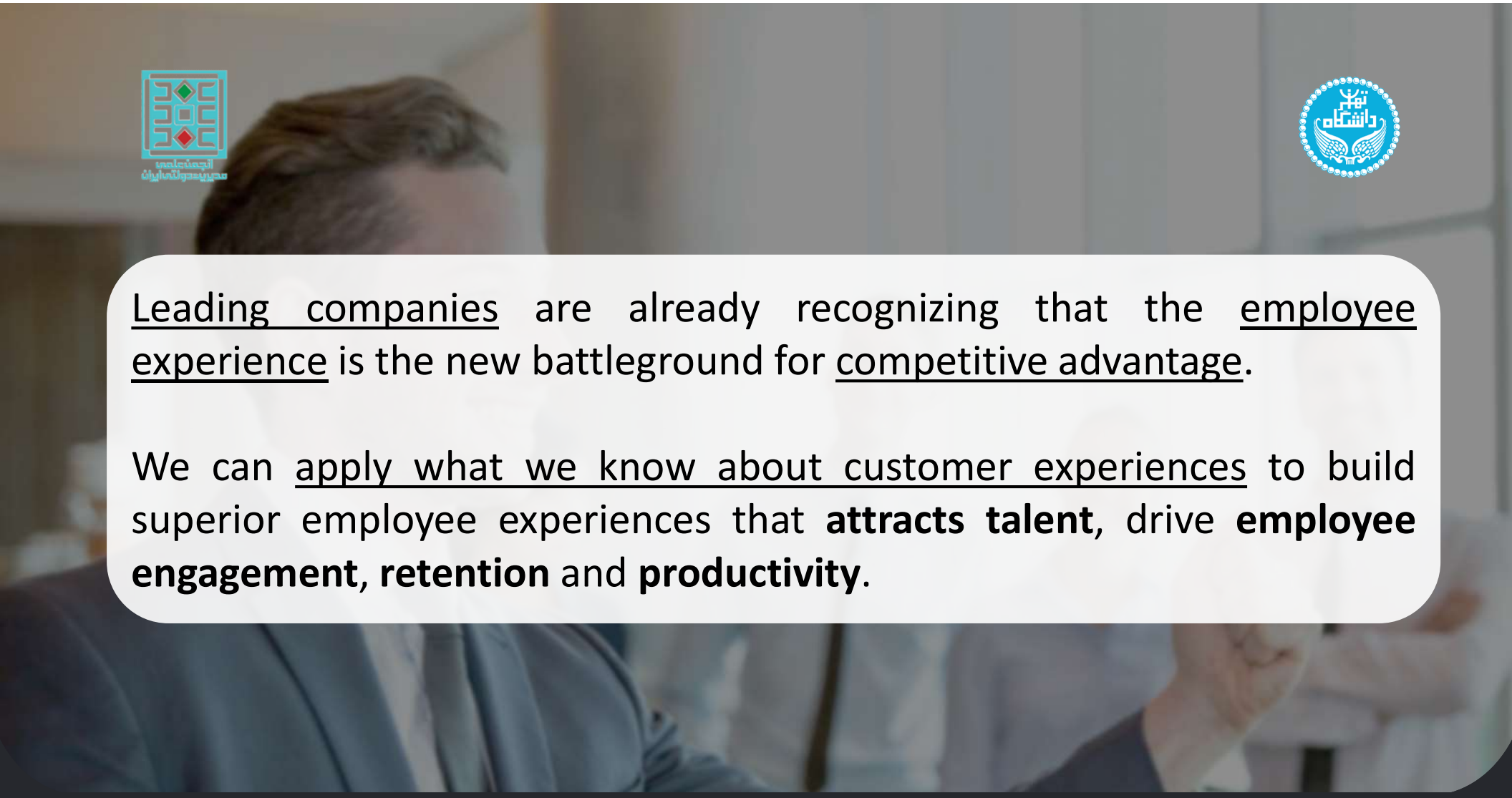
- *EX Leaders Network (2020)*

EX Leaders Network

What is Employee Experience (EX)

The result of a comprehensive and holistic employee's perceptions in the workspace resulting from the sum of employee direct and indirect interactions with his/her career, other employees, managers, customers, strategy, systems, culture, brand, organization competitors, and it is also influenced by his/her individual characteristics.

(Gheidar & ShamiZanjani, 2020)



Leading companies are already recognizing that the employee experience is the new battleground for competitive advantage.

