

# Enhancing the Employee Experience

Presented by  
IMA Leadership Academy

Brigitte de Graaff LLM, MSc, CMA

April 6, 2021



The Association of  
Accountants and  
Financial Professionals  
in Business



# Webinar Features and CPE Credit

Q&A

Asking Questions



Participant Quick Guide



Help



CPE Credit

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### Criteria for Partial Credit Option 1

- Minutes to Watch: 50
- Number of Completed Polls required: 3

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- Minutes to Watch: 75
- Number of Completed Polls required: 5

# Moderator



**Penny Weller, Ph.D., CMA**  
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**Advisory Program Leader**  
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**Member**  
**IMA Global Board of Directors**

# Featured Presenter



**Brigitte de Graaff LLM, MSc, CMA**  
**Lecturer in Accounting**  
Vrije Universiteit Amsterdam  
**Member**  
IMA Global Board of Directors

# Brigitte de Graaff's Biography

- Brigitte de Graaff is a lecturer in accounting at the Vrije Universiteit Amsterdam, the Netherlands, where she also earned her two master's degrees in accounting and control and Dutch criminal law. She has broad experience in teaching in executive education, both through in-house training sessions at corporations as well as through the executive programs offered at the university. Ms. De Graaff also provides CMA prep courses in other European countries and has provided editorial assistance for CMA review materials.
- Brigitte has been an active board member for IMA's Amsterdam Chapter for the past seven years, during which time she fulfilled multiple positions before becoming president-elect of the Chapter. De Graaff also served on the Component Roundtable Advisory Committee and now as a global board member on IMA's Volunteer Leadership Standing Board Committee.

# Learning Objectives

After this session, attendees will be able to:



## DEFINE

Employee experience and differentiate it from employee engagement



## DESCRIBE

The benefits and challenges of enhancing the employee experience



## IDENTIFY

Processes or methods for measuring the employee experience



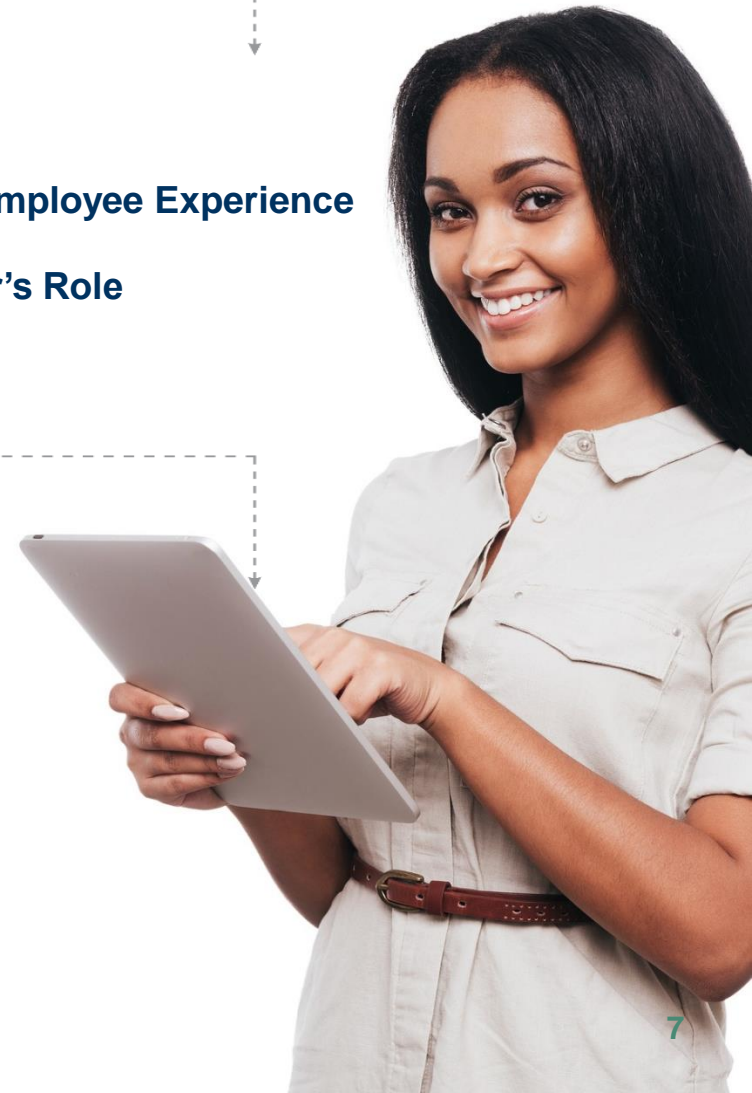
## EXPLAIN

The manager's responsibility for developing the employee experience

# Course Goal and Agenda

The **goal of this course** is to provide management accountants with the leadership abilities to enhance the employee experience within their organization to help retain employees and enhance organizational performance.

