

# EMPLOYEE EXPERIENCE



Can you win the new war for talent? You won't if you think it's about money or titles or job security. The post-pandemic era is quickly becoming defined by *employee experience*: how your organization shapes the way people work and live—from productivity to flexibility, wellbeing, health, and everything in between.

## The Reason EX Excellence Is Important

Good practices around employee experience (EX) can drive significant impact for business, people, and innovation in your organization.

### COMPANIES LEVERAGING THE RIGHT EX STRATEGIES ARE...



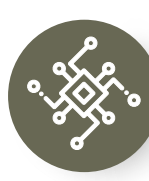
## The Irresistible Organization: A Framework for EX

The EX Framework will help guide the thinking around the work we do; the teams we work on; our managers and how they coach and support us; the digital, physical, and cultural workplace; holistic wellbeing and health; how we grow and develop; and how much we trust the organization.

Meaningful Work	Strong Management	Positive Workplace	Health and Wellbeing	Growth Opportunity	Trust in the Organization
Jobs and values fit	Clear goals with stretch opportunity	Tools, processes, and systems to get work done productively	Safety and security in all aspects of work	Open, facilitated job and role mobility	Mission and purpose beyond financial goals
Autonomy and agency	Regular coaching and feedback	Appreciation, recognition, and rewards	Personal fitness, health, and physical wellbeing support	Career growth in multiple paths	Transparency, empathy, and integrity of leadership
Agile teams, supportive coworkers	A focus on management development	Flexible hours and workspace	Psychological and emotional well-being and support	Many forms of learning as needed	Continuous investment in people
Time to focus, innovate, and recover	Transparent, simple performance management	Inclusive, diverse, and sense of belonging and community	Family and financial support	A culture that supports learning	Focus on society, environment, and community

### Technology and Services

Foundation (security and access); Support systems; Insights apps; Talent apps; Communication apps; Work technology