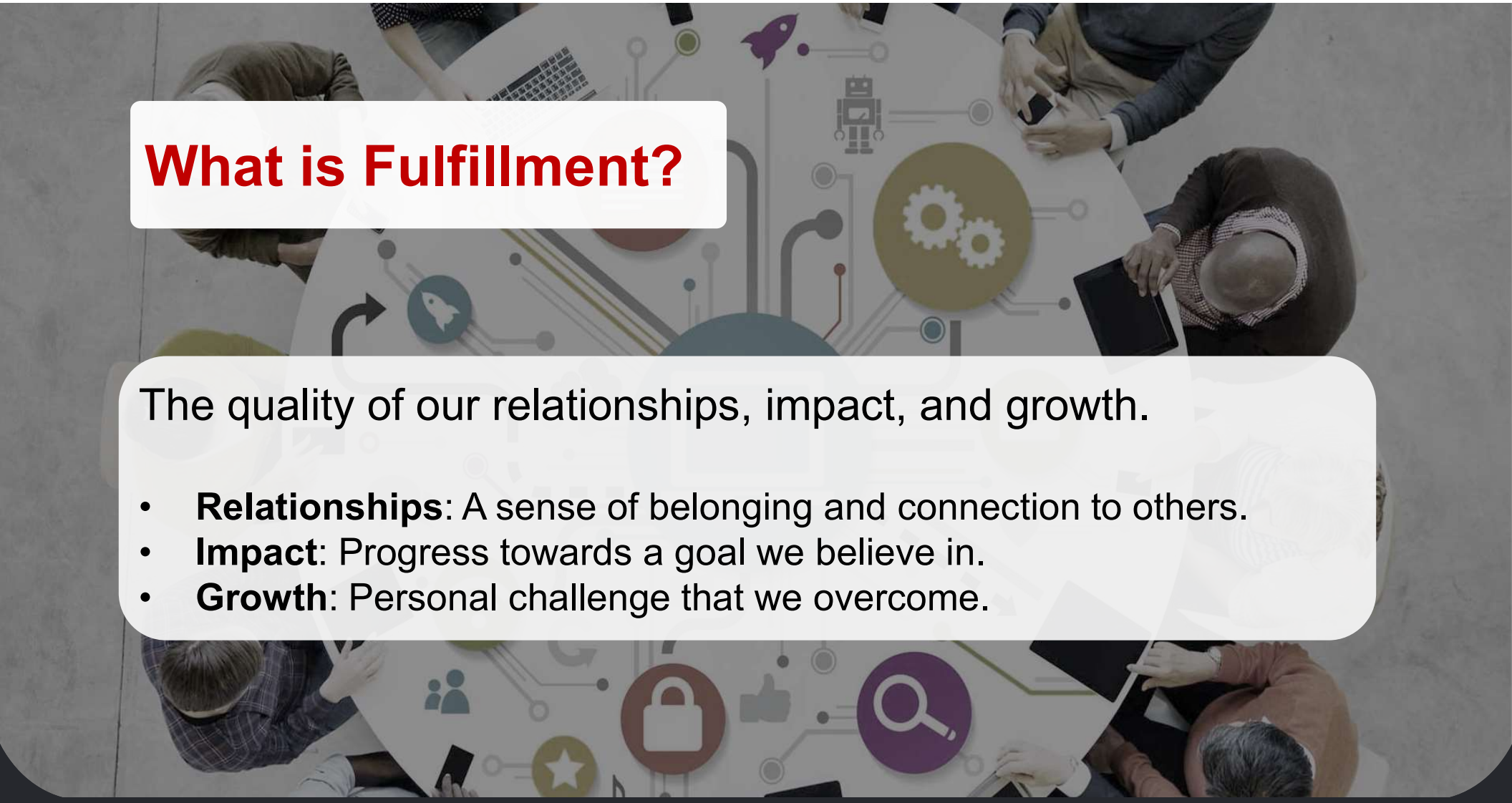
We can apply what we know about customer experiences to build superior employee experiences that **attracts talent**, drive **employee engagement**, **retention** and **productivity**.

accenturestrategy

Companies with highly engaged workforces are **21%** more profitable than those with poor engagement.

Employee Value Proposition Evolution

- Survival
- Satisfaction
- Engagement
- Fulfillment



What is Fulfillment?

