

USING DESIGN THINKING TO IMPROVE EMPLOYEE EXPERIENCE, HR STRATEGY & PROCESS

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“My philosophy has always been, if you can put staff first, your customers second, and shareholders third,

Effectively, in the end, the shareholders do well, the customers do better, and your staff remains happy.”

Sir Richard Branson

Employee Experience – Key Touch Points



Employee Experience is a sum of all experiences employees have with the organization.

CULTURE PLAYS A BIG ROLE.

Why this sudden hate towards Appraisal ?

- GE, Adobe, Accenture, IBM, Deloitte List is growing fast
- Vicious circle of annual salary budget, bell curve, performance ratings
- One year time to remove your black spot... no one has the patience
- Original intent of feedback for performance improvement is lost.



Check Ins / Touch Points / One on Ones

Frequent, informal, pointed.

Salary reviews/cycle remain same.

Career progression ...Performance, Potential, Role

Actually going back to basics Putting the focus on feedback

Workplace as an Experience



2015 Airbnb Chief Human Resource Officer Mark Levy Becomes Chief Employee Experience Officer

- #belonganywhere theme.
- Hospitality. New employee experience.
- 4 hours volunteering a month
- Worst and best hiring moments.
- Crowdsourcing talent best practice
- Technology, collaboration tools



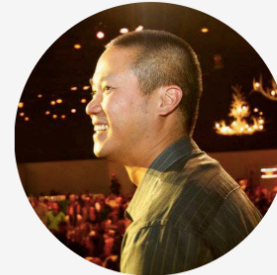
Zappos – Culture



Zappos pays 10K to a new employees if they want to leave after induction period.

Created Holacracy to manage bureaucracy and provide freedom.

"Hsieh-isms" from our CEO Tony Hsieh



“ Without conscious and deliberate effort, inertia always wins. ”



[How It Works](#)

[Implement](#)

[Training & Events](#)

[Licensing & Certification](#)

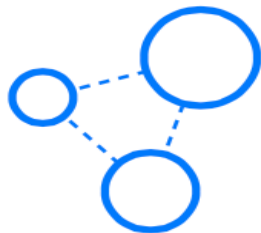
[Resources](#)

[Community](#)



How Holacracy Works

The traditional hierarchy is reaching its limits, but “flat management” alternatives lack the rigor needed to run a business effectively. Holacracy is a third-way: it brings structure and discipline to a peer-to-peer workplace.



Flexible organizational structure

With clear roles and accountabilities



Efficient meeting formats

Geared toward action and eliminating over-analysis



More autonomy to teams and individuals

Individuals solve issues directly without bureaucracy



Unique decision-making process

To continuously evolve the organization's structure.

What Propelled A DVD-By-Mail Company To Greatness

NETFLIX

Seven Aspects of our Culture

- Values are what we Value
- High Performance
- Freedom & Responsibility
- Context, not Control
- Highly Aligned, Loosely Coupled
- Pay Top of Market
- Promotions & Development

Netflix Vacation Policy and Tracking

“there is no policy or tracking”

“There is also no clothing policy at Netflix, but no one has come to work naked lately.” – Patty McCord, 2004

Lesson: you don't need detailed policies for everything.

Managers: When one of your talented people does something dumb, don't blame them.

Instead, ask yourself what context you failed to set.

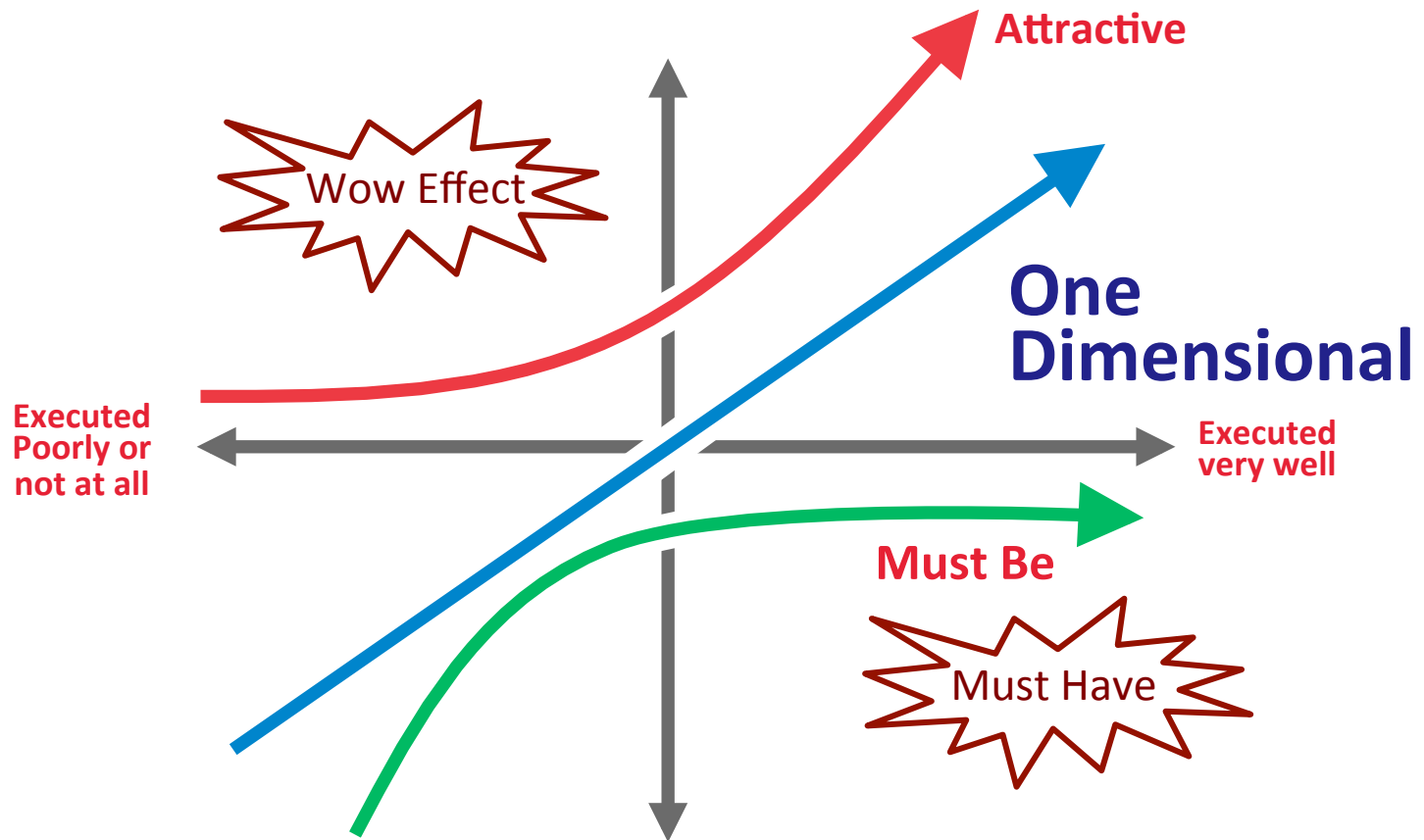
Netflix Policies for Expensing, Entertainment, Gifts & Travel:

“Act in Netflix's Best Interests”

(5 words long)

KANO

Model of Customer Satisfaction



HR STRATEGY... THINK EMPLOYEE EXPERIENCE

Work Place

Office layout
Cafeteria
Diversity
Inclusion
Gym/Child care
...

People

Interaction
Empowerment
Learning
Relationships
Collaboration
...

Process

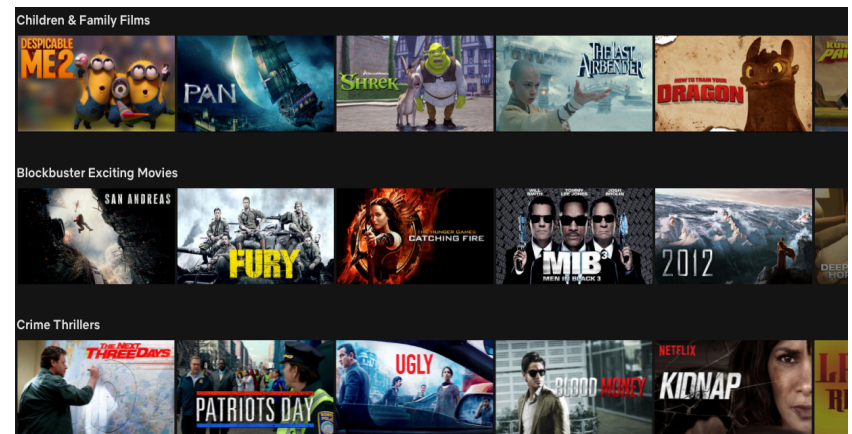
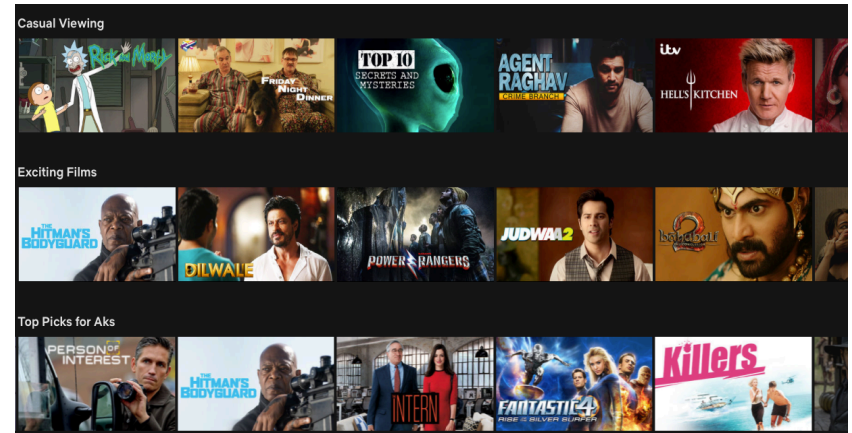
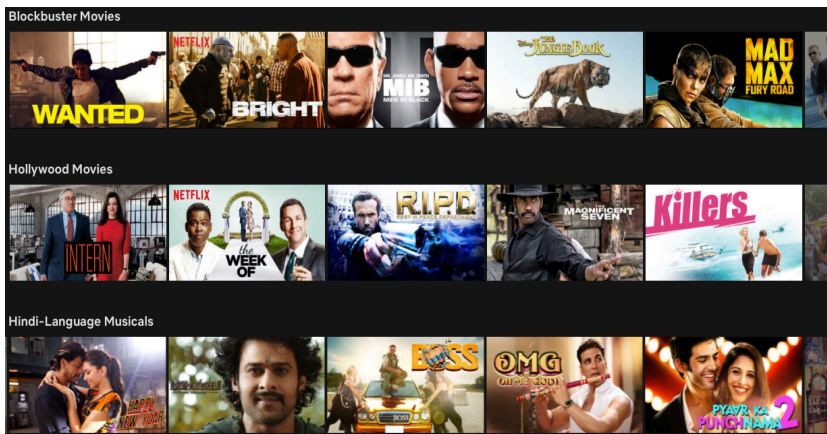
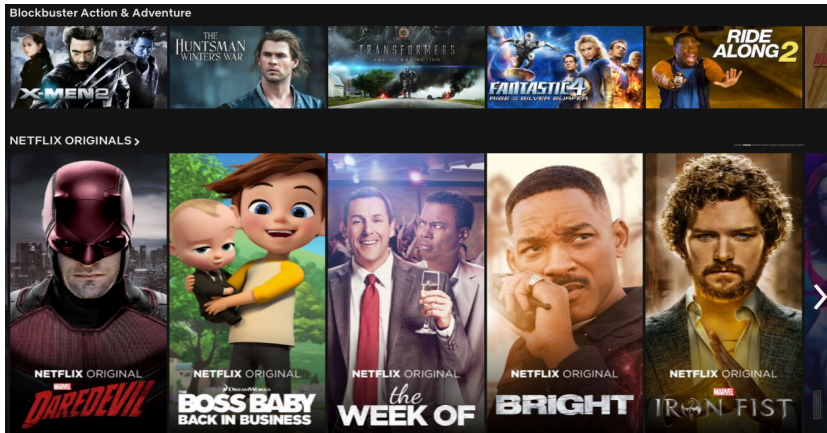
Workflows
Org Design
KPIs
Policies
Approvals
...

Digital

HRIS
Self service
Mobile
User Interface
Bots / AI
...

