



@workplace

Workplace Guide to Employee Experience

from
FACEBOOK



“Employee Experience, which was perhaps the biggest new trend in HR, has now firmly landed with COVID-19”

Josh Bersin
Analyst

"Now what?"

As the world cautiously reemerges from lockdown, that's the question on the lips of business leaders. But even in the midst of so much uncertainty, one thing hasn't changed at all.

COVID-19 has forced almost every organization to double down on its people. This is already having an impact. According to a recent study, 90% of companies believe their culture actually improved while working remotely². As remote work becomes return-to-work, they'll expect this level of commitment to continue.

That's why investing in the Employee Experience (EX) should be the back-to-work priority - not just for your business but, as we'll see, across your business.

Although 84% of CHROs agree, only 9% have a plan³. Our goal is to help you bridge the gap.



84%

of CHROs say EX is a priority

9%

have a plan

Why Employee Experience?

There's been a lot of talk about a return to 'normal' for businesses. But for most employees, normal wasn't that great to begin with⁴.



58%

of employees
aren't satisfied
with their day-
to-day work

60%

aren't satisfied
with their access
to data and
information

62%

aren't satisfied
with their tools
and technology

63%

aren't satisfied
with their level
of autonomy

From Profit to People

EX is how we shift from the old world of employer-driven values to a new system that puts employees' needs at the heart of the business. It replaces the *profit-motive* with a *people-motive*.

Employer driven values

Processes

Hierarchical

Centralized

1-way

Productivity

Employee driven values

Culture

Flat

Transparent

2-way

Innovation



What is Employee Experience?

EX is how organizations create a more meaningful experience at (and of) work. Where employee engagement is designed to change behavior, EX is designed to change culture.

What EX is

Purpose

Culture

Trust

Meaning

Pride

What EX isn't

Work/life balance

Engagement

Benefits

Perks

Behavior

It's how organizations shape the way people feel at certain 'moments of truth' throughout their time with an employer.

These moments of truth encompass the entire employee lifecycle. It's how organizations shape the way people feel at certain 'moments of truth' throughout their time with an employer. These moments of truth encompass the entire employee lifecycle, from the professional (hiring, onboarding, collaboration) to the personal (learning, development, growth) to the emotional (friendships, autonomy, value). The ultimate goal? To create a **sense of belonging**, which, in turn, drives performance.



A Business Issue, Not a HR Issue

The most important thing to understand about EX as we return to work is that it's a business issue, not a HR issue.

Even before the pandemic, EX was a top five priority for HR leaders - but 73% saw themselves as joint owners⁵. That makes sense when 40% of those EX moments of truth sit outside HR⁶.

When it comes to EX, HR, Comms, IT and the C-suite all have a role to play.