The quality of our relationships, impact, and growth.

- **Relationships**: A sense of belonging and connection to others.
- **Impact**: Progress towards a goal we believe in.
- **Growth**: Personal challenge that we overcome.

- Today, our work experience, especially for Generation Y (Digital citizens) & Generation Z (Digital Born) directly connected to our **fulfillment**.

- Fulfilled employees plan to stay nearly three years longer in total at their current company than their unfulfilled counterparts.

- *EX Leaders Network (2020)*

EX Leaders Network

If You Seek Productivity, Focus on
Making Fulfilled Experience for Your Employees.

Building a Fulfilling Employee Experience

Two Approaches to DEX

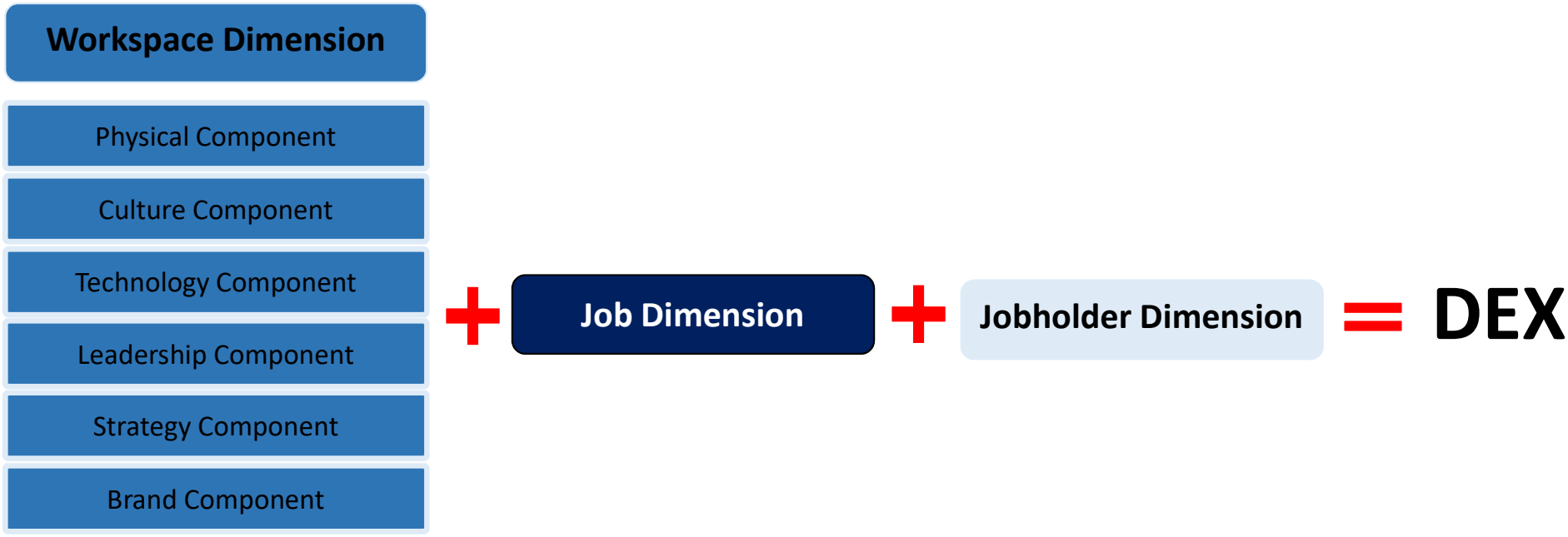
- Dimension Based
- Process Based

Dimension Based Approach

DEX is produced by mixing of 3 Dimensions (Gheidar & ShamiZanjani, 2020):

- Job Dimension
- Jobholder Dimension
- Workspace Dimension

Workspace Dimension
Job Dimension
Digital Employee Experience
Jobholder Dimension


Workspace Dimension
Physical Component
Culture Component
Technology Component
Leadership Component
Strategy Component
Brand Component
+
Job Dimension
+
Jobholder Dimension
=
DEX

