

A group of people are working in a modern office environment, viewed through a glass partition. The office is dimly lit, with the primary light source being the screens of several laptops on a long wooden table. A woman on the left is smiling at the camera, while others are focused on their work. The background shows a white air conditioning unit and track lighting on the ceiling. The overall atmosphere is professional and collaborative.

Putting the Employee Experience at the Heart of Your Organisation

The Employee Experience People



Introduction

Welcome to our guide on how to put the employee experience firmly at the centre of your organisation's strategy. We developed this guide to address what we felt that very few organisations do and that is to pay attention to how their employees experience their day-to-day work. This can result in not just employees feeling disengaged, but a failure for an organisation to benefit from the energy, passion and intellect of its people.

This guide answers the following questions:

- *What is the employee experience?*
- *Why does it matter?*
- *How can I understand it?*
- *How can I utilize it to make my organisation better?*

We hope this guide provides value to you, if it has pricked your curiosity or your desire for some help and advice, please reach out to us.

What is the Employee Experience?

In recent years there has been a growth of interest and definitions of 'employee experience', often focusing on how employees interact or touch the physical, technological and cultural aspects of an organisation. For us it is something a little different, more nuanced and deeper than this, a concept born out of phenomenology.

Phenomenology is a philosophy developed at the end of the 19th century by Edmund Husserl and is a philosophy that seeks to understand how we experience the world we inhabit, something we do when we turn our consciousness to it. It is a method that has been applied to the fields of psychology, sociology and anthropology, which put the lived experience at the centre of their enquiry.

Therefore, for us:

“*The employee experience is about how each individual encounters the world in which they work in. It is something unique, personal and without bounds.*”





Why Does the Employee Experience Matter?

1. Making the Invisible Visible

There is a lot that happens in an organisation, a multitude of stories. By focusing on the employee experience organisation leaders can see what is really happening and how their employees really go about their day-to-day work.

2. Understand the Good and Bad Things that are Happening

An organisation is never perfectly great or bad, instead it a multitude of events, moments and challenges. A leader needs to be able to see their organisation for what it truly is rather than what they imagine it is.

