

CREATING THE EMPLOYEE EXPERIENCE (EX) IN TIMES OF UNCERTAINTY

DANIEL J. STEWART

MARCH 18, 2021

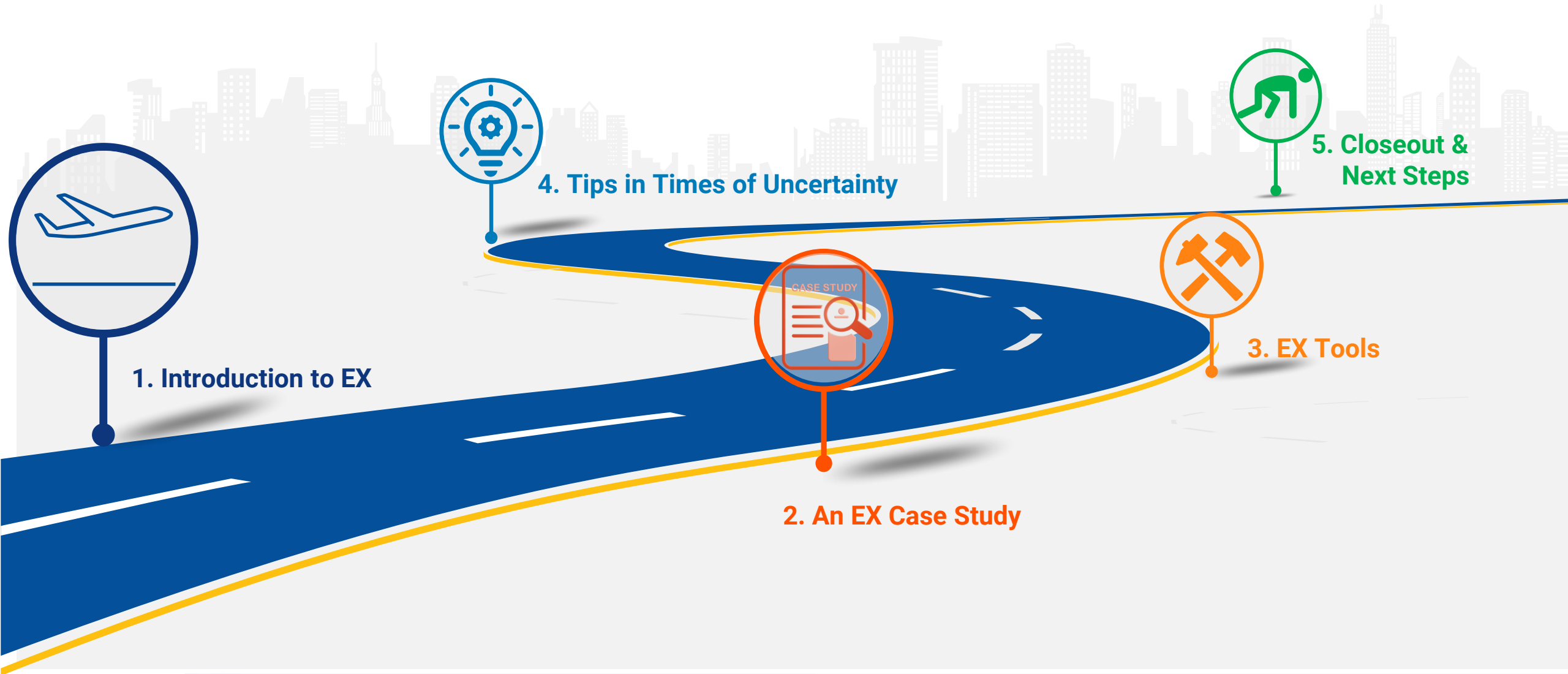
Goals for Today:

- *Identify the power and challenges of creating EX today*
- *Share examples of how successful companies create EX*
- *Discuss EX tools so you can leave with an action plan for your organization*

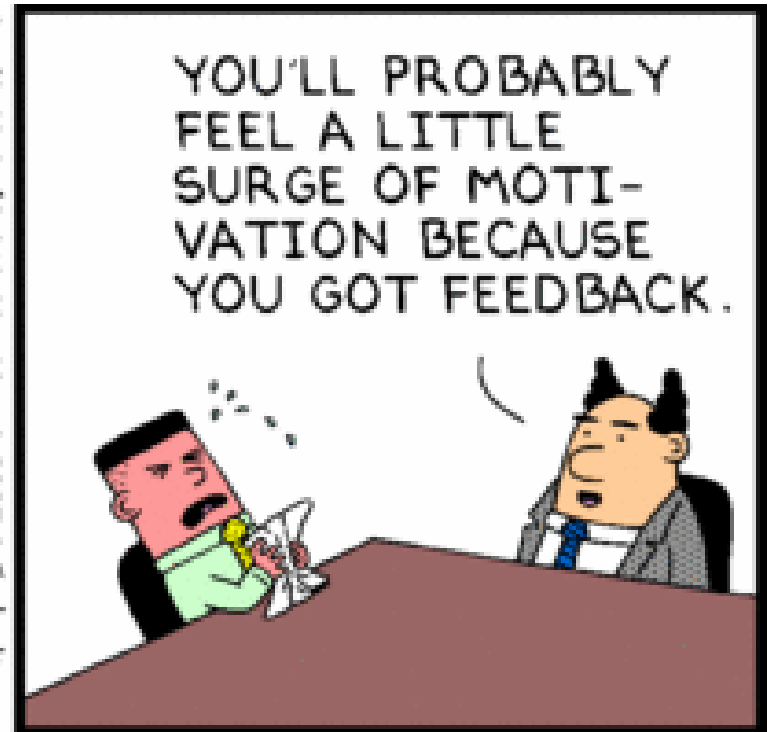




TODAY'S ROADMAP



PERFORMANCE REVIEW EXPERIENCE



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MOST MEMORABLE PERFORMANCE REVIEW

- **What was your experience like?**
- **What emotions did you experience?**
- **What thoughts did you have?**
- **Why was it so memorable?**
- **What is one word or phrase that sums up your most memorable performance review?**



MOMENTS THAT MATTER

- Your first day on the job
- Meeting your new manager for the first time
- An important career discussion with your manager

WHY EX NOW? SEVERAL TRENDS...