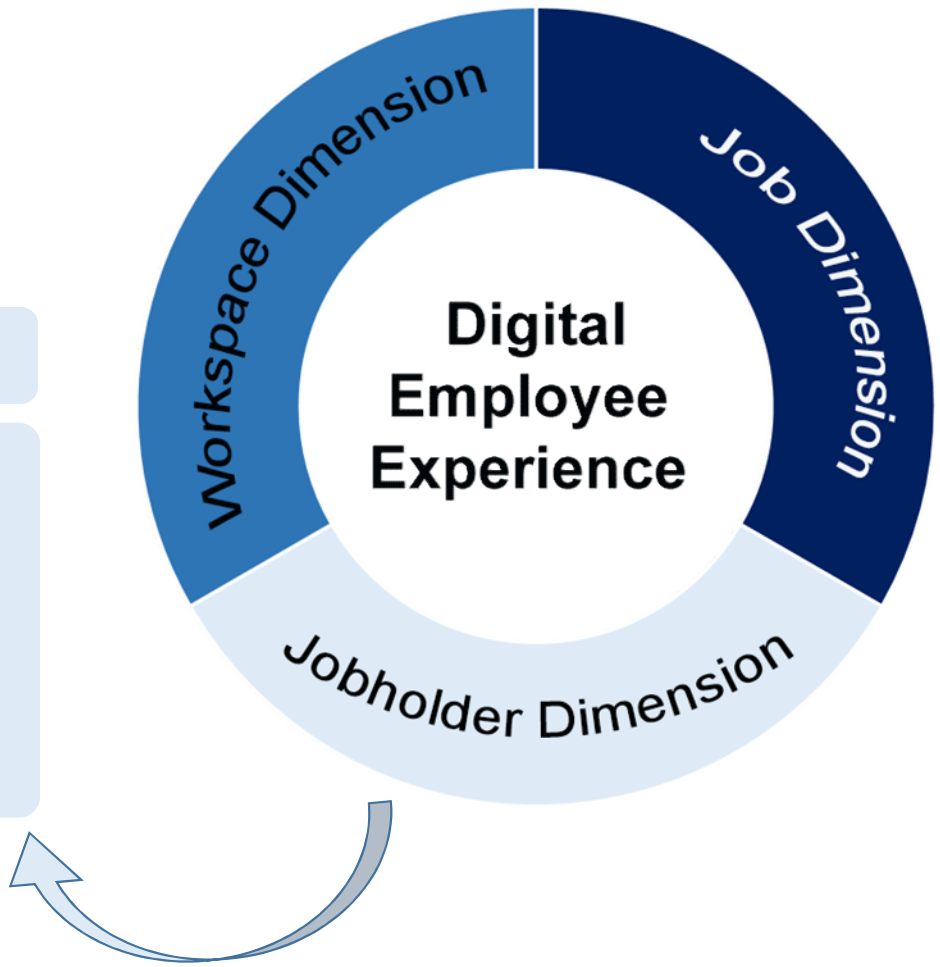
Job Dimension

- Satisfying job title
- Nature of work
- Manageable workload
- Attractive career path
- Have a good leader and great colleagues
- Job autonomy
- Flexibility and life-work balance
- Professional development
- Use of employees' skills
- Personal values and interests alignment
- Attention to employee wellness and health
- Compensation and benefits

(Gheidar & ShamiZanjani, 2020)

Jobholder Dimension

- Gender
- Age & generation
- Amount of work experience
- Previous experiences
- Individual habits and moods
- Individual vision, culture and values
- Education, skills and previous training



(Gheidar & ShamiZanjani, 2020)

Leadership Component

- Continuous direction, connection, guidance and feedback
- Translate business objectives and operationalize them
- Continuous investment in employees
- Suitable leadership style
- Support employees to think differently
- Developing digital skills, build digital talent
- Enable collaboration across boundaries
- Create a condition to experiment

Technology Component

- Availability of technology
- Integrated platforms
- Ease of use technology
- Usefulness of technology
- Mobility of technology

Brand Component

- Reputation and organizational pride
- Cause of reputation and fame
- Brand identity
- Social responsibility