- Introduction
- The Basics
- Measuring Employee Experience
- The Manager's Role
- Close



# Reflection

1

How would you **define** employee experience?

2

As a manager, what can you do to **enhance** the employee experience of your team members?







## THE BASICS

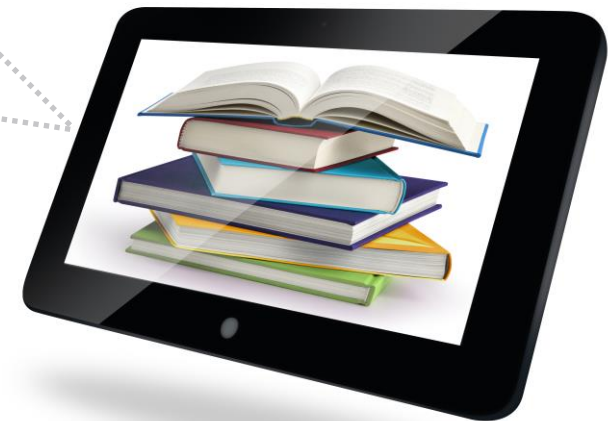
# Definitions of Employee Experience

The employee experience is the sum of the **interactions** and **perceptions** that employees have regarding their work, their relationships, and the opportunities for growth within their organization.

—Dr. Brad Harrington  
*Boston College Center for Work & Family*

Companies and their people working together to create **personalized, authentic** experiences that ignite passion and tap into purpose to strengthen individual, team, and company performance.

—McKinsey & Company



# Another Definition



Employee experience takes into consideration how employees **see**, **hear**, **believe**, and **feel** about all aspects of their employment. These aspects stretch from the recruitment process through to the last day at your company.

—People Insight



## FAIRNESS

Physical environment

Alignment with values

## TOOLS FOR THE JOB

## Well-being

DEVELOPMENT

Teams and relationships

Listening and contributing

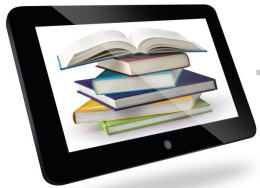
## Technology

Products  
and services

Reward and recognition

## LEADERSHIP

# Employment Engagement



“Employee engagement is the extent to which employees feel passionate about their jobs, are committed to the organization, and put discretionary effort into their work.”



**THE ORGANIZATION**



**“MY MANAGER”**

# Engagement vs. Experience



## ENGAGEMENT



## EXPERIENCE

	The output or goal	The input
	Focuses on workplace and productivity	Encompasses the worker as a human being
	Focuses on employer	Focuses on employee
<b>Context</b>	“Here’s what we did. How happy are you?” (top-down)	“How can you do your best work and connect with your purpose?” (bottom-up)
<b>Foundation</b>	Industrial design “What works best everywhere?”	Design thinking analytics “What works best here?”
<b>Frequency</b>	Once every one to two years Report to senior leadership	Continuous feedback Report to local leader/team
<b>Results</b>	Repetitive results	Tied to growth and performance

# Poll Question #1

Which do you think is more important—  
**employee engagement** or **employee experience**?

- a. Employee engagement
- b. Employee experience
- c. Each is important in different circumstances
- d. I need to think about it some more