Companies Competing
Based on CX—4 out of 5
in 2020



Generational and
Societal Shifts—
job hopping norm



Increasing
Transparency of EX—
Glassdoor & LinkedIn



Employee Wellbeing—
empathy, care, and
resilience is essential

STEWART LEADERSHIP EX FRAMEWORK



EX RESEARCH STUDY OVERVIEW

Key Findings

1. Roughly half of companies are investing sufficiently in EX. . . Meaning half are not
2. The pandemic has had a neutral or positive effect on the majority (79%) of organizations
3. Saw significant improvements from 2019 in recognition and flexible work arrangements. . . Pandemic has caused communication challenges

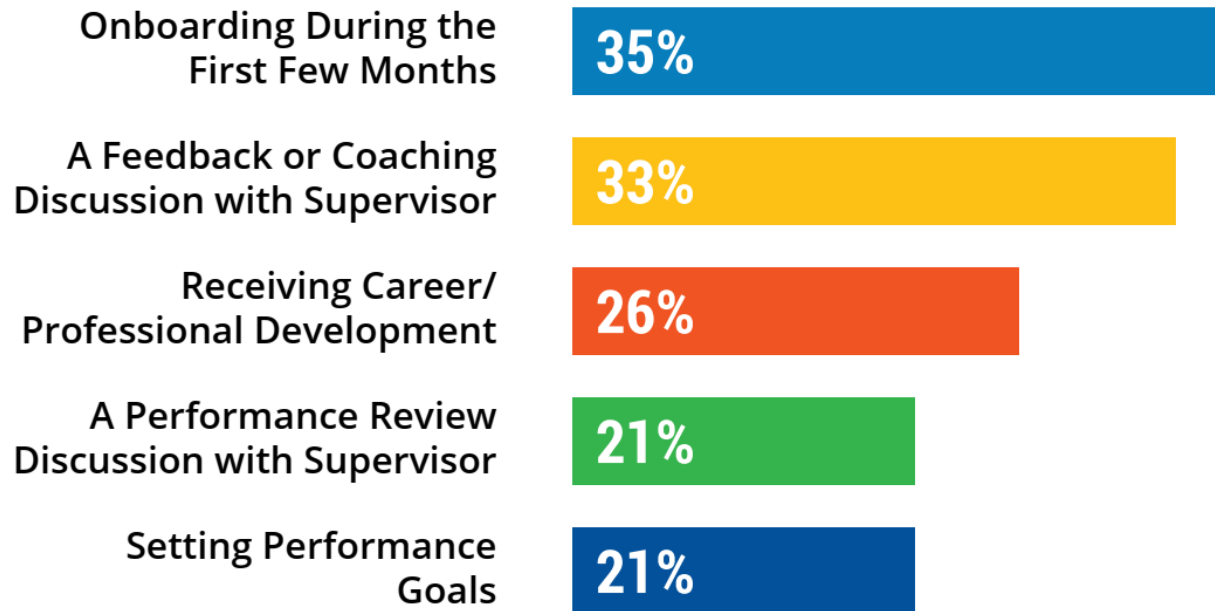
Research Details

- Visit <https://stewartleadership.com/research/> for a free copy of the research report
- 2nd Annual EX research study conducted by Stewart Leadership in July / August 2020
- Represented over 11 industries

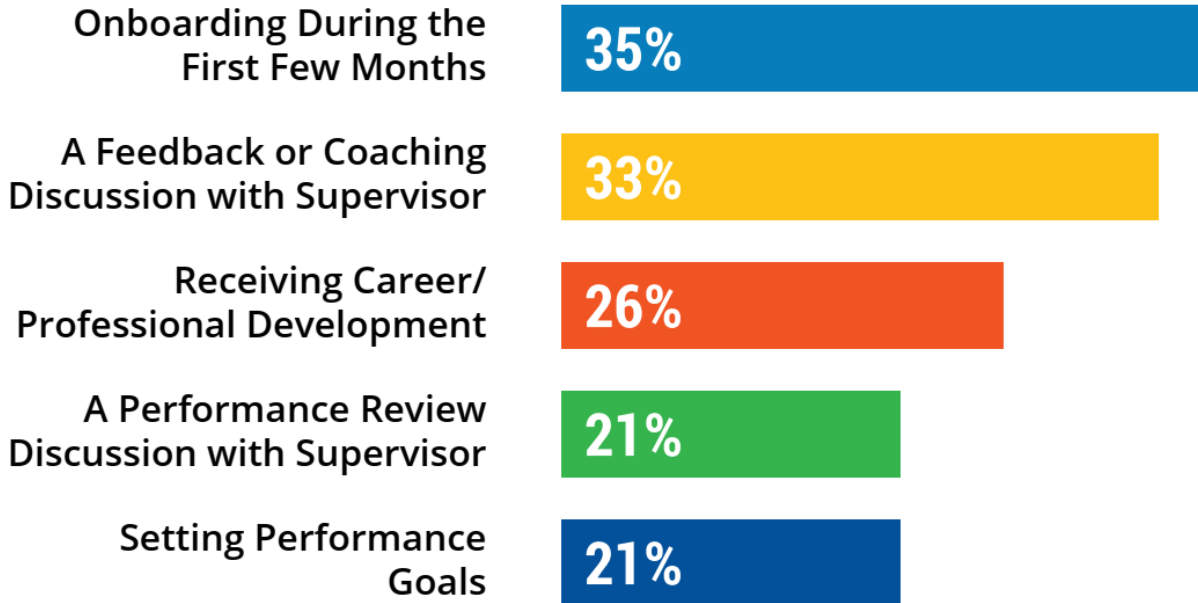
EX RESEARCH STUDY

MOMENTS THAT MATTER NEEDING TO IMPROVE

MOMENTS THAT MATTER NEEDING THE MOST IMPROVEMENT:



MOMENTS THAT MATTER NEEDING THE MOST IMPROVEMENT:



DISCUSSION QUESTION: HOW WELL EQUIPPED ARE YOUR LEADERS FOR THESE MOMENTS THAT MATTER?