Physical Component

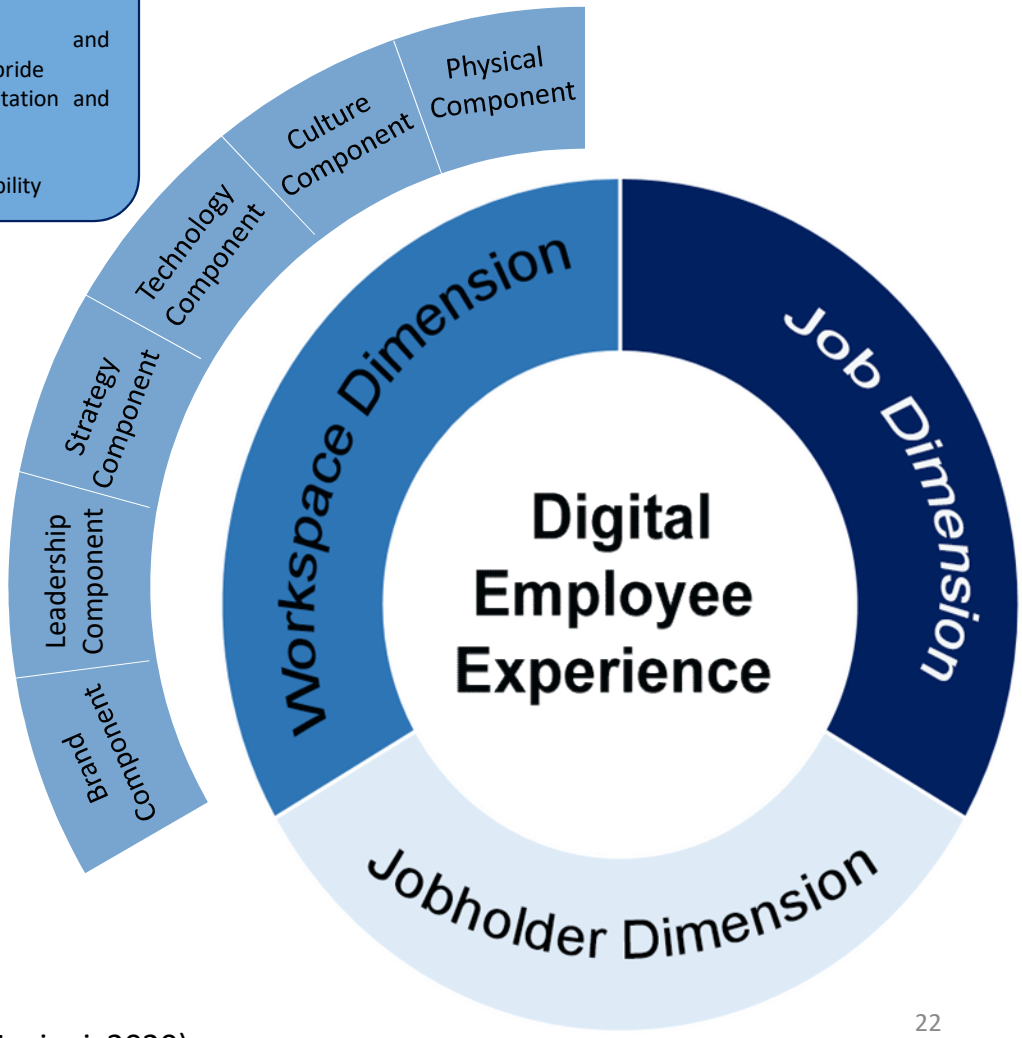
- Leverages multiple workspace options
- Attention to motivational factors and hygiene
- Physical tools and equipment based on employees' needs
- Location of the organization
- Workplace intelligence

Culture Component

- Fairness
- High-impact learning culture
- Believes in diversities and inclusion
- Collaborative work environment
- Trust, honesty, and transparency
- Recognition, feedback, and growth
- Innovative and risk-taking
- Data-driven decision making
- Digital mindset
- Agile and flexible and responsive
- Open culture

Strategy Component

- Have clear and coherent vision, mission, and key values focusing on DEX
- Make digital strategy core to the business
- Have a long term approach
- Effectively communicate digital strategy to employees



(Gheidar & ShamiZanjani, 2020)

