# THE CHANGING WORKPLACE: CHANGING TACTICS TO CRAFT A BEST IN CLASS EMPLOYEE EXPERIENCE

## Abstract

In an environment where change is rapid, from a business and cultural perspective, organisations have to create environments centred around employees, not expect them to adopt unnatural corporate behaviours. It's a shift for many, but one which, done right, will improve business performance, nurture future leaders and improve retention. Every employee is on their own journey, one which will be full of moments that matter. It's identifying and supporting these and providing an experience that supports employees through a combination of cultural, physical, and technological environments, that will set employee centric businesses apart.

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# Introduction

Boosting the engagement and performance of employees and teams is not a new challenge for people leaders. But the goalposts have shifted. The stakes are now even higher in a business environment where exponential change is combined with growing and changing workforce expectations:

- Jobs in the service sector are on the rise; technologies involved in performing jobs are more sophisticated and there is an increasing need for complete customer focus.
- Employees are digital consumers, expecting flexible work, autonomy and simplified consumer-like experiences at work, like those they experience outside of work.

Lack of engagement and satisfaction has a cost for business let it be staff turnover, customer complaints, lagging productivity, absenteeism, etc.

The Gallup 2017 State of the workplace[1] study highlights the lack of engagement of employees and low workplace productivity across the globe despite multiplication of digital tools. This is especially visible in Western Europe where only 10% of employees consider themselves engaged, i.e. highly involved in and enthusiastic

about their work and workplace, driving performance and innovation, and moving the organisation forward.

While most professionals agree that a positive employee experience helps attract, retain talent and improve performance, some questions keep them awake at night:

- How to create employee experiences that are on par with customer experiences?

- What is the journey from operational efficiency (self-service, standardized offerings) to employee personalized experience?
- What does it mean to craft best in class Employee Experience in an era where AI is increasingly automating business transactions?

We will highlight best and next gen practices to focus on the moments that matter in the employee journey in order to empower them.



| | |
|---|---|
| Employees engaged at work | **10%** |
| Employees not engaged at work | **71%** |
| Employees actively disengaged at work | **19%** |

**Source:** *State of the global workplace, Gallup 2017data aggregated across 155 countries*
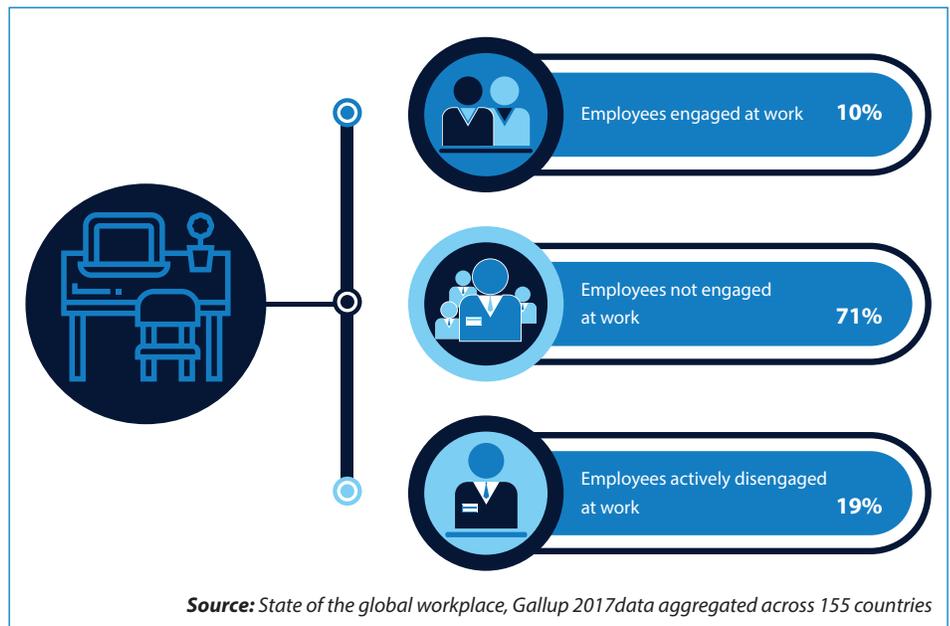
[1] *2017 State of the Global Workplace Gallup Report*

## Part 1: Reimagining the employee journey: The best place to work leads to the best work

Times have changed, people don't stay at the same company for their entire careers. Just as consumers will switch brands in a heartbeat if their expectations haven't been met, employees – particularly Millennial and Gen X - will too. That's if you can attract them in the first place. If your experience from the initial interaction doesn't match their values, you'll have a hard job convincing them to join – and that's before they've read through Glassdoor or Indeed reviews. They value culture, work environment and leadership, so will be keen to see positive experiences around those before they will even consider you.

Employees don't want a job, they want a career, somewhere that shares their values and supports their journey. A place where they can learn, be challenged, make a

difference in their field or even the world. For years, organisations have been striving to provide the best user experience, make things personal for their clients, create seamless journeys, to predict the behaviours of their clients and to give them what they want when they want it.

Why should employees expect anything less? They are after all the ones making things happen for clients and organisations. As Richard Branson said: "Look after your staff, they'll look after your customers. It's that simple." And it really is.