1. Well equipped
2. Somewhat well equipped
3. Not very well equipped
4. Um...something to dive into!

EX STRATEGIC VALUE CYCLE

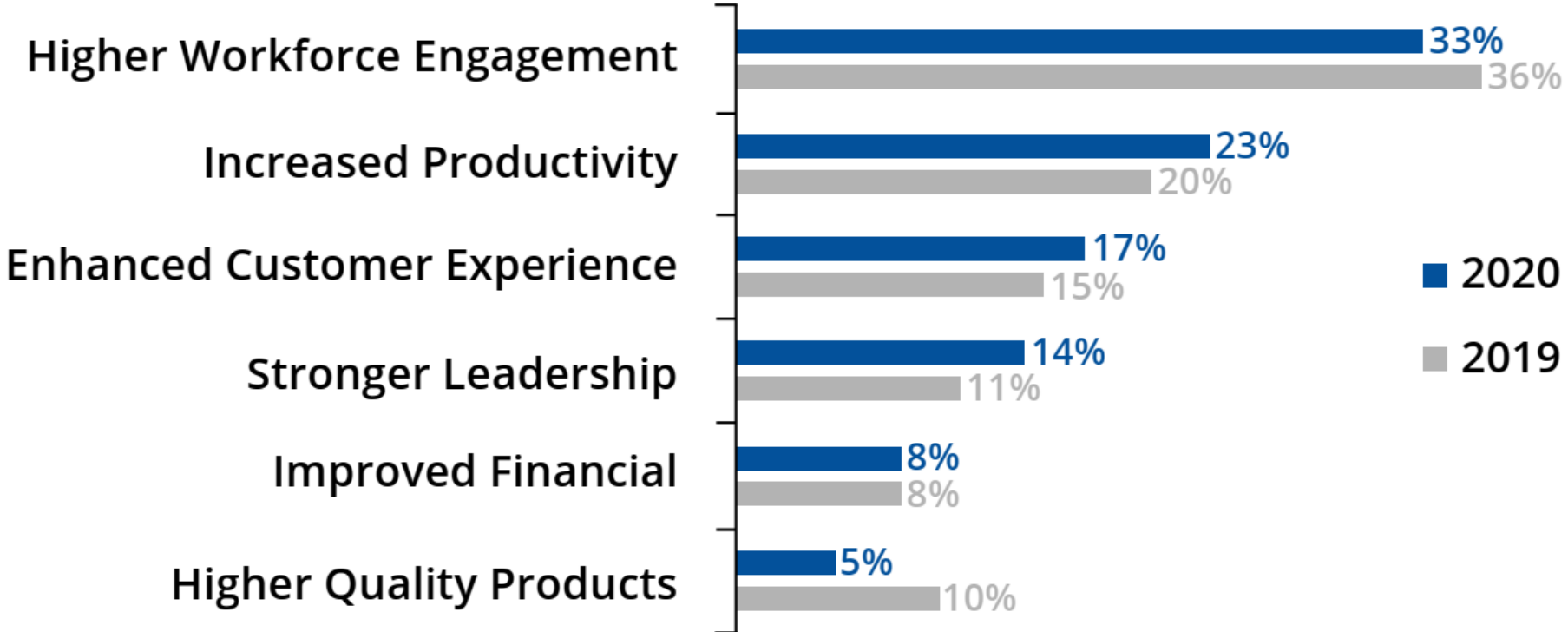


EX RESEARCH STUDY

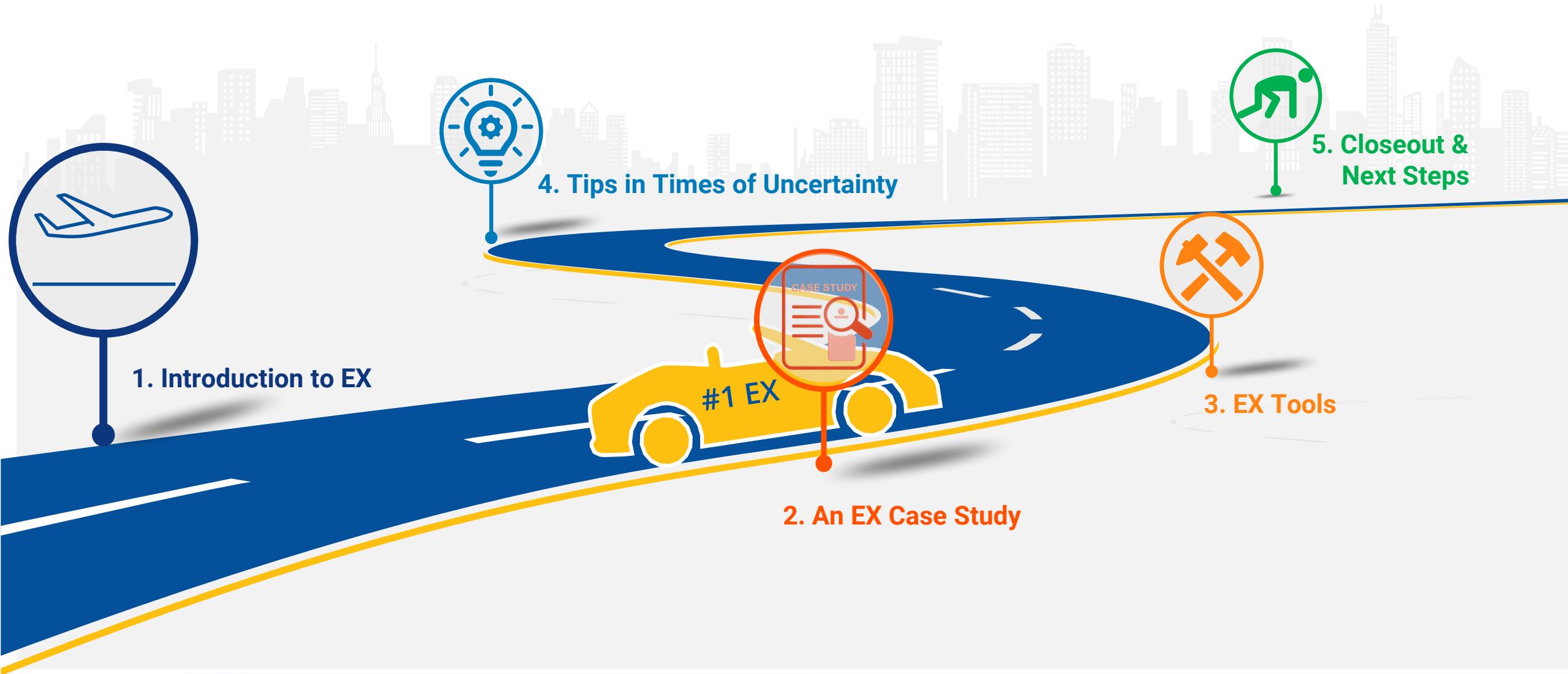
STRATEGIC VALUE OF EX



Which of these results does your business need most urgently?



TODAY'S ROADMAP



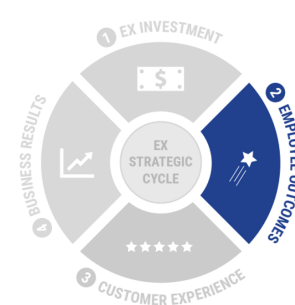
MAKING A GREAT PLACE TO WORK



“Our mission is to be the most hospitable company in the world, and you can’t do that without great people, and you can’t get great people without being a great workplace. We