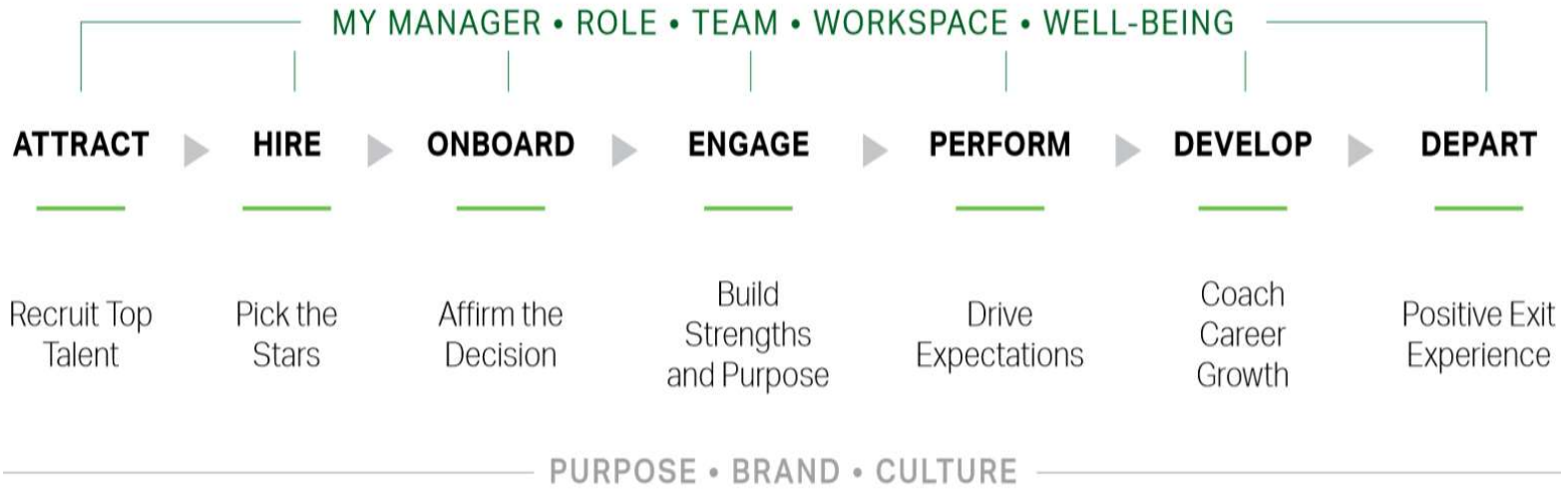
Process Based Approach

Ex is produced at **“Moments that Matter”**

ANALYTICS AND ADVICE

Employee Experience

The Journey With Your Organization



Some Practical Insights for Enhancing DEX

Make space for employees to create meaning

- Culture is much more a matter of doing rather than saying.
- **80%** of executives believe that their culture must evolve in the **next five years** to succeed, grow, and retain the best people (PwC).

I spend a lot of time thinking about the environment—both physical and cultural— that enables all kinds of people the potential to be fulfilled.”

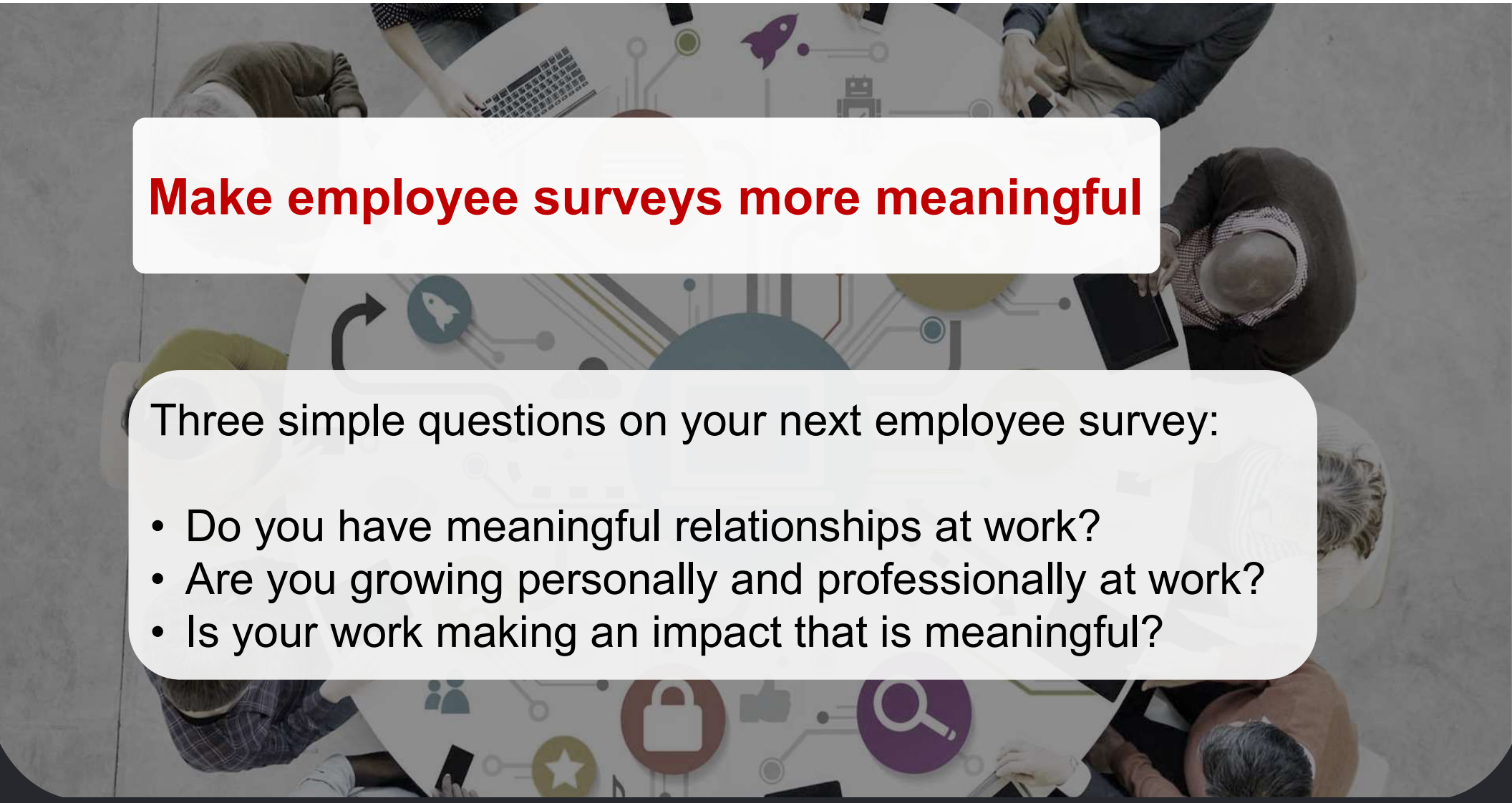
- ***Betsy Sutter***, *Chief People Officer at VMware*

