

# Employee Experience and the (Digital) Future of Work

An McorpCX Thought-Leadership Webinar: How future-focused brands leverage experience and culture to better engage and serve their people, and their customers

November 19<sup>th</sup>, 2020

mcorpCX



# Your McorpCX Hosts:



**Michael Hinshaw**  
Founder and President

- A global CX speaker and best-selling author on digital innovation and customer experience
- On multiple “Global CX Thought Leaders to Watch” lists such as Top 20 CX Leaders to Follow, Top Customer Experience Influencers, and more
- A *Forbes* columnist, he’s also been published and quoted in dozens of publications including *Harvard Business Review*, *Fast Company* and many others
- Mentor and Richard H. Holton Teaching Fellow at U.C. Berkeley’s Haas Business School



**Daniel Roundy**  
Practice Leader, Experience Design and Innovation

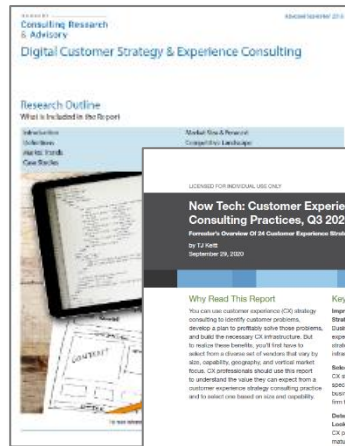
- Experience design and innovation consultant and executive coach
- Former Microsoft employee, where he led B2C and B2B experience improvement initiatives and launched internal employee CX training and certification
- Industry certifications in Balance Scorecard, IT Service Management (ITIL Expert), and customer experience management (CCXP)

# A recognized experience design and activation leader with over 18 years of ‘experience industry’ leadership...

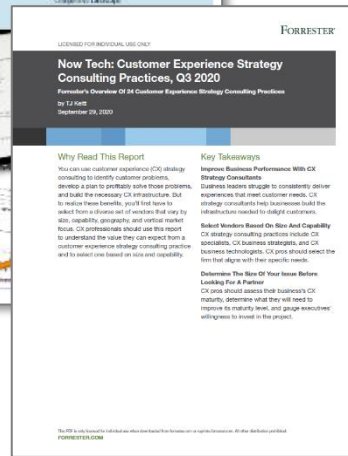
Media recognition for our thought leadership



Analyst Recognition as a Top 25 global Customer and Employee Experience expert



Kennedy: Digital Customer Strategy and Experience Consulting



Forrester: Customer Experience Strategy Consulting

Forrester: Employee Experience Consulting

Best-selling book on Digital Customer Experience innovation



“One of the most exciting business books I’ve ever read.”

- Don Peppers  
Founder, Peppers & Rogers

# We serve a handful of industries which include consumer, B2B and B2B2C go-to-market models

Technology						
Insurance						
Retail						
Financial Services						
Other						

# Activating customer-centric experience transformation and driving results for our clients in two core areas:

## Improve Targeted Experiences

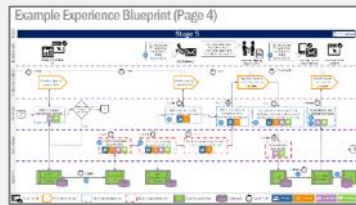
Helping you design and activate improved experiences to drive desired results.