can’t have a dungeonous back of house and expect people to have a great workplace.”

-- Matt Schuyler, CHRO --

EX RESULTS IMPROVEMENT... DURING A PANDEMIC!



2019

4.0  Rating Trends



Recommend to a Friend



Approve of CEO



Christopher Nassetta
1651 Ratings
Top CEOs 2018

2020

4.1 



Recommend to a Friend



Approve of CEO

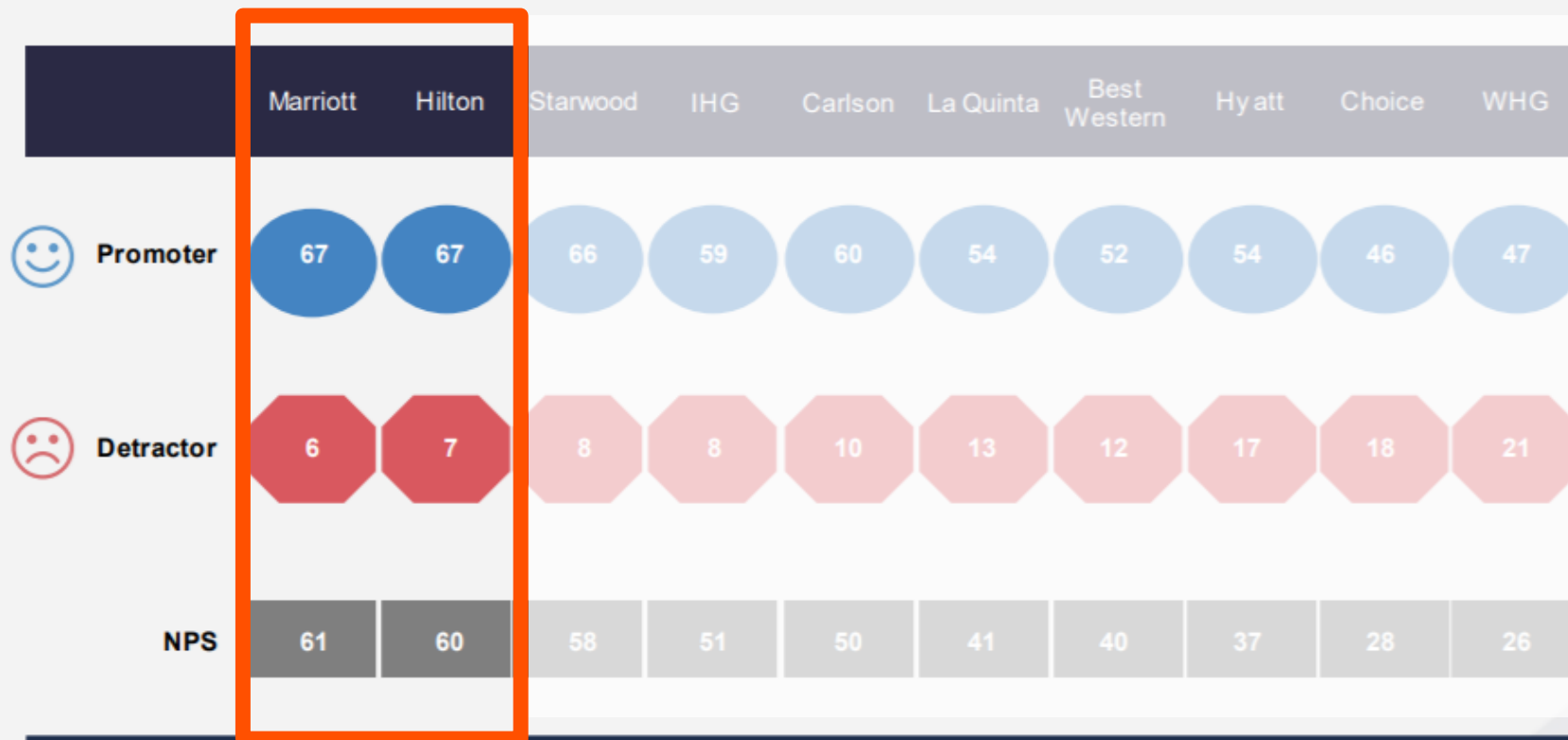


Christopher Nassetta
2,178 Ratings
Top CEOs 2019



EX... DRIVING CX

*Net Promoter Score



Net Promoter Score: % of Promoters (9, 10 Rating) - % of Detractors (0 – 6 Rating) = Net Promoter Score (NPS)

