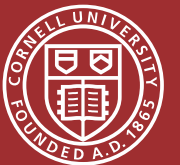


# UNDERSTANDING THE EMPLOYEE EXPERIENCE

Professor Christopher Collins



# What is the Employee Experience?



# What is the Employee Experience?

The combination of policies, practices, tools, interactions, activities, systems, actions that impact employees and shape their emotional connection to the organization

Driven from customer experience and design thinking – understanding the systematic ways we shape employee's emotional connections and affiliations with the organization

# Employee Experience is NOT...

Employee engagement in a new bottle

The end goal

Ubiquitous

An attempt to make HR more Complex

# EMPLOYEE EXPERIENCE APPROACH TO HR

- Recognition of choice and expectations
  - *Employees as aware consumers*
  - *Employees with rare skills aren't patient*
  - *More frequently evaluate and compare*
- Philosophy and tools for rethinking key touch points for employees
- Mindset shift
  - *Control and cost → involvement and outcomes*

# HOW DOES EMPLOYEE EXPERIENCE PERSPECTIVE CHANGE HR?

- Focus on employee experience
  - *Emotional responses to processes and systems*
  - *What is getting in their way*
  - *How to better engage*
- Identification of different levels of touchpoints
- Segmentation/personas
- Involvement of employees – what, who, when

# Employee Experience Framework

Episodic Touchpoints

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Reflection Touchpoints

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Day-to-Day Touchpoints

# EPISSODIC TOUCHPOINTS

- “Am I getting the organizational support that I need, when I need it, at different points in life”
- Might describe this as the personal well-being touchpoints
- Often a strength of many HR functions in terms of programs, activities, systems, etc.
- Of the 3 levels, this is the most closely controlled by HR





# EPIODIC TOUCHPOINTS

- Failure points
  - *Finding right program when its needed*
  - *Rigidity in design*
  - *Not top of mind when employees evaluate EVP/engagement*
- Where to invest
  - *Predictive push communications*
  - *Design by personas*
  - *Easy to find, easy to understand, easy to enroll*
  - *Broader communications strategy*



# REFLECTION TOUCHPOINTS

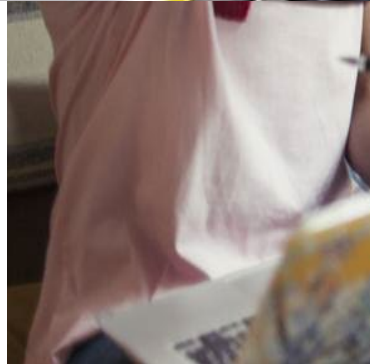
- “Am I getting what I want out of my job and career at this organization”
- Think of this as the periodic evaluation of “am I getting back what I am putting in?”
- Many aspects of HR systems and practices geared towards supporting positive experiences over career segments
- Also impacted by
  - *Leaders*
  - *Business performance*
  - *Perceptions of external market*



# REFLECTION TOUCHPOINTS

- Failure points
  - *Final mile program delivery*
  - *Investments disguised a more work*
  - *Hard for employees to assess in rapidly changing world*
  - *Progress and expectations differ wildly*
  
- Where to invest
  - *Predictive analytics for career development*
  - *Managers as coaches*
  - *Integration across HR silos*
  - *Employee input on solutions*

# DAY-TO-DAY TOUCHPOINTS





# DAY-TO-DAY TOUCHPOINTS

- “What is it like to work here every day”
- Think of this as the daily frustrations that add up
- Many aspects of HR policies, actions, and practices can directly impact how employees experience work
- But equally impacted by
  - *Leaders*
  - *Colleagues*
  - *IT & other central functions*
  - *Customers & business market*
  - *Life*



# DAY-TO-DAY TOUCHPOINTS

- Failure points
  - *No single owner of this set of touchpoints*
  - *Too many negatives here can swamp the positivity of the top two levels*
  - *Shifts faster than the other two levels*
  - *Employee expectations differ wildly*
  
- Where to invest
  - *Listening posts and qualitative feel of the organization*
  - *More systematic pulse surveys*
  - *Integration across functional silos*
  - *Employee input on solutions – design thinking principles*