# Poll Question #1 Results

# Benefits

**4X**

Average profit

---

**2X**

Average revenue

---

**40%**

Lower employee turnover

**24%**

Higher net promoter score

**18%**

Higher productivity

**50%**

Less absenteeism

---

**62%**

Fewer accidents

---

**12%**

Higher customer advocacy





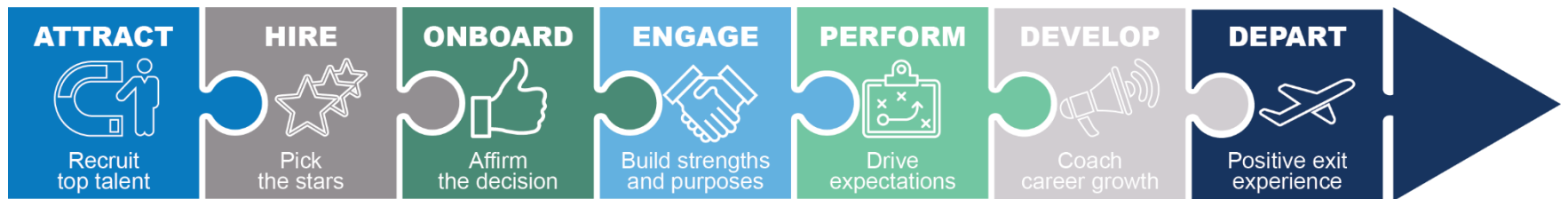
# Challenges

- ① Many companies delegate experience to an **annual engagement survey**
- ② Most companies haven't **assigned employee experience responsibility** to a senior executive or team
- ③ Often difficult to obtain resources for an **integrated set of priorities**
- ④ Companies need to update their tools to get the **constant feedback** needed for employee experience management
- ⑤ Many companies remain focused on **"point-in-time engagement"**








# Gallup's Seven Stages of Employee Experience

My Manager | Role | Team | Workspace | Well-Being



Purpose | Brand | Culture

# Deloitte's Simply Irresistible Organization™ Model

 MEANINGFUL WORK	 SUPPORTIVE MANAGEMENT	 POSITIVE WORK ENVIRONMENT	 GROWTH OPPORTUNITY	 TRUST IN LEADERSHIP
Autonomy	Clear and transparent goals	Flexible work environment	Training and support on the job	Mission and purpose
Select to fit	Coaching	Humanistic workplace	Facilitated talent mobility	Continuous investment in people
Small, empowered teams	Investment in development of managers	Culture of recognition	Self-directed, dynamic learning	Transparency and honesty
Time for slack	Agile performance management	Fair, inclusive, diverse work environment	High-impact learning culture	Inspiration

Cross-organization collaboration and communication



## MEASURING THE EMPLOYEE EXPERIENCE

# Methods to Collect Experience Data



SURVEYS



BREAKATHONS



FACE-TO-FACE  
INTERVIEWS



FOCUS  
GROUPS



FEEDBACK  
APPS

# Poll Question #2

Which of the following methods is one that sounds most promising for collecting **employee experience** data?

- a. Surveys
- b. Breakathons
- c. Face-to-face interviews
- d. Focus groups
- e. Feedback apps



# Poll Question #2 Results

# Creating Effective Surveys



1

Ask questions related to **observable behavior**, not thoughts or motives.

2

Measure only those behaviors that are linked to your **organization's performance**.

3

About one-third of questions should lead to a **negative response**.

4

Avoid questions that require **rankings**.

5

Make sure that the survey can be completed within **20 minutes**.