Source: <https://www.phoenixmi.com>

* Net Promoter, NPS, and Net Promoter Score are trademarks of Satmetrix Systems, Inc., Bain & Company, and Fred Reichheld

EX... SOLID FINANCIAL VALUE CREATION



RANKED #1

Hilton is proud to be recognized as a Great Place To Work!



Recommend to a friend



Approve of CEO



Christopher Nassetta
4881 reviews

Pros

"Great benefits, the [team member travel](#) option is a nice touch" (in 237 reviews)

"Hilton is an employee focused company that embraces [work/life balance](#)" (in 138 reviews)

Cons

"Not a fantastic [work/life balance](#)" (in 106 reviews)

"There is no downside in this position except maybe some [long hours](#)" (in 178 reviews)

Corporate Culture Makes A Difference



Current Employee - Senior Director in Dallas, TX



Recommends



Positive Outlook



Approves of CEO

I have been working at Hilton full-time for more than 2 years

Pros

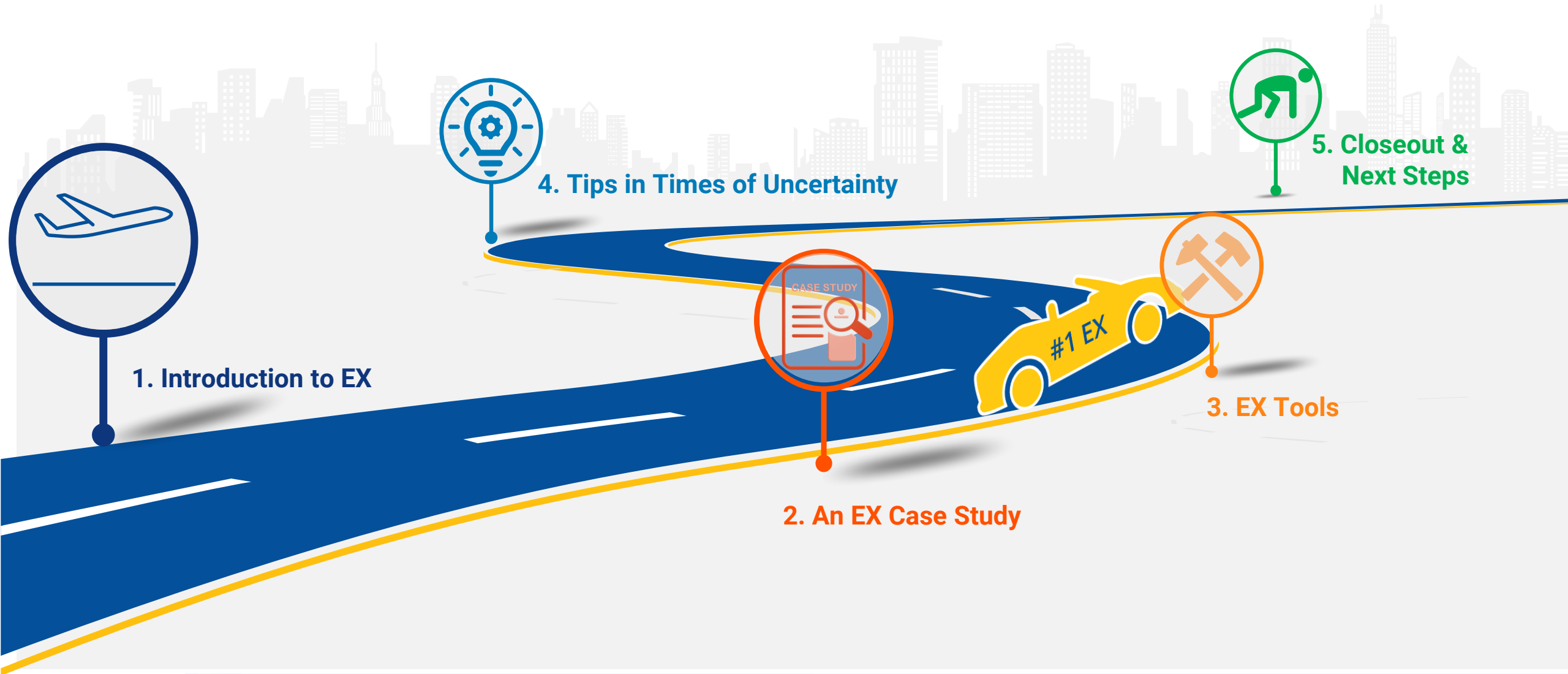
So glad I made the switch to Hilton! After 28 years at a service industry leader, I didn't think it could get better, but I'm thrilled to be at Hilton. The global corporate culture is as genuine on the inside as what you see from the outside. Strong sense of accountability and teamwork, strong work ethic across all levels and strong advocacy for our customers. It's good to feel good about what I do every day and know I can make a difference.