For Key Persona



Across Their Journeys



Linked to the Actions Required to Improve

## Build XM Capabilities

Helping you Build Best-Practice Based Experience Management Capabilities

Experience Strategy

Customer Understanding

Experience Design

Governance

XM Capabilities

Organization and Culture

Measurement

Technology and Data

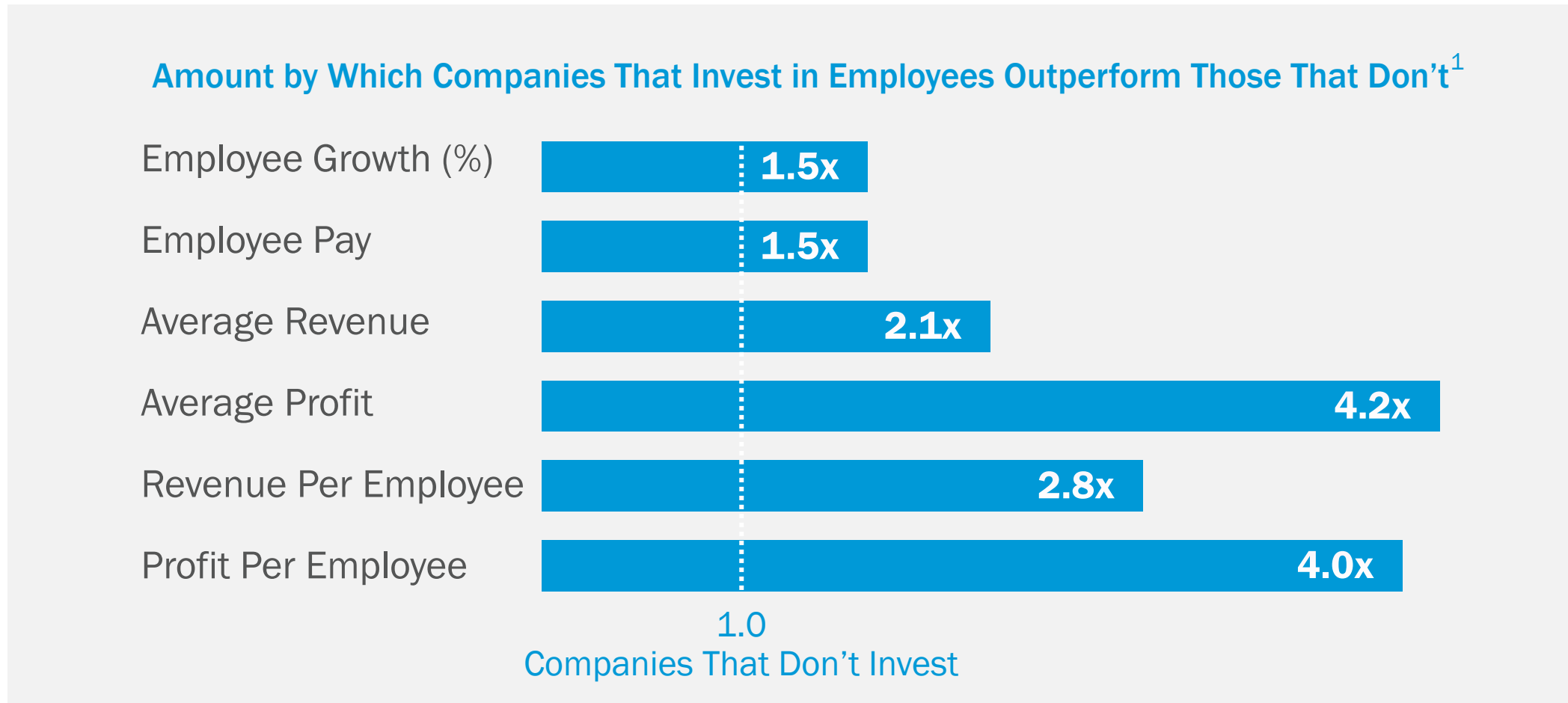
Processes



Today, we're going to: Discuss employee experience, and the future of work; See how one tech leader leverages experience to better serve their people; Quickly review six key enablers; Answer your questions.

# The headline: Becoming more employee-centric pays off.

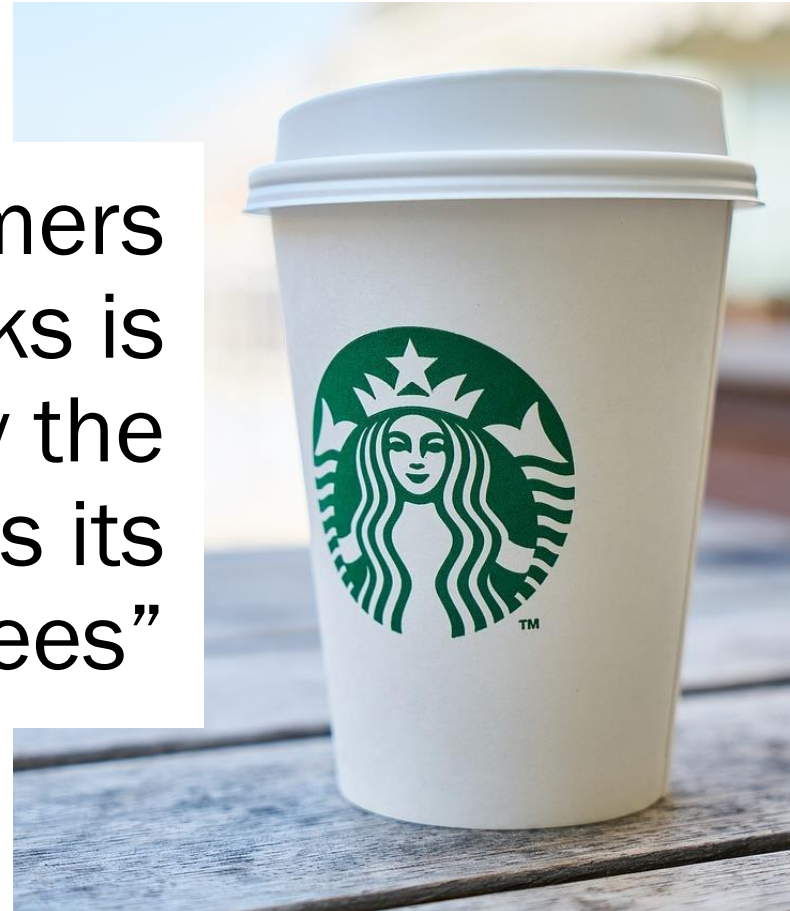
## Companies That Invest in Employee Experience Outperform Those That Don't



1) HBR, Jacob Morgan: Why The Millions We Spend on Employee Engagement Buy Us So Little: March 10, 2017