6

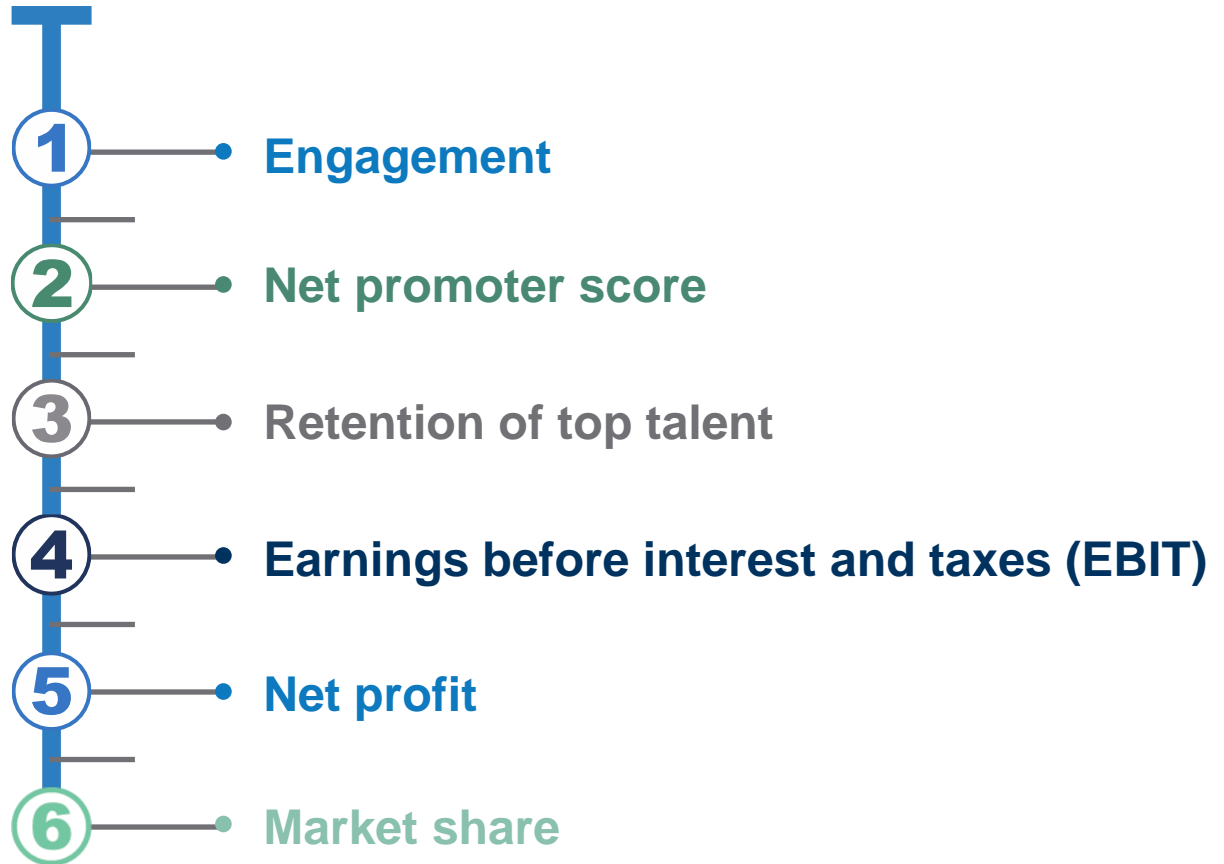
Make sure the interface for the survey is **user-friendly**.







# Additional Strategies to Gather Experience Insights

- ① Design thinking methodology
- ② Value stream mappings
- ③ Kaizen sessions
- ④ Online communication tools
- ⑤ Customer-feedback tools