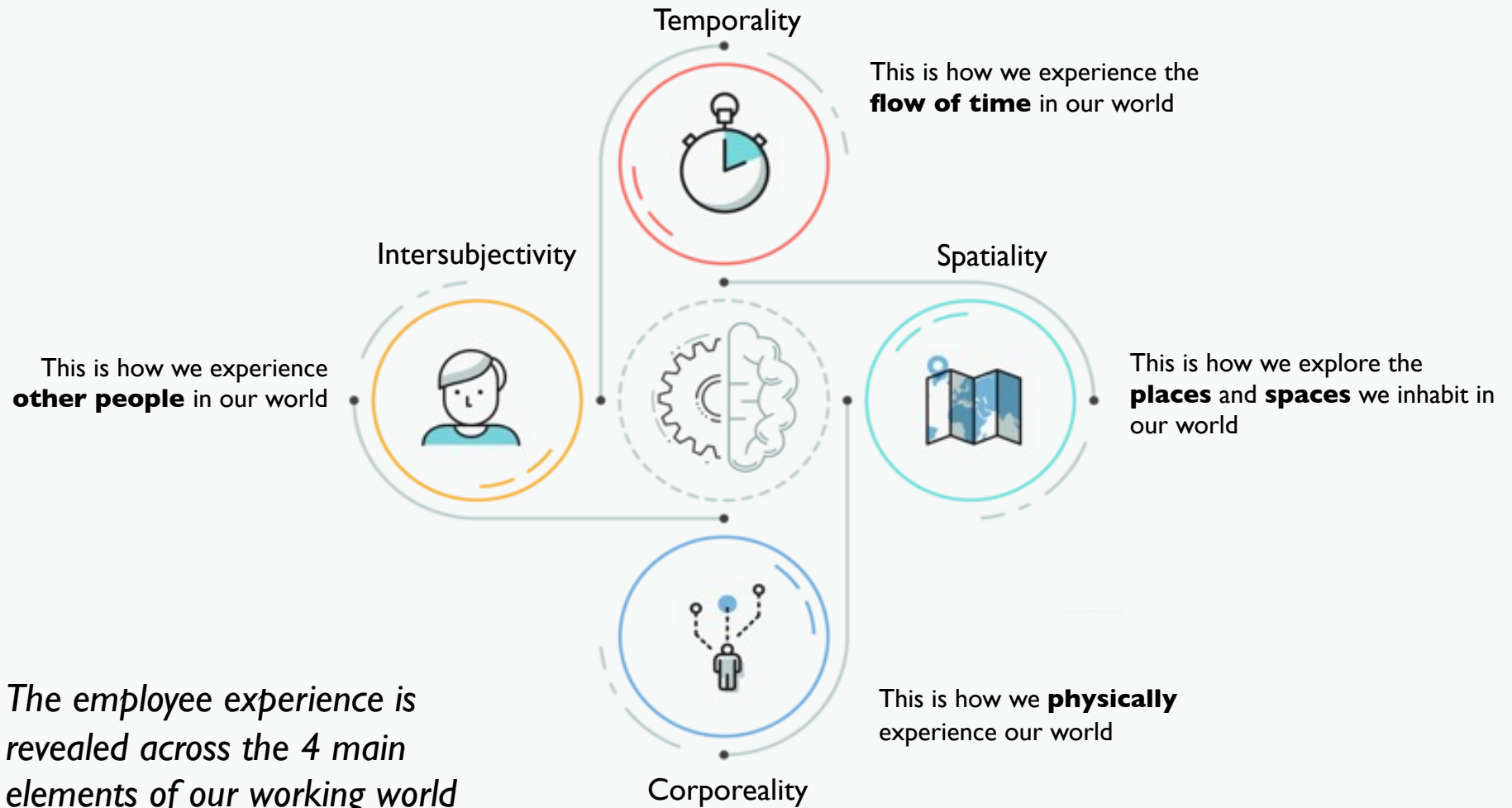
3. Fix What is Broken

As the real employee experience is revealed it become increasingly clear what is broken in an organisation and what to prioritise.

4. Build on What is Good

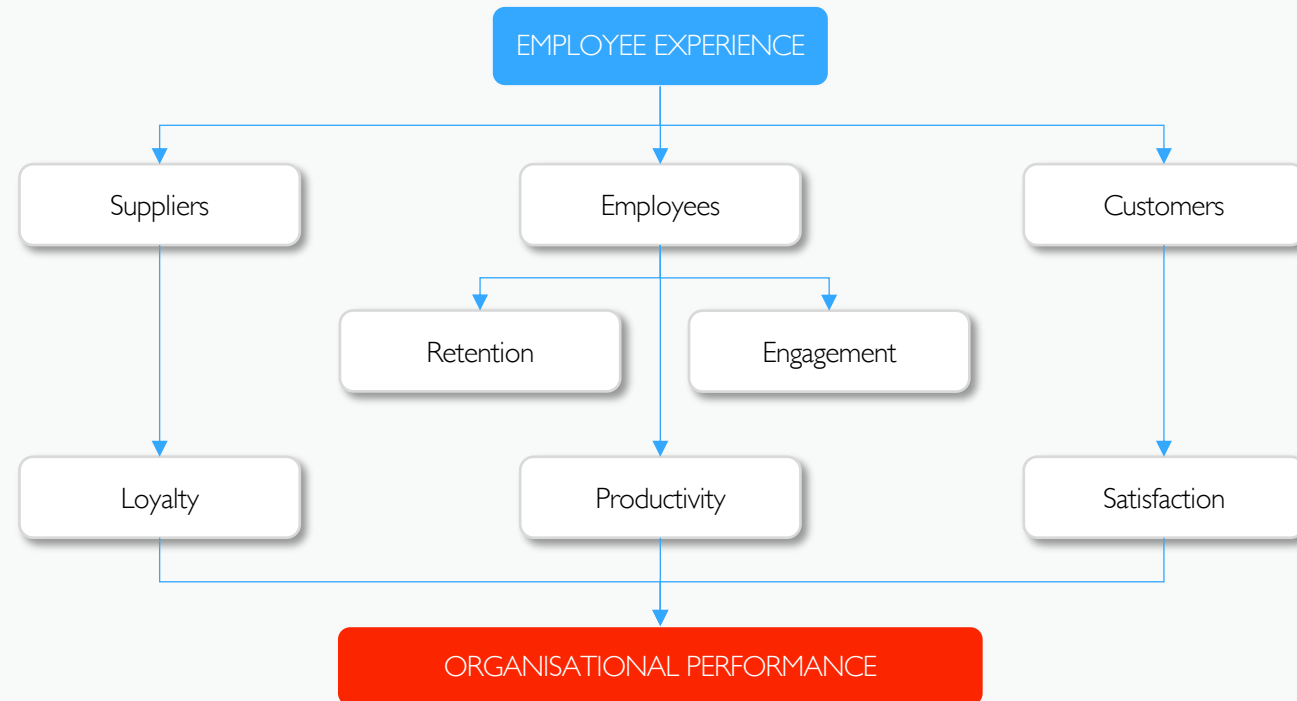
One of the most important things a leader gains when they understand the true employee experience is that there are many fabulous and wonderful things happening in their organisation. These provided the leader with the opportunity to really make a difference by building upon these and taking their organisation to the next level of success.