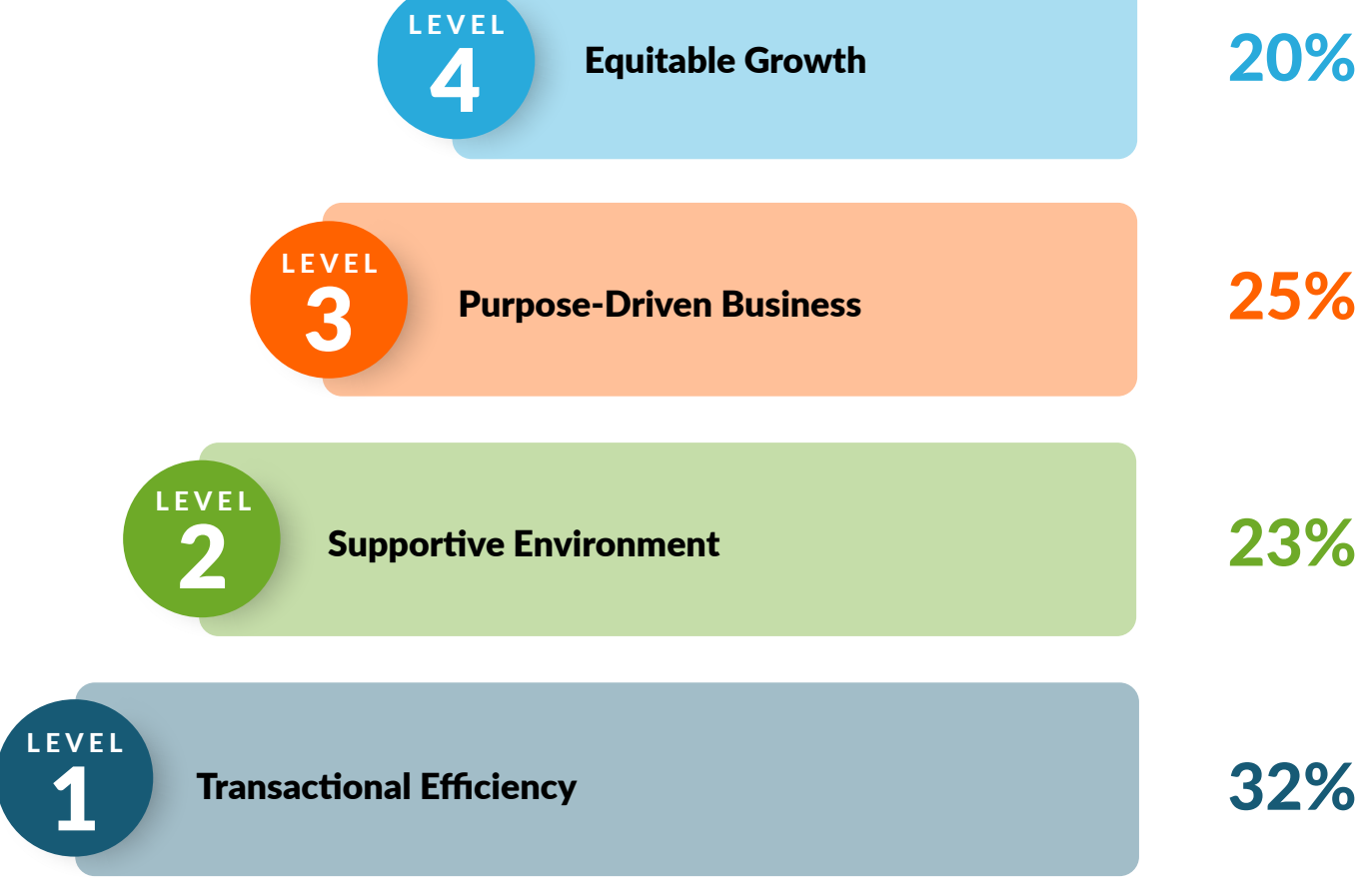
## The 6 Top Research Findings

Employee experience is incredibly complex, multifaceted, and multilayered, but our top findings help reduce the noise and present the messages for EX excellence.

- Focus on trust, transparency, inclusion, and care.
- A supportive culture plays a big role in EX.
- Innovation and sustainable growth depend on equitable rewards and building communities at work.
- Consistent, mission-first people investments in any business climate improve business performance.
- EX excellence directly leads to business outcomes.
- HR capabilities and the right technologies are vital to a great EX.

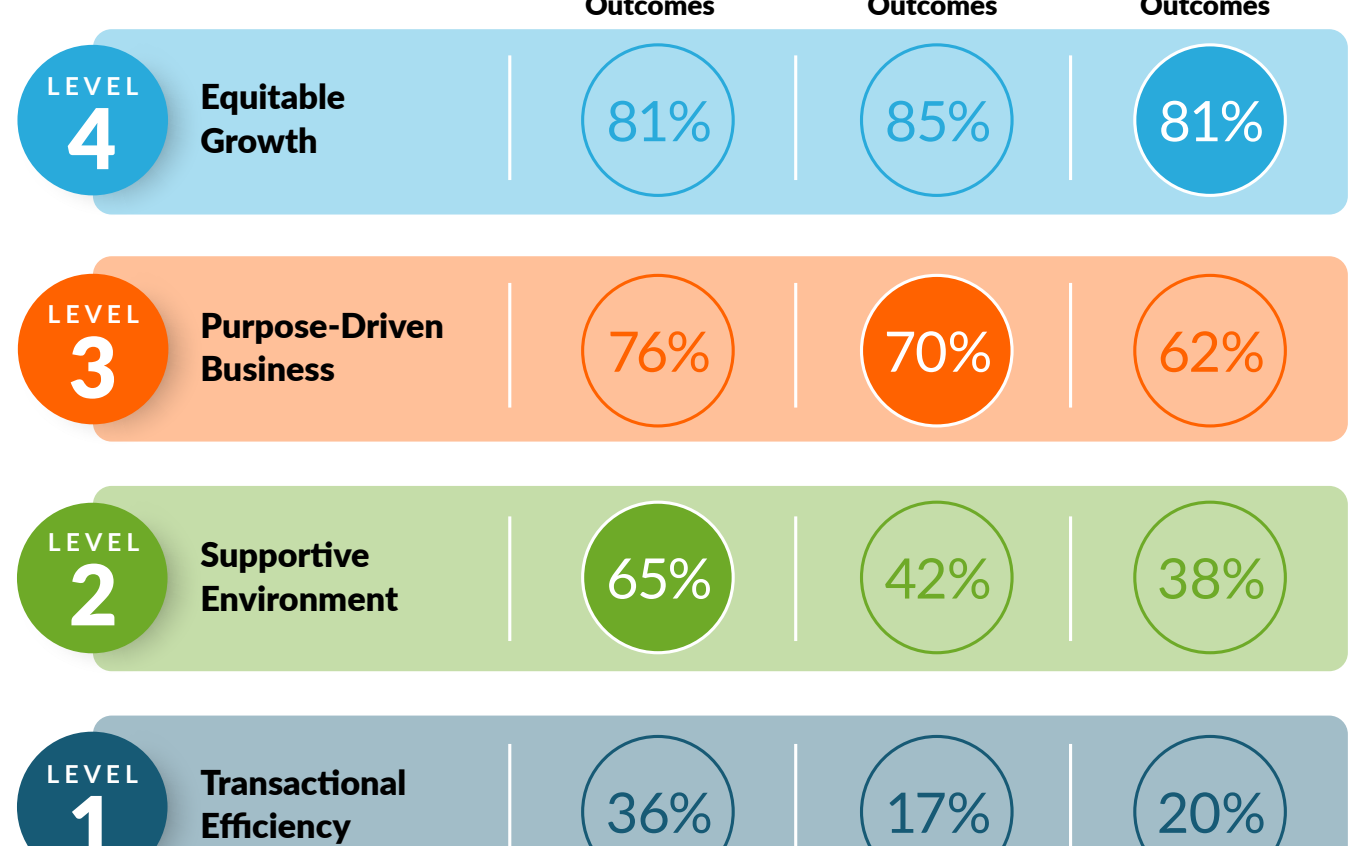
## The Employee Experience Maturity Model