Moments of Truth are in all segments of employee touchpoints

The biggest shift is from one policy, standardization, rule based HR to ... No One Size Fits All









Netflix page of each user looks very different from others.

**NO ONE SIZE
FITS ALL**

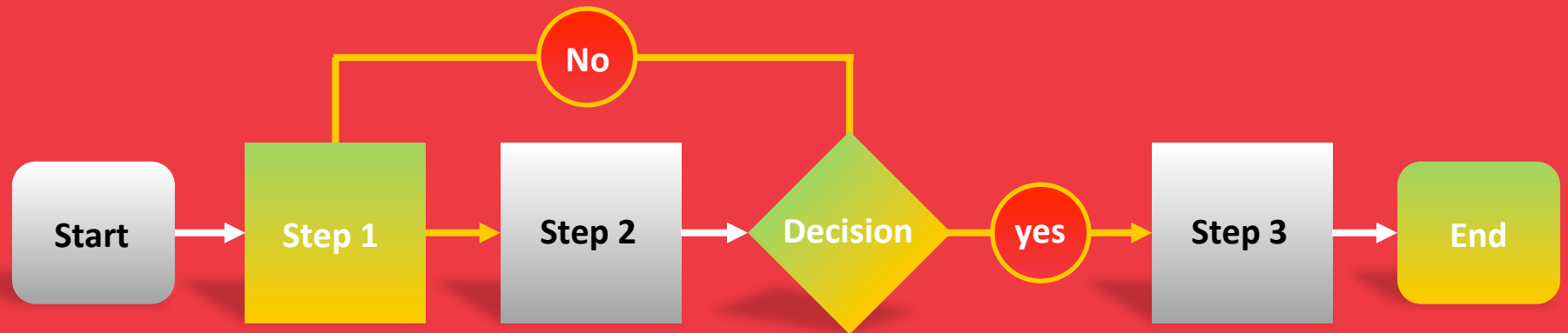


Design Thinking makes you look at an employee with the same lenses as you look at your **CUSTOMER**

 <p>Roger Department Head</p> <ul style="list-style-type: none">• Comfort Zone• Optimistic• Patient	 <p>Alex New Joinee</p> <ul style="list-style-type: none">• Novice• Impatient• Overwhelmed	 <p>Rachel Associate</p> <ul style="list-style-type: none">• Resourceful• Headstrong• Focused	 <p>Frances Manager</p> <ul style="list-style-type: none">• Informed• Willing• Analytical
 <p>Gautam Senior Manager</p> <ul style="list-style-type: none">• Comfortable• Early Adopter• Determined	 <p>Tom Senior Associate</p> <ul style="list-style-type: none">• Unfocussed• Struggling• Unsure	 <p>Ruchi Vice President</p> <ul style="list-style-type: none">• Savvy• Social• Anxious	 <p>Patrick Analyst</p> <ul style="list-style-type: none">• Striving• Considerate• Optimistic

BUT EACH EMPLOYEE IS DIFFERENT ...

Lean Process Mapping taught us how to map process looking at it inside out...



Design thinking looks at the process as customers see it with key Touch Points

Persona
Brenda Lee

Age : 35
Mom of two
MBA

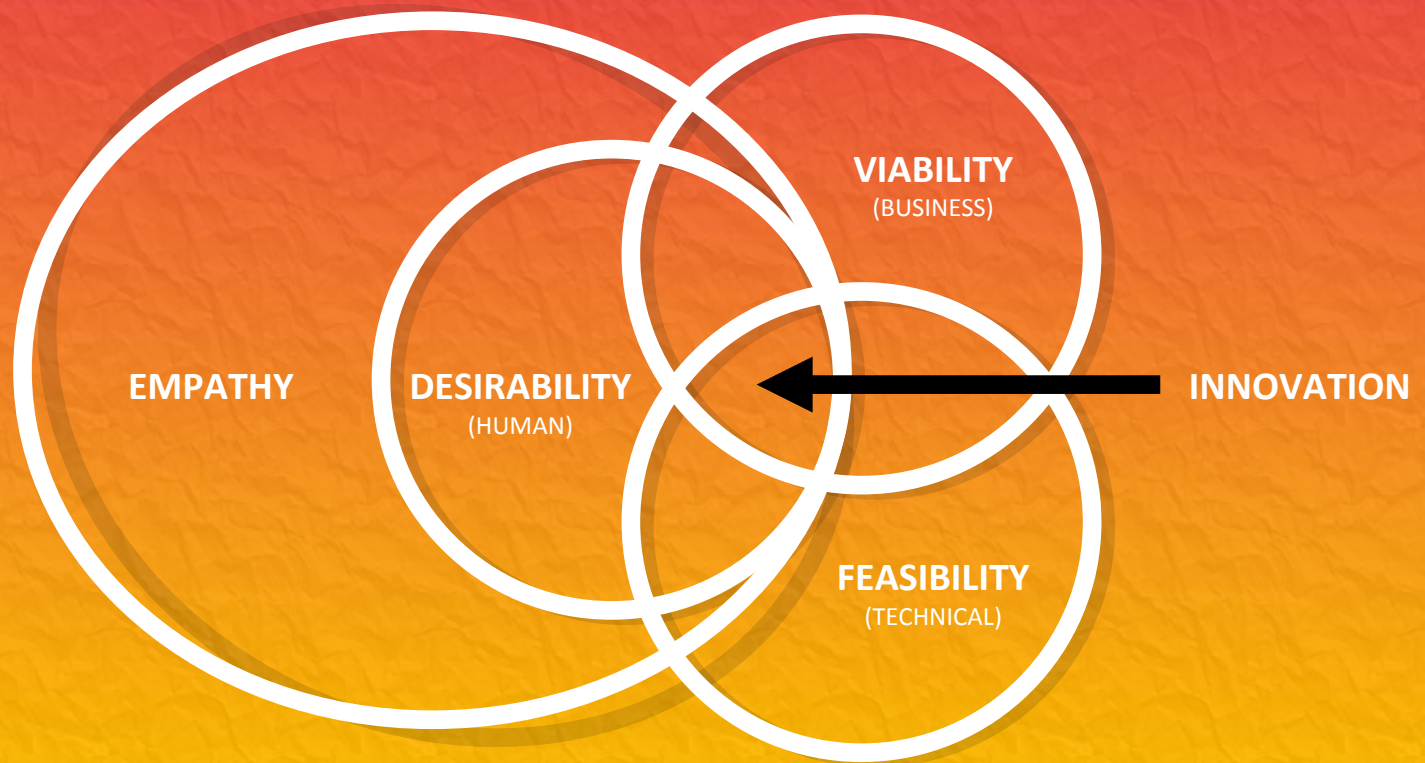
Working as AVP, Working couple,
Lives in East Coast