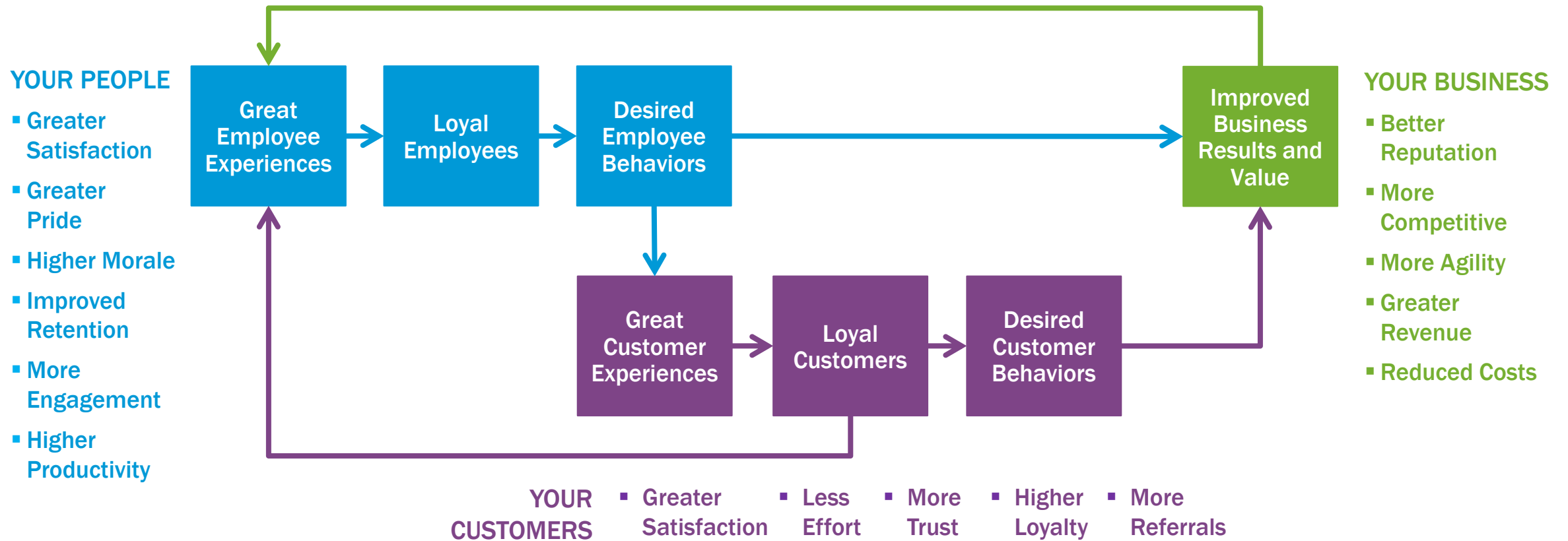
# In part because it leads to happier, more engaged employees... leading to happier, more loyal customers

“87% of customers affinity to Starbucks is driven by the way the company treats its employees”





# It's a virtuous cycle, driving significant benefits for the business, its customers and employees, and others...



# Recognizing it's been one heck of a year for everyone...



WFH (Work From Home)