The 4 Elements of the Employee Experience



“*The employee experience is revealed across the 4 main elements of our working world*”

The Ripples of the Employee Experience

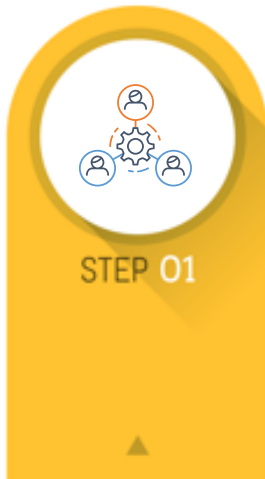


“The employee experience ripples through an organisation, impacting everything it touches

The Process for Uncovering, Revealing and Utilising the Employee Experience in an Organisation

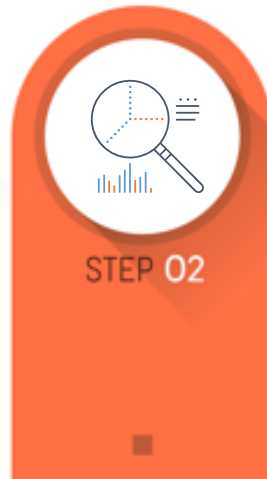
COLLECT DATA

Conduct multiple interviews across the organisation



ANALYZE DATA

Undertake phenomenological thematic analysis of the interviews



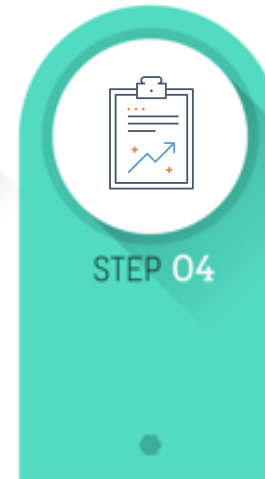
CREATE REPORT

Write a report that reveals clearly the lived experience of the employees



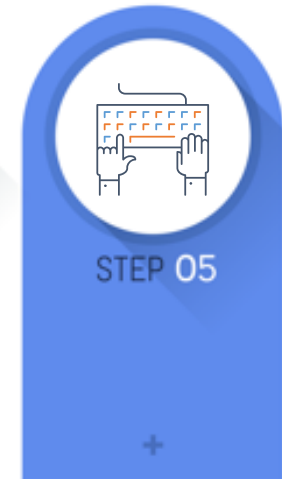
PRIORITISE ISSUES

Prioritise the issues based on the organisational context



TAKE ACTION

Create a plan of execution



Uncovering the Employee Experience

Revealing the Employee Experience

Utilising the Employee Experience



Uncovering the Employee Experience - Data Collection

The employee experience resides in their lives and is not necessarily an easy thing to reveal. Many organisations try to use surveys and questionnaires to understand the employee experience. These are efficient methods of gathering data but are not the best approach when trying to unravel the employee experience as they fail to capture either its uniqueness or nuance. Instead, we recommend a qualitative approach based upon professional one-on-one interviews, which focuses on how the experiences occur for the individual rather than how often things occur or in general. Interviewing individuals about their work experience is also not a straightforward activity, it requires skill and experience.

The goal of the interviews is to get a narrative that represents the full spectrum, nuanced and detailed of how the employee experiences their work. We always record these interviews but also ensure the data is anonymised so that the individual can speak freely and honestly.