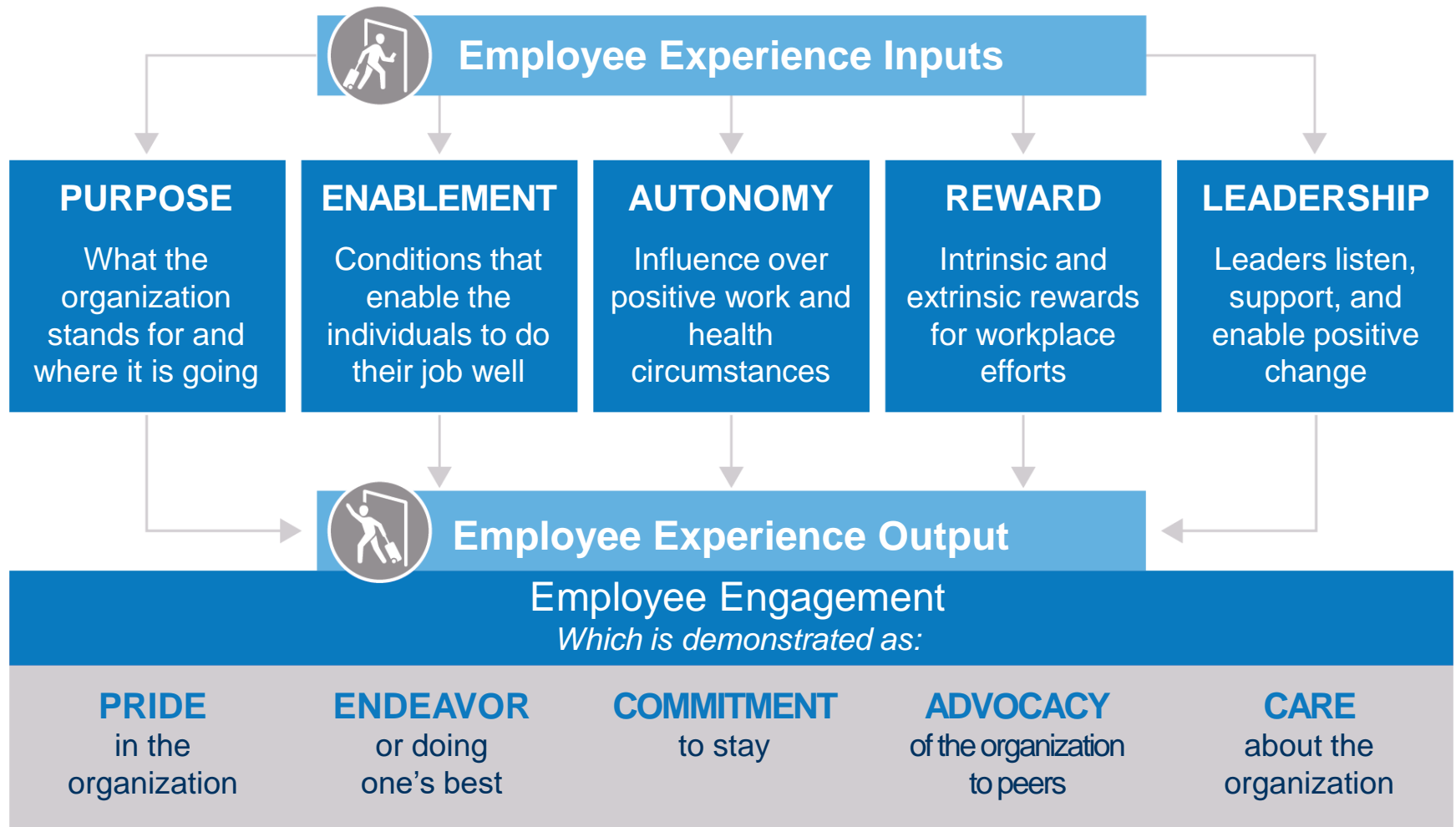
# Experience Metrics



# Employee Experience Index

				PHYSICAL SPACE MAX: 26	CULTURE MAX: 70	TECHNOLOGY MAX: 19.5	OVERALL MAX: 115.5
1		Facebook	Experiential	<b>24.4</b>	<b>63.0</b>	<b>18.2</b>	<b>OVERALL 105.6</b>
2		Google	Experiential	<b>24.2</b>	<b>63.0</b>	<b>17.7</b>	<b>OVERALL 104.9</b>
3		Apple	Experiential	<b>24.4</b>	<b>62.2</b>	<b>18.2</b>	<b>OVERALL 104.8</b>
4		LinkedIn	Experiential	<b>25.2</b>	<b>62.2</b>	<b>16.6</b>	<b>OVERALL 104.0</b>

# PEARL™ Employee Experience Model



# Poll Question #3

Of the **five PEARL elements**, which is one that you feel is the strongest in your organization?

- a. Purpose
- b. Enablement
- c. Autonomy
- d. Reward
- e. Leadership
- f. I'm not sure



# Poll Question #3 Results

# Balanced Scorecard

Used to translate  
intangible assets  
into real value for  
stakeholders

Allows  
organizations  
to implement  
differentiating  
strategies  
successfully

Translates strategy  
into performance  
objectives,  
measures, targets,  
and initiatives

“How will  
we know if we  
are successful  
in achieving  
this  
objective?”



## THE MANAGER'S ROLE



# The Manager's Impact on the Employee Experience Journey



**Attract:** “Quality of manager” is a top factor considered in job searches.



**Perform:** Only two in ten employees strongly agree that their performance is managed in a way that motivates them to do outstanding work.



**Onboard:** When managers play an active role in onboarding, employees are 2.5 times more likely to strongly agree their onboarding was exceptional.



**Depart:** 52% of exiting employees say that their manager could've done something to prevent them from leaving their job. Only 51% of employees who left their job had a conversation about their engagement, development, or future during the three months leading up to their departure.



**Engage:** Managers account for an astounding 70% of the variance in their team's engagement.

# Understanding Employees' "Why"

- ① What were the employee's experiences, and what led him or her to us?
- ② Why did the employee stay with us?
- ③ What sets our organization apart?
- ④ Discuss the subject of salary directly and clearly.
- ⑤ Why does the employee have the existing position with us?
- ⑥ What would tempt the employee to accept another position elsewhere?
- ⑦ Discuss what the employee sees as his or her overall career plan.
- ⑧ Discuss the annual performance review process, content, and results.
- ⑨ If the employee completed a performance review of peers, direct manager, and senior management, what would it reflect?