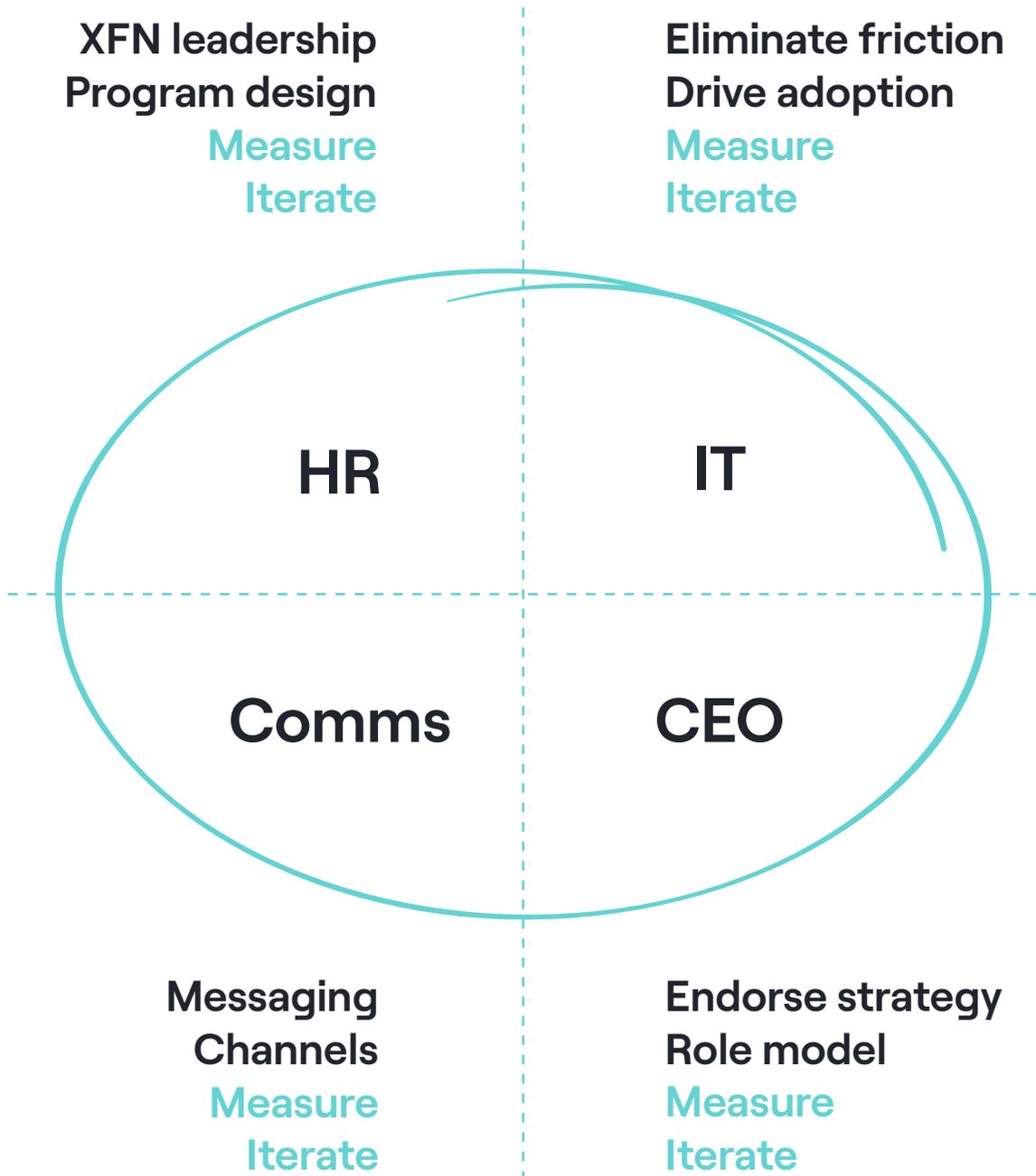
60%

HR

40%

Non-HR

EX Roles



Responsibilities

HR While EX is a true cross-functional effort, HR is ultimately in the driving seat - responsible for bringing the right teams to the table, prioritizing focus areas and designing the overall program. The buck stops here.

Comms How people feel about EX matters. Comms owns the channels through which EX stories will be articulated and shared. These stories need to be compelling and they need to be able to reach everyone.

IT Simplifying work is a cornerstone of EX. IT makes this happen by eliminating pain points in current processes. IT leaders also need to make sure that everybody in the business is connected so they hear about and can benefit from EX programs.

CEO Leadership can make or break EX by loudly and publicly endorsing it as a business priority. CEOs need to embody new ways of working, building a personal brand that exemplifies the values they want to instill across the organization.

Challenges and Opportunities

Like any digital transformation project, EX isn't easy. But every challenge is an opportunity. Use the matrix below to think about the first steps you can take to get started on your own EX journey.



HR

Challenges

- ➔ No alignment on definition or scope of EX prevents shared goals
- ➔ Starting from a low base: Only 13% of employees say EX is fully meeting their expectations⁷
- ➔ Not currently prioritizing XFN partnerships: currently, 56% of HR leaders are working with Comms, 29% with IT, 24% with CEO⁸
- ➔ Unsure what to measure to prove impact

Opportunities

- ➔ COVID-19 kickstarted EX for many businesses: 83% believe their employee experience is getting better⁹
- ➔ EX is now on CEOs' radar: 75% of CEOs are 'fans' of EX¹⁰
- ➔ Exploding ecosystem of HR tech is creating new solutions

Comms

Challenges

- Historic underinvestment in internal comms tools
- Unsure how (or unable) to reach entire company across HQ, frontline and remote workers
- No playbook for helping senior leadership become EX advocates
- Unsure what to measure to prove impact

Opportunities

- Create direct line of communication from CEO to all employees
- Partner with IT to influence tools and technology
- Develop 2-way comms channels to hear bottom-up feedback

IT

Challenges

- Siloed, top-down model for procurement and deployment
- Unsure how to connect remote and frontline workers securely
- Do-more-with-less impact of COVID-19
- Preoccupied with practical challenges of remote work

Opportunities

- Digital can drive EX: successful EX companies have 66% more digital capacity¹¹
- Simplify workstreams and drive ROI through consolidation
- Leverage HR and Comms to develop people-centered IT strategies: successful EX companies are 2-3x more likely to have deployed social platforms¹²

CEO

Challenges

- Uncertainty on multiple fronts: Customers, employees, economy, government
- Reacting to COVID-19 leads little time for forward planning
- Lack of practical advice on evolving leadership style for new world

Opportunities

- Expectation that CEO will become 'Chief Empathy Officer'
- Drive business prioritization of EX and cut through red tape
- Build brand that embodies EX values and capabilities



Next Steps

The first steps are the most difficult. But here's a **checklist** to help you get started.

Step 1

Prioritize XFN Relationships

Lead HR, IT, Comms

XFN CEO

As we've seen, this is going to be a joint effort but all teams, not just HR, need to take responsibility. Start developing XFN relationships and building empathy before people come to the table to discuss EX.

Step 2

Align on the definition of EX

Lead HR

XFN IT, Comms

Only when your organization agrees what EX is can you begin to develop a strategy for what you're going to do about it. Bring stakeholders together for a working session and don't leave until you've aligned around meaning, scope and goals.

Step 3

Get CEO buy-in

Lead HR
XFN CEO, Comms

Take the strategic framework to your CEO or senior executive stakeholder early (if you don't have one, insert Step 2.5: Get a senior executive sponsor). You'll need their buy-in from the outset so they understand your goals and the role they'll play in pushing EX as a business priority.

Step 4

Audit Comms channels

Lead Comms
XFN IT

What does your Comms ecosystem look like today? What's working? What's broken? Who's connected? Who isn't? What tools do people want? What do they actually have? Where are the gaps? These are the kinds of questions Comms leaders need to answer in partnership with IT.

Step 5

Listen to employees

Lead HR
XFN Comms

You can't put people at the center of your strategy unless you know who they are and how they currently feel. Design a survey to get an understanding of the landscape so you can prioritize the areas you want to tackle.



Sources

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- 3,4** Deloitte, 'Global Human Capital Trends', 2019
- 5,8** Gartner, 'Understanding Internal Partnerships for Improving the Employee Experience', 2020
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- 11, 12** MIT Sloane Center for Information Systems Research, 'Building Business Value with Employee Experience', 2017

Workplace is a communication tool that connects everyone in your company, even if they're working remotely.

Discover more tips and advice for creating great employee experiences at our new content hub.

workplace.com/employee-experience-resource-hub