

Rethinking the employee experience

The expectations that employees have of their employers are undergoing unprecedented change. Employees are more focused on their individual experience at an organisation than ever before, and employers need to adapt accordingly to retain top talent.

Employee experience as a business imperative

Think about the last time you booked a trip. Did you check for reviews or blog posts first to see what others had experienced directly? The same attention to experience has now come to the workplace.

We are now in an age where employees can share more information about the quality of their employee experience than ever before. Glassdoor, a platform that enables employees to share reviews about their company, is a current example of how empowered employees are speaking up about their experiences of business.

With a plethora of jobs to choose from, and employers in need of talent, employers will need to raise their game in regard to the employee experience.



Research by consulting firm Deloitte has found a growing mismatch between what employers offer and what employees expect from their organisations. The latter wanting businesses to be socially responsible, ethical and committed to positive contribution to society.



Research by data and consulting firm, Gartner indicates that organisations that deliver on their EVP improve loyalty and commitment by 30% and decrease turnover by 69%.



Gartner has also found that strong employee experiences can reduce compensation premiums or benefits by 50%.

A note about the EVP

A common misconception is that employee engagement is the sole responsibility of HR or a specialist team. While HR plays a pivotal leadership role in delivering engagement outcomes, employee engagement is a collective effort.

A secondary warning considers the crossover of EVP and the brand of your organisation. While EVPs should align and complement the consumer brand proposition (CVP), they should not replace it. Often, the line between the EVP, marketing strategy, and internal communications is blurred. EVPs should not become a brand unto themselves.

Basic principles

Researchers have identified three powerful forces (the 3 Cs), that drive employee engagement: **cause, community, and career.**

1

Cause is about purpose: feeling you make a meaningful impact, identifying with the organisation's mission and believing in the organisation's contribution to the wider world. Working at the organisation is accompanied by a sense of pride.

2

Community is about people: feeling respected, cared about and recognised by others. It drives a sense of connection and belonging.

3

Career is about work: having a job that offers autonomy, allows you to use your strengths and promotes learning and development. It's at the heart of intrinsic motivation.



Jeffery Pfeffer, Professor of Organisational Behaviour at Stanford Graduate School of Business has done extensive research on the topic of employee health and performance. He found that job stress cost US companies more than \$300 billion annually and may cause 120,000 excess deaths each year.

Some workplaces are literally killing people.

Creating excellent employee experiences goes further than winning the war for talent. Increasingly, organisations are becoming aware of the role they play in addressing societal issues.