In the 2019 HR Priorities report[2], Gartner highlights that 51% HR Leaders consider Employee Experience as a top priority for the year ahead as it relates to culture, engagement and employee value proposition. It's not about cutting costs and being at the top of your game as a company, it's about enabling – empowering - your employees to do their best work. It's about creating an environment in which they can thrive and

giving them the tools to be able to meet their personal and professional objectives.

As Anand Verma, Founder and CEO of Brilliant Basics, Infosys' Global Design and Innovation Studio, stated:

"The 'Future of Work' is such an important and timely topic. It cannot just be the CHRO's job, it must be on the CEO's, Board's, everybody's agenda. If they can focus on that and think of it as a real value generator, and not a cost prohibitive, to me it could be a great shift in organisations. In my view, what we did and are doing to consumer experience has to happen to employees and not just a cost saving exercise but revenue and margin generative opportunity."



[2] 2019 HR Executive priorities Report by Gartner

In order to give employees the best experience no matter where they're working – in office, at home, on the road - or how they're interacting – in a meeting room, over the phone or even with a digital colleague, the first step is to listen to what employees need to determine what they value. Let's now explore how to embrace a fresh approach to talent management and consider new, innovative ways of working that are adapted to the modern workforce and personalized to what employees aspire.

## Part 2: Setting the course for transformation

Every employee embarks on a unique journey when they join a company that will have highs and lows – but with some significant moments that matter – which will be personal to them.

This could be moving to another role or location, having a baby, being promoted for example. In their book 'The Power of Moments'[3], Chip and Dan Heath define a moment as 'a short experience that is both memorable and meaningful'. They advise to pay attention to these moments and to create peaks for employees and customers: 'Transitions should be marked, milestones commemorated, and pits filled'.

In relation to Employee Experience, this means focusing not on all interactions between an employee and an organisation but on the few significant ones:

- Transitions, e.g. first day on a job, promotion, leaving the organisation, etc.
- Milestones, e.g. 1 year on a job, 1 million £/$ sales revenue, etc.
- Pits, e.g. critical tool or process not working properly, personal tough times, etc.

How do you get to these 'moments' in your organisation? Talk to your people. Interview a representative sample of your population to identify strengths and pain points of their current employee experience and map an employee journey. On example below, onboarding and career development support have been identified as recurring pain points whereas recruitment and benefits are valued by employees.

| Key Components of Customer Experience | How it can be translated in Employee Experience | Benefits |
|---|---|---|
| **Personalized Experience** | Create memorable experiences, e.g. for the Onboarding | Engaged and operational employee from day 1 |
| **Empathy** | Provide a safe and collaborative enviroment where employees can try, fail, learn | Resilient organization that is truly customer-centric |
| **Involvement Encourage** | Include "Call to action" such as experimenting with content &/or peer interactions | Foster adoption through guided learning/support |
| **Integrated & Multi Channel** | Make all touch points lead to a centralized hub | Consistent and adaptable, evolving employee experience |
| **Follow-Up** | Monitor employee satisfaction and engagement | Provide coaching, continuously optimize the experience |

[3] *The Power of Moments: Why Certain Experiences Have Extraordinary Impact, Chip and Dan Heath, Bantam Press, 2017*

Next, leverage your strengths. Look for a combination of foundational changes, enhancements to existing experiences and build towards your best future – what is the future of your workplace, and how can addressing the foundations and enhancements build into your roadmap to getting there. Iterative, test, refine – keep your employees engaged and part of the transformation – communication is key to creating and successfully adopting change.

Recent LinkedIn research[4] found that employees who spend time at work learning are 47% less likely to be stressed, 39% more likely to feel productive and successful, 23% more ready to take on additional responsibilities, and 21% more likely to feel confident and happy. At Infosys, we believe in lifelong learning as a powerful lever to engage employees and also to help evolve our own business, to be more responsive to economic, social and technological shifts.

And no exploration of the modern employee experience can leave out the question of technology.

Employees are frustrated by technology more than they are enabled by it in many cases because of multiple systems and tools, inconsistent UI, time spent learning tools and platforms. The potential for technology, when used correctly, to simplify and standardise that experience is massive.

AI and machine learning especially are transformative, in the context of Employee Experience – the power to reduce searching and unfriendly policies, shorten steps and speed to resolves with IT issues and much more, can be unlocked with design thinking applied to AI, for a more personal, efficient and relevant employee experience.

## Understanding the employee journey : setting the course for transformation



**Map the experience**

💚 Positive moments of truth

⚡ Pain points

🟡 Day to day tasks

🔵 'Career / Life' events

**Understand the impact and goals**

**Employees Measures**
Employee Satisfaction (NPS)
Retention & Churn
Cost to company (employ)
Motivation & Productivity

**Business Measures**
Customer Satisfaction (NPS)
Retention & Churn
Cost to serve
Profit & ARPU

**Solve the problem**
Ideation
Evaluation
Selection
POC & Iterate
Pilot
Roll out



[4] https://www.linkedin.com/pulse/want-happy-work-spend-time-learning-josh-bersin/

## Part 3: Adapting your offering to the modern employee in the AI age

As consumers, AI is an increasingly natural part of many of our digital journeys, guiding us in our journeys with recommendation engines or chatbots that are available 24/7 to answer questions and provide support.