SOME EX LESSONS FROM HILTON... UNIVERSALLY APPLICABLE

- **CEO Sponsorship**
- **Programs and perks aligned to strategy & employee needs**
- **Focusing on all employees is more powerful**
- **Staying the course will produce long-term results**

TODAY'S ROADMAP



INDIVIDUAL JOURNEY MAP

| | Exp 1 | Exp 2 | Exp 3 | Exp 4 | Exp 5 |
|----------|-------|-------|-------|-------|-------|
| Positive | | | | | |
| Neutral | | | | | |
| Negative | | | | | |

USE:

Allows you to map the individual journey of an employee or group of employees across a set of experiences

WHEN TO USE:

Use when identifying moments that matter, deep diving into survey results, or identifying where to focus EX efforts

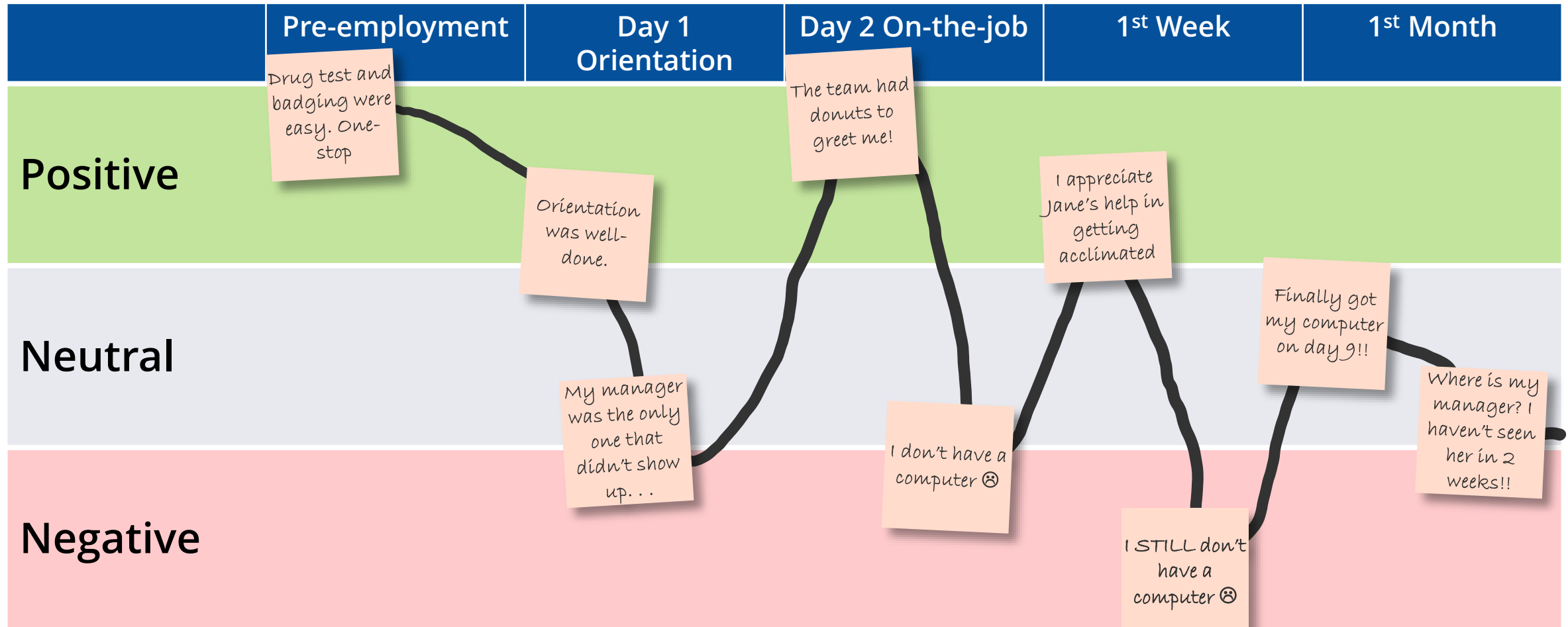
BENEFITS:

- ✓ Quick and easy to produce
- ✓ Visual and intuitive

INDIVIDUAL JOURNEY MAP ONBOARDING EXAMPLE



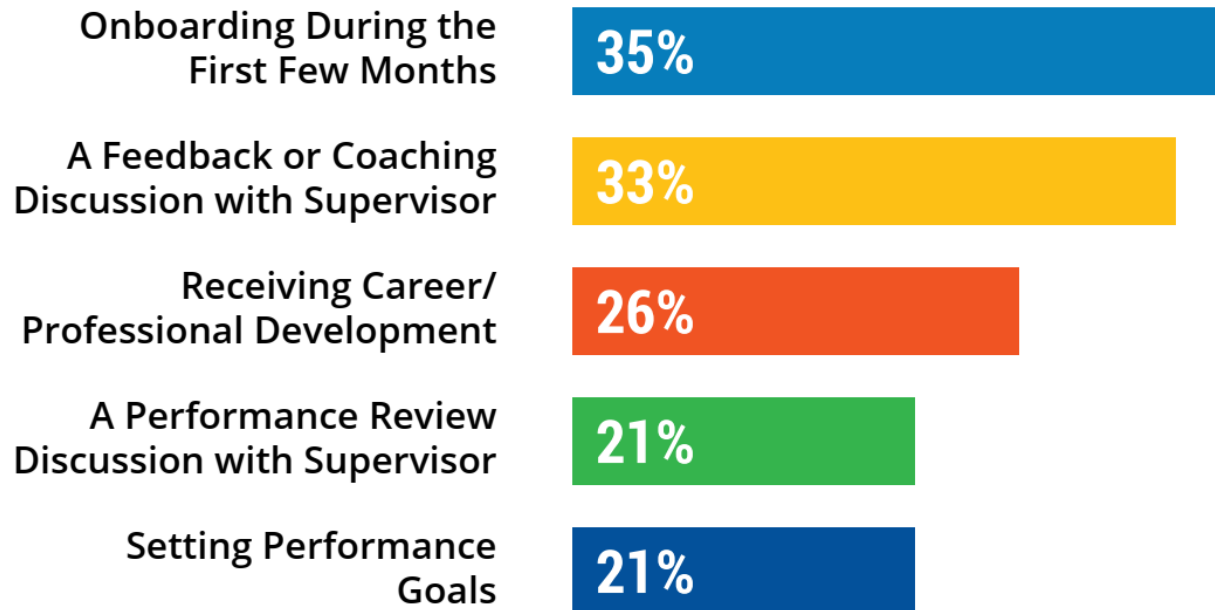
③ I'M ONBOARDING



EX RESEARCH STUDY

MOMENTS THAT MATTER: TAKING ACTION!