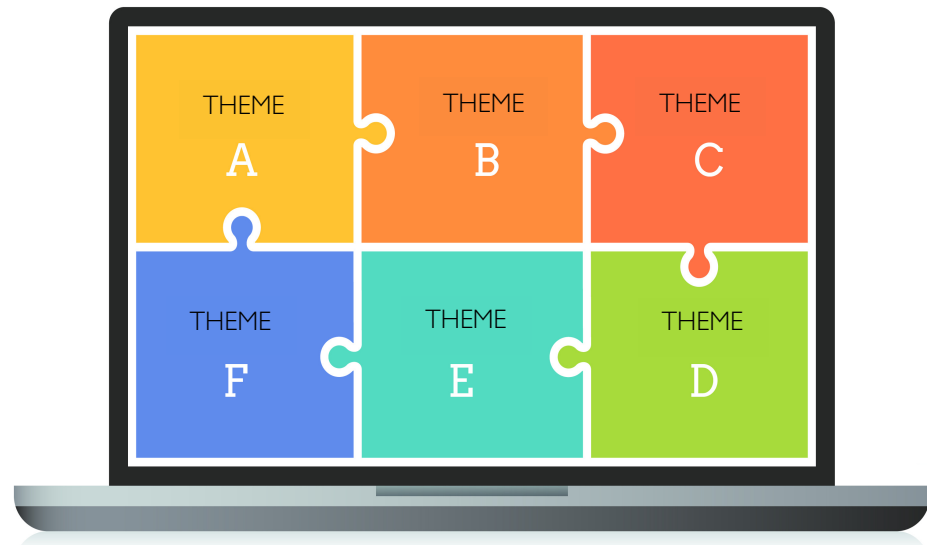
Uncovering the Employee Experience - Data Analysis

The next step of the process is to undertake a thorough phenomenological analysis of the interviews to identify the key themes, those moments in the working experience of the employee that are impactful or important. This is one of the hardest elements of the whole process of uncovering the employee experience and requires skill.

“ Themes are metaphorically speaking more like knots in the webs of our experiences, around which certain lived experiences are spun and thus lived through as meaningful wholes

Max van Manen

Phenomenological Thematic Analysis





Revealing the Employee Experience - Writing the Report

Once the data has been analysed the next step is to write a report that clearly explains the employee experience of an organisation. This needs to be a summation of all the individual sets of analysis and should provide a narrative that is accurate and fully reveals the rich detail that is the employee experience.

It is no trivial thing and requires considerable work if the true employee experience is to be properly revealed.

Utilizing the Employee Experience - Prioritisation

Once the employee experience is fully revealed and understood, the next step is to prioritise this issues. We employ a several different frameworks and tools that helps an organisation to prioritise the employee experience ensuring that the organisational context is paramount.

Example of
Prioritization
Methods We Use



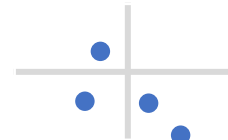
Value vs Risk Matrix



Categorise potential actions by their expected organisational value and by the degree of risk associated with their implementation.



Value vs Effort Matrix



Set the Value and Effort factors for your tasks and then plot them to see which are the optimal to start with.



ICE



Set the Impact, Confidence and Ease factors for the task. The ICE score is calculated by the formula : Impact + Confidence + Ease.



RICE

$$\frac{\text{Reach} \times \text{Impact} \times \text{Confidence}}{\text{Effort}} = \text{RICE SCORE}$$

The final RICE score is calculated by the formula : Reach x Impact x Confidence ÷ Ease.

Utilizing the Employee Experience - Developing an Action Plan

The last step is developing an action plan that will enable and strengthen positive aspects of the employee experience while beginning the process of addressing the challenges and issues that harm the employee experience.

A real challenge here is for an organisation to include this work as part of its strategic efforts rather than a list of items to be done and then forgotten. *It is here that our work with organisations in developing their strategic thinking, planning and execution comes into its own. We help organisations situate the employee experience, the issues raised and the action plan into a strategic context that makes the changes planned to be sustainable, impactful but that minimize the disruption.

*We have a unique 'kata' for the development and execution of strategy called the Kelsey Key.



Final Word

Uncovering, understanding and then improving the employee experience is a not a small task. There are no shortcuts to doing this work correctly.

We can help your organisation gain real insight into your employee experience, develop a plan and help you execute your improvement efforts.

So, if you are interested in finding out more, contact us today:

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