Chatbots and AI technologies are designed to make things simpler, more efficient – in a world of information and system overload, they can really cut through and improve the employee experience massively.

At Infosys, we create experiences that break out of the browser. Too often, when employees think of internal systems, they think of complex web portals. At Infosys, we enable mobile, chatbot, voice, widgets, and messenger integration for clients.

This is true across the employee lifecycle, but AI assistants are especially helpful with:

- **Professional development:** learning about an employee's preferences and interests, and making personalized recommendations for internal mobility, stretch assignments and other career moves that are both aligned on employee and organization's goals.

- **Personal development:** analysing in real time all available employee's data and interactions to improve their soft skills and develop their own self-coaching approach.

For HR, this experience unlocks new opportunities to engage employees in addition to enabling operational efficiency. For example, bringing all of a team's calendars and relationships together, HR can suggest time slots when line managers should check-in with each team member, and gently reinforce policy, helping keep companies on the right side of employment law and what's right for their people. And last but not least, employee engagement is dynamic and now can be monitored in real time, on an on-going basis.

Emerging employee experience platform helps employees feel that their organization has an understanding of their needs throughout their entire journey.

Personalisation and scalability offered by AI-based nudge engines that build up on the nudge approach. The nudges, which could be defined as micro-interventions or suggestions, are designed to create behaviours that improve focus, well-being, teamwork, and other values across all levels of the organization (leadership, management, employees)[5]. Nudge engine uses machine learning to analyze employee data and then deliver nudges to encourage them to perform quick and concrete actions. The eventual goal is to make a positive difference in organisational culture for instance by:

- nurturing relationships and team-building with suggestion to write a colleague an email to thank him for his contribution.

- creating a sense of belonging at work with suggestion for a manager to ask specific questions to employees such as "What do you think we should do to make the project move faster" in order to make them feel empowered and valued.

## The modern employee experience platform



### FOR EMPLOYEES

**Simplify their daily life and empower them by bringing actions, content, and notifications all in one place, e.g.:**

- **Agenda**
- **Learning or career opportunities**
- **Total rewards statement of their benefits**
- **Etc.**
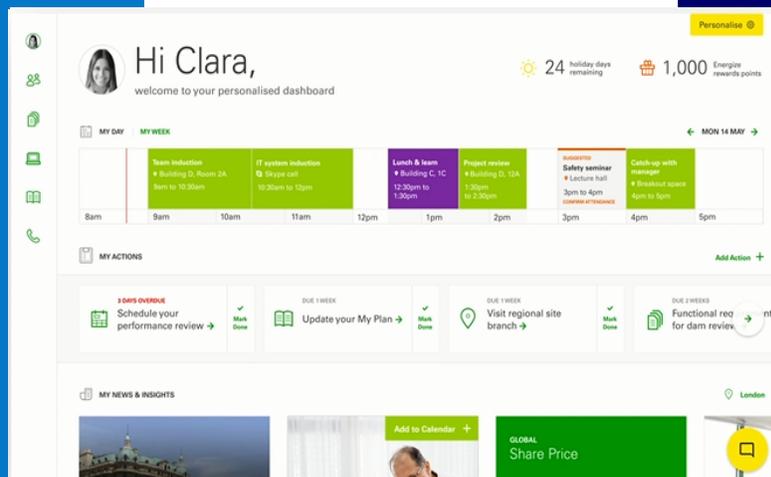
### FOR HR

**Bring operational efficiency to them through the automation of many administration tasks, e.g.;**

- **Real-time monitoring** of employees' pulse as **well as their needs and expectations**
- **Gentle policy reinforcement**
- **Etc.**

## Our conviction: today, more than ever, the employee experience has to be personalised, human-centered and inclusive

This is especially true with AI, which demands lots of personal data. Data is not ours, it belongs to our people, we need to create compelling experiences that puts trust in us, so that they share that data.

As Emmanuelle Blons, Organisational Change Management and HR Infosys AVP summarized it:

"AI will be a strategic element to enhance employee's experience. It will support the HR department to design personalised, data-based career path mapped to each employee's personality and learning style. Ultimately, I foresee the deployment of comprehensive, personalized, artificially intelligent employee portal in order to re-humanise HR and free up time for co-workers. In my opinion, one of the main questions of the coming years will be to know how to re-humanise the time released by AI? How to inject more human in the employee experience?"

We've shared a lot here in terms of insight and approach.

If we could leave you with one more thought to consider, it would be: What are the implications of these changes for your people and your organisation?

[5] *Nudge: improving decisions about health, wealth and happiness, Richard H. Taler and Cass R. Sustain, Yale University Press, 2008*

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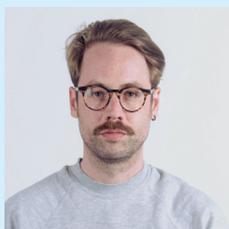
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## About Infosys Ltd

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