MOMENTS THAT MATTER NEEDING THE MOST IMPROVEMENT:



1. Utilize the Individual Journey Map – conduct some interviews or focus groups to get more data
2. If you have an employee survey, utilize relevant data as well
3. Build a business case to highlight needed improvements and value
4. Then utilize the next tool I'll share!

ORGANIZATIONAL JOURNEY MAP

| | Step 1 | Step 2 | Step 3 | Step 4 | Step 5 | Step 6 |
|---------------|--------|--------|--------|--------|--------|--------|
| Key Processes | | | | | | |
| Thinking | | | | | | |
| Feeling | | | | | | |
| Doing | | | | | | |
| Measures | | | | | | |

USE:

Allows you to map the ideal EX at the organization level.

WHEN TO USE:

Use as a blueprint for your EX efforts. Can be used to introduce EX to executives.

BENEFITS:

- ✓ Comprehensive overview of EX across your organization
- ✓ Connects dots between experiences, processes and measures to highlight key focus areas

ORGANIZATIONAL JOURNEY MAP EXAMPLE

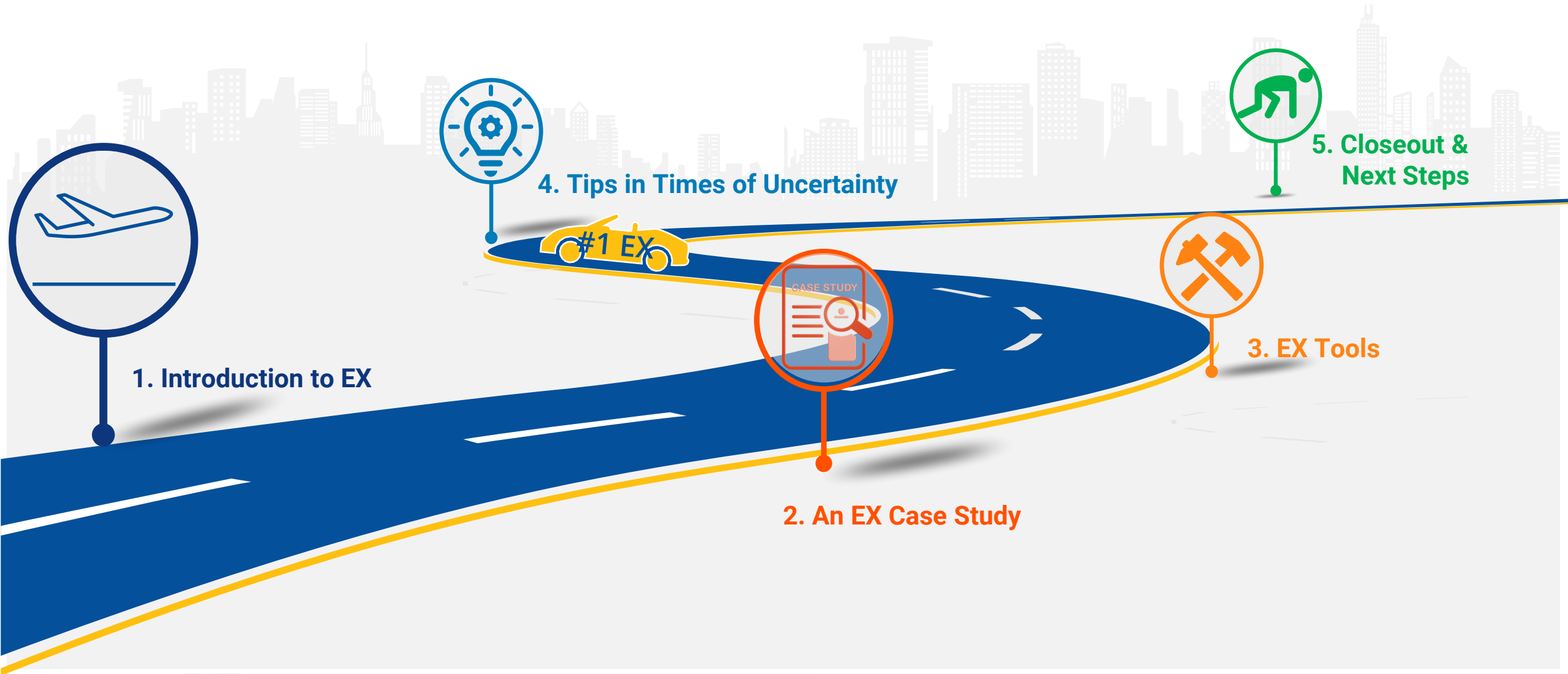
| | Excited | Joining | Onboarding | Succeeding | Growing | Rewarded | Championing |
|----------------------|-------------------------------|---|---|---|--|--|--|
| Key Processes | Advertising Application | Interviewing Assessments Offer | Preemployment Orientation Training | Performance Coaching Teaming | Development Career Mgt Education Assist | Compensation Benefits Recognition | Offboarding Alumni Network |
| Thinking | "Wow, I should work here!" | "I will accept my offer!" | "I am a part of the team. I'll be successful here" | "I know what's expected and I'm doing well" | "I am learning and growing my career" | "I am cared for and fairly rewarded" | "It's a great place to work." |
| Feeling | Excited | Committed | Supported | Confident | Invested In | Appreciated | Positive |
| Doing | Applying | Accepting the offer | Engaging & learning | Engaging & performing | Learning & building skills | Increasing performance | Remaining a consumer Referring others |
| Measures | Advertising ROI Applicants | Offer accept rate New hire quality | Time to ramp Onboarding surveys | Engagement Performance metrics | Competency assessment Talent moves | Performance Satisfaction | Exit survey Referrals Boomerangs |

ORGANIZATIONAL JOURNEY MAP EXAMPLE

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Which EX Step will you focus on in 2021?