WHY?

# Conducting Stay Interviews

- Are you recognized for your accomplishments?
- Does your immediate manager support you in matching your skills and desires to your career goals?



- Is the training you want available to you?
- What would make your life easier?
- What makes you unique in this organization?

Source: See Bibliography [10]

# Enrichment Possibilities

- 1 Combine tasks
- 2 Form teams
- 3 Put employees in touch with clients
- 4 Rotate assignments
- 5 Build in feedback
- 6 Establish widespread participation
- 7 Nurture creativity
- 8 Set goals



# Poll Question #4

From this list of **enrichment possibilities**, which one would you most like to see implemented with your team?

- a. Combine tasks
- b. Put employees in touch with clients
- c. Rotate assignments
- d. Establish widespread participation
- e. Nurture creativity
- f. Set goals



# Poll Question #4 Results



CLOSE

# Review: The Basics



DEFINITIONS



EMPLOYEE EXPERIENCE  
AND EMPLOYEE ENGAGEMENT



BENEFITS OF  
EMPLOYEE EXPERIENCE



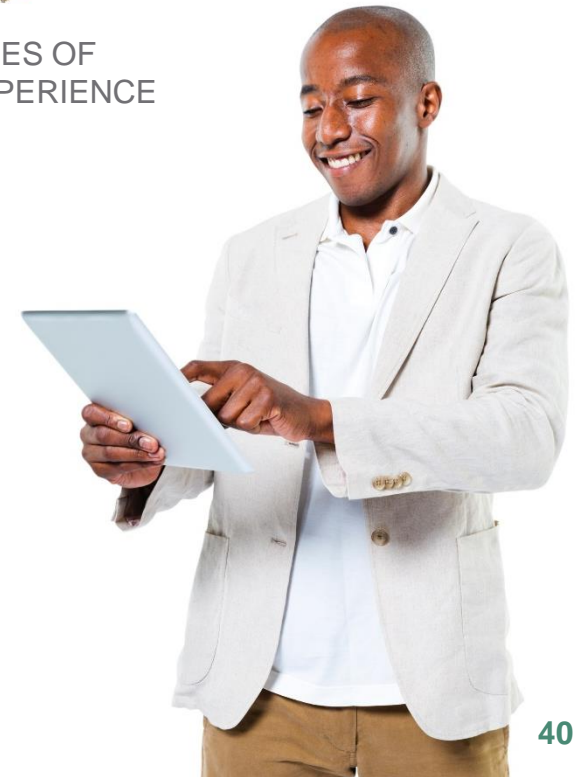
CHALLENGES OF  
EMPLOYEE EXPERIENCE



GALLUP'S SEVEN STAGES OF  
EMPLOYEE EXPERIENCE  
JOURNEY



DELOITTE'S SIMPLY  
IRRISISTIBLE  
ORGANIZATION™ MODEL





# Review: Measuring the Employee Experience



METHODS TO  
COLLECT DATA



CREATING EFFECTIVE  
SURVEYS



GATHERING EMPLOYEE  
EXPERIENCE INSIGHTS



PEARL™ EMPLOYEE  
EXPERIENCE MODEL



EMPLOYEE EXPERIENCE  
METRICS



BALANCED  
SCORECARD



# Review: The Manager's Role



THE MANAGER'S IMPACT ON  
THE EMPLOYEE EXPERIENCE JOURNEY

## WHY?

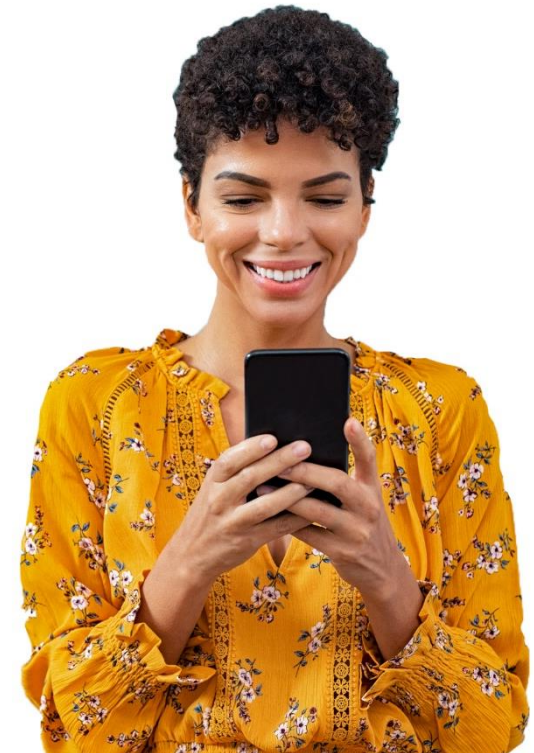
UNDERSTANDING EMPLOYEES' "WHY"



ENRICHMENT POSSIBILITIES



CONDUCTING STAY  
INTERVIEWS



# Poll Question #5

Of the following topics in today's webinar, which have you found **most impactful**?

- a. Gallup's Seven Stages of Employee Experience Journey