Customer Journey Mapping: Buying a Credit Card

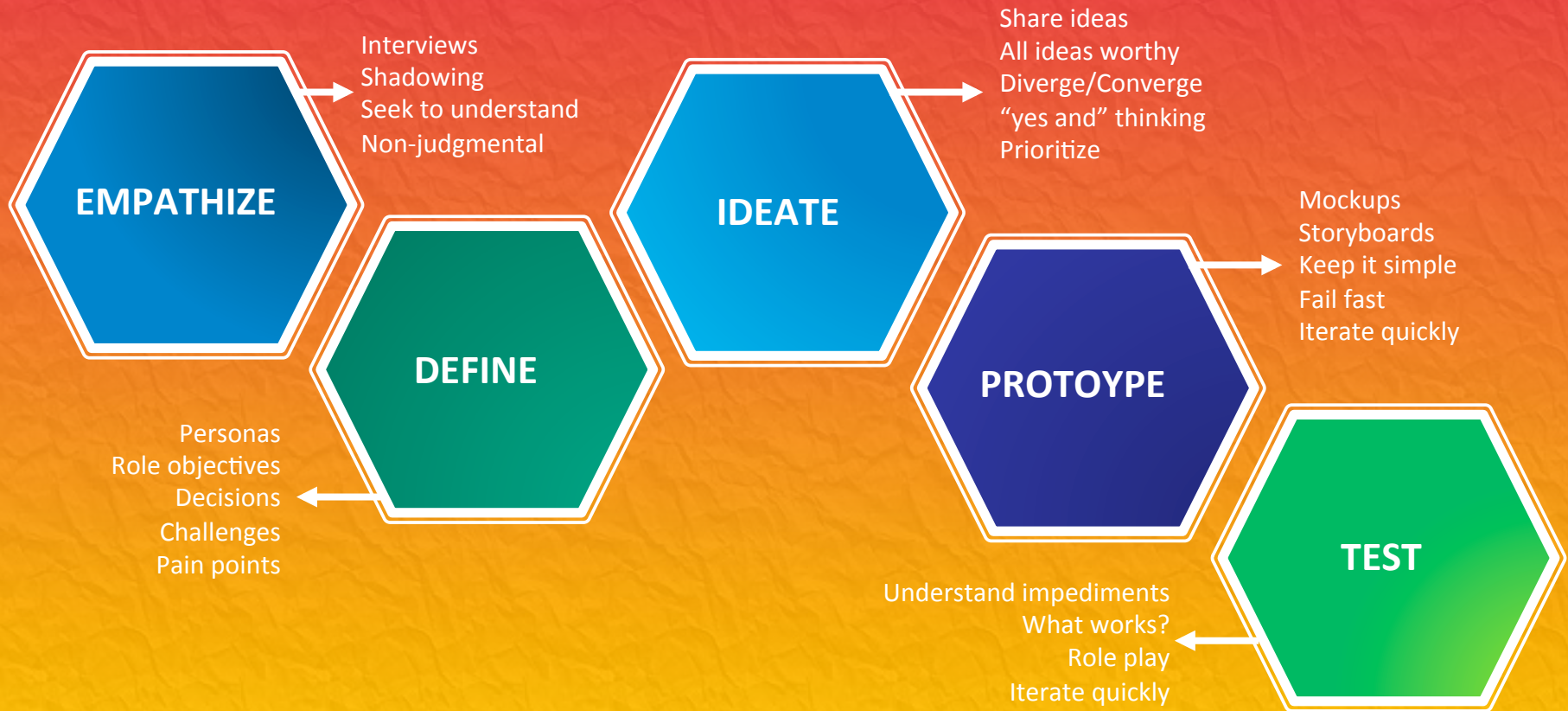
	2 Days AWARE	1 week RESEARCH	1 Day APPLY	2 weeks WAIT TO HEAR	1 week RECEIVE
User Needs & Goals	<ul style="list-style-type: none"> Customer needs another credit card to keep her personal transaction separate A credit card which is easily acceptable in all the establishments A card which is well secured 	<ul style="list-style-type: none"> A website/app which gives comparator analysis, authentic user reviews, need based information Research should have the following details: <ul style="list-style-type: none"> An affordable AMC Reasonable APR, EMV Attractive cash back/loyalty points 	<ul style="list-style-type: none"> A hassle free application process Reliable and quality product & customer service Personal attention Technology enabled services A knowledgeable & empathetic CC/sales rep Convenient operating hours 	<ul style="list-style-type: none"> Smooth and fast verification process Responsive customer care Easy access to give feedback/complaint through toll free no. Feedback form on websites, blog sites etc. Regular status update 	<ul style="list-style-type: none"> Product Assurance Prompt service A quick service delivery
Process	<ul style="list-style-type: none"> Decide to buy Make the requirement list 	<ul style="list-style-type: none"> Explore Options Narrow down the options Choose the best as per the need 	<ul style="list-style-type: none"> Apply for the credit card Submit the documents Assessment by the bank 	<ul style="list-style-type: none"> Wait to hear from the bank while the assessment is going on 	<ul style="list-style-type: none"> Receive a accept/reject mail If approved, receive the welcome kit via post
Touch Points	<ul style="list-style-type: none"> Website, Mobile app, Social Media, Search engine Newspaper Ads Marketing events 	<ul style="list-style-type: none"> Website, Mobile app, Branch visit, Customer Care enquiry 	<ul style="list-style-type: none"> Website, Mobile app, branch visit, direct mail, sales representative 	<ul style="list-style-type: none"> Website, Customer care Enquiry 	<ul style="list-style-type: none"> Email, post, call from the bank
Think & Feel	<p>"Let me check the user review, seek advice of friends, navigate websites."</p> <p>"Google has so many options"</p> <p>"Which product caters to my requirement?"</p>	<p>"Too much information."</p> <p>"Comparing data takes so much time."</p> <p>"Feel of the Website is good."</p> <p>"Let me give them a call/ visit the branch."</p>	<p>"It has a lot of paper work, too much time consuming."</p> <p>"Bank should already know my details."</p>	<p>"Is this going to fall through?"</p> <p>"This verifications is taking too much time."</p> <p>"No update from the bank yet".</p>	<p>"Finally received my credit card."</p>
Experience	<p>Fun Ease Importance</p>	<p>Fun Ease Importance</p>	<p>Fun Ease Importance</p>	<p>Fun Ease Importance</p>	<p>Fun Ease Importance</p>
Improvement Opportunities	SEO and digital marketing opportunities	Help potential customers with the comparator analysis	Online application, document upload and self service	Document verification and KYC process	TAT on getting the credit card across to the customer