Digital Transformation

Employee Experience

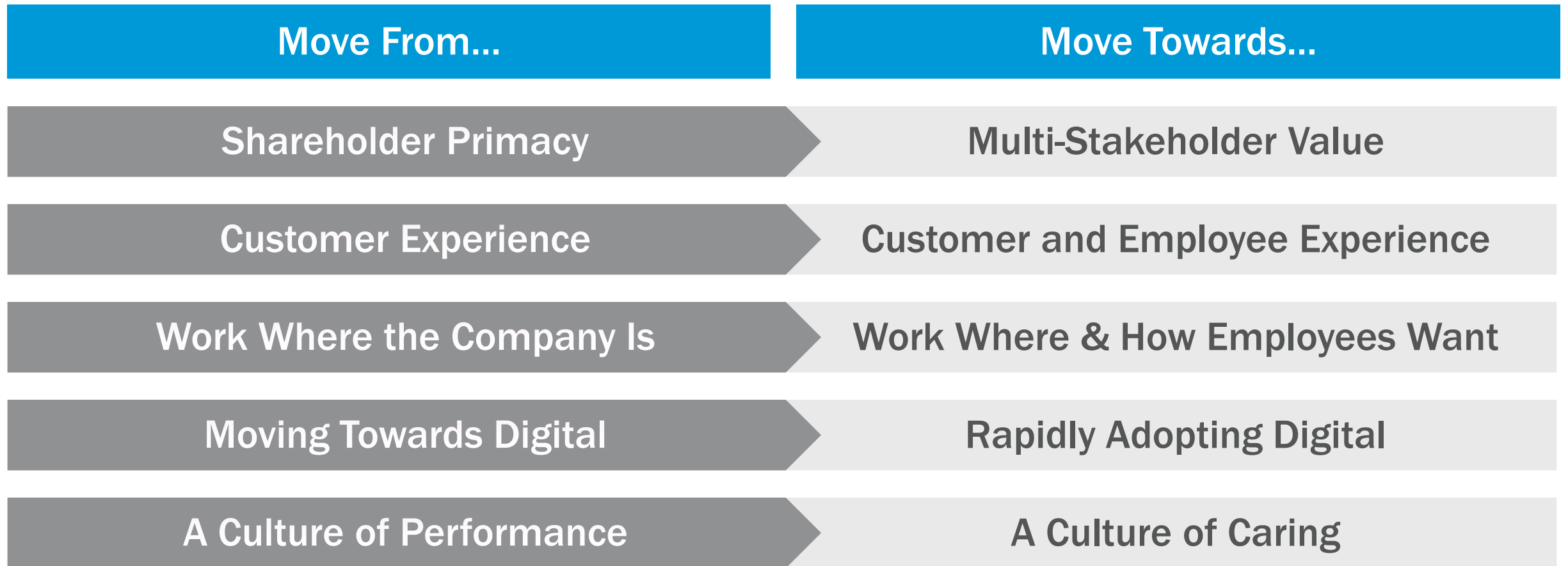
Automation and AI

Collaboration

Social Responsibility

## The events of 2020 have accelerated some in-flight trends

# In some cases because of (and in others, despite) this, employee experience leaders are working to...

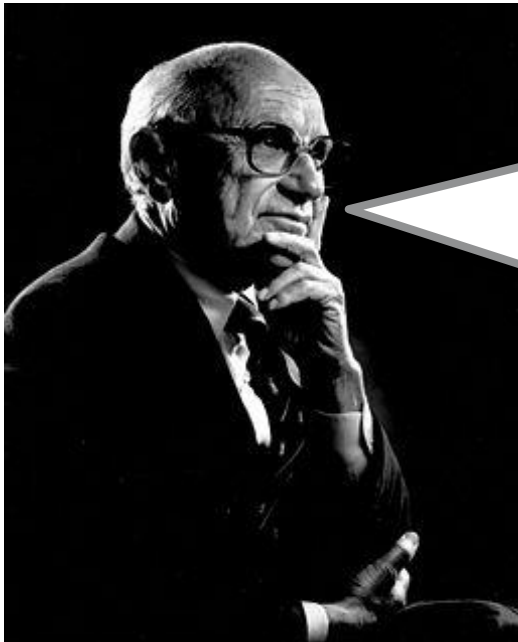


# Recognizing that employees are critical stakeholders, too

Shareholder Primacy

Multi-Stakeholder Value

That Was Then:



“The Social Responsibility of Business Is to Increase Its Profits”

Economist Milton Friedman  
*The New York Times*, 9.13.1970

This is Now:

## Statement on the Purpose of a Corporation

We share a fundamental commitment to all of our stakeholders. We commit to:

- Delivering value to our CUSTOMERS
- Investing in our EMPLOYEES
- Dealing fairly and ethically with our SUPPLIERS
- Support the COMMUNITIES in which we work
- Generating long-term value SHAREHOLDERS

CEOs of The Business Roundtable  
8.19.2019

# Committed to improving the experience for all audiences

Customer Experience

Customer and Employee Experience



Good For The Business



Good For Customers



# Recognizing that the future of work will be hybrid

Work Where the Company Is

Work Where & How Employees Want



**69%: Downsize Offices<sup>1</sup>**

**58%: 8 Days Month, WFH<sup>2</sup>**

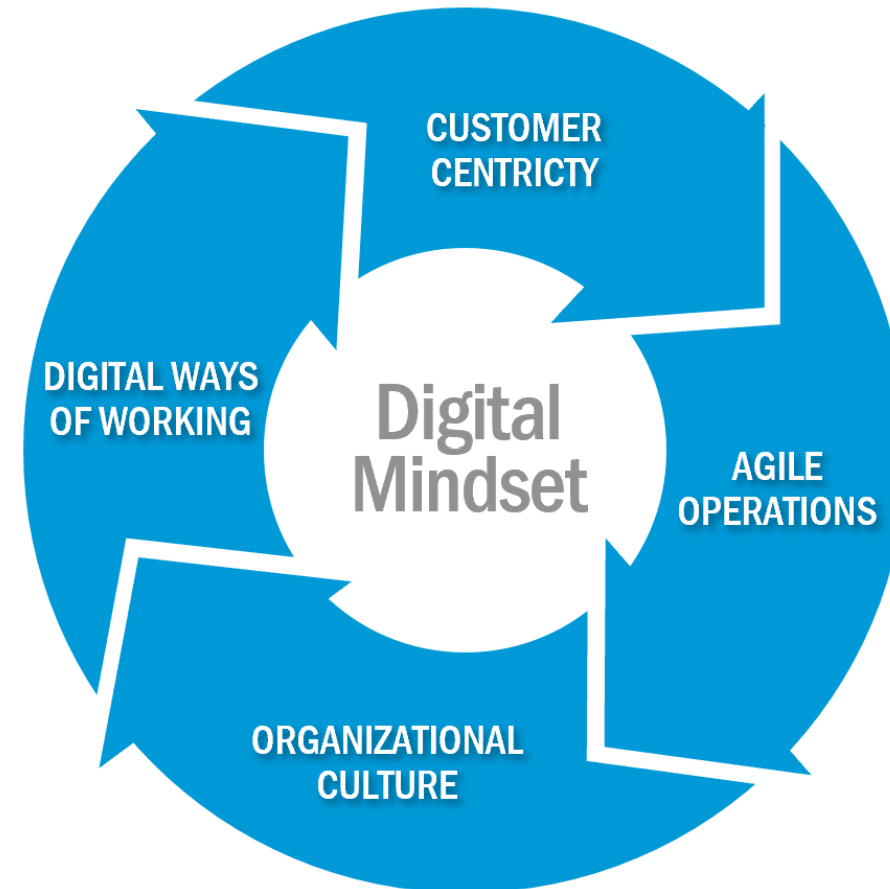
# Accelerate digital transformation efforts already in play