Our study identified four levels of EX maturity. According to analysis of responses, only 20% of companies represented in our survey are at Level 4.



## Moving Up the Maturity Curve

Business, people, and innovation outcomes all improve as organizations mature. There is a lot of value in moving up the maturity curve.



Percentage of organizations that accomplish excellence at each level. Highlight indicates the biggest increase from level to level.

## The Importance of Technology

Without the right technologies, companies can't get insights into employee sentiment, provide personalized and relevant experiences and development opportunities, or support employees at scale.

### THE USE OF TECHNOLOGY AND ITS CORRELATION TO OVERALL EX MATURITY.



## What Business and HR Leaders Need to Know

When we asked our survey respondents about the state of EX in their organization, we got over 1,200 comments. Here are some common themes:

What's working well?	What's missing?
<p><b>78%</b> We have a strong focus on physical safety at work</p> <ul style="list-style-type: none"> <li><b>BENEFITS AND PERKS</b> "We offer individualized packages for remuneration and benefits based on employees' needs."</li> <li><b>FLEXIBILITY</b> "We provide flexibility in when and where you work."</li> <li><b>COMMUNICATION</b> "We have regular communications to keep everyone involved."</li> </ul>	<p><b>6%</b> We purposely staff up with more people to allow for creativity and great customer service</p> <ul style="list-style-type: none"> <li><b>INTUITIVE SYSTEMS AND TOOLS</b> "We don't enable performance and productivity through systems, processes, and leader support."</li> <li><b>TIME FOR DEVELOPMENT</b> "We don't allow time for development and growth. You have to do that on top of your daily work."</li> <li><b>PEOPLE ANALYTICS</b> "We are missing the measurement of EX—and relating it back to what's working and what's not."</li> </ul>

To learn more about employee experience, see [The Definitive Guide: Employee Experience](#), which includes the following:

- The Complete Research Findings (and Research Methodology)
- The Irresistible Organization: The EX Framework
- The 15 Practices That Matter
- The Detailed EX Maturity Model
- Advancing Through the Levels of the EX Maturity Model
- Building HR Capabilities and Operationalizing the EX Team
- Special Section on Technology
- Examples of Excellence: True-life stories from Adobe, Deutsche Telekom, IBM, Kraft Heinz, and Unilever