Design Thinking | Framework



Source : IDEO

Design Thinking | Steps





Step 1

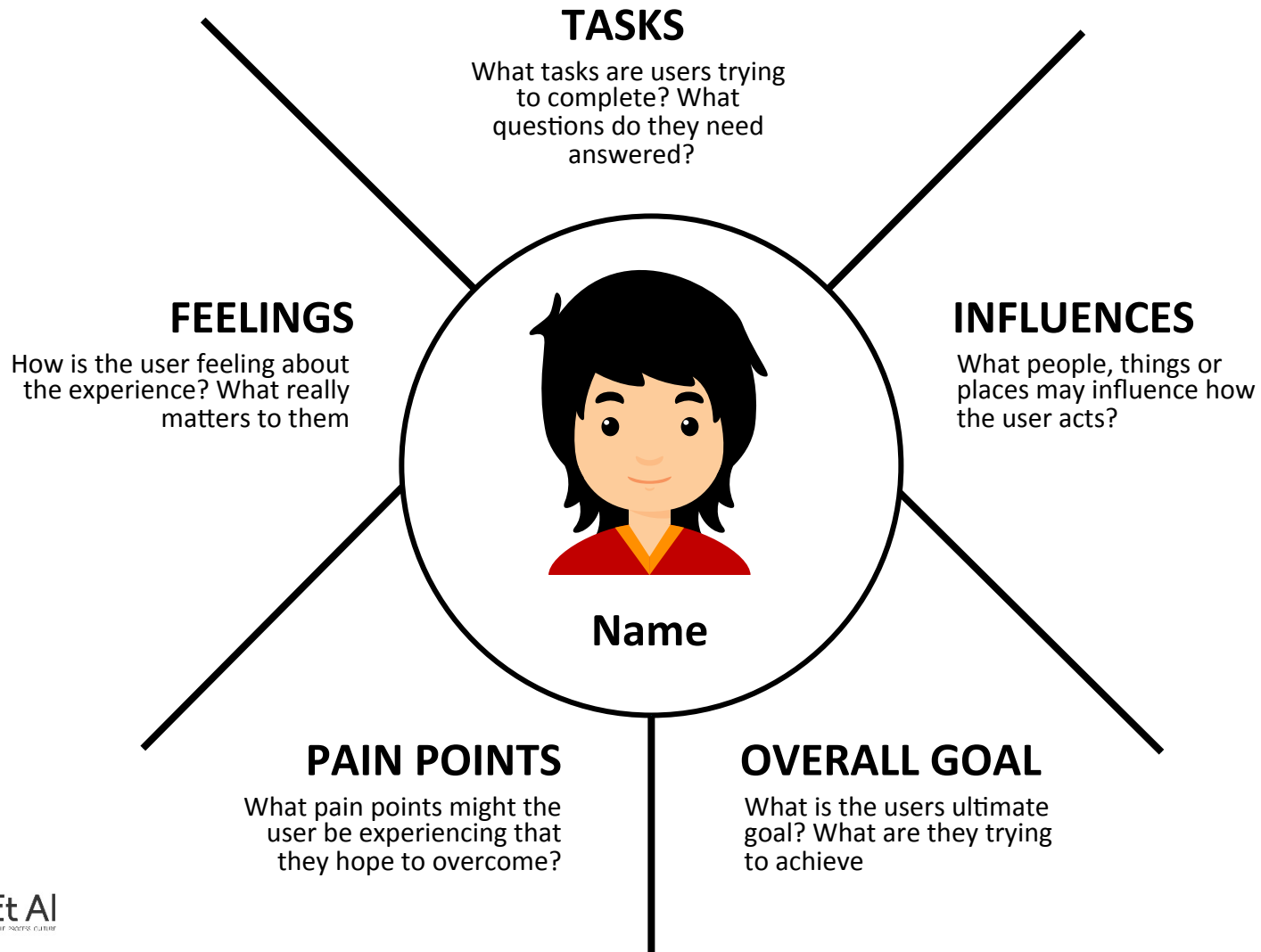
EMPATHISE

EMPATHY






Empathy helps you identify the true and correct problem to understand consumers' experiences and motivations