Moving Towards Digital

Rapidly Adopting Digital

**“Digital Transformation Isn’t About Technology–It’s About Changing the Ways Employees Think and Work.”**

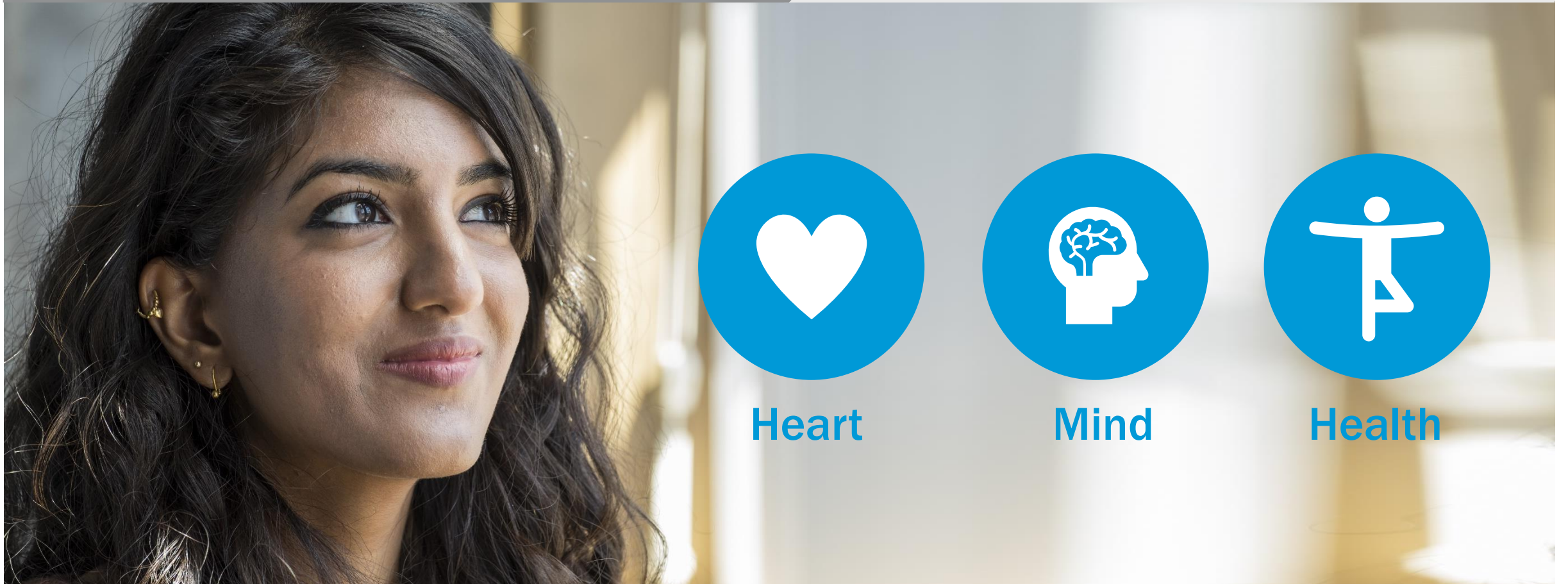
Rajesh Makhija, Executive Director and President of Digital Solutions for McorpCX



# Moving beyond 'employee management' to empathy

A Culture of Performance

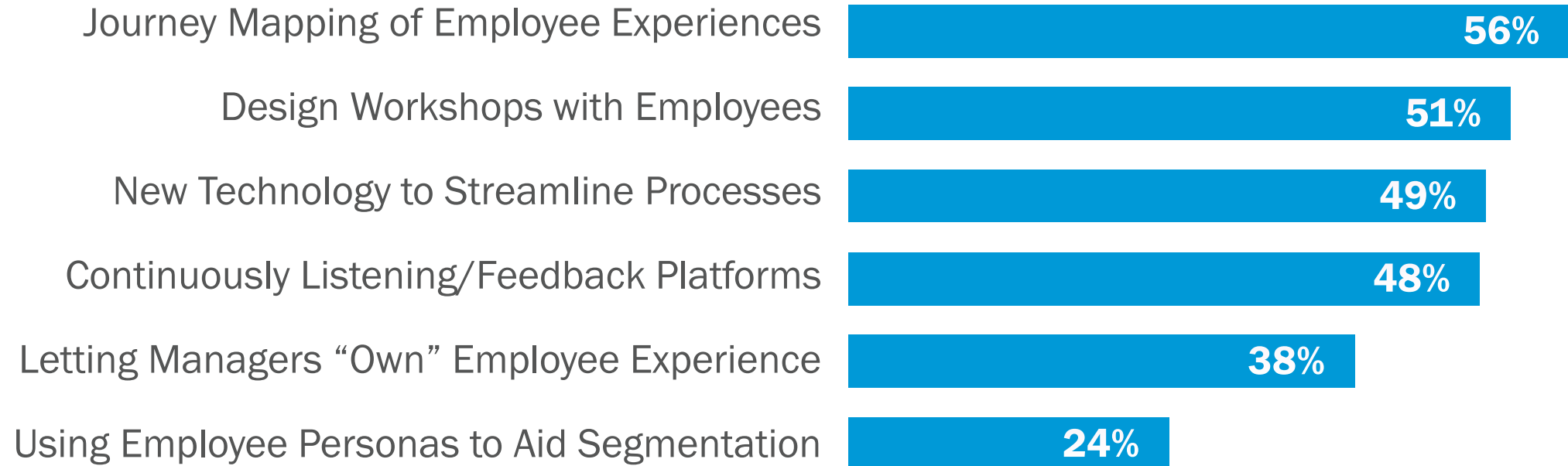
A Culture of Caring





# Driving EX improvements with several familiar tools<sup>1</sup>

**Employee experience leaders apply many of the same tools and techniques that all experience leaders employ:**



**Which Brings Us To....**

Today, we're going to: Discuss employee experience, and the future of work; See how one tech leader leverages experience to better serve their people; Quickly review six key enablers; Answer your questions.