# Employee Experience Framework

Episodic Touchpoints

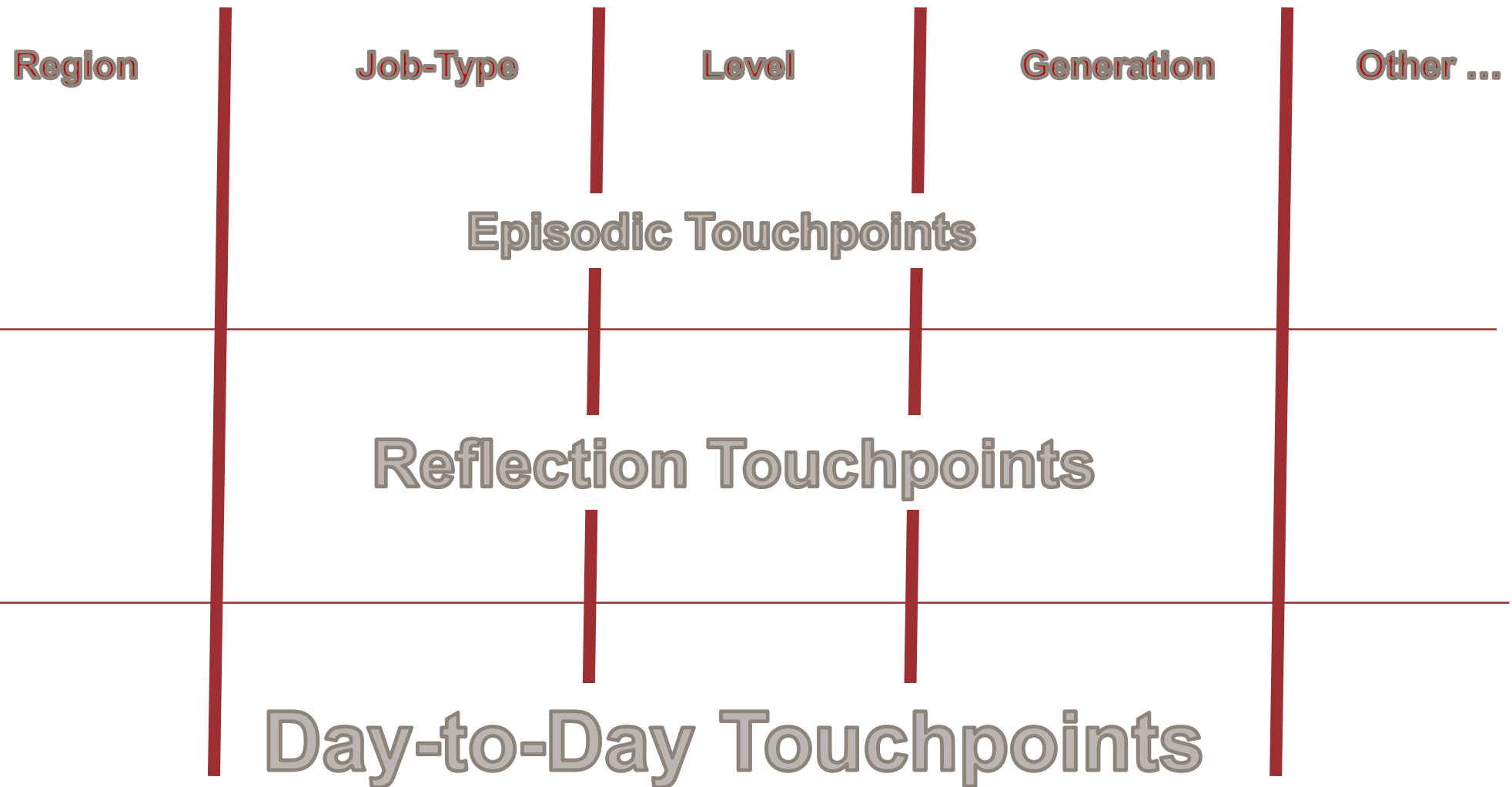
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Reflection Touchpoints

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Day-to-Day Touchpoints

**That's so easy, why does it feel so complicated?**





# Keys to Improving the Employee Experience

- Data, data, and more data
  - *Qualitative sentiment analysis*
  - *Management by walk around, observation, and listening posts*
  - *Pulse surveys*
- Prioritization
- Involvement of employees
- Partnership and collaboration
  - *Within the HR function*
  - *Across other supporting functions*
  - *With line leaders*
- Integrate with other factors that impact employee engagement

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