EMPATHY MAPS

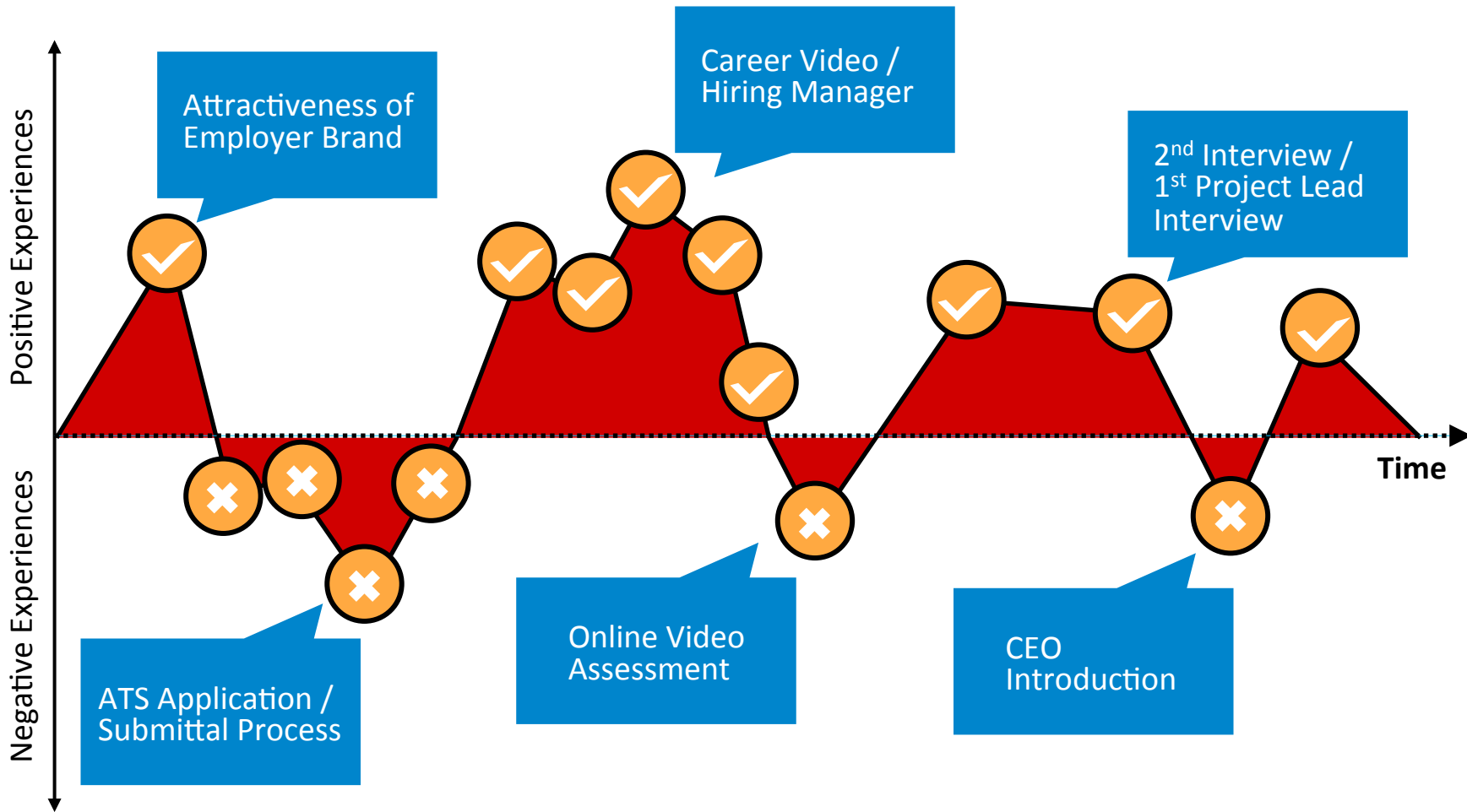


Empathy Techniques – Persona Building

Persona Example

		
SETH NEW HIRE	DEB MANAGER	KARI PART-TIMER
age 24 loc Arlington, TX hrs 9am-5pm	age 48 loc Dalton, WI hrs 9am-5pm	age 36 loc Emeryville, CA hrs 8am-12pm
About I have recently graduated college and this is my first professional job. I am still learning the ropes of the business as well as my role. I depend a lot on my team for assistance.	About I have been with Love's Tech Supplies for 12 years and my biggest success was the implementation of the new inventory tracking system. I really know where this company saves money.	About I have been with Love's for 8 years and decided to finish pursuing a degree, so I can only work mornings and weekends. I have an extensive amount of tech knowledge.
Needs I need access to the information that will help make my acclimation as efficient as possible.	Needs I need concise information so that I can get back to doing what I do best.	Needs I need remote access to company updates so that I can be on the right page when I get into work.

Empathy Techniques – Service Blueprint





Step 2

DEFINE

Defining your problem

Re-framing and defining the problem in human-centric ways

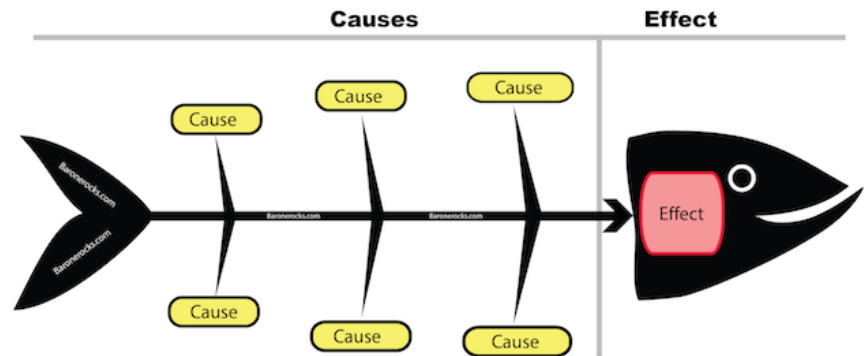
- Who are the people for whom we are designing this service/product?
- In what Context will they use it?
- What are they currently using in this context?
- What are their expressed and unexpressed needs?

Defining Techniques

5x WHY ?



Fishbone Diagram





Step 3

IDEATE

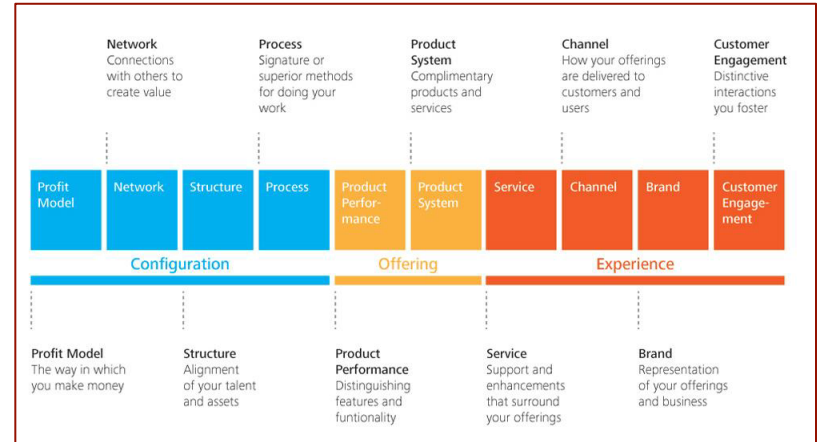
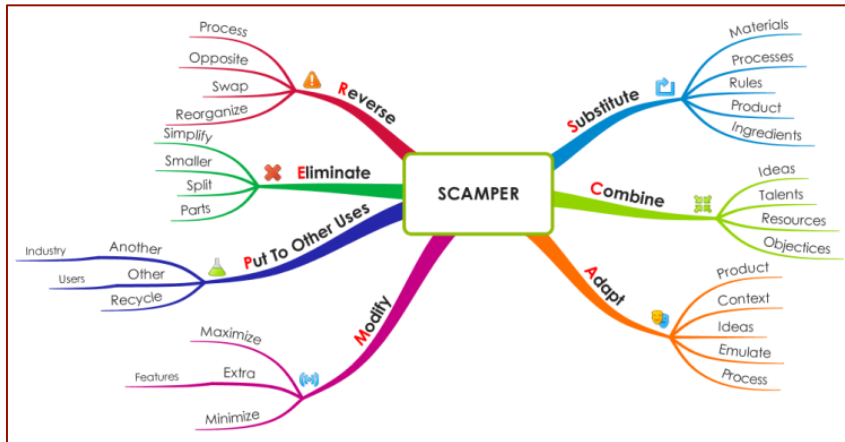
Ideating the solutions