Please Lead Better!

PwC reported that senior leadership is the **greatest** barrier to their fulfillment at work.

“Leadership style matters…it’s critical to the kind of culture we want. If we want a culture that’s inclusive—that wants you to bring your whole self to work—we want leaders who aren’t afraid to be themselves, and even to acknowledge their weaknesses.”

- ***Cecily Joseph***, *VP, Corporate Responsibility at Symantec*



Make employee surveys more meaningful

Three simple questions on your next employee survey:

- Do you have meaningful relationships at work?
- Are you growing personally and professionally at work?
- Is your work making an impact that is meaningful?

The primary questions that employees need answered to work productively include:

Do I know what is expected of me?

Do I have the materials and equipment I need to do my work right?

Do I get to do what I do best every day?

Have I received recognition for my work recently?

Does my supervisor care about me as a person?

Does someone at work encourage my development?

Do my opinions count?

Does the mission of my organization make me feel my job is important?

Is my team committed to doing quality work?

Do I have a best friend at work?

Has someone talked to me recently about my progress?

Do I have opportunities to learn and grow?

"I think about what would really enable people to have fulfilling experiences at work, and it's being asked about it. It's having the space in your development conversations, in performance, in the way we reward people … embedding it into the people systems and HR processes that you have in place."

- ***Bill Beaver***, *vp, Partner Development and Inclusion, Starbucks Coffee Company*

Define Moments That Matter

- Don't make assumptions about the types of experiences your target workforce wants.
- Use analytics, internal and external survey data, and social listening to understand the professional and personal moments that will matter most to each segment.
- Armed with this understanding, you can begin designing personalized experiences and offering physical, cultural and digital choices that will empower employees to achieve new productivity goals.

CO-CREATE AND DESIGN THE EXPERIENCE

- Apply customer-centricity techniques such as **design thinking** to reinvent your EX.
- Engage with employees to co-create the most relevant and valuable experiences.
- **Pilot** new experiences with a small number of critical workforces and assess the new experiences' impact on employee

Moving to a Digital Workplace: The Time Is Now

- (Dell, 2020)

- Simplifying device management
- Delivering seamless IT everywhere
- Developing an agile, modernized infrastructure

Six technology trends that will have a profound effect in shaping future of workforce experience

- (Cisco, 2020)

- The Gig Economy
- Shared Workspaces
- Augmented Workforce
- The Sensing Workplace
- Virtual & Augmented Reality
- Digital Twins

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