# Global tech leader: Talent and learning management

- **Organization:** Part of an HR group supporting over 100,000 employees globally
- **Charter:** Create and optimize employee learning and development experiences
- **Accountability:** Improve employee engagement, and boost consumption of employee learning and development resources



# A dynamic talent marketplace driving a focus on employee centricity, and business goals for this group

Recruiting  
and Hiring

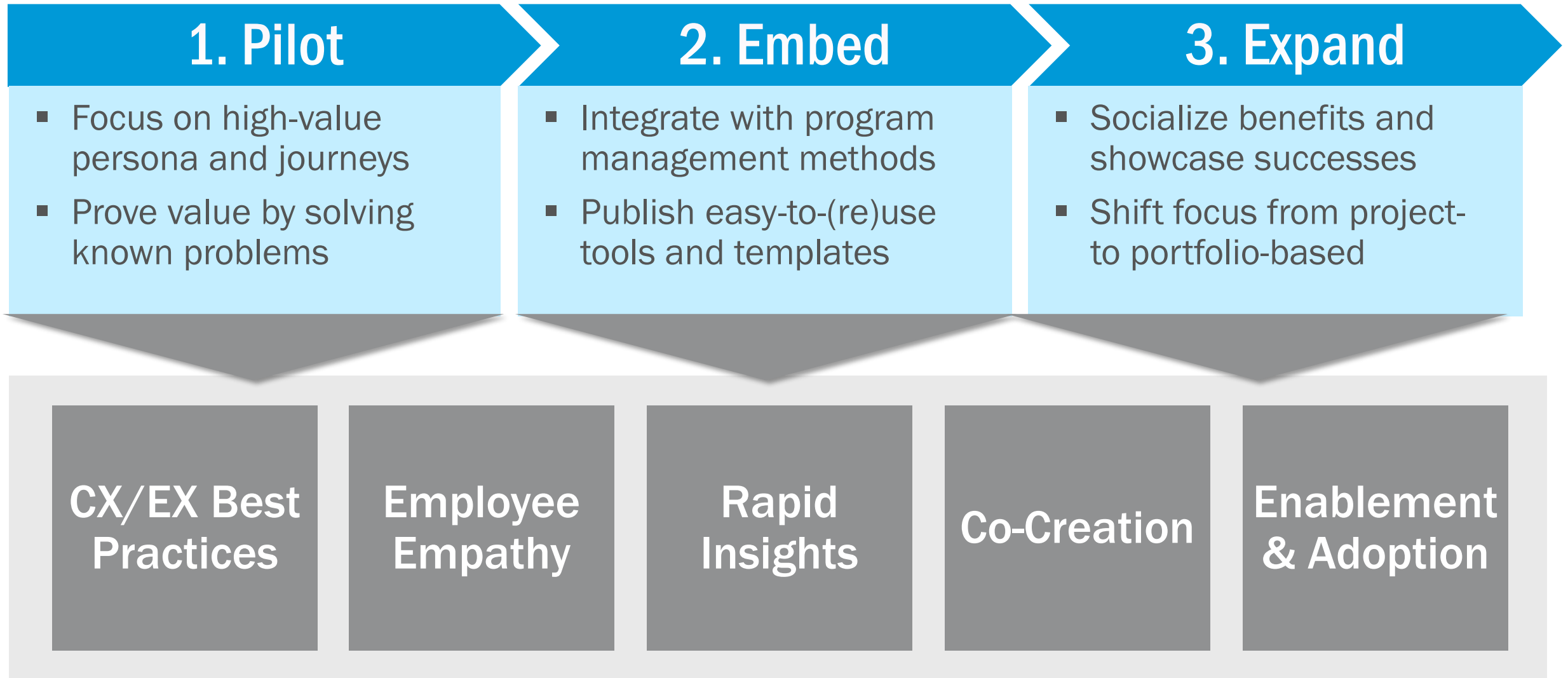
Learning and  
Development

Productivity  
and Mobility

Engagement  
and Retention

**“Identify, co-create, and operationalize the big and small moments that matter so all employees are empowered to do their best work.”**

# Our high-level, 3-step approach for getting there...



# Employee journeys that inform insights, and decision making: Our “secret sauce” for rapid, iterative results...

## Low Fidelity



“Just-in-time” insights and design with a lower degree of polish

## Co-Creation



Better understanding and sense of co-ownership through collaboration

## Insights Mining



Leverage the wealth of insights we already have

## Voice-of-Employee



Refresh understanding and validate ideas by speaking to employees

# Gaining awareness and momentum with pilot projects



1. Identified Projects



2. Defined Desired Outcomes



3. Run Virtual Workshops



4. Conduct Employee Focus Groups



8. Identify Actions & Requirements



7. Prioritize & Design Solutions



6. Envision & Ideate the Ideal Experience



5. Build Persona and Journey Maps



9. Coordinate With Partners to Implement



10. Launch and Operate Day-to-Day



11. Continuously Listen to Employees



12. Continue to Measure and Improve



# Driving immediate impact in these key areas...

Leveraging simple, proven tools to build consensus and drive results

**"Laresa" | Candidate**  
Laresa is a Leap apprentice looking for a career in software engineering and hoping the Leap program brings her the confidence and training she needs to join Co. Laresa had to switch to a virtual learning mode due to COVID which cut short her valuable in-person experience.

**Seeing & Hearing**  

- Great Things About Co. Co. is a great company and place to work. Having an opportunity at Co. is a dream role for me.
- What I Hope To: Some questions for managers in-person who were not a good fit or didn't have time to help.
- How I would: Appreciate that the person who got me to learn, teaching me to get good and understand the amount of time.
- What is One Thing I Need to Address: I would like to know more about the company's culture and how they support their employees in a virtual work environment.
- Learning/Training: Appreciate that the person who got me to learn, teaching me to get good and understand the amount of time.