Identify new solutions to the problem statement you've created, and you can start to look for alternative ways of viewing the problem

Ideating Techniques

Scamper



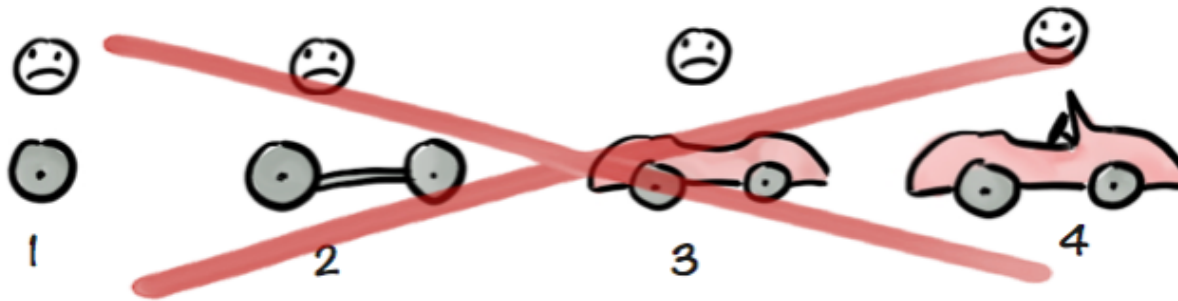
Ten Types of Innovation



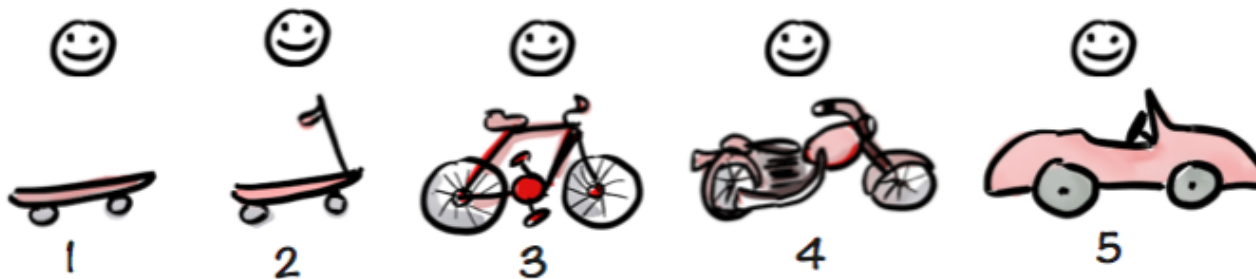
PROTOTYPING

Minimum Viable Product (MVP)

Not like this....



Like this!



Minimum Viable Product (MVP)

Company	Assumptions	Minimum Viable Product
Zappos	People will buy shoes over the internet.	Bought shoes retail as orders came in
Dropbox	People will try a new service to help them sync files between computers.	You tube video
Air B&B	People will stay on a stranger's air mattress when hotels are full.	Listed founder's apartment on simple website



TESTING

Hypothesis testing

Hypothesis testing

We believe that people like

(customer type)

have a need for / problem doing (need/action/behavior)

.....

We will be successful when (measurable outcome) or (observable outcome)

.....

which will contribute to (KPI)

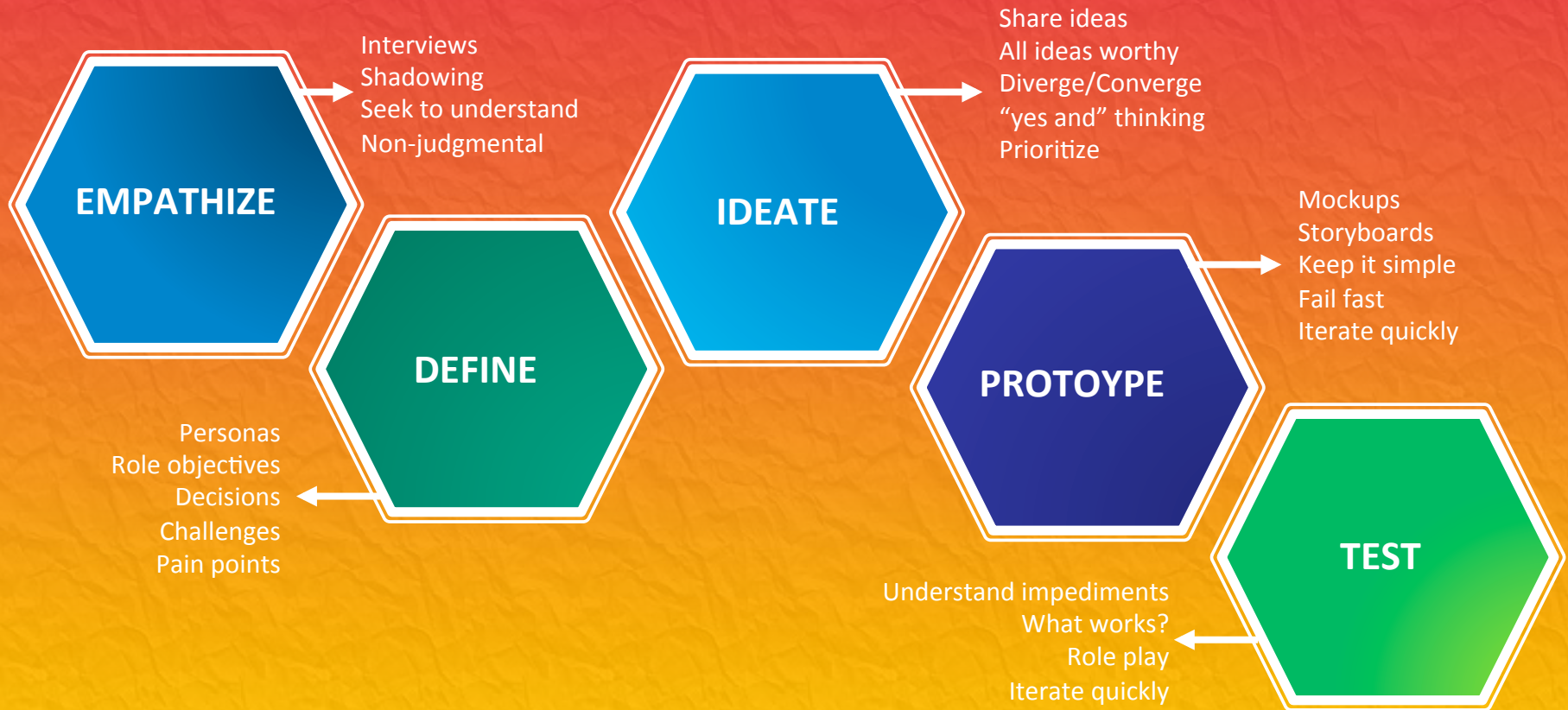
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ChangeEt AI