TODAY'S ROADMAP



**START WHERE
THE ENERGY IS**

**EX GUIDING
PRINCIPLES
FOR TIMES OF
UNCERTAINTY**





**INVEST FOR
THE SHORT-
AND LONG-
TERM**

**EX GUIDING
PRINCIPLES
FOR TIMES OF
UNCERTAINTY**

CO-CREATE THE EXPERIENCE

EX GUIDING PRINCIPLES FOR TIMES OF UNCERTAINTY





MAP THE HIGHEST VALUE EX FACTOR

EX GUIDING PRINCIPLES FOR TIMES OF UNCERTAINTY

HANDLE NEGATIVES WITH RESPECT AND GRACE

EX GUIDING PRINCIPLES FOR TIMES OF UNCERTAINTY

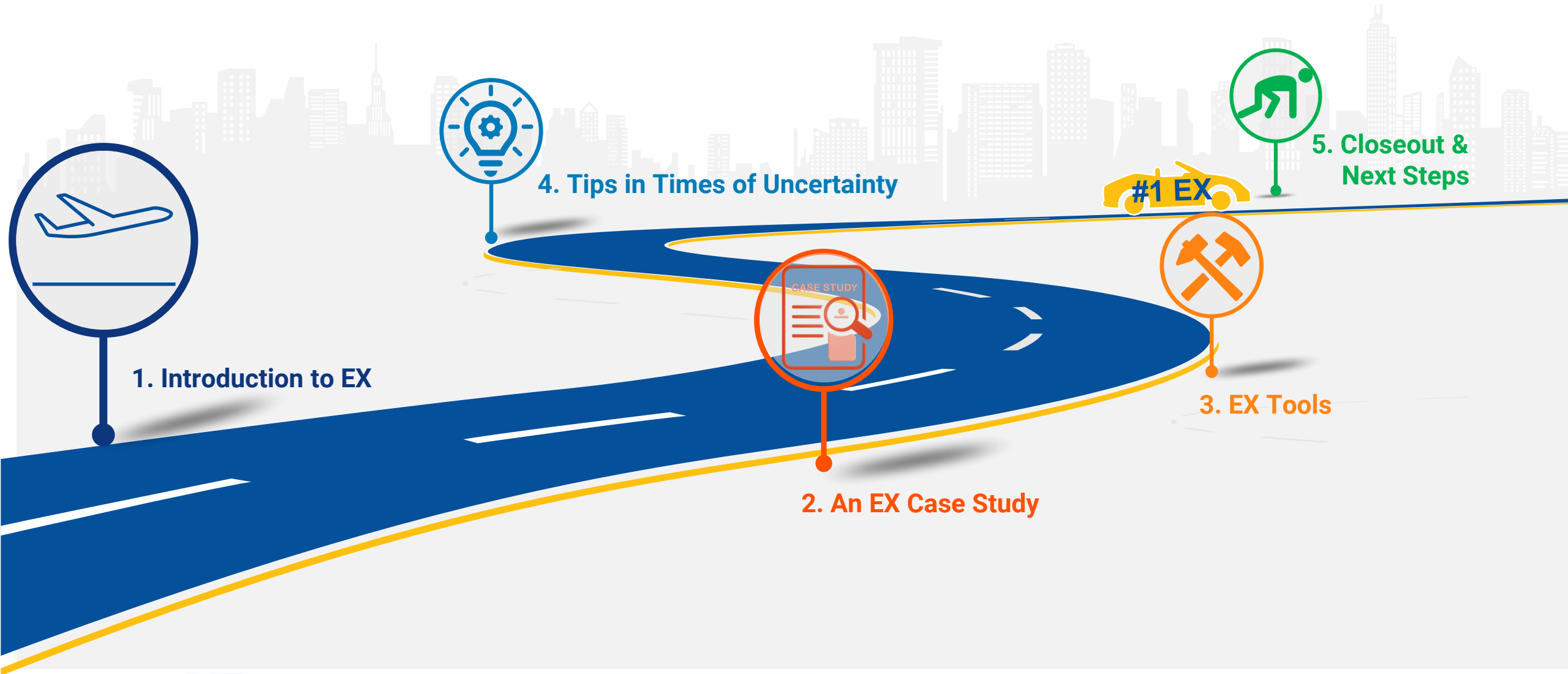


EX GUIDING PRINCIPLES FOR TIMES OF UNCERTAINTY

- 1. START WHERE THE ENERGY IS**
- 2. INVEST FOR THE SHORT- AND LONG-TERM**
- 3. CO-CREATE THE EXPERIENCE**
- 4. MAP THE HIGHEST VALUE EX FACTOR**
- 5. HANDLE NEGATIVES WITH RESPECT AND GRACE**



TODAY'S ROADMAP





SENIOR BUSINESS EXECUTIVES' ROLE IN EX

1. Sponsorship
2. Prioritization / Strategy
3. Resources
4. Leadership / Example

LEADER'S ROLE IN EX

1. Own EX regardless of level of support
2. Cradle to grave throughout the lifecycle
3. Remember the moments that matter - so often it's the small stuff!





HR'S ROLE IN EX

1. Build the strategy and framework
2. Assess and measure
3. Prioritize and intervene
4. Train, educate and support leaders

EX CALL TO ACTION!



1. Assess current state of EX
2. Prioritize quick win opportunities
3. Engage influencers to listen & make improvements
4. Define your strategic EX blueprint

REACH OUT ANYTIME!

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Next Steps:

- **Email me if you want a copy of the slides**
- **Connect with me on LinkedIn:
<https://www.linkedin.com/in/daniel-stewart-wi/>**
- **Sign up for our monthly newsletter:
<https://stewartleadership.com/newsletter/>**