**Thinking & Feeling**  

- Overall/Ready: I feel grateful and look forward to my opportunity.
- Worried/Qualified: I feel like a novice in the technical field but I am excited to learn new skills and grow with the company.
- Excited/Ready/Confident: I am excited to learn new skills and grow with the company.

**Wants & Needs**  

- Work for Co./Company: I want to learn an opportunity to get good but I want to know the company's culture and how they support their employees in a virtual work environment.
- Flexibility: I want to know the company's culture and how they support their employees in a virtual work environment.

**Concerns & Challenges**  

- Anxiety About Interviewing: I feel nervous and unsure and would like to know the company's culture and how they support their employees in a virtual work environment.
- Anxiety About Company/Team: I want to know the company's culture and how they support their employees in a virtual work environment.
- Imposter Syndrome: I am nervous about my ability to do the job and would like to know the company's culture and how they support their employees in a virtual work environment.

**What actions do they take at each stage in-person or virtual? Which touchpoints do they use?**

**"Marie Cecilia" | Employee**  
Marie Cecilia is a Customer Service Manager. Prior to COVID, she primarily worked in the Co. corporate office in Montreal. During COVID, Marie Cecilia transitioned to full-time remote work. When she gets teacher stage 1, Marie Cecilia wants to return to the Montreal office and work from home periodically.

**"Sandy" | Manager**  
Sandy is an Operations Program Manager. Prior to COVID, she primarily worked in her office in Montreal. During COVID, Sandy transitioned to full-time remote work. When she gets teacher stage 1, Sandy wants to continue working from home most of the time.

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**"Thou" | Employee**  
Thou is an Operations Program Manager. Prior to COVID, she primarily worked in her office in Montreal. During COVID, Thou transitioned to full-time remote work. When she gets teacher stage 1, Thou wants to continue working from home most of the time.

**"Valerie" | Leader**  
Valerie is a Customer Service Manager. Prior to COVID, she primarily worked in the Co. corporate office in Montreal. During COVID, Valerie transitioned to full-time remote work. When she gets teacher stage 1, Valerie wants to return to the Montreal office and work from home periodically.

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**1** Sourcing and Onboarding Talent

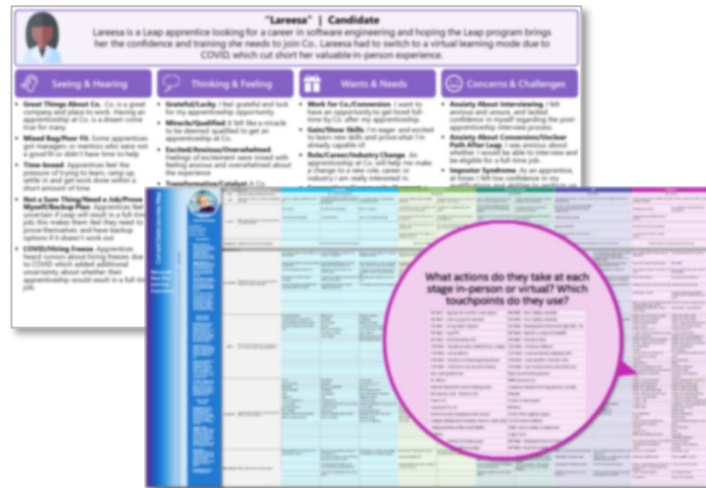
**2** Supporting The Future of Work

**3** Learning and Development

# Driving talent sourcing and onboarding: Identify and implement program enhancements

## Questions We're Trying to Answer

- How can we source better and more diverse talent?
- Can we improve onboarding, and infuse desired culture and values?



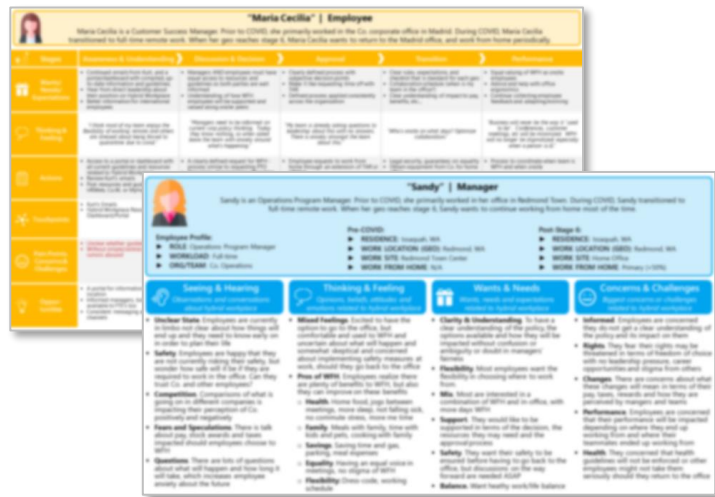
## What We Did to Answer Them

- **Voice-of-the-Employee:** Analysis and summary of program participant feedback
- **Gap Identification:** Journey mapping to visualize and communicate 'moments that matter', pain points and opportunities
- **Problem Solving & Action Planning:** Solution ideation and prioritization with HR and business stakeholders

# Helping understand and define the future of work: Enabling flexible work options for employees

## Questions We're Trying to Answer

- How can we adapt to current and future workplace preferences?
- What workplace technologies and tools do we need to support?