Pivot or Persevere



Design Thinking | Definition



Summarizing ...

- Work on Culture while you work on Employee Experience
- Design Thinking, Innovation, Employee Experience Use discretion.
- Digital tools are for your usage ... do not become a slave.
- Customize your journey Use mix of interventions instead of a template.
- Design thinking is not necessarily the solution for everything.

Employee Experience – Key Touch Points



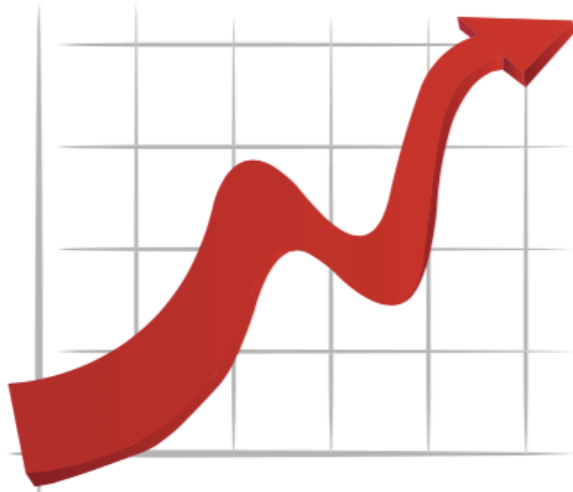
Employee Experience is a sum of all experiences employees have with the organization.

CULTURE PLAYS A BIG ROLE.



EXAMPLES

We created our own approach to support Change Intervention using Design Thinking

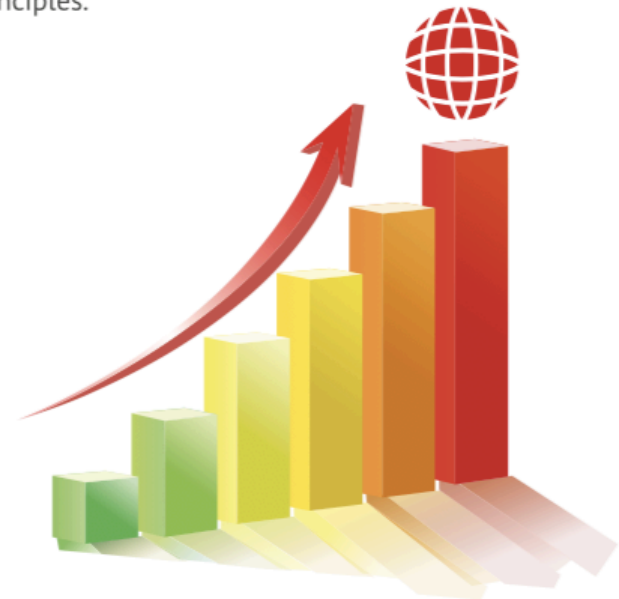


Fail fast, learn faster and manage change successfully.

Changeathon intervention makes sure that you test your hypothesis, innovate quickly and learn as you fail to make your change successful. Our intervention allows you to deploy these changes as you fail fast and learn to come up with a validated solution using **Lean Startup** principles.

Make Speed and agility part of your culture

Changeathon intervention is your solution to bring in large scale change even if you struggle due to the culture of your organization. Speed and agility is the new reality and changeathon can help you transform your culture bringing in speed and agility in the organization.



HR Examples : Design Thinking intervention by Change Et Al.

End to End Recruitment cycle with focus on Candidate experience. This Insurance company recruits over 500 employees a month due to high attrition in sales & customer service. Finger pointing on HR and Talent Acquisition was putting lot of pressure while candidate experience was extremely poor. Our approach was to bring together all stakeholders to create a joint solution.

HR Organization design implementation with focus on Employee experience. After creating a new Shared Service and HRBP structure, this Energy & Infrastructure company saw a huge decline in HR service with lot of noise from stakeholders. Employees and managers both were complaining and HR team was under tremendous pressure. We focused on removing silos and enhancing Stakeholder experience starting from Managers.

Performance Management redesign with focus on feedback. While implementing Workday, this team also wanted to create a new design for Performance Management. We used this opportunity to create a new process, helped implement with Workday and put the focus back on Feedback.

Talent Review and Succession Planning redesign. In this matured organization, the process seemed to be losing its charm as an annual event to tick the box and report to Global HQ. We redesigned the process with new KPIs reinvigorating TR once again.

Learning and Development with Expert Career Track redesign. Like most organizations, managerial career track was well established but Expert track lacked edge and sharpness to retain top talent. Our intervention was based on competencies and involved L&D, HRBPs, Engineering and Technology teams to create career and development plan.

THANK YOU

Want to know more about Design Thinking ? Contact us:



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