- b. Deloitte's Simply Irresistible Organization™ Model
- c. PEARL™ Employee Experience Model
- d. Metrics and collecting data on employee experience
- e. How managers impact the employee experience



# Poll Question #5 Results

# Learning Objectives, *revisited*

After this session, attendees will be able to:



## **DEFINE**

Employee experience and differentiate it from employee engagement



## **DESCRIBE**

The benefits and challenges of enhancing the employee experience



## **IDENTIFY**

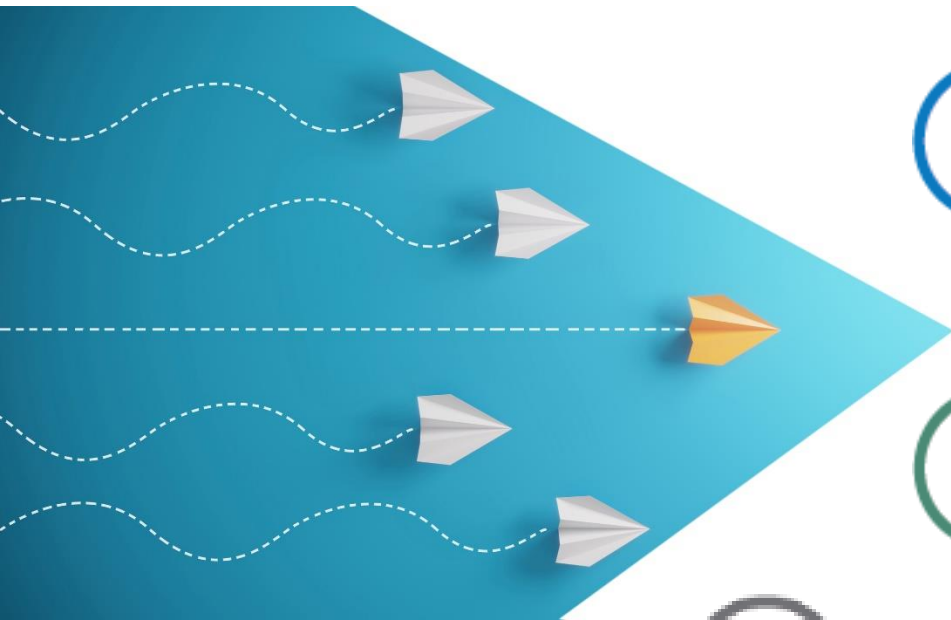
Processes or methods for measuring the employee experience



## **EXPLAIN**

The manager's responsibility for developing the employee experience

# Action Plan



①

How will **you and your team** benefit from what you learned or were reminded of today?

②

How will **your organization** benefit from what you learned or were reminded of today?

③

How might **your job** change as a result of what you learned or were reminded of today?

④

What is **one action** you can take in response to what you learned or were reminded of today?

# Questions & Answers

*Use the Q & A Panel to send your questions to our panelists.*



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Lecturer in Accounting  
Vrije Universiteit Amsterdam  
**Member**  
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**Penny Weller, Ph.D., CMA**  
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# Thank You to Our Presenter!



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# Thank You to Our Moderator!



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**North America Global Business Services**  
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# Final Reminders

- ▶ **Complete the Evaluation poll – 2 Options**
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  - Click the “Evaluation Survey” icon
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