## What We Did to Answer Them

- **Persona Development:** Employee segmentation based on current and future workplace scenarios
- **Co-Create Solutions with Employees:** Employee focus groups to review/validate change management plans and content
- **Visualize the Ideal Experience:** Future state journey mapping to codify and help socialize the issues, and the solution

# Informing and guiding learning and development: Democratizing and distributing opportunities to learn

## Questions We're Trying to Answer

- How do employees think about their own career development?
- How can we boost consumption of L&D programs and content?



## What We Did to Answer Them

- **Define the Problem:** HR and business stakeholder workshops to form hypotheses
- **Understand Experiences:** Employee interviews and focus groups to understand current experiences and review/validate future state solutions
- **Design Solutions, and Inform Build:** Translation of insights into solutions, initiatives and requirements

# From here: End-to-end employee journey management

1

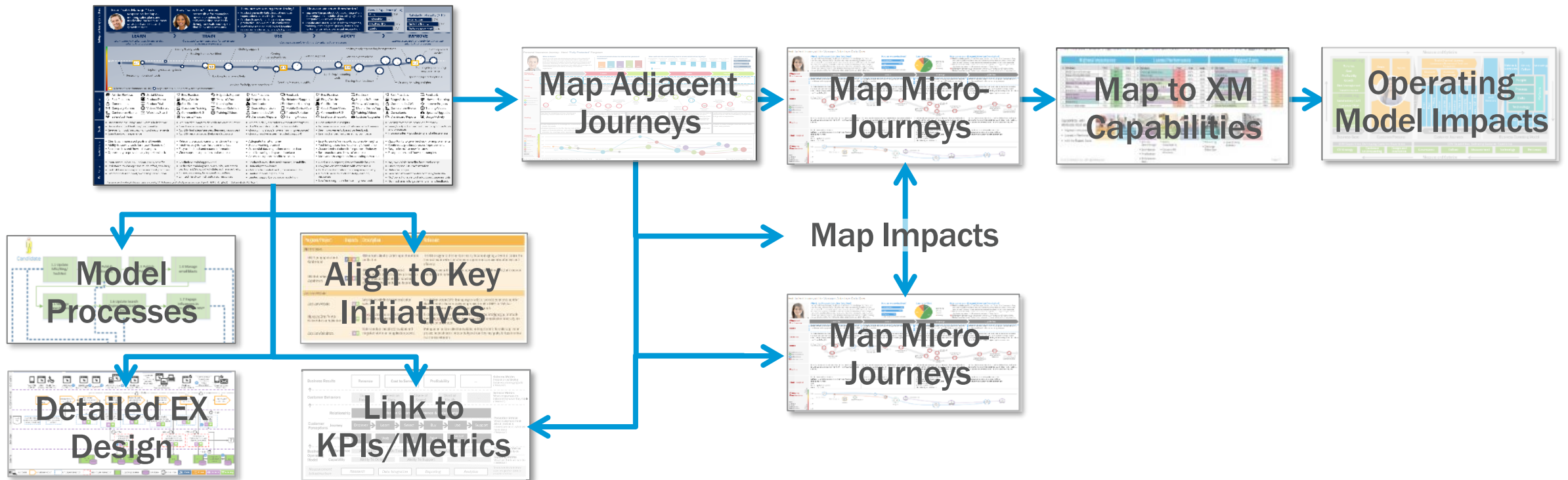
“Zoom out” to see the end-to-end employee experience

2

Create a strategic journey “portfolio” point of view

3

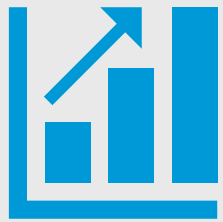
Iteratively prioritize, create and improve employee journeys





# Together, supporting the Talent & Learning group...

To help HR do a better job getting, and keeping, the talent that drives the organization forward



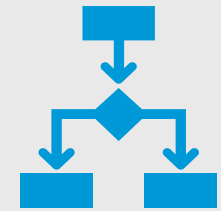
Demonstrate results in ways that the business understands



Help support other cross-organizational initiatives



Show progress against articulated employee needs



Align outcomes to stakeholder priorities and business goals

Today, we're going to: Discuss employee experience, and the future of work; See how one tech leader leverages experience to better serve their people; Quickly review six key enablers; Answer your questions.

**Preparing for more employee-centric ways of working—and adapting to our changing world—is a journey itself.**



**Getting started is easier with the right tools, and the right orientation.  
These six enablers can help accelerate the ‘digital future of work’...**



# Takeaway: Six enablers for the future of work...

## Envision the Future to Adapt to Change

To react to a changing, multi-dimensional talent marketplace

## Better Understand Your Employees

Leverage proven tools to assess experiences, attitudes, and needs

## Embrace Digital Ways of Thinking

Jettison 'old ways of thinking' and embrace new, adaptive mindsets

## Adapt your digital infrastructure

Assess and up-level processes, systems and technologies

## Redesign the Workplace

Considering flexibility, mobility, autonomy and digitization

## Introduce Adaptive, Scalable Learning

Competency-based, individually relevant knowledge transfer

**Today, we're going to:** Discuss employee experience, and the future of work; See how one tech leader leverages experience to better serve their people; Quickly review six key enablers; **Answer your questions.**





**Any questions? It's time  
for a fireside chat...**

[www.mcorp.cx](http://www.mcorp.cx)



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